

**AMERICAN DENTAL ASSOCIATION
MINUTES OF THE COUNCIL ON COMMUNICATIONS
August 19-21, 2022**

CALL TO ORDER

The meeting of the Council on Communications was called to order by chair, Dr. Rebecca De La Rosa, Friday, August 19, 2022, at 12:15 PM CT.

ROLL CALL

Council members present: Dr. Rebecca De La Rosa, chair; Dr. Prabha Krishnan, vice chair; Dr. Carol A. Baker; Dr. Wade M. Banner; Dr. Ann Hammi Blue (via Zoom on Aug. 19 and 21, 2022); Dr. Lynse J. Briney; Dr. Michael J. Frankman; Dr. T. Stotts Isbell; Dr. Lindsey Jackson; Dr. Amber P. Lawson; Dr. Rachel Lewin (via Zoom on Aug. 19-21, 2022); Dr. Angela P. Noguera; Dr. Rhett E. Raum; Dr. Riley Schaff; Dr. Laura Schott; Dr. Jill Shelton Wagers; Dr. Tanya Sue Maestas, New Dentist Committee member (via Zoom on Aug. 21, 2022).

In addition, Dr. Brett Kessler, liaison, ADA Board of Trustees, and Ms. Justina Anigbo, consultant, American Student Dental Association, were in attendance.

Council and other staff: Ms. Julia Nissim, director, Council on Communications; Ms. Ivy Woods, coordinator, Integrated Marketing and Communications; Ms. Yvonne Lewis, manager, Business and Administrative Services; Ms. Stephanie Moritz, chief marketing and communications officer; Ms. Jenn Sutherland, senior director, Digital Marketing; Ms. Pamela Von Lehmden, senior director, Integrated Marketing, Brand Strategy & Innovation; Ms. Leslee Williams, senior director, Communications.

Other ADA officers and staff in attendance for parts of the meeting included: Dr. Raymond A. Cohlma, ADA executive director; Dr. George Shepley, ADA President-elect; Mr. Robert Quashie, Vice President, Business Operations & Strategy; Ms. Nicole Anderson, manager, Social Media & Influencer Strategy; Ms. Dayna Bina, manager, Integrated Membership Marketing; Ms. Sandy Eitel, director, Council on Membership; Ms. Erika Hoeft, manager, Communications; Mr. Chad Olson, ADA director, State Government Affairs; Ms. Joan Podrazik, senior manager, Communications and Analysis; Mr. Matt Rosetto, legislative liaison, State Government Affairs; Ms. Samara Schwartz, ADA senior associate general counsel.

PRELIMINARY

Adoption of the Agenda: The agenda was adopted with the stipulation that the chair may alter the order of the agenda when necessary to expedite Council business.

Recording of Mail Ballot Actions: It was reported that the minutes of the March 11-12, 2022 meeting, which were approved via email ballot on May 18, 2022, would be recorded in the Council's minutes in accordance with the *Standing Rules for Councils and Commissions*.

Opening remarks: Remarks were made by the Council chair, Dr. Rebecca De La Rosa; Dr. George Shepley, ADA president-elect; Board of Trustees liaison, Dr. Brett Kessler; chief marketing and communications officer, Ms. Stephanie Moritz; and Council director, Ms. Julia Nissim.

COUNCIL WORKGROUP UPDATES

Each of the four Council Workgroup chairs provided updates on current efforts of their respective workgroups in support of the objectives in Common Ground 2025.

Membership Goal (The ADA will have sufficient members to be the premier voice for oral health.)

Integrated Marketing Workgroup: Dr. Angela Noguera, chair; Dr. Carol Baker, vice chair; Dr. T. Stotts Isbell; Ms. Justina Anigbo; Ms. Dayna Bina (staff liaison); Ms. Pamela Von Lehmden (staff liaison)

Dr. Noguera, who presented the report of the workgroup, explained the workgroup's purpose is to provide the ADA Team with strategic guidance to apply tactical implementation in future outreach for the ADA's integrated marketing campaigns. The current focus is on finding ways to increase awareness of ADA resources to provide better value for early career dentists, as there is a chronic issue of this segment dropping ADA membership by their third year post graduation.

The group leveraged the Early Career Marketing Exploration Brief & Exercise to explore and develop marketing propositions for the five priority topic areas of this segment (financial management assistance, career path support, mental/physical wellness support, community, and ongoing clinical training) to provide strategic guidance geared toward engaging early career dentists.

Mental health and wellness support was the focus for Q1 content, along with additional outreach in May for Mental Health Awareness Month. Content engagement results were high with regards to the tools and resources shared with members. Q2 was focused on financial management assistance with specific messaging on student loans and smart saving strategies. Engagement results were high, but there was a lack of click-throughs to benefits. Q3 was focused on career path and leadership support. A mid-year recruitment campaign was launched that focused on business matters and available resources. Engagement results were fair but indicated opportunity to share more around negotiation skills. Peer-to-peer content will be launching with members sharing various mentorship experiences.

The workgroup, with support from the ADA Team, advised the Council that the ADA Master Podcast, entitled "Dental Sound Bites", is under development and will be launching live at SmileCon 2022. The podcast features multi-generational hosts and will tackle topics that matter most to dentists. The ADA Member App, also launching at SmileCon 2022 will feature career path content and resources available to members based on their interests and personal preferences.

Through the workgroup's help to assess and define more tangible value among this segment of early career dentists, the campaign "A New Day for Dentistry" has seen higher engagement. The workgroup's efforts for Q3 – Q4 2022 involve a more expansive focus on community and clinical training related to early career dentists.

The Council discussed exploration and development of marketing ideas to support acceleration of early career dentists' market share. The framework and discussion provided the ADA Team with strategic guidance to apply to tactical implementation in future outreach.

Communications Effectiveness Workgroup: Dr. Lynse Briney, chair; Dr. Michael Frankman, vice chair; Dr. Lindsey Jackson; Dr. Rachel Lewin; Ms. Julia Nissim (staff liaison); Ms. Erika Hoeft (staff liaison)

Dr. Briney, who presented the report of the workgroup, explained the workgroup's purpose is to scan ADA publications (e.g., ADA News, Morning Huddle, and New Dentist News) and channels, sharing the dentist perspective and making recommendations that dentists be advised of the most important information in real-time. These efforts provide timely, audience-centric feedback that helps to improve ADA communications. The workgroup also determines needs for quick pulse surveys and resulting data, which helps activate a more real-time response for identified gaps in coverage and topics. This aims to help improve future coverage, new article ideas, and more feedback around specific topics of reader interest.

The workgroup recently analyzed ADA publications and provided tailored feedback to the ADA Team,

which increased visibility of relevant topics (dental staffing, mental health, finance, and ADA Communications Trend Report data). The group collaborated with the Council on Dental Benefits and Programs to take the pulse of dentists' awareness of ADA's member-only dental insurance tools, support and solutions. This survey also asked pointed questions about how to better engage and with which channels. Current survey data indicates that ADA national and state emails are the most popular method of communication among members; however, the ADA ranks last regarding support or resources currently used when members have dental insurance issues. The workgroup also collaborated with the Council on Government Affairs regarding advocacy-related coverage to understand where opportunity remains for advocacy communications and member value purposes.

The workgroup seeks a continuous feedback loop on key topics to better understand the need and opportunity for more focused communications based on dentists' lead and interests. Looking ahead, the workgroup will continue to analyze and leverage outputs related to strategic communications priorities for the ADA, and will do so in coordination with the Strategic Communications workgroup on shared themes and research.

Public Goal (The ADA will support the advancement of the health of the public AND the success of the profession.)

Strategic Communications Workgroup: Dr. Jill Wagers, chair; Dr. Ann Blue, vice chair; Dr. Wade Banner; Dr. Rhett Raum; Dr. Riley Schaff; Ms. Leslee Williams (staff liaison)

Dr. Wagers presented the report of the workgroup, along with other workgroup members who provided input on portions of the report as well. Dr. Wagers explained that the workgroup's purpose is to help develop, interpret, present and distribute the annual ADA Communications Trend Report ("Trend Report"), which helps surface trends and issues of priority to the profession and to public health and aids in longer-term strategic communications planning. Dr. Wagers presented findings from the Report, seeking feedback from the Council prior to distribution this fall. A communications plan has been developed to share the 2022 Communications Trend Report with all levels of the Tripartite.

This is the third year of the Trend Report. The 2022 report utilized five different member and non-member dentist surveys and one targeted just to U.S. dental consumers. Results are nationally representative of ADA membership and the U.S. population with a margin of error of +/- 3-4%, which is industry standard. The report focused on three main issues to watch:

- Dental team staffing shortages: these issues have exacerbated since the onset of COVID-19 and are impacting the success of dentists and their practice modalities.
- Dental utilization and insurance issues continue to challenge dentists and patients, but for different reasons. Dentists reported they are looking for better reimbursement and claims support. Consumers' self-reported responses show inconsistencies in their perception of the coverage their dental benefit plans actually provide.
- The tangible value of ADA membership and the intersection with dentists' personal values: members are taking a hard look at the value they receive from the ADA and they're also looking for the ADA to support the values they think are important – improving oral health access for all and supporting diversity and inclusion at all three levels of the tripartite.

The Council shared feedback with the workgroup related to the findings of the report. For the 2022-23 term, the Strategic Communications workgroup will collaborate with the Communications Effectiveness workgroup to use the data from the report as a basis for future story ideas for ADA publications. The 2022 Communications Trend Report will be posted on the website in Q3.

Leadership Connections Workgroup: Dr. Amber Lawson, chair; Dr. Laura Schott, vice chair; Dr. Mark Limosani; Dr. Tanya Sue Maestas; Ms. Ivy Woods (staff liaison)

Dr. Lawson, who presented the report of the workgroup, explained that the workgroup collaborates with ADA Information Technology (IT) to improve ADA Connect for leader engagement and information sharing across councils, and to serve as beta testers of the reimagined ADA Member App.

The workgroup has developed a central place within ADA Connect for purposes of cross-council communication where non-confidential information can be kept and shared between council members

who can report back to their districts about key priorities. The group has established flexible guidelines for use of this platform, which can be transferred to other similar platforms as ADA's technology solutions continue to evolve. They will also develop a plan to socialize use of the new shared space among all ADA councils.

The Council was presented with the ADA Member App features (chat) and capabilities, built based upon the insights of an app focus group, comprised of ADA members. In Q3 2022, the workgroup will be granted early access to the release of the app's chat feature to begin sharing feedback with the ADA Team. They will also develop a plan to socialize the app with caucuses and councils prior to SmileCon 2022. All Council members were asked to request that their respective caucus chairs create groups for their districts.

The workgroup also advises on strategies regarding private, dentist-only social media groups to help correct misinformation and promote the value of ADA membership among member and non-member dentists. The concept of creating a "social media all-star" program with member dentists was explored by the workgroup. Council members were asked to share the names of individuals from their respective districts who are already actively engaged on social media and might be interested in assisting with these efforts. The group identified eligible candidates and will formulate a recommendation for the direction of the program for the 2022-23 term. The ADA Team will utilize this information to continue development of the program and collaborate with the workgroup to launch the program.

As the workgroup is also responsible for vetting ADA spokesperson candidates for the Council's recommendation to the Board of Trustees ("BOT"), the group approved Dr. Chelsea Fosse to move forward in the spokesperson approval process to handle a variety of media inquiries, including those concerning Medicaid and Health Policy Institute data. Dr. Fosse was approved by the BOT in August to serve as an official national spokesperson.

COUNCIL JOINT ACTION TEAM ("JAT") UPDATES

Each of the four Council representatives serving on the Joint Action Teams, as well as the Council's State Public Affairs Oversight Workgroup representative, provided updates on current efforts.

Membership Goal (The ADA will have sufficient members to be the premier voice for oral health.)

Member Innovation Pipeline JAT: Drs. Rebecca De La Rosa and Angela Noguera, Council on Communications Representatives

This JAT provides oversight and advice on new member value opportunities that address the needs of membership segments the ADA needs to grow. Segments include early career, women, and diverse dentists, as well as those practicing in large groups. The team oversees a member value innovation pipeline that evaluates, refines and develops ADA member value assets that support recruitment and retention.

The team has evaluated decision tree criteria for vetting new ideas and has prioritized two areas of potential focus for 4th year students and early career dentists, which are preparedness modules and a national mentorship program.

Diversity & Inclusion JAT: Drs. Prabha Krishnan and Ann Hammi Blue, Council on Communications Representatives

This JAT identifies strategies that ladder up to the ADA's new Diversity & Inclusion policy to ensure accountability across the entire organization, including national, state and local initiatives. The team provides an advisory role in overseeing the research, development and implementation of programs, initiatives and additional policies. Additionally, the team communicates and advocates for support of new initiatives and/or policies with JAT members' councils and committees.

The team has reviewed and discussed the ADA Diversity, Equity and Inclusion Lens, a tool that provides a framework to proactively examine and implement inclusivity efforts across a wide variety of initiatives. Relating to House Resolution 44H-2021 Sustaining the Pipeline of Volunteer

Leadership, the JAT reviewed the demographic composition of ADA councils, committees and the House of Delegates. The team recommended to the BOT that the DEI lens be shared with all councils and committees to integrate inclusive practices in their respective activities. The DEI Lens will enhance discussions about inclusion and belonging across the organization and ensure that the ADA is reflecting and supporting the diversity of its membership and of the communities it serves. This easy-to-use tool can help council and committee members think about opportunities from a new perspective, identify unintended and unconscious biases, and be intentional about creating welcoming spaces.

Public Goal (The ADA will support the advancement of the health of the public AND the success of the profession.)

State Public Affairs (“SPA”) Oversight Workgroup: Dr. Rhett Raum, Council on Communications representative; Mr. Chad Olson (staff liaison); Ms. Katherine Merullo (staff liaison)

Dr. Rhett Raum, along with Mr. Chad Olson, provided an update on the State Public Affairs (“SPA”) Program Oversight Workgroup. After fifteen years of operation, the ADA SPA program continues to provide strategic direction, support, and day-to-day oversight for public affairs activities undertaken by state dental societies approved for SPA grants. The program continues to support state dental societies dealing with: Action for Dental Health (SPA has developed into one of the primary vehicles for coordination and support of this program); Native American initiatives; Third Party Payer issues with “FIIST”, the Fight Insurance Interference Strategic Task Force; and workforce scope of practice issues, including states experiencing shortages of auxiliaries or dealing with dental therapy legislation. Dr. Raum explained that the role of the workgroup is to develop criteria for the selection of states in the program, develop metrics for the program, and assess effectiveness in each participating state. Q1-Q2 2022 grants have been disbursed to thirty-seven states, territories and Native American initiatives. Q3-Q4 2022 grant recipients were determined in July 2022; thirty state dental societies received funding.

The workgroup continues to support the advocacy efforts of state dental societies who are facing workforce challenges. In 2021, nine states had fourteen separate dental therapy bills introduced; only Oregon and Colorado saw bills introduced to legislation and become law. All fourteen states, however, require accreditation from a CODA-approved program, but at this time, there remains only one CODA-accredited dental therapy school in the United States. While ADA advocacy efforts continue related to dental therapists, the ADA’s Department of State Government Affairs is refocusing its efforts toward existing dental team members by assisting states with securing additional funding for new educational programs, changes in scope and duties for existing auxiliaries, and expanding opportunities for Expanded Function Dental Assistants or similar auxiliaries to further bolster the dental team.

The 2021 legislative season closed with eighteen states enacting twenty-eight new dental insurance reform (“DIR”) laws. Fourteen of those states employed SPA resources to bolster their campaigns. For the 2022 January-through-June SPA funding period, twenty-eight of the thirty-three dental society applications included a request for funding in support of dental insurance reform (“DIR”) campaigns. For the second half of 2022, twenty-one state societies received SPA funds specifically for dental insurance reform initiatives. State dental societies continued a track record of success with fourteen new laws in eight states. Five of those states used SPA funds to enact eleven new laws. SPA also supported ADA’s relationship with the Consumer Choice Center and the Progressive Policy Institute, which provided support for DIR campaigns.

Dr. Raum also noted that the National Conference of Insurance Legislators adopted a Transparency in Dental Benefits Contracting Model Act in December 2020 that includes provisions on provider network leasing, prior authorizations, and virtual credit cards; all are important issues for most member dentists struggling with dental insurance issues. Several state legislatures have used provisions from the model as a guide when passing DIR laws.

Per the written report submitted by Dr. Raum and Mr. Olson, Director, State Government Affairs, SPA has also supported ADA’s relationship with the Consumer Choice Center and the Progressive Policy Institute, which provided support for dental insurance reform campaigns. These relationships have produced independent commentary lauding the value to patients of Medical/Dental Loss Ratio laws, which would require dental insurers to either report the percentage of revenue invested in actual care or actually meet a percentage standard and provide a rebate to subscribers if they do not.

GUIDING PRINCIPLES FOR COMMUNICATIONS DISCUSSION

Ms. Leslee Williams shared a brief overview of crisis communications and highlighted how the ADA has navigated crises in the past, specifically during the COVID-19 pandemic. The Council engaged in discussion and shared feedback around overarching guiding principles for future ADA communications in times of crisis from the dentist perspective; as applicable to each unique situation, the ADA team will leverage this strategic guidance when engaging in tactical communications.

CULTURE OF CHANGE IDEATION SESSION

Consultant Ms. Kelley Skoloda facilitated an all-day design-thinking workshop with the Council, with the goal of ideating to create a culture of inclusion for all dentists, especially D3/4 students, new dentists, and dentists of all practice modalities so they feel accepted and a sense of belonging at the ADA, and become or remain a member throughout their dental career. The workshop included breakout sessions where volunteers brainstormed proof points and ideas for a culture of change theme, communications plan, and story of transformation. Members voted on those ideas that resonated most.

The Council will share their recommendations from the workshop as to a theme, story of transformation and communications priorities with other ADA agencies with strategic oversight of membership and diversity & inclusion efforts for feedback and planning of collaborative efforts in 2022-23.

2022 HOUSE OF DELEGATES (HOD) DISCUSSION

Council members were invited to discuss and share any informational reports from their districts.

Dr. Cohlma presented "A New Day: Evolving Governance at the ADA," which outlined the proposed strategic forecasting model that will be before the House of Delegates for consideration in October. Strategic forecasting is a model to empower the ADA to continually assess our environment and make changes to the strategy based on current context. If adopted, the House of Delegates determines the ADA's long-range vision and also votes annually to approve modifications to the strategic forecast, which is proposed based on member needs and events as they evolve during the year. Strategic forecasting is customer centric, and the proposed model identifies ADA's four customer groups as: direct-to-dentist, direct-to-tripartite, enterprise/internal operations, and public/professional sectors. Strategic forecasting is designed to help the ADA continue to be the voice of dentistry while more nimbly keeping pace with current and future needs of the profession.

A message from Dr. Sabates about strategic forecasting is available and contains a link to a number of resources on ADA Connect for volunteers to utilize and share. ADA councils will also be invited to attend a virtual town hall about Strategic Forecasting prior to the 2022 House of Delegates.

The Council then shifted to a discussion about how future Council meetings could be better aligned with other ADA major meetings, to better facilitate any future resolutions the Council may wish to send to the House of Delegates. The ADA Team, in collaboration with the incoming chair and vice chair, will review the ADA Major Meetings calendar for potential new dates.

NEW DENTIST COMMITTEE ("NDC") REPORT

Dr. Tanya Sue Maestas, NDC member, provided an update on NDC current activities. She advised that current key priorities are peer-to-peer engagement among new dentists and young students, and that the NDC has discussed the intersection of value and values and ways to reach and add value to the early career segments. Dr. Maestas also highlighted the NDC's participation on the Member Value Innovation JAT, which is a cross-council collaboration led by the Council on Membership. The NDC provided feedback on new resources that would appeal to new dentists. They are continuously seeking opportunities to connect with new dentists and support the ADA increasing its social media presence and leveraging peers to make an impact. The NDC continues to reach out to dental students to support their transition into practice as well as to engage with ASDA leadership. Though progress is being made, new dentists continue to be under-represented in leadership. The NDC

discussed leadership opportunities for new dentists with the BOT at its joint strategic session in April. A follow up action plan will be developed as a result. NDC proposed a revised policy on leadership to the BOT, which was adopted by the House in October 2021.

The NDC played an active role in developing the new dentist experience at SmileCon 2021 and was onsite to engage members. The NDC will continue to collaborate with the Committee on Annual Meetings on the new dentist experience at SmileCon 2022.

The "ADA 10 Under 10" Awards are spearheaded by the NDC. The Awards honor dentistry's rising stars: dentists who are making an impact on the profession less than 10 years after graduating from dental school. Dr. Maestas reported that 2022 award recipients were announced on March 15, 2022. The 2021 winners were recognized in the opening session and during a reception in the Member Center at SmileCon. The NDC would like to see this recognition continue at SmileCon 2022 and will consider additional opportunities to integrate the recipients into the programming. The Council was encouraged to congratulate 10 Under 10 Award winners in their districts and to nominate new dentists for the 2023 program, which opens in October 2022.

AMERICAN STUDENT DENTAL ASSOCIATION ("ASDA") REPORT

Ms. Justina Anigbo, consultant, ASDA, shared an update on ASDA membership and current national initiatives. ASDA focuses its efforts on involving students in organized dentistry while they are still in dental school, and showing them firsthand how they have the power to guide the profession.

Ms. Anigbo reported that, for the 2020-21 term, there were 22,429 members. ASDA welcomed a new chapter in Texas in November 2021 and another in California in April 2022, increasing ASDA's chapters to 68, with 49 chapters auto-billed. Current national initiatives include: *Contour*, ASDA's national publication, whose August 2022 theme was "Raising Awareness: Appreciating and caring for vulnerable populations"; ASDA Action Initiatives; chapter grants, where chapter leaders may apply to receive a \$500 grant in the areas of membership, advocacy, community service, and wellness; and ASDA Fever Week Challenge where chapters welcome and educate new members and can submit information about their Fever Week for a monetary prize. Additionally, ASDA recently launched a digital platform to provide members the opportunity to share resources and ideas, and to meet fellow dental students from across the country at any time from any location. ASDA pre-doctoral members can now access the platform through "The ASDA Community" app.

ASDA's 50th anniversary celebration meeting, "Fifty and Forward", took place February 18-20, 2022 in Louisville, KY. New this year, ASDA implemented educational sessions focused on chapter leader training including evaluating the return on investment of chapter programs, creating a strategic plan, and communicating the value of membership. Other national meetings include the Virtual Fall Council & Board of Trustees Meeting on September 17-18, 2022 and the National Leadership Conference taking place in Chicago on November 18-20, 2022.

ELECTIONS

The Council elected Dr. Prabha Krishnan, Second District, as chair for the 2022-23 term and elected Dr. Laura Schott, Fifteenth District, as vice chair for the 2022-23 term.

NEW BUSINESS

No new business was proposed for consideration.

ADJOURNMENT

The Council on Communications adjourned its meeting at 11:15AM CT on August 21.