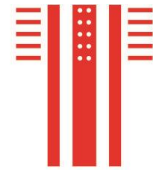


STRATEGIC PLAN 2019-2023



ORAL HEALTH KANSAS
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Purpose

The purpose of this plan is to guide future priorities and decisions for Oral Health Kansas (OHK) to expand their scope during the years 2019-2023. The plan addresses four strategic focus areas: Strategic Collaboration, Influencer, Strategic Operations, and Funding

Plan Format

Strategic Focus Areas: Based on themes derived from data and stakeholder input, these areas are the focus of planning efforts.

Goals and Objectives: Based on discussions of “what success would look like” for each focus area, goals represent an overall desired end-result and objectives provide specific results to be achieved.

Performance Measures: Methods to track desired changes in productivity, effectiveness, efficiency and/or resource acquisition.

Strategies: The general means or methods used to arrive at the desired goal.

First Step Action Plans: First steps to operationalize strategies, associated with champions to facilitate the change effort, and a proposed timeline for the activity. This is to encourage using what is learned to adopt, adapt, or abandon tactics over time.

Leads: For each strategy, the person(s) who will initiate steps, track progress, and engage others in ongoing strategic thinking and doing.

2 From the Director

3 Strategic Focus Area 1

5 Strategic Focus Area 2

7 Strategic Focus Area 3

9 Strategic Focus Area 4

11 Moving Forward



From the Executive Director

Tanya Dorf Brunner
Oral Health Kansas
Executive Director

We are pleased to unveil Oral Health Kansas' new strategic plan. This plan will guide future priorities and decisions for our organization from 2019 to 2023. It aligns with Oral Health Kansas' mission to improve oral health in Kansas through advocacy, public awareness, and education, and it will help us continue to pursue our vision of Kansas as a national leader in oral health education, prevention, and treatment.

We are grateful to the Wichita State University Community Engagement Institute for designing a process that encouraged us to dream about a future that could be and plan for how to prepare to meet the challenges and opportunities that lie ahead. Our strategic plan was developed with input from stakeholders, partners, board members, and staff. Stakeholders and partners responded to surveys and interviews, and Board Members and staff met for one and a half days to brainstorm a vision for Oral Health Kansas' future.

We had such energized participation as we envisioned a future in which oral health is a major priority in this state and Oral Health Kansas is a thriving organization poised to make change. This plan provides true direction for Oral Health Kansas, and we look forward to engaging new and existing stakeholders as we implement it.



Strategic Focus Area 1

Strategic Collaboration

GOAL

Collaborate with advocates, associations, and organizations from other fields, at all levels, to increase the impact of Oral Health Kansas' work.

OBJECTIVES

- Consistently communicate Oral Health Kansas' initiatives.
- Integrate oral health into overall health care policy.

DASHBOARD MEASURES

- Increase in number of policy changes made at the local, state, or national level.
- Establish a baseline and track contact points with collaborative partners bi-monthly.



- 1.1.** Share resources/models created by OHK with other states & organizations.
[Deadline: June 2022]
- 1.1.1.** ✓ Environmental scan of what resources/models OHK has to offer.
 - 1.1.2.** ✓ Identify what OHK is currently sharing and what should be shared.
 - 1.1.3.** Determine how to best measure which information partners are accessing. **[Deadline: June 2022. Determine how to automatically report analytics on a monthly or quarterly basis.]**
- 1.2.** OHK will use a collaborative approach to current and new projects.
[Ongoing]
- 1.2.1.** ✓ Create a 'checklist' for identifying and pursuing new opportunities for collaboration and projects.
 - Funding
 - Potential partners
 - Sustainability
 - Timeline
 - Resources (human and financial)
 - Return on Investment
- 1.3.** OHK will be strategic in which state and national conferences where we present and/or exhibit information
[Ongoing]
- 1.3.1.** ✓ Determine where we have been presenting and potential new opportunities.
 - 1.3.2.** ✓ Create a 'checklist' to determine whether an opportunity is feasible.
 - Were we invited or did we seek it out?
 - Who is the audience? Are they someone we intentionally want to influence or impact?
 - 1.3.3.** ✓ Create a post-evaluation to determine effectiveness of each event.

1.1 Dental Program Director & Staff

1.2 Staff

1.3 Executive Director & Staff

Strategic Focus Area 2

Influencer

GOAL

Oral Health Kansas is viewed as a state and national leader in the field of oral health.

OBJECTIVES

- Oral Health Kansas partners are equipped and engaged to make progress on issues that influence oral health.
- Oral Health Kansas is the trusted source for information and guidance on oral health issues.

DASHBOARD MEASURES

- Increase in media points of contact and stories on oral health issues
- Increase in requests to provide information and lead efforts at the local, state, and national levels.
- Number of actions provided to Dental Champions.
- Increase in number of social media shares.



STRATEGIES AND ACTION STEPS

- 2.1** Create an advocacy toolkit to share with partners.
[Complete]
- 2.1.1** ✓ Develop structure for a toolkit that would outline basics of advocacy for general use. This toolkit could include:
- Elevator speech (Strategy 3.2.2)
 - Talking points
 - Fundamentals of advocacy
 - Topic specific white papers
 - Lobby Day
- 2.1.2** ✓ Inventory of resources that are currently available to include in the toolkit (Strategy 1.1.1).
- 2.1.3** Identify gaps in advocacy resources and develop a plan to address them. **[Determine how often we will identify & elevate gaps]**
- 2.2** OHK will continuously engage Dental Champions to take the lead and be mobilizers on oral health issues
[Ongoing: Staff will set calendar reminders to reach out to Dental Champions at least once per quarter]
- 2.2.1** Equip Dental Champions with resources and tools they need to be leaders in their community.
- 2.2.2** Develop specific actions to provide to champions to share/ do/ post at least quarterly.
- 2.2.3** Design a process for dental champions to engage in relationship building with legislators.
- Includes the advocacy toolkit (See 2.1)
 - **Create an infographic roadmap**
- 2.3** Oral Health Kansas will actively engage with media partners.
[Ongoing]
- 2.3.1** ✓ Create and maintain an updated list of media outlets to target.
- 2.3.2** Send easy to copy press releases citing OHK expertise to gain exposure.
- Letters to the editor/op-ed (staff, Dental Champions, board)
- 2.3.3** ✓ Train staff on how to effectively engage and interact with various media outlets (TV, newspaper, online, etc.)
- 2.3.4** Schedule meetings with appropriate editorial boards or content managers to provide information.

- 2.1** Advocacy Committee
2.2 Dental Champion Advisory Board
2.3 Communications Committee

LEADS

Strategic Focus Area 3

Strategic Operations

GOAL

Oral Health Kansas will efficiently utilize resources.

OBJECTIVES

- Organizational priorities are clear to the staff, board, and external stakeholders.
- Quality and effectiveness of programs and initiatives are continually evaluated.
- Kansans have access to materials that elevate their oral health awareness and habits.

DASHBOARD MEASURE

- Review of current organizational practices and programs is completed at least every 2 years.
- Organizational effectiveness data is identified and distributed consistently.
- Staff, board, and external partners accurately articulate the priorities of the organization.



STRATEGIES AND ACTION STEPS

- 3.1** Determine areas for consolidation, elimination, and prioritization with board support.
[Next step: Develop a process for organizational assessment and set a frequency for assessment]
- 3.1.1** Review current organizational practices and programs.
- Create criteria for possible consolidation, elimination, and prioritization.
 - Cost/benefit analysis
 - Evidence-based
- 3.1.2** Develop recommendations to the board for consideration and discussion.
- 3.2** Identify communication efforts to report organization effectiveness.
[Ongoing]
- 3.2.1** ✓ Decide which dashboard data would be made available.
- 3.2.2** Determine best way to communicate the information.
- **Consider landing page on the website**
 - ✓ annual report
 - **Develop 'elevator speech' that include a DEI lens in order to steer how we are identified and introduced in conversation and networking**
- 3.3** Promote evidence-based programs/materials to consumers/ health educators/ health organizations.
[Ongoing]
- 3.3.1** Determine appropriate avenues and audiences for promotion of specific resources: **social media, presentations, etc.**

- 3.1** Executive Director
3.2 Communications Committee
3.3 Dental Program Director (Consumer Education)

LEADS

Funding

GOAL

Oral Health Kansas continues to be a quality resource through the cultivation of diverse funding opportunities.

OBJECTIVES

- Oral health is a major focus for philanthropy in the state.
- Resources are available to maintain and grow the capacity of Oral Health Kansas.

DASHBOARD MEASURE

- Increase in the number of philanthropies in the state who fund oral health initiatives.
- Increase in diverse funding sources resulting in no one income source providing more than 33% of the overall budget.



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STRATEGIES AND ACTION STEPS

4.1 Establish oral health as a major focus for philanthropy in the state.

[Ongoing]

4.1.1 Review current organizational practices and programs.

4.1.2 Actively initiating and cultivating relationships with philanthropies (including donors) across the state.

[Ongoing: Enhanced communication with funders]

4.2 Explore and experiment with new funding streams.

[Ongoing]

4.2.1 Offer consulting services

- Use environmental scan to determine which resources/skills could be offered in this way.

- Create a decision-making process for determining a fee schedule.

- **Use DEI language and terminology**

4.2.2 Continue to pursue government contracts

- Identify state and national opportunities

- Leverage current resources and partnerships

4.2.3 Monetize our proprietary and intellectual property

- Establish a wholly owned subsidiary to market and sell products

- ✓ Create a decision-making process for determining a fee schedule

- Build staff capacity for operation and management of the subsidiary

- **Adjust this model due to the pandemic**

4.2.4 Cultivate Corporate Sponsorships

- ✓ Research and identify corporate sponsorship opportunities

- Determine the 'ask' (level of sponsorship)

- **Determine level of support from potential funders/sponsors**

4.1 Finance Committee

4.2 Finance Committee

LEADS



Timeline

Focus Area 1: Strategic Collaboration

- Strategy 1.1: Share resources/models created by OHK with other states & organizations.
- Strategy 1.2: OHK will use a collaborative approach to current and new projects.

- Strategy 1.3: OHK will be strategic in which state and national conferences where we present and/or exhibit information.

Focus Area 2: Influencer

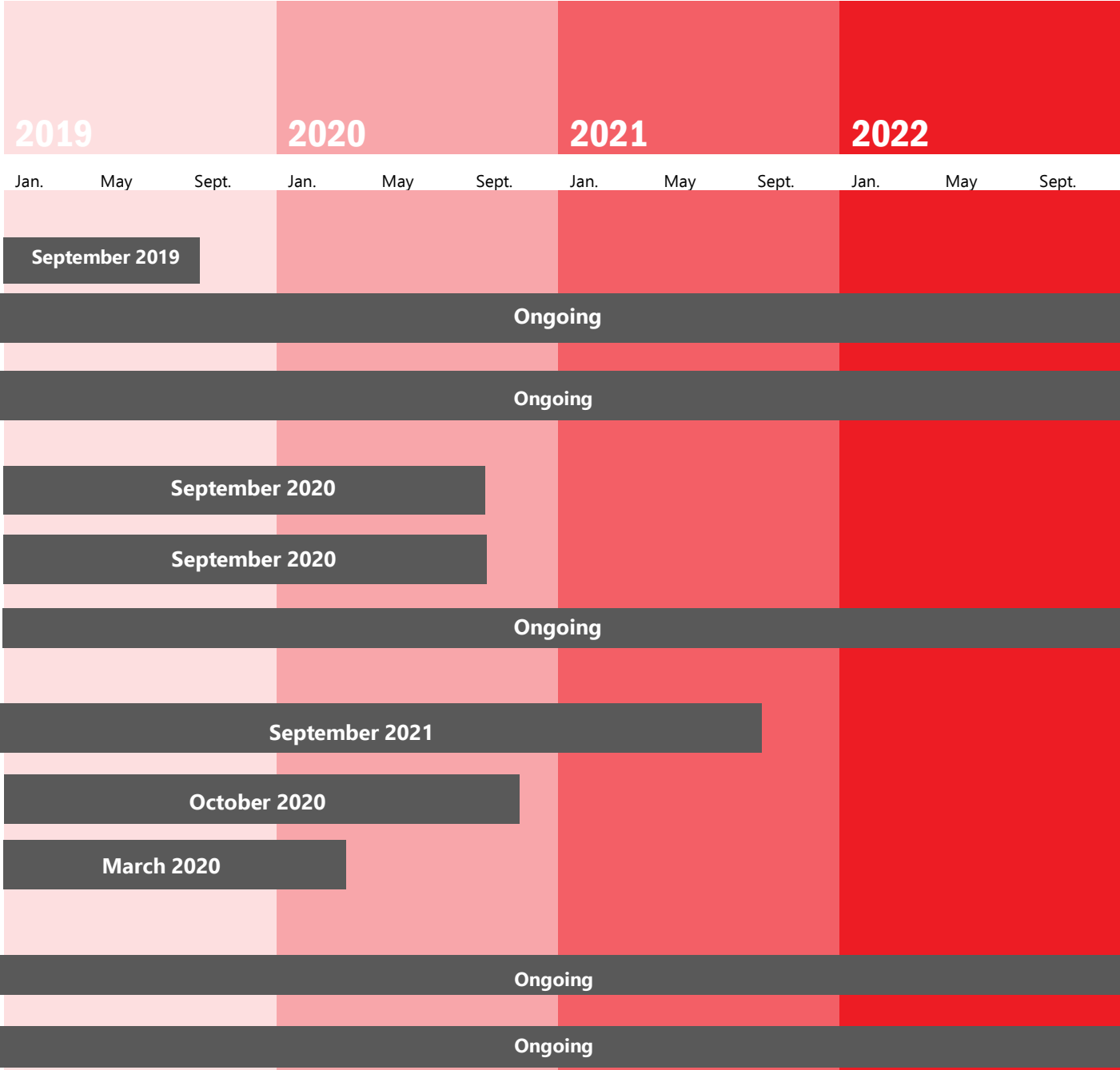
- Strategy 2.1: Create an advocacy toolkit to share with partners.
- Strategy 2.2: OHK will continuously engage Dental Champions to take the lead and be mobilizers on oral health issues.
- Strategy 2.3: Oral Health Kansas will actively engage with media partners.

Focus Area 3: Strategic Operations

- Strategy 3.1: Determine areas for consolidation, elimination and prioritization with board support
- Strategy 3.2: Identify communication efforts to report organization effectiveness.
- Strategy 3.3: Promote evidence-based programs/materials to consumers/health educators/health organizations.

Focus Area 4: Funding

- Strategy 4.1: Establish oral health as a major focus for philanthropy in the state.
- Strategy 4.2: Explore and experiment with new funding streams.



Moving Forward

This plan aligns with the Oral Health Kansas mission to improve oral health in Kansas through advocacy, public awareness and education. The strategic planning effort was informed by stakeholder input, as well as data related to trends, conditions, challenges, and opportunities.

A first and crucial step to ensuring a strategic plan's effectiveness is clearly communicating the roles of stakeholders. When they understand their roles, stakeholders actively work together to implement strategies, learn from their efforts, adapt, and continue to move forward until the desired outcomes are accomplished. During the planning process, leaders were identified for each focus area strategy. These leaders will not necessarily be the ones doing the work associated with their named strategy; instead, they will *facilitate* the work. Performance measures will be used to track changes in productivity, effectiveness, and/or efficiency. Over time, Oral Health Kansas will be able to see progress towards objectives in each focus area, leading the organization to achieve their overall desired end-results.

This strategic plan will be a living document. Updates will constantly inform, and perhaps change, the course of the plan. Adaptability insures that the organization may stay attuned to the needs of their stakeholders—those they serve, staff, and volunteers. These recommended steps will help to insure Oral Health Kansas makes progress toward stated goals and objectives:

- The Oral Health Kansas board, serving in their governance capacity, should review, revise as needed, and approve the plans.
- Ongoing strategic 'thinking and doing' is required if any progress is to be made toward goals and objects. WSU has provided (separately) a 90-120 Day Strategic Thinking and Doing Worksheet. This tool can guide the work of leaders as they implement strategies, monitor progress, and adapt strategies based on what is learned.

A design team, composed of board leadership and members from the Wichita State University Community Engagement Institute, facilitated this planning process

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