



## Board Meeting November 28, 6:30 PM

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

Join Zoom Meeting  
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Meeting ID: 815 4695 0813

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### AGENDA

1. 6:30 CALL TO ORDER AND ROLL CALL – Vice Chair Sánchez
2. 6:35 MISSION MOMENT – CEO Fecher TABS
3. 6:40 PUBLIC COMMENTS
4. 6:40-6:45 APPROVAL OF SEPTEMBER BOARD MINUTES – Vice Chair Sánchez A
5. 6:45-7:30 STRATEGIC PLAN FY23-FY25 B
  - A. Strategic Plan First Quarter Update – Anna Mimran
  - B. Sonrisas Culture
    - a. DEIJ Business Case Orientation and Overview – Tanya Bluford C
  - C. Sustainable Growth
    - a. FQHC Project Update – CEO Fecher
6. 7:30-7:45 Other Business
  - A. Professional Employment Organization Update – CEO Fecher
  - B. Provider Recruiting Changes – CEO Fecher
7. 7:45-7:55 REPORTS D
  - A. CEO Report – CEO Fecher
  - B. CFO Report – CFO Yee E
    - a. October 2023 Profit and Loss, Balance Sheet, Dashboards
  - C. Fundraising Report – Spandan Chakrabarti
  - D. Outreach Report – Dr. Bonnie Jue F
  - E. Board Nomination Committee – Director Hinshelwood G
8. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Vice Chair Sánchez
9. ADJOURN





## Board Meeting October 24, 6:30 PM

Location  
Sonrisas San Mateo Conference Room  
Teleconference

### MINUTES

1. **CALL TO ORDER AND ROLL CALL** – **Chair Taverner** called the meeting to order at 6:36 pm.
  - A. **Present:** Board Chair Nigel Taverner, Secretary Clyde Hinshelwood, Board Members: Larry Cappel, Larissa Cutler, Dennis Kneepel, Rick Navarro, Steve Stielstra, Sheryl Young
  - B. **Also Present:** CEO Tracey Fecher, CFO Vickie Yee, Community Resources Director Spandan Chakrabarti, Administrative Assistant Veronica Le

*Chair Nigel Taverner proposed to add to the agenda item: Enforced Clinic Closure due to termites. Director Rick Navarro seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Dennis Kneepel, Rick Navarro, Steve Stielstra, Sheryl Young.*

*[Vice Chair Henry Sanchez arrived at 6:38 pm.]*

2. **MISSION MOMENT** – **CEO Fecher** shared the staff members humor when finding termites in the clinic.
3. **PUBLIC COMMENTS**—No public in attendance.
4. **APPROVAL OF SEPTEMBER BOARD MINUTES**

*Director Larry Cappel moved to approve the minutes of September 26<sup>th</sup>'s meeting. Vice Chair Henry Sanchez seconded the motion and was approved by roll call. Ayes: Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Dennis Kneepel, Steve Stielstra, Sheryl Young. Abstained: Rick Navarro, Steve Stielstra.*

5. **STRATEGIC PLAN FY23-FY25**
  - A. **Sustainable Growth**
    - a. FQHC Project Update –Researching pathways for Sonrisas to have an FQHC rate for all medical visits is a strategic project. The pathways include a subrecipient contract, becoming a look-alike FQHC or expanding the contract with the SMMC.
    - b. Sonrisas currently has a contract with the SMMC and every September, the rate increases.
      - The current per visit rate is \$318 a visit and there is a proposal to increase it since SMMC received an increase in their FQHC rate.
      - **Vice Chair Sanchez**—what percentage of Medi-Cal patients are SMMC patients?
        - The target of overall FQHC SMMC patient visits is 14% with 72% of total patient visits being low income.
    - c. FQHC Pathways Project Update—there are three partners the team is actively working with.
      - The first meeting with the SMMC will be in early November.

- Sonrisas is exploring the option of expanding the current contract with the county; and requested that pediatric patients be moved into the contract.
- The Sonrisas team will also present the subrecipient pathway to the SMMC team.
- A first meeting with the Samaritan House was held to discuss applying for a look-alike FQHC contract together, where they can provide medical care, and Sonrisas provides most of the dental care.
  - A potential downside could be that patients who are at 200% above the Federal Poverty Level cannot have visits funded by the FQHC contract.
  - **Director Young** suggested looking at Samaritan House's 990 for a better understanding of their funding sources.
  - There are other questions, such as needing a single taxpayer ID to apply for a HRSC FQHC contract, that make it unclear if a partnership with the Samaritan House would be a fit.
- **CEO Fecher** opened discussion with Board members to discuss thoughts on how to best move forward.

## 6. Other Business

**A. San Mateo Clinic Closure**—There were findings of drywood termites located in the ceilings of the San Mateo clinic building. The situation has progressed where the termites can no longer be spot treated and the whole building will need to be tented and fumigated for three days. The fumigation is tentatively scheduled for three days in November, causing approximately \$24,000 loss revenue.

- a. While the clinic is getting fumigated, there are alternatives for staff to temporarily relocate for those three days:
  - Operating the Half Moon Bay clinic on Saturday.
  - Operating the La Honda clinic on Thursday and Friday, possibly Saturday.
  - Dr. Bonnie has an outreach event on that Friday and could possibly schedule another event for staff to go.
  - Set up training for staff.
  - Offer staff to take time off.
  - Offer staff to work hours the Wednesday evening and Sunday if they want to schedule hours to put the clinic back together to prepare for operating the clinic the following Monday.
- b. Although PHCD will pay for the fumigation, Sonrisas' business insurance does not cover damage or treatment from pests. It would only cover if an extreme event occurred, such as a wall falling. Once the fumigation is completed, there will be a full inspection to determine if repairs are necessary. Any repairs will be a landlord expense.
- c. This situation fits the criteria to implement the Cash Reserves Policy to cover the loss.

## **B. Professional Employment Organization Proposal – Action REQUESTED**

- a. **CEO Fecher** explained to the Board what a Professional Employment Organization (PEO) is and recommended Sonrisas to move to TriNet for those services. Co-employment is a contractual allocation sharing of employer responsibilities between the PEO and client. There's shared liability between the two organizations but control of the organization is still at the discretion of the Board of Directors.
- b. Moving to a PEO should improve overall HR compliance, improved employee experience of HR, and better medical plans at an affordable cost offered to full-time employees.
- c. Concerns were raised regarding the security of sharing employee data and whether TriNet will hold onto that data if the contract is terminated.
  - The data could be exported for payroll and accounting purposes monthly.
  - The state of California has strict requirements for data security around HR data.
- d. There was a lengthy discussion on the fees proposed by TriNet and if there

are local TriNet staff for support.

- e. Concerns were raised on the contract terms and length, but since the contract has not yet been sent to CEO Fecher and Chair Taverner to review, **CEO Fecher** requested a vote pending review of the contract.

**Director Rick Navarro** moved to approve TriNet's contract contingent upon review by legal counsel and Board Chair Nigel Taverner. **Vice Chair Henry Sanchez** seconded the motion, and it was approved by roll call. Ayes: **Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Dennis Kneppel, Rick Navarro, Steve Stielstra, Sheryl Young.**

**C. CEO FY24 Goals – CEO Fecher** reviewed her goals and the Q1 status of those goals in dashboard.

- a. Leadership management and team development.
  - With the funding from the Cal Wellness grant, there will be six to eight leadership lab workshops to cover topics such as emotional intelligence and shared language amongst the supervisors.
  - Creating a succession plan for the Board President, CEO, Dental Director, Outreach Director, and Community Resources Director is a goal.
- b. Another goal is around the FQHC Pathways project, including engaging with the FQHC Task Force, meeting with potential partners and expanding organizational knowledge through consultants as well as implementing one FQHC requirement.
- c. For Fundraising, **CEO Fecher** and Mr. Chakrabarti have shared the goal of improving the Major Donor Program since the largest growth area is individual and corporate donations.
  - **Vice Chair Sanchez** asked for the definition of a “Major Donor”. Will that limit increase in future years?
    - Anyone who gives a cumulative of \$1,000 or more in a 12-month period is considered a major donor.
- d. Another goal in Patient and Community Engagement is completing an annual patient survey. Last year it was found that the tool used to pilot a patient survey in HMB required a manual data analysis, so the team is looking for a tool focused on patient feedback from medical settings.

**D. FY24 Budget Revision – Action REQUESTED**

- a. Sonrisas received a \$75,000 grant from Sutter Health for the FQHC Pathways Project and the team requested an adjustment to the budget to reflect the grant in both areas of revenue and expense, so the net impact is zero. In addition to the budget revision, **CFO Yee** would like to add the additional \$10,000 funds to Outreach that was approved by the Board in September board meeting.
- b. **Director Kneppel** asked for clarification on the budget process since most organizations' budgets rarely change and despite the direction, everything is a variance to the budget.
  - Without a Board approval for this revision, the variance of the revenue and expenses would require explanation every month.

**Vice Chair Henry Sanchez** moved to approve the FY24 Budget Revision. **Director Rick Navarro** seconded the motion and was approved by roll call. Ayes: **Nigel Taverner, Henry Sanchez, Clyde Hinshelwood, Larry Cappel, Larissa Cutler, Dennis Kneppel, Rick Navarro, Steve Stielstra, Sheryl Young.**

- E. Investment Account Changes – CFO Yee** shared that the City National Bank (CNB) has an updated fee schedule. After CNB reviewed the fee agreement, they found we have an old fee structure. Now, they have a nonprofit fee structure with different tiers, offering to combine the balance of PHCD and Sonrisas with a blended rate—which will lower the Sonrisas' fees.
- F. November Board Meeting Date –** The Board decided to reschedule the November Board meeting to November 28, 2023, at 6:30 pm. **Vice Chair Sanchez** will chair the meeting.

## 7. REPORTS

- A. **CEO Report** – No comments or questions.
- B. **CFO Report—Chair Taverner** noted that we're \$152k ahead of the budget.
- C. **Fundraising Report**
  - a. **CEO Fecher** shared a \$14,500 grant was received from Sunlight Giving for a capital improvement project to install TVs over the chairs in the San Mateo clinic for pediatric patients.
  - b. At this year's Cooking for a Cause event, a total of \$146,600 revenue and the total expenditures were \$70,145, resulting in a net revenue of \$76,455.
- D. **Outreach Report** – No report.
- E. **Board Nomination Committee – Director Hinshelwood** will schedule a meeting with the Board Nomination Committee to search for potential candidates to join the board. He will also connect with PHCD's CEO, Ana Pulido, to discuss candidates that she interviewed.

*[Director Larry Cappel left the meeting at 8:34 pm.]*

**8. SUGGESTED AGENDA ITEMS FOR NEXT MEETING**

- A. Board Nominations
  - B. PEO Contract
  - C. Staff holiday party
- 9. ADJOURN**—The meeting was adjourned at 8:53 pm.





**DATE:** November 20, 2023

**TO:** SDH Board of Directors

**FROM:** Anna Mimran, Strategic Project Manager

**RE: Strategic Plan – Year 2-Q1 Update**

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### **I. Strategic Plan Quarterly Review**

The team held their first quarterly review session on October 30<sup>th</sup>, to share updates on the progress achieved during Q1, look ahead at plans for Q2, and discuss changes to the plan.

The main take-aways from this session are that the Champions assigned to each goal have fully taken ownership of their respective areas and are making good progress on the planned activities. This session was also an opportunity to find synergies across different areas and foster greater collaboration between different team members working on different goals.

The team will hold these sessions quarterly to provide continued support to the Champions and help them keep their goals on track. Quarterly updates will also be shared with the Board, following each review session.

### **II. Progress on Goals**

The strategic plan is on track for Year 2 goals. The attached Sonrisas Strategic Plan Progress Dashboards provide details about each goal's status. Here are highlights of what was achieved during Q1 under each focus area:

- **Sonrisas Culture**

Justine Howard and Veronica Le have made good progress in updating the process to administer a quarterly Pulse survey to staff. This will allow the Supervisors team to regularly gather feedback and address concerns, to keep improving staff satisfaction within the workplace.

A leadership coach was hired and has started providing 1:1 coaching to members of the leadership team and group "Leadership Lab" training sessions to all supervisors. This will continue through July 2024.

- **Sustainable Growth**

Tracey Fecher and Anna Mimran are engaging with a lot of different stakeholders to explore pathways for Sonrisas to obtain FQHC status and improve Medi-Cal reimbursement rates. They are learning a lot and gaining more clarity in identifying the most viable options for Sonrisas.

Hida Solorzano identified a potential provider to offer “in office dental plans” to patients without insurance. This will help increase likelihood of patients following through with treatment and committing to Sonrisas as dental home.

Spandan Chakrabarti reported being on track to meet grant targets. Corporate and individual fundraising goals were merged into a total target of \$290,000, 36% of which was met as of the end of Q1.

- **Patient and Community Engagement**

Dr. Bonnie Jue and Marleen Rodriguez Ortiz led the implementation of a pilot patient survey in HMB between July and September. The results revealed very positive feedback about Sonrisas. However, the format of the survey and open-ended questions made it too time-consuming to be sustainable in the long run. They are in the process of exploring patient survey systems that are more medically focused.

A new initiative is under way to test out a dental case management software to help compile and analyze data from the outreach program. This would help manage data more efficiently, both for case management and reporting, and would support further growth of the outreach programs.

### **III. Feedback from Champions**

Strategic Plan Champions were surveyed to find out how they feel about that role, and get feedback about what is going well, what challenges they are facing, and how Sonrisas can better support them.

Overall, Champions thought the area they are in charge of is a good fit for them, and they felt like they were making good progress on their goals. Some also reported that having the strategic plan helps to focus their personal work plans and appreciated the synergies and collaboration with other departments.

The biggest challenge, cited by almost all Champions, is to find the time and bandwidth to focus on these strategic projects in addition to their day-to-day responsibilities.

A couple of respondents appreciated the support from the Strategic Project Manager to help focus and keep the plan on track. The main request for additional support was to have dedicated time set aside to focus on strategic initiatives. There was also a suggestion to have more collaborative projects that would cover more than one area, to help advance the strategic plan more cohesively and foster stronger connections across departments.



## Sonrisas Strategic Plan Progress Dashboard

FOCUS AREA 1: SONRISAS CULTURE				
GOAL	ACTIVITY	CHAMPIONS	STATUS	TIMELINE
<b>GOAL A:</b> Improve internal collaboration with effective staff feedback mechanism	Define process for Quarterly Pulse Survey	Justine and Veronica	Complete	Q1
	Update survey questions		Complete	Q1
	Implement quarterly survey and follow up on results		On track	Ongoing process
<b>GOAL B:</b> Implement staff-driven culture building activities	Meet with Focus Team to plan activities for the year	Justine and Veronica	Complete	Q1
	Implement fun employee events and activities		On track	Ongoing until Jun. 2024
	Distribute Sonrisas hoodies to staff		On track	Dec-23
<b>GOAL C:</b> Provide leadership training to supervisors	Hire leadership coach	Tracey and Anna	Complete	Q1
	Provide group coaching to Sonrisas Supervisors		On track	Oct. 2023-Jul. 2024
	Provide 1:1 coaching to Leadership Team		On track	Sep. 2023-Jul. 2024
<b>GOAL D:</b> Create DEI Business Case for Sonrisas	Create plan to develop DEI Business Case for Sonrisas	Tanya	Complete	Q1
	Engage BOD in DEI Business Case Development		On track	Q2-Q3
	Gather feedback from Sonrisas Leadership and staff		On track	Q2-Q3
	Finalize DEI Business Case		Not started	Q3
	Integrate DEI Business Case in next Strategic Plan		Not started	Q4



## Sonrisas Strategic Plan Progress Dashboard

FOCUS AREA 2: SUSTAINABLE GROWTH				
GOAL	ACTIVITY	CHAMPIONS	STATUS	TIMELINE
GOAL A: Improve patient revenue	Implement FQHC pathways project plan	Tracey and Anna	On track	Ongoing
	Renegotiate insurance rates	Hida	Not started	Q3
	Explore in office dental plan for patients without insurance	Hida	On track	Q2-Q3
GOAL B: Improve financial management processes	Define project plan to update financial management processes	Tracey, Anna, Tina	Not started	Q3
	Update financial management tools		Not started	Q3-Q4
	Establish quarterly financial review meetings with budget managers		On track	Q2-Q3
GOAL C: Advance fundraising	Achieve revenue targets for FY 23-24	Spandan	On track	Ongoing until Jun. 2024
	Create, update, and follow stewardship plan to include more personal touches		On track	Q2
	Develop inclusive fundraising practices that include staff, patients, and community member		On track	Q2-Q3
	Secure 100% give/get participation from board members		On track	Q4



## Sonrisas Strategic Plan Progress Dashboard

FOCUS AREA 3: PATIENT AND COMMUNITY ENGAGEMENT				
GOAL	ACTIVITY	CHAMPIONS	STATUS	TIMELINE
<b>GOAL A:</b> Implement regular patient survey and feedback	Analyze data from pilot in HMB	Dr. Bonnie and Marleen	Complete	Q1
	Update survey questions or seek out different tool		On track	Q2
	Define process for regular data review and analysis		On track	Q3
	Implement survey in HMB and SM		On track	Q3-Q4
<b>GOAL B:</b> Patient demographic survey	Research established public health processes to sample or get this information from patients.	Tracey and Maura	Not started	Q2-Q3
<b>GOAL C:</b> Increase capacity of school outreach program for growth	Schedule screenings at new priority schools	Dr. Bonnie	On track	Q1-Q2
	Reach out to school coordinators to identify priority students	Dr. Bonnie	On track	Q1-Q2-Q3
	Test and adopt an outreach data management system to facilitate data collection, case management, and reporting	Dr. Bonnie and Anna	On track	Q1-Q2
<b>GOAL D:</b> Plan strategy to build a patient community advisory board	Benchmark and identify best practice community models	Maura	On track	Q2-Q3
	Gather input from internal and external stakeholders to inform model		Not started	Q3-Q4
	Tentatively identify BOD liaison to PCAB and engage in PCAB design		Not started	Q3-Q4
	Analyze Community and Sonrisas patient demographic data to project composition of PCAB		Not started	Q3-Q4
	Generate draft model for PCAB to bring to patients/community for feedback		Not started	Q4





November 21, 2023

Dear Sonrisas Dental Health Board of Directors,

In preparation for the work, we will be doing to create a clear and compelling DEI Business Case for Sonrisas I have compiled a few articles and one video for you to review prior to the January board meeting. Together these will provide a thorough overview on the concept of a “DEI Business case” and how it can be used by organizations to imbed and integrate DEI work without all business operations. Hyperlinks to the articles are included below and pdf versions of all the articles can be found in your board packet.

1. [HR University](#)
  - a. [YouTube Video](#)
2. [Forbes Inc.](#)
3. [NPR](#)
4. [SHRM](#)

In the meantime, please let me know if you have any questions and I look forward to seeing you in January.

Best,

Tanya

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[HR Career Path](#)[Strategic Human Resources Management](#)[HR Compliance](#)[HR Analytics](#)[DEI](#)[Benef](#)

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## What is the Business Case for Diversity?

# Become a Certified (HR) People Analytics Professional

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The business case for diversity is an organizational discourse connecting a diverse workforce with organizational outcomes. For example, business leaders often make a business case for diversity, claiming that hiring more women or people of color, ethnic minorities, or sexual orientation results in better financial performance.

The business case for a diverse and inclusive workplace is clear – not only do organizations with stronger LGBTQ representation and inclusion policies attract better diverse backgrounds, but most also see significantly higher profits and better business performance. For example, a 2015 Harvard Business School alumni survey revealed that 76% of people in senior executive roles believe that “a more diverse workforce improves the organization’s financial performance.”

To learn more via video, watch below. Otherwise, skip ahead to continue reading.

## What is the Purpose of a Business Case for Diversity?

Diversity in leadership is essential for equal opportunities, talent, drive, and success. In addition, women and other underrepresented groups must be given equal access to opportunities to reach

their full potential.

Diversity efforts give access to a range of talent. In addition, it helps provide insight into the needs and motivations of all of your clients rather than just a small part of them.

The purpose of diversity and belonging is to incorporate the different features that allow individuals to bring their authentic selves to work and honor their contrasts. Companies also benefit from this diversity of thought.

Looking to master diversity and inclusion? Enroll in our top-rated diversity and inclusion certification course to excel in your career:

## What are Examples of Business Cases for Diversity?

The following are some examples of business cases for diversity.

### Gender Business Case

Companies with more female representation in executive management have been shown to outperform companies with no women in senior roles financially.

### Improved Financial Performance from Women in Leadership

- Firms with a higher share of women in senior roles have a significantly larger return on assets, even within narrowly defined industries.
- Companies with women CEOs have stronger financial performance.

- More women on corporate boards and executive teams are a form of promoting women to rise through corporate ranks.
- Companies with female senior management score higher on organizational criteria than firms with no women at the top.

## Greater Capitalization of Talent

- Drawing leaders from the talent pool will give the organization more flexibility.
- Highly educated and qualified women are being underutilized.
- Women are less present in finance and STEM sector boards.
- Losing talent is expensive in both opportunity and employment costs. A rule of thumb for the cost of attrition is 150-200% of the annual package.

## Enhanced leadership, Team Performance, and Motivation

- Heterogeneous teams are more creative and better at generating new ideas, but only if the organizational culture values diverse viewpoints.
- Women bring different behaviors and leadership skills to the table.
- More women in leadership opportunities highlight roles for women to succeed.
- Diversity programs have a beneficial impact on motivation, and diverse workforces accomplish more financially.
- Employee satisfaction and engagement are critical to organizational success and directly impacted by diversity. What women find unappealing about organizations is increasingly reflected in the attitudes of male employees. Employees who are not engaged with company behavior and values perform poorly.
- Greater diversity in organizations reduces staff turnover.

## Corporate Governance

- Companies with women perform better in key board committee roles (such as risk and audit).
- There is a link between women on corporate boards and good governance credentials.
- Companies with at least one woman on their committees reduce their risk of bankruptcy.
- Lagging in this area exposes your organization to public relations challenges.

## Economic Growth

- Unlocking the underrepresented value of the labor pool of women is useful for the economy.
- Reducing the gender gap in work spaces can increase GDP.

## Corporate Social Responsibility and Culture

- More gender diversity on boards can lead to greater corporate transparency and improved ethical orientation.
- More gender diversity protects women against sexism and sexual harassment.

## Racial Business Case

A [Boston Consulting Group study](#) found that companies with more diverse management teams have 19% higher revenues due to innovation. This finding is significant for tech companies, start-ups, and industries where innovation is the key to growth. Moreover, it shows that diversity is not just a metric to be strived for; it is an integral part of a successful revenue-generating business.

- Potential boost of [£24bn to the UK economy](#) annually, if employers get race equality in the workplace right.
- Organizations with [ethnically diverse](#) leadership teams outperform their peers by 33%
- Women from Pakistani and Bangladeshi backgrounds are the least likely to be employed.
- Black Americans comprise ten percent of the United States graduates, but only four percent hold executive positions.
- Hispanics and Latinos comprise eight percent of graduates versus four percent of executives, and Asian Americans, seven percent of graduates versus five percent of executives.
- In the UK, the inequality is even greater: twenty-two percent of university students identify as black and minority ethnic, yet only eight percent of UK executives are from these backgrounds.
- Black women are underrepresented in positions and face a harder path to CEO.

## LGBTQ Business Case

Companies worldwide are increasingly recognizing, and committing to, LGBTI+ (lesbian, gay, bisexual, transgender, and intersex) diversity and inclusion.

- 28% of LGBTI employees did not tell anyone at work about their sexual orientation or gender identity, and 23% told only a limited number of people.
- On average, one-third (33%) of respondents had “never” been open about being LGBT at work in the past five years, and 23% had been so “rarely.”
- Having LGBT-inclusive policies is associated with reduced incidences of discrimination, and that is associated with better psychological health and higher job satisfaction among LGBTI employees.
- A supportive workplace climate, including LGBT-supportive policies, is associated with a better likelihood that LGBT employees will feel comfortable expressing their sexual orientation at work. Higher disclosure of sexual orientation is linked to better psychological health among LGBT workers.
- LGBTI employees are more satisfied with their jobs when covered by supportive policies and working in positive climates of employee resource groups.
- LGBT-supportive policies and workplace environments are associated with improved relationships among LGBTI employees, co-workers, and supervisors. In addition, LGBTI employees are more engaged in their job, are more likely to go above their job description and contribute to the workplace, and convey a greater commitment to their jobs.
- Although there are initial costs to enacting LGBT-supportive policies, such as extending health benefits to same-sex partners of LGBTI employees, costs are likely negligible. Cost savings can offset them in other areas. Healthier, more committed LGBTI employees are likely to make greater contributions to the workplace.
- Among consumers and job-seekers who value LGBT-inclusive diversity practices, businesses with LGBT-supportive policies are seen as better companies, thereby increasing their customer base and pool of prospective employees.

## What are the Benefits of Business Cases for Diversity?

[Forbes](#) research conveys that decisions made and executed by diverse teams delivered 60% better results, and an inclusive environment makes better business decisions 87% of the time.

It has been well-documented that inclusive and diverse organizations are more prosperous. Whether it includes adding more women at a senior level, realizing the full potential of minority, black and ethnic workers, or being thoughtful of those with poor mental health, workplace diversity can catalyze business growth and success.

## Organizations with Women Being More Profitable

We have seen little progress towards gender parity in the past five years. Moreover, the pandemic has created an additional setback, with [one in four women considering leaving work](#) compared to one in five men.

However, a lot of data shows organizations with more women in top roles are more profitable. McKinsey research shows that organizations with fewer than 20% of women at the exec level reported decline, flat or slow profitability. There is a [48% performance](#) difference between the most and least gender-diverse companies.

These compelling statistics propel organizations to look at why women are leaving or not advancing in their work lives, including looking at parental policies and flexible working to address the 17% of women who leave employment after childbirth.

Truly inclusive organizations also recognize the impact of menopause in the workplace, which affects 50% of employees.

## Ethnic Diversity and Business Success

[McKinsey research](#) in 2014 and 2017 indicates a higher likelihood of outperformance differences with ethnicity rather than gender.

Black and minority ethnic people in the UK are less likely to work and progress in the workplace than white individuals. As a result, in Britain, there is a [loss of £24 billion annually](#) due to the failure to bring talented Black or minority ethnic professionals into the workforce.

It is important to consider what barriers exist in your organization, from entry to board level, preventing everyone from reaching their full potential.

## People are Looking for Diverse Workplaces

In the current competitive recruitment market, companies need to work hard to attract the best candidates to their organizations. People are considering organizational culture more now, and

76% of job seekers [report that a diverse workforce](#) is a non-negotiable factor when considering job offers and companies.

Cultural inclusiveness in the workplace is mandatory. There is little point in hiring people in a culture that will not support or include them; the shift needs to come first.

## Need for Safe Spaces and Environments

A culture where people feel appreciated, included, and safe will positively impact productivity. Therefore, companies must encourage employers to build safe spaces where everyone feels welcomed and bring as much of themselves to perform as they choose.

A psychologically safe environment will not only bring improved productivity and profitability but can also bring other benefits for organizations, including improved engagement, increased trust, and better teamwork.

## LGBT Job Priorities

Studies have shown that the LGBTQ+ pool is well-educated, more engaged than most, and highly empathetic. In addition, clear LGBTQ+ inclusion is an increasingly powerful business differentiator for organizations. For example, more [60% of LGBTQ+ employees](#) believe being at work has improved their capacity to do business and engage with customers.

In a competitive labor market, LGBTQ+ inclusion is a talent differentiator – more than 80% of workers believe that having a supportive focus on LGBTQ+ has provided their organization with the best talent.

Companies must look at their internal and external communication platforms and determine if their organization has an authentic, supportive LGBTQ+ focus.

## Why Inclusion and Diversity Are Important to Younger Job Seekers

Gen Z and Millennials' expectations of inclusion and diversity differ from those of other generations. However, these groups actively look at employers through an inclusion lens, with 83% of Gen Z candidates mentioning that a company's commitment to inclusion and diversity is important when choosing a workplace.

Additionally, these generations are said to be more engaged with an organization that fosters an inclusive work environment and has a corporate culture with a diversity plan, increasing productivity and developing loyalty and trust.

It is estimated that almost half of the working population is now made up of Millennials and Gen Z, so the business case for taking an authentic approach to inclusion is clear.

Organizations must give their workers and colleagues a voice. Companies must be able and willing to listen, adapt and flex to make their organization welcoming to all generations.

## **The Relationship Between Inclusion and Mental Health**

When mental health comes into the picture, the business case for inclusion cannot be clearer. Work-related mental health costs the UK economy up to £45 million annually through absent days, lack of working days, high staff turnover, less retention, and lower productivity.

The impact of the COVID-19 pandemic on employees' mental health has yet to be properly figured out. Every inclusive employer needs to see accessible, inclusive mental health as essential for both business and ethical reasons. Many organizations have increased the

awareness and support around mental health during the pandemic. This focus must continue so all employees can perform at their best by being comfortable sharing how they are feeling at the moment and what is going on in their lives at present.

## Inclusion and The Equality Act

Without the Equality Act, we cannot discuss the business case for diversity and inclusion.

Employers are responsible for people employed and people following their instructions regarding discrimination complaints. Over the last year or so, employment has increased for characteristics such as race, age, sexual orientation, and sex. Therefore, taking steps to prevent employees from acting unlawfully, including policies and regular inclusion and diversity training, is essential for all organizations.

Of course, alongside the legal and business case for inclusion, there is also a compelling moral case to be a fair employer. Ensuring everyone is treated fairly and equally is the right thing to do.

## Conclusion

Despite a higher focus on inclusion and diversity in many organizations, women and people of color remain seriously underrepresented in many industries and most organizations' senior ranks.

Increasing the number of traditionally underrepresented people in the workforce does not automatically translate or lead to the production of business benefits. Being a just and inclusive employer is much more than collecting flattering data. It is about how you embrace diversity, bring this data to life, and use it to evolve your inclusive culture.

### **Josh Fechter**

Josh Fechter is the founder of HR.University. He's a certified HR professional and has managed global teams across 5 different continents including their benefits and payroll. You can connect with him on [LinkedIn here](#).

# How to Make a Business Case for DEI&B at your Company

By SHRM Staff (/Author/12) On January 5, 2023 0 Comments (/Blog/How-To-Make-A-Business-Case-For-Deib-At-Your-Company#Comments)



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Workplace culture continues to come under scrutiny in today's constantly changing and highly competitive market. One in four U.S. workers say workplace inclusivity needs improvement. Candidates have higher expectations for employers' ability to cultivate an inclusive workplace culture and foster a diverse workforce.

In response, diversity, equity, inclusion, and belonging (DEI&B) initiatives are becoming a priority for more workplaces. And while the responsibility to drive these efforts tends to fall on HR, they can no longer be viewed as solely HR initiatives, but rather, as organization-wide business imperatives.

While HR may be in the driver's seat of developing DEI&B strategies, company leadership has a responsibility to help advance these policies in their organizations. They must lead by example to influence change from the top-down and encourage employees to carry the values of DEI&B across the entire organization. And although many executives recognize the importance of DEI&B in the workplace, they often lack a commitment to those efforts. Leadership buy-in and engagement require HR practitioners to make a compelling case and demonstrate how DEI&B can support overall business goals.

[Learn more about the SHRM Inclusive Workplace Specialty Credential \(https://youtu.be/tTmN-HTIXrM\)](https://youtu.be/tTmN-HTIXrM)

## ***The Role of Leadership in Driving DEI&B***

Prioritizing DEI&B is an all-hands-on-deck effort and company executives should be leading by example. Two-thirds of North American organizational leaders surveyed by Harvard Business Review Analytic Services and SHRM (<https://shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/DEI%20Metrics%20Full%20Report.pdf>) say that DEI&B is a high strategic priority for their organization. Half of the respondents who view their organization as "not very successful" at DEI&B say a lack of leadership commitment hinders those efforts, whereas 77% of respondents from organizations with successful initiatives report that their executives demonstrate visible support for improving DEI&B.

Despite the clear need for leadership involvement, there is some uncertainty about who is responsible for implementation. According to a study by Chief Executive Group and SHRM ([https://strategicchro360.com/wp-content/uploads/2022/02/CHRO-Board-Partnership.pdf?utm\\_source=SHRM+CHRO+Whitepape+CHROSite+Downloads&utm\\_medium=SHRM+CHRO+Whitepape+CHROSite+Downloads&utm\\_campaign=SHRM+CHRO+Whitepape+CHROSite+Dc](https://strategicchro360.com/wp-content/uploads/2022/02/CHRO-Board-Partnership.pdf?utm_source=SHRM+CHRO+Whitepape+CHROSite+Downloads&utm_medium=SHRM+CHRO+Whitepape+CHROSite+Downloads&utm_campaign=SHRM+CHRO+Whitepape+CHROSite+Dc)

of HR practitioners hold themselves responsible for implementing DEI&B while only 62% say the CEO is responsible. By contrast, 69% of board directors hold HR functions accountable while 82% view the CEO as responsible.

Whether this disparity is due to a lack of understanding about the connection between diversity and profitability, or discrepancies around responsibilities to implement DEI&B initiatives, executives are aware of their influence on workplace culture and morale. In fact, 97% (<https://www.shrm.org/resourcesandtools/hr-topics/people-managers/pages/managers-and-empathy.aspx>) of CEOs agree that their actions directly impact workplace culture.

Workplace culture is created through a shared set of values. When leadership and high-visibility employees collectively demonstrate a commitment to those values, it sets the tone for everyone else.

## ***The Case for DEI&B with Leadership***

We know we need to get leadership on board with DEI&B, but making the case can be a challenge. To succeed, HR practitioners must tell a strong, data-backed story and deliver a plan of action with clear measurable goals.

When building a case, HR practitioners should consider three key steps:

- 1) Take a data-driven approach

- Integrate data about your company's performance and draw a connection to any deficiencies or past progress in DEI&B.

## 2) Set measurable and timely goals

- Based on existing company performance, identify key areas and opportunities for improvement that could be positively impacted by DEI&B.
- Create a launch timeline and note important milestones that will keep the business accountable and ensure an efficient roll-out.
- Set relevant KPIs that can be achieved through your proposed DEI&B strategy. These will allow you and the leadership team to easily track progress as the strategy is deployed.

## 3) Spotlight success stories

- Share how companies who have implemented successful DEI&B initiatives have seen improvements across their business.
- Highlight cases of peers and competitors with successful DEI&B programs that showcase metrics around improved financial performance, new investments, customer growth, and recruitment and retention.
- Build out the case with reputable third-party research that illustrates how DEI&B supports business growth. For example, recent research (<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>) shows that companies with successful DEI&B initiatives outperform their competitors financially. Specifically, companies in the top quartile for workforce diversity have a 36% greater chance of outperforming those in the fourth quartile in profitability.

### *Creating Lasting, Positive Change in your Workforce*

Making a business case for DEI&B is hard, but with the right steps you can make a convincing case to get the ball rolling. Use data to demonstrate DEI&B's business impact and share an actionable strategy with measurable goals to get leadership on board.

Beyond building a business case, continuing education and training can be vital tools for enabling HR practitioners to foster positive transformation. SHRM's educational program (<https://shrm.co/as5b31>) and Inclusive Workplace Culture Specialty Credential (<https://store.shrm.org/SHRMInclusive-Workplace-Culture-Specialty-Credential>) equips practitioners with the necessary tools and insights to drive DEI&B strategies within their organizations. The program teaches practitioners skills like inclusive recruitment, hiring, and onboarding practices.

There's a lot of work to be done, but you're not in this alone. Learn more about the invaluable skills you can develop as an HR practitioner with SHRM's educational program and Inclusive Workplace Culture Specialty Credential. (<https://store.shrm.org/SHRMInclusive-Workplace-Culture-Specialty-Credential>)

WRITTEN BY [shrm.staff \(/author/12\)](#)

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# The Business Case For Diversity, Equity And Inclusion



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May 11, 2023, 03:30pm EDT



GETTY

Diversity, equity and inclusion have become critical components of business success. While these concepts are often viewed through the lens of social justice and morality, there is also a compelling business case for promoting diversity and creating a culture of inclusion in the workplace. From attracting top talent to fostering a

more collaborative and creative workplace, the benefits of DEI are clear.

BETA

Below, [Forbes Business Development Council](#) members share the reasons why diversity, equity and inclusion are essential to business development success and how promoting diversity can lead to a more innovative and productive workforce, help companies better understand and serve diverse customer bases and improve overall business performance.

## 1. To Build Stronger Teams

As a sales and marketing leader, I believe that diversity, equity and inclusion are integral components of a successful business development strategy. Embracing and valuing differences helps us build stronger teams, foster innovation and better serve our customers and communities. - [Kuldeep Bhatnagar, Fusion Business Solutions Pvt. Ltd.](#)

## 2. To Foster Collaboration

By prioritizing diversity, equity and inclusion (DEI), organizations can create an atmosphere that is open to multiple perspectives and fosters collaboration, problem solving and innovation. Embracing DEI also builds trust and a sense of belonging among employees and customers, which is essential to creating a positive work environment and can lead to increased engagement, loyalty and profitability. - [Jeffrey Alpaugh, Marsh McLennan](#)

## 3. To Leverage The Best Talents

Instead of "checking the box" by appointing a figurehead of a new DEI division, true diversity means you are leveraging the best talents across age, ethnicity, race, culture, sexual orientation—and moreover—everyone's life experiences, unique expertise and fresh

perspectives. Equity brings everyone to a level playing field. Inclusion says you belong. Success comes naturally when this happens. - [Claudia Lin 林詠涵](#), HUB International

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[Forbes Business Development Council](#) is an invitation-only community for sales and biz dev executives. *Do I qualify?*

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## 4. To Ensure The Production Of New Ideas

Businesses that fail to prioritize diversity, equity and inclusion are shooting themselves in the foot. When approached and implemented properly, diversity can be the lifeblood of an organization, ensuring there are always new ideas and perspectives to explore. The best way to achieve that diversity in thought is to first prioritize having equitable and inclusive structures in place. - [Dave Merkel](#), [Expel](#)

## 5. To Create A Welcoming Environment

A focus on diversity, equity and inclusion serves the dual goals of creating a welcoming environment for all and increasing the likelihood of commercial success. Companies with diverse workforces typically outperform their peers, as they are better able to understand the needs of a broader customer landscape and can therefore develop offerings with more widespread appeal. - [Darby Green](#), [Reorg](#)

## 6. To Make Employees Feel Valued

Diversity enhances problem-solving due to a broader range of perspectives. Equity builds confidence that growth opportunities are possible for everyone. Inclusion improves psychological safety

and employees feel more valued. These are a few of the numerous DEI benefits that empower business development teams to increase collaboration, engagement and productivity. - [Matthew Rolnick, Yaymaker](#)

## 7. To Perform Well And Achieve Success

Time and time again, data shows that diverse teams perform better than non-diverse teams. When every member of your revenue-generating team can bring their whole self to work and contribute to a culture of belonging, their performance is going to benefit and lead to success. As managers and leaders, it's our responsibility to prioritize DEI and set the tone for the entire team. - [Hayden Stafford, Seismic](#)

## 8. To Increase Retention

A focus on DEI makes business sense in today's diverse and interconnected world. Evidence from reputable sources and studies supports the notion that DEI is key to business development success, as it contributes to innovation, talent acquisition, retention, access to diverse markets, reputation and brand image, employee engagement and performance and mitigation of legal and reputational risks. - [Quyên Pham, Swoon](#)

## 9. To Make Critical Decisions

The best business execution is only possible with ideas, thoughts and execution strategies from varied sources and minds. Critical business decisions are best made by including thought processes from opined and debated and considering all vantage points. This is only possible with the inclusion of diverse talents, ensuring equitable representation of thoughts from all multiple facets of teams. - [Bharath Yadla, Workato](#)

## 10. To Increase Business Development

Diversity, equity and inclusion significantly affect the team's performance level in the area of business development. The better a team works together and holistically considers how multiple perspectives would translate to better decisions, will result in better business outcomes. - [Gabriel Tan, GUAVA Amenities](#)

BETA

## 11. To Build Trust Among Employees

Organizations should look for every opportunity, both internally and externally, to reaffirm the values underlying DEI commitments, how these map back to business goals and how the tactics being used will actually drive change. Ultimately, this builds trust between leadership and employees, and, when treated as a long-term, sustainable initiative, facilitates better work for the organization. - [Javier Molina, Starburst](#)

## 12. To Avoid Stymied Progress

To only have a singular or even a dominant perspective of any kind—whether race, gender, creed or otherwise, means that your business outlook is missing an essential aspect. When you multiply that aspect across all the areas of your company operation—including business development success—the missing aspect creates an unacceptable chasm of knowledge and understanding which limits productivity and progress. - [Peter Schravemade, REACH ASEA](#)

## 13. To Engage With Customers

Diversity provides the opportunity to make better decisions through a broader and more varied knowledge base. It affords the chance to engage with customers and consumers in a way that is more representative of their needs and wants. And it allows for

differences in values and beliefs that can lead to greater creativity and ideation. - [Michael Smith, Sonendo](#)

BETA

## 14. To Enhance Productivity

I have learned through experience that prioritizing DEI is key to achieving success. A diverse team brings new and innovative ideas while creating equal opportunities for growth and fostering inclusivity leading to a more engaged and productive workforce.

DEI is now an essential component of any B2B strategy, as customers and clients expect businesses to prioritize social responsibility. - [Oscar Chavez, Growthly Group](#)

## 15. To Attract Top Talent

Prioritizing diversity, equity and inclusion allows you to formulate a team and working environment that embraces varied skill sets and backgrounds. You want to create an environment that attracts the most talented people, and this starts with making your employees feel like they are welcomed, valued, engaged and recognized based on their talents and what they bring to the organization. - [Jim](#)

[Mizouni, Sage Dental](#)

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Expert Panel®

Senior-level sales & biz dev executives from [Forbes Business Development Council](#) share firsthand insights.



# The business case for implementing DEI (diversity, equity and inclusion)

Businesses that establish diversity, equity and inclusion principles outperform their peers

April 20, 2021 by James McKim (<https://www.nhbr.com/author/jamesmckim/>).

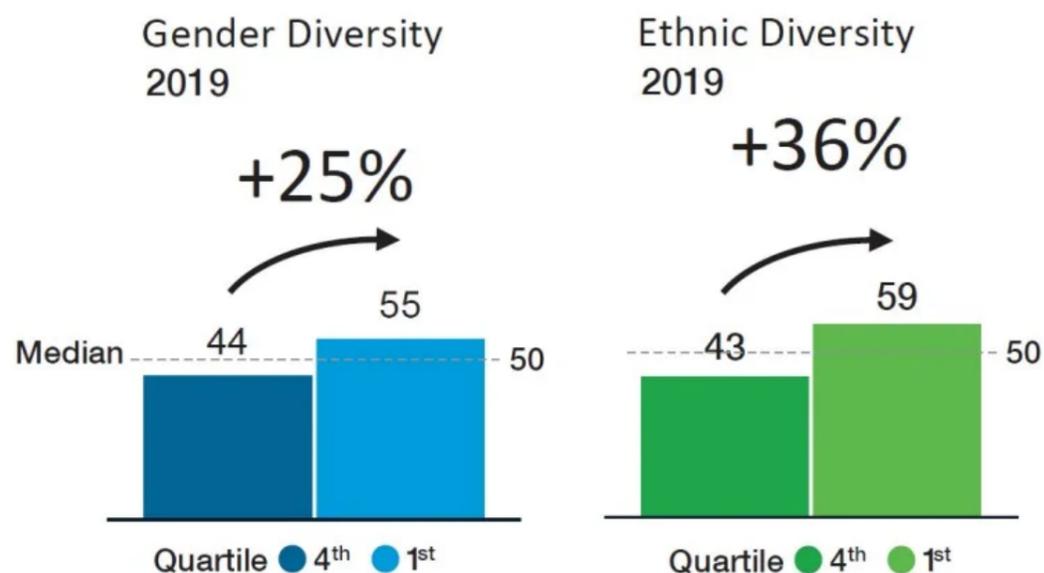
**Studies show, by providing an inclusive environment for employees and managers who have diverse internal, external and organizational characteristics, companies set the stage for innovation and business growth.**

Diversity — a buzzword that has taken the nation by storm. Its use and importance have been amplified by the killings of George Floyd, Ahmad Aubrey and Breonna Taylor.

Many people say that diversity is the solution to the divisiveness we have seen in our society over the last few centuries.

But is it that simple? And is there more of a reason to lean into diversity than social justice?

Studies from the Harvard Business Review, Boston Consulting Group, McKinsey and Clear Company show diversity has a strong correlation with organizational performance.



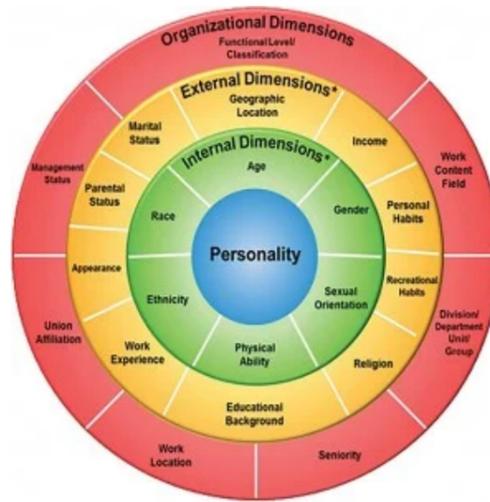
The chart above is from McKinsey's most recent report, "[Diversity Wins: How inclusion matters](https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters)." It shows (blue bars) that organizations with diversity of gender are 25% more likely to be more profitable than their peers. It also shows that organizations with diversity of ethnicity (green bars) are 36% more likely to be more profitable than their peers.

The World Economic Forum's report "Diversity, Equity, and Inclusion 4.0" suggests that companies with diverse employees have "up to 20% higher rate of innovation and 19% higher innovation revenues."

Think of the most innovative companies (e.g. Google and Apple). Ever wonder why they are so innovative? One reason they, themselves, point to is their diverse employee base.

## Diving deeper into diversity

What does that mean for organizations here in New Hampshire? Many say that in a state that is 91.2% categorized as white, there is no diversity. Many say they have trouble hiring "diverse" people. Others think of diversity strictly in terms of gender. In my experience, those narrow definitions prevent us from realizing that diversity is broader than race or gender.



(<https://www.nhbr.com/content/uploads/2021/04/c/c/diversitywheel2.jpg>) In my experience, it is best to define “diversity” using the “Diversity Wheel” shown in the figure to the right. The wheel was originally created in 1991 by Marilyn Loden at Johns Hopkins University. It was updated in 2009 by Gardenswartz and Rowe.

The basic notion is that we all have internal, external and organizational characteristics of our personalities.

Internal characteristics are powerful/sustaining characteristics, having a lifelong impact (e.g. age, ethnicity, gender, physical abilities/qualities, race and sexual orientation/identity).

External characteristics are other important characteristics acquired later, potentially less influential, mutable differences (e.g. educational background, income, marital status, work experience, military experience, religion and geographic location).

Organizational characteristics are social interaction characteristics (e.g. function in an organization such as sales or R&D, seniority in the organization, level of contribution such as individual contributor or manager).

Diversity is more than just race or gender. It includes belief systems and ways of thinking or interacting with the world.

### Driving results

But diversity of people in an organization alone is not sufficient to achieve the results described by the research. Inclusion must also be part of the equation — inclusion with the goal of making people feel like they are valued and belong is what drives those results.

A good way to think about inclusion is that it is “active, intentional and ongoing engagement with diversity in ways that increase awareness, content knowledge, cognitive sophistication and empathic understanding of the complex ways individuals interact within systems and institutions. (It is) the act of creating involvement, environments and empowerment in which any individual or group can be and feel welcomed, respected, supported and valued to fully participate.”\*

This begs the question, how do we include people so they feel welcomed, respected, supported and valued — in other words, like they belong?

Many people feel that including and treating people equally is what makes them feel as if they belong. Yet, equality is also insufficient to produce belonging and superior organizational performance.

Treating people equally does not take into consideration the different needs, capabilities and circumstances of individuals.

Have you ever been given the same sized chair in your office as everyone else yet you are smaller (or larger) than most? Was not the chair uncomfortable, leading you to spend time addressing that discomfort that could, otherwise, be spent on your work?

Treating people equitably accounts for those differences and provides people with what they need. Treating people equitably is what makes people feel as if they are valued and belong. Treating people equitably helps them perform at their best.

Bringing these three concepts (diversity, equity and inclusion — DEI) together, organizations that equitably include diverse people are those that outperform their peers.

### Your next steps toward DEI

We have established that diversity is more than just race or gender. We have established that organizations that equitably include diverse employees outperform those that do not. With New Hampshire demographics the way they are, how can you gain the advantages of DEI?

We know that benefiting from DEI is a long journey. Different organizations are at different points along the journey. Some have a DEI committee and a DEI plan already in progress. They are making their way through the challenges faced by any organization, trying to change the way an entire organization operates. Others are just starting and don’t know where to begin.

First, realize that DEI is all about people. I suggest you think of DEI as an organizational approach or set of principles rather than a goal or objective. DEI should be in the DNA of your organization – in everything your employees do. How do you do this? Make it part of your organization’s culture. Establish DEI principles that align with your organizational values.

Second, think of DEI as a change management effort. We humans are resistant to change. We tend to change only when we are truly motivated to do so. Everyone's motivations are different. Identify and empower a person in your organization to be the change agent authorized to drive the change. This person will need to identify what motivates the people in your organization and help identify ways to make change happen.

Third, follow my 5 Magic Guideposts to DEI. (Note: Any change or project management professional will recognize these "phases," but it is their application to the topic of DEI that makes the difference.)

1. set the tone. Provide foundational DEI education. Establish definitions of words such as "diversity," "equity" and "inclusion."

Answer questions such as "What percentage of our employee base is <insert characteristic from Diversity Wheel>?" "Do employees feel like they 'belong' in the organization?" "How many discrimination lawsuits have we had?" "Are we not reaching part of our TAM (Total Addressable Market) because we don't understand them?"

Identify challenges in your organization around race and set the stage for addressing race as a priority for your organization, such as establishing board and management-level commitment.

2. identify areas. Identify the areas in the organization where discrimination is occurring or where there is lack of innovation or belonging due to exclusion of diverse people based on the questions identified in the first step.
3. assess gaps. Assess the gaps in employee understanding of how to live by DEI principles at multiple levels: informal (off-task office interaction) and formal (policy/process/procedure).
4. establish goals. Define goals for living by DEI principles that support organizational goals. Create an action plan (including funding) to close that gap.
5. implement change. Implement the action plan. Monitor and control the effort. Track and report on progress regularly. Make adjustments to the action plan as needed to reset the tone for further success, even returning back to the beginning of the cycle. Always look for continuous improvement.

### The journey ahead

Organizations across New Hampshire are working toward diversity, equity and inclusion. You don't have to create tools and techniques from scratch or go it alone. But do expect to have many difficult conversations about race, gender, age, religion, ways of thinking, how the organization is structured and how the organization is run (to name a few).

While some conversations may not be pleasant, they will lead to employees bringing their authentic selves to work.

As Debe Henley wrote in a recent Forbes article "[How To Be Your Authentic Self At Work \(And Why It Matters\)](http://How%20To%20Be%20Your%20Authentic%20Self%20At%20Work%20(And%20Why%20It%20Matters))," bringing our authentic selves to work is critical to achieving best personal performance, which leads to best organizational performance.

Just think, you will be killing four birds with one stone: bringing about social justice; following the precept of corporate responsibility; making New Hampshire a more welcoming place for people to work and live; and achieving the best performance your organization can muster.

\*Accreditation Review Commission on Education for the Physician Assistant Standards 5th edition



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**DATE:** November 21, 2023

**TO:** SDH Board of Directors

**FROM:** Tracey Fecher, CEO

**RE: CEO Report**

1. Clinic Operations:

- Clinic visits were under budget by (190) visits and off forecast by (17) visits. October visits were off budget due to not being able to recruit a hygienist for three days that were budgeted. Two of those days were new in the FY24 budget for the HMB clinic; and the team has been recruiting since July. HMB is a harder location to recruit for. One of the Saturday hygienists left the organization.
- The payer mix was not fully balanced with the budget but the percentage of FQHC visits was met. There was a lower ratio of Commercial and PPO visits that were made up by Medi-Cal Dental visits.
- The no-show rate at both clinics was under budget, with the HMB office being 1% lower than budget. The Care Coordinator team has worked hard to fill appointments when patients canceling due to having Covid/Flu symptoms.
- The resignation of the full-time dentist in HMB will affect visit volume until a replacement is hired.
- The November visit volume will be affected by the three-day closure of the clinic due to fumigation for termites. The closure along with the unstaffed provider positions will affect clinic volume by ~250 lower visits than budgeted. The budgeted number of visits for November is 1,324 and the forecasted visit number for November is 1,099.

	October					
	Budget	Forecast	Actual	Actual vs. Budget	% of Actual Visits	% of Budgeted Visits
Comm/PPO	358	294	262	(96)	20.2%	24.1%
Private Pay	37	24	37	0	2.9%	2.5%
Medi-Cal Dental	795	720	733	(62)	56.6%	53.5%
Affordable Plan	49	69	35	(14)	2.7%	3.3%
Farmworker	33	38	34	1	2.6%	2.2%
FQHC	214	187	195	(19)	15.0%	14.4%
<b>Access to Care Subtotal</b>	<b>1,091</b>	<b>1,014</b>	<b>997</b>	<b>(94)</b>	<b>77%</b>	<b>73%</b>
<b>Total Visits</b>	<b>1,486</b>	<b>1,331</b>	<b>1,296</b>	<b>(190)</b>		

## 2. HR and Staffing:

- A contract with TriNet was signed in mid-November after full review of the contract by legal counsel and the board chair. The final contract was delayed due to issues with the Kaiser medical insurance quote coming back 28% higher than in the summer when the quotes for comparison were generated. To soften this increase, TriNet will be giving Sonrisas a \$30,000 credit during the first year of the contract, which will be spread out evenly over the 12 months. To help employees who choose Kaiser for their medical insurance, the employer contribution will be increased from \$350/month to \$450/month.
  - The implementation timeline will be shorter than planned and the team is working on payroll and benefits as the priority for a January 1<sup>st</sup> start.
- The full-time dentist hired in February 2023 resigned their position this month. The position has been posted and the team is actively recruiting.
- The team has been actively recruiting for the 3 hygienist days needed to meet the budget and visit volume. There is an open care coordinator position along with a full-time dental assistant as well.

## 3. Recruiting:

- The team has chosen to implement new recruiting resources, using the Cal Wellness grant funding, to learn and measure the results for future growth, which will require the recruiting of new providers and support staff.
  - Provider Recruiting:
    1. We have engaged two recruiters to help find the full-time dentist for the HMB clinic on a contingency basis. If a dentist they refer to Sonrisas is hired, the fee will be \$25,000.
    2. The team has chosen to increase the employee referral bonus for providers to \$500/day. If the provider works 5 days a week, the bonus for the referring employee will be \$2,500. If the provider works 2 days a week, the bonus will be \$1,000.
  - Non-Provider Recruiting:
    1. GroHR has been engaged to actively recruit for non-provider positions like dental assistants, Care Coordinators, etc. This will allow for active sourcing of candidates on employment websites, like Indeed.

## 4. Fumigation of San Mateo Clinic: The San Mateo Clinic was closed November 16<sup>th</sup> to 18<sup>th</sup> for termite fumigation. The closure will have an impact on November visit volume and associated loss of patient revenue.

- Under the leadership of Dr. Torrey, some of the providers who were scheduled to work in San Mateo chose to work in Half Moon Bay or in Pescadero, serving farmworkers. Others chose to take PTO.
- The clinical team, care coordinators and dental assistants, adjusted their days and hours to accommodate the provider schedule changes.
- The clinical management team, Dr. Torrey, Justine Howard, and Jim Terry, worked with dental assistants to remove the materials that would be harmed by the chemicals after clinic hours on Wednesday and then returned them on Sunday afternoon.

- Veronica Le and Janet Tang removed all the plants, food and other sensitive materials from the administrative area.
  - Thanks to the entire Sonrisas' team, this large project went relatively smoothly, with staff adjusting their schedules and helping to clear out the clinic and administrative space. A special word of thanks to Dr. Torrey who led the efforts.
5. Puente and Sonrisas Partnership: The two team are exploring applying for Measure K funding to purchase a mobile dental RV and implement a program with 4-6 provider days weekly to serve farmworkers and patients with Medi-Cal who live in Pescadero and the surrounding communities.
- The needs analysis shows there are enough farmworker and Medi-Cal patients in the community to support 2,600-2,8000 annual visits.
  - If the teams decide to proceed, the application is due January 5<sup>th</sup>. A special meeting of the board may need to be called in December to review the project and get board approval to move forward.
6. Financial Update: On November 21<sup>st</sup>, Sonrisas' current cash position was \$1,806,000





**DATE:** November 21, 2023

**TO:** SDH Board of Directors

**FROM:** Vickie Yee, CFO  
Tina Wang, Senior Accountant

**RE:** **October Unaudited Financials and YTD Performance to Budget**

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**OCTOBER PERFORMANCE:**

- A. Revenue:** Net Patient Revenue was **\$303,686** - \$21K below the budget.
- Total visits were 1,295 - 191 visits below the budget. There were missing provider days due to unfilled positions. All available appointments are filled unless there are no shows, which are lower than budget.
  - Total gross revenue was \$583,907– \$59K below the budget. Tobacco tax revenue was \$41,592 - \$23,666 estimated for October and \$17,926 received for prior periods.
  - Total uncompensated care deduction was **(\$280,683)** – 48% of gross revenue.
- B. Expenses:** **\$491,447** – \$50K better than budget.
- Direct Expenses - \$52K better than budget, mainly from savings in personnel costs due to unfilled positions and staff taking unpaid time off. Recruiting staff continues to be a challenge. A few clinical positions are open – a hygienist, a care coordinator, and full-time dental assistant.
  - Indirect Expenses -3K below budget.
- C. Donations/Grants & Other Income: \$202,638**
- \$22,440 individual donation, mainly from the Cooking for a Cause event.
  - \$109,335 released from restricted grants, including an estimated \$44K grant from the Sequoia Health District.
  - \$66,667 in PHCD estimated grant was recorded for the month.
  - \$4,196 in other income

**NET INCOME was \$14,877- \$39K positive variance to budget**



### YTD PERFORMANCE:

- Performance continues to be favorable to budget primarily due to the following:
  - While visits are under budget by 11%, total direct care expenses are under budget by 13%.
  - Fundraising efforts remain strong with a net positive budget variance after fundraising expenses of \$41K.
  - Cooking for a Cause raised \$164K of the \$130K budget as of October.
- Staffing continues to be challenging, resulting in 617 fewer visits than budget. However, all available appointments with under budget no-shows.

**YTD PERFORMANCE TO BUDGET:** YTD net income is \$205k better than the budget. The estimated cash flow is better than the budget. PHCD grant to date is \$259k.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	4891	5508	(617)
Gross Patient Revenue	\$2,236,589	\$2,391,262	(6%)
Uncompensated Care (Deductions)	(\$1,138,354)	(\$1,185,485)	4%
Grants/Donations/Other Income	\$929,072	\$849,669	9%
Direct Cost	(\$1,248,258)	(\$1,077,068)	13%
Indirect Cost	(\$709,283)	(\$747,670)	5%
<b>Net Income</b>	\$69,766	\$(135,479)	151%
<i>Non-cash items adj.</i>			
Depreciation	\$98,456	\$102,291	4%
Capital Expenditure	\$32,469	\$46,008	(30%)
<b>Estimated Cash Flow</b>	<b>\$135,753</b>	<b>(\$79,196)</b>	271%

### FINANCIAL OPERATIONS:

Recording for Tobacco Tax revenue will change next month to individual patient posting in Open Dental vs a lump-sum posting in the accounting software. The posting change is due to HPSM providing detailed payment information that will enable Sonrisas to record and track more accurately to each patient account.

Sonrisas Dental Health  
 Revenues and Expenditures - Budget vs Actual  
 As of October 31, 2023

As of Date:

Location:

Restriction:

	Month Ending 10/31/2023			Year To Date 10/31/2023		
	Actual	2023 2024 BUDGET	Budget Diff	Actual	2023 2024 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	11,974.00	20,821.13	(8,847.13)	59,141.00	76,796.76	(17,655.76)
PPO	79,543.40	114,656.19	(35,112.79)	346,859.33	431,174.87	(84,315.54)
Private Pay	11,101.00	10,627.08	473.92	30,964.00	40,296.44	(9,332.44)
Public Dental Insurance	311,147.50	365,676.53	(54,529.03)	1,215,010.50	1,353,980.73	(138,970.23)
Tobacco Tax	41,591.70	0.00	41,591.70	119,365.80	0.00	119,365.80
Affordable Scale	17,041.00	21,000.72	(3,959.72)	86,668.00	74,862.25	11,805.75
Farmworker	13,108.00	14,608.07	(1,500.07)	47,256.00	56,346.73	(9,090.73)
FQHC	98,400.00	95,320.36	3,079.64	330,863.00	357,804.43	(26,941.43)
Gross Patient Revenue	583,906.60	642,710.08	(58,803.48)	2,236,127.63	2,391,262.21	(155,134.58)
Uncompensated Care						
Prior Period Adjustment	6,373.04	(1,000.00)	7,373.04	12,952.73	(4,000.00)	16,952.73
Uncompensated Care - Commercial Insur	(2,859.10)	(3,519.04)	659.94	(10,218.13)	(12,787.95)	2,569.82
Uncompensated Care - PPO	(29,509.19)	(47,195.18)	17,685.99	(140,107.95)	(177,420.13)	37,312.18
Uncompensated Care - Public Dental Ins	(207,218.79)	(226,016.73)	18,797.94	(834,495.80)	(836,900.13)	2,404.33
Uncompensated Care - Affordable Scale	(7,359.00)	(8,918.06)	1,559.06	(37,625.75)	(31,769.11)	(5,856.64)
Uncompensated Care - Farmworker	(1,038.00)	(2,344.06)	1,306.06	(871.00)	(9,041.58)	8,170.58
Uncompensated Care - FQHC	(37,210.10)	(27,272.00)	(9,938.10)	(115,197.40)	(105,565.74)	(9,631.66)
Fee Adjustments	(1,861.95)	(2,000.00)	138.05	(12,791.13)	(8,000.00)	(4,791.13)
Total Uncompensated Care	(280,683.09)	(318,265.07)	37,581.98	(1,138,354.43)	(1,185,484.64)	47,130.21
Other Program Revenue						
Other Program Revenue	462.00	0.00	462.00	462.00	0.00	462.00
Total Other Program Revenue	462.00	0.00	462.00	462.00	0.00	462.00

Net Patient Revenue	303,685.51	324,445.01	(20,759.50)	1,098,235.20	1,205,777.57	(107,542.37)
Total Expenses						
Direct Expenses						
Direct Personnel Expense						
Direct Program Salaries	237,527.63	264,708.23	27,180.60	939,970.70	1,058,832.92	118,862.22
Payroll Taxes	15,368.93	20,250.18	4,881.25	67,031.22	81,000.72	13,969.50
Unemployment Taxes	338.52	2,179.68	1,841.16	1,796.37	8,718.72	6,922.35
Benefits	8,387.63	8,400.11	12.48	32,679.15	33,600.44	921.29
401k Match	4,967.58	6,617.70	1,650.12	19,530.98	26,470.80	6,939.82
Worker's Comp	1,270.39	1,852.95	582.56	3,617.50	7,411.80	3,794.30
Continuing Education	649.93	150.00	(499.93)	2,374.93	600.00	(1,774.93)
License and Registration	1,058.24	1,000.00	(58.24)	6,469.96	4,000.00	(2,469.96)
Outreach Extra Help	0.00	1,111.00	1,111.00	0.00	1,111.00	1,111.00
Total Direct Personnel Expense	269,568.85	306,269.85	36,701.00	1,073,470.81	1,221,746.40	148,275.59
Clinic Expenses						
Sterilization Services	841.43	841.46	0.03	3,365.72	3,365.84	0.12
Shredding	73.00	98.00	25.00	292.00	392.00	100.00
Dental Specialist-Claims Processing	4,220.13	5,735.57	1,515.44	17,918.44	21,371.10	3,452.66
Dental Supplies	24,117.12	27,232.26	3,115.14	82,687.39	99,888.65	17,201.26
Small Dental Equipment	0.00	400.00	400.00	2,391.14	1,600.00	(791.14)
Dental Equipment Repair	2,287.23	3,218.00	930.77	7,460.14	12,872.00	5,411.86
Lab Fees	10,697.16	14,505.86	3,808.70	40,814.80	52,806.29	11,991.49
Uniforms	0.00	0.00	0.00	924.17	150.00	(774.17)
PPE& Covid Related	2,461.98	7,886.07	5,424.09	18,933.70	29,063.21	10,129.51
Total Clinic Expenses	44,698.05	59,917.22	15,219.17	174,787.50	221,509.09	46,721.59
Total Direct Expenses	314,266.90	366,187.07	51,920.17	1,248,258.31	1,443,255.49	194,997.18
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	80,323.29	77,703.14	(2,620.15)	289,657.71	320,812.56	31,154.85
Payroll Taxes	6,504.43	5,659.92	(844.51)	22,137.08	23,404.68	1,267.60
Unemployment Taxes	111.28	677.25	565.97	111.28	2,809.00	2,697.72
Benefits	447.88	1,659.31	1,211.43	3,742.94	6,853.24	3,110.30
401k Match	1,228.44	2,331.09	1,102.65	4,411.70	9,624.36	5,212.66
Worker's Comp	652.88	543.91	(108.97)	1,711.52	2,245.64	534.12
Total Indirect Personnel Expenses	89,268.20	88,574.62	(693.58)	321,772.23	365,749.48	43,977.25
Facility Expenses						
Building Maintenance	3,736.42	1,830.00	(1,906.42)	8,467.94	7,320.00	(1,147.94)

Janitorial Service	2,628.00	2,668.50	40.50	10,542.00	10,613.00	71.00
Rent	3,484.00	3,484.00	0.00	13,936.00	13,936.00	0.00
Phone/Internet	1,897.94	1,820.25	(77.69)	5,740.89	7,281.00	1,540.11
Utilities	4,190.38	4,000.00	(190.38)	16,592.20	16,000.00	(592.20)
Total Facility Expenses	15,936.74	13,802.75	(2,133.99)	55,279.03	55,150.00	(129.03)
Office Expenses						
Claims Processing	457.31	470.00	12.69	2,293.37	1,880.00	(413.37)
Patient Notification	798.00	800.00	2.00	3,192.00	3,200.00	8.00
Office Supplies	1,515.73	2,494.85	979.12	8,524.77	7,147.40	(1,377.37)
Postage and Shipping	313.79	384.00	70.21	1,158.63	1,536.00	377.37
Printing Costs	0.00	750.00	750.00	0.00	750.00	750.00
Property Taxes	65.58	0.00	(65.58)	65.58	250.00	184.42
Employee Goodwill	525.60	1,463.00	937.40	2,962.41	5,457.00	2,494.59
Recruitment Expense	1,477.00	181.00	(1,296.00)	2,325.35	724.00	(1,601.35)
Total Office Expenses	5,153.01	6,542.85	1,389.84	20,522.11	20,944.40	422.29
Insurance						
Insurance - Malpractice	779.00	780.00	1.00	3,116.00	3,120.00	4.00
Insurance - Liability & Property	551.00	552.00	1.00	2,204.00	2,208.00	4.00
Insurance - Directors & Officer Liability	804.00	804.00	0.00	3,216.00	3,216.00	0.00
Total Insurance	2,134.00	2,136.00	2.00	8,536.00	8,544.00	8.00
Fundraising Department						
Fundraising Expenses	6,270.00	418.00	(5,852.00)	47,508.87	28,870.00	(18,638.87)
Fundraising Consulting	5,740.00	4,167.00	(1,573.00)	50,880.00	40,068.00	(10,812.00)
Total Fundraising Department	12,010.00	4,585.00	(7,425.00)	98,388.87	68,938.00	(29,450.87)
Professional fee						
Consultant - General	300.00	6,000.00	5,700.00	3,800.00	6,000.00	2,200.00
Consultant - HR Professionals	2,600.00	2,600.00	0.00	10,400.00	10,400.00	0.00
Consultant-Project Manager	6,200.00	6,000.00	(200.00)	18,200.00	24,000.00	5,800.00
Consultant-Outreach System	0.00	1,250.00	1,250.00	0.00	5,000.00	5,000.00
Consultant-FQHC	2,500.00	3,500.00	1,000.00	8,250.00	11,000.00	2,750.00
Consultant - Legal	231.00	0.00	(231.00)	385.00	0.00	(385.00)
Consultant - Leadership Coaching	2,458.33	3,277.77	819.44	8,458.33	6,277.77	(2,180.56)
Total Professional fee	14,289.33	22,627.77	8,338.44	49,493.33	62,677.77	13,184.44
General						
Depreciation Expense	24,852.85	25,572.67	719.82	98,456.05	102,290.68	3,834.63
Marketing Expense	2,960.40	500.00	(2,460.40)	3,060.40	3,175.00	114.60
Meeting & Travel Expenses	1,073.07	165.00	(908.07)	2,133.56	1,260.00	(873.56)

Fees and Interest	2,205.96	2,000.00	(205.96)	8,063.93	8,000.00	(63.93)
Outreach Supplies	359.86	0.00	(359.86)	5,851.72	12,737.00	6,885.28
Training & Membership	58.00	0.00	(58.00)	58.00	0.00	(58.00)
Board Expense	46.97	875.00	828.03	154.36	3,500.00	3,345.64
Total General	31,557.11	29,112.67	(2,444.44)	117,778.02	130,962.68	13,184.66
Computer expense						
Computer Support	6,037.30	6,446.66	409.36	24,526.29	22,586.66	(1,939.63)
Software Support	794.00	706.00	(88.00)	12,987.04	12,117.00	(870.04)
Total Computer expense	6,831.30	7,152.66	321.36	37,513.33	34,703.66	(2,809.67)
Total Indirect Expenses	177,179.69	174,534.32	(2,645.37)	709,282.92	747,669.99	38,387.07
Total Total Expenses	491,446.59	540,721.39	49,274.80	1,957,541.23	2,190,925.48	233,384.25
Total Net Program Income	(187,761.08)	(216,276.38)	28,515.30	(859,306.03)	(985,147.91)	125,841.88
Grants and Other Income						
Grants and Donations						
Fundraiser	22,063.50	5,000.00	17,063.50	165,970.03	130,000.00	35,970.03
Donations	377.00	2,000.00	(1,623.00)	5,261.68	5,000.00	261.68
Grants	109,335.13	116,666.00	(7,330.87)	416,544.77	441,665.00	(25,120.23)
PHCD Grants	66,666.00	66,667.00	(1.00)	326,466.00	266,668.00	59,798.00
Total Grants and Donations	198,441.63	190,333.00	8,108.63	914,242.48	843,333.00	70,909.48
Other Income						
Interest Income-Heritage	206.17	42.00	164.17	807.01	168.00	639.01
Other Income	0.00	0.00	0.00	32.27	0.00	32.27
Unrealized gain(loss)-CityNational	1,405.90	0.00	1,405.90	4,231.33	0.00	4,231.33
Investment Income	2,584.37	1,542.00	1,042.37	9,716.26	6,168.00	3,548.26
Interest Income	0.00	0.00	0.00	42.47	0.00	42.47
Total Other Income	4,196.44	1,584.00	2,612.44	14,829.34	6,336.00	8,493.34
Total Grants and Other Income	202,638.07	191,917.00	10,721.07	929,071.82	849,669.00	79,402.82
Net income	14,876.99	(24,359.38)	39,236.37	69,765.79	(135,478.91)	205,244.70

## Sonrisas Dental Health Balance Sheet

As of Date:

10/31/2023

Location:

Sonrisas Dental Health

Year To Date

10/31/2023

Current Year Balance

### Assets

#### Current Assets

##### Cash and Cash Equivalents

11218 - Heritage -Operating	849,820.87
11600 - Petty Cash	198.84

<b>Total Cash and Cash Equivalents</b>	<b>850,019.71</b>
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##### Accounts Receivable, Net

##### Accounts Receivable

12100 - Accounts Receivable	274,621.87
12210 - Accounts Receivable - Grants	627,561.46
12218 - Contra Acct - Allowance for Bad Debt	(21,248.65)
12220 - Accounts Receivable - Other Agencies	135,213.28

<b>Total Accounts Receivable</b>	<b>1,016,147.96</b>
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<b>Total Accounts Receivable, Net</b>	<b>1,016,147.96</b>
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##### Other Current Assets

	30,313.88
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<b>Total Current Assets</b>	<b>1,896,481.55</b>
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#### Long-term Assets

##### Property & Equipment

17300 - Improvements	1,202,486.39
17400 - Equipment	1,530,442.48
17500 - Furniture/Fixtures	134,795.71
17999 - Accum Depreciation	(2,007,395.10)

<b>Total Property &amp; Equipment</b>	<b>860,329.48</b>
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##### Other Long-term Assets

	16,297.00
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<b>Total Long-term Assets</b>	<b>876,626.48</b>
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#### Investments

##### Long Term Investments

11410 - Investment Acct. - Merrill Lynch	10,793.17
11412 - Investment Acct. - City National	1,010,514.14
11415 - Unrealized Gain(loss) on Investment	(2,702.39)

<b>Total Long Term Investments</b>	<b>1,018,604.92</b>
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<b>Total Investments</b>	<b>1,018,604.92</b>
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### Total Assets

<b>3,791,712.95</b>
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### Liabilities and Net Assets

#### Liabilities

##### Short-term Liabilities

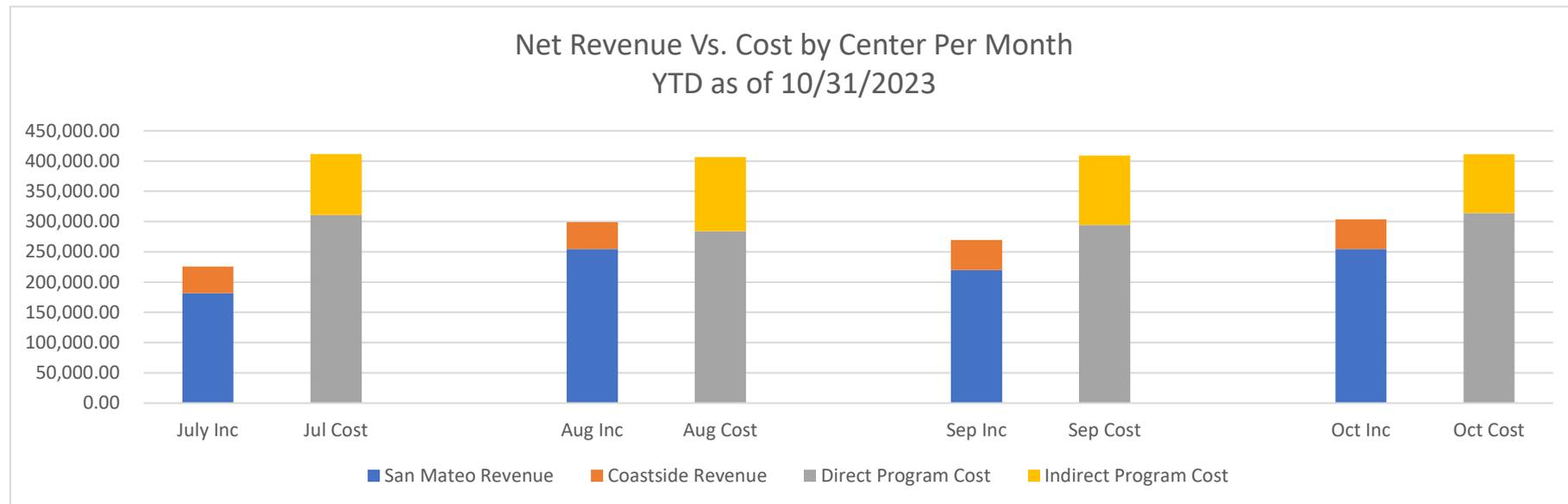
##### Accounts Payable

21110 - Accounts Payable	65,859.49
23100 - Patient Prepayments	15,953.56

23200 - Patient Refunds Payable	3,845.89
<b>Total Accounts Payable</b>	<b>85,658.94</b>
<b>Accrued Liabilities</b>	
22210 - Accrued Payroll	117,609.28
22220 - Accrued PTO	83,587.86
22250 - Accrued 401k Funds Payable	16,611.71
22255 - Accrued 401k Match Fund	538.76
22260 - Accrued HSA Fund Payable	(646.34)
22320 - FSA Employee Account	(1,974.86)
<b>Total Accrued Liabilities</b>	<b>215,726.41</b>
<b>Withholding Tax Payable</b>	
22230 - Accrued Payroll Taxes	51,288.03
<b>Total Withholding Tax Payable</b>	<b>51,288.03</b>
<b>Total Short-term Liabilities</b>	<b>352,673.38</b>
<b>Long Term Liabilities</b>	
Other Long-term Liabilities	4,623.93
<b>Total Long Term Liabilities</b>	<b>4,623.93</b>
<b>Total Liabilities</b>	<b>357,297.31</b>
<b>Net Assets</b>	<b>3,434,415.64</b>
<b>Total Liabilities and Net Assets</b>	<b>3,791,712.95</b>

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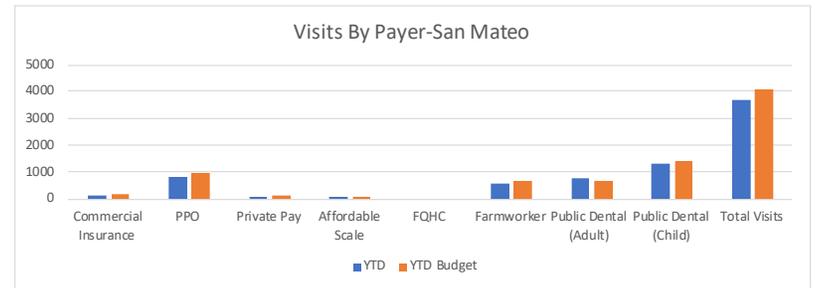
Sonrisas Dental Health Operations							
	Jul 23	Aug 23	Sept 23	Oct 23	Total	Budget	B(W)
San Mateo Revenue	181,811	254,513	220,223	254,699	911,245	921,586	(10,341)
Coastside Revenue	43,960	44,659	49,383	48,986	186,989	284,191	(97,202)
<b>Total Net Revenue</b>	<b>225,771</b>	<b>299,172</b>	<b>269,606</b>	<b>303,685</b>	<b>1,098,234</b>	<b>1,205,777</b>	<b>(107,543)</b>
Direct Program Cost	310,925	310,629	312,436	314,267	1,248,257	1,443,255	194,999
Indirect Program Cost	147,846	162,745	221,513	177,180	709,283	747,670	38,387
<b>Total Cost</b>	<b>458,771</b>	<b>473,374</b>	<b>533,949</b>	<b>491,447</b>	<b>1,957,540</b>	<b>2,190,925</b>	<b>233,385</b>
<b>TOTAL</b>	<b>(233,000)</b>	<b>(174,202)</b>	<b>(264,343)</b>	<b>(187,761)</b>	<b>(859,306)</b>	<b>(985,148)</b>	<b>125,843</b>
Dividend/Other Income	4,578	4,520	1,535	4,196	14,829	6,336	8,493
Donations Received	128,140	136,132	191,729	131,776	587,776	576,665	11,111
Grant from PHCD	66,666	80,667	112,467	66,666	326,466	266,668	59,798
<b>OTHER INCOME</b>	<b>199,384</b>	<b>221,318</b>	<b>305,731</b>	<b>202,638</b>	<b>929,071</b>	<b>849,669</b>	<b>79,402</b>
<b>NET INCOME</b>	<b>(33,616)</b>	<b>47,116</b>	<b>41,388</b>	<b>14,877</b>	<b>69,765</b>	<b>(135,479)</b>	<b>205,245</b>



	22-Jul	30-Aug	30-Sep	31-Oct	Total	Budget	Variance
San Mateo Visits	872	989	871	948	3,680	4080	(400)
Half Moon Bay Visits	231	299	334	347	1,211	1428	(217)
<b>Total Visits</b>	<b>1103</b>	<b>1288</b>	<b>1205</b>	<b>1295</b>	<b>4,891</b>	<b>5508</b>	<b>(617)</b>

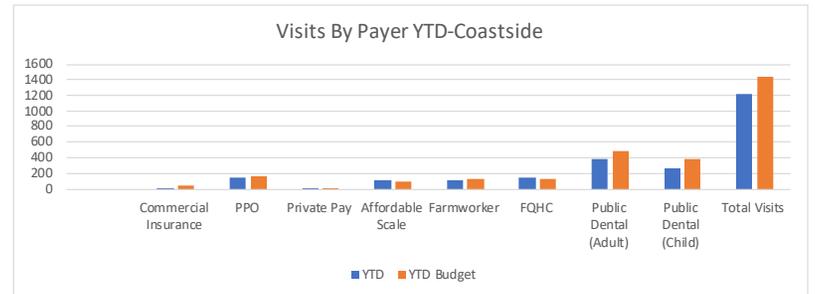
**Oct-23**

	30-Oct	Budget	Variance	YTD	YTD Budget	Variance
Commercial Insurance	25	44	(19)	111	168	(57)
PPO	189	251	(62)	806	967	(161)
Private Pay	34	33	1	94	126	(32)
Affordable Scale	13	22	(9)	77	85	(8)
Farmworker			0	0		0
FQHC	161	174	(13)	549	673	(124)
Public Dental Insurance (Adult)	230	174	56	752	673	79
Public Dental Insurance (Child)	296	360	(64)	1291	1388	(97)
<b>Total Visits</b>	<b>948</b>	<b>1058</b>	<b>(110)</b>	<b>3680</b>	<b>4080</b>	<b>(400)</b>



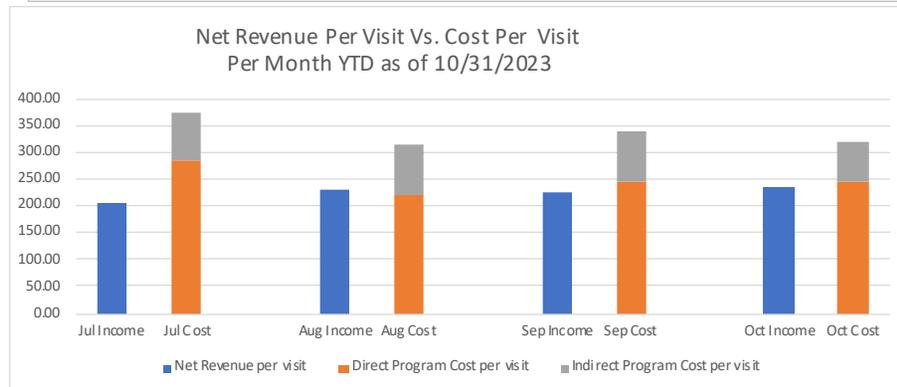
**Visits by Payer -Coastside**

	30-Oct	Budget	Variance	YTD	YTD Budget	Variance
Commercial Insurance	6	12	(6)	18	39	(21)
PPO	42	51	(9)	147	169	(22)
Private Pay	3	4	(1)	12	13	(1)
Affordable Scale	22	28	(6)	120	91	29
Farmworker	34	33	1	112	126	(14)
FQHC	34	40	(6)	152	131	21
Public Dental Insurance (Adult)	115	146	(31)	391	482	(91)
Public Dental Insurance (Child)	92	115	(23)	260	378	(118)
<b>Total Visits</b>	<b>348</b>	<b>429</b>	<b>(81)</b>	<b>1212</b>	<b>1429</b>	<b>(217)</b>



Avg. Income (Loss) per Visit				
	YTD	Budget YTD*	FY23	
Net Revenue per Visit	\$ 223.80	\$ 218.91	\$204.01	
Direct Cost per Visit	\$ (247.39)	\$ (247.41)	(\$234.27)	
Indirect Cost per Visit*	\$ (89.19)	\$ (87.29)	(\$79.46)	
<b>Net Income per Visit</b>	<b>\$ (112.78)</b>	<b>\$ (115.78)</b>	<b>(\$109.72)</b>	

\* Indirect cost excludes costs in outreach program and fundraising department



Sonrisas Dental Health Operations Oct 23 VS. Oct 22			
	Oct-23	Oct-22	Variance B(W)
<b>Visits</b>	<b>1295</b>	<b>1164</b>	<b>131</b>
<b>San Mateo Revenue</b>	<b>254,699</b>	<b>201,870</b>	<b>52,829</b>
<b>Coastside Revenue</b>	<b>48,986</b>	<b>49,675</b>	<b>(689)</b>
<b>Total Net Revenue</b>	<b>303,685</b>	<b>251,545</b>	<b>52,140</b>
<b>*Direct Program Cost</b>	<b>314,267</b>	<b>251,733</b>	<b>(62,534)</b>
<b>*Indirect Program Cost</b>	<b>177,180</b>	<b>127,721</b>	<b>(49,458)</b>
<b>Total Cost</b>	<b>491,447</b>	<b>379,454</b>	<b>(111,992)</b>
<b>TOTAL</b>	<b>(187,761)</b>	<b>(127,909)</b>	<b>(59,852)</b>
<b>Dividend/Other Income</b>	<b>4,196</b>	<b>79</b>	<b>4,118</b>
<b>Donations Received</b>	<b>131,776</b>	<b>108,870</b>	<b>22,905</b>
<b>Grant from PHCD</b>	<b>66,666</b>	<b>75,000</b>	<b>(8,334)</b>
<b>Grants and Donations</b>	<b>202,638</b>	<b>183,949</b>	<b>18,689</b>
<b>NET INCOME</b>	<b>14,877</b>	<b>56,040</b>	<b>(41,163)</b>





**DATE:** November 20, 2023  
**TO:** SDH Board of Directors  
**FROM:** Spandan Chakrabarti, Community Resources Director  
**RE:** **Development Update**

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**General Fundraising Update:** As of the submission of this report, Sonrisas has accounted for 86% of total budgeted fundraising revenue of the 2024 Fiscal Year. These figures include the FY24 commitments from both the Peninsula and the Sequoia Health Care Districts. Revenue from non-healthcare district sources has reached 67% of its annual target. In addition to completing collection for nearly all outstanding balances from the 2023 Cooking for a Cause fundraiser, Sonrisas was also awarded a \$14,500 capitol grant in the last month to support the installation for equipment in our San Mateo clinic to support pediatric patients.

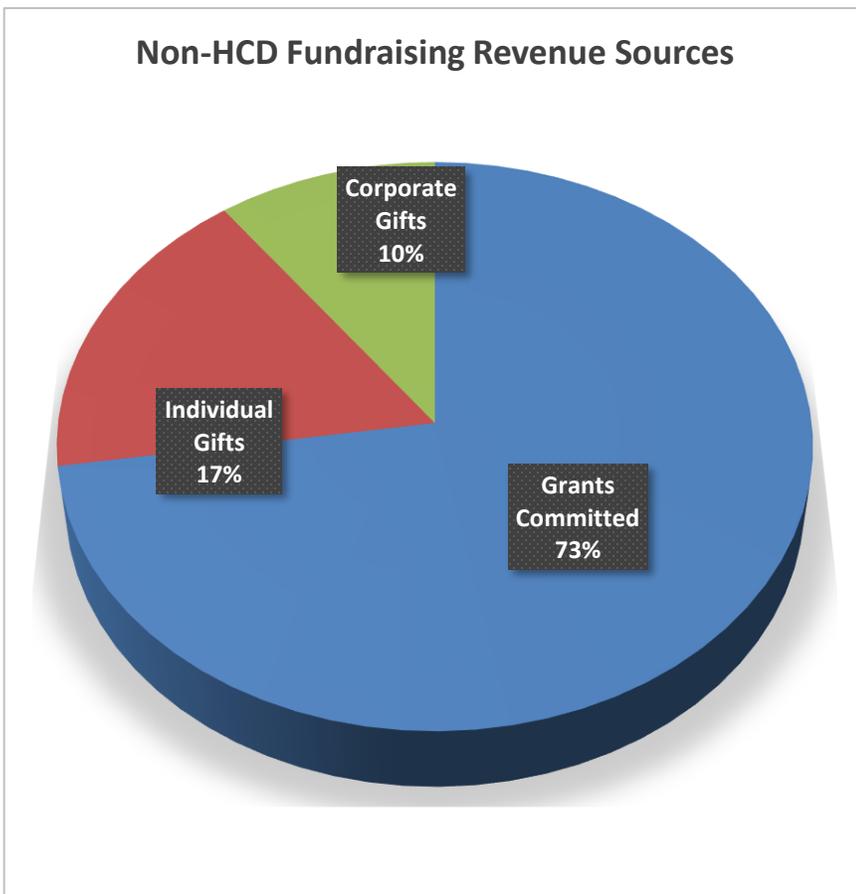
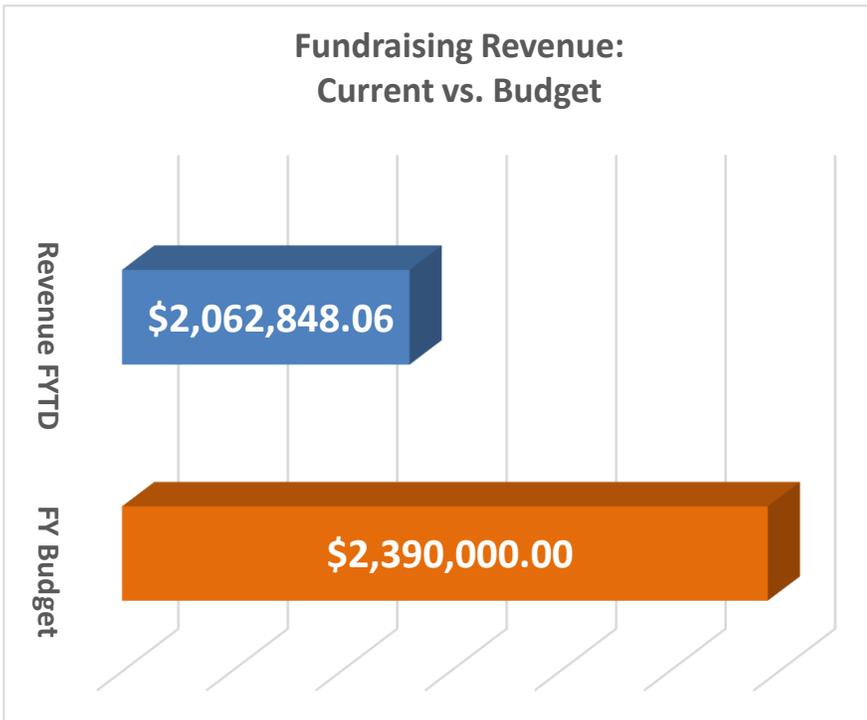
To date this fiscal year, Sonrisas' fundraising operations have secured more than \$2 million, with nearly \$500,000 in grant revenue not connected to healthcare districts and over \$185,000 in individual and corporate donations.

**Major & Community Philanthropy Initiatives:** As Sonrisas looks to expand independent sources of funding as part of its strategic plan of sustainable growth, it has launched a major donor program geared towards growing, cultivating, and deepening the connection of donors to Sonrisas' mission-driven work. The Development Committee, chaired by Director Hinshelwood and with leadership and support from Development staff, will lead this effort. The Development Committee held its initial meeting early this month.

**Looking forward to Cooking for a Cause 2024:** Sonrisas is beginning to plan for its signature fundraising event, Cooking for a Cause, for 2024. We are deeply grateful to the Half Moon Bay Library for hosting us over the past years, however, the event has happily outgrown the venue. Development staff is engaged, in coordination with the Development Committee, in researching a new venue, choosing an event consultant, and developing other early details for the 10<sup>th</sup> anniversary of this iconic event.

**Annual Campaign:** Immediately after the Thanksgiving holidays, Sonrisas will be conducting an End-of-the-year fundraising campaign by mail, email, and on social media.

Sonrisas Dental Health  
Development Update. Dashboard Visuals.







**DATE:** November 21, 2023  
**TO:** SDH Board of Directors  
**FROM:** Bonnie Jue, DDS  
**RE:** **Community Engagement Director Report – November 2023**

Sonrisas Dental Health’s Community Outreach Team has much to be grateful for this Thanksgiving season! With the support of new community partners, dedicated board members and staff members, and loyal supporters throughout the years, Sonrisas has been able to serve more community members than ever before.

Sonrisas is thankful for:

- ❖ Board members who value the impact of Sonrisas’ Community Programs by supporting the expansion of our Outreach Team: I am excited to announce the new Sonrisas Dental Health Fellowship Program, in which individuals who are interested in pursuing a career in dentistry are selected to play key roles in planning and implementing Sonrisas’ school screening program and senior/older adult oral health program, as well as, developing our upcoming Data Management Software System which will streamline the process of data collection, analysis, and reporting. These pre-dental students/dental school applicants will gain significant experience and mentorship from Dr. Bonnie Jue while contributing valuable assistance with Sonrisas’ operations.
- ❖ Lifelong friends of Sonrisas, like Diane Grech, who once again has donated funds and time to help Sonrisas participate in Coastside Hope’s Adopt-A-Family Christmas Gift program in which we provided over 500 oral health kits to families in need on the coast



- ❖ New community partners, such as Burlingame Community Center, Millbrae’s Self Help for the Elderly site, the Trousdale, Coastside Adult Day Health Center, North Fair Oaks Library, East Palo Alto Library, The Parent Venture, and the City of South San Francisco Promotores

*Halloween Dental Event and Senior Screenings at Burlingame Parks and Recreation Community Center*



*Screenings at the Trousdale*



*Self Help for the Elderly – Millbrae Outdoor Screenings*



*Coastside Adult Day Health Center Screenings*



*North Fair Oaks Library Story Time and Screenings*