



## **Sonrisas Dental Health**

### **Board of Directors Closed Session**

**May 20, 2025  
6:00 PM**

Location  
Sonrisas San Mateo Conference Room  
430 N. El Camino Real, San Mateo

Join Zoom Meeting  
<https://us02web.zoom.us/j/85703332154?from=addon>

Meeting ID: 857 0333 2154

One tap mobile  
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### **AGENDA**

1. CALL TO ORDER AND ROLL CALL –Chair Taverner
2. PUBLIC COMMENTS – Chair Taverner
3. CLOSED SESSION – Chair Taverner
  - A. Pursuant to Government Code Section 54957(b): Personnel Matter
4. REPORT OUT – Chair Taverner
  - A. Any recommended actions will be reported out at the Regular Board Meeting immediately following this session.
5. ADJOURN TO OPEN SESSION



## **Board Meeting May 20<sup>th</sup>, 7:00PM**

Location  
Sonrisas San Mateo Conference Room  
430 N. El Camino Real, San Mateo

Join Zoom Meeting  
<https://us02web.zoom.us/j/87430091044?from=addon>

Meeting ID: 874 3009 1044

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### **AGENDA**

TABS

1. 7:00 CALL TO ORDER AND ROLL CALL – Chair Nigel Taverner
2. 7:00 CLOSED SESSION REPORT OUT – Chair Nigel Taverner
3. 7:05 MISSION MOMENT – CEO Fecher
4. 7:10 PUBLIC COMMENTS
5. 7:15 APPROVAL OF APRIL 22<sup>ND</sup> BOARD MINUTES – Chair Nigel Taverner A
6. 7:15-7:40 STRATEGIC PLAN FY23-FY25
  - A. Sonrisas Culture
  - B. Sustainable Growth
    - a. FQHC Pathways Project Update – CEO Fecher
    - b. Pescadero Clinic Update – CEO Fecher
    - c. Cooking for a Cause Sponsorship Progress – Spandan Chakrabarti
  - C. Community and Patient Engagement
7. 7:40-7:45 FY26 BUDGET APPROVAL – ACTION REQUESTED – CEO Fecher
8. 7:45-7:50 Data Incident Update – CEO Fecher
9. 7:50-7:55 REPORTS
  - A. CEO Report – CEO Fecher B
  - B. CFO Report –Status of March and April Financial Reports – CFO Yee
  - C. Fundraising Report – Spandan Chakrabarti C
  - D. Outreach Report– Dr. Bonnie Jue D
  - E. Quality Committee Report – Director Kneepfel
  - F. Board Nomination Committee – Director Sanchez
10. 7:55-8:00 PLAN FOR JUNE BOARD MEETING and SUGGESTED AGENDA ITEMS– Chair Nigel Taverner
11. ADJORN





## Board Meeting April 22<sup>nd</sup> , 6:30 PM

Location  
Sonrisas San Mateo Conference Room  
Zoom Teleconference

### MINUTES

1. **CALL TO ORDER AND ROLL CALL – Board Secretary Henry Sánchez** called the meeting to order at 6:32 pm.
  - A. **Present:** Vice Chair Dennis Kneepfel (Zoom), Board Secretary Henry Sánchez, Board Members: Larry Cappel (Zoom), Clyde Hinshelwood, Rick Navarro, Paramita Roy, Steve Stielstra
  - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee (Zoom), Development Director Spandan Chakrabarti, Administrative Assistant Veronica Le
  - C. **Absent:** Chair Nigel Taverner, Larissa Cutler
  
2. **MISSION MOMENT** – On April 9th, the Atkinson Foundation conducted a site visit in Pescadero to view the planned location for the dental RV clinic. Attendees included the Foundation's Board Chair and three additional members, including representatives from the Boys and Girls Club of Half Moon Bay and the San Bruno Community Foundation. The visit and presentation were well received, and the group expressed enthusiasm about the project and its progress.
  
3. **PUBLIC COMMENTS**—No public comments.
  
4. **APPROVAL OF MARCH 25<sup>th</sup> BOARD MINUTES**

*Director Steve Stielstra moved to approve the minutes of the March 25<sup>th</sup> meeting. Director Paramita Roy seconded the motion and was approved by roll call. Ayes: Dennis Kneepfel, Henry Sánchez, Larry Cappel, Paramita Roy, Steve Stielstra. Abstained: Clyde Hinshelwood, Rick Navarro*
  
5. **STRATEGIC PLAN FY23-FY25**
  - A. **Sonrisas Culture**—No updates.
  - B. **Sustainable Growth**
    - a. **FQHC Pathways Project Update – CEO Fecher** will be presenting an update on the FQHC Pathways Project at the PHCD Board meeting on April 24<sup>th</sup>. **CEO Fecher** shared an early look at the Five-Year Cash Forecast, based on a draft of the FY26 budget.
      1. The Board engaged in productive discussions on improving the efficiency of provider time and optimizing clinical production.
    - b. **Pescadero Clinic Update** – The public phase of the campaign launched on April 17<sup>th</sup> with a strong turnout. The Chief of Staff from Supervisor Mueller's office attended and spoke in support of the clinic and the collaborative efforts between Sonrisas and Puente in Pescadero. The event also featured both organizations' Coastsides Gives campaigns. **CEO Fecher** thanked **Director Roy** for attending and serving as the Board Champion.
      1. \$500K of \$725K committed so far.
      2. Currently waiting to hear from Atkinson and Irwin Foundations.
      3. An application was submitted to Congressman Liccardo's office for a potential federal funding opportunity.
    - c. **Cooking for a Cause Sponsorship Progress** – Mr. Chakrabarti met with Bastian from The Spanish Table, which has generously loaned paella cooking



equipment for the event over the past 10 years. A plaque was created to recognize their ongoing support. This year, The Spanish Table plans to further support the event by sponsoring food and wine service at the VIP reception, scheduled to take place one hour before the main event.

1. There was general consensus to revise the term “VIP reception” to ensure inclusivity and consideration for all attendees.

**C. Community and Patient Engagement—No updates.**

6. **DATA INCIDENT** – Notifications are scheduled to be sent at the end of April. Internal staff have been trained to redirect any related inquiries to a designated TransUnion phone number. Credit monitoring and additional support services will be made available.

- A. A Cyber Security Committee meeting is scheduled for May 13<sup>th</sup>. Board members are welcome to attend.

7. **FY26 BUDGET ASSUMPTIONS – CEO Fecher** presented a draft of the FY26 Budget to the Board, highlighting projected visit volumes for FY25 and the impacts of maternity leaves and ongoing staffing challenges. The focus will shift from visit numbers to managing provider production to maximize billable codes.

- A. **CEO Fecher** proposed a 3.5% merit increase pool and welcomed a discussion on the percentage.

- a. The Board engaged in thoughtful dialogue concerning future financial stability of Sonrisas and the potential for staff attrition if there was no merit increase offered. The discussion concluded with agreement on a tentative 3% increase.

- B. Dr. Bonnie is anticipating an increase of 300 screenings for the upcoming year. The program will continue with the same FTEs, fellows, and staff, all of whom contributed to the program's success.

- a. Development of the Outreach Information System is continuing.
    - b. A key goal for the current year is to begin generating revenue from Community Health Worker (CHW) follow-up calls conducted after screenings.
      1. Challenges were noted in the credentialing process for Ms. Ochoa.
      2. Billing has also presented difficulties, particularly due to the need for electronic submission to HPSM. These issues may delay the inclusion of this revenue in the budget, but efforts are ongoing.

- C. The Finance team remains on track in preparing the final budget for Board approval. **CEO Fecher** asked whether the Board would prefer to convene briefly prior to the regular meeting on May 20<sup>th</sup> for a walkthrough of the budget, allowing time for any necessary adjustments.

- a. There was general agreement to move forward with a budget walkthrough during the week of May 12<sup>th</sup>. Ms. Le will be sending out a Doodle poll to find a time that works for everyone.

- D. There are potential funding opportunities with HPSM and the County, contingent upon Sonrisas presenting a viable plan to address the revenue gap and demonstrate financial sustainability.

- E. **CEO Fecher** acknowledged that, in her six years with Sonrisas, this has been the most challenging budget to prepare, reflecting the complexity of current financial conditions and operational pressures. If the budget is not ready for approval at the May meeting, it will be brought to the Board for consideration in June.

**8. REPORTS**

- A. **CEO Report** – No comments or questions.

- B. **CFO Report - February 2025 Financials**– **CFO Yee** updated the Board on the February financials, noting the impact on revenue numbers.

- a. The net income is positive with a variance of \$300K to the budget. Less visits were seen due to providers taking more time off than anticipated.
    - b. The FQHC receivables balance decreased to \$160K.

- C. **Fundraising Report** – Mr. Chakrabarti recently met with the Pescadero Municipal Advisory Board to request a letter of support for Congressman Liccardo, which they agreed to provide.

- a. With less than two weeks remaining, Coastside Gives is currently tracking slightly ahead of last year's progress. Mr. Chakrabarti has shared campaign links with Board members and encouraged them to help promote the effort through their social media channels.

- D. Outreach Report**— Dr. Bonnie shared that the Burlingame Rotary Club will be making a generous donation.
- E. Quality Committee Report** – Due to recent leadership transitions, the Quality Committee will pause its activities to assess the organization’s current capacity and priorities.
  - a.** Based on the available budget, the Committee may consider bringing in a consultant to provide additional support.
- F. Board Nomination Committee** – Ms. Le is working on a proposal for the Executive Committee, which currently includes **Chair Taverner**, **Vice Chair Kneepfel**, and **Secretary Sánchez**, to create a charter. The Committee may also consider changes to financial controls so they can approve unusual or unexpected expenses.

## **9. SUGGESTED AGENDA ITEMS FOR NEXT MEETING**

### **A. FY26 Budget**

**10.ADJORN**—The meeting was adjourned at 7:50 pm.





**DATE:** May 13, 2025

**TO:** SDH Board of Directors

**FROM:** Tracey Fecher, CEO

**RE: CEO Report**

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The notification phase of the data incident has been completed. Patient notifications went out on May 5<sup>th</sup>. The substitute notice was put on Sonrisas' website, media notification was sent and all required regulatory agencies were notified. Partner communications have also taken place. Sonrisas' breach counsel had alerted the team that after an event that affects over 500 patients, an investigation by Health and Human Services (HHS) Office of Civil Rights (OCR) is likely. Notification of the HHS OCR investigation was received on May 9<sup>th</sup>. The internal team and IT vendor are working with Sonrisas' breach attorney on the response to HHS OCR. There may be a need to engage outside resources for the implementation of additional cyber security policies and procedural best-practices. The team will keep the board apprised about the investigation and any additional resources required.

A project to improve the patient revenue cycle was started in late March. The entire patient revenue cycle from eligibility to claims submission and payment is being reviewed for efficiency and improvement. The current focus of the team is year end processes, such as patient A/R, refunds and writing off claims that cannot be collected.

Due to the data incident, the posting of insurance checks received from March through the first week of May has been delayed. Yesterday, the outsources billing company completed posting all payments through April 30<sup>th</sup>. March and April financial reports are delayed because the insurance revenue numbers could not be reconciled. The goal is to provide the March financial reports to the board via email by the end of May and to have the April financial statements available in early June. June and July statements will be provided to the board in August, as usual.

Recruiting for a Senior Clinical Care Coordinator continues. The team is considering some changes to the structure of the front office team to enable Sonrisas to bring insurance billing back in-house. This may change the title the team is currently hiring for. The recruiting agency used by Sonrisas has found several experienced candidates. The team hopes to fill the open FTE by the end of May.

As of May 13<sup>th</sup>, Sonrisas' cash position is \$2,012,000. Of that cash position, \$216,000 is restricted for the Pescadero Dental RV capital campaign and cannot be used for operation expenses.





**DATE:** May 12, 2025  
**TO:** SDH Board of Directors  
**FROM:** Spandan Chakrabarti, Director of Development  
**RE:** **Development Update**

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**Coastside Gives:** Sonrisas' Coastside Gives campaign was highly successful this year, raising more than twice our \$25,000 goal. 93 unique donors participated in our giving campaign, giving 97 gifts. Sonrisas also won third place in most dollars raised online in the large nonprofits category, resulting in a \$1,000 prize, as well as earned \$600 in social media prizes and \$200 for a golden ticket (random drawing). In total, our program campaign raised over \$54,000.

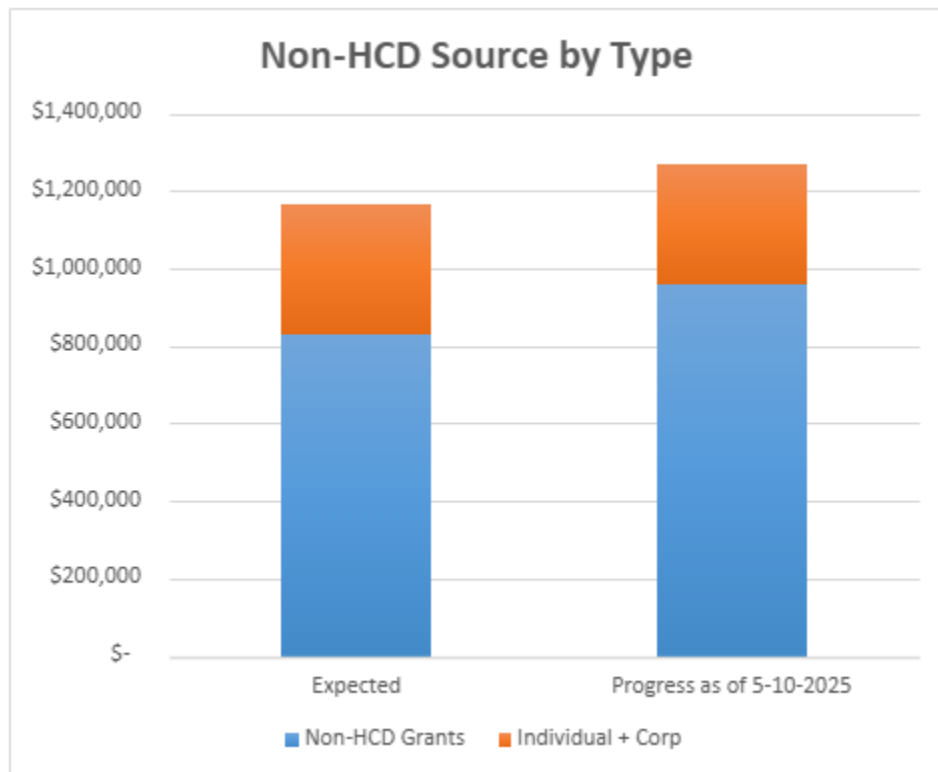
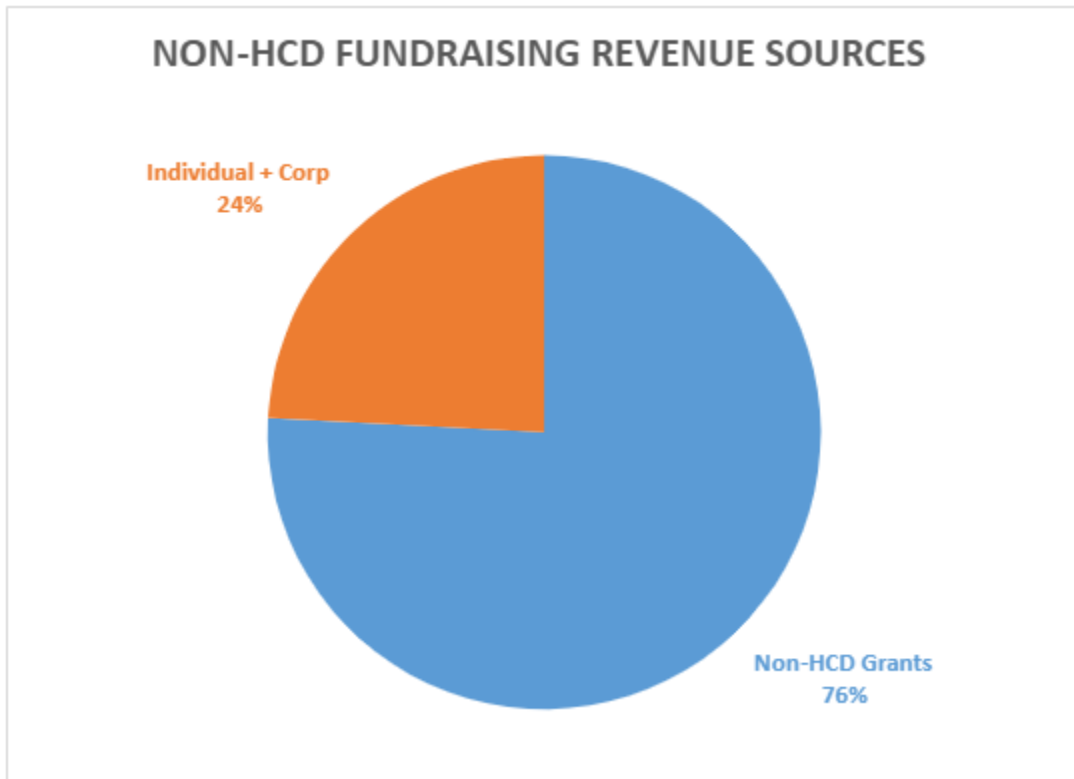
53% of donors from Coastside Gives 2024 were retained, and another 25% of donors had given to a prior Sonrisas Coastside Gives campaign. 10% of donors had given to Sonrisas but had not contributed to a Sonrisas Coastside Gives campaign before, and 12% of donors gave their first Sonrisas gift.

This marks the most successful Coastside Gives campaign in Sonrisas history, by far. The growth can be attributed to increased generosity of Sonrisas' existing donor base, Sonrisas' increased visibility and quality of communications, and investment in advertising.

**Pescadero RV Capital Campaign:** The Pescadero RV capital campaign saw progress in the last month as well. Sonrisas and Puente were awarded \$65,000 in grant funds as well as over \$10,000 in individual gifts (including from a separate campaign on the Coastside Gives platform), bringing the total raised for the campaign to slightly north of \$576,000. Additional requests in the amount of \$506,000 are currently pending.

Updated quotes from equipment and RV vendors also resulted in an upward revision of the amount required to be raised for the capital campaign. Our initial target of \$725,000 has increased to \$800,000.

**Cooking for a Cause 2025:** CFAC's growth is slated to come from major gifts and, to a likely lesser extent, sponsorships. The fundraising team has begun to set targets on major gift approaches (number of donors needed to be reached to receive a given number of gifts at a certain level). The team will reach out to donors with specific asks starting approximately a month before the September event. Sonrisas' fundraising team is also continuing to approach and follow-up with sponsorship prospects.

**Sonrisas Dental Health****Development Update. Dashboard Visuals.**







**DATE:** May 13, 2025

**TO:** SDH Board of Directors

**FROM:** Bonnie Jue, DDS

**RE:** **Community Engagement Director Report – May 2025**

May is Older Americans Month – but at Sonrisas Dental Health, we celebrate and support our aging and older adult community year-round!

From providing individualized dental care in the comfort of patients' homes to participating in large community events—such as our most recent Senior Showcase in Millbrae (pictured below)—Sonrisas is deeply committed to promoting oral health as an essential part of overall well-being and quality of life for older adults.

We are grateful for the opportunity to collaborate with a wide range of dedicated partners, such as the Belmont Library, Burlingame Skilled Nursing Facility, Casa de Redwood, Coastsides Adult Day Health Center, Crane Place, Fair Oaks Adult Community Center, Little House Peninsula Volunteers, Inc., Peninsula Family Services, San Mateo County Public Authority for In-Home Supportive Services, San Mateo Daily Journal, Self Help for the Elderly, Senior Coastsiders, Sequoia Health and Wellness Center, Travonde, and The Trousdale.

Together, we provide oral health education, dental screenings, mobile dental services (including x-rays and cleanings), and patient care coordination—ensuring older adults in our community receive the support they need to maintain a healthy smile and thrive.











Also, as the school year comes to a close, we are completing dental screenings at several local schools—continuing our commitment to oral health across all ages.

- 5/16 (Fri) – *Lomita Park Elementary (Millbrae)*: All students (Grades K–5)
- 5/19 (Mon) – *ALAS (Half Moon Bay/Pescadero – Health Equity Bus)*: Oral health education presentations for children and adult farmworkers
- 5/21 (Wed) – *KIPP Excelencia (Redwood City)*: Grades TK and Kindergarten
- 5/23 (Fri) – *Siena Youth Center (Redwood City)*: Afterschool program (ages 7–18)
- 5/27 (Tues) – *Beach Park SPED Program (Foster City)*: Special Education Preschool
- 5/30 (Fri) – *Allen Preschool (San Bruno)*: Preschool
- 6/3 (Tues) – *Foster City SPED Program*: Special Education Preschool
- 6/6 (Fri) – *Belle Haven Child Development Center (Menlo Park)*: Preschool
- 6/13 (Fri) – *Migrant Education Program (Half Moon Bay)*: Ages 7–18