

**DRIVING CHANGE
TOGETHER**
NATIONAL • STATE • LOCAL
ADA Management Conference

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Member AdvantageSM

Welcome Remarks



Cesar Sabates, DDS
President
ADA



Raymond A Cohlma, DDS
Executive Director
ADA



April Kates-Ellison, MS, CAE
Vice President
Member and Client Services, ADA

How to be a Change Hero

Dr. Steve Shepard, MBA, PhD
President, Shepard Communications Group



I was to learn later in life that we tend to meet any new situation by reorganizing, and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization.



-Petronius Arbiter,
Emperor Nero's
Minister of Communications

Change. Why?

- **First and foremost:** Dentistry is evolving (at every level): We can ride the wave, or be buried by it
- Avoidance of status quo
- Demonstrates commitment
- Opportunity to involve staff in business evolution
- Deliberate act to defy complacency
- Recognizes change as an important life/work factor
- And—we can't stop it



Change Manager vs. Change Leader— What's the Difference?

- Manager

- Tactical/Operational
- Day-to-day event coordination
- 'Keeps the lights on'

} Change **Management**

- Leader

- Strategic
- Long-term focus
- Ensures there's a reason to have lights to keep on!

} Change **Leadership**

The Power of Adverbs



The personality or the soul of an organization – the articulation of a company's shared beliefs and values.

Values

Culture.

Mission

A set of norms and values that are widely shared and strongly held throughout the organization.

Vision



STR

"Hard work spotlights the
some turn up the

along the n



DGE

"Slogan Leadership"

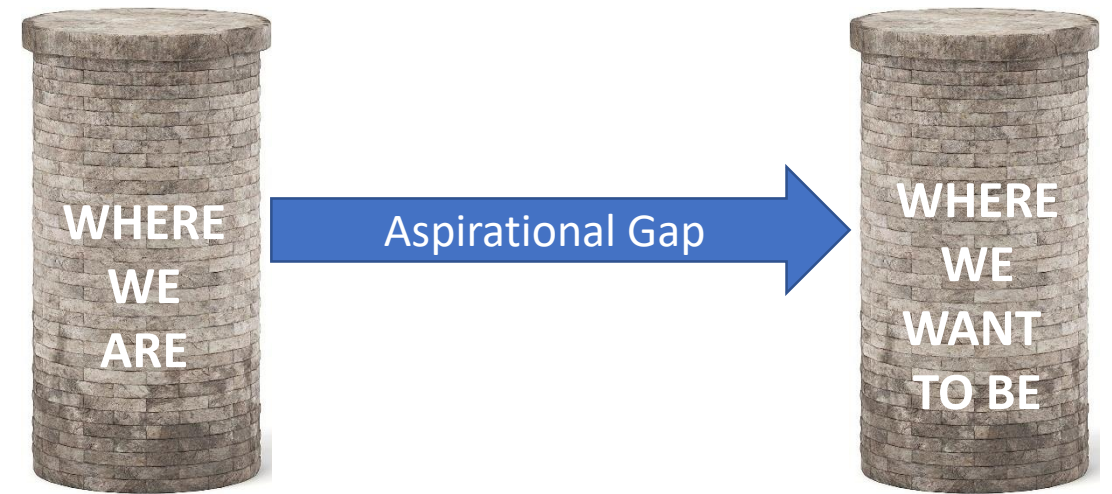


AMBITION

Sometimes the journey of a thousand miles ends very, very badly.

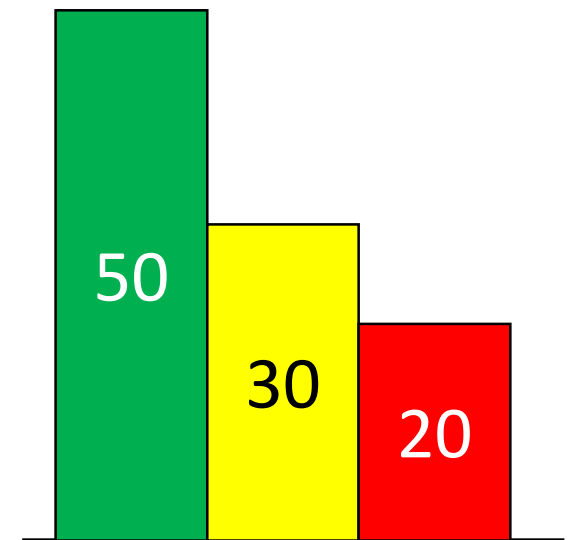
'Culture Shift'

- Demand for a “culture shift” – meaning, what, exactly? What is ‘culture’? And why does it need to change?
- Culture changes ONLY IF techniques used are out of character with rules that govern old culture – **why?**
- Can’t allow existing culture to dictate terms and conditions of how change will occur
- Culture shifts **MUST** be guided by where the organization needs to go, not where it has been
- **Never forget:** Loyalty to organization is essential; loyalty to culture is optional



Measurement & Reward Systems

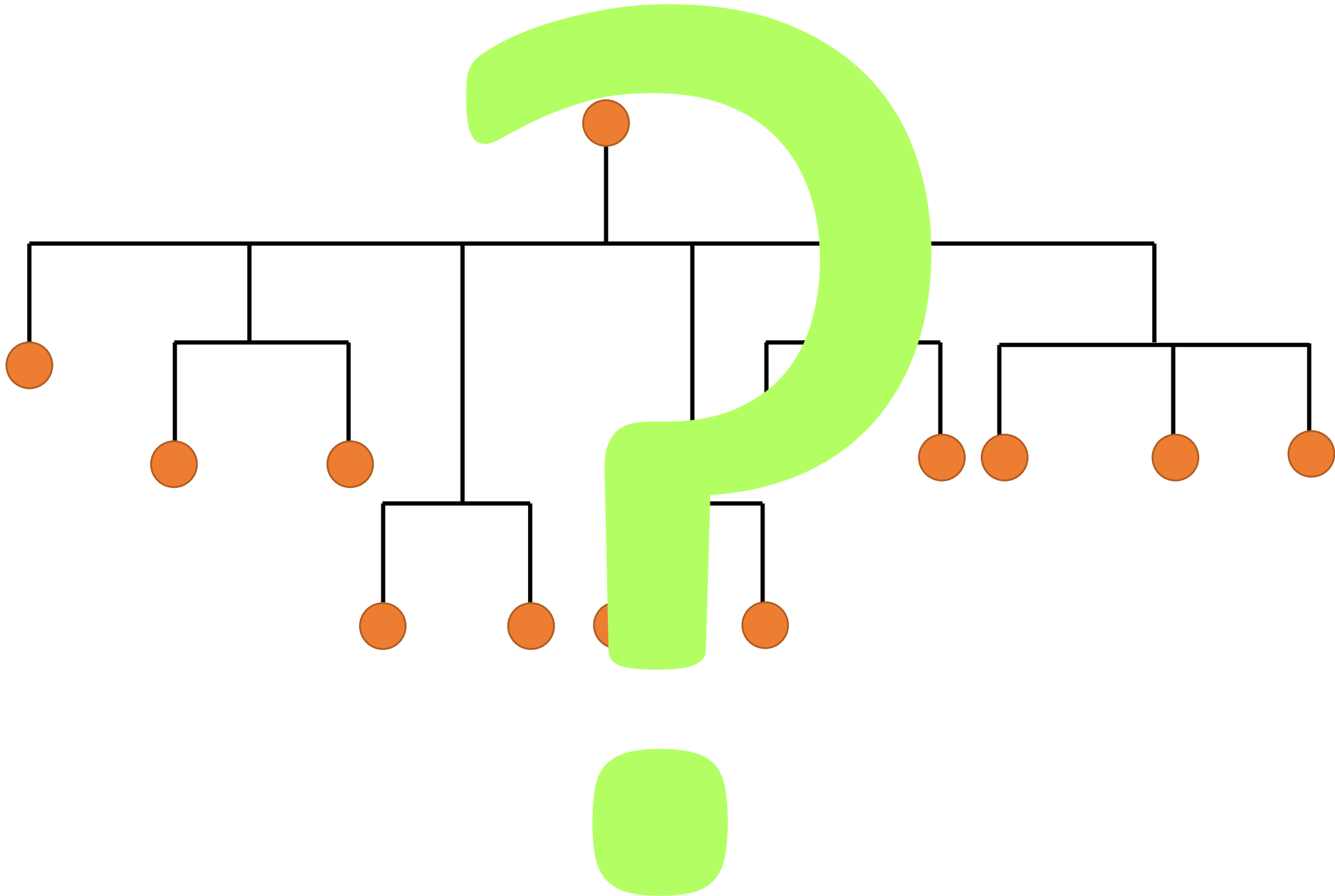
- No changes to the reward system? Reward resistance
- People **MUST** see big payoff for altered behavior
- *REMEMBER: Existing culture is sustained by current reward structure – **so change the structure!***
- Measure change, reward results
- Give everyone personal accountability for transformation
- Don't reward those who perpetuate old culture
 - Don't allow "upward delegation"



Irony of Transformation

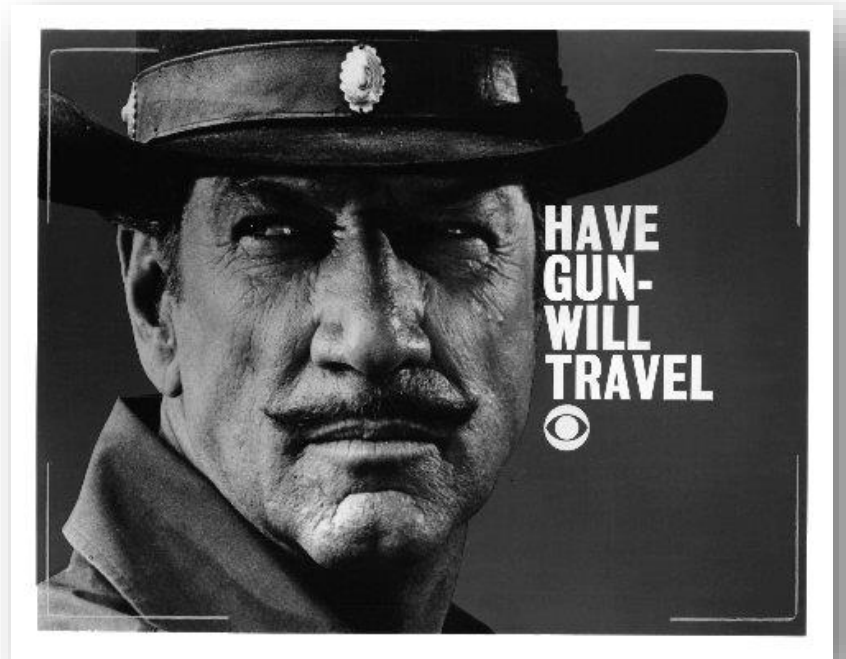
- Employees feel busier than ever, but productivity is down
- Busy leads to burnout, burnout to loss of commitment
- Change causes emotional attachment between employee, company to weaken
- Two types of employees emerge ...
- MUST re-recruit employees you want to keep



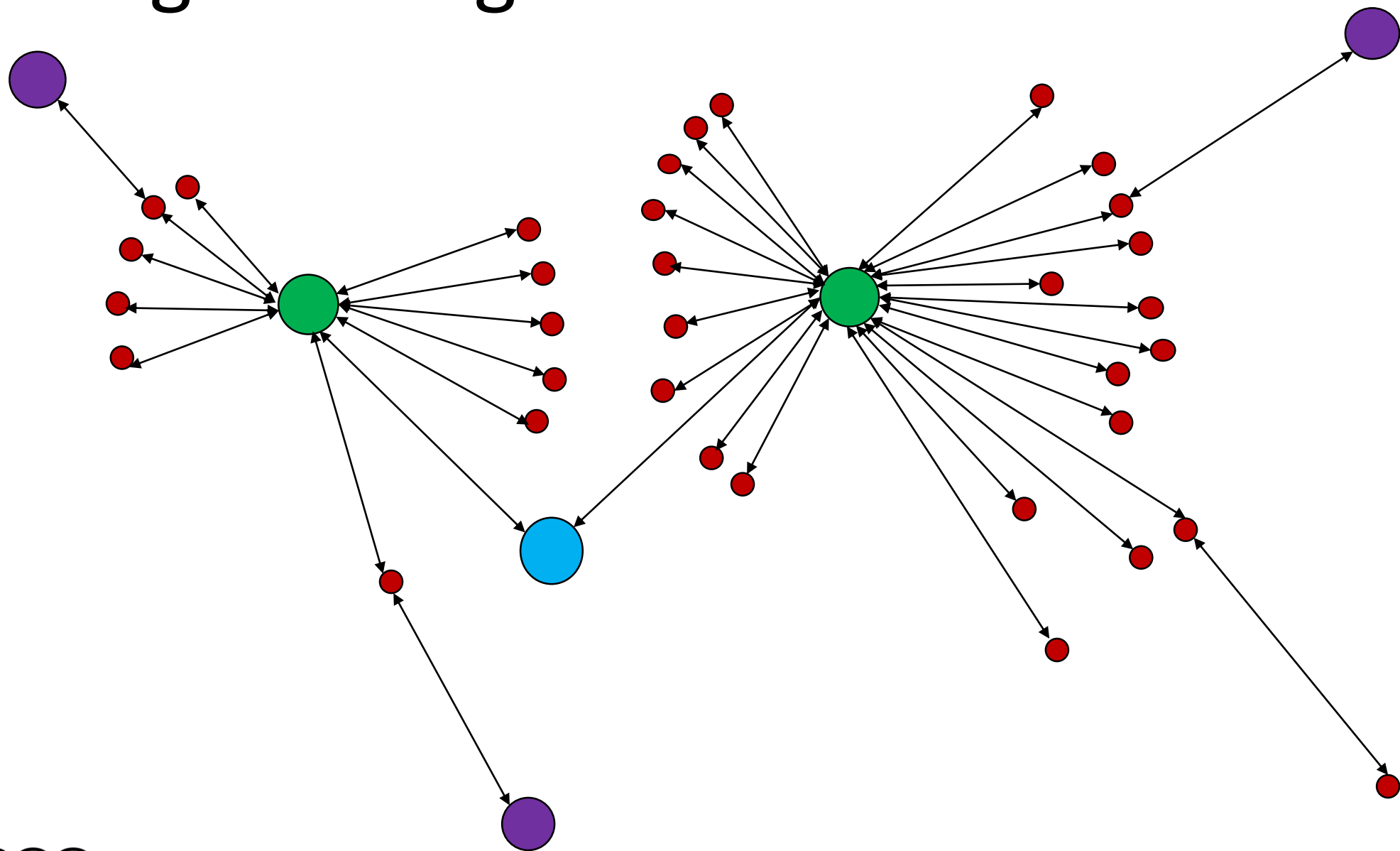


Why Informal Networks Matter

- Foster innovation through non-traditional (but highly-functional) practices
 - Google 80:20 requirement, 3M 15% Rule
- Serve as learning mechanisms for the spread of best practices
 - Peers training peers
 - Identify hidden skills
- Accumulate and archive wisdom (institutional memory)



Building a Sociogram



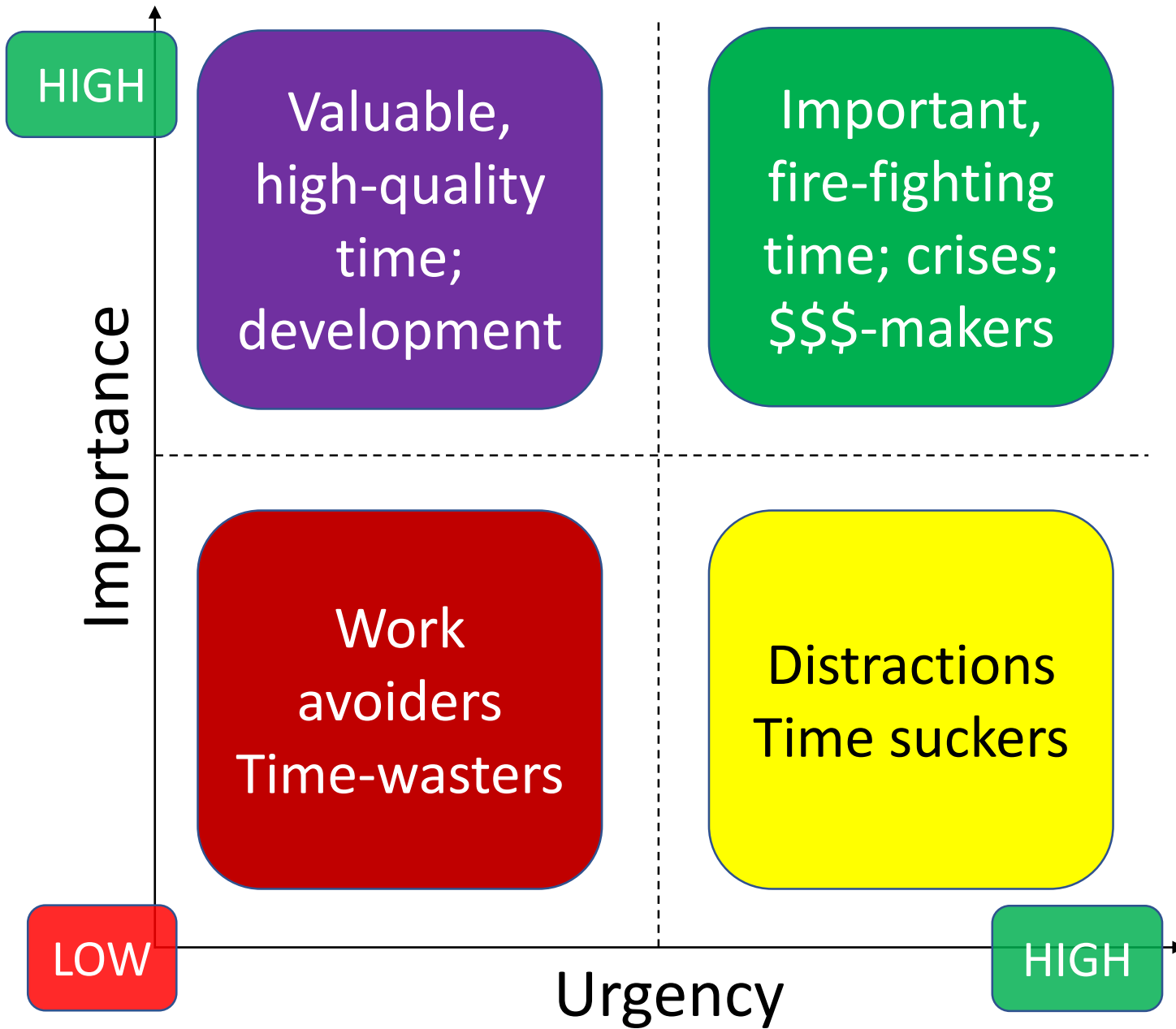
Remember These?



ROUTING SLIP

Please read, initial, and
forward to next name on list

~~Rich Meyer~~ RM
~~Warren Wilson~~ WW
~~George Vasquez~~ GV
~~Kenn Sato~~ KS
~~Debbie Long~~ DL
~~Dennis McCooey~~ MC
~~Ana Alvarez~~ A
~~Bob Taylor~~ B
~~Rock West~~ RW
Dewey Long



Be deliberate about time usage—for you AND your staff.

Do an activity inventory—
What do people spend most of their time doing?

How to Be a Change Hero (for Everyone!)

- Create and communicate the vision
 - Understand your audience and articulate your ideas in ways that resonate with what they are concerned with: **WHY**, not **WHAT**
 - Just because you think something is important doesn't mean they will—and vice-versa
- Create a sense of urgency around the need for change
- Remove obstacles
- Create short-term wins
 - Build on them
- Anchor changes in the corporate culture

How to Be a Change Hero (for Everyone!)

- Identify your span of control and influence
 - *Probably greater than you realize*
- Seek out champions
 - Recognize hidden skills, assets
- Challenge your own beliefs and assumptions
 - What's real? What's dogma?
- *Finally, make change the responsibility of everyone in the organization*



Thank you!

Steven Shepard

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The Future of Oral Health in America



Marko Vujicic, PhD
Chief Economist and Vice President
ADA Health Policy Institute



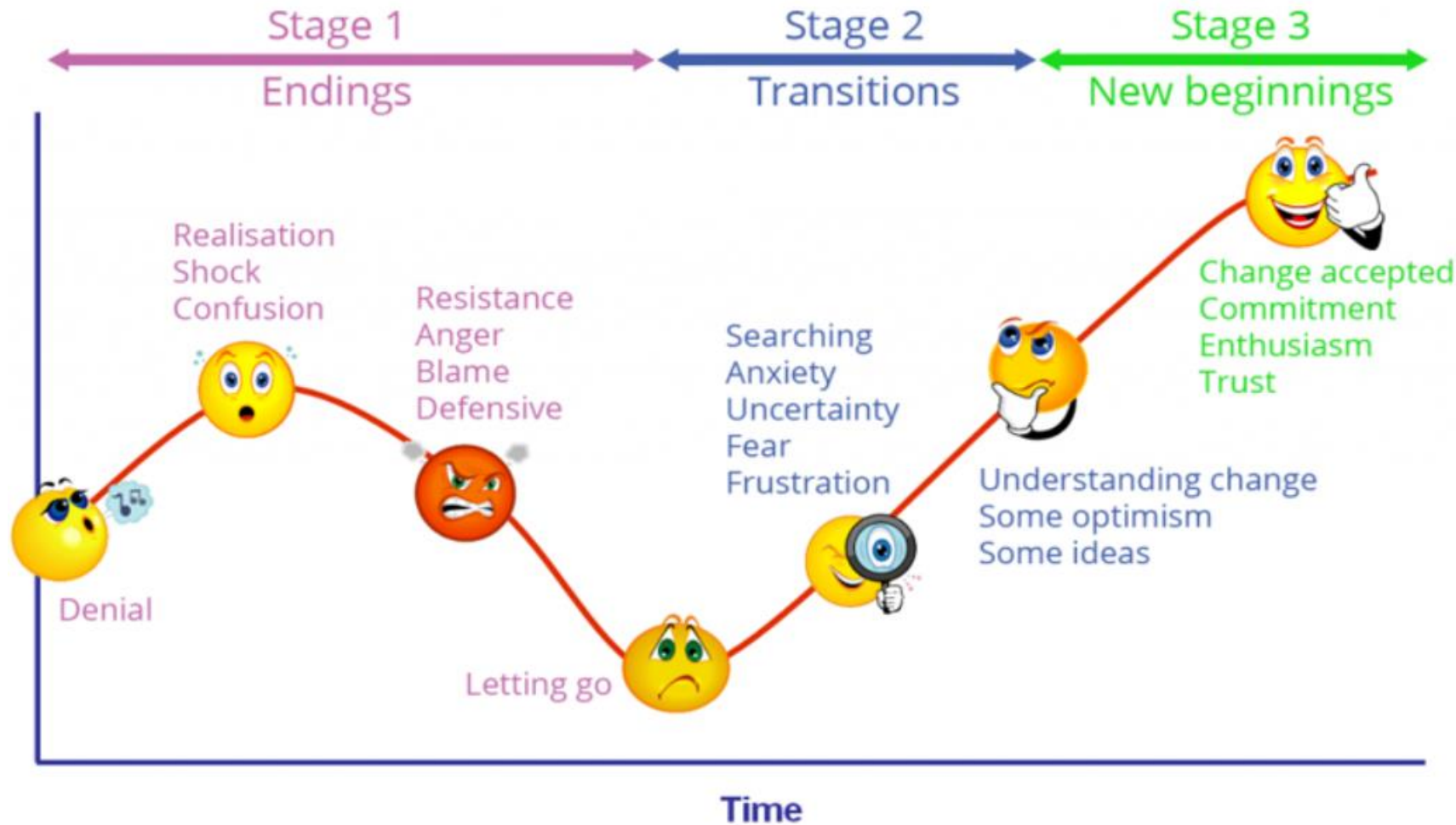
Dave Preble, DDS, JD, CAE
Chief Strategist and Senior Vice President
ADA Practice Institute

Today



- 1. Update on some key trends in oral health in America*
- 2. Some soul-searching questions about organized dentistry's vision for the future*

This Will Probably Get Uncomfortable....That's OK



Recognize your emotions around change!

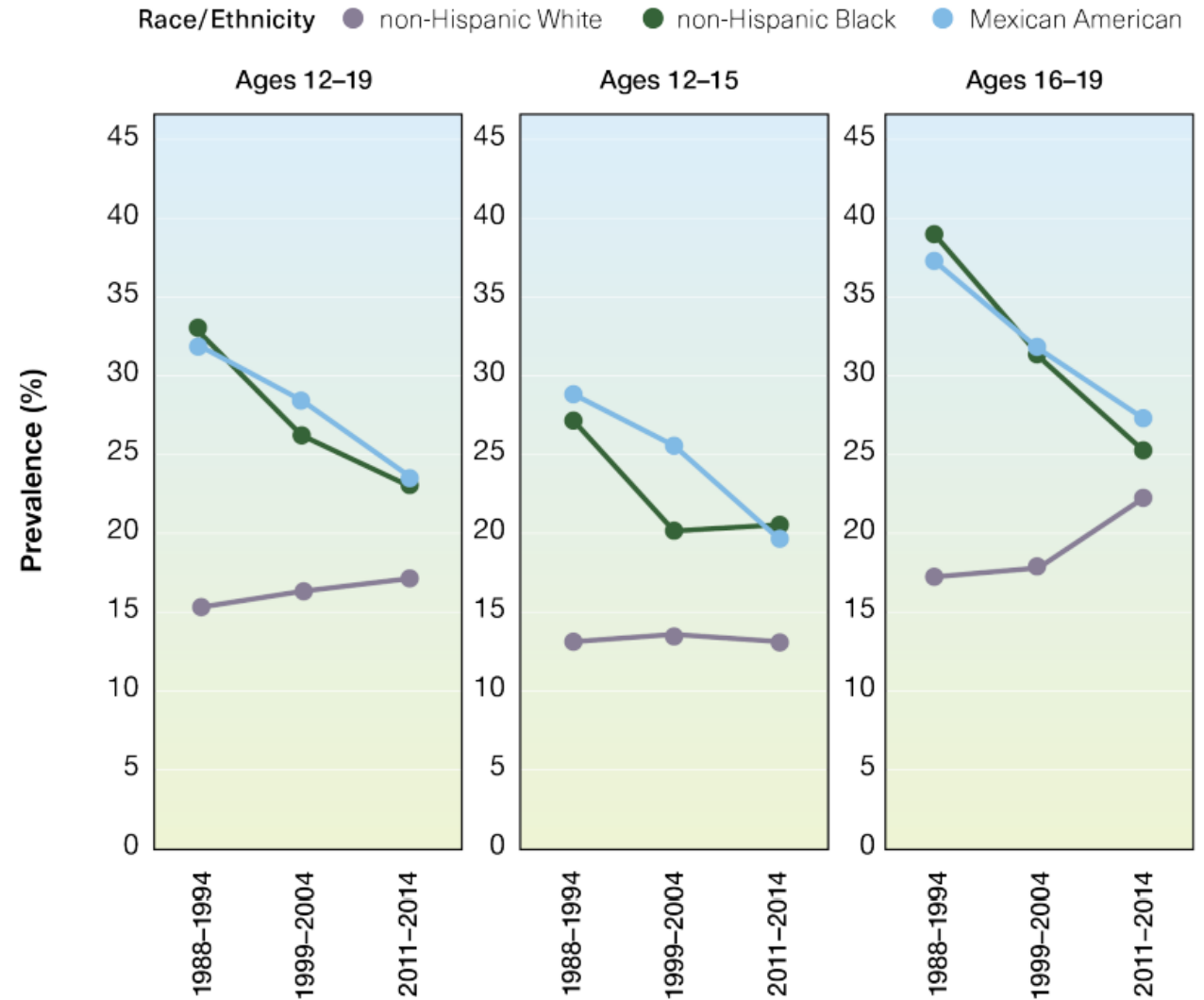
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Key Takeaways We Want to Highlight

1. **Mouth is connected to body.** Lots of new, compelling evidence today about oral health's link to overall health and well-being, health care costs, and the economy.
2. **Big gains in oral health among kids.** Steady improvements in most oral health measures, big increases in dental care visits. Largest gains have been among low-income children and non-white children. These improvements driven by significant expansions of dental coverage for kids, primarily through public programs.
3. **Much less progress for adults and seniors.** For working-age adults, oral health outcomes have not improved. Dental care use has been declining very slowly. Disparities by income and race have been stable. For seniors, some improvements in some oral health outcomes, but mostly among the wealthy.
4. **Cost barriers are really important.** Dental care stands out from other health care services in terms of being unaffordable. Working-age adults, especially low-income adults, face the highest cost barriers to dental care. Cost is the top reason adults and seniors do not go to the dentist.
5. **Big picture**, the current model of dental care delivery and financing is working fairly well for three groups of people: kids, middle- and upper-income adults and seniors, and providers. There is huge upside to expand the patient base...but it will take a big departure from the status quo.

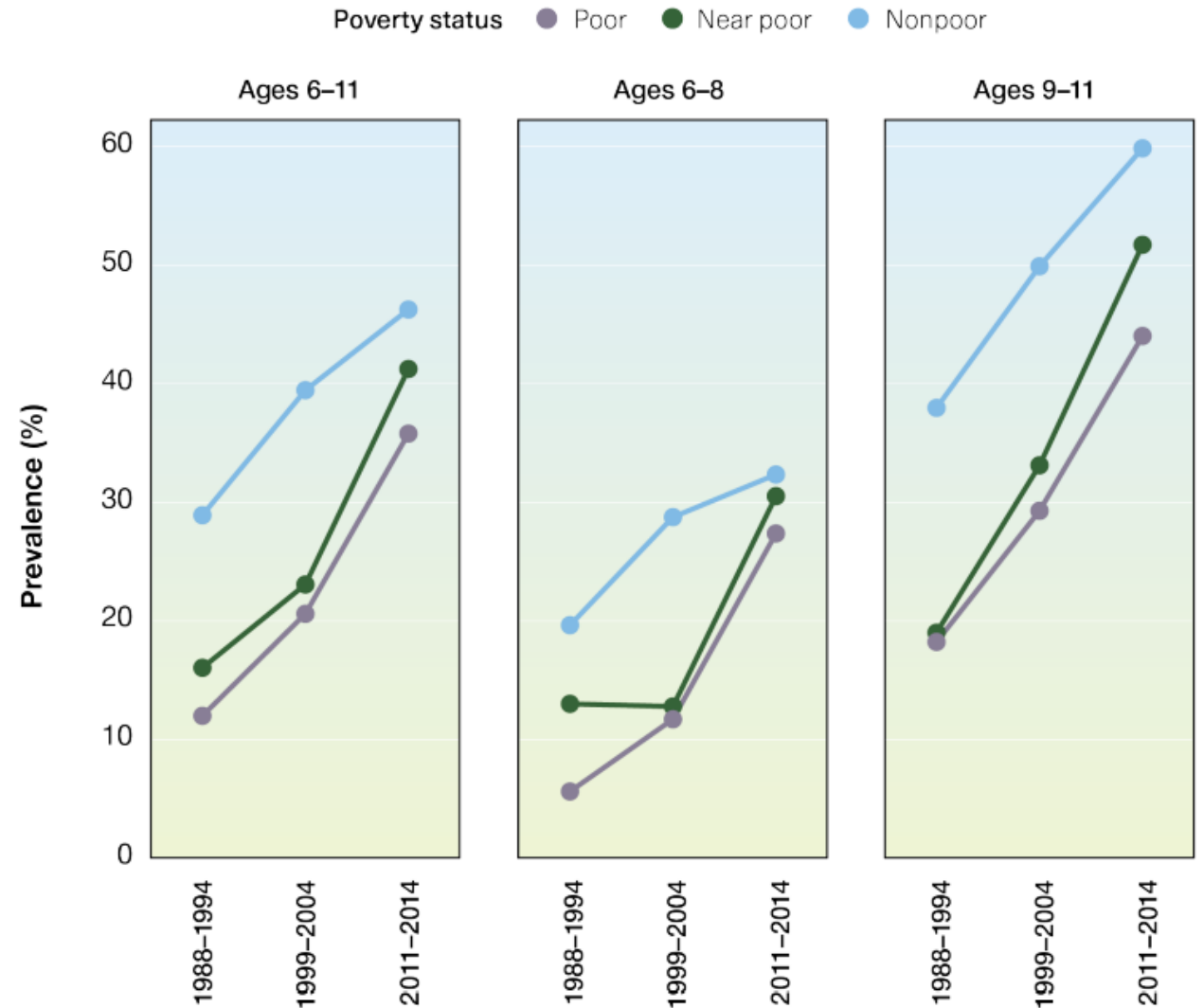
Prevalence of Untreated Caries – Children

There have been major reductions in untreated caries among non-white adolescents. Disparities by race are narrowing.



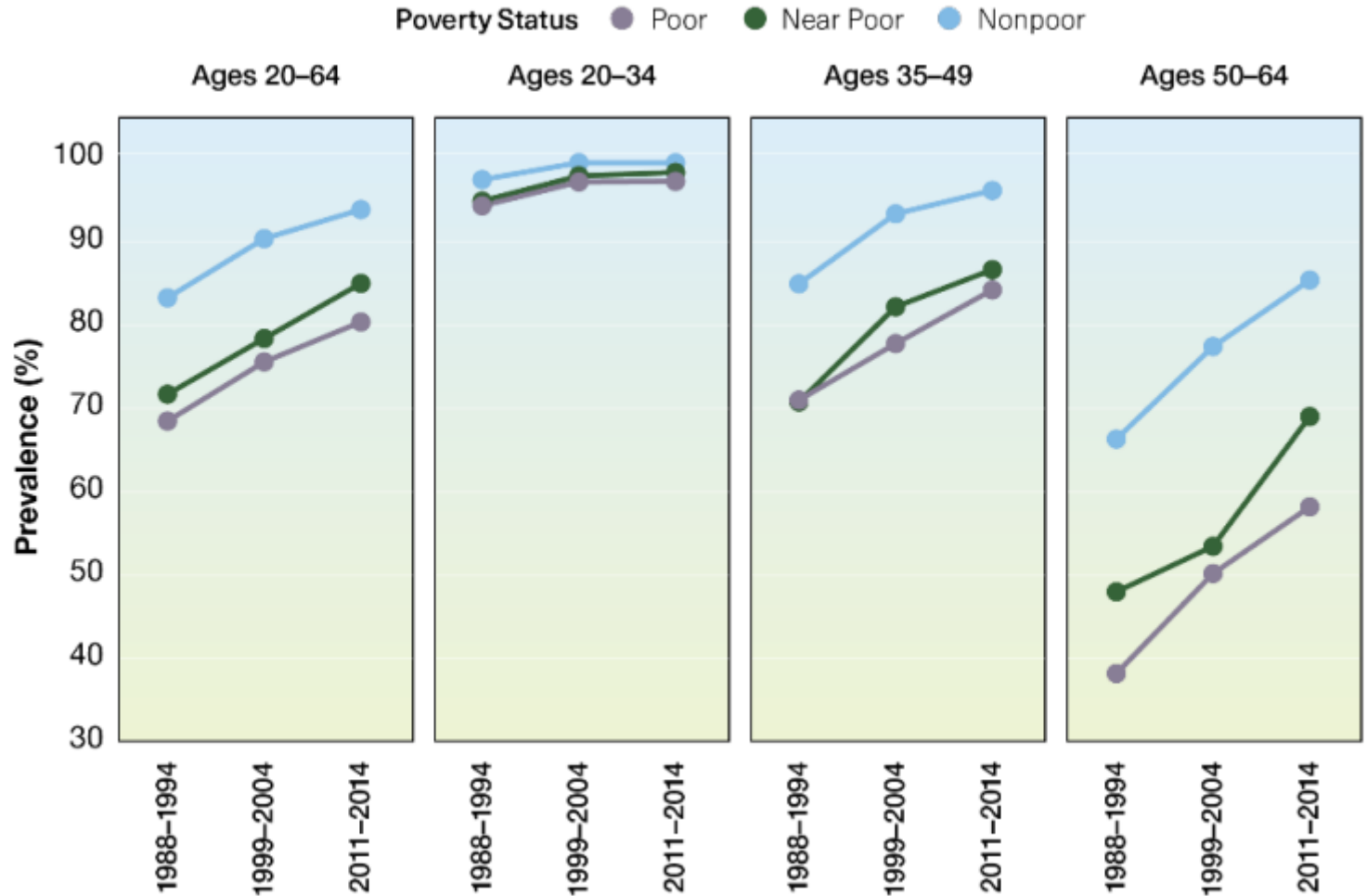
Prevalence of Dental Sealants – Children

Sealant use has increased, particularly for low-income children. Disparities by income are narrowing.



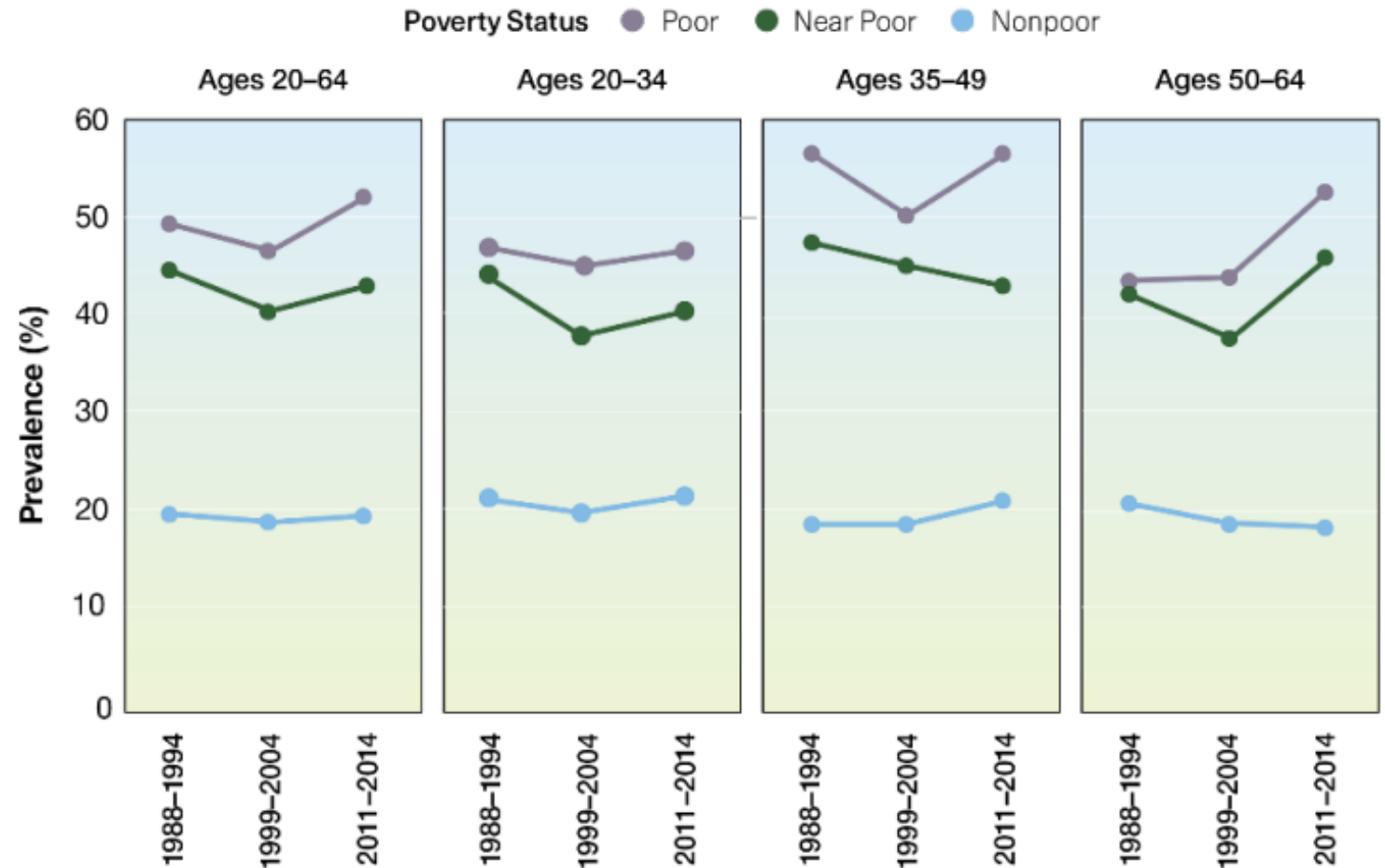
Prevalence of Functional Dentition – Adults

There have been gains in functional dentition. Disparities have not narrowed over time, unlike for children. In addition, as people age, these disparities magnify.



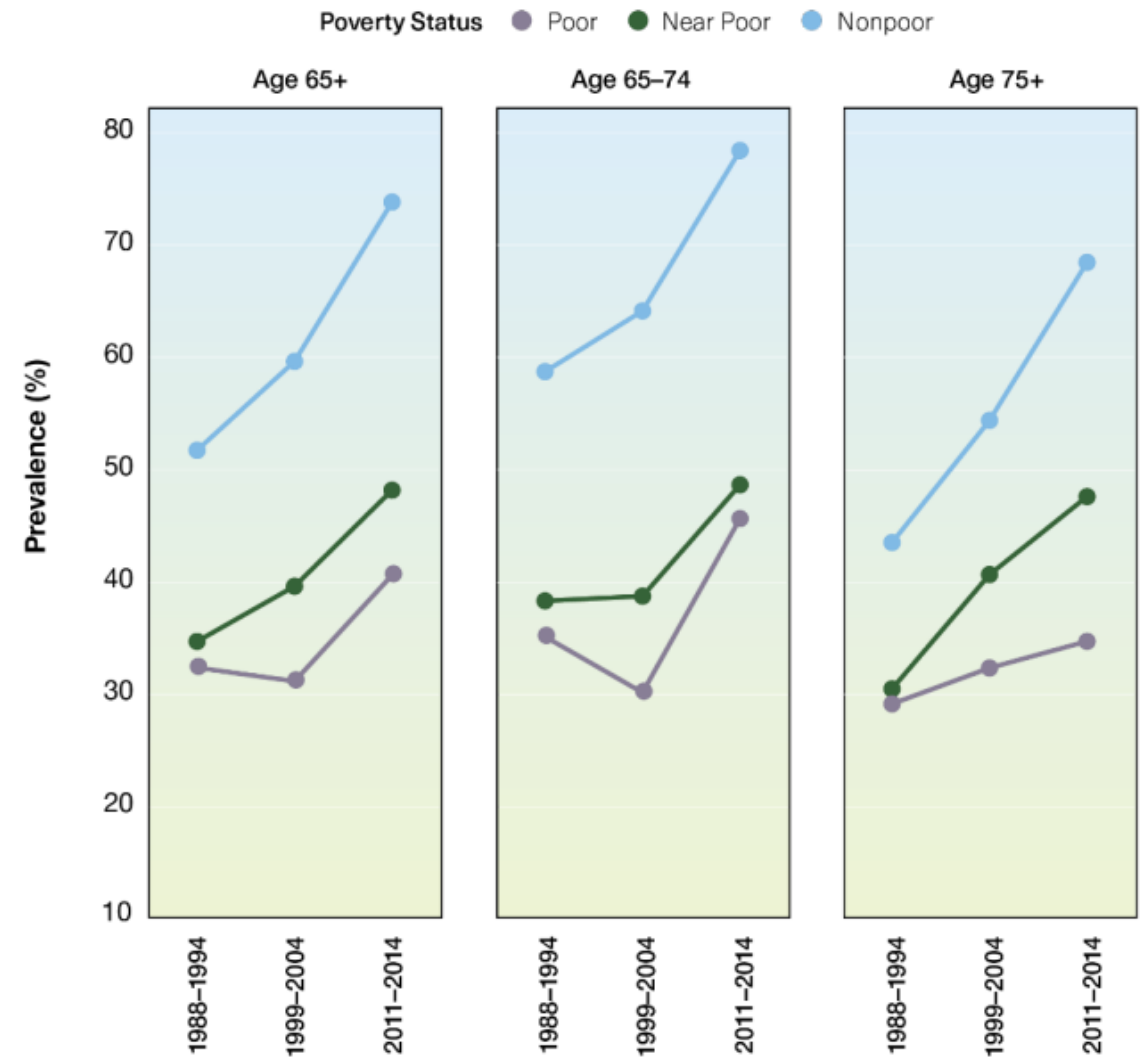
Prevalence of Untreated Caries – Adults

Untreated caries rates have not changed much, and if anything, have increased for low-income adults. Disparities by income have widened.



Prevalence of Functional Dentition – Seniors

There have been gains in functional dentition, most significantly for high-income seniors. Disparities by income are widening.



Half the Population Not Seeing a Dentist Regularly



About **40-50%** of the U.S. population visit the dentist within the year.

Rates have increased among kids and seniors, decreased among adults.

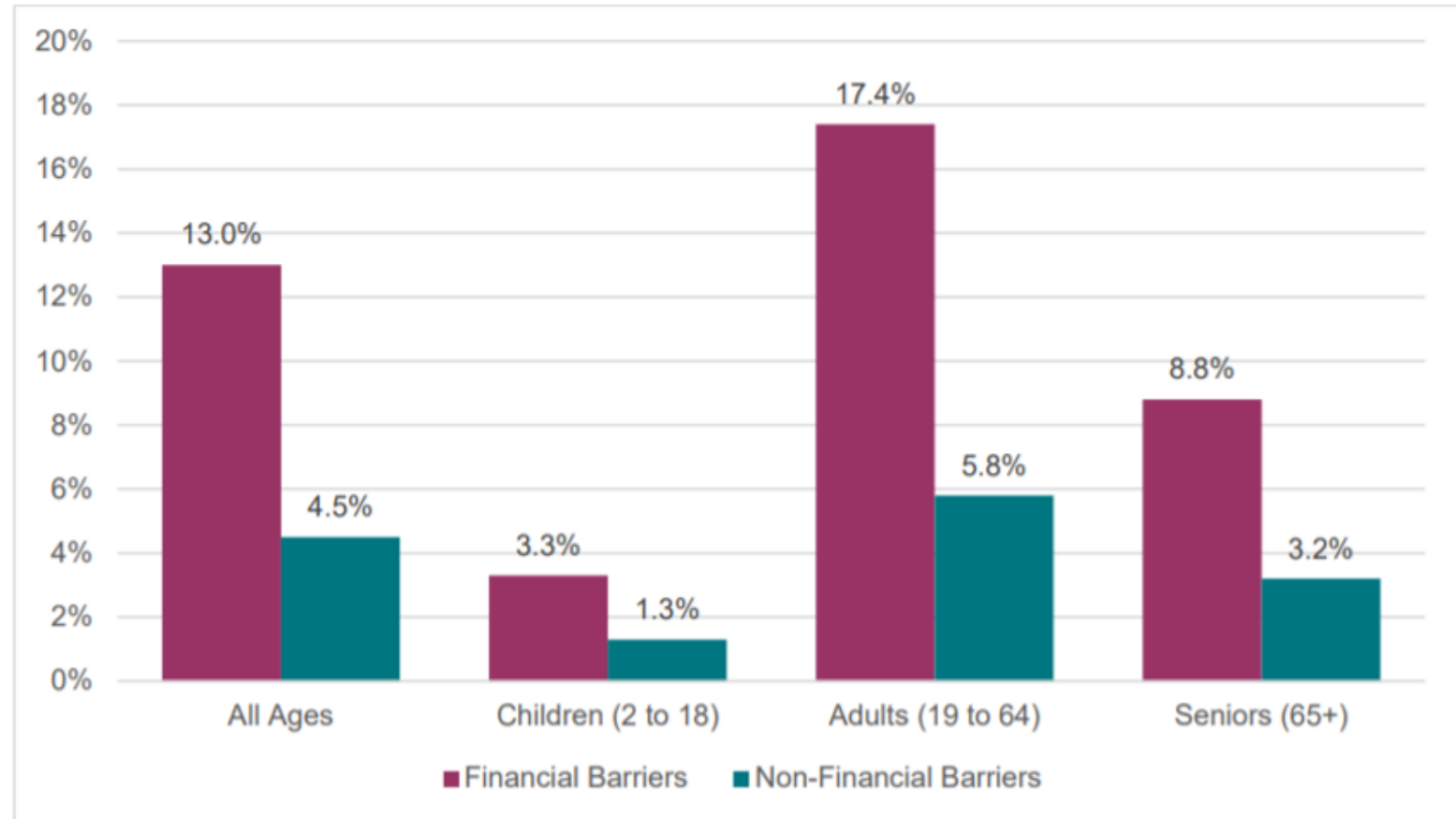


Why Don't More People Visit the Dentist?

By far, cost barriers are much more important than any other type of barrier when it comes to visiting the dentist.

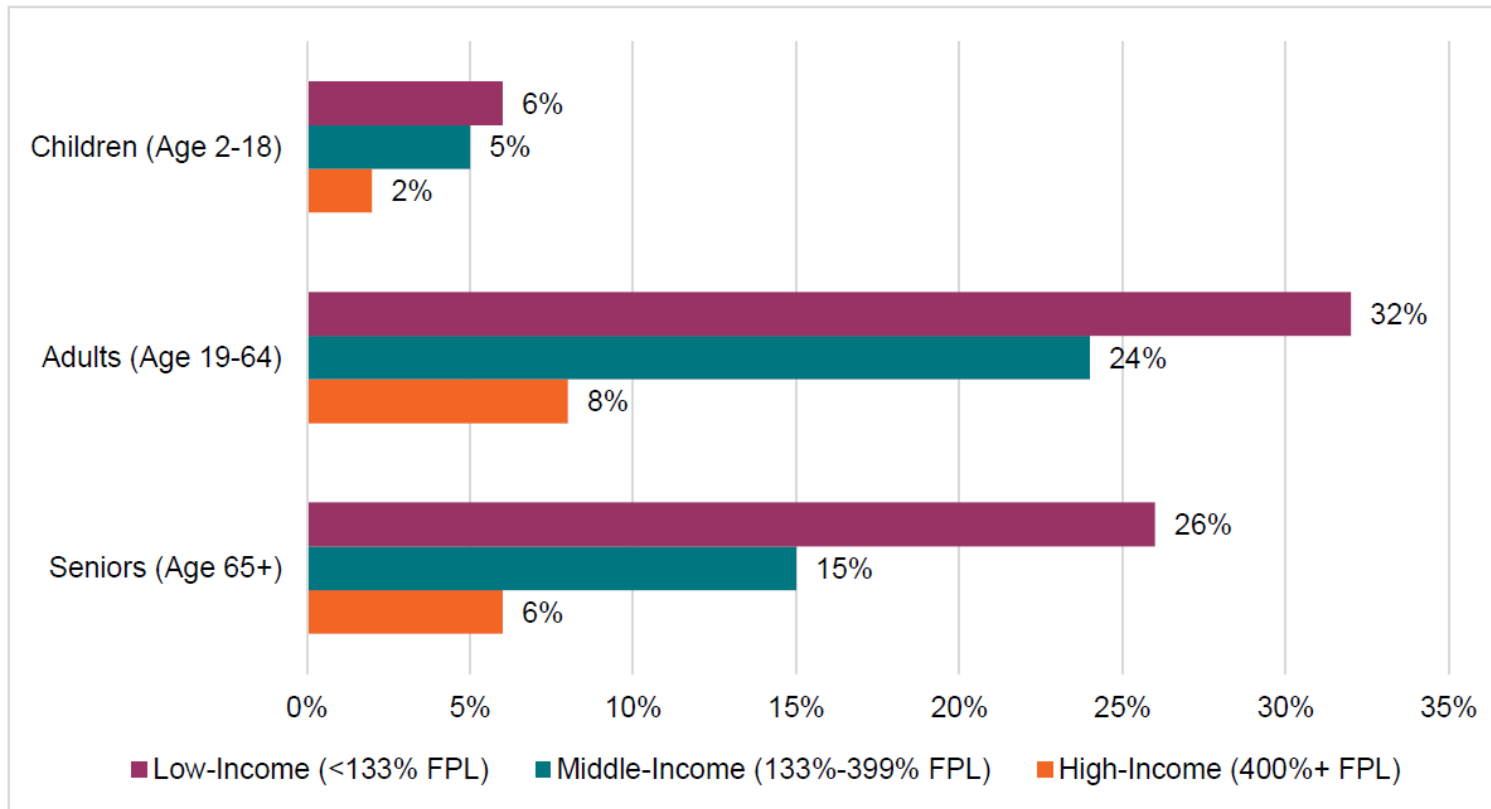
Adults face more barriers to dental care than children and seniors.

Percentage Indicating Financial and Non-Financial Barriers to Needed Dental Care



Low-Income Adults Face the Biggest Cost Barriers

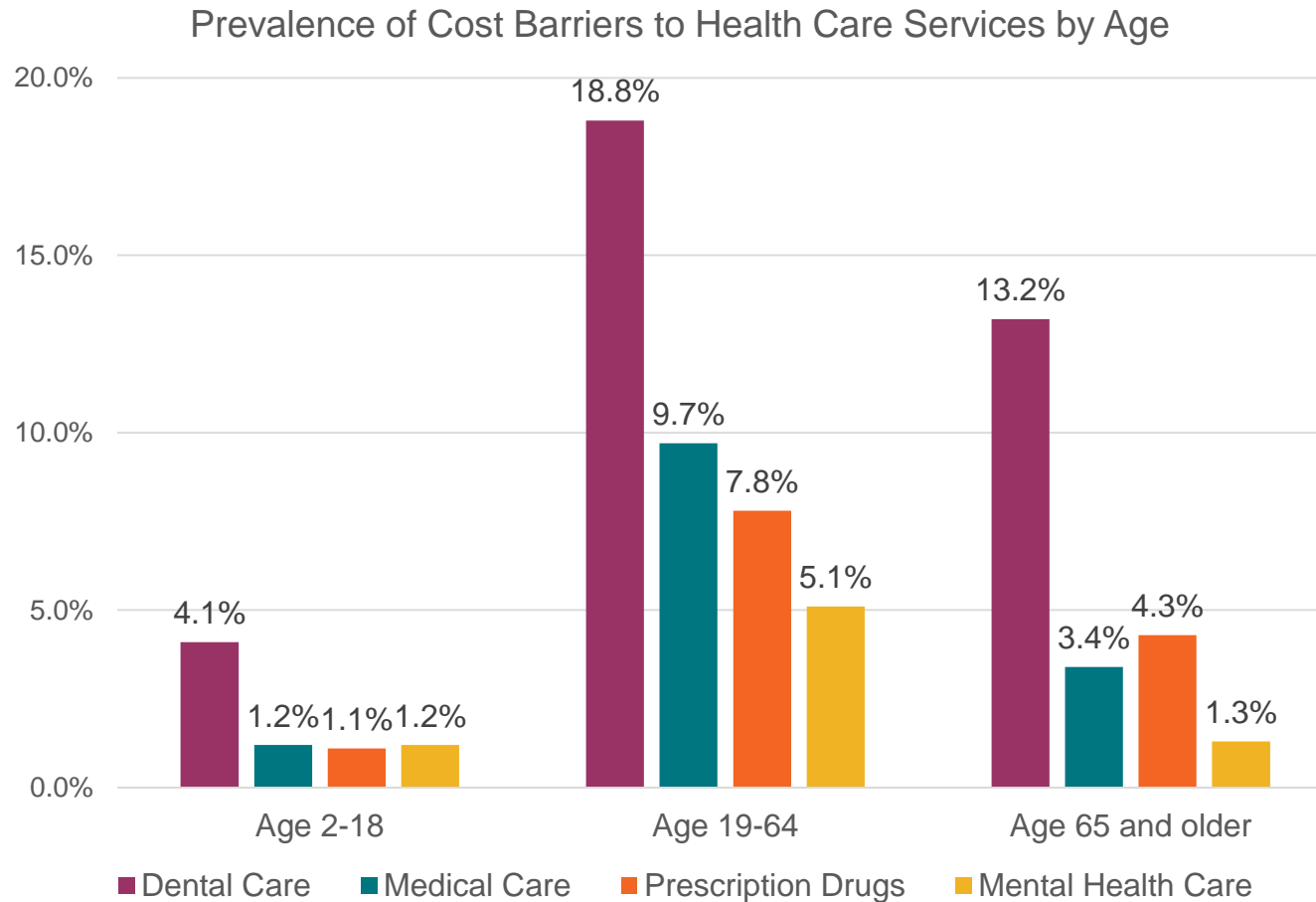
Figure 1: Prevalence of Cost Barriers to Dental Care by Age and Income Level



Of any age and income group, low-income adults face the most significant cost barriers to dental care.

Source: Health Policy Institute analysis of National Health Interview Survey data for 2019. **Note:** Percentages indicate those who needed dental care but did not obtain it in the past 12 months due to cost. FPL: federal poverty level.

Dental Care Stands Out as Being ‘Unaffordable’

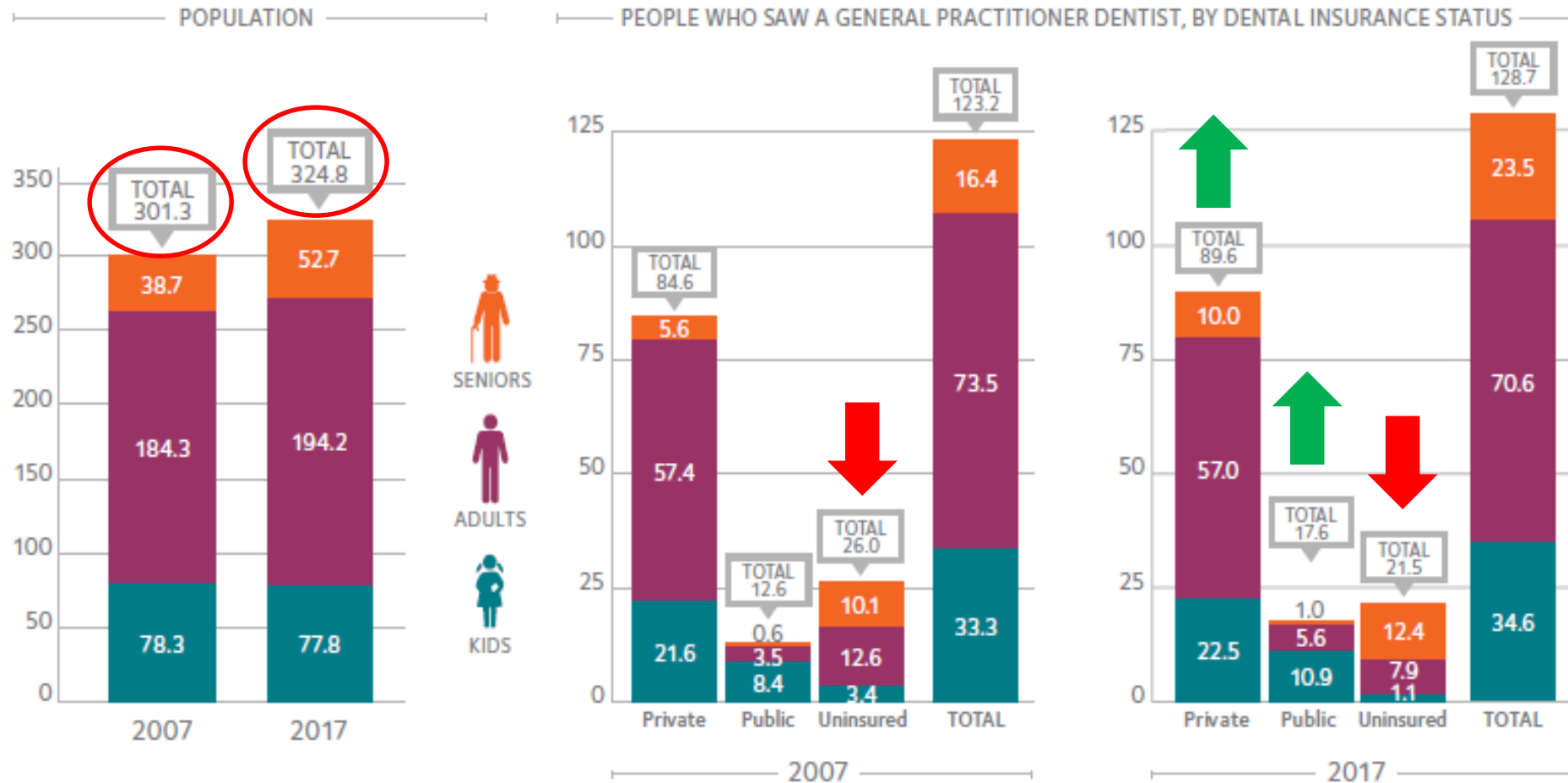


Cost barriers to dental care are higher than for any other type of health care service.

Source: Health Policy Institute analysis of National Health interview Survey data for 2019. Unpublished. **Note:** Percentages indicate those who reported they did not obtain needed services in the past 12 months due to cost.

The Shifting Patient Mix

BREAKDOWN OF THE NUMBER OF AMERICANS VISITING A GENERAL PRACTITIONER DENTIST (IN MILLIONS)



The insured patient base is expanding. Both public and private.

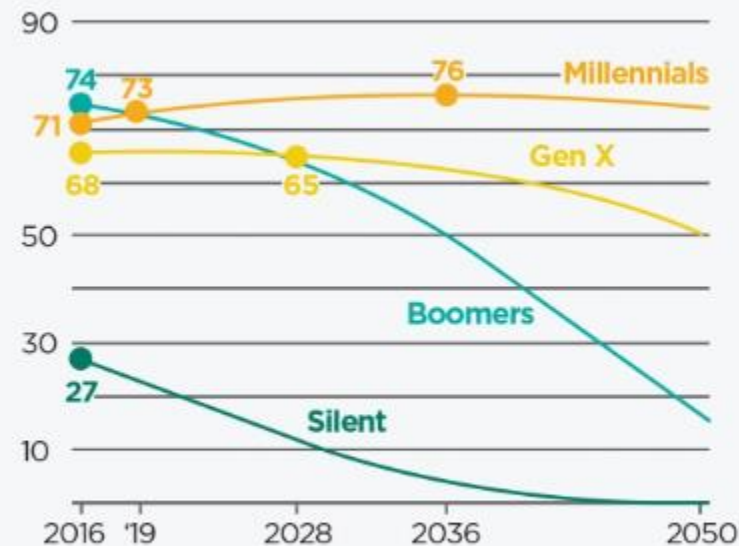
The self-pay patient base is shrinking... and is about to go off of a cliff as senior #s start to decline.

Patient Mindsets are Changing

There is a significant generational shift happening in the U.S. population. Millennials are flexing more economic muscle.

Projected population by generation

In millions



Note: Millennials refer to the population ages 20 to 35 as of 2016.

Source: Pew Research Center tabulations of U.S. Census Bureau population projections released December 2014 and 2016 population estimates.

GEN Z

Born 1997 and later
Age in 2019: 22 and younger

Millennials

Born: 1981 to 1996
Age in 2019: 23 to 38

Gen X

Born: 1965 to 1980
Age in 2019: 39 to 54

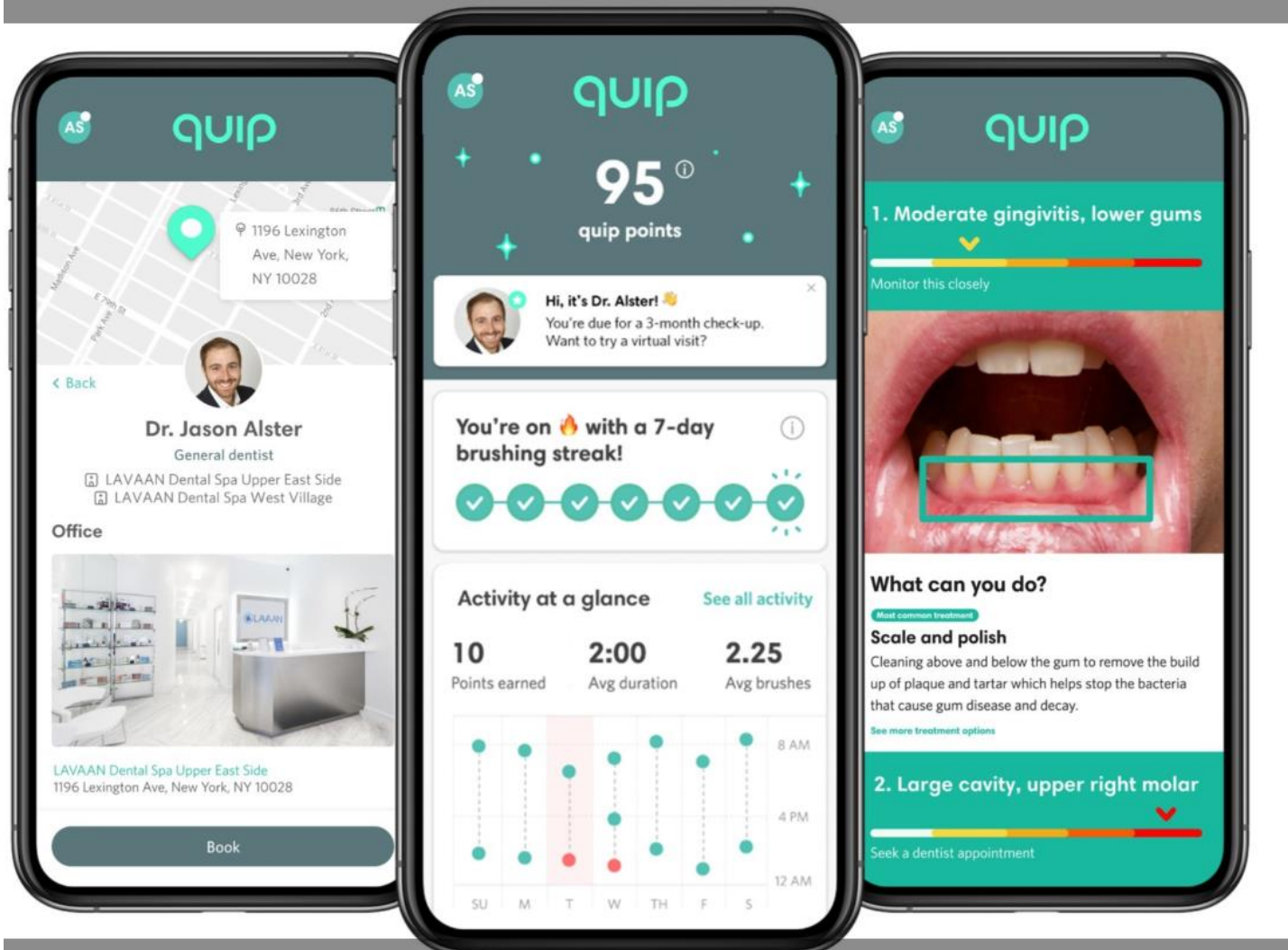
Baby Boomers

Born: 1946 to 1964
Age in 2019: 55 to 73

The Silent Generation

Born: 1928 to 1945
Age in 2019: 74 to 91

A Generational Shift in Patient Mindset

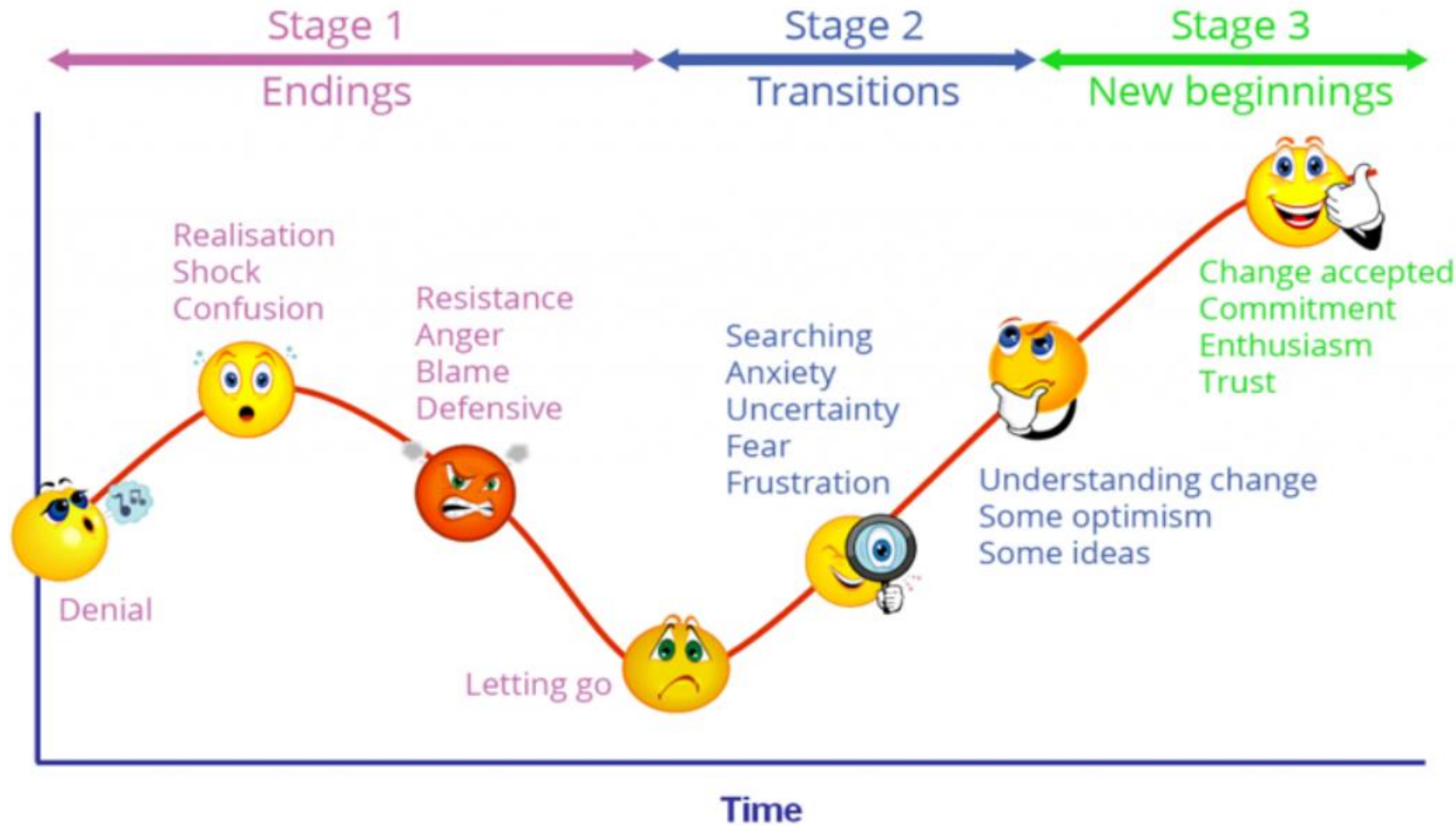


Millennial patients want to interact with health care providers much differently. Get used to it.

The Fork in the Road for the Profession

1. Is our vision that half the population go to the dentist regularly and half do not? Are we OK with that?
2. Do we really feel that dentistry should be considered 'essential' health care under federal and state health policy?
3. How intensively do we want to partner with the medical community to integrate dentistry into primary care?

This Will Probably Get Uncomfortable....That's OK



Recognize your emotions around change!

Thank You!



@ADAHPI

ADA.org/HPI

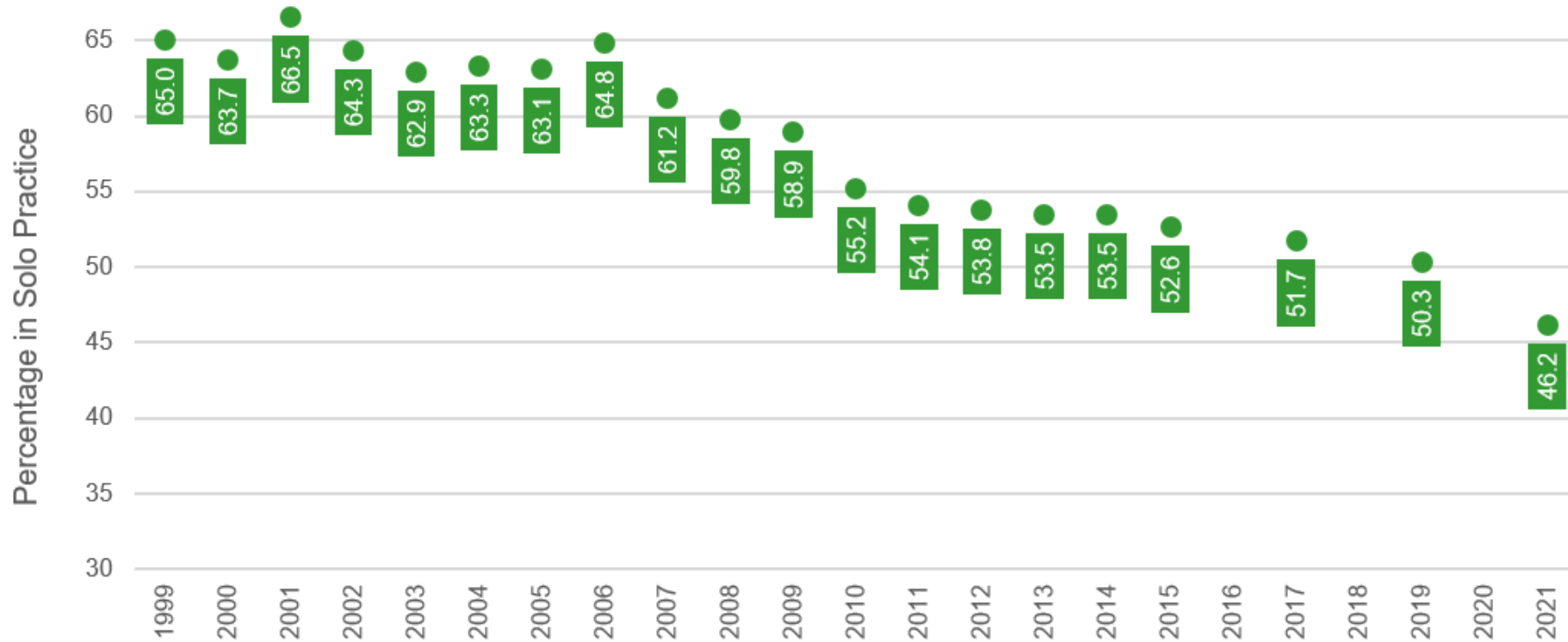
ADA.org/HPIConsulting

hpi@ada.org



ADA American Dental Association®

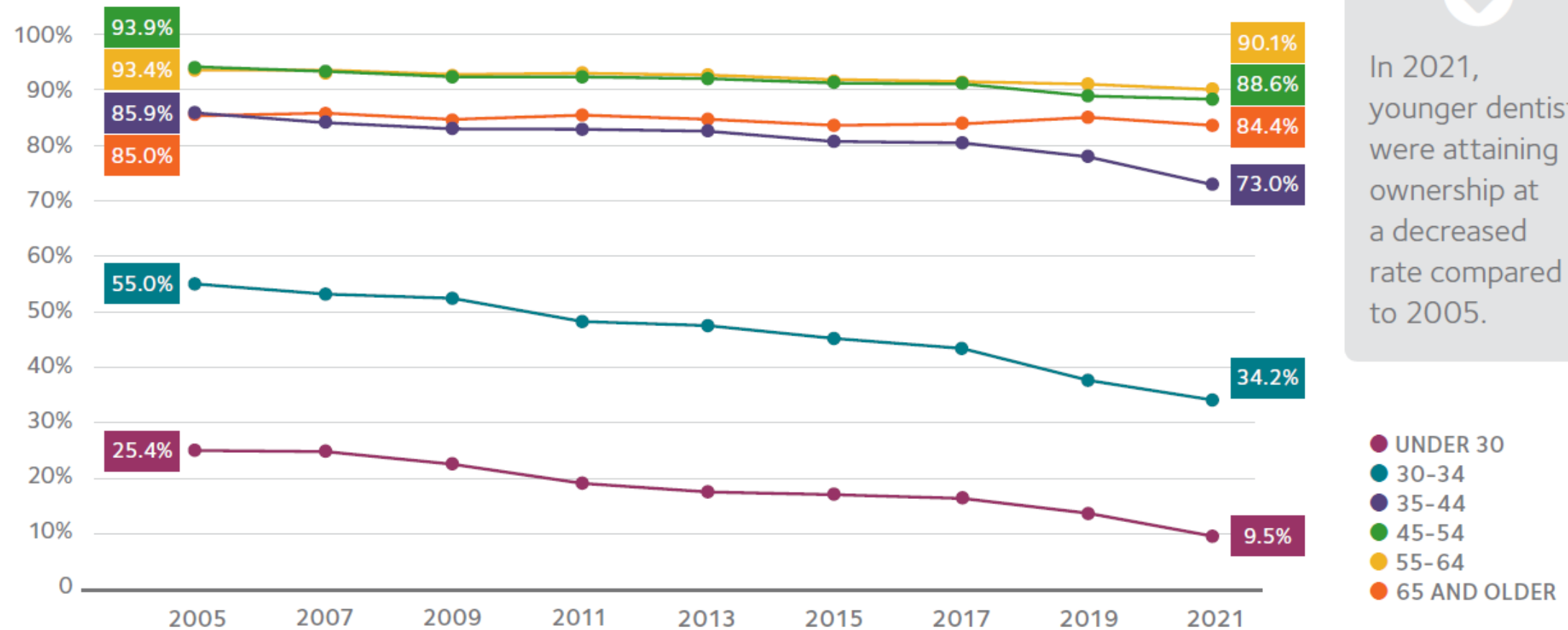
Fewer Dentists are in Solo Practice



Solo practice continues to decline. This trend is accelerating.

Ownership Rates are Declining Fastest for Young Dentists

PERCENTAGE OF DENTISTS IN PRIVATE PRACTICES WHO ARE OWNERS, BY AGE GROUP



Practice Consolidation is Accelerating



10.4%

OF U.S. DENTISTS were affiliated with dental service organizations (DSOs) in 2019. In 2017, it was 8.8%.

How Big are Dental Service Organizations?

BY GENDER

13.3%



FEMALE DENTISTS

8.7%



MALE DENTISTS

BY AGE

20.4%



21-34

13.3%



35-49

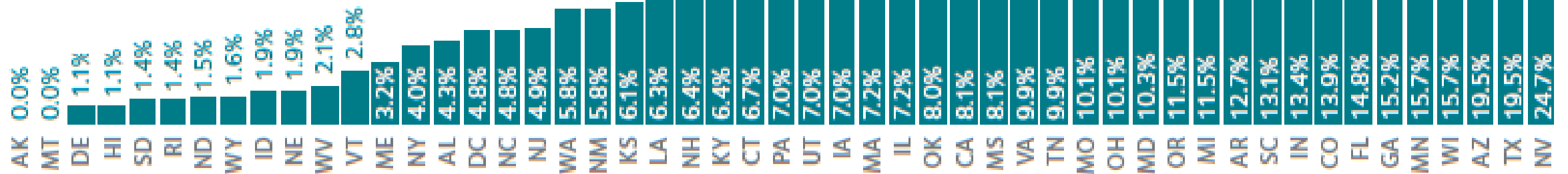
5.4%



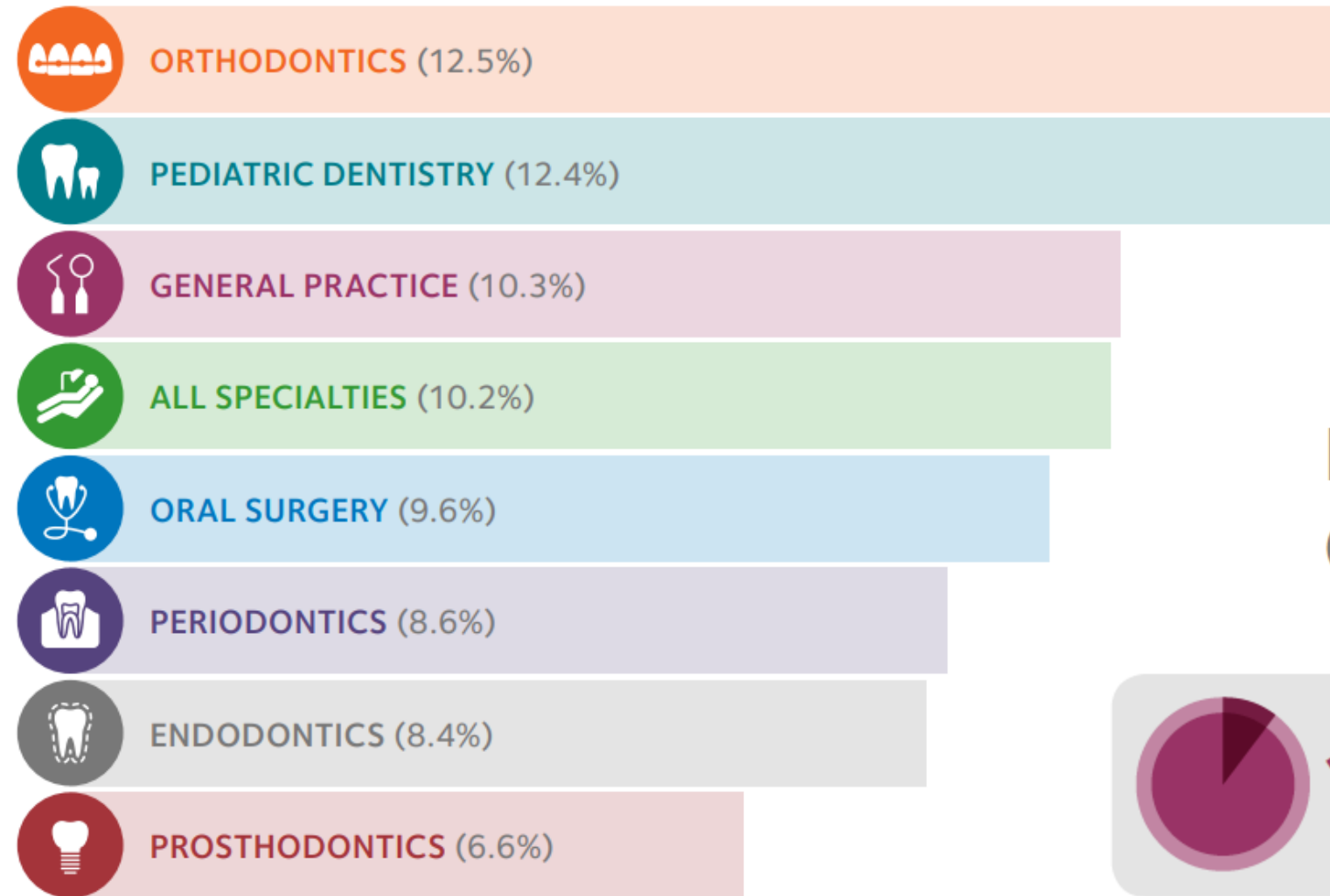
50-64



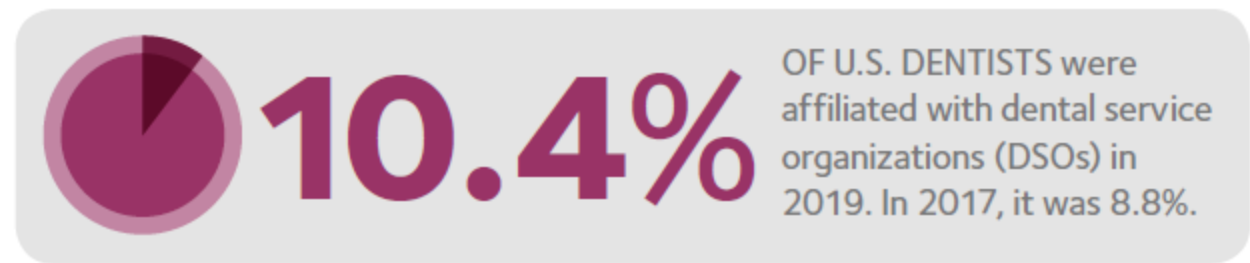
65+



Practice Consolidation is Accelerating

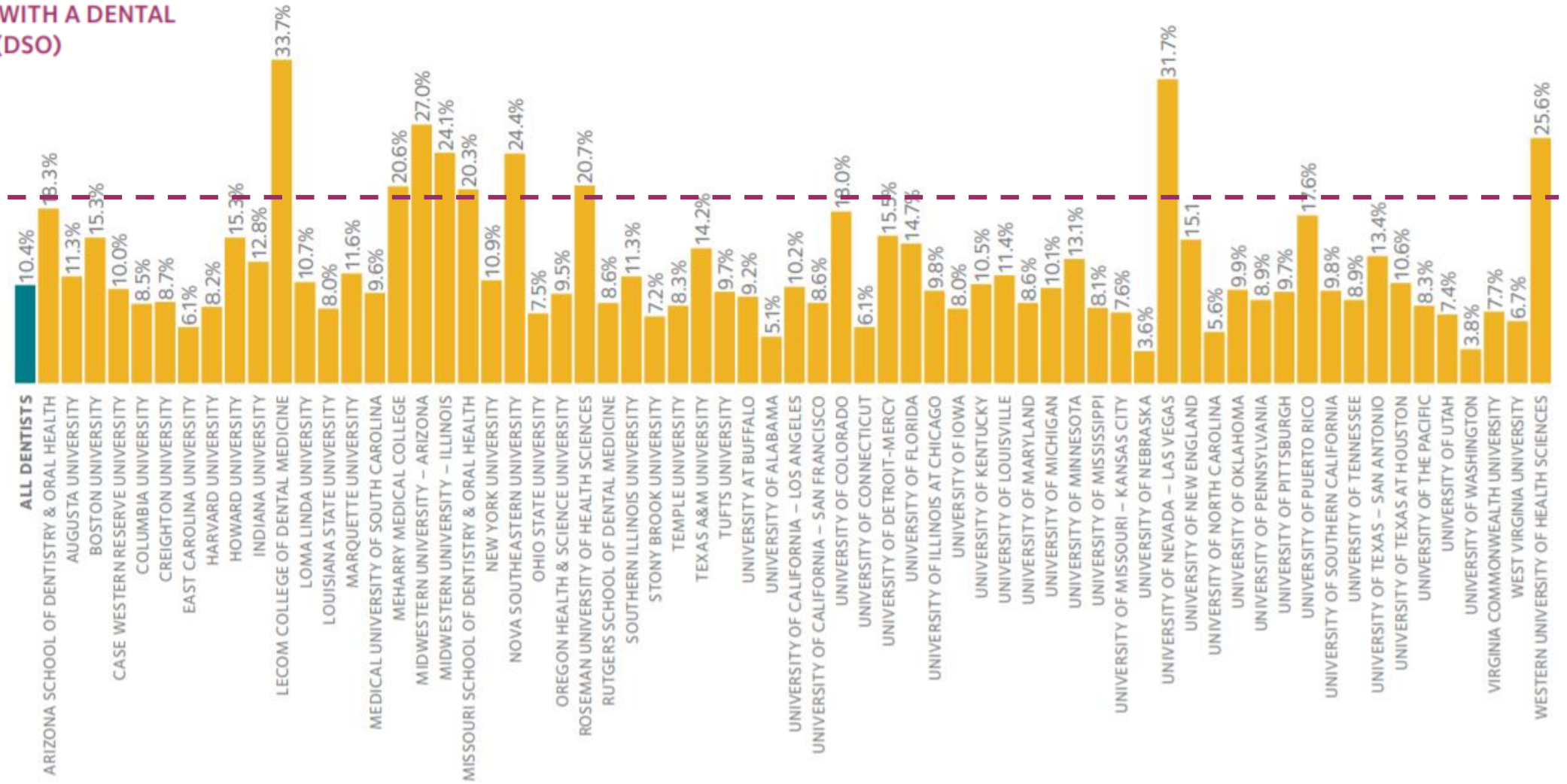


How Big are Dental Service Organizations?



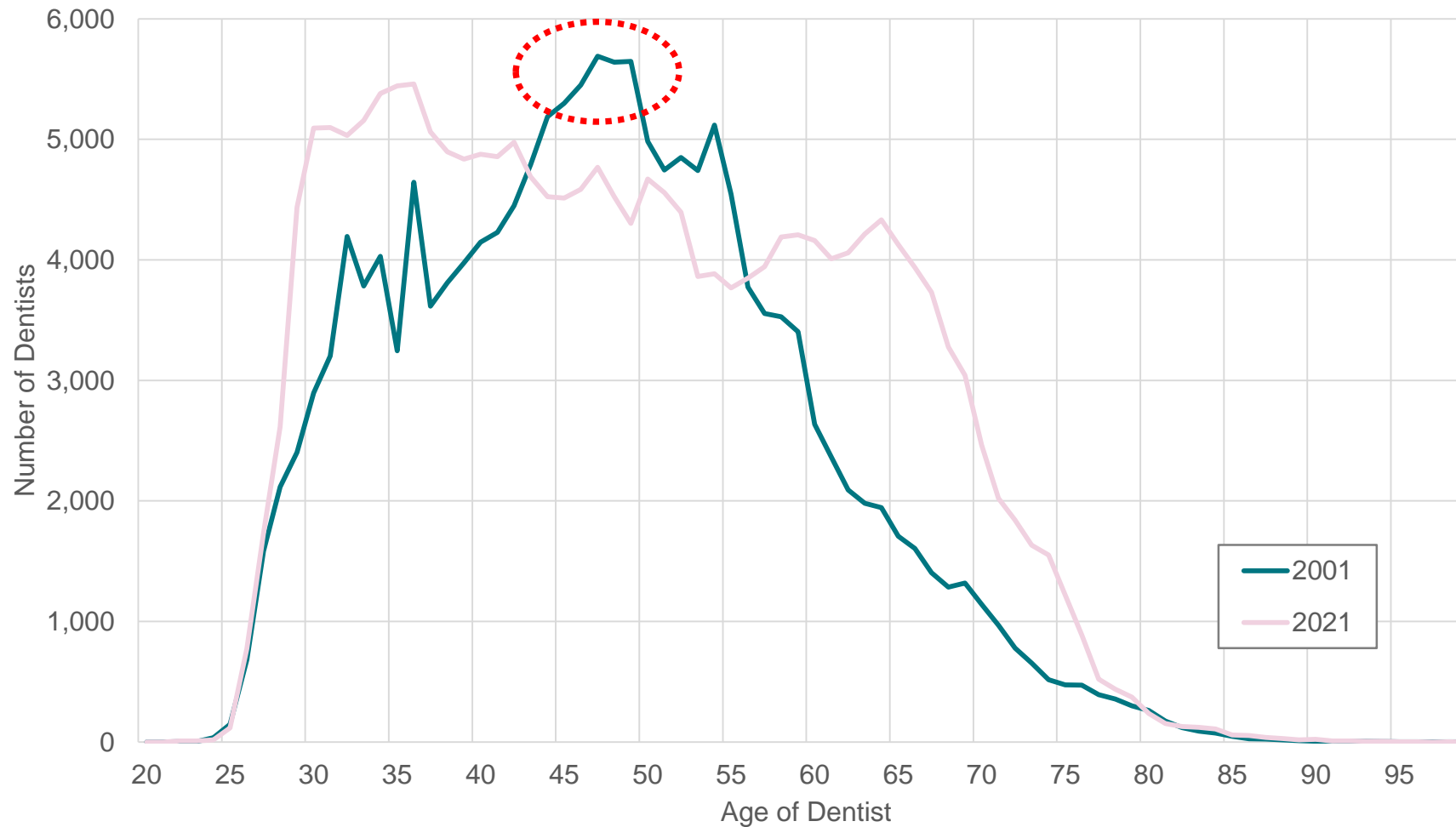
Practice Consolidation is Accelerating

PERCENTAGE AFFILIATED WITH A DENTAL SERVICE ORGANIZATION (DSO)



We Have a Major Generational Divide

Age Distribution of the Dentist Workforce

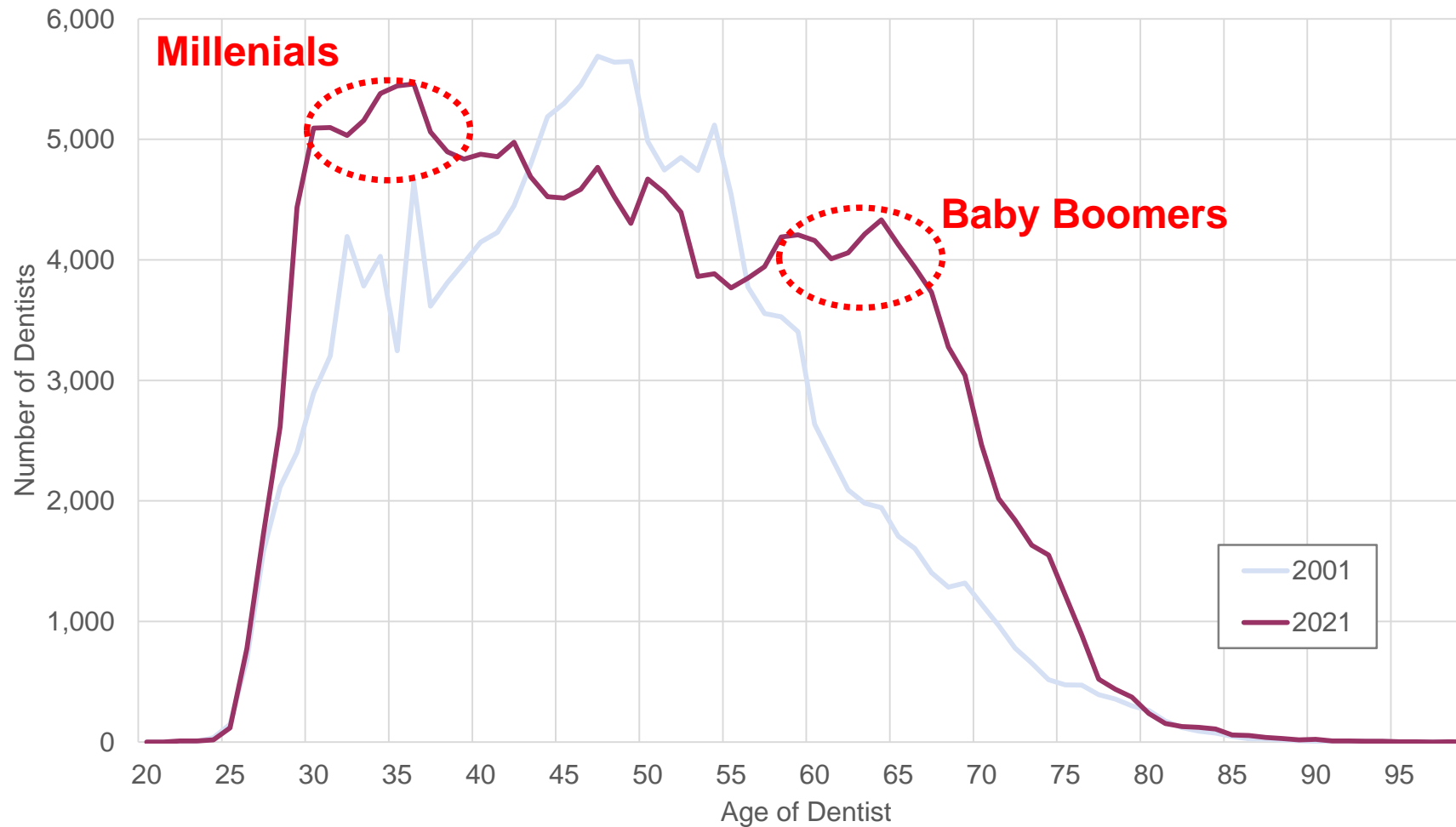


Twenty years ago, there were lots of dentists in their mid-40s.

There were not a huge number of really young or really old dentists.

We Have a Major Generational Divide

Age Distribution of the Dentist Workforce



*Today is different.
There is a clear
generational divide –
lots of retirement
age dentists and lots
of young dentists.*

Networking Break

Thank you to our Sponsor

ADA
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Value and Values: Navigating the Generational Demographic Membership Shift



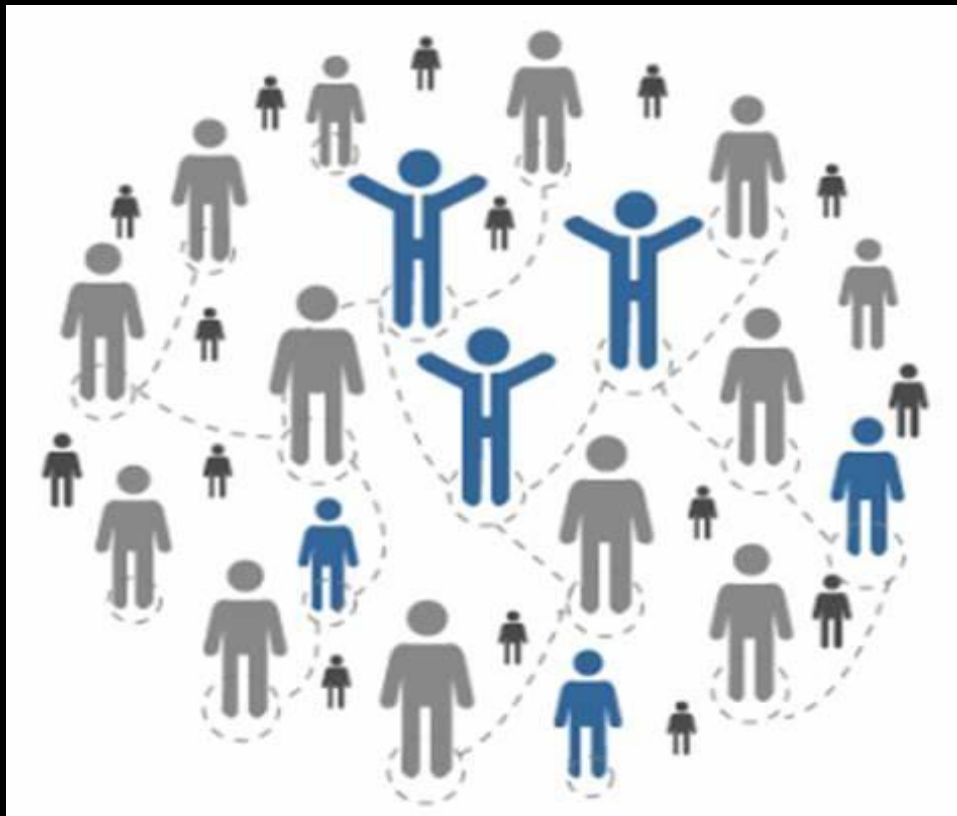
April Kates-Ellison, MS, CAE

Chief Client Services & Tripartite Relations Officer
Member and Client Services, ADA



Stephanie Moritz

Chief Marketing & Communications Officer,
Integrated Marketing and Communications, ADA



**Navigating the Generational
Demographic Membership Shift**


The Path Forward

Data Driven


Research Led

Generational Shift: 2016 – 2031


Declining Generations



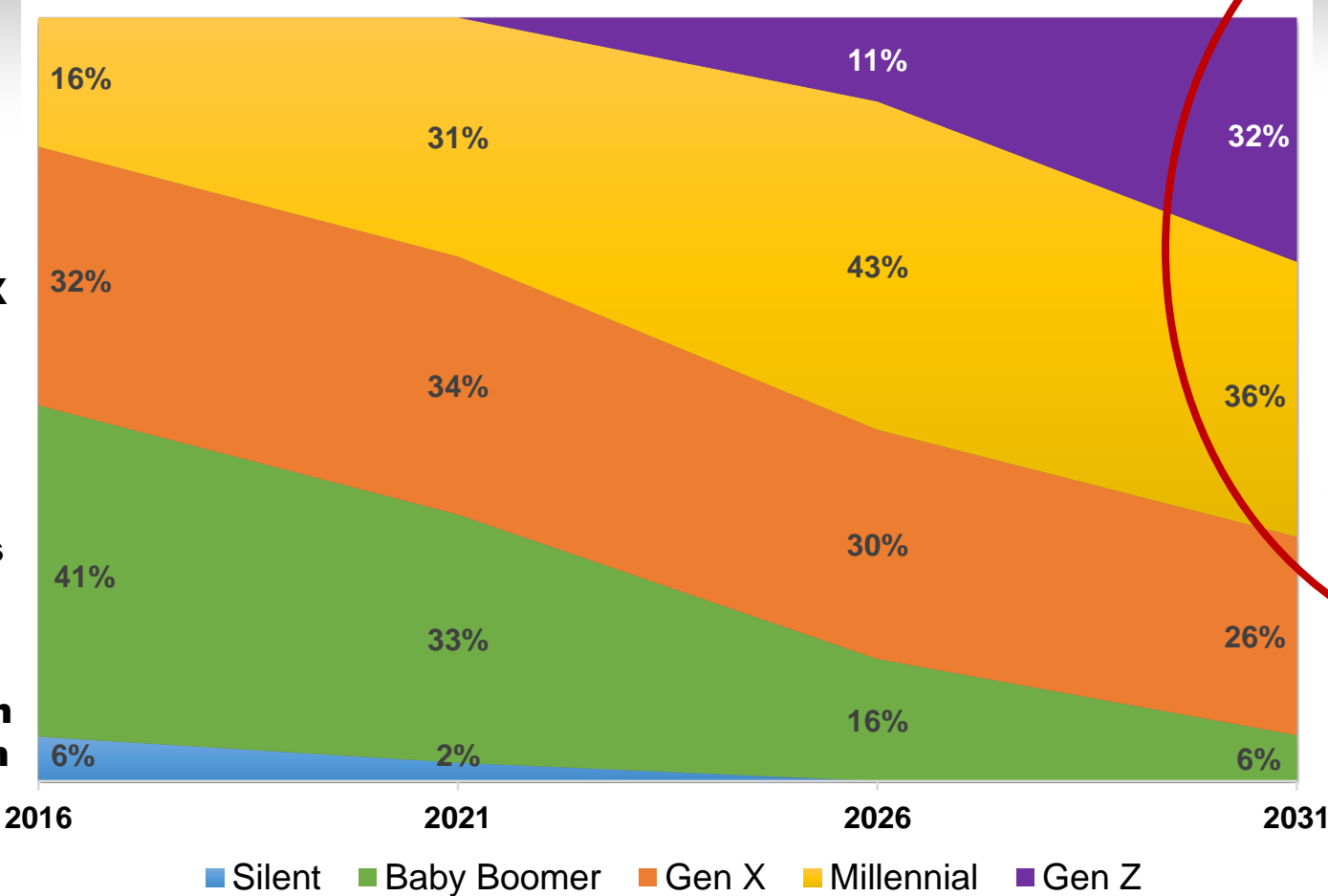
6% decrease in Generation X




35% decrease in Baby Boomers




6% decrease in Silent Generation



Growing Generations

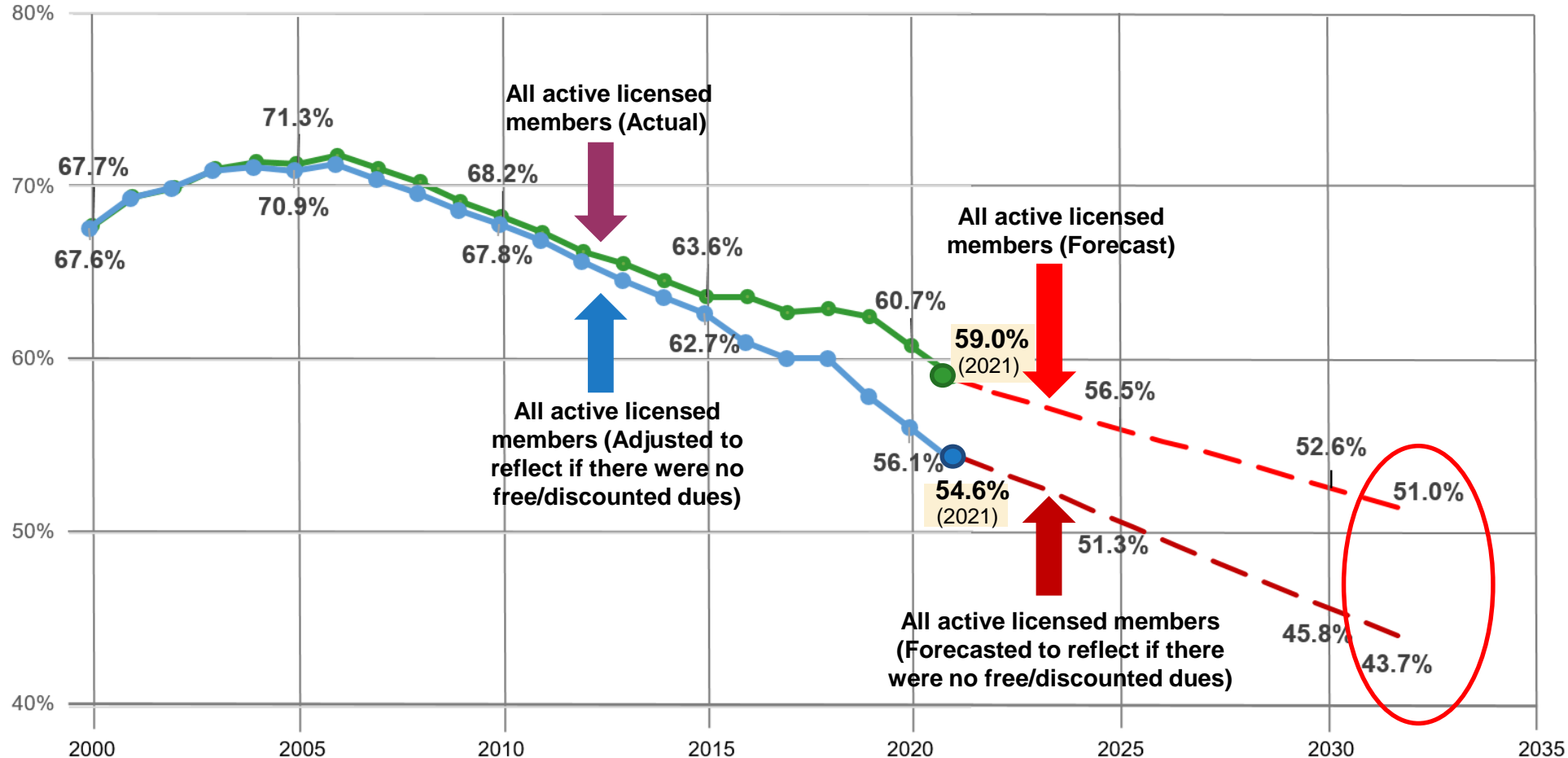


32% increase in Gen Z
50% women
50% diverse



20% increase in Millennials

Actual and Forecasted Market Share: 2000 – 2032

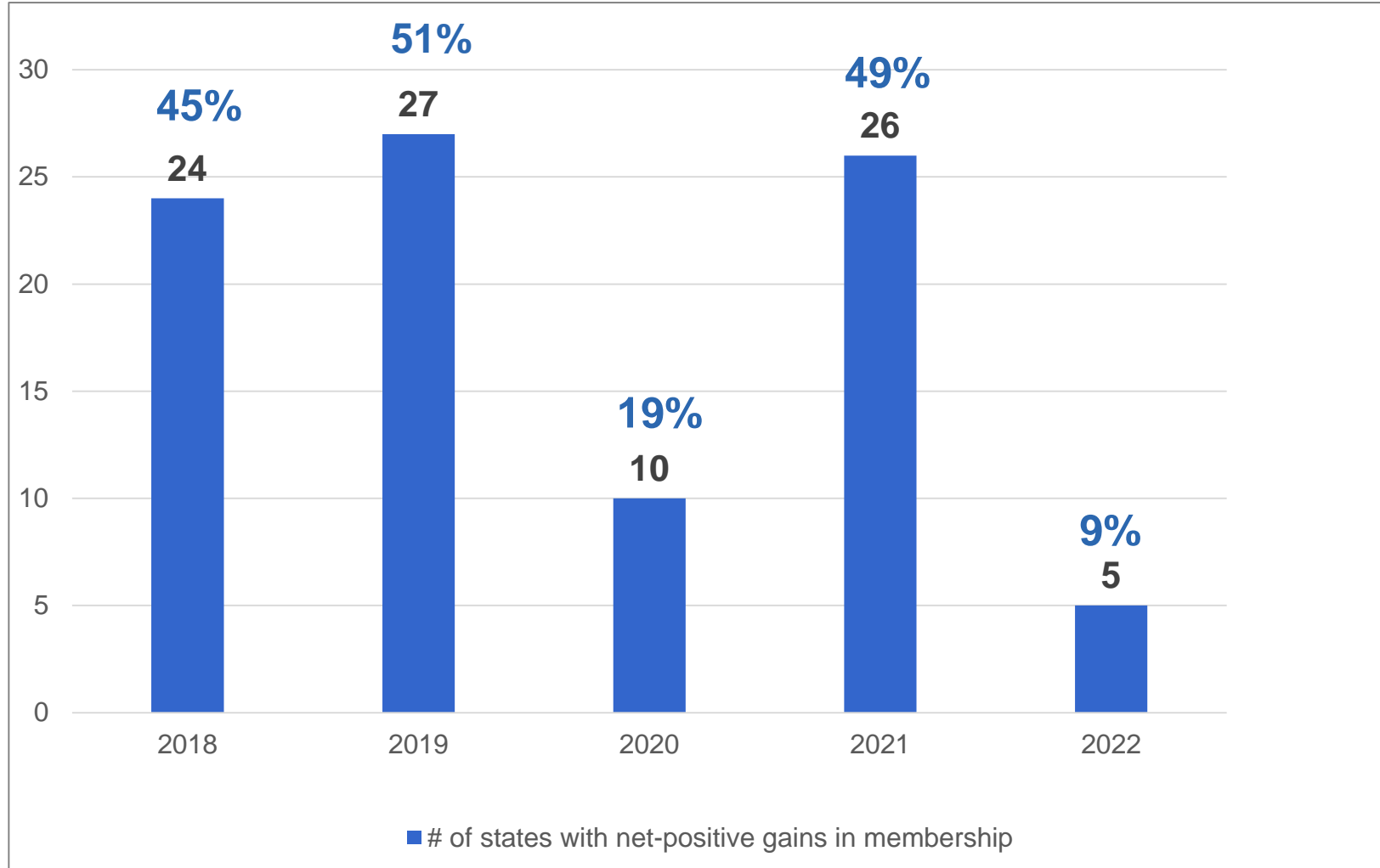


The downward market share trend is forecasted to continue through the next 10 years if the ADA continues on its current path.

If the **59%** market share in 2021 is adjusted to reflect no free or discounted dues membership, the market share would be **54.6%**.

The gap is forecasted to increase by 2032, with total market share forecasted to be **51%**. If free and discounted membership were not offered, the adjusted total is forecasted to be **43.7%**.

Percentage of States with Net Positive Gains



- Dental Societies have significant impact on ADA's overall success by virtue of their position and influence
- Dental societies vary in terms of opportunity for growth, capability and capacity
- Optimization of capacity at the state level – direct impact on member growth
- Dedicated team for targeted dental society support



WHAT WE DID

QUANTITATIVE STUDY

We surveyed 1,045 dentists across seven key segments

151 Student members

150 Boomer members

210 Gen X members

221 Millennial members

55 and
younger

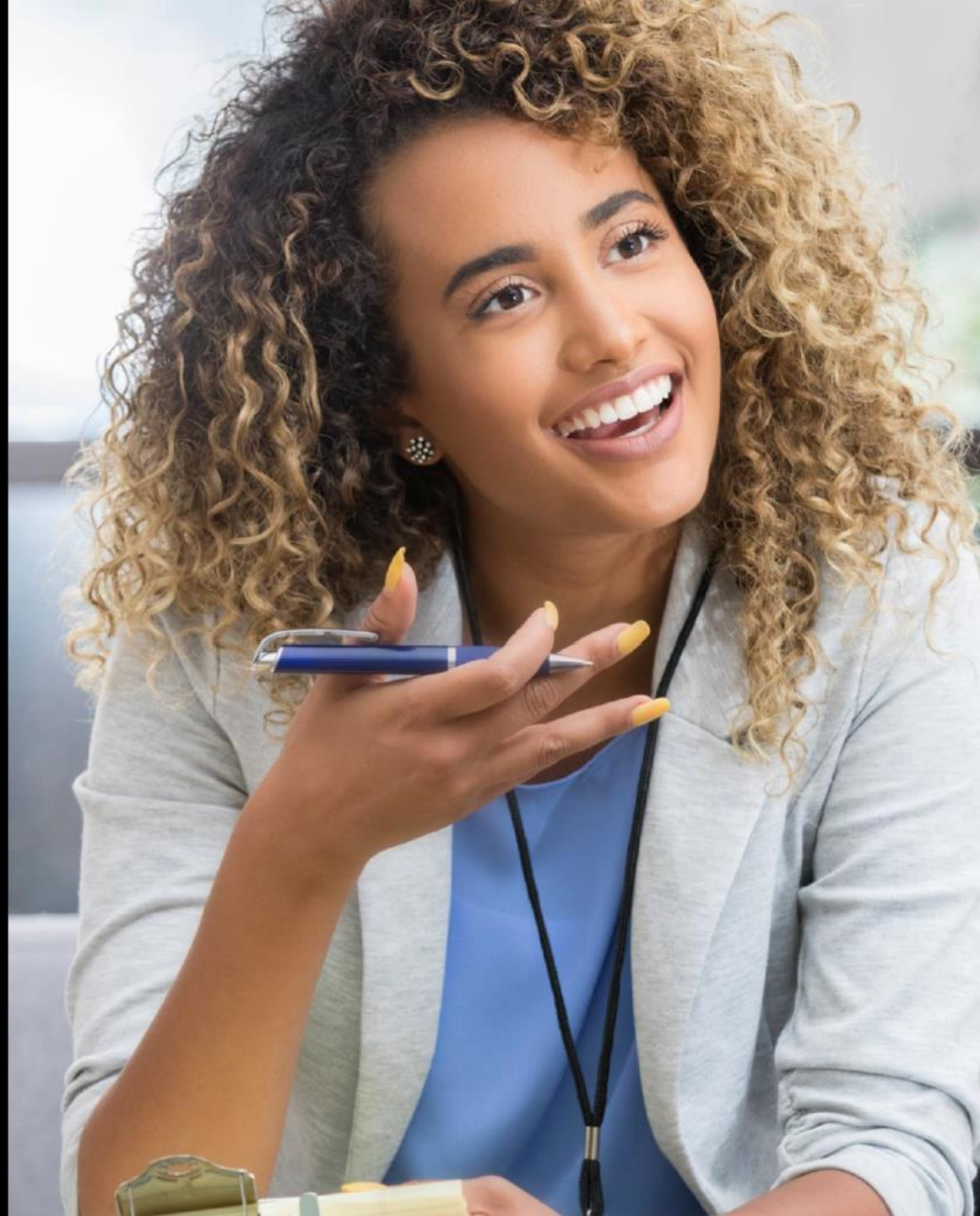
159 Racially and ethnically diverse non-members

112 White, male non-members

101 White, female non-members

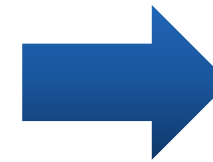
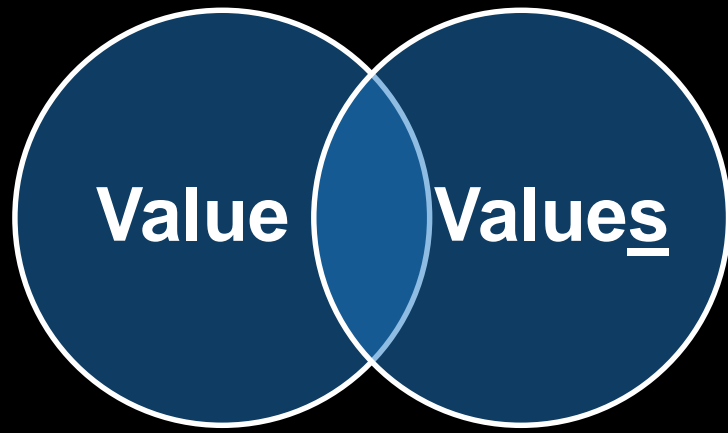
Areas of focus

- Build a deeper understanding of the relationship members and nonmembers believe they have with the ADA.
- Quantify how members' and nonmembers' values impact decision making, perceptions, and behaviors.



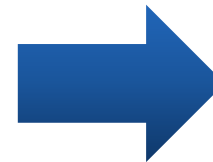
Overall Findings

**Membership
decisions are
driven by**



Value: the tangible products and services members receive in exchange for their dues

How well a dentist believes the ADA understands and can meet their specific needs (value to me).



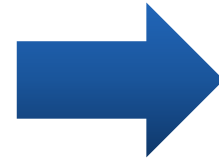
Values: the personal and professional principles and beliefs that guide decision making and actions.

How connected they feel to the broader impact the ADA has (professional/personal

Overall Findings

Valuesu matter.

**Values are a
deal-maker
or breaker.**

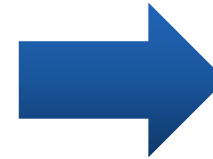


Without values, it doesn't matter how good the product or service is that you are offering. The newer generations will not purchase it if they do not see you living your values.

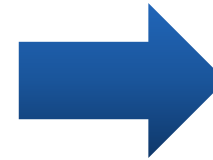
Overall Findings

There is no
“one size fits all”
for dentists

(but commitment to
patient care is
common across all).



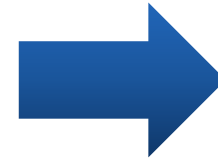
Dentists are seeking relevant and tangible value for ALL dentists across their career and across practice modalities in exchange for their dues dollars.



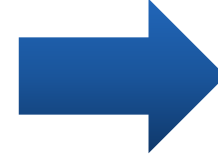
Dentists are seeking specialized and personal support (not a one-size-fits-all) that maps to their micro-identities of who they are, who they treat and how they choose to practice.

Overall Findings

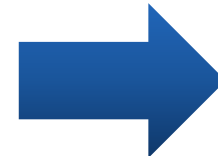
**Dentists want to see
the ADA
Living
its
Values**



Dentists want to see it. Not talk it, but see values in action.



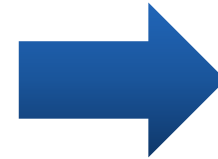
Dentists want to see the ADA organically living diversity and inclusion of all dentists every day.



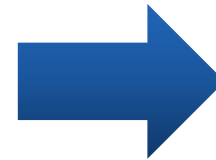
Dentists want to see the ADA's actionable commitment to improving oral health and taking a stand as it relates to health of patients.

Overall Findings

**Align with and
enable state and
local societies**



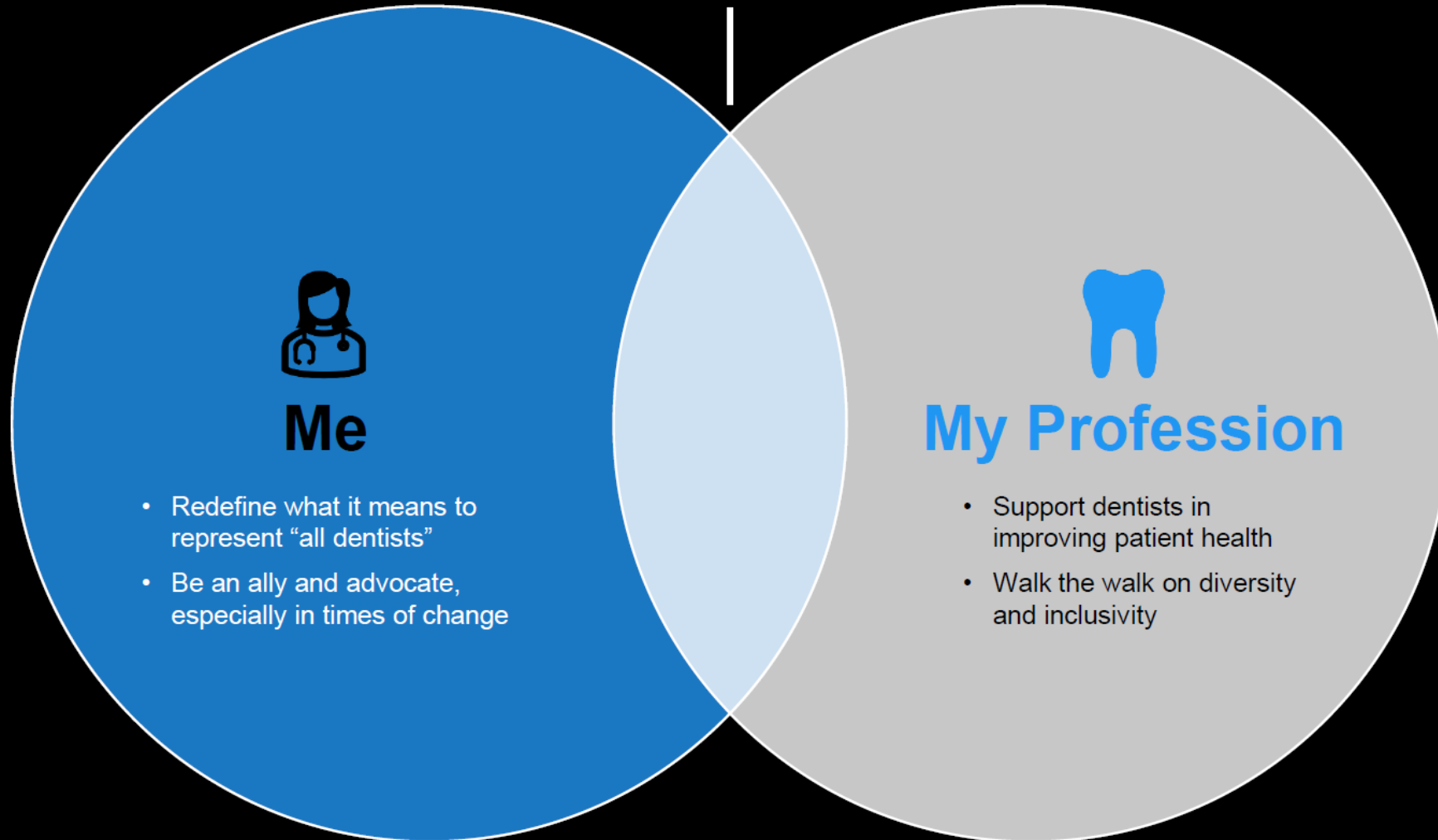
Help state and local societies support their members.



For many dentists and dental students they engage the most at the grassroots level.

Our Opportunity:

Deliver Value to....





Deliver value to me

Many dentists join the ADA as a rite of passage in dental school.

Over time, as fees increase and they become more established in the profession, dentists become increasingly critical of the value of membership, especially when they don't feel personally supported or seen by the ADA.

The Opportunities:



Representing the professional and personal diversity of *all* dentists



Being an ally and advocate, especially in times of change



Deliver Value to the Profession (Live our Values)

Dentists are not interested in seeing the ADA take a stand that divides the profession, yet they do expect the ADA to authentically deliver against its stated core values.

They expect the ADA will help them help patients by addressing inequities in health outcomes and access to care.

The Opportunities:



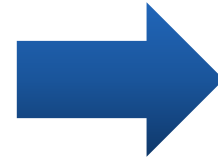
“Walking the walk”
on diversity and
inclusivity



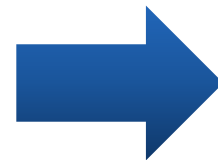
Supporting dentists in
improving patient health

ADA Board of Trustees Supports New Value/Values Focus

B-9-2022. Resolved, that in order to advance new opportunities for member growth, the Board supports staff prioritizing the following two key opportunities:

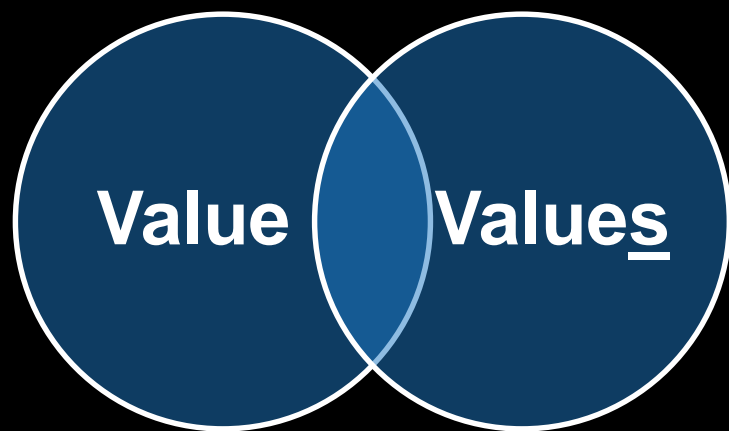


Improve the alignment of ADA's overall portfolio mix of programs, products, services and resources to meet the needs of dental students and new dentists (particularly in their first 1-3 years out of school) and the inherent diversity within them.



Accelerate Tripartite alignment across these three ADA core values: 1) commitment to improving oral health 2) diversity and 3) inclusion with an emphasis on inclusivity for all dentists across all practice modalities.

New ADA Initiatives



Early Career New VALUE Development Strategy & Implementation

What they've
told us they
want:

Career

- Career path support and mentorship
- More affordable/free CE regarding patient communication, treatment plans, improving speed and proficiency
- The business side of dentistry for non owner dentists
- A platform to track all CE (not just ADA)

Financial

- Financial journey support (financial solutions from D1 to retirement), including loan refinancing, practice purchase financing, personal and professional financial planning

Wellness

- Access on-demand counseling that doesn't impact their ability to get insurance
- Physical therapy with expertise and understanding of the physical challenges of dentists

What's planned
in 2022

Q1

- Member Value Innovation Joint Action team kick-off meeting: prioritized **mentorship** and **preparedness** concepts for development
- Develop career, financial and wellness strategies

Q2

- Audit program, product and service value offerings for early career at national, state, local levels
- Explore ally/mentorship models

Q3

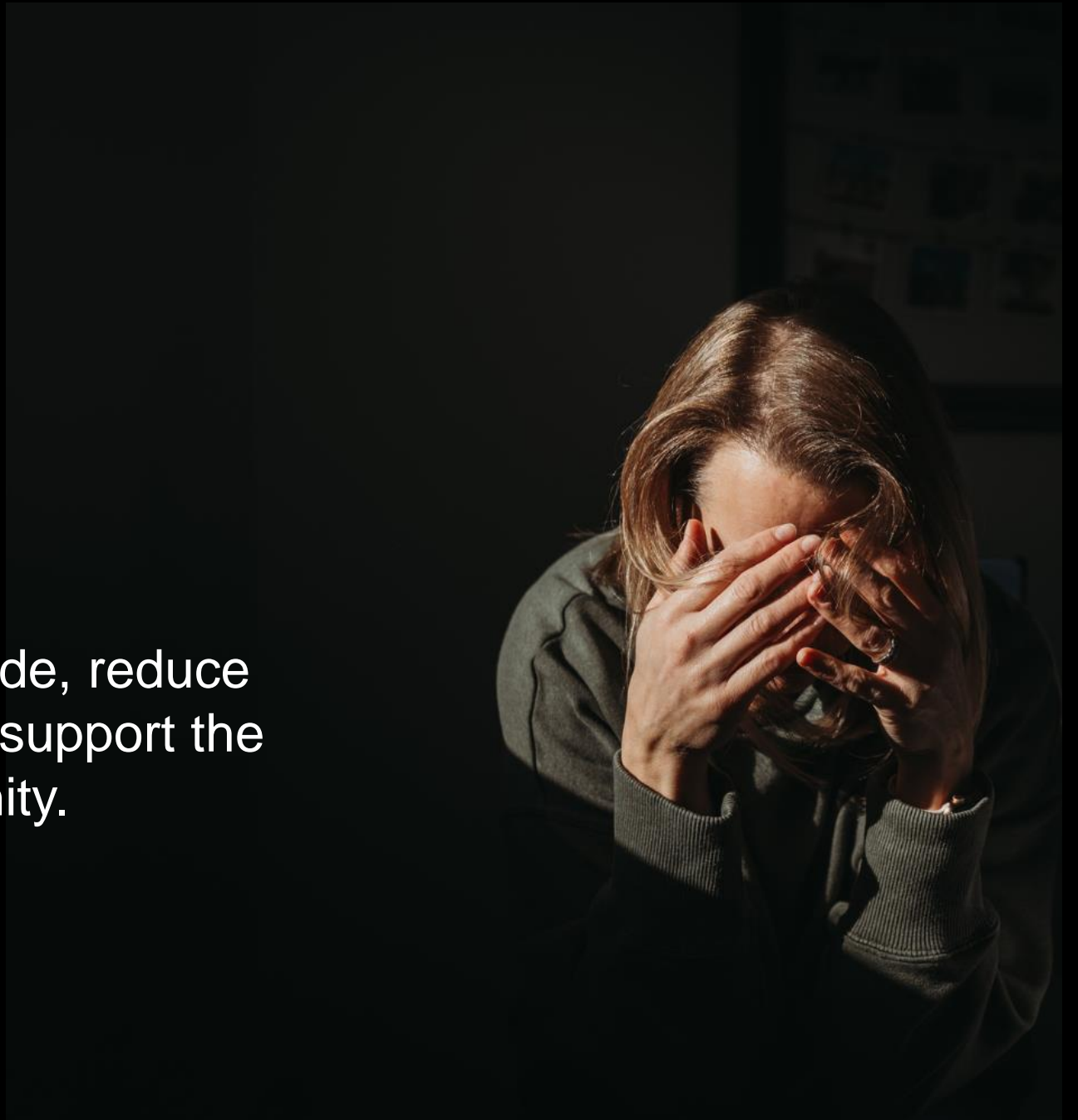
- Develop minimal viable products (MVPs) in support of the three pillar strategies

Q4

- Feature early career path support at SmileCon
- Release updated mobile app
- Pilot new ways to engage with dentists, such as 1:1 Coachsultant, Podcast, social media partnerships, two-way feedback

Wellness Ambassador Program

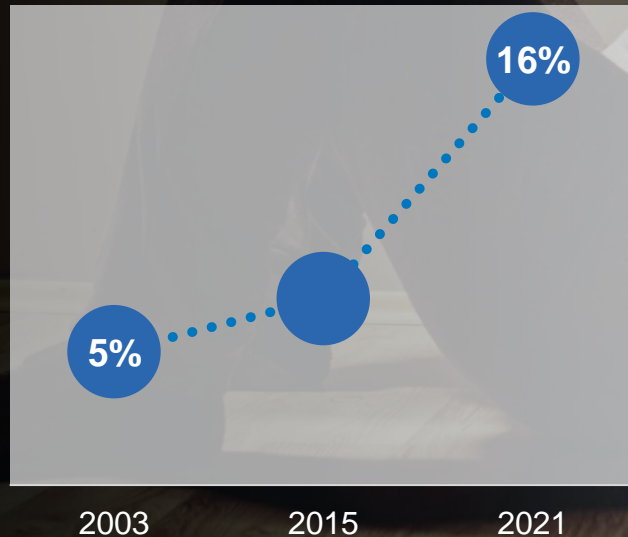
Aims to proactively prevent suicide, reduce stigma for mental health, and to support the well-being of the dental community.



In the 2021 Dentist Health and Well-Being Survey, Dentists **younger than 40 years old**:

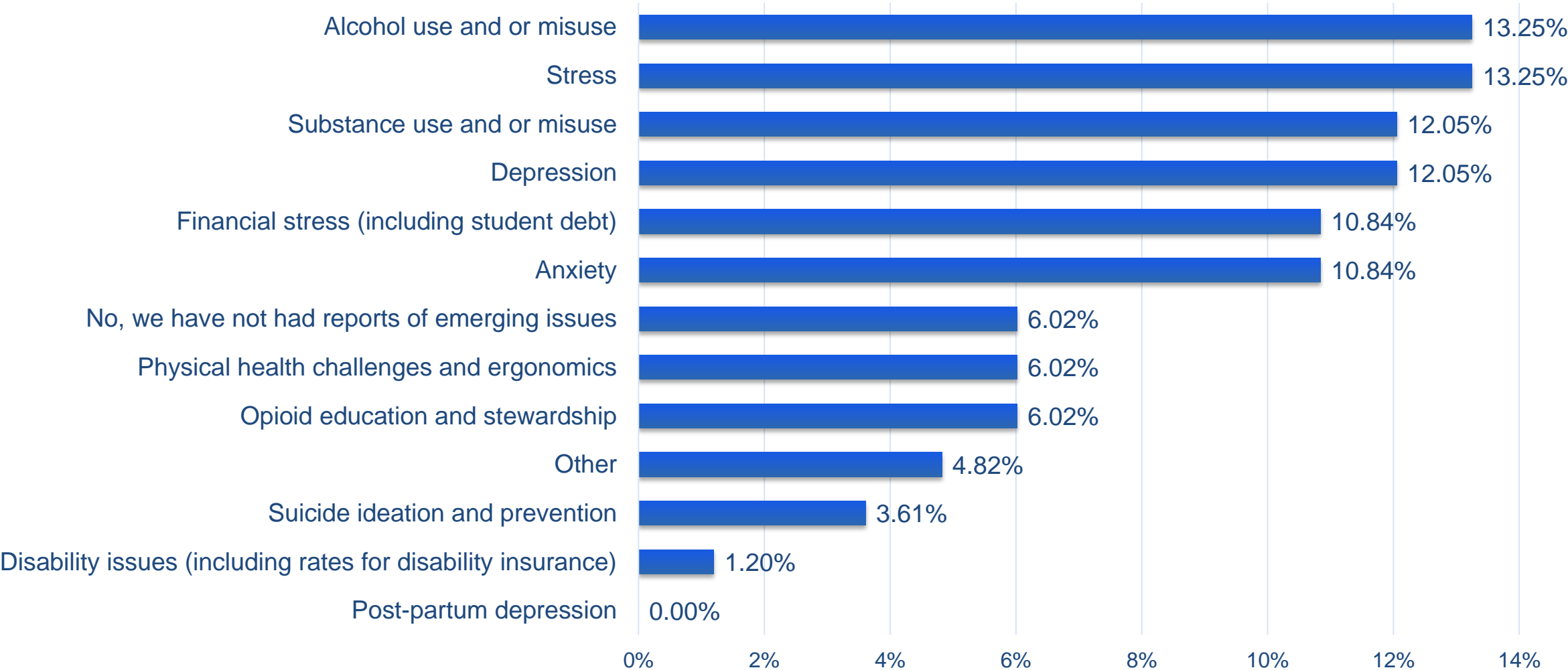
- score higher on the depression risk assessment
- have lower perceived self-competence

Dentists diagnosed with anxiety more than tripled in 2021 compared to 2003.



**“I’ve known
5 dentists in
two years
who have
died by
suicide”**

Members are Seeking Support: Emerging Health and Wellness Issues



Data from Q1'22 Survey to State Dental Association Executive Directors

Wellness Ambassador Program: Beginning September 2022

10 dentists on a mission to prevent suicide in the dental community.

Introducing the Wellness Ambassadors

Education + Training + Mental Health Support

- Starting small with opportunities to grow, the program will begin with 10 volunteer dentists, across ADA Districts, who will be trained to provide resources to other dentists in need of mental health help.
- Partnering with outside organizations with expertise in wellness and suicide prevention to ensure the program is clinically sound.

Early Career New VALUES Development Strategy & Implementation

What they've
told us they
want:

Oral Health Advancement

- Resources and support for dentists and their varying patient populations
- Advocacy for underserved populations
- Healthy Equity in Action
- Opportunities to give back to their communities

Community and Representation

- Build communities around shared identity-based affinity groups.
- CE, speakers and leadership at all three levels of the ADA that reflect their gender, age, diversity, practice choices

Change Via Inclusion

- Walk the Walk on living the ADA's values

What's planned
in 2022

Q1

- D&I Joint Action team kick-off meeting
- Activate Health Equity Action Plan
- Launch DE&I Champions Program and Release D&I Lens Tool

Q2

- Continue DE&I Roadshow at the grassroots level

Q3

- Develop minimal viable products (MVPs) in support of the three pillar strategies

Q4

- DE&I/Oral health events/activities featured at SmileCon

DEI Champions Network

Resolution 69H-2021: The ADA is committed to a culture of diversity and inclusion to foster a safe and equitable environment for its membership. In this environment, representation matters and every member is provided intentional opportunities to make meaningful contributions. Diverse viewpoints and needs are heard, valued and respected. The ADA embraces diversity and inclusion to drive innovation and growth, ensure a relevant and sustainable organization and deliver purposeful value to members, prospective members, and stakeholders. The ADA's commitment to diversity and inclusion will further advance the dental profession, improve the oral health of the public, and achieve optimal health for all.



Walking the Walk: D&I Champions Network

Goal

- Community of leaders, members and association staff that are committed to building a culture of diversity and inclusion across the organization and profession (*Living Our Values*)

Objectives

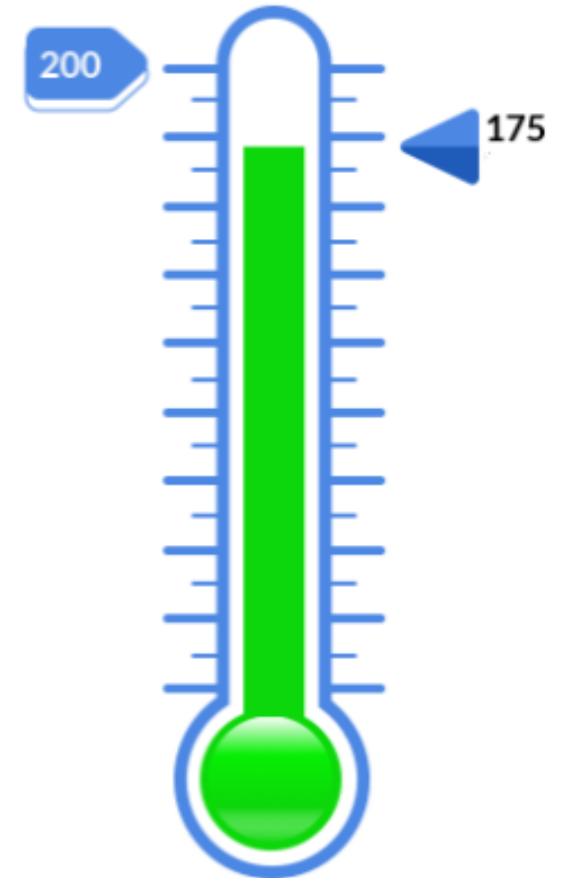
- Virtual and in-person sessions on topics such as change management, cultural humility and transformational leadership (*Champion Change*)

Deliverables

- Access to resources, best practices and tools to implement diversity and inclusion efforts within their dental societies (*Connection and Partnership*)

Goal: 200 Champions by SmileCon

Champions



Focus & Align for Maximum Impact

**Member
Focused**

**Profession
Focused**



ADA's mission is to
help dentists succeed and
support the advancement
of the health of the public

Driving Digital Innovation at the ADA



Stephanie Moritz
Chief Marketing & Communications Officer,
ADA



Jordan Baugh
Chief Technology Officer
ADA



DIRECT VALUE TO DENTISTS

MVP Framework – ADA Member App

ADA[®]

CO-CREATION SESSION #1 – May 4, 2022

- 10 Early Career Dentists – D3 to Y3
- Inclusive of students, gender, ethnicity and practice modalities (private to DSO practice)
- 90 minutes of innovation and creation exercises
- 5 problem and need territories
- 5 solutions/ideas created



MEET OUR EARLY CAREER CO-CREATORS

Jenna Chun – 3rd Year Student, Richmond Virginia

Zane Keller – 4th Year Student, Kansas City, Missouri

Pooja Yarlagadda – 1st Year in a Mid/Large Practice, working in Detroit, Mi

Graham Naasz – 2nd Year in Small/Solo Practice, Kansas City, Missouri

Prejith Varghese – 3rd Year in a Mid/Large Practice, working in Oklahoma

Laura Watterson – 2nd Year in a Small/Solo practice, working in San Diego, California

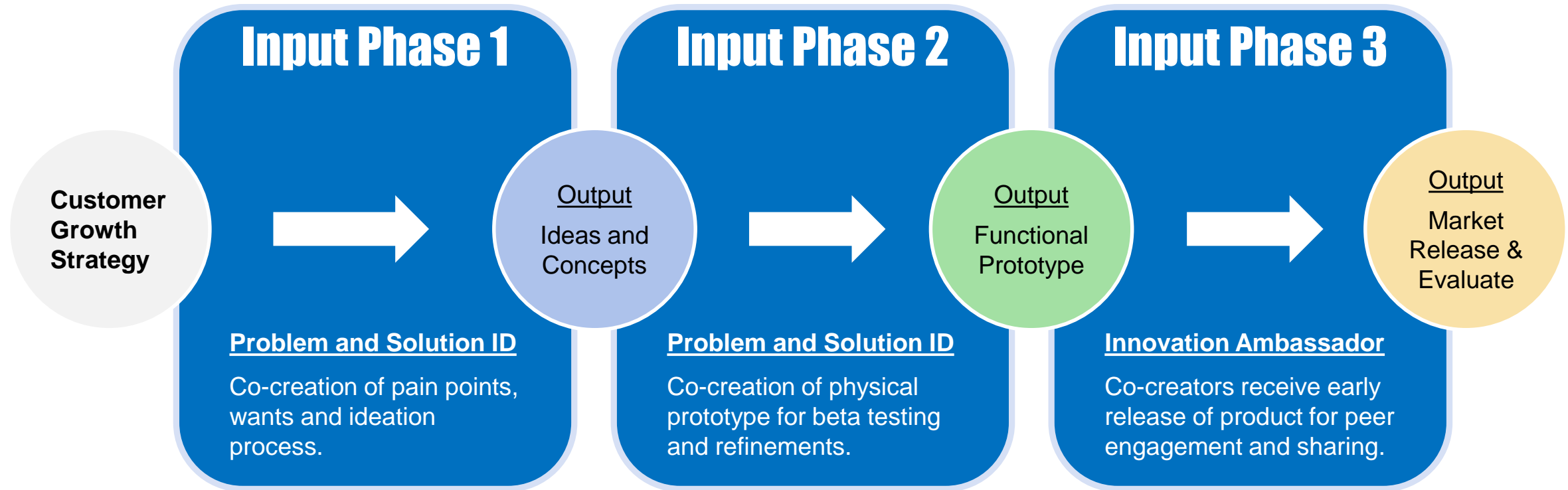
Gretchen Kreklow – 2nd Year and Practice Owner working in rural Minnesota

Anne Charlie – 2nd Year in a Mid/Large Practice, working in Texas

Alaina Kelly – 3rd Year Associate Employee in a dentist-owned practice

Kirthi Tata – 3rd Year in a Mid/Large Practice working in Oklahoma

NEW CO-CREATION PROCESS



**Innovation
Pathway**

Desirability
Customer Need
and Want

Feasibility
Operational
fidelity

Viability
Business
sustainability

OUR CO-CREATED VALUE PROPOSITION

The primary value an ADA App can provide is to provide the **confidence and security** to those new to the profession ensuring the right decisions in patient care and personal finance.



THE ONE THING WE NEED TO KNOW

**Early Career Dentists
want an ADA App
to fill the gap.**



FEATURE FOCUS SUMMARY: WHAT THEY NEED AND WANT

EC Problem Territories	They Would Like to Have	Co-Created Innovation
1. Keeping Track	Vital Documents Vault	Comprehensive CE Tracker, Affordable CE Offers
2. Clinical Expert, But Inexperienced Business Person	Mentor and Quick Access to Answers	Business/Practice Management Resources/Tool Kit, Financial Boot Camp, i.e. White Coat Investor
3. Tough to Find the Right Fit	Guidance on How to make Smart Career Choices.	Mentor/Career Coach/Advice, Practice Modality Career Quiz
4. Lack of Real-Time Resources	Chat Forum for Professional Advice and Fun (i.e. Virtual Happy Hour)	On-Demand Ask-a-Specialist, Revive Oral Pathology App – fold in
5. Financial Fears	Referrals for Resources and Learning the Business of the Business	Debt and Financial Planning Planner



MEMBER APP MVP

Prioritized Features for Launch at SmileCon

RECOMMENDED FEATURES

Prioritized by Co-Creation Group

PRIORITIZED RECOMMENDED FEATURES



Personalized Content



Career Pathways



Community Connections



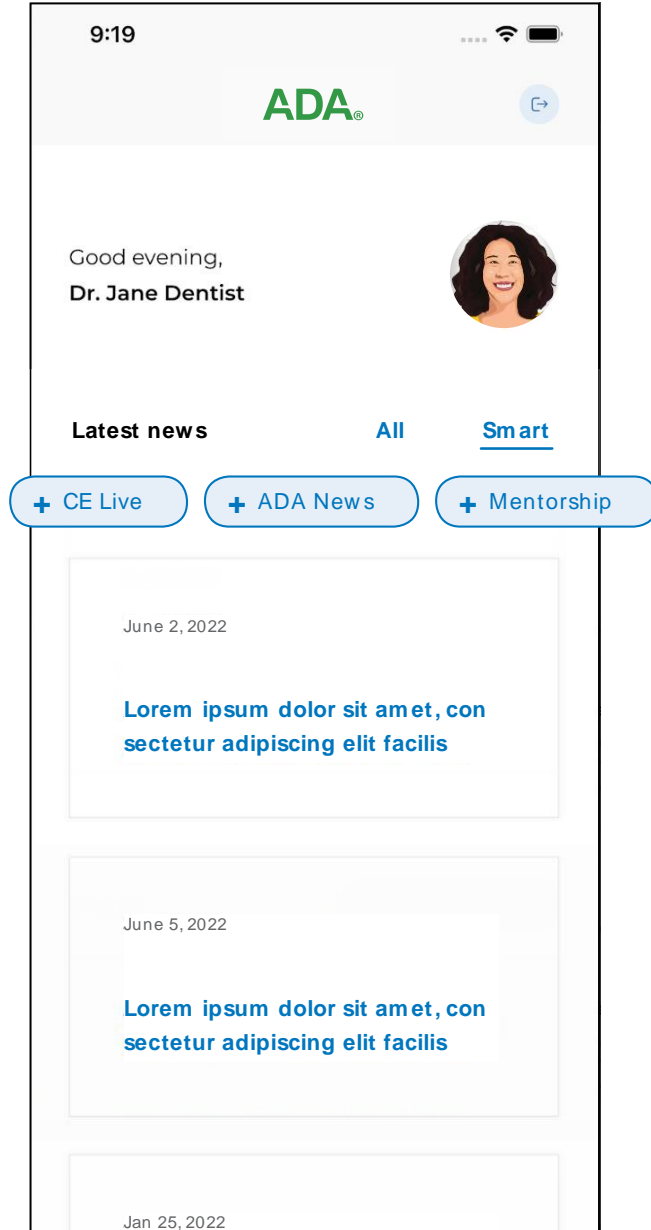
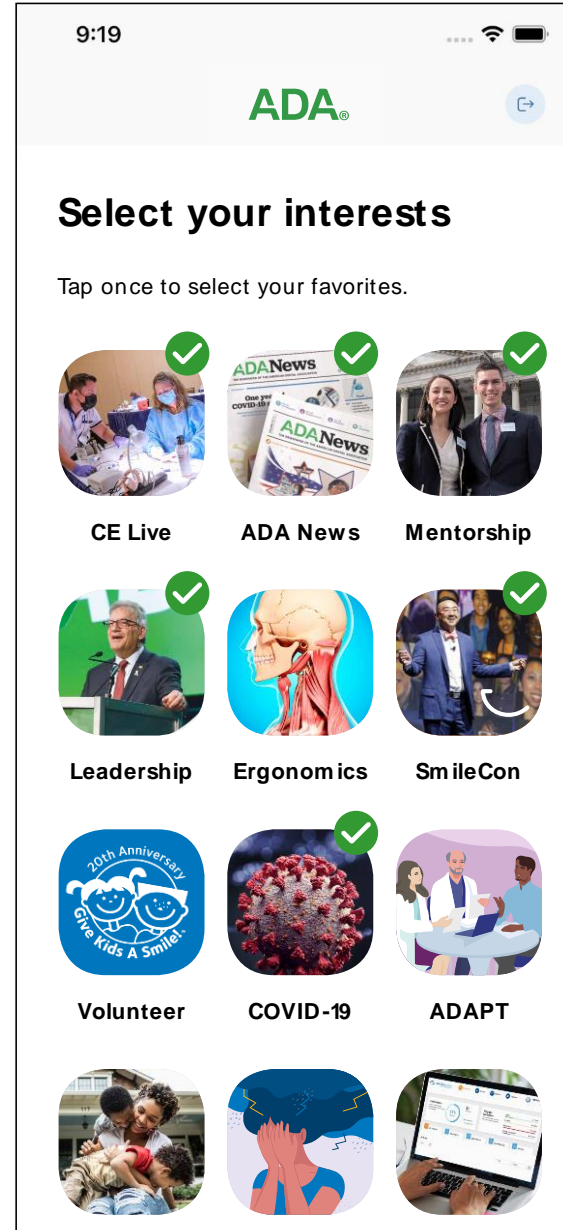
Document Vault



ADA Podcast

PERSONALIZED CONTENT EXPERIENCE

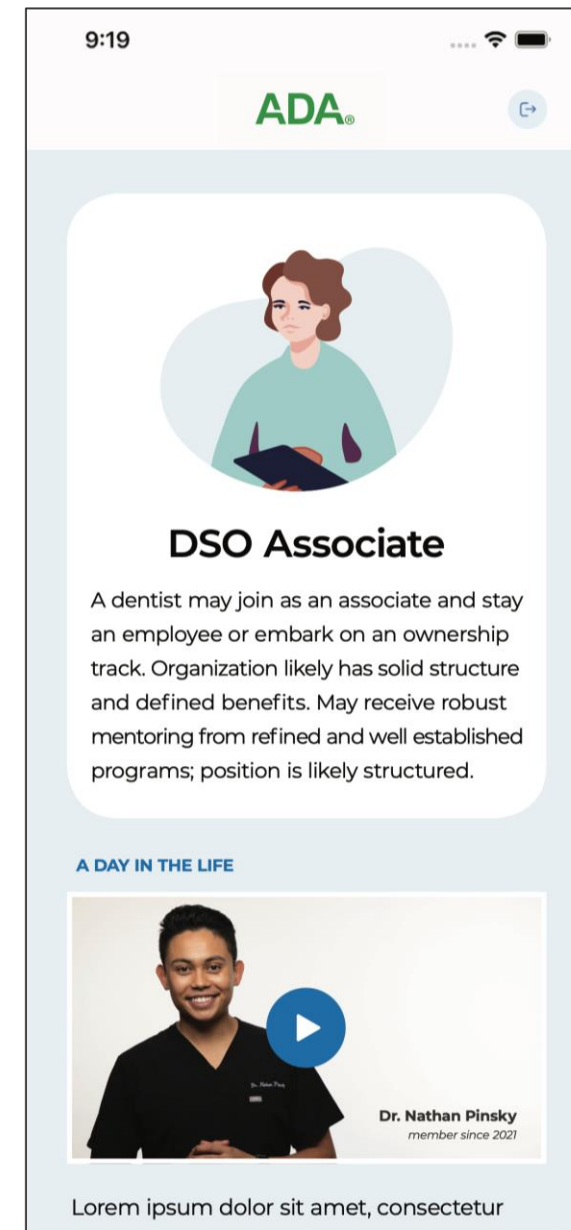
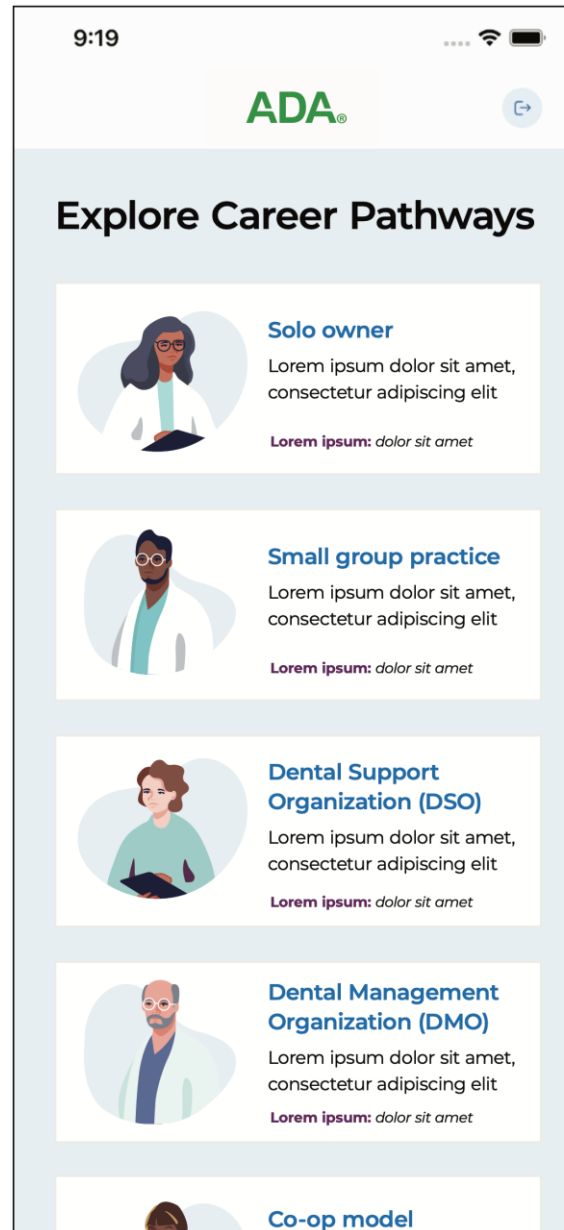
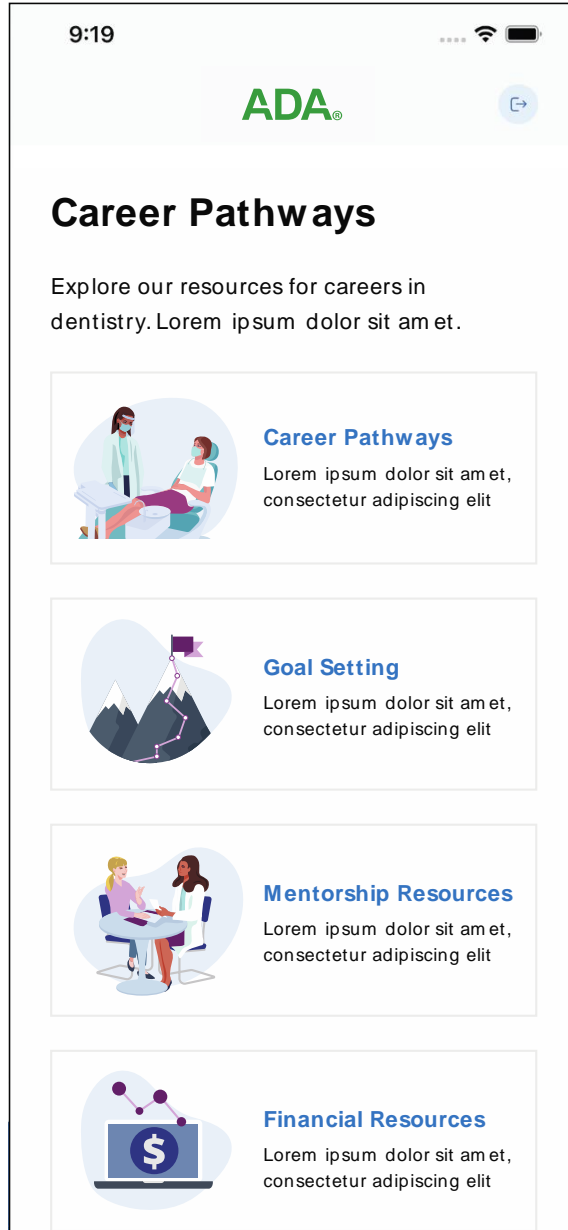
- Self-select topics of interest for a feed of content tailored to their preferences
- Able to change topic preferences, or add more at any time
- Sourced from ADA sites



CAREER PATHWAYS EXPERIENCE

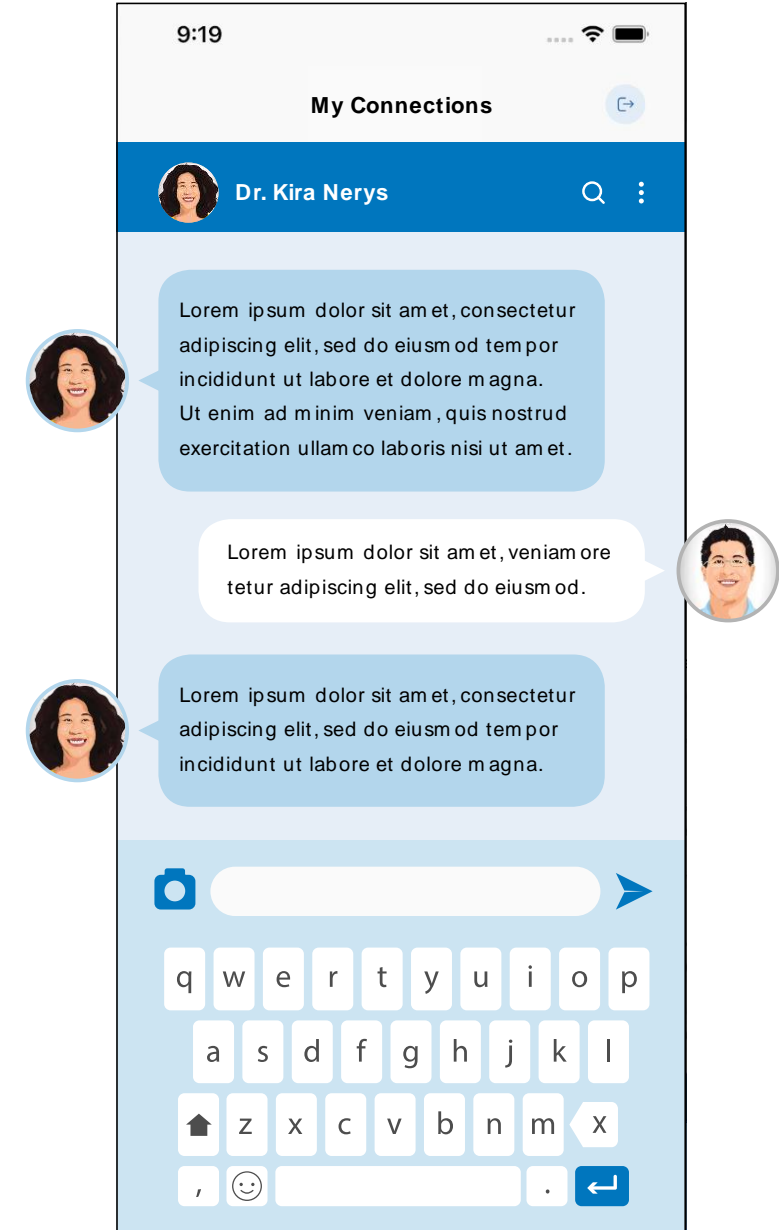
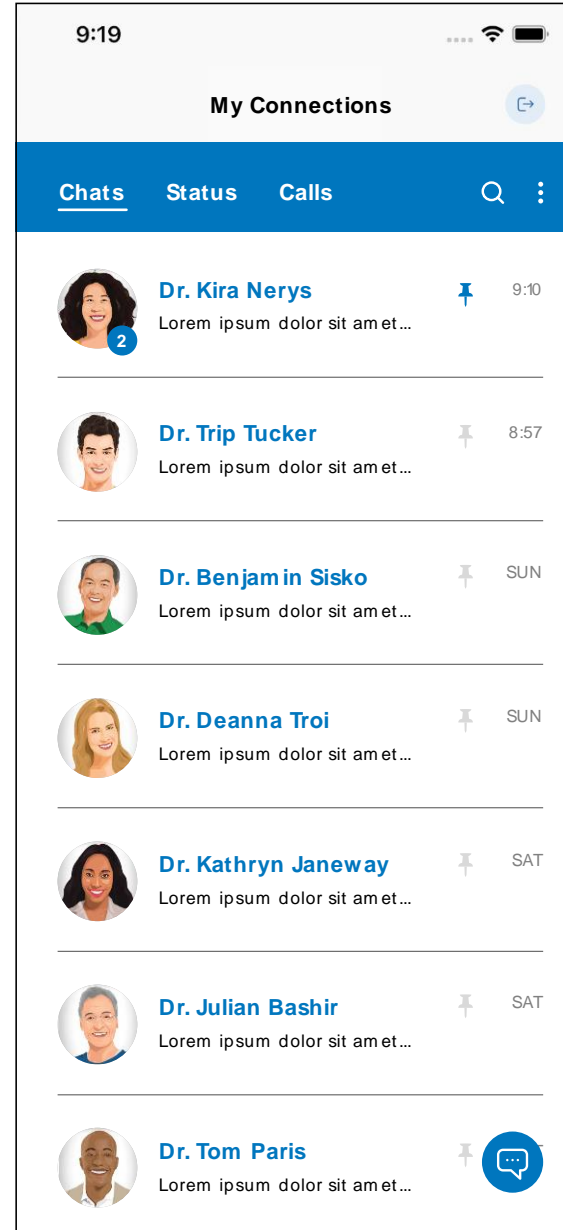
- Unique gap we can fill!
- Addresses need to learn more about the wide variety of career paths available post graduation.
- Creates engagement, membership and new partnership/sponsorship non-dues opportunities.
- Users will select from dental career options to explore content that illuminates aspects of different practice types and other career paths.
- Phase 2 (post MVP) will deliver a pathways self-assessment tool to help students understand their personal preferences.





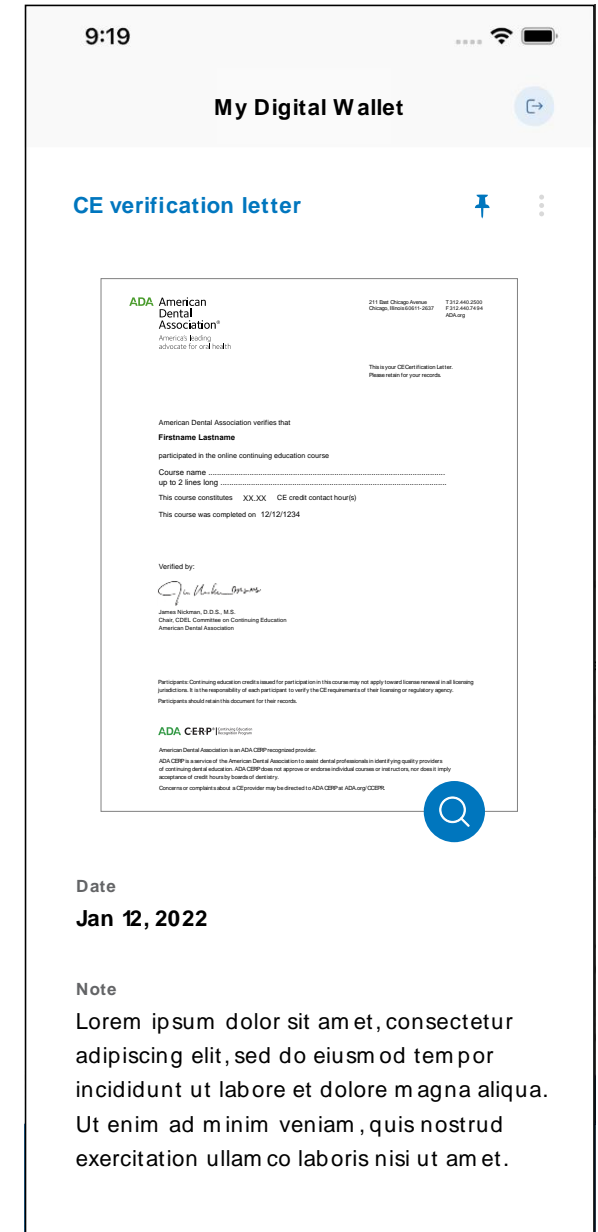
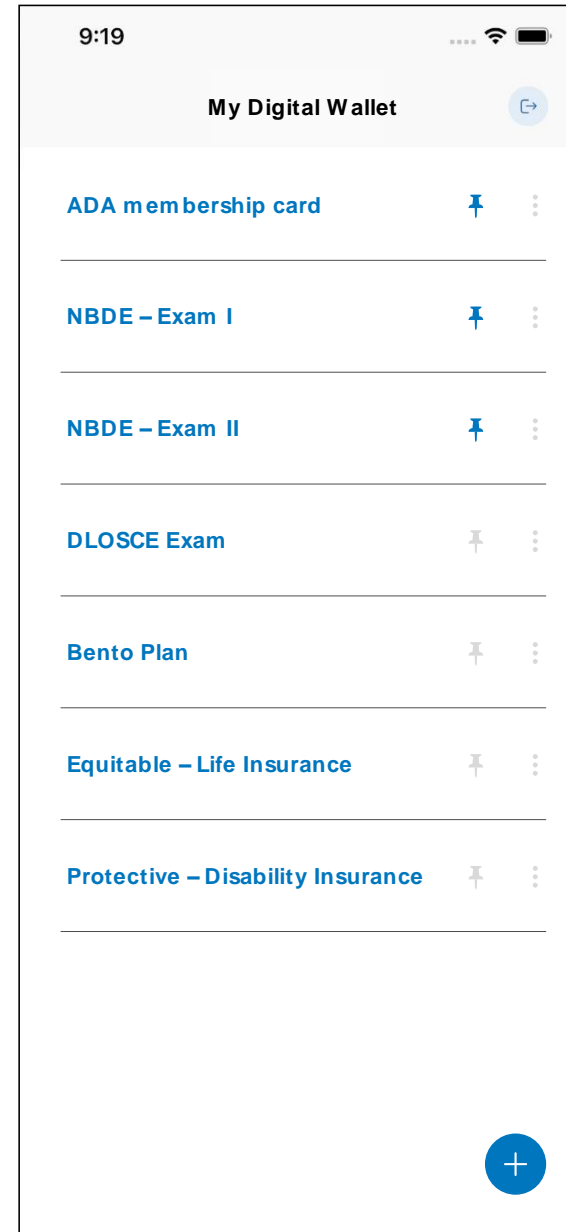
COMMUNITY CONNECTIONS – MESSAGING

- Fills a need to connect with each other for quick support on practice, clinical and personal topics – in an easy way
- Connect via searching the Member Directory to create 1:1 or small group chats to serve their immediate needs
- Opportunity to create self-identified groups with real-time messaging & engagement



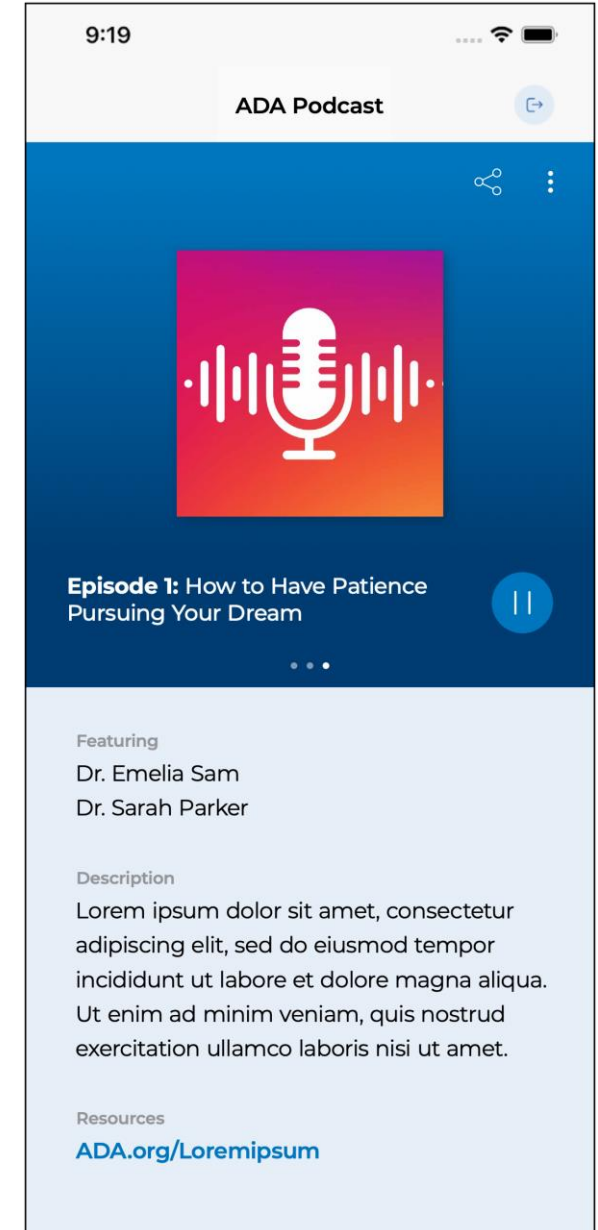
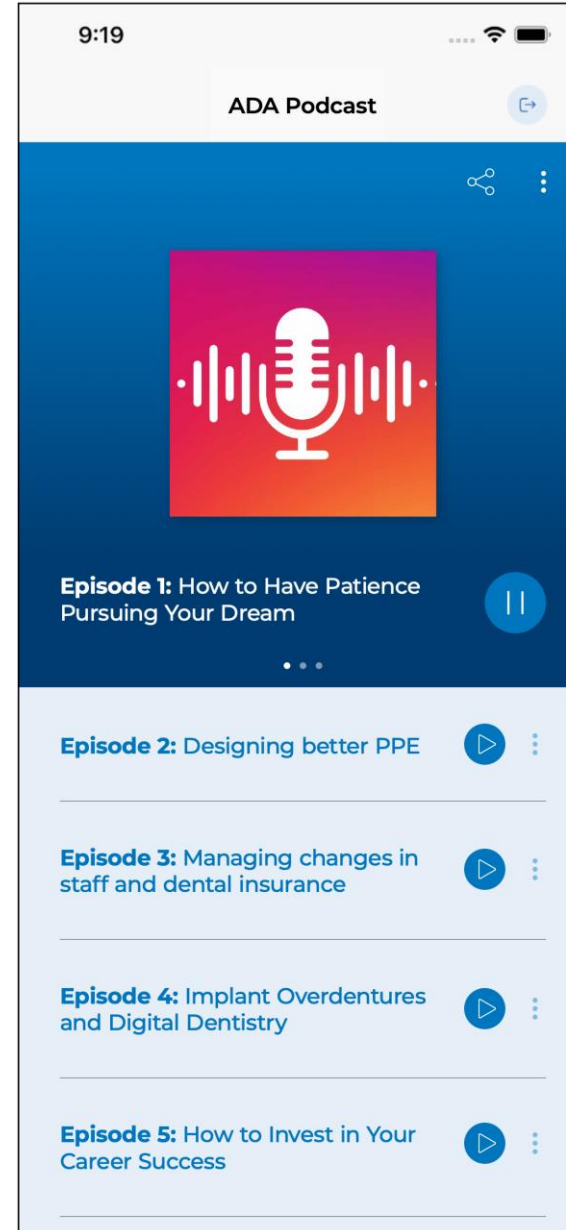
DIGITAL WALLET DOCUMENT VAULT

- A unique gap we can fill!
- Need to keep a variety of documents on hand for attesting for credentialing and licensure renewal.
- Want a place to keep all of priority docs for easy accessing and sending.
- Utilizes native security features, documents saved locally to each user's phone, not within ADA systems.



ADA PODCAST

- New way to engage!
- Listeners gain desired expert and entertaining experience and advice.
- Features inaugural and future seasonal releases with fresh and current content.
- Entertaining, fun and informative.
- Undergoing co-creation with early career dentists.



SPONSORSHIP & MONETIZATION OPPORTUNITIES TO COME

- We will be working with the Business Group to identify new opportunities for revenue that align with the core needs of the early career dentist groups. Ideas could include:
 - Sponsored content around topics of focus – finance, business, practice management
 - Limited time offers and deals revealed via customer targeting
 - Webinars / Whitepapers for lead generation opportunities
 - Products and services crafted for this audience
 - Existing services offered through ADA and ADABEI that deliver on solving problems for this career stage

UPCOMING SPRINTS & FUTURE POTENTIAL WITH SALESFORCE

UPCOMING SPRINT EFFORTS

- Headless content integration to enable **personalized content** feeds
- **User Experience design** for member interaction and new features
- My Connections **messaging prototype** for co-creation feedback
- Develop **privacy policy** and **terms of use** with legal team
- **Content development** for career pathways features by Early Career Workgroup
- **Reviewing Application** currently being used by ADAPT
- **Merchandising what's coming** – “app on a page” and dean/student engagement tool with QR code signup for Early Career Advisory Panel

THE FUTURE IS SALESFORCE



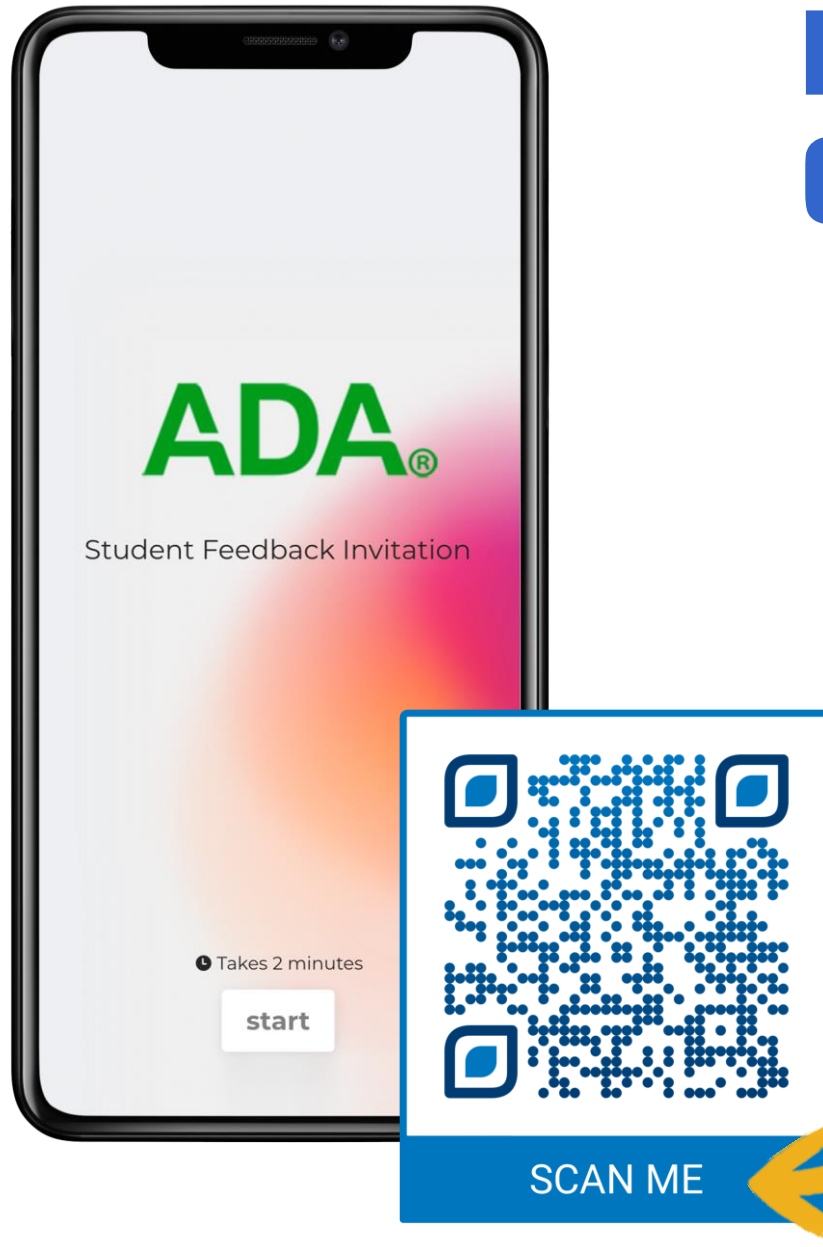
- **Mobile Publisher for Experience Cloud** – use for quick custom branded mobile app development
- **Access to Salesforce App Exchange** – thousands of ready-to-install third party apps, and customizable components, templates, automation processes and data solutions
- **Rapid Development** – using Lightning UI component library
- **Tight integration** with the underlying Salesforce CRM data
- **Simple authentication** standard across all systems (SAML)

ADA MEMBER APP PROMOTIONAL LAUNCH

PARTNERING TOGETHER

- **How can we best educate members and non-members together?**
- **How can we best partner to educate, promote and invite others in as we continue to develop, build and address pain points?**
- **What opportunities would you like to explore in the future?**

FACULTY/STUDENTS AT THE CENTER OF ITERATING

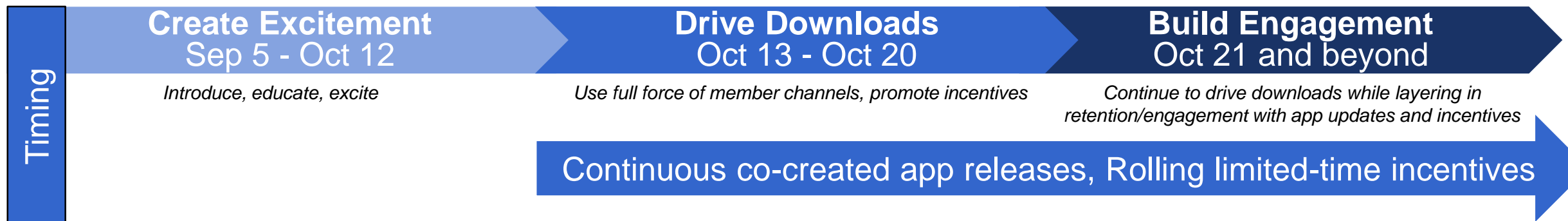


- Would you like to sign up to receive an early release of the ADA Member App and provide feedback?
- Would you be interested in participating in an ADA Student Advisory Panel?

Interested in participating? Scan the QR code and fill out our quick form.

ADA MEMBER APP PROMOTIONAL LAUNCH – DRAFT

Promotional Strategy	Business Objective	Drive app adoption that results in 100% downloads among early career member dentists (~20% of all members)
	Marketing Objective	Create awareness among early career dentists to drive downloads, gain loyalty and build long-term engagement
	Marketing Approach	Bring to life the vibrant, personalized member experience in the new My ADA Member App through a major, broad-reaching campaign timed to launch at SmileCon
	Reasons to Download (RTD)	Co-Created, Confidence, Community, Ease <ul style="list-style-type: none"> • Co-created by ADA Member dentists for member dentists • Explore career path options • Learn from the experts — tune into educational podcasts with weekly releases & CE “sound bites” playlist • Tap into a community of peers for advice, networking • Access personal and professional financial resources • Have all documents and credentials at your fingertips, in one place and secure
	KPIs	Visits to landing page; % Overall member downloads; % of EC downloads; Reach, impressions

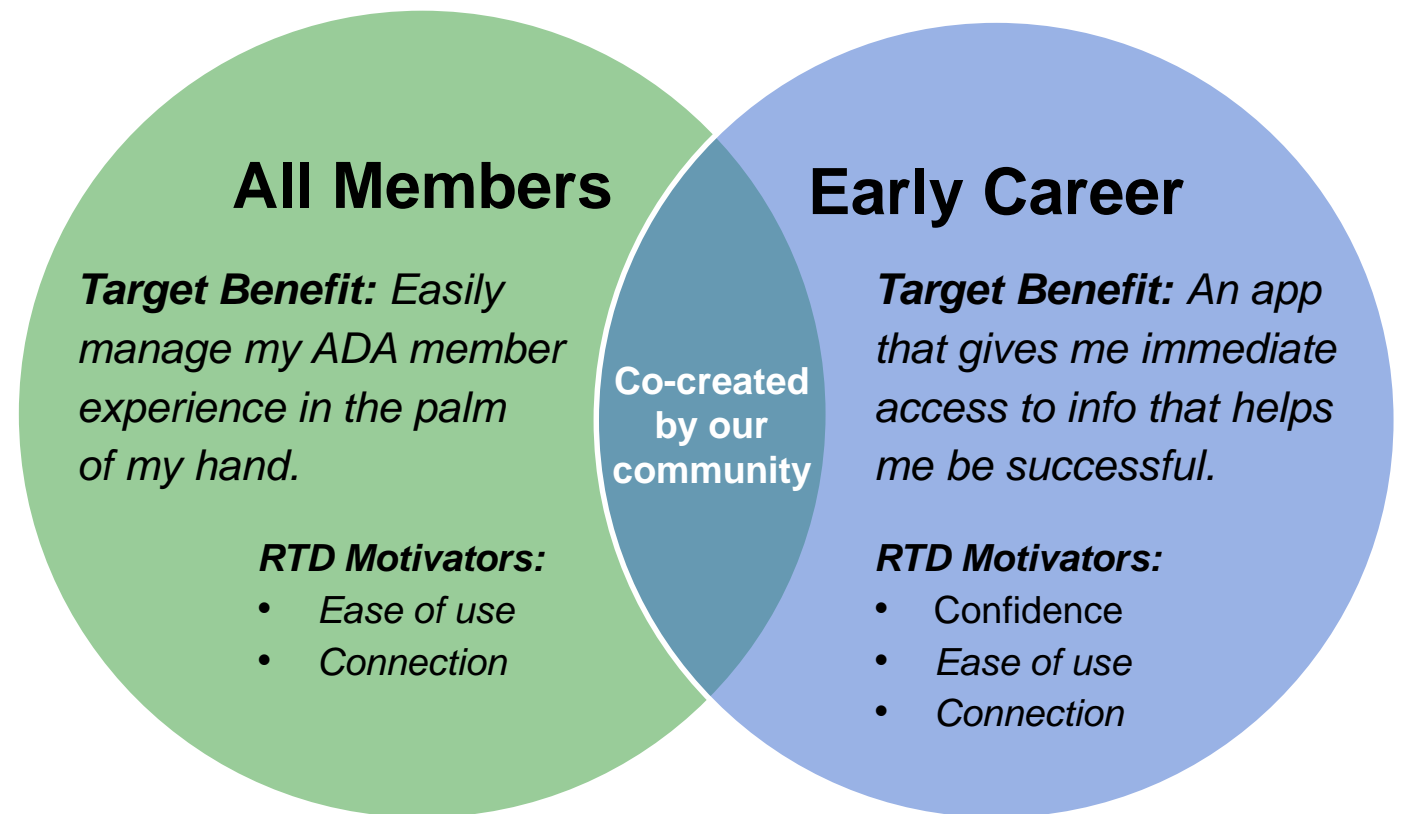


ADA MEMBER APP LAUNCH – CONTENT BLUEPRINT

Primary Message:

The *My ADA Member* app is a personal portal to your ADA life, co-created for members, by members

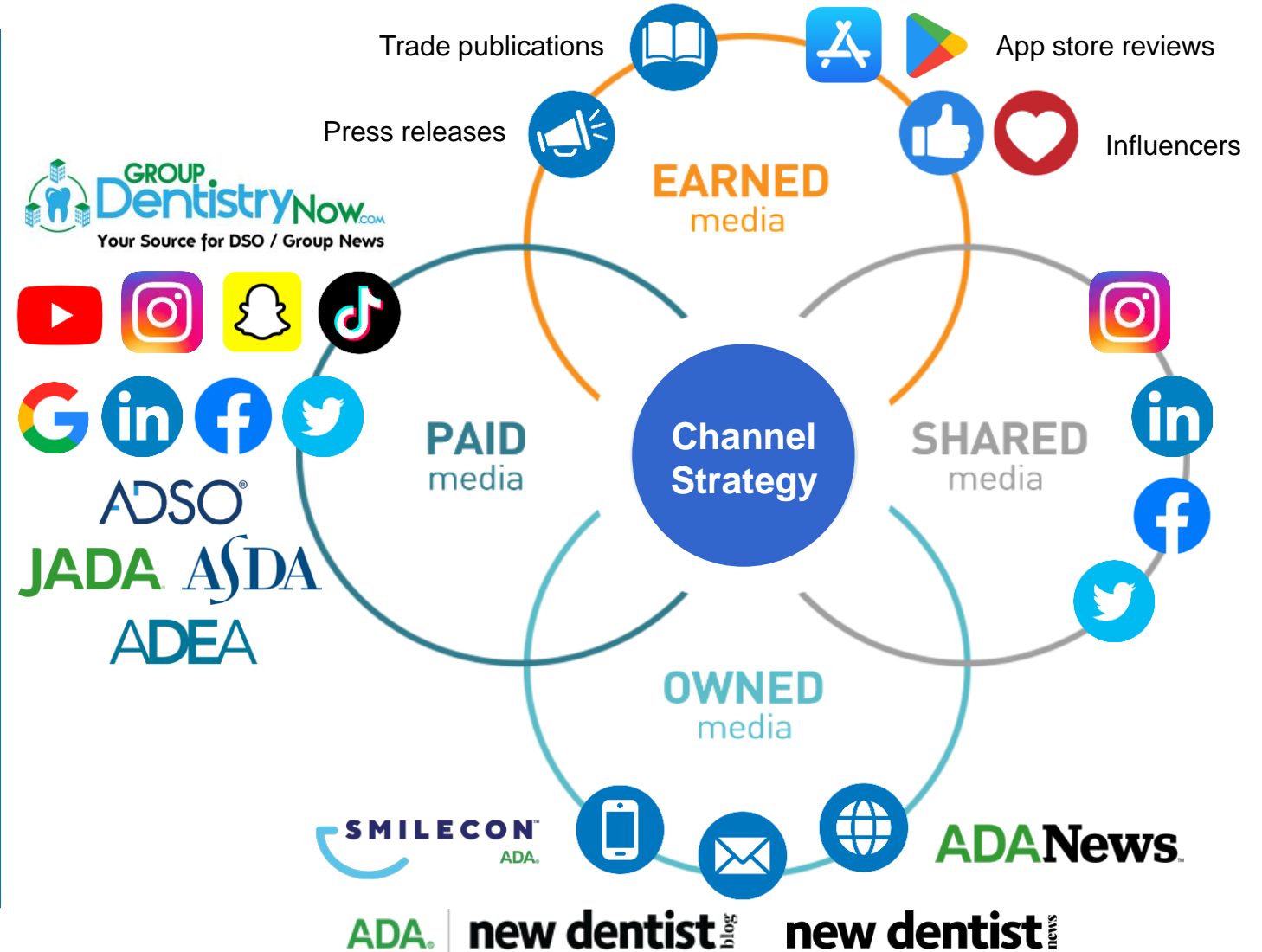
Overall Benefit of Value and Values



ADA MEMBER APP LAUNCH – ACTIVATION BLUEPRINT

Primary Execution:

Incentivized takeover campaign of all owned and high-profile channels to reach ADA members at launch



AMS/CRM Program Update

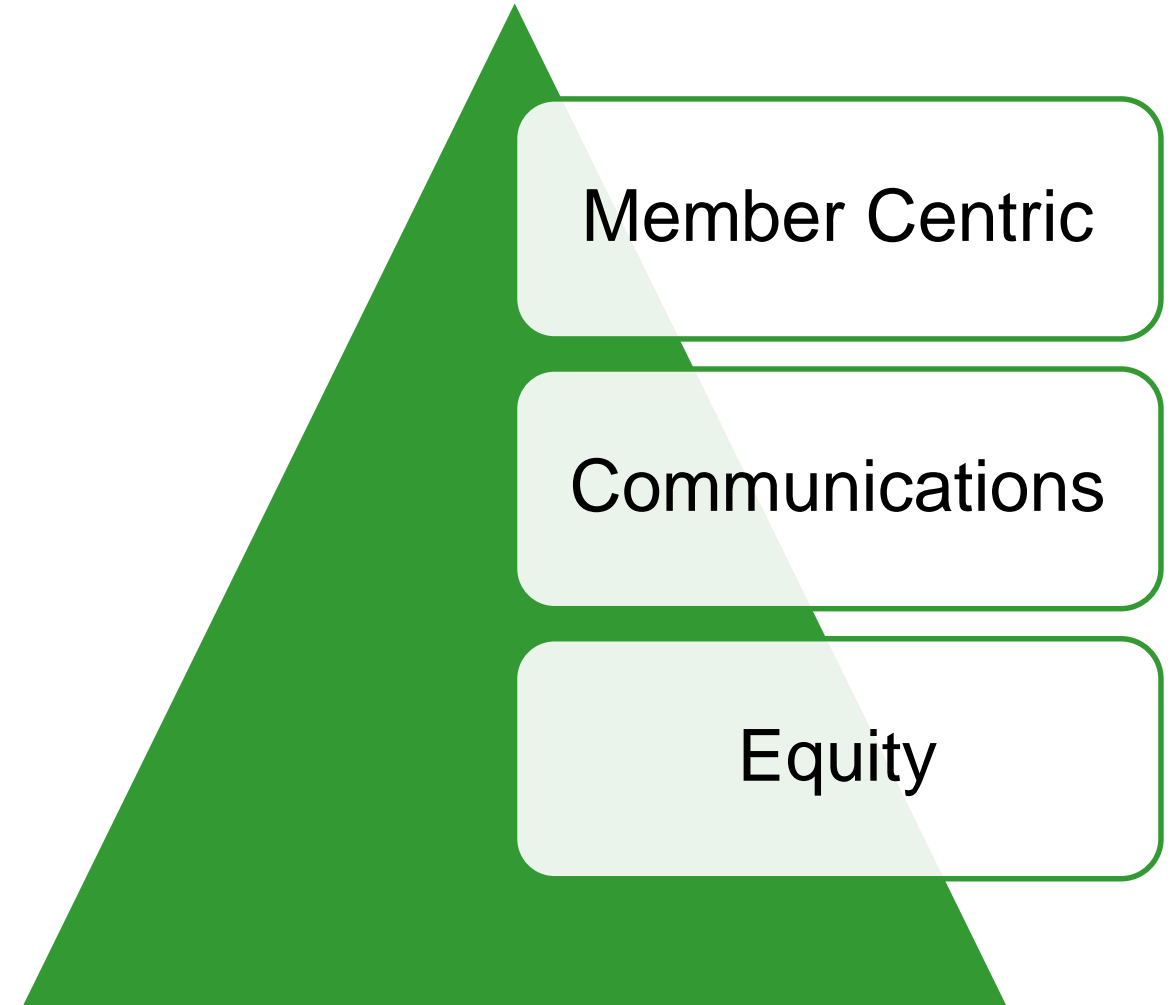
July 18, 2022

AMS/CRM Program Objectives

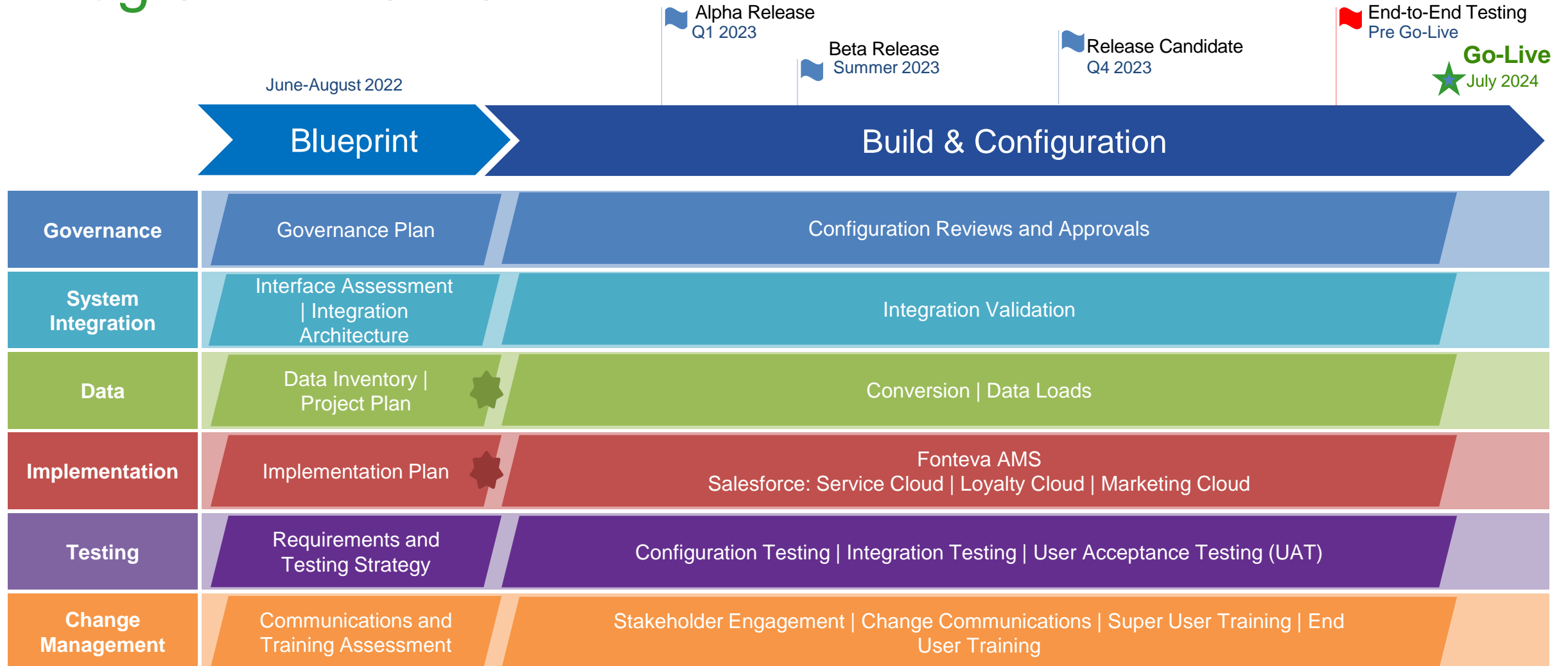
- Configure and implement Salesforce and Fonteva with few customizations to provide a single solution to the Tripartite
- Smoothly transition to new business processes through engagement, user onboarding and training support
- Leverage CRM functionality to enhance the service, support, commerce, collaboration and communication capabilities for ADA workforce and members

Primary Partner Principles – AMS Transition

Foundational
Partnership Principles
for Transitioning to the
New AMS



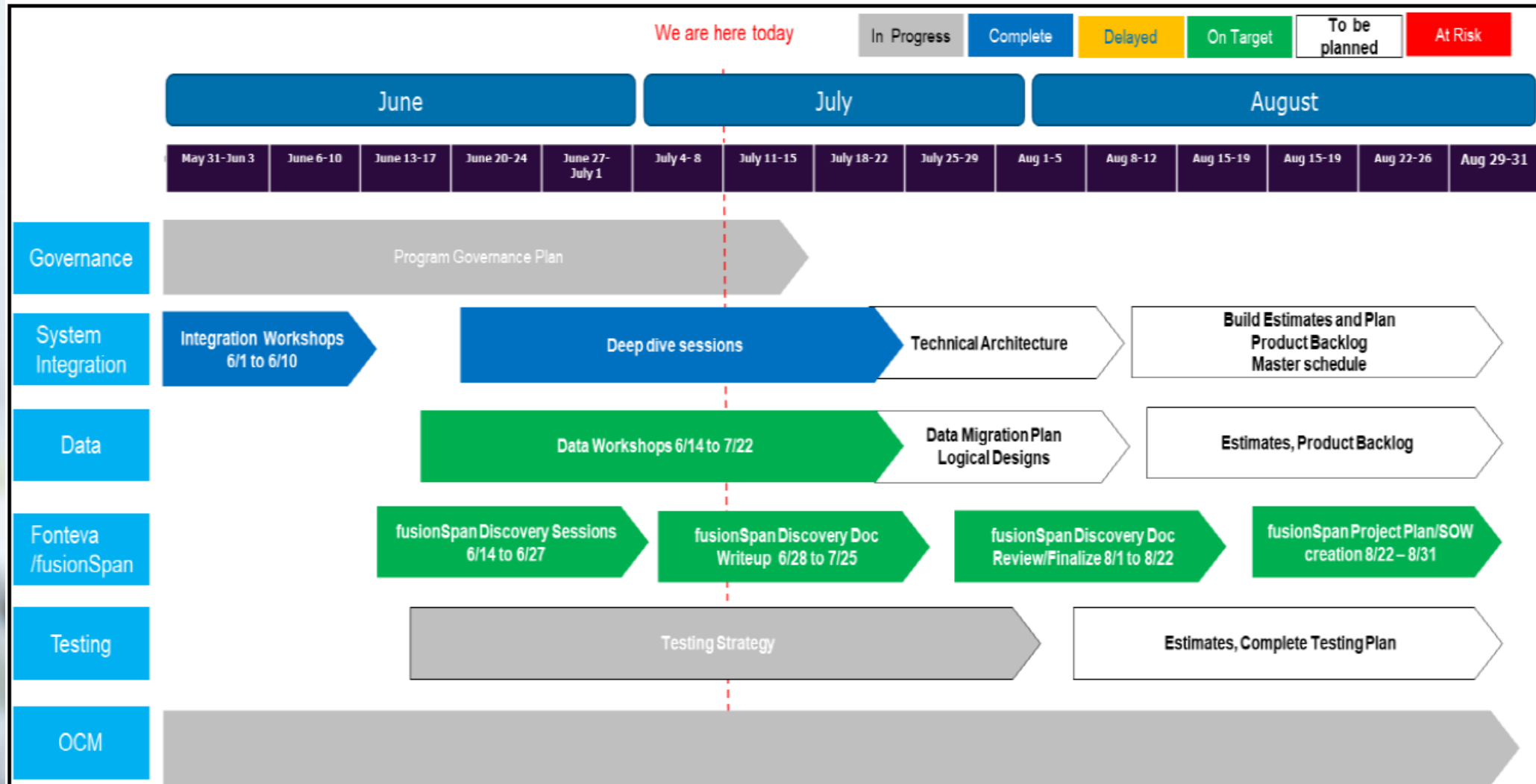
Program Timeline*



*Draft timeline subject to change

Each workstream will be executed using Agile Scrum Methodology

Current Status – On time



See Appendix for details on Vendor activities.

Stakeholder Advisory Committee

Stakeholder Advisory Committee Members	
Joshua Braswell	FL
Rachael Daigle	TX
Shelly Dates	NC
Mary Donlin	PA
Marcy Dwyer	Detroit
Stacey Hemmel	MO
Dr. Andy Kwasny	PA
Eric Larson	IL
Jody Marquardt	MI
Scott Piper	GA
Megan Stagina	St. Louis
Kainoa Trotter	WA
Grazia Yaeger	NY

Committee Role/Purpose

- Provide program advocacy, input, support and transparency
- Understand State and Local needs to increase organizational capacity
- Secure buy-in to assist Tripartite implementation

Activity/Engagement to Date

- Active participation in AMS vendor demos
- Demo feedback helped inform Fonteva selection
- Participated in fusionSPAN discovery interviews and providing feedback (in-process)

Risks and Mitigations

Risks	Mitigations
State willingness to move <ul style="list-style-type: none"> Customizing versus standardizing Concerns with the timeline Concerns with included tools 	Get state acceptance through Change Management and value <ul style="list-style-type: none"> Understand reason for customization and provide sustainable solutions Use Stakeholder Committee and other meetings to get buy in from states Identify new features that provide significant value Sell the tripartite on the network benefits of having shared information
Cutover complexity <ul style="list-style-type: none"> Amount of functionality available at launch Compressed training timeframe Vendor migration SSO migration 	Manage release through multiple modalities <ul style="list-style-type: none"> Rigorous testing of various use cases Train the Trainer to have a large training capacity Super users as knowledgeable users throughout the tripartite Regionally focused training plans (TBD)
Data Migration <ul style="list-style-type: none"> Data loss or corruption Data migration and cleanup need to be handled in a compressed timeframe 	Thorough testing protocols <ul style="list-style-type: none"> Implement comprehensive testing and run through the migration process multiple times to ensure production readiness
Release Timing <ul style="list-style-type: none"> Finding a release window that does not impact Annual Meeting or Dues Processing 	Agile process to identify necessary features for cutover <ul style="list-style-type: none"> Track and prioritize highest need functionality to be able to go live Understand what can be done later if a go-no go decision is required

CEO Panel: Navigating Change in the Association World



Michele Reeder
Executive Director
Nevada Dental Association



Geoffrey Brown, CAE
Chief Executive Officer
National Association of Personal
Financial Advisors



**Mary Lynn Fayoumi,
CAE, SPHR, SHRM-SCP**
President & CEO
HR Source



Gayle Irvin, MPH CAE
Panelist

Enjoy Your Lunch!

Thank you to our Sponsor

ADA
Member AdvantageSM

Management Conference

July 19, 2022

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Member Engagement

ADA Member AdvantageSM

Member Engagement

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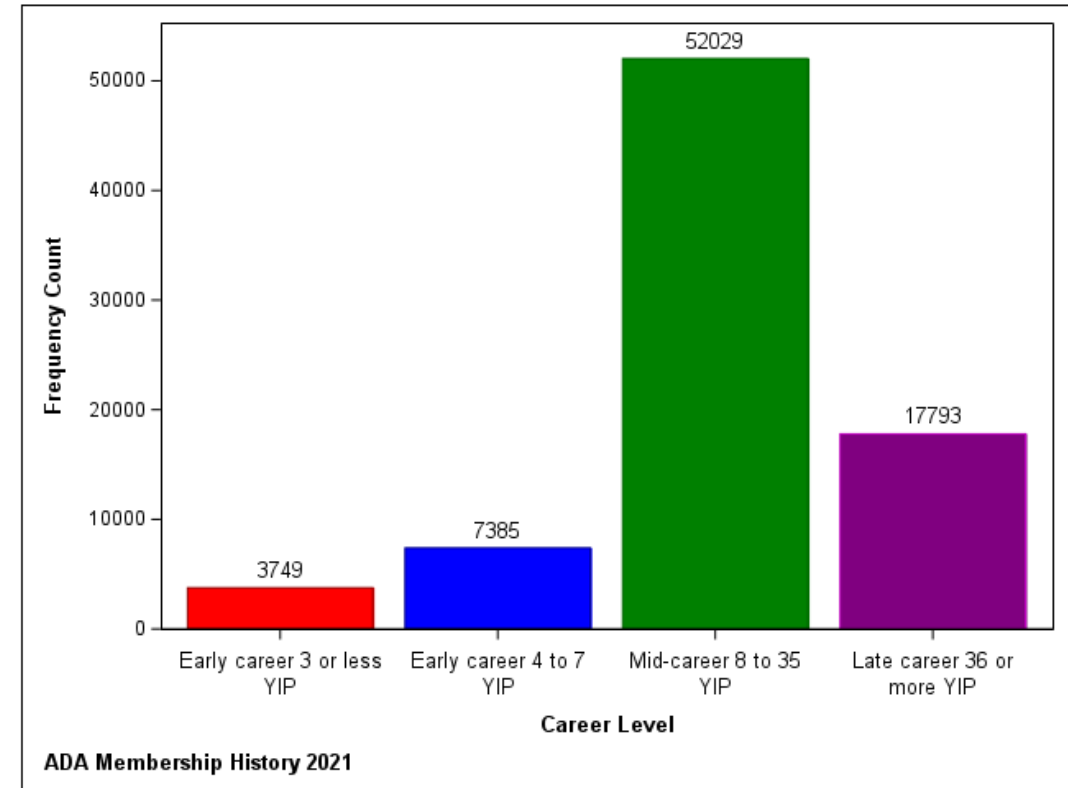
- 143,468 total member engagements across all products
 - 86,695 engaged with one product
 - 56,783 engaged with two or more products
- A recent study by ADA Membership Analytics Team showed how engagement with ADABEI products decreases attrition by 42%
 - Equaled more than 1,100 member 'saves' and ADA dues revenue of over \$600,000
 - Further study is coming – with updated ADABEI data and across ADA products and services

ADABEI member purchasers have less non-renew

RESEARCHED
PROVEN
ENDORSED

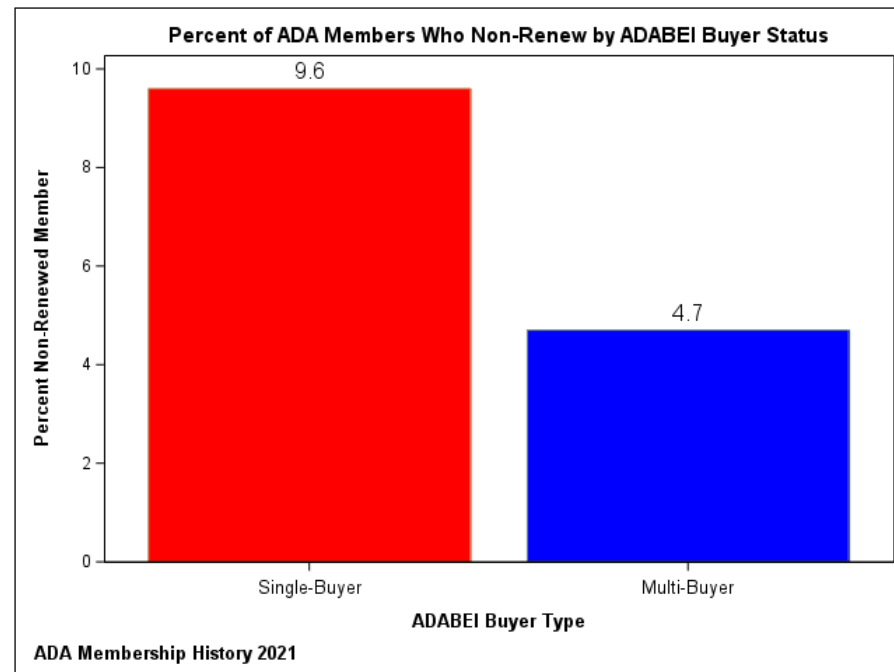
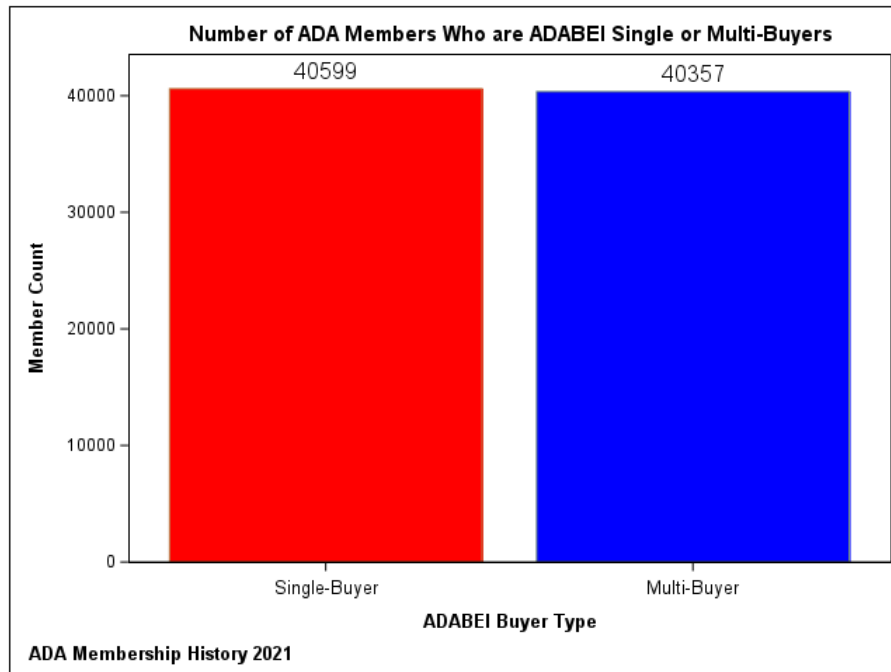
- ADABEI purchasers
 - Show career level differences
 - Early career ≤ 3 years in practice is 4.6%
 - Early career 4-7 years in practice is 9.1%
 - Middle career 64.3%
 - Late career is 22%
 - Non-renew for purchasers is less
 - **7.2% vs 12.5% for non-purchasers**
 - ADABEI purchasers have better retention

42% decrease
in attrition



ADABEI multi-buyers have even better retention

- Remember, ADABEI purchasers had a non-renew rate of 7.2%
- ADABEI purchasers can be broken down further into two nearly equal segments
 - Single Buyers
 - Multi-Buyers
- Multi-buyers have 49% of the non-renew seen for single buyers

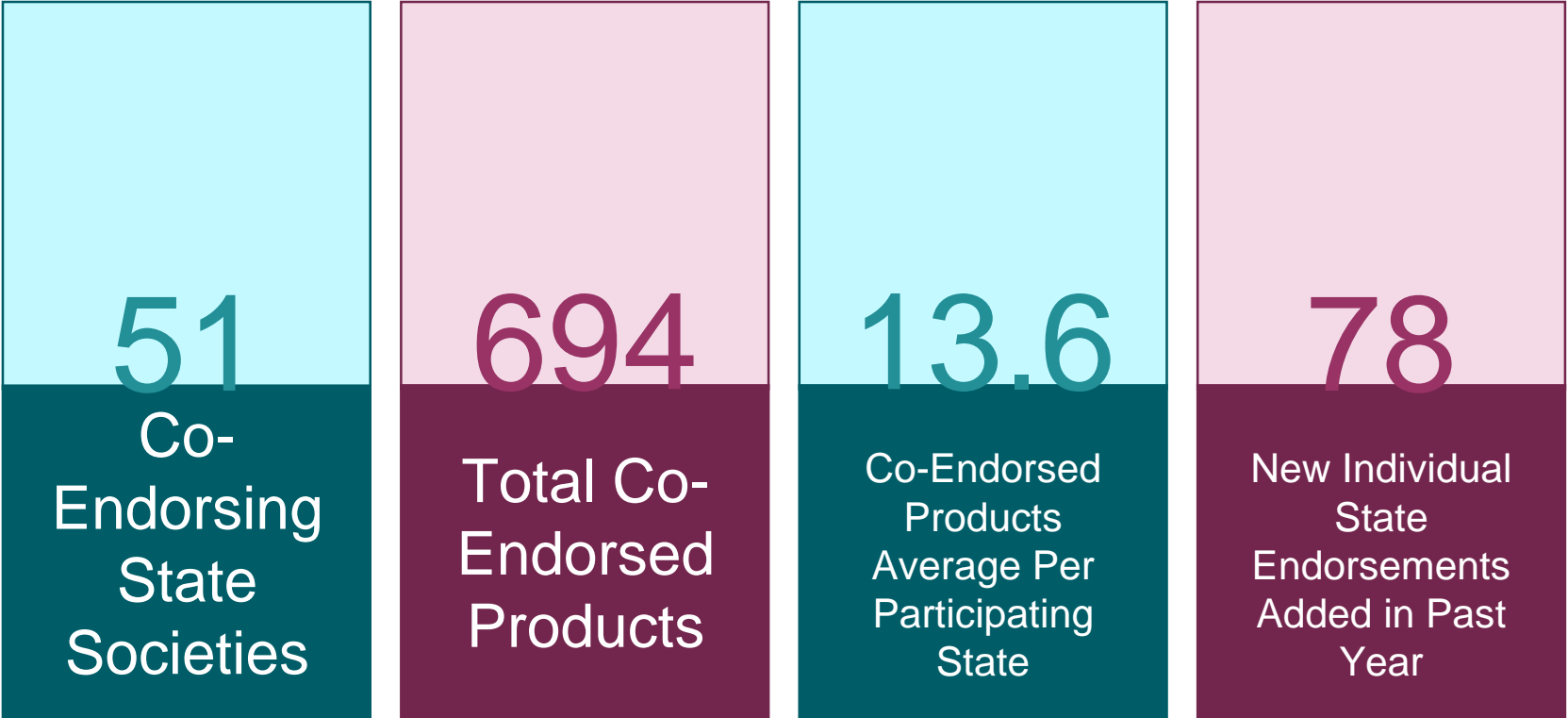


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Co-endorsing State Societies

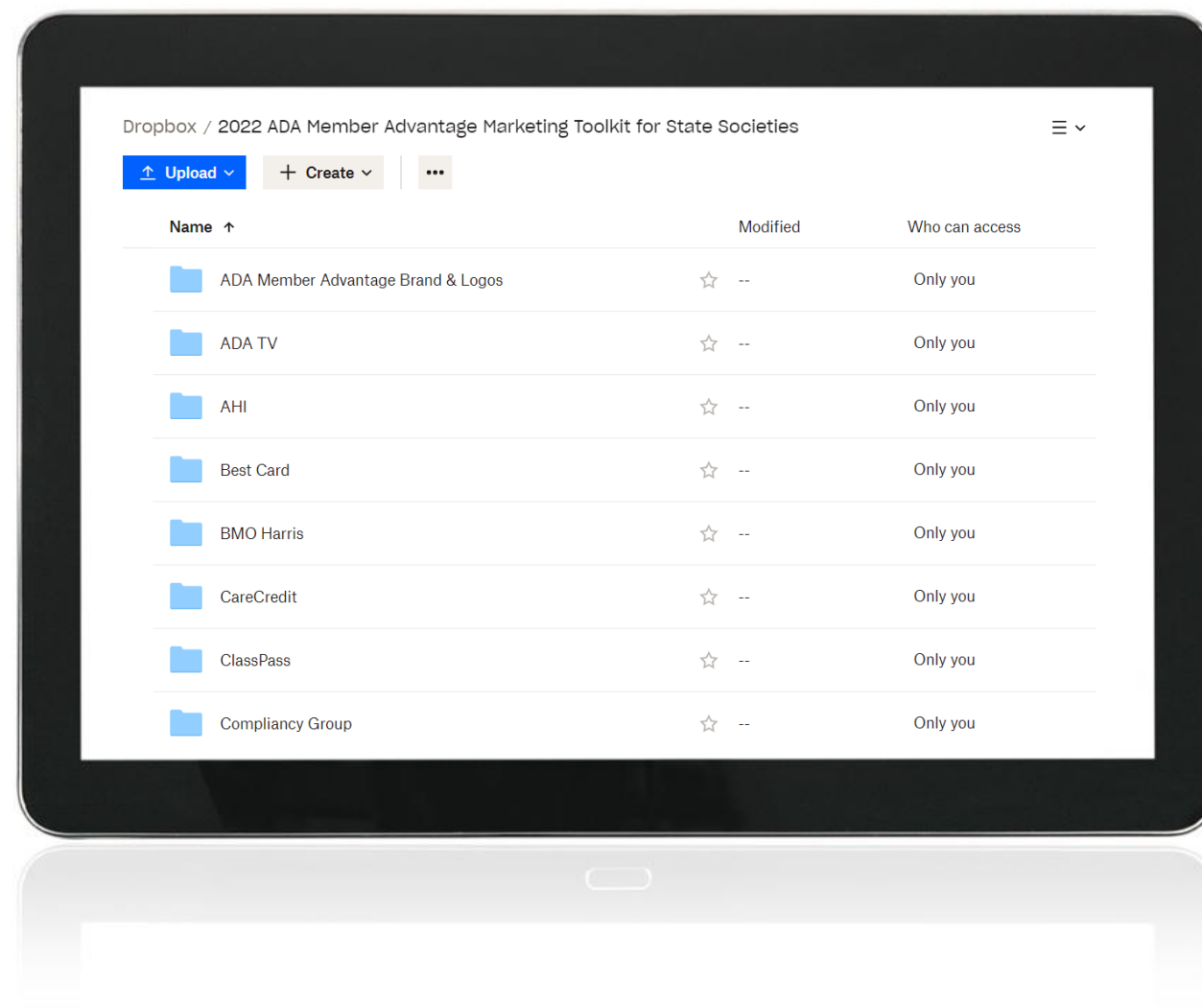
ADA Member AdvantageSM

States by the numbers



State Marketing Toolkit

- Dropbox files went out to states in June
- Contains turnkey marketing materials – logos, images, web and email copy, articles, ads, fliers, etc.
- Please reach out if you need something specific

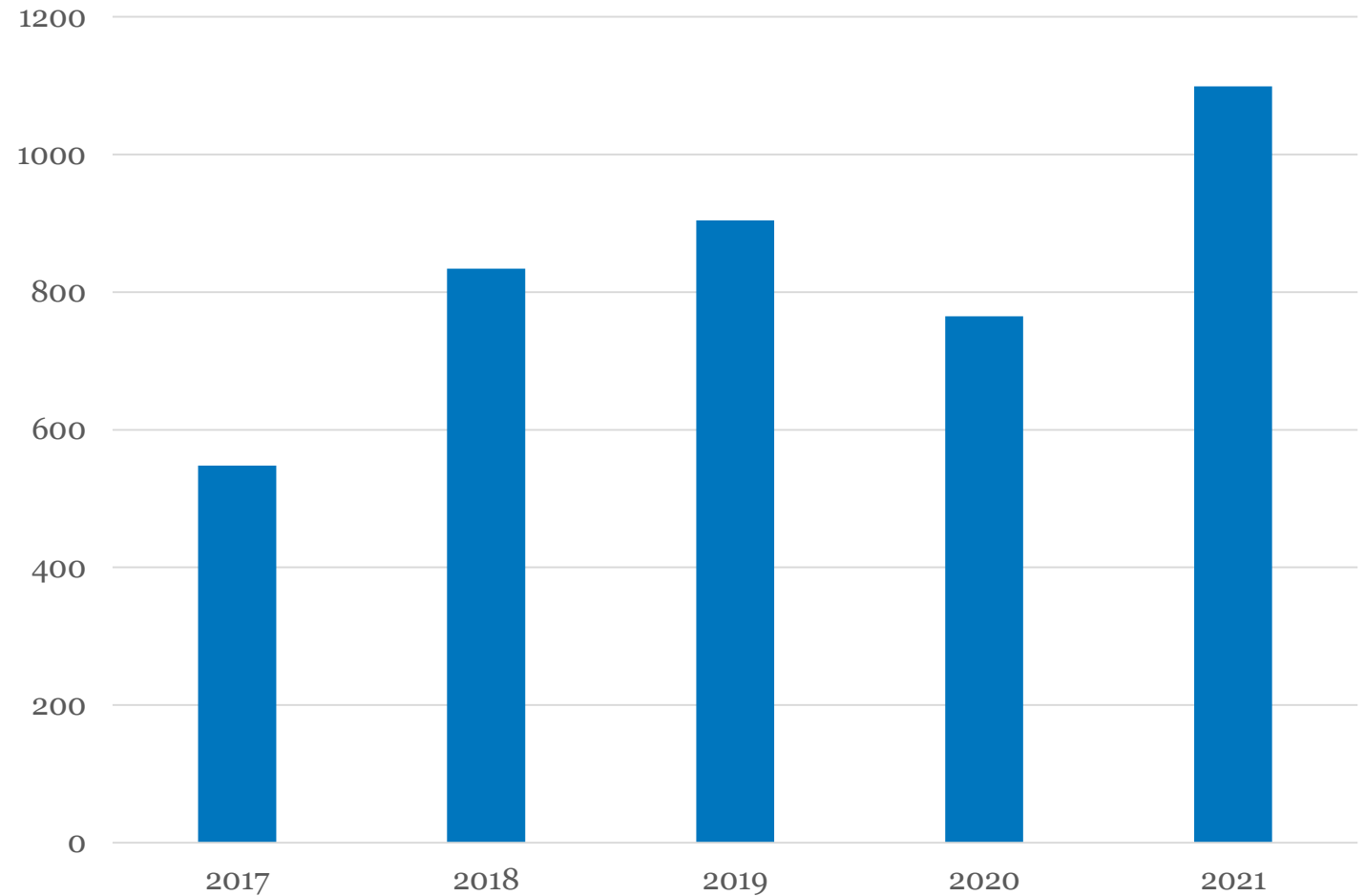


2021:

- 1,099 efforts tracked
- Largest number ever tracked
- 43.6% increase over 2020

State Marketing Audit

State Member Awareness Efforts

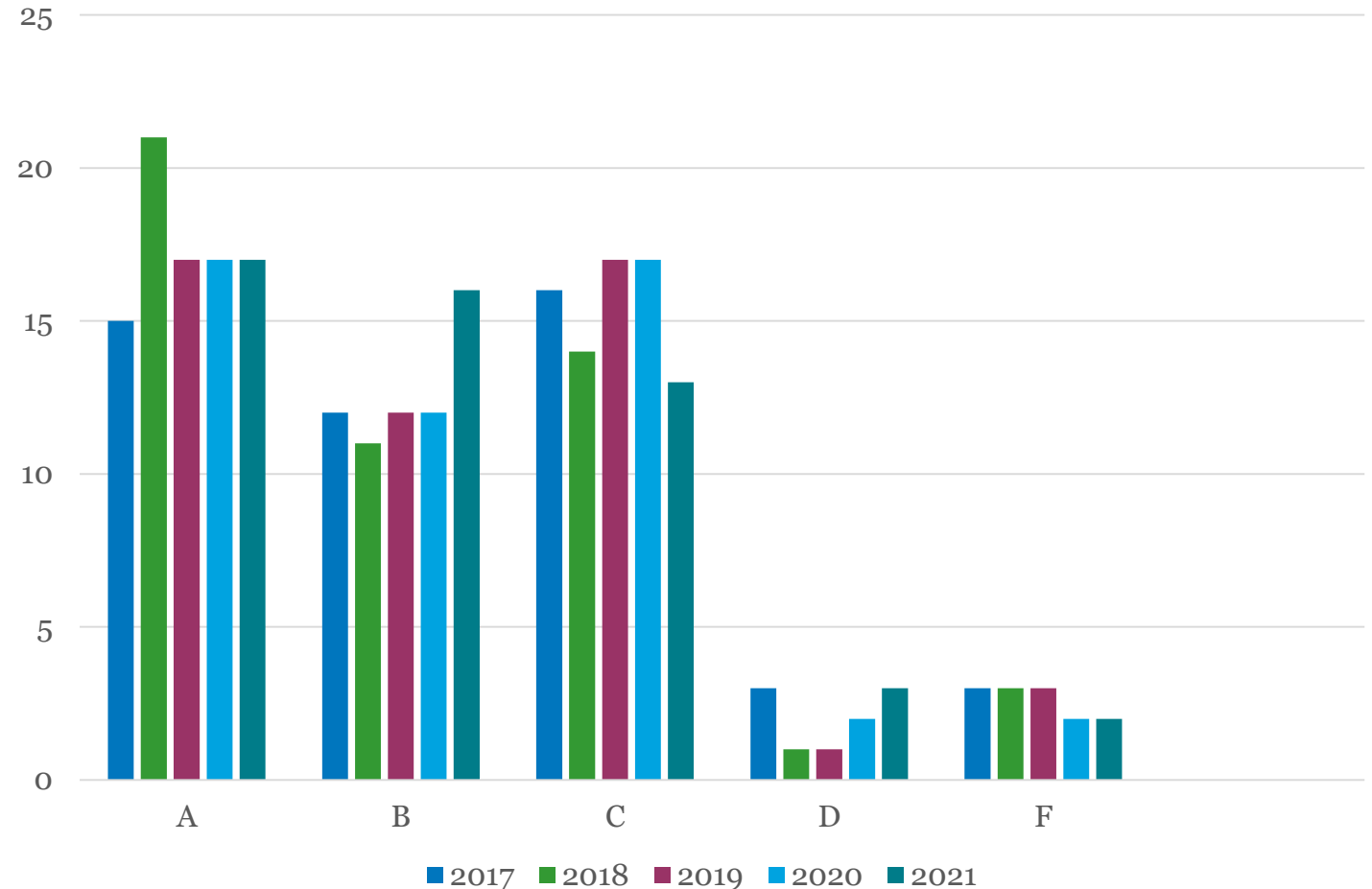


2021:

- 17 “A” states – consistent efforts throughout the year
- 29 “B” and “C” states – make a few efforts throughout the year; could do more
- 5 “D” and “F” states – little to no efforts throughout the year – staff will be focusing on getting these states more engaged

State Marketing Audit

State Member Awareness Efforts Grade



Coming Soon: State Contract Renewal



- Current contracts go through March 2023
- Will renew for another 3 year term
- Can add a product at any time, but this is the only time you can choose to exit a product endorsement
- Simple amendment to renew

RESEARCHED
PROVEN
ENDORSED

Marketing

ADA Member AdvantageSM

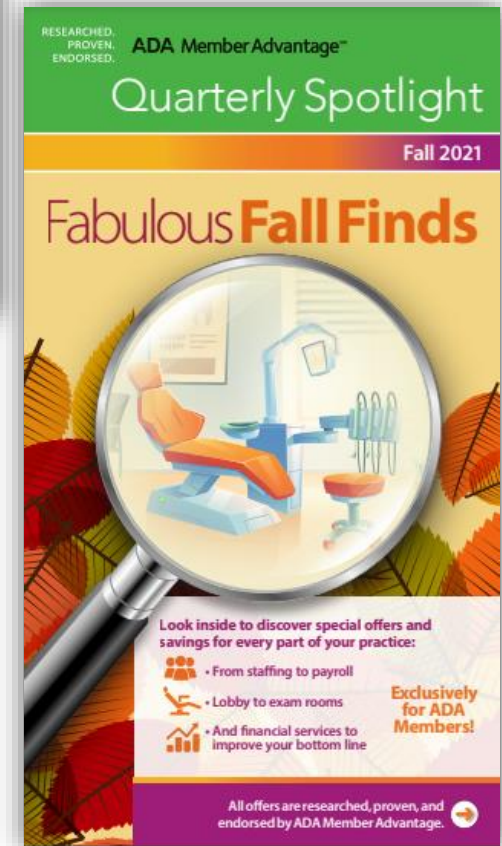
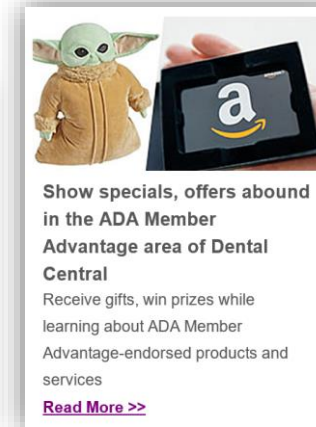
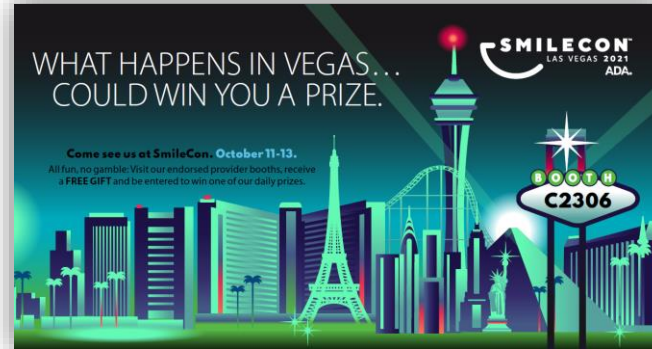
ADA Member Advantage Marketing 2021

By the Numbers:

- 14.4 million impressions
- 215,685 points of member engagement through ADABEI marketing channels
- 129,862 partner leads reported

Highlights:

- 76,908 visits to adamemberadvantage.com
- 15 ADA News stories
- 53 ADA Morning Huddle features
- 6 direct mail campaigns (490,000 pieces sent to members)
- 2 dedicated Dental Practice Success e-pubs with 18 partner focused or authored articles




Email 2021

147 email sends

- 1,691,724 impressions
 - 65,854 clicks
 - 27% open rate
- Increase of 15% in email leads driven to partners
 - Retargeted email open rates average 47.4%
 - Monthly dental team email open rate of 15.8% and sent over 1,500+ leads to providers
 - Spotlight open rate is 17.1% and has sent over 2,000 leads to providers

ADA Member Advantage™ ✓ RESEARCHED ✓ PROVEN ✓ ENDORSED



stynt
Where Dental Facilities Instantly
Hire Professionals

Staffing Proves to be a Challenge for Many Dentists

Experiencing staffing shortages? You're not alone. According to new data from November's COVID-19 Economic Impact on Dental Practice poll conducted by the ADA Health Policy Institute, 1 in 3 owner dentists indicated they need more staff to see the same number of patients compared to before the pandemic.

Among the 35-40% of dentists currently recruiting a dental hygienist or assistant, roughly 9 out of 10 hiring dentists indicated that it's been "extremely" or "very" challenging to recruit.

Driven by the mission to solve current staffing issues, Synt offers the largest, fastest-growing, nationwide network of dental-specific professionals in the country. Whether you need a temp placement to cover illness or vacation or a longer-term employee, join other offices in the nation filling gaps in their schedule with Synt's AI technology— visit synt.com/ada.

Simplified and transparent staffing:

- Free job posts, pay when you hire
- Keep your schedule intact and hire through Synt when a member of your team calls out
- Instantly hire verified and fully vetted dental professionals

Don't let staffing be a limiting factor for your office. With Synt, you'll never scramble to find a replacement again! ADA members get a \$50 credit toward their first hire.

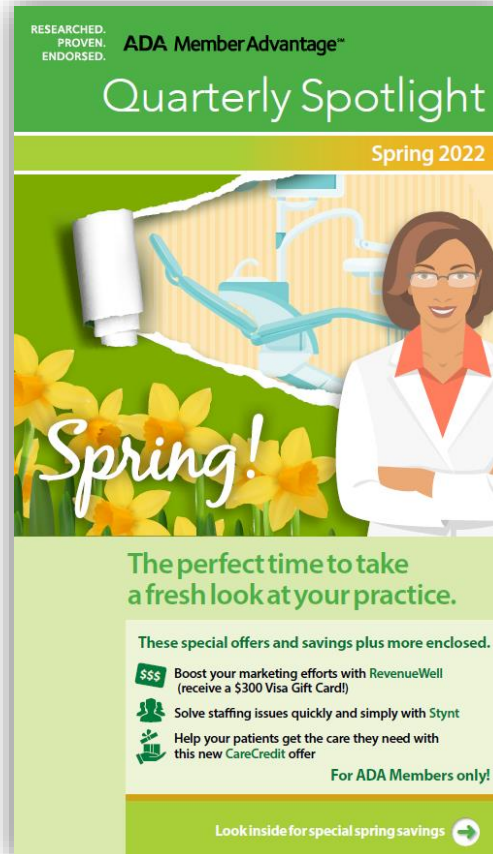
Set up your profile today at no cost so you're ready when the next staff person calls out sick. From credentialing and compliance to managing W2 payroll and related professional liability insurances, Synt has you covered.

[Get Started](#)

2022 Direct Mail Highlights

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120,000 copies mailed
1/2022



March direct
mail to 90,000
members

85,000 coupon packs
mailing 7/5/2022





New ADAMemberAdvantage.com

[Renew](#) [Join](#) [Login](#) [ADA.org](#)

ADA Member Advantage™ [Endorsed Programs](#) [Review Process](#)

ADA Member Advantage

Save time and money with top-quality products and services for your practice and personal life, exclusively for ADA members.





Proven products, great values

Savings and total quality assurance, thanks to rigorous evaluation by practicing dentists and other ADA experts.

[See all offers](#)

Refinance your student loans and save thousands.



Contact Laurel Road
1-833-427-2265

[Visit Laurel Road](#)



About Laurel Road

Join the 4,000 other ADA Dentists who have taken control of their student loan debt by refinancing through Laurel Road. Highlights of the Laurel Road Student Loan Refinance program include:

- An exclusive 0.25% rate reduction¹ on loans for ADA Members
- No application or origination fees, and no payment penalties
- Flexible repayment options for residents during training
- Concierge-level customer service from dedicated representatives
- Check rates in 5 minutes – no hard credit pull required²

ADA Member Value:

Qualifying ADA Members receive a 0.25% rate reduction to Laurel Road's already low rates for the life of the loan, plus an additional 0.25% rate discount when monthly payments are made automatically from a bank account.



Valued Voices

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What's in my report?

ADA Member AdvantageSM

State Royalty Sample

July 2022

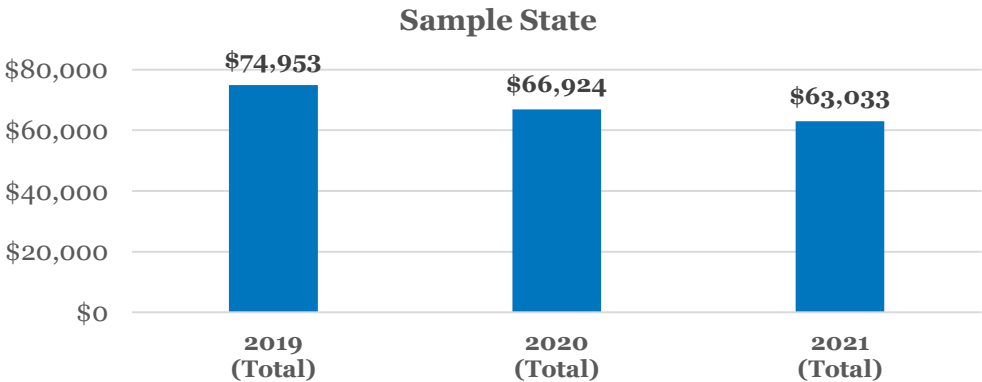
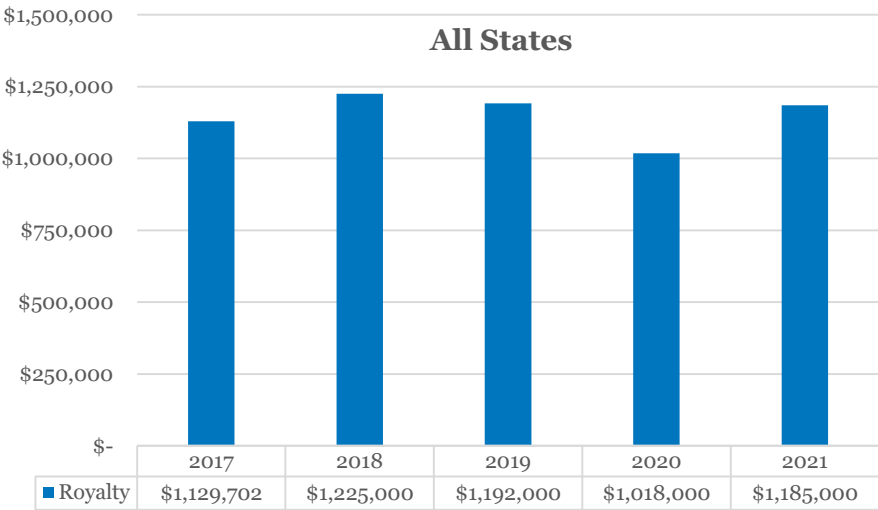
ADABEI - Financials

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- 2021 Total Program Revenue
 - Existing Products Rebounded
 - New Products Added
 - Growth vs. 2020 = 13.4%
- 2022 Outlook – Progress Continues
 - Program Revenue
 - YTD (*May*) Exceeded Plan by 4.1%
 - Q3 / Q4 Cautiously Optimistic (*i.e. inflation, supply chain, unknowns*)
 - State Royalty Share Forecast = \$1M+

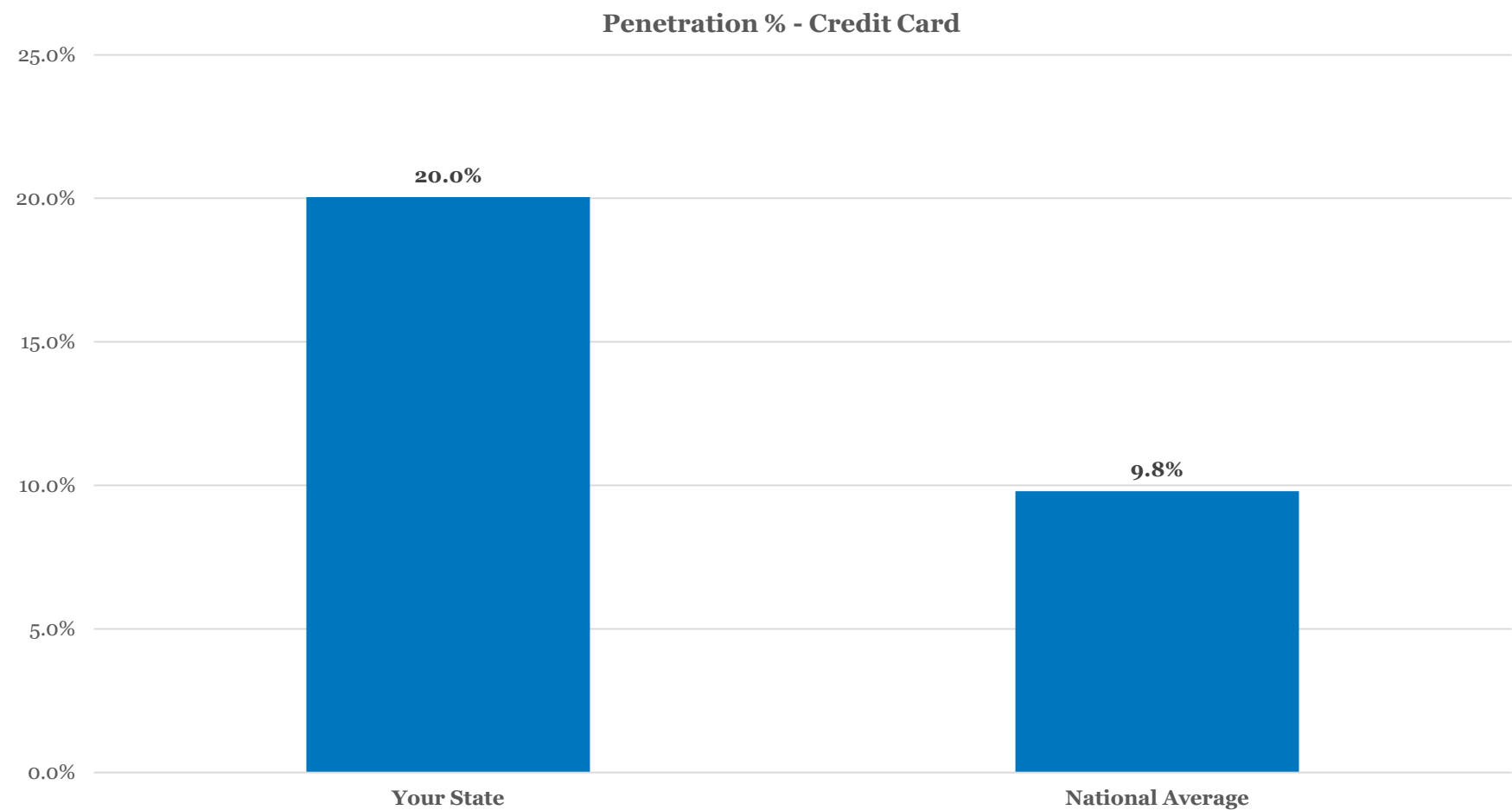
State Royalty Sharing

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Usage – Penetration %

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ENDORSED



State Marketing Audit

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ADA Member AdvantageSM

2021 State Society Marketing Audit

State Society: Sample Dental Association

Co-Endorsements:

1. ADA Credit Cards – U.S. Bank
2. Amalgam Recovery – HealthFirst
3. Apparel for Staff – Lands' End
4. Appliances – GE Appliances Store
5. Computers – Lenovo
6. Emergency Medical Kits – HealthFirst
7. HIPAA Compliance – Compliance Group
8. Interpretation & Translation – CyraCom
9. Luxury Vehicles – Mercedes-Benz
10. Marketing & Communication Software – RevenueWell
11. Mortgages – Laurel Road
12. Office Supplies – Office Depot
13. Patient Financing - CareCredit
14. Payroll – OnPay
15. Practice Financing – BMO Harris Bank
16. Sharps Management - HealthFirst
17. Shipping – UPS
18. Tours & Cruises – AHI
19. Waiting Room TV – ADA TV/PBHS
20. Websites & Marketing Services - PBHS

Marketing Efforts:

JANUARY	FEBRUARY	MARCH	APRIL
ADA Visa Biz Card ad in email (2); Full-page biz card ad in journal	ADA Visa Biz Card ad in email	ADA Visa Biz card video featured in email; biz card banner ad in email; BMO DIA webinar promoted in email	Full-page credit card ad in journal + Office Depot announcement blurb
MAY	JUNE	JULY	AUGUST
N/A	Best Card article in email; Best Card article in journal; Credit card full page ad in journal	N/A	Journal includes article announcing new LR mortgage and Compliance Group endorsements; plus <u>ClassPass</u> blurb
SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
ADA TV promo on social channels	BMO article and ad in Journal	Email with Best Card surcharging blog post	BMO ad and listing of endorsements in Journal; On-demand mortgage webinar promoted on social media and e-news

Website Notes: Looks good!

Overall Audit Results: **EXCELLENT**

**Please note that these results are from 2021 and do not include any information or updates you may have done in 2022 YTD.*

How can we help you?

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- Let us know what you're up to
 - We can't give a marketing grade for efforts we aren't aware of
 - Add us to your distribution lists
- Check your website for needed updates
 - If not on the ADA template where many updates are made automatically, be sure to, at least annually, update your website with content from the toolkit
- Schedule a meeting with us
 - We'll go through your reports and see where we can help you find ways to increase awareness
- Review your existing co-endorsements
 - Are you missing any that could be easy wins?



U.S. Bank Credit Card Program

Presenter: Deb St Germain



With an October 2020 launch of the new business card, results were immediate and strong

5X points

on purchases made through the ADA.org, state and endorsed partners¹

5X points

on prepaid hotel and car rental booked through our rewards site²

2X points

at dental supply providers like Benco, Schein, Patterson and more³

1X points

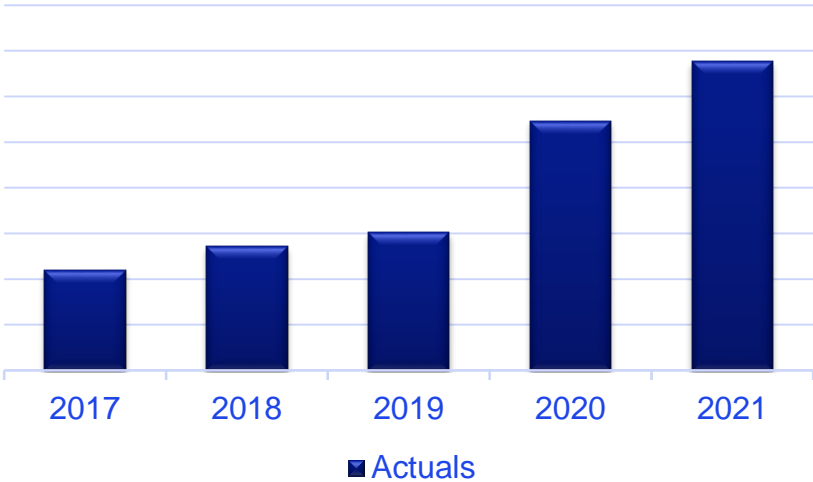
everywhere else Visa[®] is accepted⁴

No Limit

on the total points you can earn

No Annual Fee

New Accounts



Sales Volume



Further success found through a card tailored for dentists sold through talented sales staff



Effective High Value Sales Representative

Proactive Approach:

- Do you own a practice?
- Tell me how you manage your expenses.
- Identify opportunity and Finalize Sale (many using checks or ACH for expenses exposes opportunity to leverage card to earn rewards)
- Dentists appreciate the rewards, glamour of a metal card, the ease of running their business and the fact our card does not charge an annual or foreign transaction fee
- Follow Up and Follow Through on interest, application and on boarding

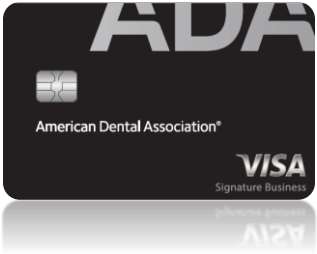
Call On Annual Catalog Returns

Event Pre- Scheduling (Call ahead)

Webinars

Notable Events

Coming Soon- Consultation Link from microsite

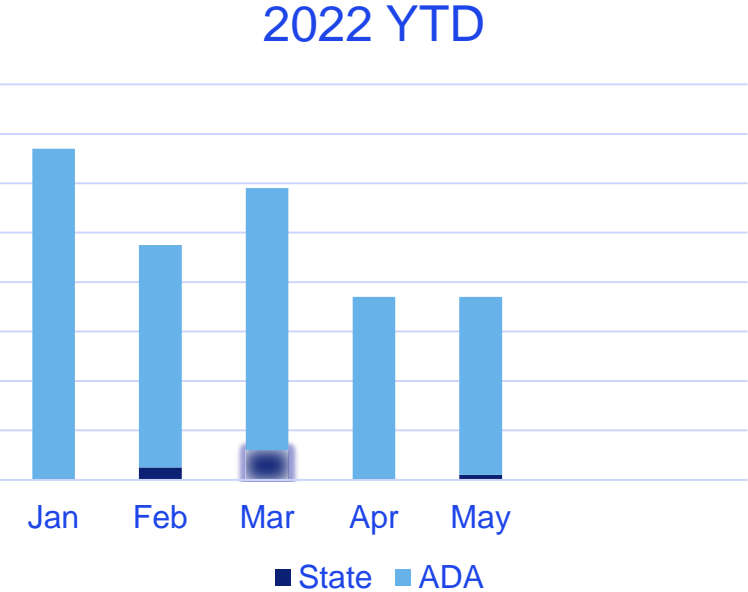


- Value delivered to the customer with a highly competitive rewards program
- Offers relevant bonus categories beyond the ADA
- Accelerates meaningful spend categories “dental supply” to encourage off us spend and in turn acquire more high value spend

The ADA card suite includes a business and consumer card with value props rewarding customers for spend on state purchases including dues and meetings as well as other meaningful categories

BUSINESS		CONSUMER	
5x	ADA.org, STATE and endorsed partners	5x	ADA.org
5x	Prepaid hotel/car booked through Rewards Center	5x	Prepaid hotel/car booked through Rewards Center
2x	Dental Supply providers	2x	STATE and endorsed partners
1x	Everywhere else Visa is accepted	1x	Everywhere else Visa is accepted
No limit on the number of points you can earn			

States also can earn an acquisition bounty/royalty awarded through U.S. Bank for purchase active accounts opened through their channels @ \$20¹ per account; the highest royalty earner within the ADABEI program



Recent Success Stories:

South Carolina Webinar (Held Jan '22):

- Confirms dentists are using credit cards to purchase capital equipment as well as consumables so there is a ton of potential
- 3 Dentists reached out post webinar

New Partner – California

- California became an endorser of credit card in Q4 2021 and launched with some news articles, web presence, and email demonstrating a spike in new account volume

¹ Accounts must leverage the appropriate source code to receive bounty

Start earning revenues today! There is a free toolkit available with many options to market the card(s) within your channels including a landing page with video, circle bursts, digital banners and more ..Don't see what you're looking for? Reach out to us!

The advantage
of ADA® credit cards:



5X POINTS
on co-endorsing state and
endorsed partners purchases
when using your business card¹



2X POINTS
on co-endorsing state
society purchases when
using your personal card¹

Visit adavisa.com/43742
to apply today!

¹ Some restrictions apply.
See adavisa.com for full details.

**EARN UP TO
50,000 BONUS POINTS**
Plus, **2X POINTS** at dental supply providers!

[LEARN MORE](#)



ADA® Visa® Business Rewards Card

 **EARN 20,000 BONUS POINTS**
when you spend \$5,000 on the card within the first 90 days.¹

Discover the perfect card for your practice — the ADA® Preferred Rewards Visa Signature® Card. It rewards your success with exceptional bonuses and perks.

- Enjoy no foreign transaction fees² When traveling abroad.
- Earn an additional 20,000 bonus points¹ After \$125,000 annual spend.
- No annual fee²
- Travel on 150+ airlines — with no blackout dates 25,000 points = up to a \$450 airline ticket!
- Enjoy the rewards Choose from travel, merchandise, gift cards, or cash back as a statement credit.



APPLY TODAY!
Call 888-327-2265 ext. 36992 or visit adavisa.com/36992

For every \$1 of eligible net purchases earn¹:

- 5 POINTS** on purchases made at ADA.org
- 5 POINTS** on hotel and car rental booked through our rewards site
- 2 POINTS** on purchases made with co-endorsing state societies, including dues payments
- 1 POINT** everywhere else Visa® is accepted

IMPORTANT INFORMATION: Rewards points are earned on eligible net purchases. Net purchases are purchases minus credits and returns. Accounts must be open and in good standing to earn and redeem rewards and benefits. Not all transactions are eligible to earn rewards, such as Advances, Balance Transfers, and Convenience Checks. Purchases qualify for Points based on how merchants choose to classify their business and we reserve the right to determine which purchases qualify. See your Cardmember Agreement for details. Points will expire five years from the end of the calendar quarter in which they were earned.
1. Rewards points are earned with your ADA Visa credit card for eligible net purchases (purchases minus credits and returns). Some restrictions apply. Refer to the Program Rules at adavisa.com/faqs for additional information. 2. The APR may vary and as of 4/4/2022, the variable APR for Purchases and Balance Transfers is 10.24% - 22.24% based on your creditworthiness. The variable APR for Cash Advances is 26.24%. Cash Advance fee: 5% of each advance amount, \$10 minimum. Convenience Check fee: 3% of each check amount, \$5 minimum. Cash Equivalent fee: 5% of each cash amount, \$20 minimum. Balance Transfer fee: 3% of each transfer amount, \$5 minimum. There is a \$2 minimum interest charge where interest is due. The annual fee is \$0. Foreign Transaction fee: None. We may change APRs, fees, and other Account terms in the future based on your experience with U.S. Bank National Association and its affiliates as provided under the Cardmember Agreement and applicable law.
ADA is a registered trademark of the American Dental Association.
The creditor and issuer of this card is U.S. Bank National Association, pursuant to a license from Visa U.S.A. Inc.

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Contact Information:
Tara.Plomski@usbank.com
Deborah.stgermain@usbank.com

Introducing the Community Card – the ideal card for state and local dental societies

No personal guarantor

Feel comfortable knowing the organization holds responsibility, not you as an individual

No Annual Fee

Get rewards without paying an annual fee; available only through the association

Rewards

Earn 1% cash back on purchases

Free Employee Cards

Skip the reimbursement process and streamline business spending with employee and volunteer cards- available with different credit limits

Reporting Tools

Organize and track spending with monthly, quarterly, yearly and YTD reports. View by total spend, average ticket, merchant category and more



Questions??

**Thank you for your
time!**

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Appendix

ADA Member AdvantageSM

Deals Open to Association Staff



A High-End Travel Rewards Card with No Annual Fee

- Earn 20,000 Points after you spend \$5,000 in 90 days!
- Reward redemptions start at only 1,500 points, points you can redeem for air travel, fine dining, gift certificates, cash back and more.
- Travel on more than 150 airlines with no blackout dates. 25,000 points = up to a \$450 ticket!
- Apply at adavisa.com



Special Savings with the GE Appliances Store

- Access to members-only savings of up to 25% off MSRP on select GE appliances every day
- Exclusive savings with promotional and rebate offers
- Convenient in-home delivery, installation and haul-away services offered
- Financing available
- Visit ada.org/GE



Stylish Apparel from Lands' End

- Exclusive savings! 10% off orders.
- 10% off gift cards
- 100s of styles, all Guaranteed. Period.®
- Visit ada.landsend.com



Drive in style with dollars off a new Mercedes-Benz

- Receive an incentive up to \$3,500+ off the purchase or lease of a new Mercedes-Benz vehicle.
- Prices start as low as \$32,800
- To view current incentives, visit ada.org/Mercedes
- To receive your incentive form contact us directly by email at adamemberadvantage@ada.org or call us at 800-ADA-2308



Exciting Technology at Deep Discounts

- Instant savings up to 30% off tablets, notebooks and laptops
- Free ground shipping on all web orders
- Monthly limited time special offers update frequently
- Visit ada.org/lenovo



Experience the vacation of a lifetime

- Receive a \$250 early booking discount and personalized customer service
- Trips last between 7-14 days and feature a strong educational component lead by an onsite tour director
- Visit ada.ahitravel.com



Deep Discounts on Office/School Supplies

- Savings of up to 75% off the officedepot.com regular prices on their Best Value List of preferred products
- Substantial discounts on thousands of other products
- Use for school supplies!
- Free next-day delivery
- Choose online or in-store. Discounts apply either way
- Visit ada.org/officedepot



Refinance your student loans and save thousands

- An exclusive 0.25% rate reduction on loans
- No application or origination fees, and no payment penalties
- Concierge-level customer service from dedicated representatives
- Check rates in 5 minutes – no hard credit pull required
- Visit laurelroad.com/ada

Significant savings on loans to purchase a new home or refinance an existing mortgage.

- Special savings with a 0.25% rate discount
- Visit laurelroad.com/ada

Driving Change Through Governance



Raymond A. Cohlma, DDS
Executive Director
ADA



Ron Lemmo, DDS
Strategic Forecasting Task Force Chair
ADA



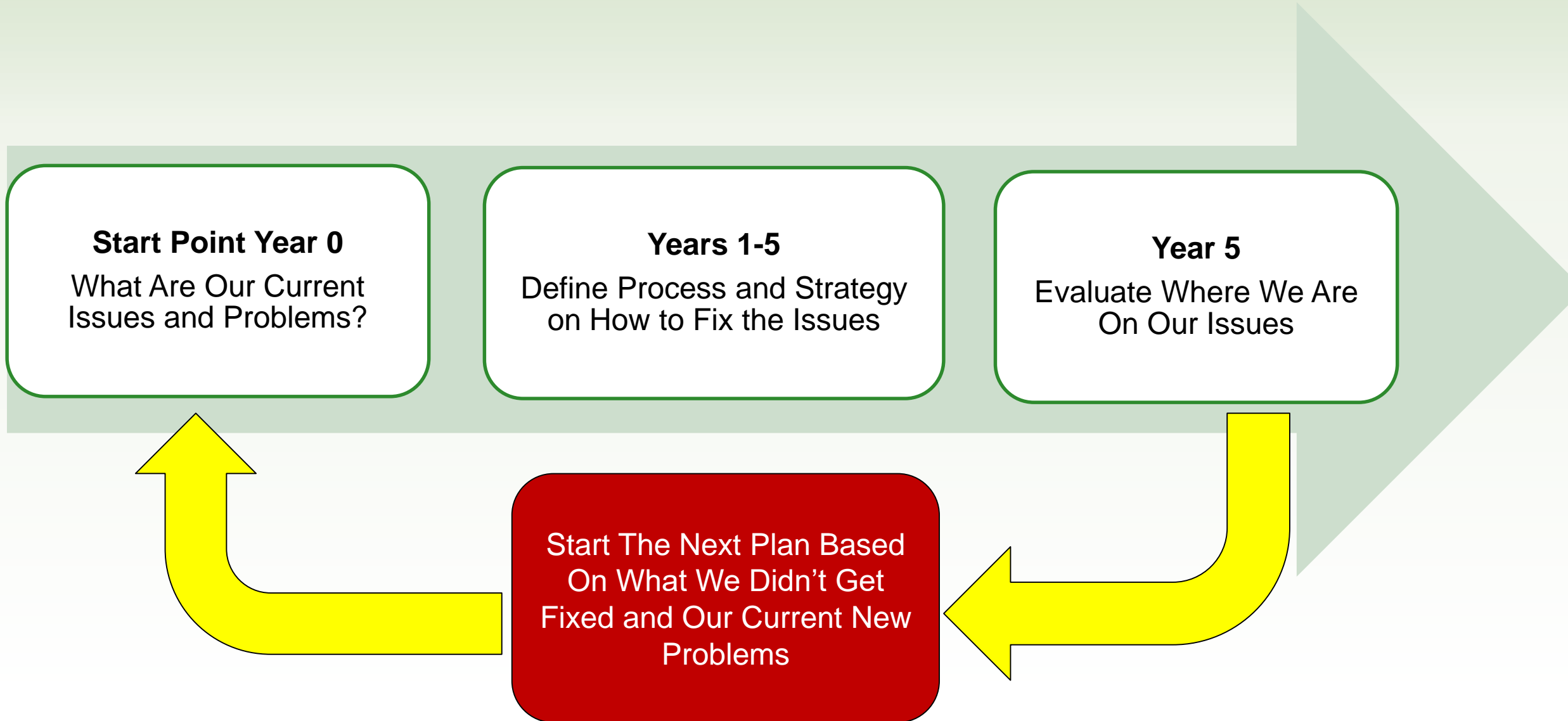
A NEW DAY: EVOLVING GOVERNANCE AT THE ADA

Dr. Ron Lemmo Chair, ADA Strategic Forecasting Task Force

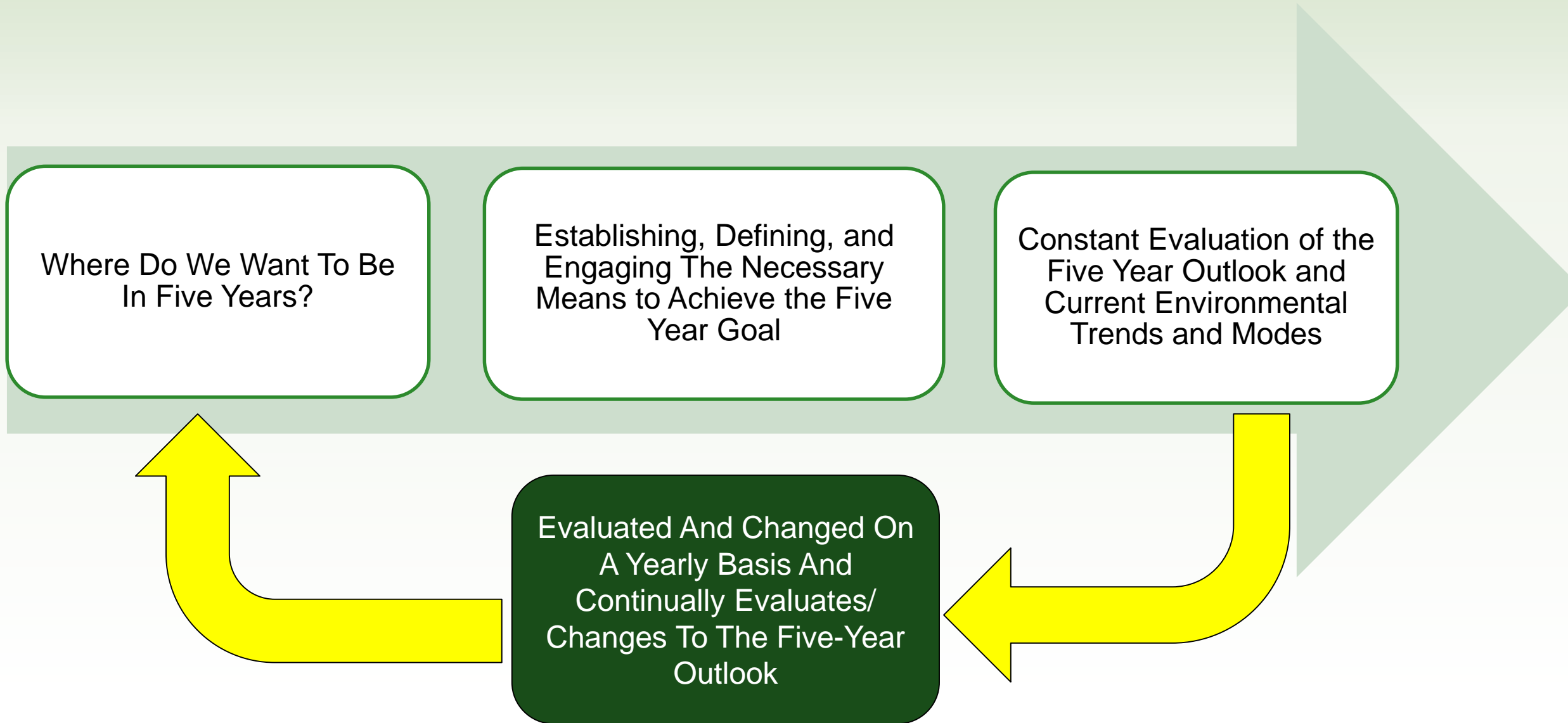
Dr. Raymond Cohlma Executive Director, ADA

July 2022

ADA's Current Model of Strategic Planning



Strategic Forecasting is Substantially Different



In Strategic Planning...

The ADA sets major goals with a five-year timeline based on the state of the Association at the time.

“Based on where we are today, this is where we need to be in five years.”

In Strategic Planning...

The ADA works toward the goals, monitors progress, and evaluates results at the end of the five-year term.

“Let’s set our five-year plan, and in five years, we’ll see how we did.”

In Strategic Planning...

The strategic plan is set, with no flexibility to adapt for circumstances that could change at any point in five years.

“We’re driving using our rearview mirror and moving forward based on what’s behind us.”

In Strategic Forecasting...

The House of Delegates will determine the ADA’s strategic forecast and vote annually to modify it based on member needs that have emerged during the year.

“This is where we need to be in five years, regardless of where we are now. Let’s do what we need to do to get there.”

In Strategic Forecasting...

The ADA adapts to what’s happening while progressing toward important targets.

“Our situation has changed. Let’s find a way to adapt now so we can still hit our five-year goal.”

In Strategic Forecasting...

The ADA assesses its environment and adapts its strategy based on current circumstances—not those of the past.

“What’s ahead of us is more important than what’s behind us. Let’s keep looking through the windshield.”

Strategic Forecasting Committee Composition

Strategic Forecasting Committee Members

- 8 HOD Members (Voting)
- 4 Trustees (Voting)
- 1 New Dentist Member (Voting)
- President (Non-voting)
- President-Elect (Non-voting)
- Treasurer (Non-voting)
- Executive Director (Non-voting)

Strategic Initiatives Subcommittees
4 HOD SFC Members, 2 BOT Members, P, PE, Treasurer, ED consultants / with authority to attend

Action Groups from NEWS Format
Action Groups makeup varies with: ADA HOD Members, Academia, New Dentist, ASDA, **Executive Directors from Components/Constituents**, Dental Industry, DSO Admin

North: Districts 6, 7, 8, 9

East: Districts 1, 2, 3, 4, 16

West: Districts 10, 11, 13, 14

South: Districts 5, 12, 15, 17

Direct to Member Sub-Committee

Action Group N
Action Group E
Action Group W
Action Group S

Direct To Tripartite Sub-Committee

Action Group N
Action Group E
Action Group W
Action Group S

Enterprise / Internal Operations Sub-Committee

Action Group of SFC Members / BOT / ADA Staff

Public / Professional Sub-Committee

Action Group N
Action Group E
Action Group W
Action Group S

QUESTIONS?

Driving Change Through Partnership



April Kates-Ellison, MS, CAE
Chief Client Services & Tripartite Relations Officer
Member and Client Services, ADA

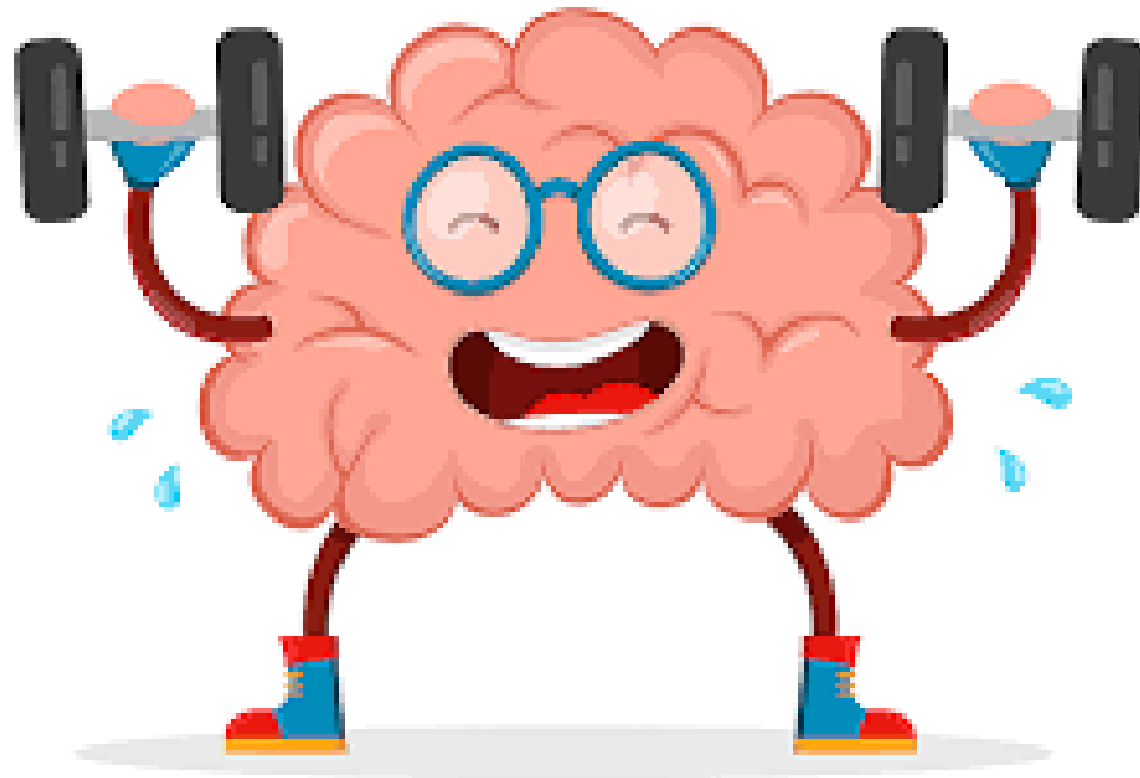


Donté P. Shannon, FASAE, CAE
Strategic Advisor
Vista Cova LLC

Vision for Today



Brain Warm-up



DRIVING CHANGE
TOGETHER
NATIONAL • STATE • LOCAL

**Partnering
for Success**



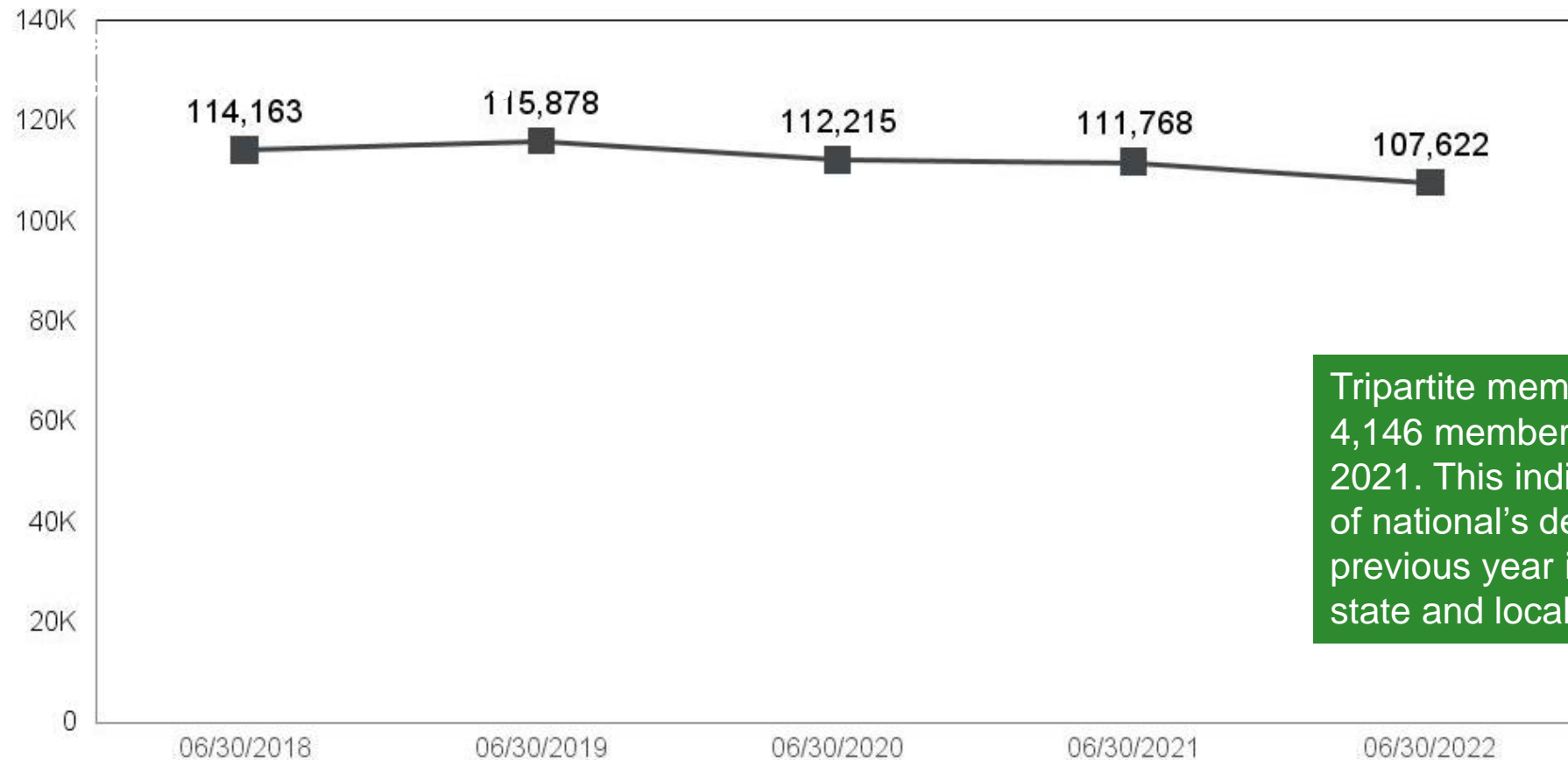
Tripartite Membership Trends

National Overall Membership



Tripartite Membership Trends

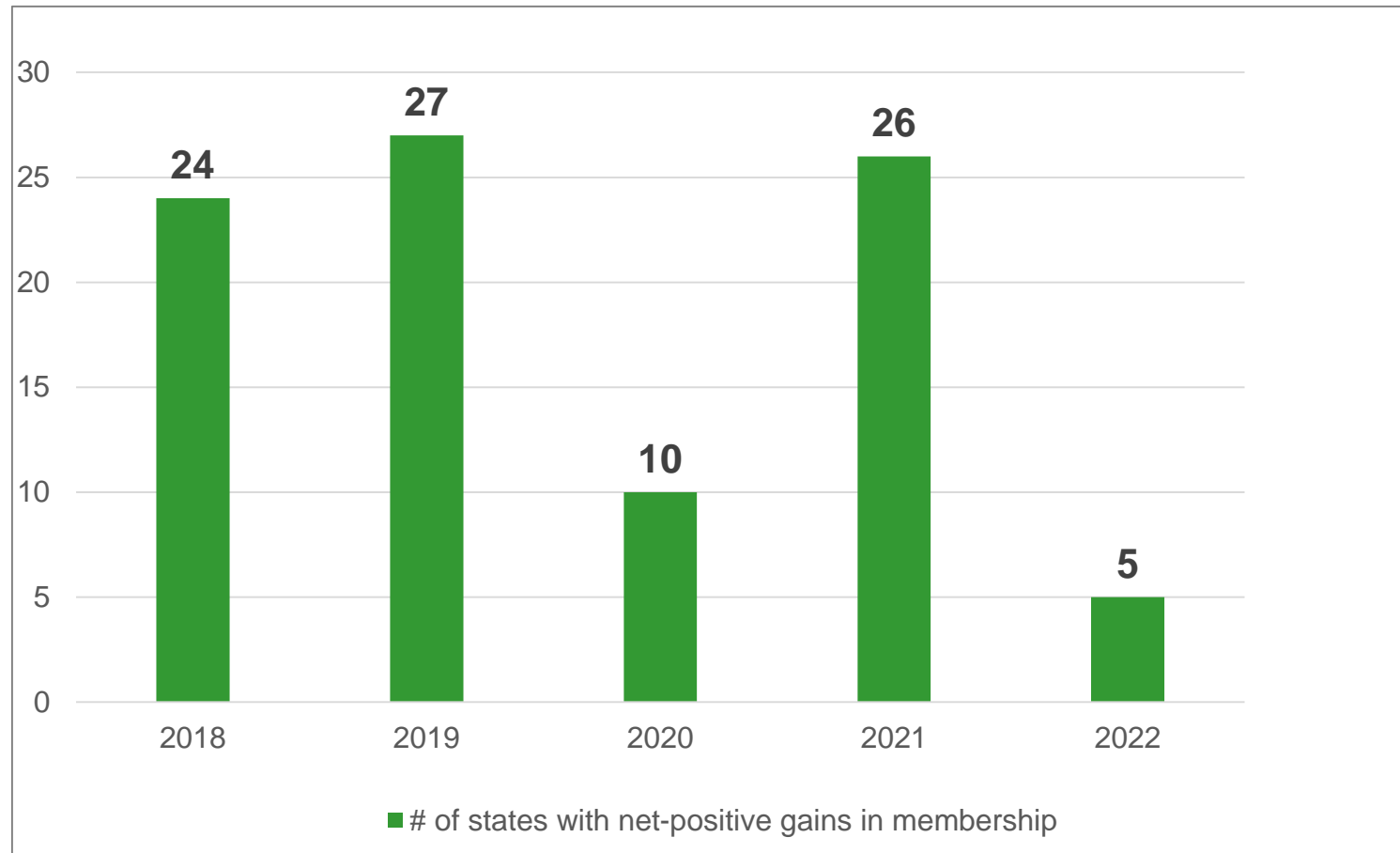
Tripartite Membership (Excluding ADA Direct Categories)



Tripartite membership is down 4,146 members from June 2021. This indicates that 100% of national's deficit over the previous year is being driven by state and local performance.

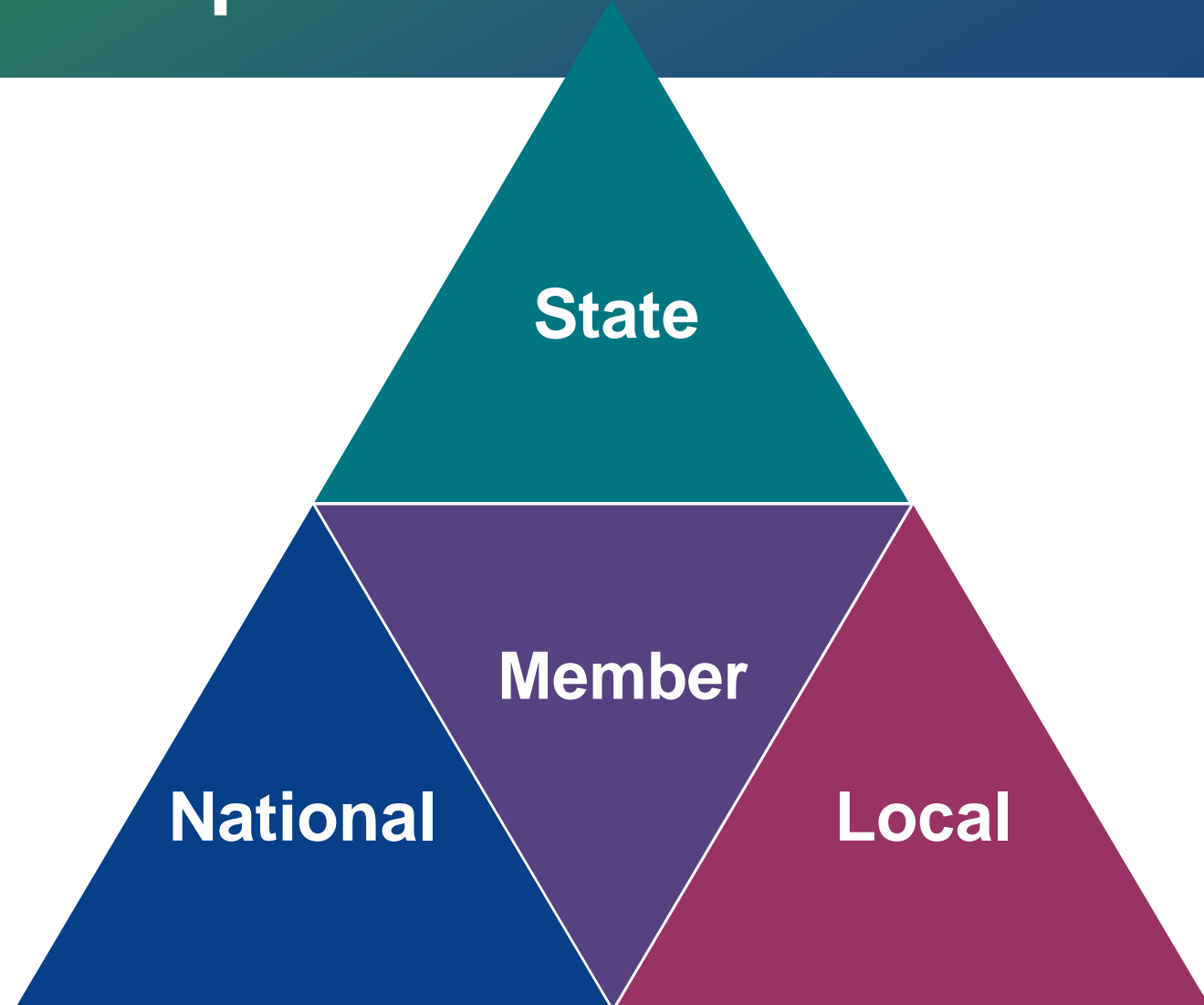
Tripartite Membership Trends

States with Positive Net Gains



Our Future Success is Interdependent

Members find
value about
equally across
all three levels



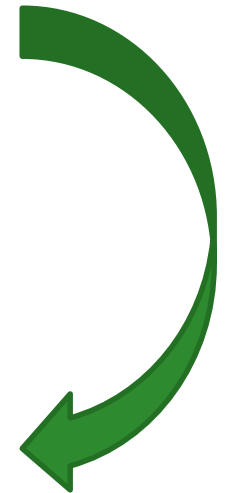
Accelerating Growth

Anticipatory

- Innovative
- Creative
- Aligned
- Agile
- Competitive
- Decisive
- Clear
- Dynamic

Reactionary

- Incremental
- Insignificant
- Misaligned
- Rigid
- Tentative
- Unsure
- Confused
- Static



Partnering for Success



The Work We've Done so Far

Discussion centered on three prompts:

- What do we want to be different?
- Indicators of success
- Potential challenges

The Work We've Done so Far

7 Focus Areas for Partnership

- Communication
- Equity partnership
- Membership experience
- Culture
- Technology & data
- State association infrastructure
- Community of practice

The Work We'll Do Today

7 Focus Areas for Partnership

- Where are we amazing?
- If we were back together after a year, where would we want to see enhancements?

Cocktails & Conversations

3:30 PM – 4:45 PM

Cocktails & Conversations!

***Table 1:
HPI Trends***

***Table 2:
DSO and Large
Group Practice***

***Table 3:
Third Party
Payer***

***Table 4:
AMS &
Member App***

***Table 5:
Dental Licensure
Portability & Dental
Licensure OSCE***

***Table 6:
ADPAC***

***Table 7:
Update on Action
for Dental Health***

***Table 8:
ADA Practice
Transitions***

***Table 9:
ADA Member
Advantage***

***Table 10:
Diversity, Equity &
Inclusion***

Agenda:

- **3:30-3:50 pm:** Bar will be open to grab a drink or refreshment in the lobby.

Please be in the room and at your first table by 3:50pm

- **3:50 – 4:05 pm:** Round #1
- **4:10 – 4:25 pm:** Round #2
- **4:30 – 4:45 pm:** Round #3

Conference Wrap-up

Raymond A Cohlmiia
Executive Director, ADA



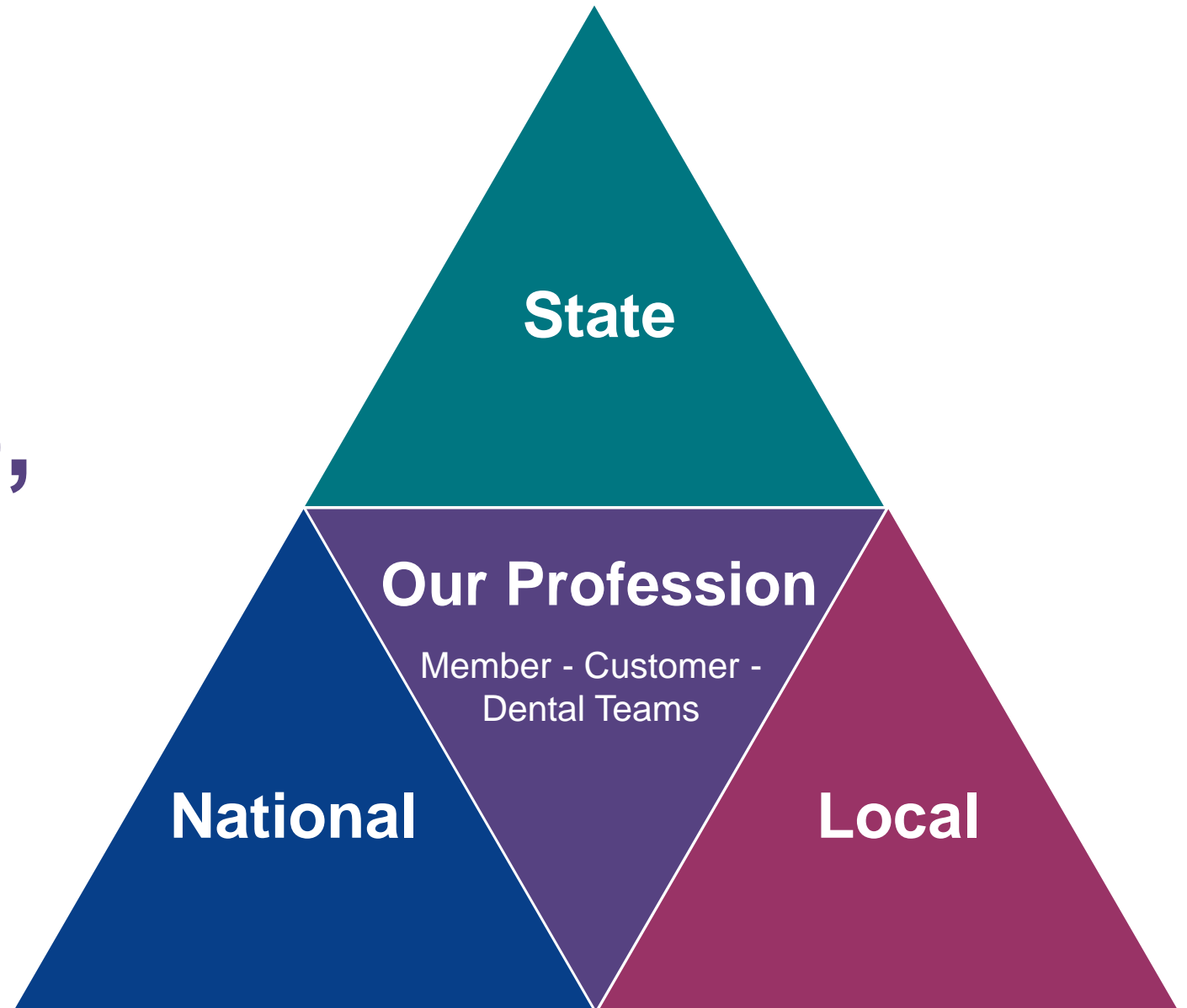
This is Your ADA

Partnership, Power, and Leadership
for the Dental Profession

Raymond A. Cohlmiia, D.D.S
Executive Director
American Dental Association



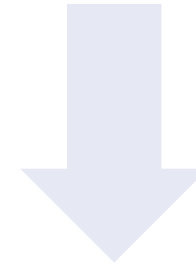
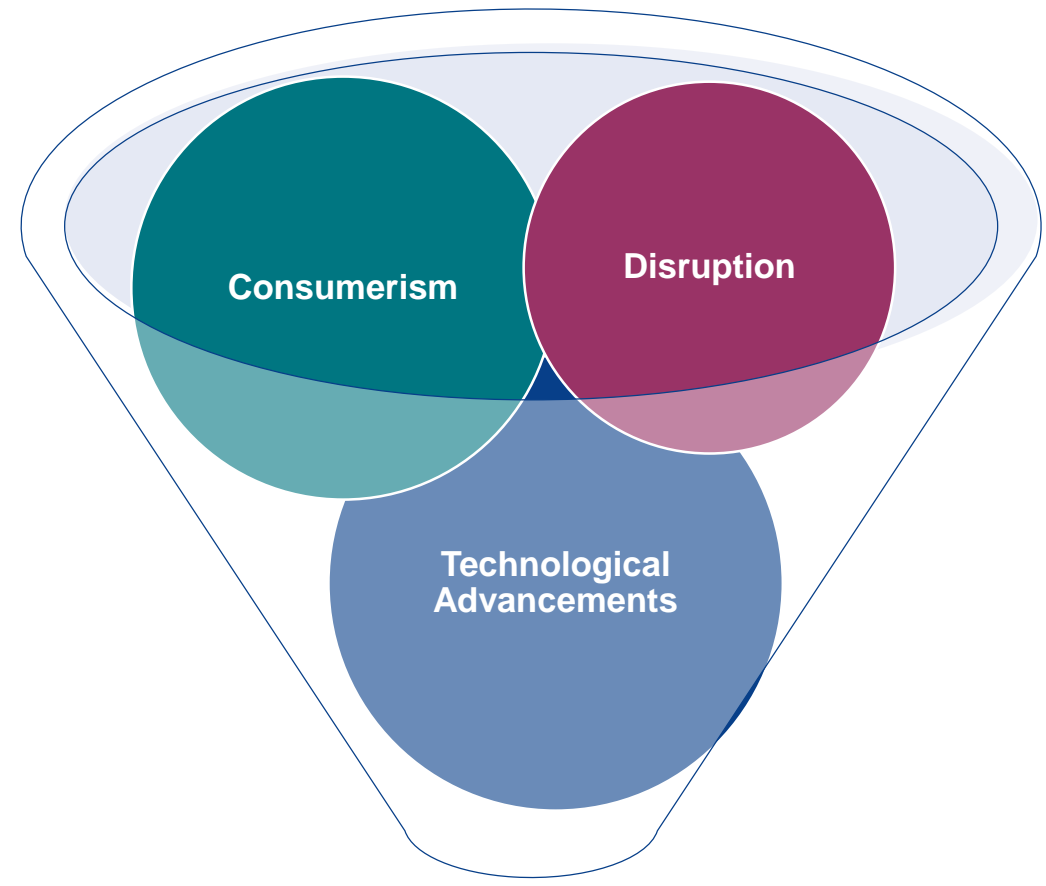
Our Partnership, Our Power



What It Takes to Thrive



Accepting the Drivers of Change



Shaping 21st Century Health Care

Moving From the Revolutionary to the Evolutionary

- **Traditions can be fatal:**
Once-beloved brands (like Blockbuster Video, Kodak, and Oldsmobile) embraced their traditions, missed paradigm shifts, and filed bankruptcy or went out of business.
- The ADA has the opportunity for evolutionary change.



Achieving Strategic Incumbency

Strategic Incumbency:

“An established firm's ability to dynamically convert **age**, **size**, and **tradition** into the key advantages of **market power**, trusted **relationships**, and deep **insights**.”

Harvard Business Review



Building Excitement for Our Next-Level Future

To reach our next-level future, we must...

- **Define** what it looks like
- **Identify** opportunities when they arise
- **Find** ways to get there



Adopting An Agile Mindset and Key Business Principles

- Customer focus
- Global presence
- Sustainability
- Innovation
- Nimbleness



Working Today Toward Tomorrow

“What got us here...
won't get us there.”





Welcome to what will be your new ADA.



Our community
has the power to influence
what's next for dentistry.

We're no longer in the business of playing it safe.

ADA[®]

Creating possibilities of greatness for all.

ADA[®]

A portrait of Raymond A. Cohlmiar, DDS, Executive Director of the American Dental Association. He is a middle-aged man with grey hair and glasses, wearing a dark suit, light blue shirt, and blue patterned tie. He is smiling and standing in front of a glass wall with the ADA logo. To his right is a potted plant with white orchids.

ADA American Dental Association

Raymond A. Cohlmiar, DDS
Executive Director
American Dental Association

cohlmiar@ada.org
312-440-2700

Thank You!

Please Join us for the Membership Conference Reception & Awards Ceremony



Located: Harry Caray's 7th Inning Stretch
(in Water Tower Place)

Time: 5:30 pm – 7:00 pm

Reception Sponsored by

