



NEXT STOP, THE FUTURE OF CLEFT CARE: ON TRACK TO THREE MILLION SMILES

SMILE TRAIN'S STRATEGIC PLAN 2021-2026





OUR VISION:

A world where every person has access to safe, high-quality comprehensive cleft care and is able to live a full and healthy life.





Charles B. Wang, meeting patients in China

This is one of my favorite pictures of our late and beloved founder, Charles B. Wang. It so beautifully shows how full of light our patients made him feel and tells you everything about his love for this organization and for each of its patients. But it barely scratches the surface of his devotion to helping every child with a cleft smile their brightest.

He became aware of the need for lifesaving cleft care in low- and middle-income countries through his philanthropic work with another organization. But he was concerned by their model of flying in Western doctors for one- to two-week “missions” before flying them home again — **who took care of the kids they left behind?** He knew there must be a better way, one that was sustainable, that enhanced — instead of ignored — local healthcare systems, and helped children at the time that was best for them, not their doctors. He found the solution in the wisdom of Confucius: “Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime.”

Through this adage, he understood that empowering local healthcare professionals with education, training, and resources, as well as

the opportunity to train others in turn, would strengthen local health systems and make high-quality cleft care accessible 365 days a year. He called it the “teach a man to fish model,” and since our first surgery in 1999, it has brought lifesaving cleft surgeries to more than 1.5 million people in need — more than every other cleft-focused INGO combined.

Though we have made great strides in care since then, another baby is still born with a cleft every three minutes, and far too many of them will face malnutrition, speech problems, neglect, and even death if they don’t receive care. This Strategic Plan details how Smile Train will expand Charles’s vision over the next five years so that even more babies born with clefts will have all the resources they need to not just live, but thrive.

I know Charles would be proud of what’s in here. Though he is no longer with us, that smile lives on forever, lighting up the faces of every patient and every family touched by his legacy.

Susannah Schaefer
President & CEO

VALUES AND COMPETENCIES

VALUES

1. Everyone in need has the right to access safe, high-quality comprehensive cleft care (CCC), including surgery, nutrition, speech therapy, orthodontics, and other services.
2. Local healthcare professionals and communities must be empowered to provide CCC.
3. Donor resources must be properly stewarded, and our fundraising must meet the highest ethical standards.
4. Employees, boards, and partners should work together as one global team in an environment where all members are valued.
5. We are committed to diversity, equity, and inclusion and will adopt policies and practices in support of these values.
6. We encourage transparency, openness, empathy, and a collegial working environment.

COMPETENCIES

1. Maintaining and growing our scalable and sustainable model.
2. Ensuring strong finances underpinned by demonstrated business acumen.
3. Being the best possible partner and sustaining a robust global network.
4. Leveraging data and the latest technology to deliver the best results to our beneficiaries and partners.
5. Continuing to strengthen, adapt, and share our single-focus, high impact business model.
6. Operating through an efficient, nimble, and flat management structure.
7. Implementing adaptable fundraising approaches appropriate to local cultures and demographics.



CORE PROGRAMS AND KEY SUCCESSES



Smile Train Cleft Leadership Center HRAC-USP Centrinho Bauru in São Paulo, Brasil

IMPROVING PATIENT OUTCOMES THROUGH OUR UNIQUE, SCALABLE MODEL

CHALLENGE

Ensuring every patient receives the safest, highest-quality standard of care and has the best-possible outcome.

SOLUTION

Ensure an optimal outcome to every surgery; make Smile Train synonymous with safe surgery and comprehensive cleft care everywhere on earth.

CASE STUDY:

Smile Train's new Cleft Leadership Centers represent one of our largest investments yet in boosting local medical capacity. Cleft Leadership Centers serve as regional hubs for cleft care and training, presenting a holistic, team-centered model of care encompassing surgery, speech therapy, nutritional support, orthodontics, and so much more. They will be equipped with the latest technology and staffed with the area's best-trained doctors to be a model for other cleft centers and ensure the highest standard of cleft care is available for all.

SETTING THE STANDARD FOR CLEFT SURGERY

CHALLENGE

Providing patients the best possible treatment and attracting and retaining partners requires that we provide best-in-class services everywhere on earth.

SOLUTION

Developing and implementing initiatives that will constantly improve and expand global cleft care, energize partners, and ensure Smile Train remains the leader in global cleft care.

CASE STUDY:

Since our founding, Smile Train has prioritized technology and innovation to empower medical professionals in some of the most resource-poor areas on earth. In 2020, Smile Train took on operations of Simulare Medical, a world-renowned training simulation leader. Through Simulare Medical, a division of Smile Train, we're working to ensure that surgeons and trainees around the globe have access to the most advanced, effective cleft surgery training tools available today. Our Simulare Cleft Lip and Palate 3D-printed simulators provide hyper-realistic models for cleft surgical training, leading to safer, higher-quality surgery for every patient, every time.

TREATING THE WHOLE CHILD FOR AS LONG AS IT TAKES

CHALLENGE

One surgery is not enough for most cleft patients to truly thrive.

SOLUTION

Improve the quality and availability of non-surgical forms of cleft care for all who need it.

CASE STUDY:

The successes of comprehensive cleft care are on full display at our partner FISULAB in Bogotá, Colombia. Founded with the belief that each stage in cleft care is equally important, FISULAB has grown into a world-class cleft-care center led by some of Colombia's top medical professionals. With integrated genetic counseling, nutrition, psychosocial programs, surgery, speech therapy, orthodontic care, and ENT, FISULAB's team-centered care supports patients throughout their cleft care journey—and the impact on patients is visible the moment you walk through the doors. At FISULAB, the walls are bright and colorful, echoing with the laughter of children making their first friends and discovering new possibilities.

A GLOBAL VOICE FOR THE CLEFT COMMUNITY

CHALLENGE

Ensuring policymakers around the world prioritize and invest in cleft care as part of local, national, and international health policy, as well as ensuring that children and families impacted by clefts are meaningfully included in decision-making.

SOLUTION

Advocate for cleft as a policy and funding priority at every level, partnering with governments and related stakeholders to support the implementation of programs that increase access to care for people impacted by cleft and contribute to the resilience of surgical systems and health systems overall.

CASE STUDY:

Achieving a world where every person has access to safe, high-quality comprehensive cleft care and is able to live a full and healthy life will require long-term action on a global scale. Similarly, achieving the Sustainable Development Goals and Universal Health Coverage by 2030 will require including marginalized populations like those affected by cleft lip and palate. To increase access to care and equity in health, we must ensure that policymakers and leaders at every level understand the impact of cleft lip and palate and prioritize policies that increase access to safe, high-quality care for people with clefts.

Often, people affected by clefts are unable to weigh in on the policies that most affect their lives. Smile Train makes their voices heard. Our representatives put cleft awareness on the global agenda, including advocating at the World Health Assembly and the UN General Assembly. Our regional staff members forge relationships with local governments and partners to advance the rights of people with clefts — especially the right to safe, quality healthcare that makes so many other rights possible, like education and economic independence.



Hopital General Dipumba, DR Congo



Pinki Sonkar, 18 years old

**PATIENT
CASE STUDY:
Pinki Sonkar**

All of this comes together in the life of our most famous patient, Pinki Sonkar. Born with a cleft lip and palate in a remote village in Uttar Pradesh, India, she was teased so much that by age six, she didn't dare set foot in school or show her face among the other children. When her family heard free surgery was possible in town, her father dropped everything to walk with her to Smile Train partner G.S. Memorial Hospital, where our partner surgeon Dr. Subdoh Kumar Singh gave her the smile that changed her life. Full of confidence, she went back to school, made friends, and felt ready to take on the world. So she did.

When her journey was spotlighted in the 2008 film *Smile Pinki*, it won an Oscar®. Pinki instantly became a national hero in India and inspired other children to likewise come out of the shadows. Over the next few months, thousands flocked to their local Smile Train partner hospitals for their own lifesaving treatment.

As for Pinki, her Smile Train journey didn't end with the red carpet. In the years since, we've sponsored two more surgeries to heal her cleft and currently provide her with ongoing orthodontic and dental treatments. Today, Pinki is a confident young woman who excels in her prestigious school. She's also a badminton champ and constantly surrounded by friends. That's the power of a smile.

VISION:

A world where every person has access to high-quality comprehensive cleft care and is able to live a full and healthy life.

MISSION:

We achieve our vision through four key strategies:

- M1.** Ensuring access to safe, high-quality CCC through a proven, sustainable partnership model
- M2.** Strengthening local health systems through investment, resources, and building the capacity of local medical professionals
- M3.** Driving innovation by leveraging technology and research to transform global cleft care
- M4.** Fostering a global cleft community through awareness and education to reduce stigma and ensure acceptance of people with clefts

2021-2026

Overarching Goals

- Build high-performing, sustainable global fundraising programs
- Advocate for governments to take appropriate action and prioritize cleft care
- Expand CCC and partner capacity while ensuring rigorous safety standards
- Use our data to innovate, build systems, and maximize impact

WHO ARE OUR STAKEHOLDERS?

Beneficiaries

S1 (Children, Adults, & Families)

Partners

S2 (Medical, Institutions, Researchers)

Supporters

S3 (Donors, Volunteers, Ambassadors)

Governments & Multilaterals

S4 (e.g. WHO, G4 Alliance, UN)

Staff & Boards

S5 (Medical & Global)

STAKEHOLDERS: What do we need to deliver for our Stakeholders?

1. Meet the philanthropic goals of supporters through stories and data and match our offer to their needs **(S3, S4)**
2. Innovate with partners and other stakeholders on mutually beneficial and impactful initiatives **(S1, S2, S3, S4)**
3. Provide resources, give recognition, and share learnings for mutual benefit **(S2, S4)**
4. Offer the best available treatment for beneficiaries through trusted local providers **(S1, S2)**
5. Serve as the cleft thought leader to support planning and innovation in health service delivery **(S1, S2, S4, S5)**

CAPACITIES: What processes do we need to excel at?

6. Develop sustainable localized processes to implement global fundraising
7. Curate and disseminate inspirational content for fundraising and communications
8. Analyze data to ensure informed decision-making and high-quality outcomes
9. Seize thought leadership opportunities to drive innovative strategic alliances
10. Build reliable and flexible grant and finance systems and processes to underpin robust global growth

GROWTH: Where do we need to grow in people & culture?

11. Increase dialogue with our supporters to learn more about the aspirations behind their giving
12. Broaden the contributing internal voices to foster a collaborative culture
13. Create leadership structures that allow us to become more effective globally
14. Strengthen internal communications so all employees and partners are energized by the WHY factor in their work
15. Recruit and invest in people with a passion for innovation, excellence, and results, with a commitment to diversity and inclusion

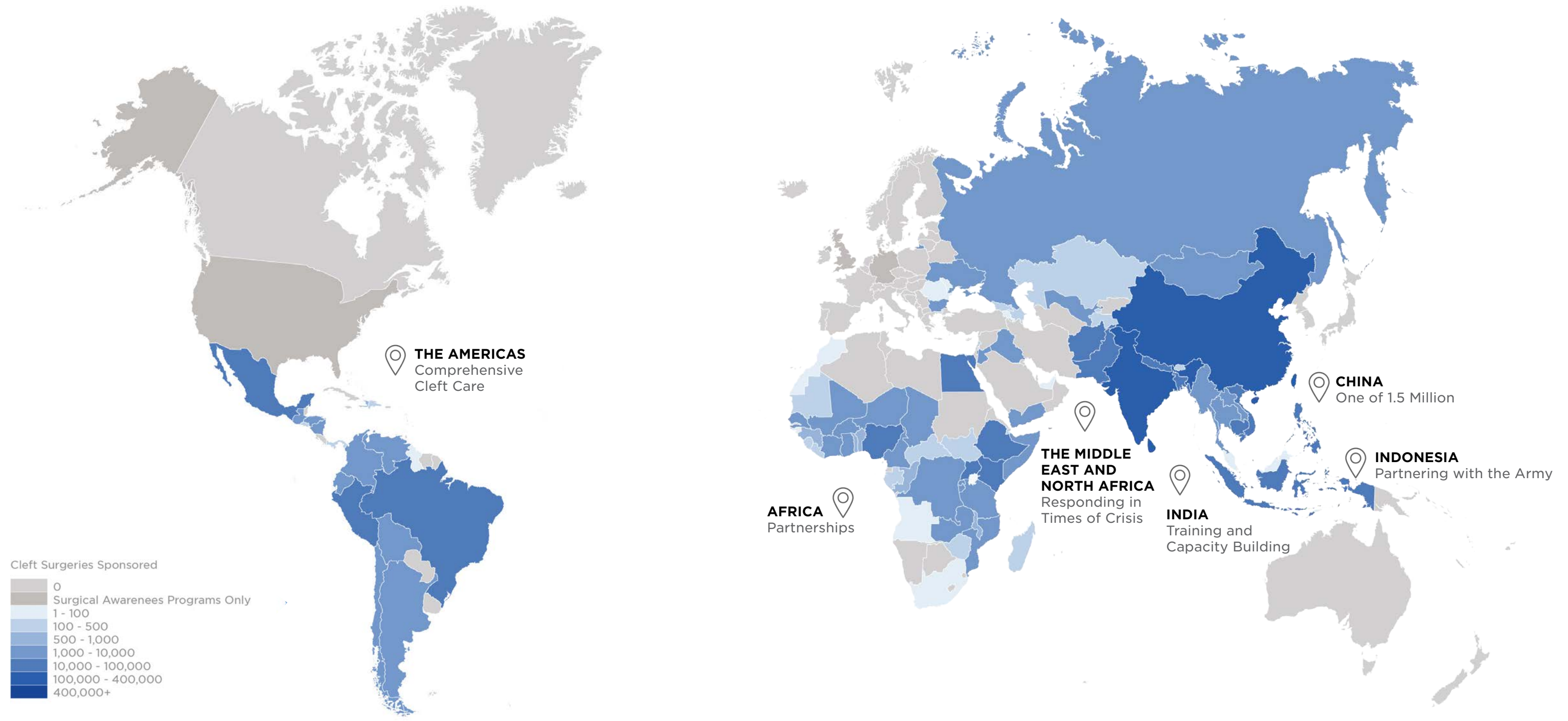
INVESTMENT: What resources & infrastructure do we need?

16. Provide the resources to deliver optimal partner and supporter communications
17. Invest in systems and processes to support working and skill-sharing across teams and regions
18. Invest in proven and reliable technology for all information systems and platforms
19. Fund partners to achieve program scalability and quality, including CCC
20. Invest in advocacy and awareness to advance the interests of beneficiaries

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SMILE TRAIN'S GLOBAL REACH

This may seem like an ordinary map of the world, but look more closely and you'll see it contains more than 1.5 million smiles. Below, we've highlighted regions that we feel exemplify certain aspects of our work, but in truth, Smile Train is constantly in motion, making more stories just like these possible every day everywhere on earth.



Map as of July 2021
 *Smile Train has provided support for cleft organizations in the U.S. and U.K.
 Smile Train, Inc. can accept donations worldwide and has fundraising programs in Brazil, Germany, India, Indonesia, Mexico, Philippines, U.A.E., U.K. and U.S.



AMERICAS

Ever, Chiapas, Mexico



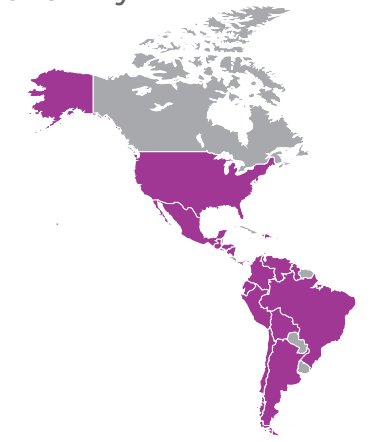
Comprehensive Cleft Care:

Nowhere is the true impact of our comprehensive cleft care programs felt more strongly than in Latin America, and perhaps no patient better exemplifies the life-changing promise of comprehensive care than Ever from Chiapas, Mexico. His cleft made his speech extremely difficult to understand, and when he was 10, his mother became so overwhelmed with the special care he required that she took his youngest sister and abandoned the family. Thankfully, he was not left alone, but their loss, combined with his father's worsening arthritis, only added to the enormous strain facing a large extended family already struggling to get by.

Though home life was stressful, it was his sanctuary. Kids at school were merciless, calling him horrible names. It got so bad he refused to speak to anyone he wasn't related to and constantly wiped his mouth to hide his cleft. But everything changed one day when he went shopping with his aunt. Someone noticed his cleft and told him he

could get free surgery at Hospital de Especialidades PEDIATRAS, a Smile Train partner just a few miles from where he lived. They left to seek treatment that very day. Ever was given dental devices to align his teeth before surgery, then, a few weeks later, was given a smile that lit up a room. But that couldn't be the end of his care. He needed additional orthodontic and dental treatments, and his speech was still difficult to understand, so we set him up with ongoing orthodontics and speech therapy.

Through five years of treatment, Ever is succeeding at school and the confidence in his smile is matched by the confidence in his voice. And his Smile Train journey still isn't complete. We will continue to be by his side with the support and care he needs for as long as he needs it, all at no cost to his family.



RESPONDING IN TIMES OF CRISIS. While mission-based INGOs had to cease operations once COVID-19 became a global pandemic in early 2020, our local model provided our partners a double opportunity: They could continue to operate in regions where the virus hadn't yet hit while also helping those areas to prepare once the disease inevitably made its way there. The work of our partner Smile Home Trust in the remote Tharparkar desert region of Pakistan is a perfect example of this dexterity. As home to some of the country's poorest people, including millions living in overcrowded areas already struggling to eat and stay healthy, Smile Home Trust knew that once the coronavirus arrived, the impact could be devastating — unless they took swift action.

As team members went around neighborhoods and villages



asking residents if they knew anyone with a cleft, they also taught the vital importance of hand washing and social distancing and distributed free food, surgical masks, gloves, and hand sanitizer to everyone they met.

At the hospital, recruited patients received additional pre-surgery screenings for any symptoms of ill-health; as an added precaution, patients also never had more than one attendant in the room with them at a time. After surgery, as patients emerged from the hospital with free medicine, COVID-19 safety gear, and, best of all, radiant new smiles, they burst into tears, heaping blessings upon the local medical team and Smile Train's donors.



THE MIDDLE EAST AND NORTH AFRICA

Muhammad, Karachi, Pakistan

AFRICA

Zena, Mozambique

PARTNERSHIPS: Smile Train believes we all go further by going together. We approach our organizational relationships in the same spirit as every other aspect of our work — as an equitable collaboration between all stakeholders.

When Lifebox developed a low-cost pulse oximeter designed for low-resource settings in 2011, it was a gamechanger for safe surgery and anesthesia. Smile Train was the first INGO to distribute the Lifebox pulse oximeter, thus providing one of the most crucial pieces of surgical safety equipment to some of the poorest hospitals on earth. And pulse oximeters are just the beginning. In 2020, we launched the Smile Train-Lifebox Safe Surgery and Anesthesia Initiative, a partnership dedicated to increasing the safety of pediatric surgery through capacity building, research, and innovation.

We are also partnering with Kids Operating Room, an organization dedicated to increasing pediatric surgical capacity by working with local teams to provide high-quality operating rooms designed specifically for children's surgery. Together, we're renovating and equipping operating rooms to provide more than 20 modern, high-tech, colorful pediatric operating rooms throughout Africa as well as supporting education and training for pediatric surgical professionals. The impact of this partnership will go far beyond cleft treatment, improving and saving the lives of thousands of children who might not otherwise have had access to the care they needed.



TRAINING AND CAPACITY BUILDING.

When we began our work in India, being born with a cleft into an underprivileged family could be a death sentence. Twenty years and 600,000+ surgeries later, Smile Train and our partners have transformed the landscape of cleft care throughout the country. As a founding member of the Indian Society of Cleft Lip and Palate and Craniofacial Anomalies, we organize Indocleftcon, an annual conference that brings together a wide range of specialists across every discipline of cleft care to learn the latest breakthroughs in the field. This, along with other regional conferences we support, has trained more than 10,000 Indian doctors. And because no one can advocate for the needs of doctors from low- and middle-income countries better than they themselves can, we regularly send partners from India and around the world to present at and participate in the world's most prestigious cleft conferences, including the American Cleft Palate Association's Annual Meeting, the largest

gathering of cleft professionals in the United States. Closer to home, our Virtual Surgery Simulator has proven extremely effective for both training hundreds of medical students with limited resources and time and reinforcing the skills of longtime partners.

In keeping with our **“teach a man to fish model,”** our successes here have become successes in every corner of the globe, as we provide the means for our most successful Indian partners to both travel the world to train other Smile Train partners and welcome them to their own hospitals for training.



INDIA

CHINA



Wang Li, with her husband and son, China

ONE OF 1.5 MILLION: The life-changing impact of our model goes back to our very first patient. Wang Li was born with a cleft lip and palate in Nanjing. Her family could barely put food on the table, let alone to pay for the cleft surgeries their daughter desperately needed.

As she grew older, Wang Li became increasingly introverted. Unable to bear the constant ridicule, she dropped out of school shortly after enrolling, and spent most of her childhood in her room, the one place on earth she felt safe.

She stayed there until a rubbish collector noticed her cleft and told her father that he had just read in the newspaper about a brand-new organization funding cleft surgeries at a local hospital. Her father wasted no time. After a long

journey to the provincial capital, Wang Li was approved to become Smile Train's first patient.

Her new smile allowed her to reenroll in school. The strange looks from others disappeared and her confidence grew. In the years that followed, she found love, married, and had a son, who she named Xiao, "Smile." Her family recently moved to Hangzhou and started their own delivery business — which was soon designated the official package carrier in the area. Even now, more than 22 years later, she attributes her success to the free surgery that freed her to get an education, make friends, and live the life she wanted. "It's your kindness and love that allowed me the chance to have such a happy family," she told us. "I believe if everyone could contribute a piece of love, Smile Train could bring smiles to everywhere in the world."



PARTNERING WITH THE ARMY.

How do you provide safe, free treatment for every child with a cleft in a nation of more than 260 million people spread out over more than 17,000 islands? You call in the Army. No other organization in the country has the presence, resources, or knowledge of the landscape to effectively locate cleft patients and provide them with the food and transportation they need to reach their nearest Smile Train partner hospital.

Since 2015, this partnership has allowed us to locate and treat tens of thousands of children and adults in need in some of the most remote locations on earth. And in December 2019, the Indonesian Army took the operation to a



whole new level. In celebration of their 74th anniversary, they partnered with Smile Train to perform their largest-ever cleft treatment program, coordinating 32 Army and Government District Hospitals in 23 provinces to successfully perform 532 lifesaving cleft surgeries over the course of the month.



INDONESIA

CLEFT COMMUNITY VOICES

As a leader in therapeutic oral health, GSK understands that good oral health matters for all. It's even more important for babies born with a cleft lip/palate and those born in some of the hardest to reach communities across the world. Smile Train's work in this field is extraordinary. Working strategically together, I believe we can combine our organizations' strengths and expertise to improve the understanding and treatment of cleft.

Jayant Singh
VP Global Oral Health,
GSK Consumer Healthcare

I cannot express enough my gratitude to Smile Train, which gave me this opportunity to help more than 15,000 children, a life changing experience indeed.

Dr. Subodh Singh, MBBS MS MCh DNB FUICC
Surgeon at Smile Train partner G.S. Memorial Hospital in Varanasi, India

You are a blessing for my daughter and the family — not only for our cleft surgeries but for all the other dental and psychological treatments we received. I'm extremely thankful to Smile Train and its donors. We would never have been able to afford this treatment without them.

Maria Stella Ramirez
Mother of a Smile Train patient,
Bogotá, Colombia

When I think of Smile Train, I think co-creation, collaboration, openness, and innovation. This is an organization that truly lives its values, showing integrity, humility, and compassion to everyone with a cleft lip or palate and providing them with the comprehensive healthcare they deserve. All of this is what has made them an indispensable partner of the WHO's Art Impact for Health Initiative from its beginning.

Isabelle Wachsmuth
Lead, Art Impact for Health
Initiative, WHO

At Lifebox, we're working to create a world where safe surgery is an expectation wherever it is delivered. We know that NGOs work best when they work together, and are proud to work alongside Smile Train to save lives through safer surgery and anesthesia care in low-resource countries. Together, we've given patients with clefts access to Lifebox pulse oximeters - and a chance for a brighter, happier future. With a shared commitment to education, training, and sustainability, we're looking forward to continuing our work with Smile Train and transforming the lives of patients and providers around the globe.

**Dr. Thomas Weiser, MD MPH
FACS FCS(ECSA) FRCSEd
(ad hom)**
Consulting Medical Officer, Lifebox

Smile Train understands that when a baby is born with a cleft and their family can't afford treatment, they need so much more than a single surgery. True healing requires comprehensive, holistic healthcare, working from the ground up to establish long-term relationships of trust and care with not only the patient and their family, but also their community and their local healthcare systems. This is what Charles meant by a "teach a man to fish" model and it's what has powered Smile Train to completely transform the lives of well over a million people all over the world in just 20 years. As board chair and someone who had the privilege to know Charles, I am beyond proud of how Smile Train is carrying his unique vision into the future.

Roy E. Reichbach
Smile Train Board Chair
CEO, Phenix Real-Time Solutions, Inc



Fernanda, Quito, Ecuador