

Missouri Coalition for Oral Health Strategic Plan 2025-2029

The Strategic Plan is primarily focused on operations. Goals and objectives developed and updated through MCOH committees are nested below this overall plan.

Mission Statement:

To improve oral health with all Missourians by advocating for sound public policy.

Vision:

Oral Health is a high priority for all Missourians.

Principles:

- **Oral health is integral to overall health.**
- **All Missourians should have access to comprehensive, high quality health care.**
- **Our policy agenda is based on consensus.**
- **We are committed to sustaining a broad, highly engaged membership.**
- **We advocate for positive change and improvement of oral health services and the health care system.**

Goals:

- 1. The Coalition will prove the value of Coalition membership, and the community will join and actively engage in the work of the Coalition.**
- 2. The Coalition will be recognized as the premier authoritative resource for oral health policy in Missouri.**
- 3. The Coalition will conduct all business with operational excellence.**
- 4. The Coalition will prioritize fair and non-discriminatory representation and engagement of all Missourians and partners in policy, program and systems change work.**

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Goal 1. The Coalition will prove the value of Coalition membership, and the community will join and actively engage in the work of the Coalition.

<u>Objective</u>	<u>Strategy</u>	<u>Action Plans</u>	<u>Needed Resources</u>	<u>Lead Person/ Committee</u>	<u>Target Date</u>	<u>Notes</u>
A. Increase membership.	1. Create and distribute membership recruitment materials.	1. Use current media to increase membership recruitment. 2. Engage board members in personal membership recruitment and recruitment through their organizations. 3. Engage general membership in personal membership recruitment and recruitment through their organizations. 4. Ask for agenda time at targeted organizational board or member meetings. 5. Promote membership through MCOH oral health policy conference. 6. Promote Coalition through conferences and meetings.	MCOH recruitment tools	Membership Committee/ Conference Committee/ Board General Membership ED/Staff	2025 - 2027	
B. Create a sense of community within MCOH.	1. Promote all MCOH successes.	1. Keep members updated on the status of all Coalition issues. 2. Promote MCOH advocacy successes through the website, e-mail, newsletters, social media and other communication means as necessary.		Board/ED	2025 - 2027	

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Goal 1: The Coalition will prove the value of Coalition membership, and the community will join and actively engage in the work of the Coalition. (Continued)

<u>Objective</u>	<u>Strategy</u>	<u>Action Plans</u>	<u>Needed Resources</u>	<u>Lead Person/ Committee</u>	<u>Target Date</u>	<u>Notes</u>
B. Create a sense of community within MCOH. (continued)	2. Engage members in coalition activities and priorities.	1. Determine appropriate committees and work groups (such as Membership, Conference Committee, Development, etc.). 2. Recruit committee members. 3. Plan an annual meeting with speakers and activities. 4. Seek additional organizations to be represented on the coalition board. 5. Seek input of members in strategic planning and policy agenda implementation. 6. Create an active advocacy network through technology and social media. 7. Conduct an oral health legislative awareness event. 8. Develop mechanisms for training members in advocacy beyond oral health legislative awareness event.	Training budget	ED/Board Conf. Planning Committee/ ED/Board Policy Comm./ Board ED/Membership Committee/ Policy Committee Conference Committee	2025 - 2027	Under the Policy Committee, MCOH formed a Medicaid Work Group aimed at advocating for expanded coverage and a Veterans Oral Health Work Group to raise awareness of the oral health issues facing underserved populations, including veterans, address systemic barriers that prevent underserved populations, including veterans, from accessing dental care, and advocate for
C. Develop MCOH awards and recognition programs.	1. Clarify criteria for each award.	1. Recognize outstanding Coalition members. 2. Recognize key legislators who support MCOH goals. 3. Recognize other community members who support MCOH Goals. 4. Consider creation of additional awards.	Budget for awards		2025 - 2027	

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						improved access to dental care.
Goal 2: The Coalition will be recognized as the premier authoritative resource for oral health policy in Missouri.						
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A. MCOH will implement the policy agenda.	1. Prepare members for advocacy of priority policy agenda items.	1. Educate membership on policy agenda issues (goals and priorities) with policy statements/fact sheets and other needed information. 2. Create advocacy material and update as needed. 3. Develop mechanisms for training members in advocacy. 4. Promote MCOH advocacy goals and successes through the website, e-mail, newsletters, social media and other communication means.		Policy Committee/ ED/Staff	2025-2027	
	2. Educate the public in prioritized policy agenda items.	1. Target media outlets to promote oral health policy issue goals and raise public awareness.				

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Goal 2: The Coalition will be recognized as the premier authoritative resource for oral health policy in Missouri. (Continued)

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B. Establish and maintain relationships with policymakers.	1. MCOH members will meet with and contact key policymakers to promote the policy agenda	1. Hold an oral health legislative awareness event. 2. Hold joint meetings with legislators on the Oral Health Caucus. 3. Communicate with state depts. 4. Continue working relationship with Governor's Office/administration. 5. Engage members to meet legislators in their districts as well as local government officials, and through additional means, such as letters, phone calls, etc. 6. Introduce MCOH to the MO Dental Board.	Conference and event budget	Policy Committee/ ED/ Conference Committee	2025-2027	
C. Continue collaborative relationships with organizational partners.	1. Make contact with these organization's officers/staff.	1. Personally invite them to help with advocacy on issues.		Membership Committee/ Policy Committee/ ED	2025-2027	
D. Identify potential alliances with other organizations.	1. Make contact with organization's officers/staff.	1. Determine how each organization can work on common oral health goals (school nurses, dental hygiene programs, social service organizations, Hispanic Dental Assn., National Dental Assn., MO Nurses' Assn., Missouri Community Partnerships, Kansas City Free Health Clinic, pediatricians, home-schooled, cancer coalitions, consumer groups, VA hospitals, Elk's Mobile Dental Program, faith-based groups, business groups, etc.).		ED/Board/ Membership Committee	2025-2027	

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Goal 3: The Coalition will conduct all business with operational excellence.

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A. Govern effectively through an appropriate board/ staff relationship.	1. Determine best practices and procedures for MCOH operations.	1. Educate members for better understanding of the basic workings of a non-profit organization. 2. Provide MCOH Board with Board orientation and relevant organizational documents. 3. Ensure Board members engage in organizational learning through use of theory of change, strategic plan and relevant indicators. 4. Provide orientation for committee chairpersons and members.	Board training information Board website or notebook Facilitation document for chairpersons	ED/Executive Committee	2025-2027 yearly	
	2. The Board (with committees) will set priorities to ensure efficient use of resources (time, staff, volunteers and finances).	1. Provide ED with opportunities for continuing education on organizational management.	Membership in relevant and beneficial organizations, including the American Network of Oral Health Coalitions.	ED/Board		

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B. MCOH will be data-driven organization.	1. Data needs will be identified, collected and assessed to support all Board and policy decisions.	1. Create a set of basic organizational measures to monitor and support operations of the Coalition. 2. Data will be utilized to supplement the Policy Agenda. 3. Advocate for robust state oral health data infrastructure	Resources from MO HealthNet Division/DS S, DHSS, DMH, insurance companies, Missouri Dental Board, MDA, MDHA, MPCA, other groups and sources as identified and needed.	Staff/Board	2025-2027	
C. Operate the organization with financial stability.	1. Utilize nationally accepted, sound fiscal policies.	1. Operate a Development Committee. 2. Implement fundraising strategies. 3. Engage auditor annually to support accepted fiscal management practices are utilized.		ED/Executive Committee/ Development Committee	2025 - 2027	

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Goal 4. The Coalition will prioritize fair and non-discriminatory representation and engagement of all Missourians and partners in policy, program and systems change work.

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A. Promote and support initiatives that enhance oral health access and reduce disparities.	1. Identify and address barriers to oral health access.	1. Identify and discuss barriers to accessing care in Missouri communities that contribute to oral health disparities. 2. Explore funding and resources that support the improvement of oral health access and reduction of disparities through programs and systems change. 3. Promote initiatives and programs throughout the state that improve oral health access and reduce disparities through website, e-mail, newsletters, social media and other communication means.	Data sources that include access to care information.	ED/Staff/ Board/ General Membership	2025 - 2027	MCOH's Dental Medicaid Facilitator (DMF) hired in 2022. MO Medicaid Matters Campaign began in 2023 to recruit, educate and enroll additional dental providers in the MO HealthNet program. Work of DMF and campaign have been highly successful, to date.
B. Engage partners and community members in prioritizing, developing and implementing advocacy work that addresses or reduces disparities.	1. Ensure fair community involvement and participation in Coalition work.	1. Nurture partnerships with community organizations and historically marginalized community members to mobilize and amplify funding and resources that promote racial fairness. 2. Develop meaningful and bi-directional relationships with members, partners, and underserved communities to ensure their active involvement in advocacy and systems change work that enhances healthy outcomes. 3. Ensure that policy positions and strategies articulate the values of fairness, representation, and engagement.	MCOH records.	ED/Staff/ Board/ General Membership	2025-2027	Additionally, MCOH is implementing projects with the goal of increasing access to care and improving health outcomes for underserved populations, including

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						individuals with I/DD; and designing, testing, and implementing a dental alternative payment model pilot by testing incentivized payments for dental providers. To date, 1,055 underserved dental patients, including individuals with I/DD have received services through teledentistry or mobile dentistry in multiple counties across the state.
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C. Provide a welcoming and supportive environment that fosters the attraction and retention of a broad group of members and partners.	1. Ensure accessibility of communication materials.	1. Ensure the accessibility of all communication materials, including but not limited to print, social media and the website. 2. Provide materials in the languages most accessible to those in the underserved communities in which we work. 3. Review the literacy level of all written materials to ensure accessibility.	Professional translation services.	ED/Staff/Board/ General Membership	2025 - 2027	
	2. Foster an environment where everyone feels accountable for promoting fair and non-discriminatory representation and engagement.	1. Coalition communication promotes a culture of fair and non-discriminatory representation and engagement. 2. All individuals involved in Coalition work are welcome and treated with dignity and respect.	Membership survey reports, conference survey reports, special reports as need identified.	ED/Staff/Board/ General Membership	2025- 2027	