



## Creating a Business Plan

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Your Business Plan and Budget provide the foundation for building a feasible and sustainable program.

The purpose of a well-developed and strategic business plan is twofold:

1. A business plan helps you to determine the feasibility of initiating a school-linked oral health program in your community
2. A business plan provides a sound basis for approaching school districts, school administrators and other personnel, community members, funders and other potential partners for support

The effectiveness of your business plan is directly proportional to the thought, research, energy and creativity that you put into it. The plan should be concise, straightforward, and easy to read and understand. Appropriate charts and graphs can be helpful. Dental jargon and the use of acronyms are not.

The Smart Mouths Smart Kids Feasibility Calculator on the homepage of the Smart Mouths Smart Kids can help you to develop your overall plan and budget. It will guide you as you develop a logical and systematic foundation of your business plan, and will give you confidence that you can approach potential partners with data that supports your plan.

### Building Your Business Plan to Build Your Business

A well-crafted business plan will include most of the following components. As you craft a business plan for your particular audience, you may find that you need to add to or reduce some sections:

- Table of Contents
- Executive Summary
- Business Description
- Environmental Scan
- Description of Proposed Business Model
- Marketing Plan
- Budget and Budget Narrative

**Executive Summary.** The executive summary may actually be the last part of the plan that you write, even though it is presented at the beginning of your plan. “An executive summary is an introduction to your business. This section should be clear, concise and to the point. We recommend that you revisit this section to review your work after completing the other sections of the business plan to assure consistency and maintain accuracy”.<sup>1</sup> As you develop your executive summary, you may want to include brief descriptions of:

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<sup>1</sup> *Create a Business Plan.* The U.S. Small Business Administration

- Your business or organization and its history of providing school-linked oral health services
- The schools or districts with which you plan to partner, how they were identified, and any formal relationships you have with administrators
- Services that will be offered, and at which grade levels
- How you plan to link students with identified oral health needs to dental homes<sup>2</sup> within or close to their communities
- The outcomes that you anticipate will lead to greater overall health for children within your program

An effective executive summary will provide a quick overview designed to draw potential partners into the plan itself.

**Business Description.** The business description gives you the opportunity to showcase your organization/business and staff, and to educate potential partners about the service model(s) that you are planning to use. Your description might include:

- Mission and Vision Statements for your organization or business
- History of providing oral health services (particularly school-linked services)
- Brief biographies of key staff, including education, licensure and experience
- Brief descriptions of common school-linked oral health models (see Best Practices section of the toolkit), a detailed description of the model you propose, and why that model works best to meet the needs of the children you propose to serve
- Brief description of how you intend to develop professional relationships that will ensure a dental home<sup>2</sup> for children identified as needing follow-up care
- Description of how you will evaluate the success of your program

**Environmental Scan.** A thorough, comprehensive environmental scan will provide the data that drive your business plan, and will provide information detailing the strengths and weaknesses of oral health programs within the community. It will allow you and potential partners to assess the feasibility of moving forward to establish school-linked oral health services in a school or district. Be certain that the data is the most recent available, and is consistent if found in several different sources. Commonly used resources are listed under “Utilizing Data” under the “Laying a Foundation” tab. The environmental scan generally includes:

- County-level demographic data, including
  - Total population
  - Population at various Federal Poverty Levels
  - Racial and ethnic breakdown
  - Percentage of population uninsured
- County-level data on the number of children eligible and enrolled in Medicaid
- County-level data on the number of children eligible and enrolled in CHP+
- County-level data on the number of Medicaid and CHP+ children with at least one dental visit in the past year
- Number and location of private and public dental providers
- Number and location of private and public dental providers who accept Medicaid
- Locations of schools where 50 percent or more of students are eligible for free or reduced price lunch
- Other school-linked oral health services within the area, and who provides them
- Knowledge of the formal and informal decision-makers in your community
- Survey of possible partners (including non-traditional partners such as the business community, faith-based organizations, etc.) to help support a school-linked oral health program

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<sup>2</sup> The dental home is defined as the ongoing relationship between dentists and patient, inclusive of all aspects of oral health care delivered in a comprehensive, continuously accessible, coordinated and family-centered way.

- Survey of funders to determine possible support for school-linked programs, both for start-up costs and ongoing sustainability
- Review of policy and/or regulatory issues that might impact school-linked oral health programs, either positively or negatively
- **CONCLUSIONS** that can logically be drawn from the environmental scan

**Description of Proposed Business Model.** In this section of your business plan, describe the most common models currently used to provide school-linked oral health services. Best practices for the provision of school-linked sealant programs have been identified by the Association of State and Territorial Dental Directors (ASTDD), the Children’s Dental Health Project (CDHP), The Forsythe Institute and others (see the “Emerging Practices” section of this toolkit).

Using your knowledge of best practices combined with information you have gathered in your environmental scan, and utilizing the feasibility calculator to determine program viability, you will be able to design a school-linked oral health program that meets the identified oral health needs of your community, encourages active participation by partners, and builds a model that will be sustainable over time. The full description of your proposed business model should include:

- Your program goal – be specific in your goal description
  - Using a sustainable model of care, decrease the level of dental disease in elementary-aged students by providing oral health screenings, dental sealants and oral health education for 75 percent of second graders in all five elementary schools within Colorado District \_\_\_\_.
  - OR**
  - Using a sustainable model of care, increase the oral health of elementary aged students in all five elementary schools within Colorado District \_\_\_\_ by providing screenings, oral health education and fluoride varnish for 75 percent of children in all grades K-12, and providing dental sealants for the first molars of children in second grade and the second molars of children as they erupt in sixth or seventh grade.
  - OR**
  - The program goal that most accurately defines the outcome that you are seeking.
- A detailed description of the model you are proposing, and why you believe it best meets the oral health needs that you have identified as high priorities. Your description may include:
  - A physical description (of the work at a school, using portable equipment, a mobile dental bus, etc.)
  - Staffing description
    - Professional staff and licensure
    - Assistant staff (paid or volunteer)
    - School staff needed and duties they will perform
  - Services that will be provided and a description of enrollment in the program
    - How often you will visit and what services will be performed at each visit
    - Copies of Memoranda of Understanding (MOU), consent forms and information sheets should be available
  - Estimated flow of children going to the care site and amount of time out of the classroom for each child
  - Follow-up and referral protocols
  - Data collection and evaluation
    - Use of the Smart Mouths Smart Kids data application for state-wide sealant data collection
    - Use of Smart Mouths Smart Kids evaluation tools
  - Sustainability
    - Defining what sustainability looks like for your program
    - Use of feasibility calculator
    - Building an effective and supportive network of partners

- Constant “tweaking” of model to increase sustainability – be creative and engage partners!

**Marketing Your Program.** You can develop the most comprehensive and cost-effective school-linked oral health program in the world, but if the world doesn’t know about it, you won’t be able to succeed at and sustain your program. For this reason, you need to develop a basic marketing plan as part of your business plan. The work that you’ve already done on your business plan will become the foundation of your marketing plan.

Please see the “Framing” section of the Smart Mouths Smart Kids website to learn more about reaching specific audiences with specific messages and how to develop a simple marketing plan

**Financial Projections.** Your budget and financial projections are the backbone of your business plan. Without complete and understandable financial projections, your business plan won’t be convincing because potential partners will not have a clear picture of your plan. Using the Smart Mouths Smart Kids Feasibility Calculator on the homepage of the Smart Mouths Smart Kids website, you will be able to project revenues and expenses accurately and easily.

The calculator enables you to modify numbers and quickly see how that affects your model. For example, if you determine that your program is not sustainable when you project treating 50 children with sealants in second grade in one school, you can change your parameters to see if adding reimbursable services such as fluoride varnish at other grade levels can increase financial sustainability. Or you can determine if adding more children at a second school will increase your sustainability. When you have used the Feasibility Calculator to project revenue and expenses for a program that you believe is doable and meets the oral health needs of the children you seek to serve, you will be able to develop your budget quickly and easily.

Your budget is a financial snapshot of your proposed program. In order to give your potential partners a clear picture, the budget needs to be comprehensive and well documented. In order to confirm sustainability, it is a good idea to clearly state budget assumptions, and to project program expenses and revenues for a period of three years. For example, you might project expenses for portable equipment in the first year’s budget, and find that you cannot be sustainable if you have only Medicaid and CHP+ reimbursement in your program. However, since you will not have that equipment cost in years two and three, your program may still be sustainable using your preferred practice model. Or, you may be able to have equipment lent by the Colorado Department of Public Health and Environment for a few years until your business is able to absorb the cost of portable equipment. A very basic budget template is provided below to give you an idea of how you might develop a three-year projection for your business plan.

A timeline or chart that specifies each action step in your plan and when it will be completed will help you meet goals, and can attract potential stakeholders.

Finally, make sure your plan has persuasive content and looks professional:

- Have several people read over the plan before it is printed to make sure it’s totally error-free.
- Print on high-quality paper with a high-quality printer.
- Overall length should be about 20 pages. Sometimes a shorter version of the plan can be created for other promotional purposes.
- Color printing, when thoughtfully used, can give you an edge; so can tasteful presentation graphics.
- The completed plan should be assembled or bound in a way that will appeal to your readers.

## Smart Mouths Smart Kids Budget Example

Support and revenue	Year 1	Year 2	Year 3	Notes
Medicaid				
Medicaid write-offs (10%)				
CHP+				
CHP+ write-offs (10%)				
Private insurance				
Private ins. Write-offs (10%)				
Foundation Support				
In-Kind				
Other (define)				
<b>Total Support and Revenue</b>				
<b>Expenses</b>				
Personnel				see narrative
Professional fees				see narrative
Office Supplies				see narrative
Clinic Supplies				see narrative
Major equipment				see narrative
Telephone				see narrative
Postage				see narrative
Equipment repair & Maint.				see narrative
Printing				see narrative
Travel				see narrative
Conferences & meetings				see narrative
Dues				see narrative
Insurance				see narrative
Marketing				see narrative
In-Kind				see narrative
Miscellaneous				see narrative
				see narrative
<b>Total Expenses</b>				

## Smart Mouths Smart Kids Budget Narrative

Your budget narrative will give you (and possible supporters or funders) a clear picture of what each line item in your budget covers. The narrative provides the detail of the logic and calculations “behind” the budget numbers.

**Support and Revenue:** It’s important that you capture all projected sources of revenue. Since you will be billing public insurance, and perhaps private insurance, you need to have an idea of what your insurance write-offs might be. If you have had experience with billing for school-linked oral health services, you can use it to project write-offs. Because preventive procedures you will be billing for are limited your public insurance write-offs will probably be no more than 10 percent – hopefully less. If you bill private insurance, particularly since Connect For Health Colorado has a pediatric dental benefit, you may need to talk with individual insurance carriers to determine what percentage of your billing needs to be written off.

If you are working for a nonprofit organization while providing preventive care in schools, the organization may be able to obtain some funder support. The portion of funder support that directly supports your program will be listed under foundation support.

Any in-kind donations (supplies, volunteer time, equipment, etc.) should be noted and explained as part of your revenue.

**Expenses:** The following list of expenses is common, but you may not need every expense category, or you may find that you have additional expense categories to add. Every program is likely to look a little different.

**Personnel:** This line item will include all personnel compensation. If you are an independent contractor, your total projected compensation will fall under this category, as will compensation for any other contractors you hire to assist in your program. If you are a salaried employee, your salary and benefits (including medical and dental insurance, workers comp, unemployment insurance, etc.) should be broken out under the personnel line item. The same is true for any employees you have assisting you.

**Professional Fees:** This category might include such things as banking fees, legal fees, or the cost of an accountant.

**Office Supplies:** Office supplies are consumable supplies not directly related to care provision. They include pens, pencils, paper, stapler, paper clips, envelopes, and other items you may need. You may also include consent forms and printed materials provided to parents or schools.

**Clinic Supplies:** Clinic supplies are the consumables you will use in your school-linked oral health program. Gloves, masks, disposable mirrors, cotton rolls, fluoride varnish, sealants, napkins, etc. If you give away toothbrushes and toothpaste, they would go in this category as well.

**Major Equipment:** Major equipment includes all equipment used in your school-linked program that is not disposable. Examples are portable dental equipment, laptop computers, tablets, desktop computers, etc.

**Telephone:** This line item includes the portion of your land line or cell phone charges that can be attributed to your project.

**Postage:** Postage is the cost of mailing letters to parents, schools, or other supporters of your program.

**Equipment maintenance and repair:** This is the cost of basic maintenance and repair of your dental and computer equipment.

**Printing:** The cost of having forms or marketing materials printed.

**Travel:** Include mileage at the current government reimbursement rate per mile. Travel includes airfare to conferences or meetings, and may include related lodging and meals.

**Conferences and meetings:** Includes the cost of attending conferences and meetings (but does not include mileage).

**Dues:** Dues includes dues for all professional organizations that enhance your ability to provide your school-linked program. Those might be CDHA, CDA, ADHA, AAPHD, etc.

**Insurance:** Insurance includes your professional liability insurance, and any other insurance that is directly related to providing your school-linked program.

**Marketing:** If you decide to do marketing for your program, this will include the costs for development and dissemination of your marketing materials.

**In-Kind:** Any in-kind support or supplies that you listed under revenue must be listed as an expense as well. That way, in-kind support does not skew your financial projections in either direction

**Miscellaneous:** It's a good idea to put a few thousand dollars into miscellaneous, as there will often be unanticipated expenses that you want your budget projections to be able to cover.

## Resources

There are several websites that can be helpful in developing a business plan. A few are listed here:

### Business Plan Development

- From the Small Business Administration: <http://www.sba.gov/tools/business-plan/1>
- From Entrepreneur  
<http://www.entrepreneur.com/businessplan/index.html>
- From Fox Business  
<http://smallbusiness.foxbusiness.com/starting-a-business/2013/07/09/how-to-write-business-plan/>

### Sustainability Planning

- From the Centers for Disease Control and Prevention  
[http://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/pdf/sustainability\\_guide.pdf](http://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/pdf/sustainability_guide.pdf)

## Oral Health Data

- From Colorado Oral Health Plan  
<http://www.oralhealthcolorado.org/oralhealthplan/>
- From Colorado Oral Health Burden Document, Chew On This  
[https://www.colorado.gov/pacific/sites/default/files/PW\\_OH\\_Chew-On-This.pdf](https://www.colorado.gov/pacific/sites/default/files/PW_OH_Chew-On-This.pdf)
- From the Colorado Health Institute  
<http://www.coloradohealthinstitute.org>
- From Colorado Department of Health Care Policy and Financing  
<https://www.colorado.gov/hcpf>
- From Colorado Department of Public Health and Environment  
<https://www.colorado.gov/cdphe>