

Sonrisas Dental Health

STRATEGIC PLAN

Plan Name	Overall Plan Champions
DRAFT 2022-24 Plan	Nigel Taverner and Tracey Fecher

Section 1: Our Compass

Vision Statement

Every adult and child in San Mateo County has a dental home, including those with physical, developmental, or economic challenges.

Mission Statement

Sonrisas Dental Health, Inc. is a non-profit dental center dedicated to providing access to quality dental care and oral health education to our community. We provide these services with dignity, respect and compassion. We offer two convenient locations in Half Moon Bay and San Mateo.

One-year Strategic Priorities

(Background) Delivering Sonrisas' mission requires us to strengthen internally, as well as collaborate with other partners delivering dental care in San Mateo County. Sonrisas has been providing quality dental care for 21 years.

The following one-year strategic priorities will allow Sonrisas to move closer to our vision that every adult and child in our community has a dental home.

- **Sonrisas' Culture:** We will embed our culture of quality care, teamwork, and adaptability in all we do.
- **Sustainable Growth:** We will explore new revenue pathways, in both patient and fundraising income, to build additional capacity to serve more patients in need of a dental home.
- **Patient and Community Engagement:** We will engage our patients and the larger community by seeking their involvement in, feedback on and support for all we do.

Values

Health with Dignity

Our patients are at the center of our work. We deliver quality oral health care with dignity, fostering overall wellness.

Community

We believe in doing work that improves the lives of our neighbors. By partnering with the community, we bring quality dental care and education services to San Mateo County.

Trustworthiness

We act with integrity and accountability to create a safe environment for our patients and staff.

Teamwork

Each team member shares his/her/their expertise to strengthen our team and impact.

Adaptability

We listen with compassion to our patients and staff, which allows us to be flexible and innovative to meet the ever-shifting needs of our community.

Section 2: Our Actions

Focus Area I: Sonrisas' Culture

Focus Area Vision:

Within three years we will have:

- *Staff Wellness:* Established processes to promote staff wellness and engagement (strong internal relationships, trust, work/life balance, ergonomics, etc.).
- *Staff Learning and Development:* Further developed practical staff development systems and processes that support and grow a learning culture.
- *Internal Collaboration:* Continued to strengthen the collaboration and alignment between the administrative and clinical staff teams, supported in part by a set of replicable events to bring staff together in person to strengthen teamwork and deepen relationships.
- *Mission, Vision and Values:* Ensured that all staff have internalized and can communicate Sonrisas' mission, vision, and core values.

Goal A STAFF WELLNESS -- ERGONOMICS: Provide staff with access to ergonomic support resources to help manage the physical demands of their work.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal B STAFF WELLNESS -- STAFF SURVEY: Establish a process for ongoing employee input on wellness offerings.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal C STAFF LEARNING AND DEVELOPMENT -- DEI: Provide a training program for Sonrisas' management to implement best diversity, equity, and inclusion processes.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal D STAFF LEARNING AND DEVELOPMENT -- PERFORMANCE DEVELOPMENT: Refine and implement a quarterly staff performance management review process.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal E INTERNAL COLLABORATION -- STAFF EVENTS: Create a small set of enjoyable staff events to bring the team together.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal F INTERNAL COLLABORATION -- COMMUNICATION SYSTEM: Review and implement a system of communication for open flow of information between management and staff (possibly including email, text, Zoom, etc.).

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal G INTERNAL COLLABORATION -- STAFF SURVEY: Establish a process for ongoing staff engagement survey input.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal H MISSION, VISION, AND VALUES -- QUALITY CARE: Define what quality care means at Sonrisas and put a process in place to reinforce this across the organization.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal I MISSION, VISION AND VALUES -- PROCESS FOR INTEGRATION: Establish an ongoing process for reinforcing Sonrisas' mission, vision, and values, ensuring they are integrated throughout our work.

Not Started	None	Goal Champion:	Goal Key Team Members:
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None

None

Focus Area II: Sustainable Growth

Focus Area Vision:

Within three years we will have further refined a diversified growth and revenue strategy, to include:

- *Patient Revenue:* A more sustainable set of patient revenue tactics relating to low-income patients and the low reimbursement rate Sonrisas receives.
- *Fundraising:* Replicable approaches to include major donor outreach, grants, events, and possibly plans for a capital campaign, seated within an organization-wide culture of philanthropy.

Goal A IMPROVING PATIENT REVENUE: Conduct a thorough assessment and, if warranted, craft and begin implementing a plan for Sonrisas' FQHC strategy.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal B MAJOR DONORS: Continue building out a process that includes staff, board members and volunteers that results in a major donor portfolio that will support a future capital campaign, if needed.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal C GRANTS: Maintain our current grant roster while continually researching and networking to gain new funder opportunities where there is a match for Sonrisas' mission.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal D FUNDRAISING EVENTS: We will add smaller donor cultivation events as well as support 1-2 annual gala-like events that have the goal of getting the word out about Sonrisas as well as raising funds.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Focus Area III: Patient and Community Engagement

Focus Area Vision:

Within three years we will have:

- *Patient Engagement:* Established a patient advisory committee to gather input on Sonrisas' programs and patient facing processes.
- *Outreach Programs:* Further developed our oral health programs in ways our community indicates they need and support.
- *Quality Dentistry:* We will communicate the importance of quality oral health to our patients and the wider community, as well as our vision that all San Mateo County residents have access to a dental home.
- *Community Partnerships:* Expand current partnerships and increase the number of partners we work with to further Sonrisas' vision

Goal A PATIENT ADVISORY COMMITTEE: We will get input from a group of representative patients as a trial Patient Advisory Committee project and will create a patient survey that takes into account their feedback.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal B SCHOOL PROGRAMS: Create and begin implementing a three-year strategy for enriching/growing the school outreach program.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal C SENIOR PROGRAM: Create and begin implementing a three-year strategy for enriching the senior program.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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Goal D COMMUNITY PARTNERS: Increase partnering and collaboration with other stakeholders in the provision of dental care in San Mateo County.

Not Started	None	Goal Champion: None	Goal Key Team Members: None
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