

Community Smiles Dental Strategic Plan



**Community
Smiles Dental**

caring. serving. advocating.

Planning for Growth, Impact & Sustainability

Community Smiles Dental engaged in a process in 2025 to build on its previous strategic direction and develop an adaptive strategy that delivers exceptional impact and financial sustainability far into the future. Through this process we aimed to answer:

- ◆ How do we continue to expand our reach and increase impact?
- ◆ How has our business model evolved over the years and how will it need to continue to evolve to facilitate the opening of a new Milwaukee clinic?
- ◆ How does our revenue strategy need to change to increase our financial sustainability?
- ◆ How do we best position ourselves to differentiate Community Smiles from similar organizations while ensuring impact is communicated to valuable beneficiary groups?

Guided by the intended impact and impact strategy, this strategic direction offers an adaptable roadmap to be adjusted as we learn from implementation with the goal of sustainably delivering high-impact, quality programs that accomplish our mission.

Table of Contents

Our Approach to Strategy	3
Mission & Intended Impact	4
Impact Strategy	5
Strategic Priorities	6
Strengthen Revenue Mix	7
Expand Programmatic Reach	8
Enhance Culture & Strategic Capacity	9
What's Next?	10

Strategic Plan in Partnership with:

spectrum
nonprofit services



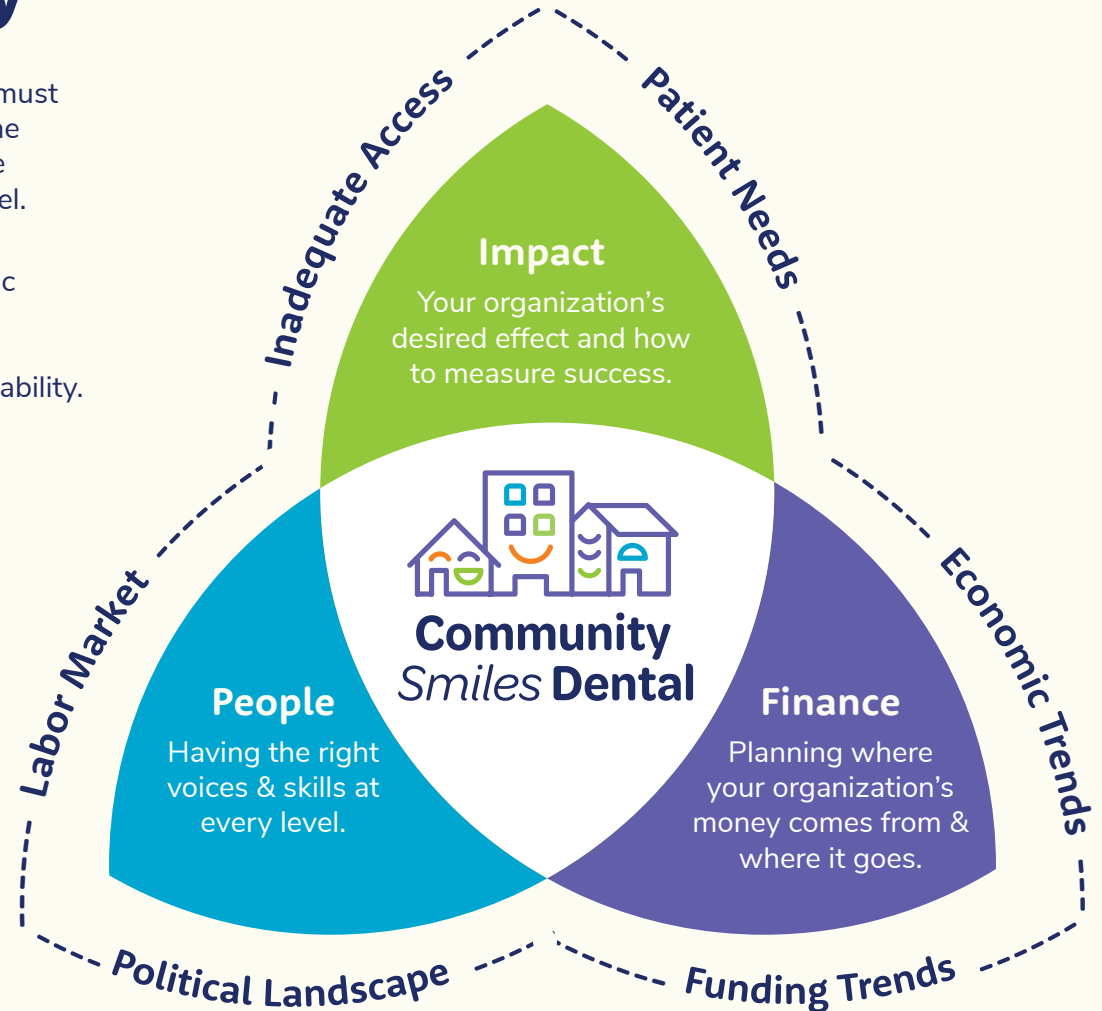
Our Approach to Strategy

In today's dynamic environment nonprofit organizations must remain adaptable to thrive with a strategy grounded in the interconnectedness of impact, finance, and people. These components collectively make up the organizational model.

Our approach to strategy recognizes the complexity of nonprofit organizations and their interaction with dynamic market forces, allowing organizations to learn through implementation and set annual goals that drive toward achieving the intended impact and strengthening sustainability.

Throughout the process, we have:

- ◆ Affirmed the intended impact
- ◆ Identified strategic issues that are exerting pressure on and within the organizational model
- ◆ Determined the true cost of mission oriented and fund-development activities
- ◆ Visualized the business model and compared growth from 2022
- ◆ Conducted a market review of comparable and competitive organizations/companies
- ◆ Secured perspective from both board and staff along with providing ongoing updates to the board and staff for their continued feedback and engagement



Mission & Intended Impact

What will we accomplish and how will we measure it?

The intended impact statement complements the mission statement. It summarizes what the organization hopes to achieve, including the target audience the organization services, how the organization serves them, and how the organization will measure success.



Mission Statement

Community Smiles Dental improves the lives of underserved through oral healthcare services, preventive education, and advocating for systemic healthcare change – **Because everyone deserves a healthy smile.**

Intended Impact Statement

Community Smiles Dental delivers a patient centered, high-quality dental care model so children and families, who have difficulty accessing and navigating the dental system due to a lack of income or insurance, special needs, and other barriers, can lead lives free from the complications and interruptions caused by dental pain and disease.

Our success is measured by:

- ◆ Number of patients served annually
- ◆ Rate of decay or new decay in re-care visits
- ◆ Rate of regular appointments vs. emergency appointments

Impact Strategy

Mission

Community Smiles Dental improves the lives of the underserved through oral healthcare services, preventive education, and advocating for systemic healthcare change -- **because everyone deserves a healthy smile.**

Intended Impact

Community Smiles Dental provides patient-centered, high-quality dental care so children and families facing financial, insurance, special needs, or other barriers can live free from dental pain and disease.

This will be measured by:

- ◆ Number of patients served annually
- ◆ Rate of decay or new decay in re-care visits
- ◆ Rate of regular appointments vs. emergency appointments

Programs

Clinical Services

- ◆ Healthy Smiles for Tots & Teens
- ◆ Special Smiles
- ◆ Healthy Smiles for Moms & Babies
- ◆ Adult Dental Program

Outreach & Education

- ◆ Education, services, and screening at partner sites
- ◆ Community outreach

Medical/Dental Integration

Outcomes

- ◆ High quality dental care is available to all
- ◆ Patients understand the fundamentals of dental hygiene and are empowered with the knowledge to better care for their teeth daily, reducing the chance of the need for restorative care
- ◆ Individuals with limited access to dental care have a positive experience

Strategies for Impact

- ◆ Deliver high-quality dental care in a warm and welcoming environment that meets standards of care
- ◆ Educate patients on the fundamentals of dental hygiene
- ◆ Establish partnerships with community organizations, providers, insurers, and educational institutions to expand access, build trust, promote public dentistry, and strengthen staffing pipelines



Strategic Priorities

Sustaining Excellence and Growing Impact

Over the last several years Community Smiles Dental has grown, increasing its impact and financial viability while transitioning leadership and strengthening its team. Driven by an engaged and committed staff and board, the organization has seen growth in the number of patients served.

Even while the organization faces external pressures on its revenue mix, there is desire to fill the need for services with continued expansion.

To meet this vision, the organization will focus on protecting and enhancing its revenue mix, grow programmatic reach through increased outreach and geographic expansion, and maintain quality programs by focusing on its staff.



Strengthen Revenue Mix

Community Smiles has seen significant revenue growth, but the current mix faces pressure from external forces. To secure our financial health, we will focus on protecting and strengthening our revenue mix of both earned and philanthropic revenue.

Strategies

- ◆ Grow size and variety of donor universe with a focus on individual and corporate donors, through segmentation and targeted cultivation, stewardship and solicitation
- ◆ Enhance prospecting and giving vehicles to bring in new donors in innovative ways
- ◆ Integrate patient impact data and stories to raise awareness and position Community Smiles as the region's leader in dental equity
- ◆ Enlist support of elected officials in protecting and growing earned revenue
- ◆ Continually review operational excellence to ensure efficiency
- ◆ Build reserves or endowment to secure long-term sustainability



Expand Programmatic Reach

Community Smiles will continue our focus on expanding impact through our programmatic reach. This includes geographic expansion to Milwaukee County in partnership with others as well as expanding our reach within our target constituency through increased awareness and outreach.

Strategies

- ✦ Open a clinic location in the city of Milwaukee
- ✦ Increase the number of pediatric, special needs and pregnant mother appointments
- ✦ Engage potential new patients through targeted community outreach and other Medicaid services
- ✦ Expand strategic partnerships for cross-referrals and support with healthcare system partners, dental service organizations, private dental practices, behavioral and primary healthcare providers and schools
- ✦ Position Community Smiles' team as subject matter experts locally, regionally and nationally
- ✦ Leverage our partnership with academic institutions to increase reach and educate future healthcare professionals



Enhance Culture & Strategic Capacity

Community Smiles is, at its essence, a people business. To effectively drive our strategy, we will continue to develop the strong culture and skills necessary. This will include broadening understanding of our business model and using data to make ongoing strategic decisions as the environment in which we operate evolves.

Strategies

- ◆ Build an integrated environment that breaks down geographic and departmental silos
- ◆ Foster a culture of learning and empowerment by training staff on the organization's business model to strengthen strategic decision-making, professional growth, and succession planning
- ◆ Strengthen board representation and philanthropic capacity to support geographic and revenue growth
- ◆ Utilize data and market experiences to adjust goals based on emerging trends
- ◆ Monitor key quality, impact and financial metrics



“

In 2022, Community Smiles Dental set out to build a foundation for growth and did exactly that. Building on this success, today’s strategic direction accelerates the momentum, with the leadership and financial strength to deliver exceptional impact and meet the growing community need.

Steve Zimmerman, Principal, Spectrum Nonprofit Services

