

2019-2024 Strategic Plan

A Roadmap for Oral Health Equity & Access in NC



NC ORAL HEALTH
COLLABORATIVE
a program of the Foundation for Health Leadership & Innovation



**Foundation for Health
Leadership & Innovation**
Moving people and ideas into action.

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LETTER FROM THE DIRECTOR

The North Carolina Oral Health Collaborative's Strategic Plan 2019-2024 defines our vision and values, and outlines our overall strategy to achieve our priorities.

This plan is a roadmap to develop an effective oral health system in the state of North Carolina with a set of concrete strategies to help us get there. Our overarching vision is that ALL North Carolinians recognize oral disease as preventable, and have equitable access to optimal oral health care.

NCOHC strives to stay focused through stratification of system level changes, strengthening community partnerships, and influencing policy reform, in order to achieve long-lasting outcomes.

The following Strategic Priorities have been identified

1. Advance systemic change
2. Influence policy
3. Increase organizational effectiveness

These Priorities will be pursued in 2019-2024 by executing initiatives within the framework of our 3 Strategic Pillars:

1. Advocacy
2. Community Partnership & Engagement
3. Resource Center

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LETTER FROM THE DIRECTOR (CONTINUED)

This strategic plan marks the beginning of a new chapter for the North Carolina Oral Health Collaborative. It outlines a clear direction that will help us leverage the significant expertise and capacity of our community partners, our policymakers, and our membership to address oral health opportunities across our state. It will strengthen the collective impact of participating organizations, improve access and service delivery for community members, raise awareness of the overall health effects of dental disease, and help shift public perceptions about prevention.

I want to sincerely thank all of our community partners, and especially the members of NCOHC's Collaborative Acceleration Team (CAT), our generous funders and founding organization, the Foundation for Health Leadership and Innovation. These vitally important influencers have left a lasting mark on our progress, and continue to provide their time and talent to ensure NCOHC's success.

As we execute on this Strategic Plan, I invite each of you to take action. The challenges facing oral health access and equity in North Carolina are significant, but they are by no means insurmountable. Please visit www.oralhealthnc.org to subscribe to our email list and get involved.

Sincerely,

A handwritten signature in black ink, appearing to read "Zachary Brian".

Zachary Brian, D.M.D.

Director, North Carolina Oral Health Collaborative

LETTER FROM THE PRESIDENT & CEO

On behalf of the Foundation for Health Leadership & Innovation, I want to thank you for your support of the North Carolina Oral Health Collaborative and the critical work it is doing to advance oral health equity and access in our state. This Strategic Plan is a testament to the NCOHC's ambitious vision, and I am particularly excited to welcome the program's new director, Dr. Zachary Brian, who is uniquely qualified to carry out these initiatives.

Embodying many of the core principles and values of the FHII, this strategic plan helps to ensure that we move the needle toward healthier communities, and sharpens our focus on collaboration and collective action.

I would like to express my thanks to the members of the Collaborative Acceleration Team for the donation of their time and energy to this worthy cause. Further, none of this work would be possible without the generous support of the Blue Cross and Blue Shield of North Carolina Foundation, the Duke Endowment, DentaQuest Partnership for Oral Health Advancement, and the Kate B. Reynolds Charitable Trust. These individuals and organizations are on the frontlines in the effort to ensure equitable oral health care for all North Carolinians, and we are humbled by their trust in the NCOHC and FHII to advance this shared mission.

The NCOHC is already a leading voice for the underserved in North Carolina, and I look forward to seeing that voice amplified as we move the strategic plan forward under Dr. Brian's leadership.

Sincerely,

Anne Thomas, MPA, BSN

President & CEO, The Foundation for Health Leadership & Innovation

MISSION

TO IMPROVE THE OVERALL HEALTH AND WELL-BEING
OF ALL NORTH CAROLINIANS BY INCREASING ACCESS
AND EQUITY IN ORAL HEALTH CARE THROUGH
COLLABORATIVE PARTNERSHIP, ADVOCACY, AND
EDUCATION

VISION

ALL NORTH CAROLINIANS RECOGNIZE ORAL
DISEASE AS PREVENTABLE, AND HAVE EQUITABLE
ACCESS TO OPTIMAL ORAL HEALTH CARE

STRATEGIC PRIORITIES

advance systemic change

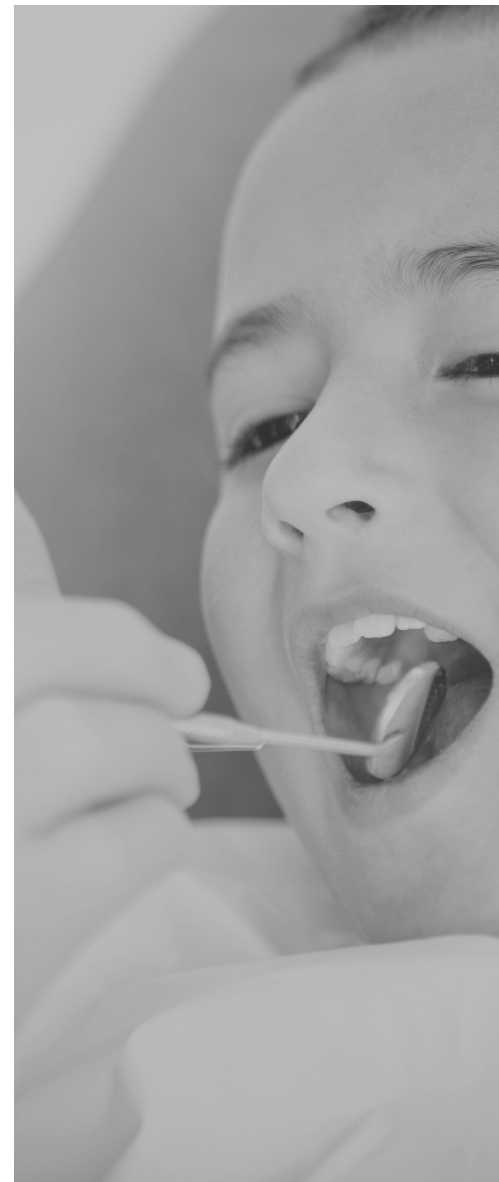
PROMOTE A VALUE-BASED APPROACH TO ORAL HEALTH BY SPREADING INTEGRATIVE CARE PRACTICES, THE INCLUSION OF SOCIAL DETERMINANTS OF HEALTH, AND RECOGNITION OF BARRIERS TO EQUITABLE ORAL HEALTH CARE DELIVERY

influence policy

INFLUENCE STATEWIDE POLICY TO DIRECTLY IMPACT NCOHC'S ABILITY TO ACHIEVE ITS VISION

increase organizational effectiveness

IMPROVE TRUST, CREDIBILITY, AND IMPACT OF THE NCOHC



STRATEGIC PILLARS



The Strategic Priorities will be pursued in 2019-2024 by executing initiatives within the framework of our 3 Strategic Pillars:

advocacy

TRANSFORMING THE ORAL HEALTH LANDSCAPE BY PROMOTING CHANGES IN POLICY AND PERSPECTIVE

community partnership & engagement

FACILITATING CONNECTIONS AND COLLABORATION IN ORDER TO ADVANCE OUR MISSION

resource center

SUPPORTING PROVIDERS, PARTNERS, AND POLICYMAKERS WITH EDUCATION AND RESOURCES

EXECUTIVE SUMMARY

Since our founding in 2013, the North Carolina Oral Health Collaborative has been a leading voice connecting traditional and non-traditional stakeholders to improve access and establish equity in oral health care across the state.

In assembling this Strategic Plan, NCOHC leadership drew upon our history, as well as outcomes of the Collaborative Acceleration Team's 2019 Retreat. Three Strategic Priorities were identified – Advance Systemic Change, Influence Policy, and Increase Organizational Effectiveness. Within this document are clearly defined goals, sub-goals, and targeted actions designed to address these Strategic Priorities. In the last six months, the NCOHC has intricately engaged with community members, community-based partners, dental safety net organization providers and leadership, academic partners and policymakers. We also continue to learn from other oral health organizations and advocates across the country. Their collective voices, experiences, and expertise were leveraged in the development of this plan, and are reflected in each section.

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EXECUTIVE SUMMARY (CONTINUED)

Over the next 5 years, we aim to accomplish the following:

ADVANCE SYSTEMIC CHANGE

- Advance integrative practice through education and reinforcement of existing models
- Pilot dental navigator training models
- Increase awareness and application of the social determinants of health among dental safety net organizations and dental education programs
- Improve oral health literacy
- Mitigate the impact of maldistribution of dentists across North Carolina through innovative community-based models including teledentistry efforts

INFLUENCE POLICY

- Advocate for change in Medicaid reimbursement policies
- Modify Dental Practice Act to provide greater access to non-restorative care
- Advocate for passage of the Medicare Dental Benefit Act

INCREASE ORGANIZATIONAL EFFECTIVENESS

- Engage (and re-engage) with critical statewide oral health organizations
- Engage a broad group of stakeholders outside of the traditional oral health sector
- Build relationships with statewide policymakers
- Increase private-public partnerships among oral health providers
- Develop and execute a comprehensive communications plan
- Develop and maintain an online oral health Resource Center for providers, policymakers, and the public
- Support dental safety net organizations through our philanthropic capacity-building capital improvement initiatives
- Facilitate oral health educational opportunities for stakeholders
- Connect policymakers with dental safety net organizations and community members facing oral health disparities
- Host events and trainings on care delivery and integrative practice for oral health providers
- Build capacity for effectiveness with additional staffing

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EXECUTIVE SUMMARY (CONTINUED)

While the NCOHC's impact continues to grow, the reality is this:

The oral health landscape in North Carolina is not short of opportunities for improvement, and this Strategic Plan is not short on ambition. In outlining our vision, we have not shied away from tackling tough, deeply rooted problems. Successful execution of this plan will require the sustained support of countless stakeholders, and we are optimistic about accomplishing our goals set forth.

ACKNOWLEDGEMENTS

The work of the NCOHC would not be possible if not for the generous support of hundreds, if not thousands, of individuals and organizations representing the very best of North Carolina. While we cannot name each individually in this limited space, we are forever indebted to these supporters. The fact that you are reading this document means you are likely one of the very people we rely on.

Thank you.

We are especially grateful for our funders — the Blue Cross and Blue Shield of North Carolina Foundation, The Duke Endowment, the Kate B. Reynolds Charitable Trust, and DentaQuest partnership for Oral Health Advancement — without whom the kind of action described in this Strategic Plan would not be possible.

At the heart of the NCOHC's mission is connection. Collaboration, after all, is part of our name. As we move forward implementing this Strategic Plan, we do so fully aware that we are more effective when we work together. From the vulnerable populations in our most rural areas, to influential policymakers in Raleigh, the NCOHC will always strive to bring North Carolinians of all backgrounds and experiences together to create an equitable oral health system that works for ALL.



ADVANCE SYSTEMIC CHANGE

STRATEGIC PRIORITY #1



goal

PROMOTE A VALUE-BASED APPROACH TO ORAL HEALTH BY SPREADING INTEGRATIVE CARE PRACTICES, THE INCLUSION OF SOCIAL DETERMINANTS OF HEALTH, AND RECOGNITION OF BARRIERS TO EQUITABLE ORAL HEALTH CARE DELIVERY

sub-goal #1

PROMOTE DENTAL-MEDICAL INTEGRATION AWARENESS AND FACILITATE INTEGRATIVE PRACTICE TRAINING

targeted actions

1. Educate dental safety net organizations, and dental and medical professional associations on how to implement integrative care practices by organizing on-site and web-based discussions and/or trainings
2. Pilot dental navigator training models
3. Promote and assist in the expansion of existing models of integrative practice

ADVANCE SYSTEMIC CHANGE

STRATEGIC PRIORITY #1

sub-goal #2

EDUCATE EXISTING AND STUDENT PRACTITIONERS ABOUT SOCIAL DETERMINANTS OF HEALTH AND THEIR IMPACTS ON EQUITABLE DELIVERY OF CARE

targeted actions

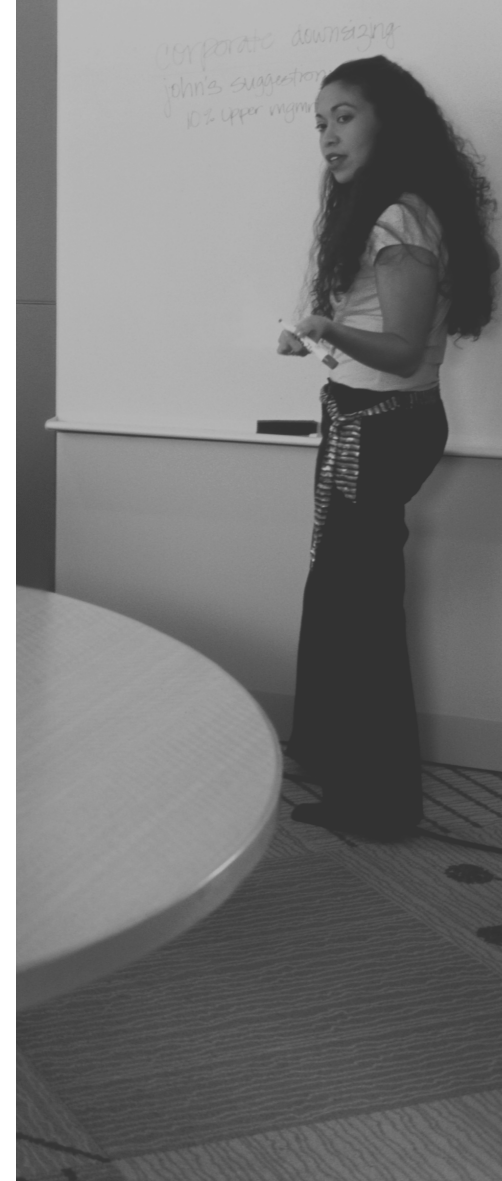
1. Host SDOH and oral health equity trainings within dental safety net organizations, as well as within academic institutions targeting dental and dental hygiene students

sub-goal #3

SUPPORT THE ADVANCEMENT OF ORAL HEALTH LITERACY

targeted actions

1. Develop and execute an oral health literacy campaign targeting populations with identified disparities (examples include Hispanic, African American, Intellectually & Developmentally Disabled, Aging, and Frail Elderly populations)



goal

INFLUENCE STATEWIDE POLICY TO DIRECTLY
IMPACT NCOHC'S ABILITY TO ACHIEVE ITS VISION

sub-goal #1

INFLUENCE THE FISCAL ENVIRONMENT TO PROMOTE, EXPAND AND
PROTECT REIMBURSEMENT FOR CRITICAL DENTAL SERVICES (MEDICAID).

targeted actions

1. Advocate for reimbursement of CDT-specific codes for Teledentistry
2. Achieve extension of reimbursement for Silver Diamine Fluoride (SDF) past existing cut off age of 6 years
3. Advocate for post-partum Medicaid extension of oral health coverage
4. Advocate for addition of dental case management CDT codes for care coordination (D9992), motivational interviewing (D9993), and patient education to improve oral health literacy (D9994)

ADVANCE SYSTEMIC CHANGE

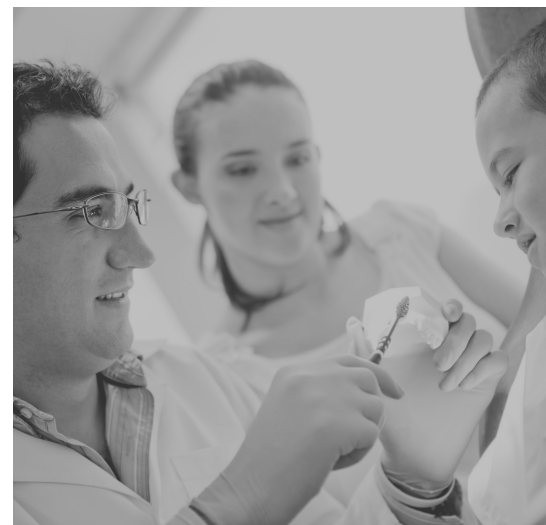
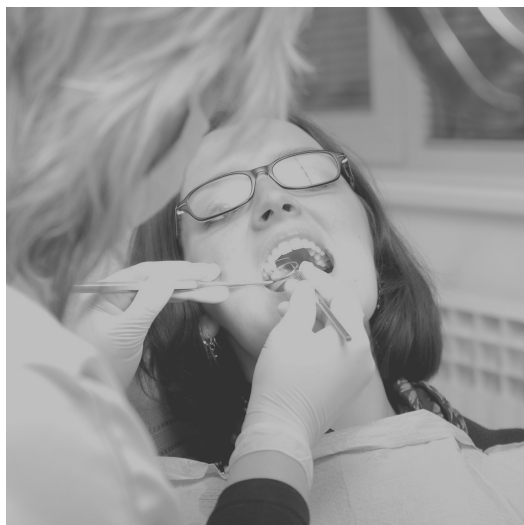
STRATEGIC PRIORITY #1

sub-goal #4

MITIGATE THE MALDISTRIBUTION OF DENTISTS ACROSS NORTH CAROLINA, ESPECIALLY IN RURAL AREAS AS IT RELATES TO ACCESS

targeted actions

1. Facilitate on-site and online discussions about teledentistry for public health centers and private practices.
2. Facilitate conversations with government and NGOs about loan repayment programs for public health dentists practicing in underserved areas, with emphasis on both recruitment and retention efforts





sub-goal #2

ADVOCATE FOR LESS RESTRICTION OF THE DENTAL PRACTICE ACT THAT INCREASES OPPORTUNITIES FOR DENTAL HYGIENE SERVICE DELIVERY IN HIGH NEEDS SETTINGS

targeted actions

1. Achieve rule change to statute G.S. 90-233 (a) in order to allow hygienists to provide screenings and preventive services without prior exam by dentist

sub-goal #3

WORK COLLABORATIVELY WITH COMMUNITY-BASED PARTNERS TO
RAISE AWARENESS OF S.22

targeted actions

1. Initiate conversations with and educate statewide influencers (legislators, government officials, NGOs) about the importance of expanding oral health access for the aging population through passage of S.22
2. Raise awareness of S.22 and encourage action among the general population



INCREASE ORGANIZATIONAL EFFECTIVENESS

STRATEGIC PRIORITY #3

goal

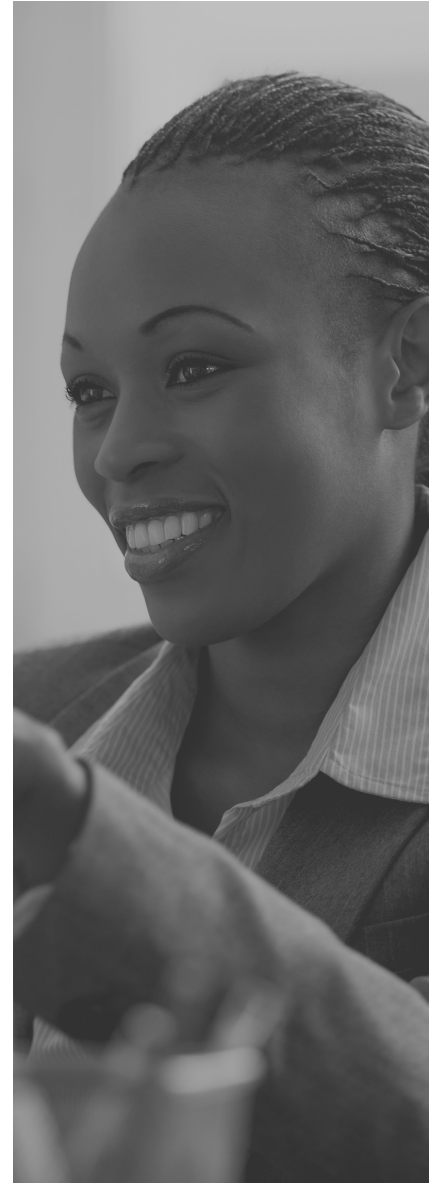
IMPROVE TRUST, CREDIBILITY, AND IMPACT OF THE NCOHC

sub-goal #1

ESTABLISH THE NCOHC'S REPUTATION AMONG KEY STATEWIDE ORAL HEALTH ORGANIZATIONS AND POLICYMAKERS

targeted actions

1. Reengage with the NC Dental Society to gain endorsement and support of NCOHC initiatives
2. Strategically partner with DHHS – Oral Health Section
3. Engage in outreach to local dental societies and study groups to influence conversation and enhance private-public partnership
4. Build relationships with legislators in order to position the NCOHC as a credible resource on oral health issues and policy



INCREASE ORGANIZATIONAL EFFECTIVENESS

STRATEGIC PRIORITY #3

sub-goal #2

DEVELOP AND EXECUTE A COMPREHENSIVE COMMUNICATIONS PLAN THAT SUPPORTS ALL THREE STRATEGIC PRIORITIES (ADVANCE SYSTEMIC CHANGE, INFLUENCE POLICY, INCREASE ORGANIZATIONAL EFFECTIVENESS)

targeted actions

1. Emphasize storytelling with video campaigns highlighting community voices
2. Redesign the NCOHC website, blog, email, and social media communications to efficiently disseminate our agenda and engage traditional and non-traditional stakeholders
3. Develop, promote, and maintain an online Resource Center housing education and resources, segmented by oral health providers, medical providers, allied health providers, policymakers, and the public
4. Develop and host webinars, Q&As, and continuing education opportunities for providers in dental, medical, and behavioral health

INCREASE ORGANIZATIONAL EFFECTIVENESS

STRATEGIC PRIORITY #3

sub-goal #3

ESTABLISH A PHILANTHROPIC ARM OF THE NCOHC TO ADVANCE OUR MISSION THROUGH SUPPORTIVE GRANTS AND FUNDING

targeted actions

1. Provide grants to dental safety net organizations for capital improvements and/or capacity building
2. Underwrite educational opportunities and/or training for oral health care administrators, providers, advocates, policymakers, and dental / hygiene students



INCREASE ORGANIZATIONAL EFFECTIVENESS

STRATEGIC PRIORITY #3

sub-goal #4

ORGANIZE AND HOST EVENTS TO INCREASE COLLABORATION, EDUCATE, AND INFLUENCE TARGETED GROUPS

targeted actions

1. Host town halls for legislators and other policymakers to hear directly from constituents about oral health access and equitable delivery of care

3. Host educational Summit focusing on integrative practice, motivational interviewing and trauma-informed care delivery trainings for oral health providers

2. Host East, West, and Piedmont (Oral Health Day) regional convenings to build new partnerships, strengthen existing relationships, and raise awareness by highlighting community voice

INCREASE ORGANIZATIONAL EFFECTIVENESS

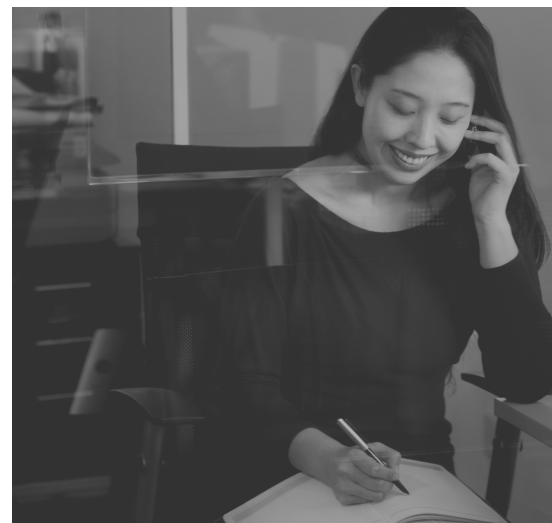
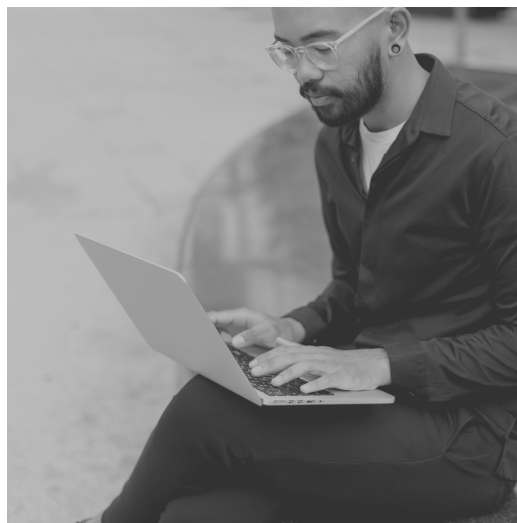
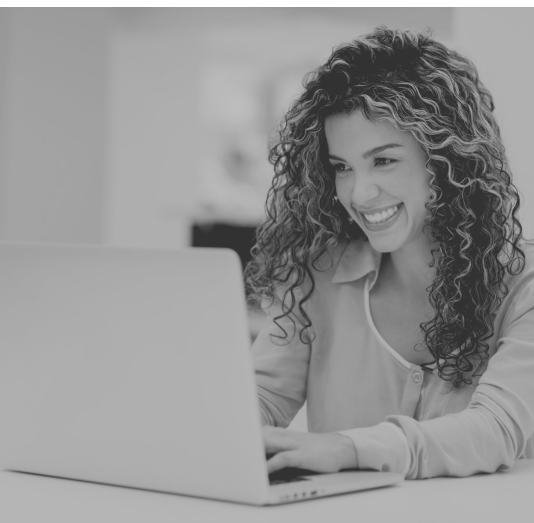
STRATEGIC PRIORITY #3

sub-goal #5

BUILD CAPACITY TO EFFECTIVELY EXECUTE INITIATIVES SUPPORTING OUR STRATEGIC PRIORITIES

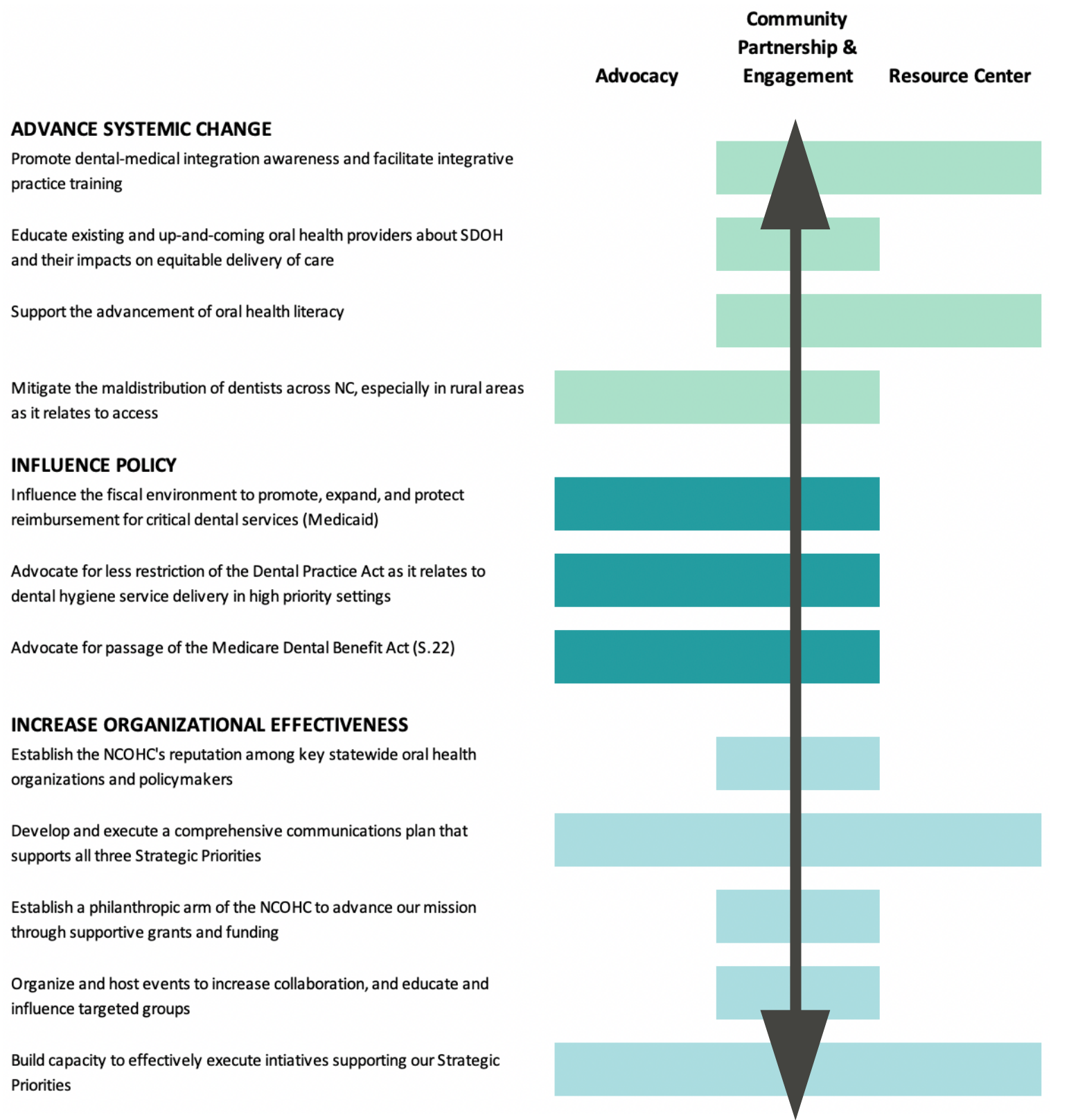
targeted actions

1. Recruit and onboard a NCOHC Communications Director charged with content strategy, development, and execution, as well as maintaining NCOHC online assets
2. Recruit and onboard a NCOHC Program Coordinator charged with executing and coordinating initiatives supporting Strategic Priorities, in conjunction with the Director of Outreach and Engagement
3. Recruit and onboard additional NCOHC staff as program scales and scope of work demands



A FOCUS ON COLLABORATION

STRATEGIC PLAN OVERVIEW





TIMELINE

STRATEGIC PLAN OVERVIEW

