Operation Smile Ireland - Strategic Plan



(2026–2029)

Vision
We envision a future where no child suffers from the lack of access to surgery.

Mission
At Operation Smile, we believe that every child deserves access to high-quality health care. Through our expertise in treating cleft lip and cleft palate, we create solutions that deliver safe surgery to communities where it is needed most. As part of the global team, Operation Smile Ireland's mission continues to support this ambitious vision to reach those still in need with free, life-changing cleft surgeries and comprehensive care.

Core Values

Resilience
We must reach more patients. The urgent need for cleft care is staggering, the fact remains that every 3 minutes a child is born with a cleft. We remain focused on building healthcare solutions to reach those children still in need of our care to give them the chance to grow up without life-threatening health problems and stigma.

Integrity
As part of a global organization with over 42 years of experience delivering cleft surgical care to some of our world's most challenging places, we remain united under the belief that access to safe surgery is not a privilege, but a universal human right.

Impact
One child's smile becomes a healthier future for an entire community. We strengthen local surgical capacity across 37 countries, improving the overall quality of healthcare where we work, by partnering with local hospitals, and medical professionals to provide training, education, supplies and equipment. We transform lives, communities and local health systems.

Compassion

What if your child was born with a cleft condition and your family was beyond the reach of hospital care. We remain compelled to find care for our patients, their families, the communities we serve and gratitude for the volunteers and supporters who, together, help make our medical programmes happen, as part of one global Operation Smile family.

Strategic Horizons & Objectives

Horizon 1: 2025–2026 – Medical Advocacy & Leadership

Action	Responsible	Timeline	KPI
Understand availability of Irish medical volunteers	Country Director	Quarterly	Volunteer availability report.
Advocate at Irish events	Country Director	Quarterly	Event participation log
Provide leadership training for Board / Staff / Volunteers / Students	Country Director	Quarterly	Training attendance & feedback
Update & Review of Governance Documents	Governance Committee	Quarterly	Confirmation of review and update annually.

Horizon 2: 2025–2028 – Financing & Fundraising

Action	Responsible	Timeline	KPI
Cashflow Reporting.	Finance Committee	Quarterly	Cashflow reports for Board of Directors.
Increase donor retention & fundraising effectiveness	Fundraising Committee	Quarterly	Donor retention metrics (Internal) Fundraising Committee Event Schedule.
Corporate Social Responsibility	Chairperson & CD	Oct 2025 & Annually thereafter	Letter introducing Op Smile CSR - review annually.
Bank Reports - Treasurer	Chairperson, CEO and Treasurer.	Annual requirement.	Relevant FY Accounts submitted for review by MN & Board of Directors
Pension decisions. Review Cash Flow Self-Sufficiency for Op Smile Ireland	Finance/Audit Committee Country Director/ Board of Directors	Began 1st Jan 2026 Quarterly Fundraising Calendar for each calendar year.	Decision confirmed by Board of Directors – Auto-enrollment. Establish KPI's/proposed approach, resources necessary. Agreed by Board Members with actions confirmed.

Horizon 3: 2026–2029 – Volunteering & Program Expansion

Action	Responsible	Timeline	KPI
Recruit, credential & train volunteers	Country Director	Quarterly	Volunteer numbers
Review volunteer retention & satisfaction	Country Director	Quarterly	Retention report
Decision on future Hospital Programs 2026+	Board led by Medical Director.	Board agreement following Board Mtg May 2025.	Agreed at Board level. David travelling March 2026.
Meeting Norfolk re: Hospital Decisions	Medical Director, CEO & CD	2026 - 2027	Meeting to be set-up following the above program completion.
Launch TY Bootcamp in schools	CEO & CD	June 2025–Sept 2026	Bootcamp rollout to 840 Second Level schools throughout Ireland. To review annually. (Advocacy).
Launch Primary School Lesson Pack	CEO & CD	September 2025	Shared with 3083 Primary Schools throughout Ireland. To review annually. (Advocacy)
#CleftConnectEurope shared extensively.	CD & Volunteers.	Monthly Meetings online (Sunday's)	Review with US quarterly. Shared throughout Europe
ISLC	CD & CEO	Annual review.	Review with US with appropriate sponsorship options annually.

Monitoring & Evaluation

- Quarterly Board Reports from Country Director
- KPI Tracking for identified strategic goals
- Adjustments based on feedback and data analysis at each Board Meeting.
- Board Criteria for Evaluating Options: **Suitability, Acceptability, Feasibility**

Conclusion

Guided by our values of Compassion, Resilience, Integrity, and Impact, Operation Smile Ireland will continue to grow its reach and effectiveness, ensuring every child receives the care they deserve.