



**Board Meeting
April 21, 2022
6:30 PM**

Teleconference Via Zoom

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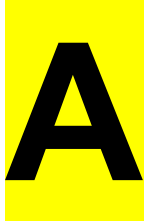
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AGENDA

- | | |
|--|-------------|
| 1. 6:30-6:35 CALL TO ORDER AND ROLL CALL – Chair Taverner | TABS |
| 2. 6:35-6:40 MISSION MOMENT – CEO Fecher | |
| 3. 6:40-6:45 PUBLIC COMMENTS | |
| 4. 6:45-6:50 APPROVAL OF MARCH BOARD MINUTES – Chair Taverner | A |
| 5. 6:50-7:45 NEW BUSINESS | |
| A. Strategic Plan Focus Areas – Chair Taverner | |
| B. FY23 Budget Parameters – CEO Fecher | |
| C. Board Resolution to Continue Virtual Meetings ACTION Requested – Chair Taverner | |
| 6. OLD BUSINESS | |
| A. FQHC Contract Update – Nothing to Report | |
| 7. 7:45-7:55 REPORTS | |
| A. CEO Report – CEO Fecher | B |
| B. CFO Report – CFO Fama | C |
| a. January 2022 Profit and Loss, Balance Sheet and Dashboards | |
| C. Fundraising Report – Maura LeBaron-Hsieh | D |
| D. Outreach Report– Dr. Bonnie Jue | E |
| E. Board Nomination Committee – Director Young | |
| 8. 7:55-8:00 SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner | |
| 9. ADJOURN | |





**Board Meeting
March 17, 2022
6:30 PM**

MINUTES

1. **CALL TO ORDER AND ROLL CALL – Chair Taverner** called the meeting to order at **6:32pm**.
 - a. **Present:** Chair Nigel Taverner, Vice Chair Helen Galligan, CFO Cheryl Fama; Board Members: Larry Cappel, Dennis Kneepfel, Rick Navarro, Steve Stielstra, Sheryl Young.
 - b. **Also Present:** CEO Tracey Fecher, Executive Assistant Elijah Barnard, Community Engagement Director Dr. Bonnie Jue, Dental Director Torrey Rothstein
 - c. **Absent:** Secretary Clyde Hinshelwood
2. **WELCOME DENNIS KNEEPEL, NEW BOARD MEMBER – Chair Taverner** welcomed Director Dennis Kneepfel as Sonrisas' newest Board Member, who was appointed by Peninsula Health Care District. The resignation of CFO Fama was accepted, effective immediately. **Chair Taverner** thanked CFO Fama for her work during her time as a board member and expressed his wishes for her to continue being a key contributor to Sonrisas' success.
3. **MISSION MOMENT –** Sonrisas' outreach team recently screened a 4-year-old child who needed extensive dental care. This child had not been to the dentist in a long time and had an infected tooth that had developed a painful, large abscess on his gums. His condition was so severe that if it had gone unchecked, he may have had to go to the emergency room. Program Care Coordinator Irma Ochoa was able to contact the parents that same afternoon and schedule an appointment for the child. Through Sonrisas' School Screenings, the team has identified cases like this on a regular basis and promptly provided care for children.
4. **PUBLIC COMMENTS –** No public in attendance.
5. [Director Larissa Cutler joined at 6:39pm]
6. **APPROVAL OF FEBUARY BOARD MINUTES –**
 - a. **Director Navarro** moved to approve the minutes for February 17th, 2022. The motion was seconded by **Director Young** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Larry Cappel, Larissa Cutler, Dennis Kneepfel, Rick Navarro, Steve Stielstra, Sheryl Young.**
7. **NEW BUSINESS – Presentation by Dr Bonnie Jue**
 - a. **Sonrisas FY23 Outreach Strategy –** Sonrisas has screened 593 children ages 2-17 since the start of FY21-22 and have approximately 700 more scheduled by June 2022. Dr. Jue has already received requests for screenings at summer school programs and schools in Fall



2022. The program has the potential for 1500-1800 screenings in 2022 alone.

Findings: Families face several barriers including: finding a dentist who accepts Medi-Cal Dental and/or securing an appointment at local county and community clinics. While the pandemic is ongoing, parents have had to go back to work in-person and have had difficulty finding time in their schedules to prioritize oral health care; cancellations and no-shows are up. At the same time, many of the kids have never seen a dentist previously. Sonrisas' Care Coordinators observe that parents still need education about the importance of pediatric oral health. There are few appointments for hospital dentistry, despite the growing need. Of the 516 students that were screened, 37% had a presence of decay and 14% needed urgent care.

- i. **Director Navarro** asked whether all the communities have fluoridation; **Dr. Jue** responded that most of San Mateo is fluoridated but she didn't know about farming communities which use well water. Sonrisas hasn't screened any students in Pescadero. **Senior/Older Adult Outreach:** Through a grant from Delta Dental, the Outreach team has been conducting a community needs assessment for older adult dental care. In the past few months, the Outreach team has held oral health focus groups to assess the experience, needs and frustrations of older adults in finding dental care. The greatest concerns are the cost of dental treatment, transportation and completing intake forms. **Dr. Jue** commented that this program is where the school screening program was five years ago. Sonrisas will submit a renewal proposal for this grant.
- ii. **Education and Workforce Expansion:** With funding from La Costa Adult School, Brenda Barrientos and Dr. Bonnie Jue have developed an 8-week Introduction to Dental Assisting course to give students exposure to a career in the dental field. SDH has partnered with La Costa Adult School to provide an 8-week Introduction to Dental Assisting course. The course currently has five students enrolled.
- iii. **Limiting Factors on the Outreach Program** include capacity constraints: for care coordination, follow-up, to add appointments at the clinic following a screening and the capacity of the current outreach team. **Possible Strategies for Consideration** include creating a new staff position for the Outreach Program, trimming the program to fit the capacity or creating an additional center to increase capacity. Funding is at the root of these three strategies. The Outreach Team has funding for 1000-1220 screenings, but if these students need additional care, limited capacity at Sonrisas is a challenge.
- iv. **Director Kneappel** asked for the funding needed per screening. A screening for one student costs \$75, with the highest expense being care coordination. **Chair Taverner** asked for additional details on the Delta Dental grant and its scope. The current grant this year is \$100K to fund the uncompensated care for a portion of Sonrisas' current 65+-year-old patients. It also funds the Community Needs Assessment for Older Adults. The rest of the funding will be used to pilot 14 off-site visits for older adults. The grant proposal for phase 2 will align with the findings of the needs assessment.
- v. **CEO Fecher** validated the need in the community and the impact of the Outreach Program. She asked for feedback on whether this program should continue to grow because the need is so great in the San Mateo County community, without fully knowing where the funding will come from or the capacity to treat the kids. **Director Kneappel**



commented that the screenings give a better picture of the scope of the problem.

Director Navarro shared a story about a man who was gradually became paralyzed. It was discovered that he had dental decay and an abscess that had drained into his neck, damaging vertebrae in his neck. **Dr. Rothstein** commented that the clinic is not directly affected by a decision to grow the Outreach Program. The clinic is affected by how follow up care is triaged. He recommended further conversation on how to define the capacity of the clinic to avoid overworking staff. **Director Cappel** expressed that there is a moral obligation to treat or find treatment for those that are screened, when treatment is needed. He recommended making sure that there is adequate capacity for care before committing to screenings. **Chair Taverner** instructed **Dr. Jue** to plan the screenings that her team has the capacity to complete and to present this plan to the board as part of the budget. **Director Young** asked the board to consider, in preparation for the Strategic Planning Retreat in late April, what Sonrisas' commitment is to advocacy work and what resources will be allocated towards those efforts. **Chair Taverner** added this topic to his notes to address at the strategic planning retreat.

- b. **HPSM Dental Pilot Integration Update – Dr. Rothstein** reported that the ability to communicate with HPSM has improved the care for Medi-Cal dental patients. This relationship has improved coverage for patients, and the process for referring patients for specialty treatment has improved for Sonrisas. Health Plan of San Mateo has been patient-oriented, prioritizing treatment plans based on the patient's need rather than the price. The integration has had a significant impact on the billing process and is taking extra time to sort out the errors. Tobacco tax is no longer included on the EOBs but paid in bulk; other problems include Sonrisas receiving denials without a code. **CEO Fecher** commented that dental billing is different than medical billing and HPSM is still learning. The Dental Transformative Initiative will not be implemented by HPSM. Overall, the integration is an improvement and Sonrisas is receiving a 20% blended rate increase.
- c. **CEO Leadership Training – ACTION Requested –Chair Taverner** requested approval of the expenditure of \$7,000 to provide leadership training for CEO Fecher through Stanford Graduate School of Business Executive Program from May 29th to June 3rd.
 - i. **Director Cappel** moved to approve this unbudgeted expense. The motion was seconded by **Director Navarro** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Larry Cappel, Larissa Cutler, Dennis Kneappel, Rick Navarro, Steve Stielstra, Sheryl Young.**
- d. **Board Meeting Format Discussion – Chair Taverner** asked for feedback on the format of board meetings. While board members expressed their enthusiasm to hear program reports, they asked that these reports be short or reserved for an additional meeting. **Director Cappel** suggested a consent calendar and shortened reports. **Director Kneappel** asked board members how long regular board meetings should be. He suggested time stamps be added to each agenda item. **Director Cappel** suggested a 90-minute meeting. **Director Young** suggested that program reports become an additional meeting in preparation for the budget, strategic planning retreat or board retreat. **Director Stielstra** recommended separating education and outreach from the business of the organization.



Vice Chair Galligan recommended sending a video of the program reports with the packet in advance of board meetings and making these videos available on the website. **Directors Cutler** and **Navarro** agreed that meetings should be kept to 90 minutes. **Director Kneepfel** requested that the videos include an ask or a summary of the main point(s) so that the board can discuss at the board meeting.

[Director Cappel left at 8.00pm]

e. Board Resolution to Continue Virtual Meetings ACTION Requested

- i. **Director Navarro** moved to continue conducting board meetings virtually. The motion was seconded by **Director Galligan** and approved by roll call. Ayes: **Nigel Taverner, Helen Galligan, Larissa Cutler, Dennis Kneepfel, Rick Navarro, Steve Stielstra, Sheryl Young.***

8. OLD BUSINESS

- a. Strategic Plan Update** – The organizational assessment is still in progress through the end of March. At the next Strategic Planning Task Force meeting, the team will have a framework for the plan with the priorities. The all-day Strategic Planning Retreat will take place on April 26th at the San Mateo Public Library.
- b. FQHC Contract Update** – No updates.

9. REPORTS

- a. CEO Report** – **CEO Fecher** No questions or comments.
- b. CFO Report** – **CFO Fama** made the board aware that she will be recommending that Sonrisas Dental Health change banks from Boston Private. PHCD Finance Committee has recommended moving to Heritage Bank. She will present more information at the April 21st board meeting.
- c. Fundraising Report** – **Maura LeBaron-Hsieh** No questions or comments.
- d. Outreach Report**– **Dr. Bonnie Jue** No further questions or comments.
- e. Board Nomination Committee** – **Director Young** welcomed Director Dennis Kneepfel. She also reported that the recruiting and onboarding process will be revisited. The goal is to bring two candidate recommendations to the board by the end of calendar year 2022.

10. SUGGESTED AGENDA ITEMS FOR NEXT MEETING – Chair Taverner

- 11.** The meeting was adjourned at **8:18pm**.

B



DATE: April 13, 2022

TO: SDH Board of Directors

FROM: Tracey Fecher, CEO

RE: CEO Report

1. Clinic Operations:

- February visits were over budget, while patient net revenue was under budget. There are two primary reasons for this:
 - i. The payer mix was off budget in February. Commercial/PPO visits were off by 5% and Access to Care visits (visits for Medi-Cal Dental, FQHC and Affordable Scale) were 5% over.
 - ii. Net patient visit income per payer type is budgeted based on the prior year's trend. Actual PPO net patient per visit income in February was \$43/visit less than the trend last year.

2. Organizational Structure and Job Responsibilities:

- The resignation of the Center Director, Billing Specialist and Executive Assistant have given the team the opportunity to review job responsibilities and organizational structure. There are changes being implemented that will support the current needs of Sonrisas, while also establishing a structure that can grow with the organization as needed.
 - i. Insurance billing has been outsourced to Dental Claim Specialists (DCS) out of Atlanta Georgia. The clinical and care coordinator team chose DCS because they felt DCS's processes were a better fit for Sonrisas' workflow. The orientation took place this week and they have begun insurance billing and posting, which has been on hold for the first two weeks of April. DCS was impressed by the low insurance A/R Sonrisas has in Open Dental, which is a compliment to the prior billing specialist and center director. An added benefit to outsourcing insurance billing is that additional head count would not be needed if Sonrisas insurance billing grows.
 - ii. Patient billing will remain in-house; and a new position may need to be created to support that function. After the hiring of the Practice Manager, the team will determine how to best handle patient billing. In the interim, current team members will be covering.
 - iii. Dental front office workflow is being reviewed for efficiencies and improvements. Those improvements may allow further changes in the organizational structure.
 - iv. The responsibilities of the administrative assistant position are being shifted to no longer support the Development Team. This role will have a higher

percentage of time spent providing general office support to the administrative team.

3. Staffing Updates:

- Our HR firm is actively sourcing candidates for the Practice Manager position. To date, one qualified candidate has been interviewed with two interviews with well qualified candidates scheduled at the time this report is being written.
- For the Administrative Assistant role, the team decided to temporarily hire through a staffing agency. Veronica Le will be joining the team on Monday, April 18th. There is an opportunity for a temp to hire.

4. FQHC and Farmworkers Contract:

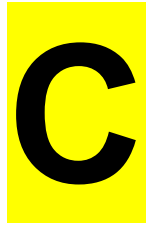
- SMMC has requested that Sonrisas increase the number of days we are serving farmworker patients in Pescadero as well as additional provider days in San Mateo for FQHC patients. The team is reviewing options as we begin budgeting. It will require additional dentist days as well as dental assistants to offer additional capacity.

5. HPSM Dental Integration Pilot:

- The team received the first Tobacco Tax check for the first 10 weeks of the contract (January 2022 to mid-March). We are evaluating how to best book and estimate this revenue on an on-going basis.

6. Financial Updates:

- On April 14th, Sonrisas' current cash position was \$1,582,680.





DATE: April 13, 2022

TO: SDH Board of Directors

FROM: Cheryl Fama, CFO
Tina Wang, Senior Accountant

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

FEBRUARY PERFORMANCE:

- A. Revenue:** Net Patient Revenue was **\$205,883**.
- 1,159 visits - 64 visits better than budget.
 - Total gross revenue was \$492,729 - \$27K better than the budget and includes an estimated \$15K of tobacco tax funding.
 - Total uncompensated care deductions were **(\$286,845)**, 58% of gross revenue, and \$37.2K more than budget.
 - Net revenue was \$9.5K below budget primarily due to uncompensated care deductions.
- B. Total Expense:** **(\$391,519)** – \$9,113 over budget
- Direct Expense- \$13,341 over the budget
 - Staff expenses are over \$11.4K due to 327 hours of retro salary reimbursement for COVID leave taken in January.
 - Indirect Expense- \$4,228 better than budget due to fewer work days in February.
- C. Donations/Grants & Other Income:** **\$174,345, \$41K better than budget.**
- Grants and Donations - \$72,420 Grants, which includes \$16.5K Phase 3 HRSA Provider Relief Fund grant, \$26,738 in individual donations, and \$75,000 in PHCD support.
 - \$187 Interest Income

Net Income: **(\$11,291)**, \$22K better than budget



YTD PERFORMANCE:

Net Income through February is a positive \$219,322 which includes \$140K brought into Grants/Donations to cover approved capital expenditures at the San Mateo Center. When subtracted, net income is still a positive \$79,322 as compared to the budgeted loss of **\$90,230**.

Gross Revenue missed performance target by \$78.8K or 2%.

Uncompensated Care Deductions missed target by only \$16K or 1%.

Direct Costs are under budget 5% and include the retro employee pay for Covid-related time off.

Grants/Donations/Other Income when the \$140K for capital expenditures is removed, performance still exceeds budget by \$164,918.

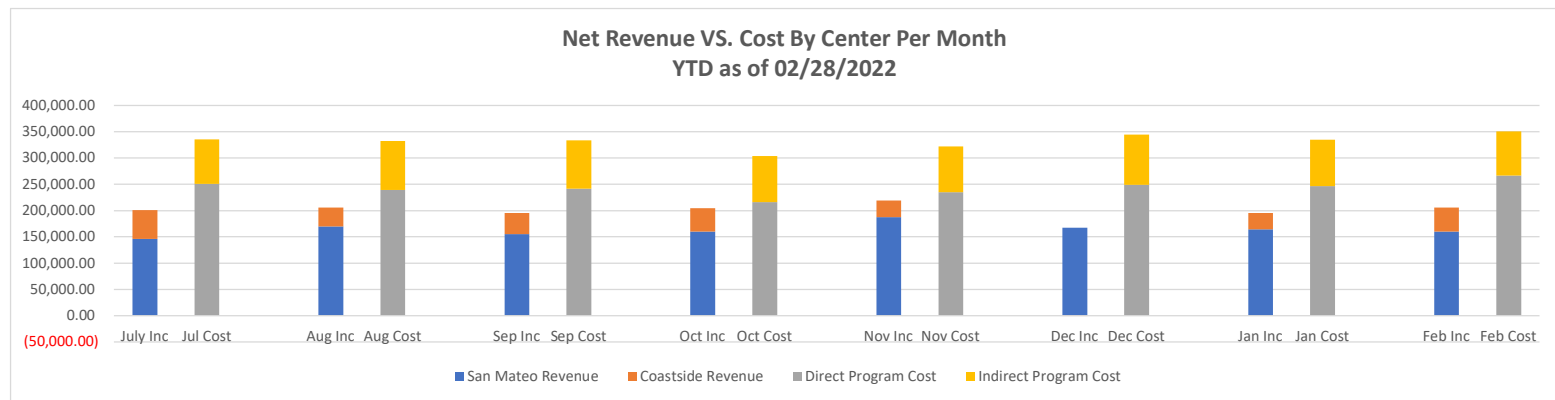
YTD PERFORMANCE TO BUDGET: YTD net income is **\$309K** better than budget. The estimated Cash-flow is **\$231K** better than budget. PHCD grant received to date is \$600,000.

	YTD Actual	YTD Budget	Performance
<i>Visits</i>	<i>9,057</i>	<i>8,960</i>	<i>97</i>
Gross Patient Revenue	\$3,758,430	\$3,837,179	(-2%)
Uncompensated Care (Deductions)	\$(2,162,799)	\$(2,146,698)	(-1%)
Grants/Donations/Other Income	\$1,602,794	\$1,297,776	23%
Direct Cost	\$(1,944,680)	\$(2,046,467)	5%
Indirect Cost	\$(1,034,673)	\$(1,032,021)	(-0%)
Net Income	\$219,322	\$(90,230)	343%
<i>Non-cash items adj.</i>			
Depreciation	\$193,331	\$202,859	5%
Capital Expenditure	\$(322,732)	\$(253,750)	(22%)
Estimated Cash Flow	\$89,921	\$(141,121)	163%

YTD net income of **\$219K** includes \$140k which is restricted to San Mateo Build Out capital expenditures and \$23K in-kind donations which will be capitalized monthly.

Sonrisas Dental Health Operations

	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	YTD	YTD Budget	B(W)
San Mateo Revenue	146,167	169,861	154,995	160,237	187,118	167,317	164,297	160,126	1,310,118	1,464,313	(154,195)
Coastside Revenue	55,195	36,338	40,578	44,708	32,102	(35)	31,119	45,757	285,762	226,168	59,594
Total Net Revenue	201,362	206,199	195,573	204,945	219,220	167,282	195,416	205,883	1,595,880	1,690,481	(94,601)
Direct Program Cost	250,922	239,041	241,643	215,921	235,007	248,764	246,388	266,994	1,944,679	2,046,467	101,787
Indirect Program Cost	121,699	126,951	137,369	124,709	125,381	144,315	129,724	124,525	1,034,673	1,032,021	(2,653)
Total Cost	372,621	365,992	379,012	340,630	360,388	393,079	376,112	391,519	2,979,352	3,078,487	99,135
TOTAL	(171,259)	(159,793)	(183,439)	(135,685)	(141,168)	(225,797)	(180,696)	(185,636)	(1,383,473)	(1,388,006)	4,533
Dividend/Other Income	67,000	70,003	67,292	344	154	181	171	188	205,333	201,112	4,221
Donations Received	223,149	86,942	50,901	52,967	95,133	124,383	64,830	99,157	797,463	496,664	300,799
Grant from PHCD	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	600,000	600,000	0
OTHER INCOME	365,149	231,945	193,193	128,311	170,287	199,564	140,001	174,345	1,602,796	1,297,776	305,020
NET INCOME	193,890	72,152	9,754	(7,374)	29,119	(26,233)	(40,695)	(11,290)	219,323	(90,230)	309,553



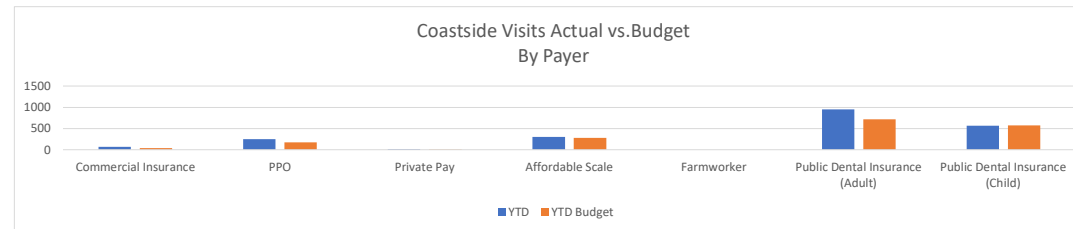
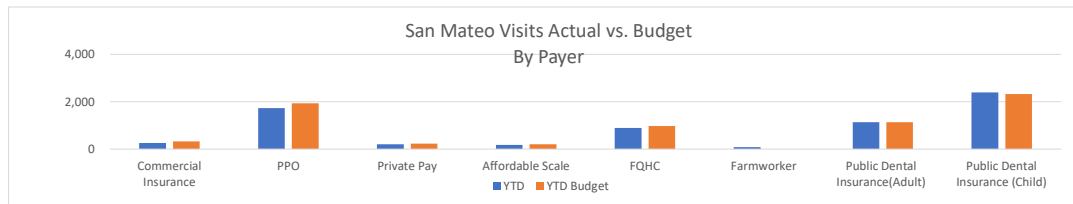
	Jul 21	Aug 21	21-Sep	21-Oct	21-Nov	21-Dec	22-Jan	22-Feb	YTD	Budget	Variance
San Mateo Visits	839	855	836	845	841	1,016	804	848	6,884	7,151	(267)
Coastside Visits	340	322	339	302	255		304	311	2,173	1,809	364
Total Visits	1179	1177	1175	1,147	1,096	1,016	1,108	1,159	9,057	8,960	97

Visits by Payer -San Mateo

	Feb 22	Feb Budget	Variance	YTD	YTD Budget	Variance
Commercial Insurance	28	39	(11)	265	328	(63)
PPO	213	229	(16)	1,733	1,934	(201)
Private Pay	21	27	(6)	199	230	(31)
Affordable Scale	17	25	(8)	175	208	(33)
FQHC	80	116	(36)	890	977	(87)
Farmworker	23		23	91		91
Public Dental Insurance(Adult)	113	135	(22)	1,136	1,137	(1)
Public Dental Insurance (Child)	353	277	76	2,395	2,337	58
Total Visits	848	848	0	6,884	7,151	(267)

Visits by Payer -Coastside

	Feb 22	Feb 22 Budget	Variance	YTD	YTD Budget	Variance
Commercial Insurance	9	6	3	73	43	30
PPO	33	24	9	252	176	76
Private Pay	4	2	2	19	11	8
Affordable Scale	41	38	3	305	280	25
Farmworker						
Public Dental Insurance (Adult)	139	98	41	957	719	238
Public Dental Insurance (Child)	85	79	6	567	580	(13)
Total Visits	311	247	64	2173	1809	364



Avg. Income (Loss) per Visit		
YTD		
Net Revenue per Visit	\$	176.23
Direct Cost per Visit	\$	(215.23)
*Indirect Cost	\$	(78.98)
Net Income per Visit	\$	(117.98)

True Income (Loss) per Visit by Payer	
Payer	Avg. YTD
Farmworker	\$ 137.72
Commercial Insurance	\$ 50.82
PPO	\$ (20.91)
Public Dental Insurance	\$ (219.69)
Private Pay	\$ 193.07
FQHC	\$ 16.47
Affordable Scale	\$ 67.95

* Indirect cost represents clinic overhead cost and excludes fundraising program cost and outreach program cost

Sonrisas Dental Health Operations FY21 VS. FY20						
	Feb 22	Feb 21	Variance B(W)	YTD 22	YTD 21	Variance B(W)
Visits	1,159	913	246	9,057	6,573	2,484
San Mateo Revenue	\$160,126	\$114,003	\$46,123	\$1,310,118	\$894,577	\$415,541
Coastside Revenue	\$45,757	\$42,587	\$3,170	\$285,762	\$288,406	(\$2,644)
Total Net Revenue	\$205,883	\$156,590	\$49,293	\$1,595,880	\$1,026,388	\$569,492
Direct Program Cost	\$266,994	\$202,167	(\$64,827)	\$1,944,679	\$1,547,105	(\$397,574)
Indirect Program Cost	\$124,525	\$96,675	(\$27,850)	\$1,034,673	\$760,575	(\$274,098)
Total Cost	\$391,519	\$298,842	(\$92,677)	\$2,979,352	\$2,307,680	(\$671,672)
TOTAL	(\$185,636)	(\$142,252)	(\$43,384)	(\$1,383,473)	(\$1,124,702)	(\$258,771)
Dividend/Other Income	\$188	\$80	\$108	\$205,333	\$395,868	(\$190,535)
Donations Received	\$99,157	\$77,508	\$21,649	\$797,463	\$501,632	\$295,831
Grant from PHCD	\$75,000	\$75,000	\$0	\$600,000	\$175,000	\$425,000
OTHER INCOME	\$174,345	\$152,588	\$21,757	\$1,602,796	\$1,072,500	\$530,295
NET INCOME	(\$11,290)	\$10,336	(\$21,626)	\$219,323	(\$52,202)	\$271,525

Sonrisas Dental Health
Revenues and Expenditures - Budget vs Actual
As of February 28, 2022

As of Date: 02/28/2022
Location: Sonrisas Dental Health
Restriction: Unrestricted

	Month Ending 02/28/2022			Year To Date 02/28/2022		
	Actual 2021	2022 BUDGET	Budget Diff	Actual 2021	2022 BUDGET	Budget Diff
Revenue and Expenditures						
Net Program Income						
Patient Revenue						
Patient Services						
Commercial Insurance	12,243.00	15,894.45	(3,651.45)	119,476.00	132,322.73	(12,846.73)
PPO	84,061.72	105,828.09	(21,766.37)	769,604.32	885,072.19	(115,467.87)
Public Dental Insurance	307,444.30	258,964.36	48,479.94	2,193,105.40	2,120,240.25	72,865.15
Private Pay	7,716.00	8,539.38	(823.38)	59,005.00	71,781.93	(12,776.93)
Affordable Scale	22,504.00	19,861.73	2,642.27	162,674.00	155,513.57	7,160.43
Farmworker	9,061.00	0.00	9,061.00	34,025.00	0.00	34,025.00
FQHC	49,699.00	55,911.65	(6,212.65)	420,540.00	472,248.35	(51,708.35)
Gross Patient Revenue	492,729.02	464,999.66	27,729.36	3,758,429.72	3,837,179.02	(78,749.30)
Uncompensated Care						
Prior Period Adjustment	(5,312.99)	(3,200.00)	(2,112.99)	(21,768.56)	(25,600.00)	3,831.44
Uncompensated Care - Commercial Insurance	(2,753.45)	(2,333.09)	(420.36)	(20,891.25)	(19,285.41)	(1,605.84)
Uncompensated Care - PPO	(35,812.14)	(45,490.25)	9,678.11	(338,579.41)	(380,148.05)	41,568.64
Uncompensated Care - Public Dental Insurance	(219,400.48)	(165,200.44)	(54,200.04)	(1,547,029.30)	(1,446,265.63)	(100,763.67)
Tobacco Tax	15,000.00	0.00	15,000.00	20,606.69	0.00	20,606.69
Uncompensated Care - Affordable Scale	(10,089.00)	(9,258.94)	(830.06)	(74,479.00)	(72,346.84)	(2,132.16)
Uncompensated Care - Farmworker	(1,741.00)	0.00	(1,741.00)	(5,355.00)	0.00	(5,355.00)
Uncompensated Care - FQHC	(25,768.70)	(22,359.07)	(3,409.63)	(162,026.70)	(188,852.10)	26,825.40
Fee Adjustments	(968.03)	(1,775.00)	806.97	(13,526.89)	(14,200.00)	673.11
Patient Account - Bad Debt Write-off	0.00	0.00	0.00	250.17	0.00	250.17
Total Uncompensated Care	(286,845.79)	(249,616.79)	(37,229.00)	(2,162,799.25)	(2,146,698.03)	(16,101.22)
Other Program Revenue						
Other Program Revenue	0.00	0.00	0.00	250.00	0.00	250.00

Total Other Program Revenue	0.00	0.00	0.00	250.00	0.00	250.00
Net Patient Revenue	205,883.23	215,382.87	(9,499.64)	1,595,880.47	1,690,480.99	(94,600.52)
Total Expenses						
Direct Expenses						
Direct Personnel Expense						
Direct Program Salaries	202,078.52	190,492.12	(11,586.40)	1,448,526.65	1,523,936.96	75,410.31
Payroll Taxes	14,641.25	13,486.85	(1,154.40)	107,806.42	107,894.80	88.38
Unemployment Taxes	1,004.91	2,285.90	1,280.99	11,288.06	18,287.20	6,999.14
Benefits	6,578.46	6,171.94	(406.52)	43,931.35	49,375.52	5,444.17
401k Match	4,209.63	5,200.43	990.80	34,440.51	41,603.44	7,162.93
Worker's Comp	829.12	662.30	(166.82)	6,632.96	5,298.40	(1,334.56)
Continuing Education	842.00	50.00	(792.00)	2,452.00	400.00	(2,052.00)
License and Registration	649.19	1,075.00	425.81	5,606.63	8,600.00	2,993.37
Total Direct Personnel Expense	230,833.08	219,424.54	(11,408.54)	1,660,684.58	1,755,396.32	94,711.74
Clinic Expenses						
Sterilization Services	793.80	756.00	(37.80)	6,378.60	6,048.00	(330.60)
Shredding	67.00	67.00	0.00	567.00	536.00	(31.00)
Dental Supplies	22,867.18	15,250.87	(7,616.31)	149,821.14	124,461.83	(25,359.31)
Small Dental Equipment	0.00	0.00	0.00	945.72	7,291.00	6,345.28
Dental Equipment Repair	1,509.31	1,036.00	(473.31)	14,508.38	13,260.00	(1,248.38)
Lab Fees	7,959.52	9,280.88	1,321.36	74,755.20	76,744.09	1,988.89
Uniforms	0.00	92.00	92.00	150.00	736.00	586.00
PPE& Covid Related	2,963.89	7,745.28	4,781.39	36,868.89	61,993.29	25,124.40
Total Clinic Expenses	36,160.70	34,228.03	(1,932.67)	283,994.93	291,070.21	7,075.28
Total Direct Expenses	266,993.78	253,652.57	(13,341.21)	1,944,679.51	2,046,466.53	101,787.02
Indirect Expenses						
Indirect Personnel Expenses						
Salaries/Wages	53,043.75	57,699.20	4,655.45	460,842.48	461,593.60	751.12
Payroll Taxes	4,357.86	4,085.11	(272.75)	34,905.43	32,680.88	(2,224.55)
Unemployment Taxes	301.76	761.63	459.87	4,365.73	6,093.04	1,727.31
Benefits	1,542.12	1,246.30	(295.82)	11,245.96	9,970.40	(1,275.56)
401k Match	2,178.57	1,730.98	(447.59)	15,201.63	13,847.84	(1,353.79)
Worker's Comp	352.88	519.70	166.82	2,823.04	4,157.60	1,334.56
Total Indirect Personnel Expenses	61,776.94	66,042.92	4,265.98	529,384.27	528,343.36	(1,040.91)
Facility Expenses						
Auto Expenses	92.75	110.00	17.25	914.09	880.00	(34.09)
Building Maintenance	1,537.66	899.00	(638.66)	8,288.78	7,292.00	(996.78)

Janitorial Service	3,170.00	2,260.00	(910.00)	19,740.00	18,080.00	(1,660.00)
Rent	3,484.00	3,600.00	116.00	27,504.00	28,500.00	996.00
Phone/Internet	1,651.00	1,833.00	182.00	13,396.97	14,664.00	1,267.03
Utilities	3,800.37	2,850.00	(950.37)	25,167.93	22,800.00	(2,367.93)
Total Facility Expenses	13,735.78	11,552.00	(2,183.78)	95,011.77	92,216.00	(2,795.77)
Office Expenses						
Claims Processing	123.30	156.00	32.70	1,456.76	1,248.00	(208.76)
Patient Notification	485.00	485.00	0.00	3,625.00	3,880.00	255.00
Office Supplies	1,252.49	1,000.00	(252.49)	8,842.63	8,000.00	(842.63)
Postage and Shipping	225.90	200.00	(25.90)	2,202.02	1,600.00	(602.02)
Printing Costs	0.00	155.00	155.00	641.30	2,090.00	1,448.70
Office. Equip. Maintenance	(36.24)	0.00	36.24	(36.24)	0.00	36.24
Property Taxes	0.00	0.00	0.00	367.00	250.00	(117.00)
Dues, Fees & License	0.00	0.00	0.00	0.00	4.00	4.00
Employee Goodwill	0.00	330.85	330.85	3,209.05	2,966.80	(242.25)
Recruitment Expense	249.00	208.00	(41.00)	6,469.82	1,664.00	(4,805.82)
Total Office Expenses	2,299.45	2,534.85	235.40	26,777.34	21,702.80	(5,074.54)
Insurance						
Insurance - Auto	317.88	317.92	0.04	2,543.32	2,543.36	0.04
Insurance - Malpractice	514.33	514.33	0.00	4,114.64	4,114.64	0.00
Insurance - Liability & Property	773.87	761.67	(12.20)	6,105.63	6,093.36	(12.27)
Insurance - Directors & Officer Liability	498.82	345.50	(153.32)	4,052.70	2,764.00	(1,288.70)
Total Insurance	2,104.90	1,939.42	(165.48)	16,816.29	15,515.36	(1,300.93)
Fundraising Department						
Fundraising Expenses	1,323.06	1,462.00	138.94	11,852.43	11,661.98	(190.45)
Fundraising Consulting	7,777.00	6,425.00	(1,352.00)	53,910.75	47,979.00	(5,931.75)
Total Fundraising Department	9,100.06	7,887.00	(1,213.06)	65,763.18	59,640.98	(6,122.20)
Professional Fees						
Consultant - Professional Fees	2,275.00	2,900.00	625.00	32,897.50	25,700.00	(7,197.50)
Consultant - Legal	0.00	0.00	0.00	748.00	0.00	(748.00)
Total Professional Fees	2,275.00	2,900.00	625.00	33,645.50	25,700.00	(7,945.50)
General						
Depreciation Expense	24,920.38	25,708.96	788.58	193,331.92	202,859.18	9,527.26
Marketing Expense	0.00	408.00	408.00	1,191.10	5,680.00	4,488.90
Meeting & Travel Expenses	183.22	1,417.00	1,233.78	359.92	2,464.00	2,104.08
Fees and Interest	1,259.94	1,200.00	(59.94)	9,637.49	9,600.00	(37.49)
Merchant Processing	957.17	880.00	(77.17)	8,367.87	7,040.00	(1,327.87)

Outreach Supplies	798.11	0.00	(798.11)	1,785.18	8,815.00	7,029.82
Training & Membership	160.00	800.00	640.00	2,220.05	1,980.00	(240.05)
Board Expense	0.00	414.00	414.00	3,554.63	3,312.00	(242.63)
Total General	28,278.82	30,827.96	2,549.14	220,448.16	241,750.18	21,302.02
Computer expense						
Computer Support	4,248.25	4,270.00	21.75	34,976.41	35,160.00	183.59
Software Support	706.00	799.00	93.00	11,850.40	11,992.00	141.60
Total Computer expense	4,954.25	5,069.00	114.75	46,826.81	47,152.00	325.19
Total Indirect Expenses	124,525.20	128,753.15	4,227.95	1,034,673.32	1,032,020.68	(2,652.64)
Total Total Expenses	391,518.98	382,405.72	(9,113.26)	2,979,352.83	3,078,487.21	99,134.38
Total Net Program Income	(185,635.75)	(167,022.85)	(18,612.90)	(1,383,472.36)	(1,388,006.22)	4,533.86
Grants and Other Income						
Grants and Donations						
Fundraiser	0.00	0.00	0.00	36,140.80	15,000.00	21,140.80
Donations	26,737.62	5,000.00	21,737.62	59,416.11	54,000.00	5,416.11
In-Kind Donations	0.00	0.00	0.00	26,335.00	0.00	26,335.00
Incentives	0.00	0.00	0.00	690.00	1,000.00	(310.00)
Grants	72,419.77	53,333.00	19,086.77	674,880.57	426,664.00	248,216.57
PHCD Grants	75,000.00	75,000.00	0.00	600,000.00	600,000.00	0.00
Total Grants and Donations	174,157.39	133,333.00	40,824.39	1,397,462.48	1,096,664.00	300,798.48
Other Income						
Estimated PPP Loan Forgiveness	0.00	0.00	0.00	201,105.00	201,000.00	105.00
Interest Income	187.15	4.00	183.15	1,428.46	32.00	1,396.46
Dividends	0.00	10.00	(10.00)	13.94	80.00	(66.06)
Other Income	0.00	0.00	0.00	2,784.51	0.00	2,784.51
Total Other Income	187.15	14.00	173.15	205,331.91	201,112.00	4,219.91
Total Grants and Other Income	174,344.54	133,347.00	40,997.54	1,602,794.39	1,297,776.00	305,018.39
Net income	(11,291.21)	(33,675.85)	22,384.64	219,322.03	(90,230.22)	309,552.25

Total grants and donations includes \$140k which is restricted to San Mateo Build Out capital expenditures and \$23K in-kind donations which will be capitalized monthly.

Sonrisas Dental Health
Balance Sheet

As of Date:

02/28/2022

Location:

Sonrisas Dental Health

Year To Date

02/28/2022

Current Year Balance

Assets

Current Assets

Cash and Cash Equivalents

11205 - Operating - Boston Private Checking	651,747.44
11211 - Boston Private-CD 1	200,412.72
11213 - Boston Private-CD 3	500,867.77
11600 - Petty Cash	198.84

Total Cash and Cash Equivalents 1,353,226.77

Accounts Receivable, Net 473,305.90

Other Current Assets 23,268.63

Total Current Assets 1,849,801.30

Long-term Assets

Property & Equipment

17300 - Improvements	1,181,311.70
17400 - Equipment	1,260,869.44
17500 - Furniture/Fixtures	129,460.29
17600 - Vehicle	111,934.08
17999 - Accum Depreciation	(1,631,466.59)

Total Property & Equipment 1,052,108.92

Other Long-term Assets 18,614.60

Total Long-term Assets 1,070,723.52

Investments

Long Term Investments

11410 - Investment Acct. - Merrill Lynch	167,275.05
--	------------

Total Long Term Investments 167,275.05

Total Investments 167,275.05

Total Assets

3,087,799.87

Liabilities and Net Assets

Liabilities

Short-term Liabilities

Accounts Payable

21110 - Accounts Payable	71,239.65
21212 - Credit Card Payable	625.00
23100 - Patient Prepayments	26,411.03
23200 - Patient Refunds Payable	4,644.54

Total Accounts Payable 102,920.22

Accrued Liabilities

22210 - Accrued Payroll	161,747.71
22220 - Accrued PTO	96,952.46
22250 - Accrued 401k Funds Payable	15,536.49

22260 - Accrued HSA Fund Payable	1,824.11
22320 - FSA Employee Account	1,553.26
Total Accrued Liabilities	277,614.03
Withholding Tax Payable	
22230 - Accrued Payroll Taxes	54,483.21
Total Withholding Tax Payable	54,483.21
Total Short-term Liabilities	435,017.46
Long Term Liabilities	
Notes Payable - Long Term	
28000 - PPP Loan	402,210.00
28001 - Estimated PPP Loan Forgiveness	(402,210.00)
Total Long Term Notes Payable	0.00
Other Long-term Liabilities	7,920.43
Total Long Term Liabilities	7,920.43
Other Liabilities	44,458.88
Total Liabilities	487,396.77
Net Assets	2,600,403.10
Total Liabilities and Net Assets	3,087,799.87

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DATE: April 14, 2022
TO: SDH Board of Directors
FROM: Maura LeBaron-Hsieh, MPH, Director of Development
RE: **Development Update**

March and early April featured the kick-off of planning for Sonrisas' 2022 Gala Fundraiser (Cooking for a Cause), as well as submission of a number of spring grant proposals and ongoing Major Donor program work.

As of March 31, 2022, **we have raised \$1,581,849/\$1,690,000 (94%) of our FY21-22 fundraising goal** (includes PHCD support). Please see the attached Fundraising Report for visual overview.

1. Individual Donations

- As of March 31, 2022, we have received \$99,327 in individual donations and sponsorships this fiscal year.
- In May – June 2022, our NEW Fiscal Year-End Appeal will reach our full donor base along with outreach to new potential donors on the Peninsula. The appeal will include Coastsides Gives, as well as the above-mentioned broader focus to include the Peninsula. Board members should anticipate receiving donor outreach materials as part of this campaign.
- Our Major Donor program continues to grow in impact, with a focus on small-group donor meetings thus far.
- In May, we will host longtime supporters and other donors for open house visits to the newly refreshed HMB Center. Details forthcoming.

2. Grant-seeking

- Sonrisas has been awarded \$582,522 in grants as of March 31, 2022. We are currently in consideration for \$190,000 in grant funding and are also preparing several upcoming proposals.

3. Events

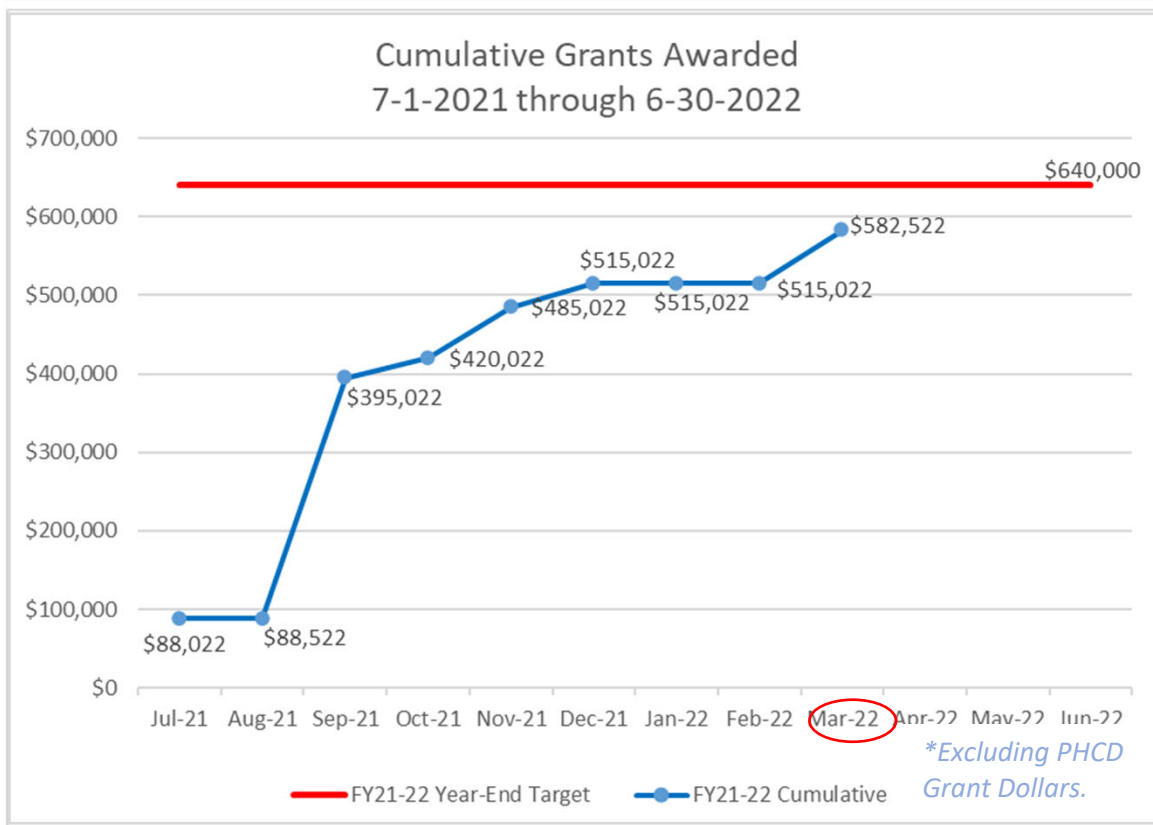
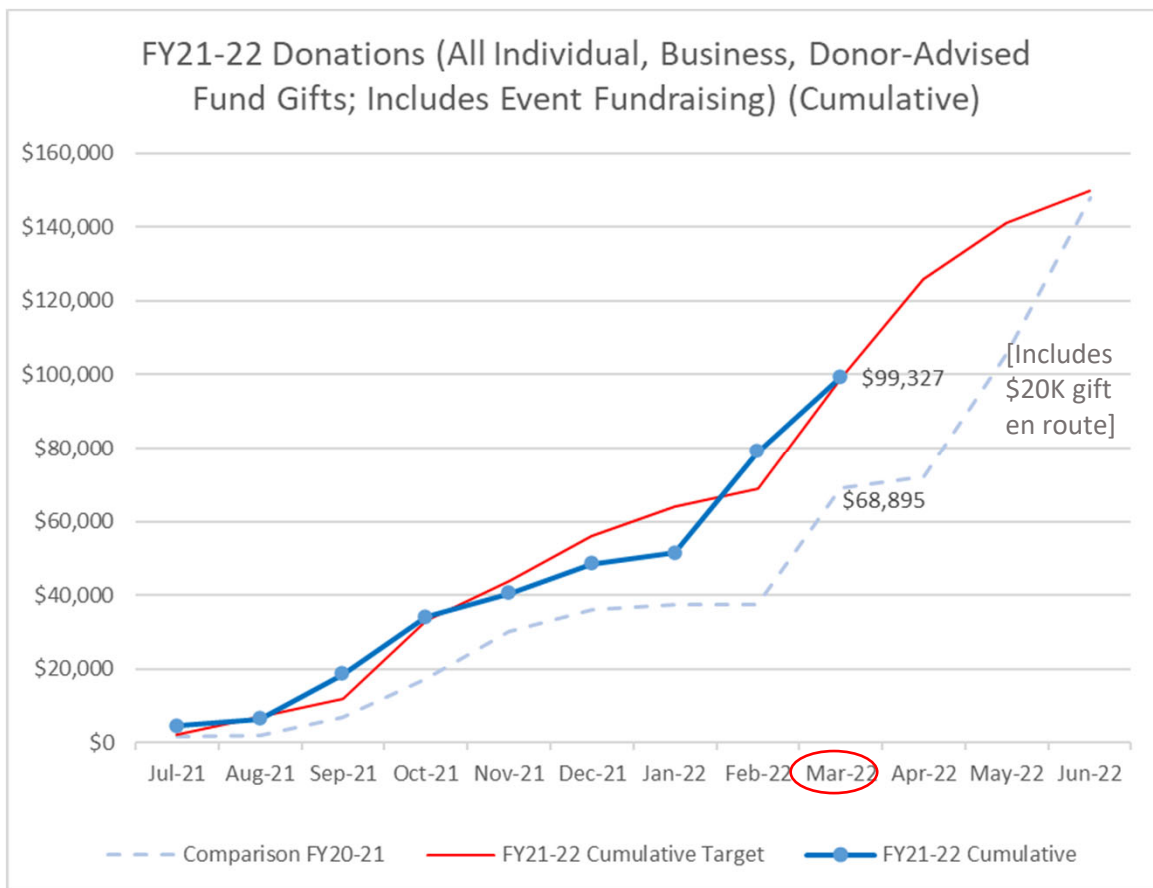
- **Save the Date:** Sonrisas' 2022 Gala Fundraiser (Spain-themed event name forthcoming) will take place on **Saturday, September 17th, 2022**. We look forward to having the Sonrisas Board of Directors come together with our community of supporters for our annual Signature Event!

4. A Special Note

- Elijah Barnard, a key member of our small development team, will leave Sonrisas this month to pursue a professional growth opportunity elsewhere. The Development team would like to express its deepest thanks to Elijah for his warmth, creativity, and dedication to Sonrisas Dental Health's people and mission.

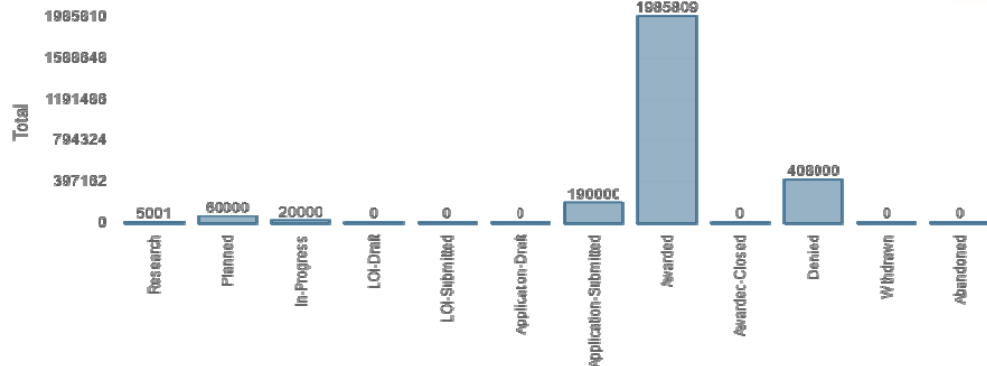


SDH Fundraising Report FY21-22 Through March 31, 2022



Opportunities By Status

3/1/2021 - 6/30/2022



Funder	Funding Opportunity	Funding Category	Deadline	Amount Requested	Amount Awarded	Status
William G Irwin Charity Foundation	2020 William G Irwin Charity Foundation Grant	Capital Project	8/14/2020	\$30,000	\$30,000	Awarded
Patterson Foundation	2021 Patterson Application	School Screenings, Access to Care Children	1/8/2021	\$35,000	\$0	Denied
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q2 Grant	Access to Care	1/8/2021	\$45,648	\$45,648	Awarded
Atkinson Foundation	2021 Senior Programs Grant	Access to Care, Seniors, Outreach	2/1/2021	\$12,500	\$12,500	Awarded
The Comcast Nbcuniversal Foundation	2021 Community Impact Grant - Program Innovation	School Screenings, Access to Care Children	2/12/2021	\$40,000	\$0	Denied
Rotary Club of San Mateo	2021 Rotary Club of San Mateo	School Screenings	3/15/2021	\$3,000	\$0	Denied
Sobrato Family Foundation	2021-2022 Sobrato Essential Human Services Grant	Access to Care, General Operations, Capital Project	3/19/2021	\$50,000	\$123,000	Awarded
America's ToothFairy: National Childrens Oral Health Foundation	March 2021 Tooth Fairy In The Gap	Access to Care Children	3/31/2021	\$500	\$500	Awarded
Sand Hill Foundation	2021 Sand Hill Foundation	Access to Care	4/1/2021	\$50,000	\$25,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q3 Grant	Access to Care	4/9/2021	\$64,839	\$64,839	Awarded
First 5 San Mateo County	2021 First Five Oral Health RFP	School Screenings, Access to Care Children	4/13/2021	\$70,000	\$70,000	Awarded
City of Burlingame	2021 Community Funding Information	Access to Care	4/16/2021	\$5,000	\$1,800	Awarded
City of Half Moon Bay	FY21-22 CSFA Grant	Access to Care, Covid 19	4/16/2021	\$20,000	\$20,000	Awarded
Stanford Health Care	FY21 Capital Grant for SM Operatory Build-Out	Capital Project	5/14/2021	\$75,000	\$110,000	Awarded
Delta Dental Community Care Foundation	2021 Delta Dental Community Care Grant	Access to Care, Seniors, Outreach	5/31/2021	\$130,000	\$100,000	Awarded
Peninsula Health Care District	FY 20 PHCD 3-Year Grant, Year 2	Access to Care, General Operations	6/30/2021	\$900,000	\$900,000	Awarded
Sunlight Giving	FY21-22 Sunlight Giving COVID-19 Recovery Grant	General Operations, Covid 19	7/6/2021	\$0	\$25,000	Awarded
Sequoia Healthcare District	FY 20-21 Sequoia Healthcare District Q4 Grant	Access to Care	7/9/2021	\$63,022	\$63,022	Awarded
AstraZeneca Corporate Contributions Program	2021 Health Equity Community Solutions Challenge	Access to Care	7/16/2021	\$25,000	\$0	Denied
America's ToothFairy: National Childrens Oral Health Foundation	July 2021 Tooth Fairy In The Gap	Access to Care Children	7/30/2021	\$500	\$500	Awarded
Kaiser Permanente Community Health	2022 Kaiser Safety Net Grant	Access to Care	8/5/2021	\$25,000	\$25,000	Awarded
Children's Health Initiative / HPSM	San Mateo Children's Health Initiative FY22-24 Dental Capacity Grant	School Screenings, Access to Care Children, Capital Project, Outreach	8/19/2021	\$105,000	\$105,000	Awarded
Stanford Health Care	2021-22 Stanford RFP	Access to Care	8/20/2021	\$61,000	\$61,000	Awarded
Chan Zuckerberg Initiative Foundation	FY21-22 CZI Community Fund	General Operations	8/27/2021	\$200,000	\$0	Denied
Lucile Salter Packard Childrens Hospital at Stanford	2021-22 LPH RFP	School Screenings, Access to Care Children	9/8/2021	\$40,000	\$40,000	Awarded
Network for Good, Inc.	FY 21-22 Network For Good RFP	General Operations	9/15/2021	\$5,000	\$500	Awarded
The San Bruno Community Foundation	2022 San Bruno Community Foundation	School Screenings, Access to Care Children	9/22/2021	\$10,000	\$10,000	Awarded
Cigna Foundation	FY21-22 Health and Well-Being Grant	Access to Care	9/24/2021	\$65,000	\$0	Denied
Touchpoint Foundation	2021-22 Touchpoint Foundation	Access to Care, Seniors, Outreach	9/30/2021	\$3,000	\$5,000	Awarded
Dignity Health-Sequoia Hospital	2022 Dignity Health Grant	School Screenings, Access to Care Children	9/30/2021	\$20,000	\$20,000	Awarded
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q1 Invoice	Access to Care, General Operations	10/1/2021	\$60,000	\$60,000	Awarded
American Academy of Pediatric Dentistry	AAPD 2021-2022 RFP	School Screenings, Access to Care Children	10/1/2021	\$20,000	\$0	Denied
America's ToothFairy: National Childrens Oral Health Foundation	Closing the Smile Gap Grant	School Screenings, Materials and Supplies	12/20/2021	\$5,000		Application-Submitted
Adobe Employee Community Fund	Adobe ECF 2021 Proposal	Access to Care	12/31/2021	\$20,000	\$0	Denied
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q2 Invoice	General Operations	1/3/2022	\$60,000	\$60,000	Awarded
Atkinson Foundation	2022 Senior Programs Grant	Access to Care, Seniors, Outreach	2/1/2022	\$15,000	\$7,500	Awarded
Delta Dental Community Care Foundation	FY22-23 Senior ATC Grant	Access to Care, Seniors, Outreach	3/25/2022	\$100,000		Application-Submitted
The Comcast Nbcuniversal Foundation	2022 Project Innovation	School Screenings	3/25/2022	\$55,000		Application-Submitted
Kaiser Permanente Community Health	FY22-23 Kaiser Safety Net Grant - Copy	Access to Care	3/25/2022	\$25,000		Application-Submitted
Sequoia Healthcare District	FY21-22 Sequoia Healthcare District ATC Q3 Invoice	General Operations	4/15/2022	\$60,000		Planned
City of Burlingame	2022 Community Funding Information	Access to Care	4/15/2022	\$5,000		Application-Submitted
Mills Peninsula Hospital (Sutter Health)	2022 RFP Mills Sutter Health	Access to Care, School Screenings	4/29/2022	\$20,000		In-Progress
COASTSIDE WOMENS CLUB	FY20 Coastside GO Grant	General Operations	5/1/2022	\$1		Research
Millbrae Community Foundation	MCF Community Program Grant	School Screenings, Access to Care Children	5/6/2022	\$5,000		Research
AstraZeneca Corporate Contributions Program	2022 RFP AstraZeneca	School Screenings, Access to Care Children	5/13/2022	\$0		Planned
Genentech	2022 Genentech		6/10/2022	\$0		Research
Totals				\$ 2,604,010	\$ 1,985,809	40





DATE: April 15, 2022
TO: SDH Board of Directors
FROM: Bonnie Jue, DDS
RE: **Community Engagement Director Report – April 2022**

Spring historically has been a busy time for Sonrisas Dental Health's (SDH) Community Outreach Programs and this year is no exception. With school screenings and our Older Adult Dental Program in full swing, we are continuing to make an impact in the community!

Our running tally of dental screenings completed in local preschools and elementary schools this academic year so far is 910 with about 300 more scheduled before summer break.

We are also happy to announce that the first cohort of Sonrisas Dental Health and La Costa Adult School's "Introduction to Dental Assisting Course" completed the pilot program with flying colors this month! Our 5 adult learners expressed gratitude for this unique course that utilized a hybrid online/in-person format which accommodated their schedules and learning styles. The small class size allowed us to customize the pacing of instruction to maximize comprehension/retention of this career technical education.

The students stated they appreciated this course because they:

- 1) enjoyed the hands-on practical experience and certificates they earned (CPR, N95 respirator fit test, Infection Control/HIPAA certification);
- 2) gained more confidence in their communication competency while learning marketable skills since English was not their first language;
- 3) could not attend community college while caring for a new baby, and this course made it possible for them to continue their education;
- 4) had difficulty traveling over the hill to attend other dental assistant training programs offered in San Francisco and the Peninsula;
- 5) had learning challenges and this was the first time they enjoyed learning anything.

One student was a member of the Army reserves and had to ship out to Texas in the middle of the course session but was still able to participate in the online portion with flexibility to complete the hands-on training when he returns.

Special thanks to Matt Linton and Jessinda Kim (La Costa), Annie Malley (Half Moon Bay Library), Brenda Barrientos (SDH's Community Hygienist/Registered Dental Assistant), and SDH's clinical team (especially Justine Howard) for making this dream project a reality!

