

DRIVING CHANGE TOGETHER

NATIONAL • STATE • LOCAL

ADA Presidents-Elect Conference

Sponsored by: **ADPAC** 
American Dental Political Action Committee
ADA American Dental Association®

Welcome Remarks

Dr. George R. Shepley
ADA President-Elect



How to be a Change Hero

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



White Board Activity

Please review the sheet you received at your tables, and think about the answers to the questions listed.

1. What value did you learn to share with members and non-members?
2. As the President-Elect, what actions can you take to be the change hero to promote, implement and enhance the value?

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Answer: Let's drive change together!

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ADA.

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: The act of becoming different.

Hero: a person who is admired for courage or outstanding achievements.

Critical: The role of culture in the change process.

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

- Manager

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

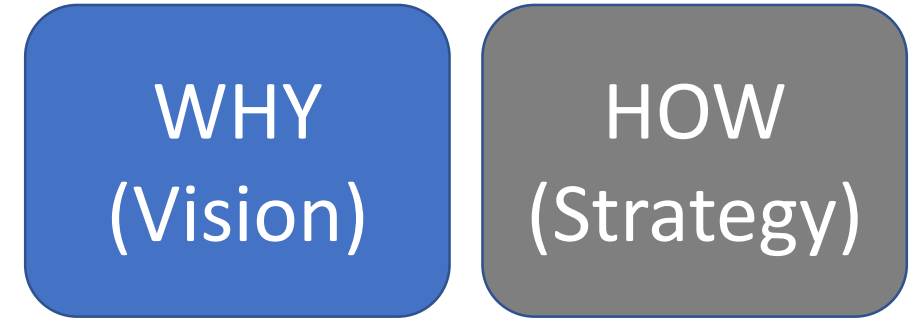
} Change **Management**

- 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"



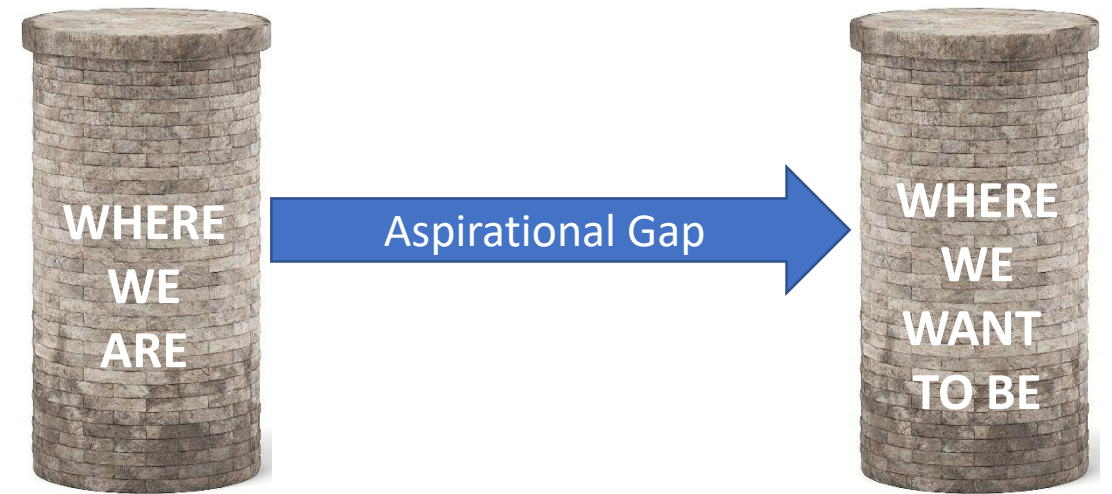
AMBITION

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



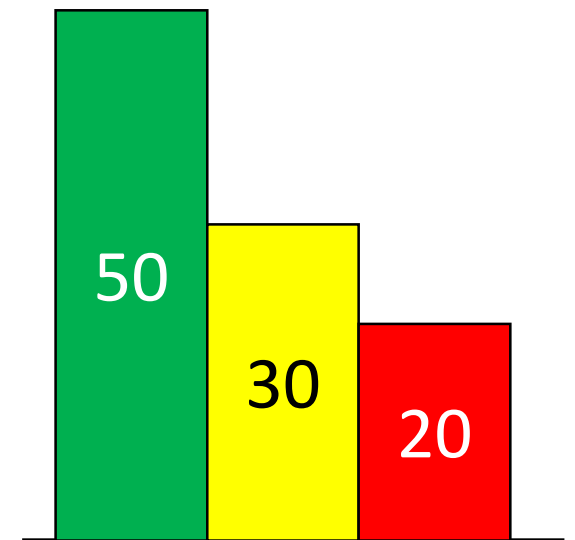
'Culture Shift'

- 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

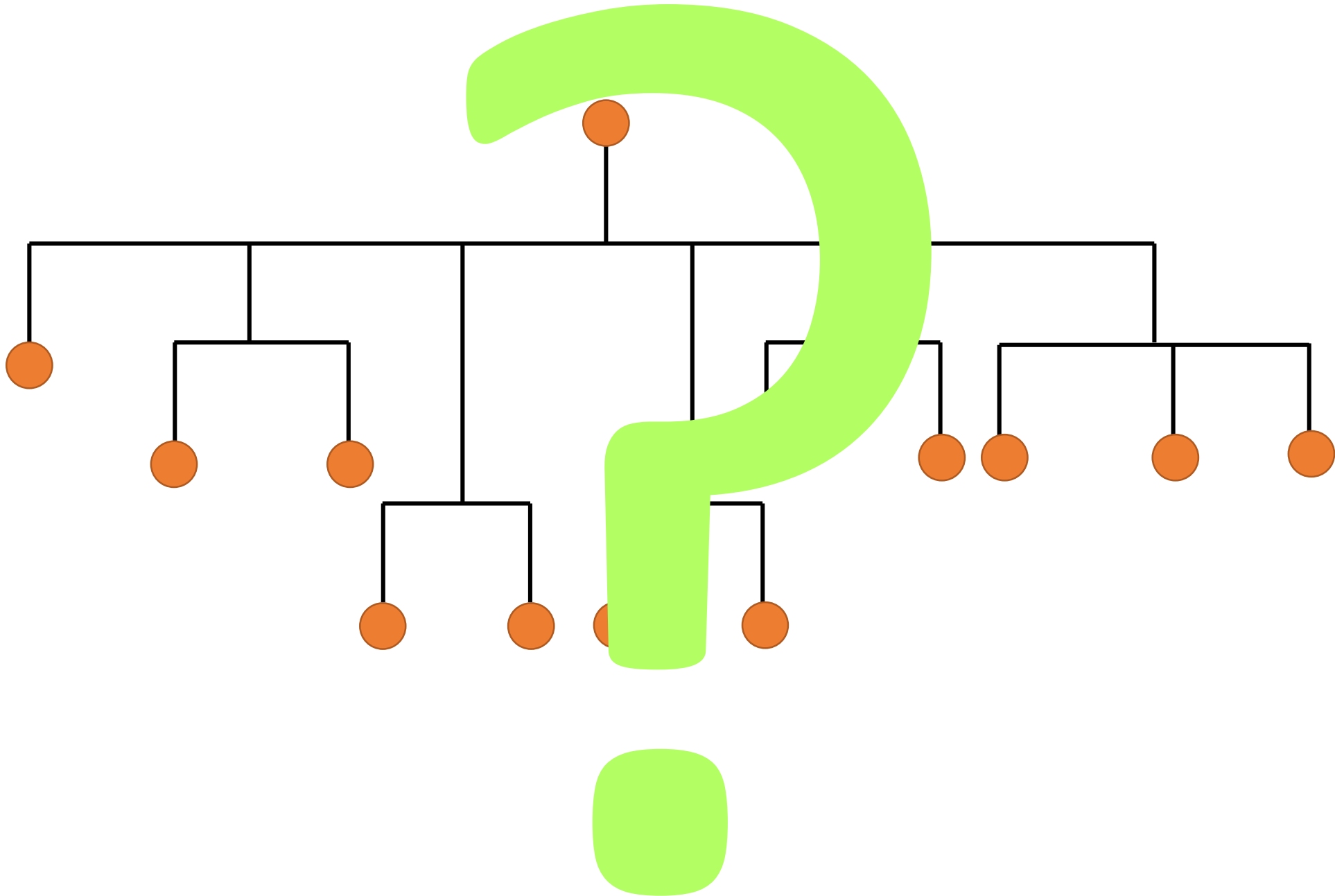
- No changes to the reward system? Reward resistance
- People **MUST** see big payoff for altered behavior
- *REMEMBER: Existing culture is sustained by current reward structure – **so change the structure!***
- Measure change, reward results
- Give everyone personal accountability for transformation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



Irony of Transformation

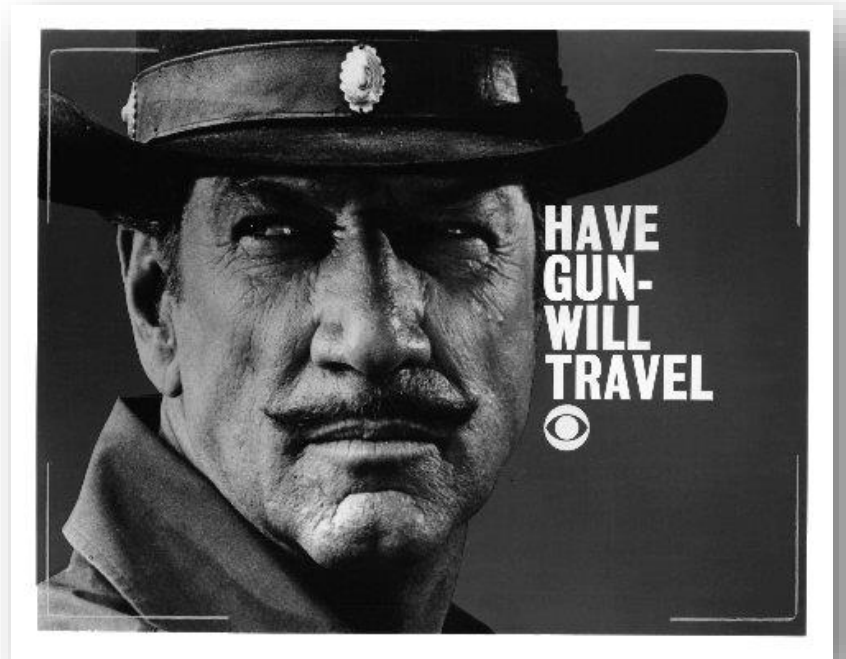
- Employees feel busier than ever, but productivity is down
- Busy leads to burnout, burnout to loss of commitment
- Change causes emotional attachment between employee, company to weaken
- Two types of employees emerge ...
- MUST re-recruit employees you want to keep



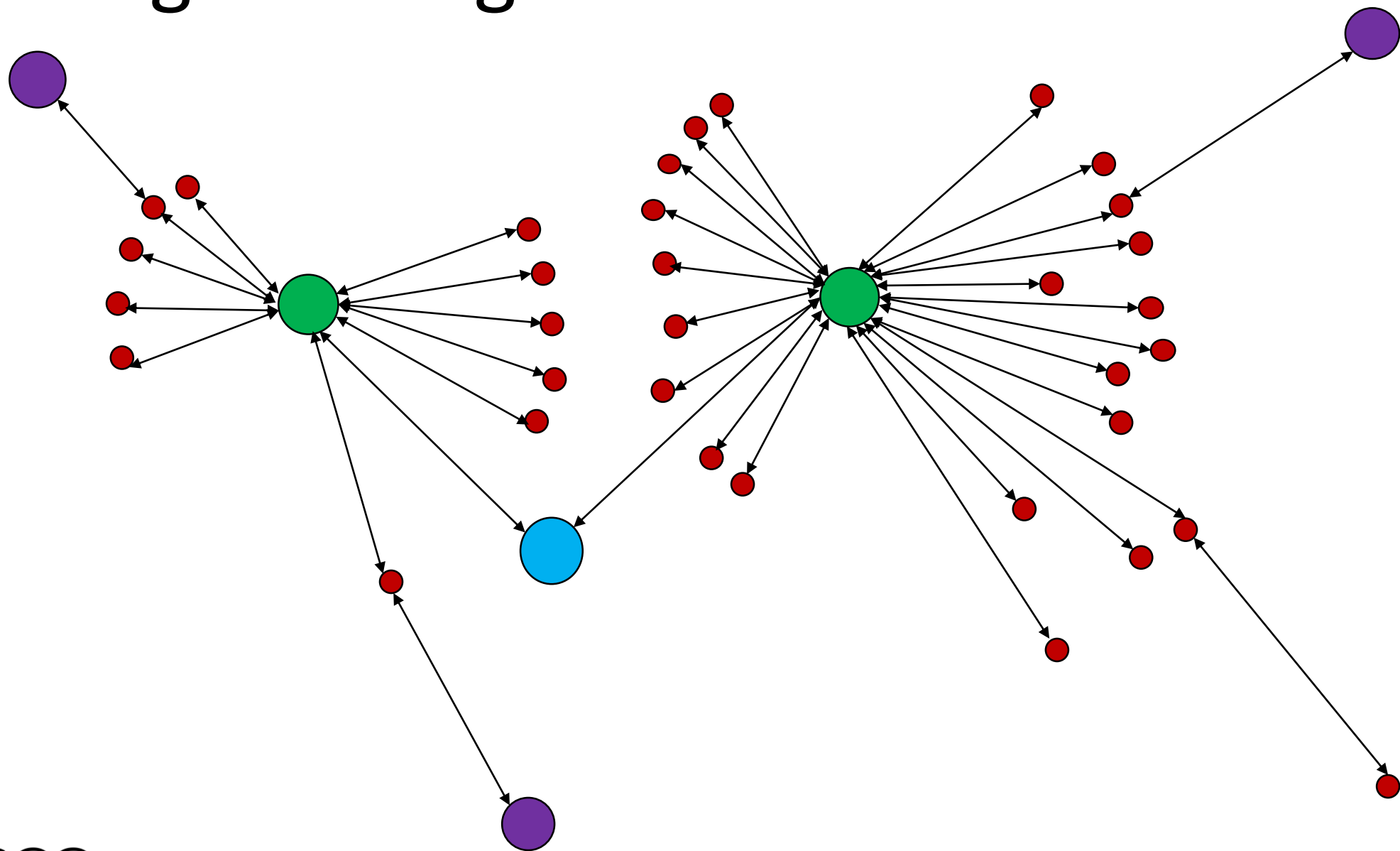


Why Informal Networks Matter

- 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



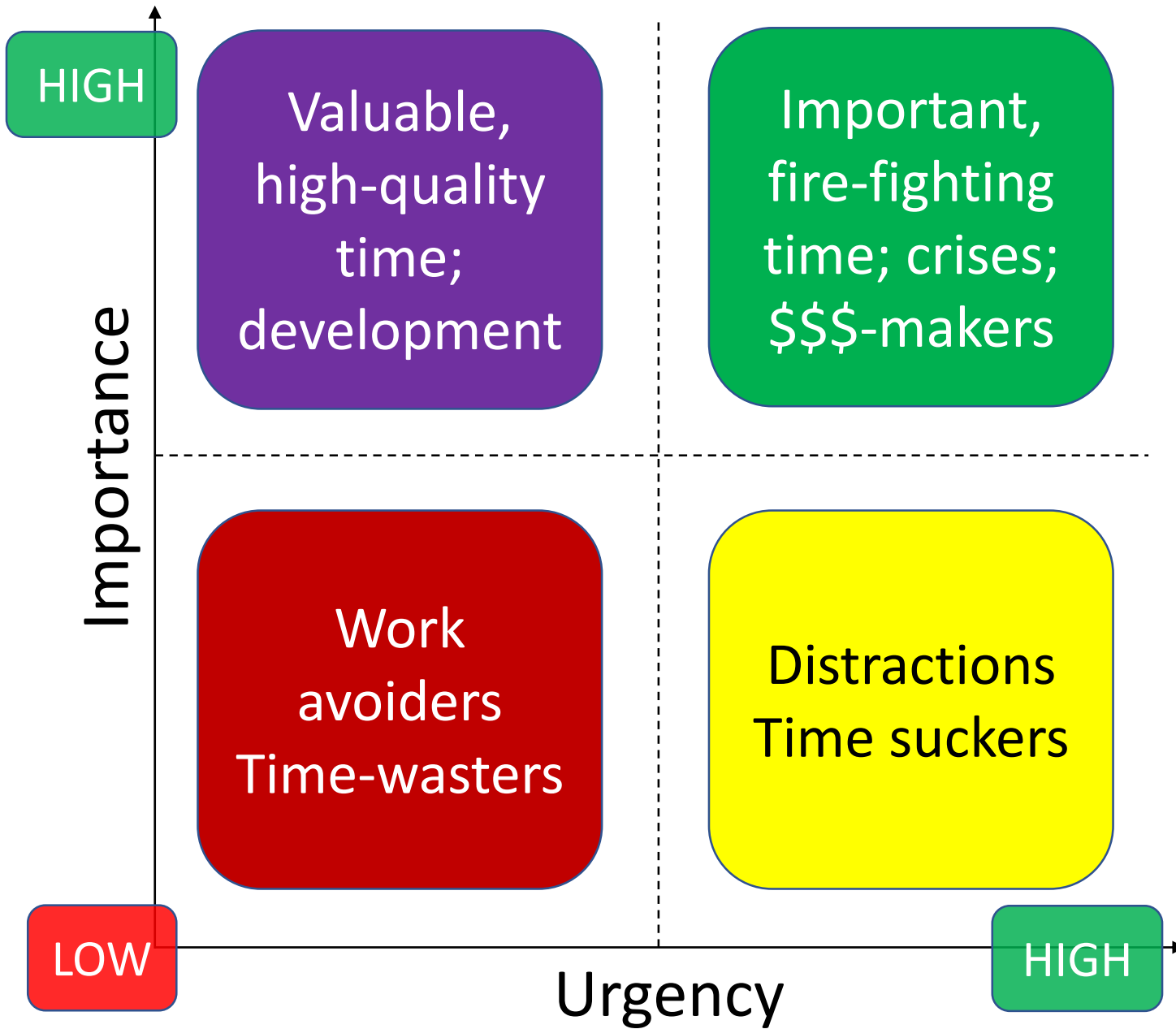
Remember These?



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~~ *DMC*
~~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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Steve@ShepardComm.com

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White Board Activity

Driving Change Together

- | | |
|---|-------------------------------|
| 1. How to Be a Change Hero | 5. Driving Digital Innovation |
| 2. The Future of Oral Health in America | 6. Value / Values in Advocacy |
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ADA.

Networking Break

Thank you to our Sponsors



The Future of Oral Health in America



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



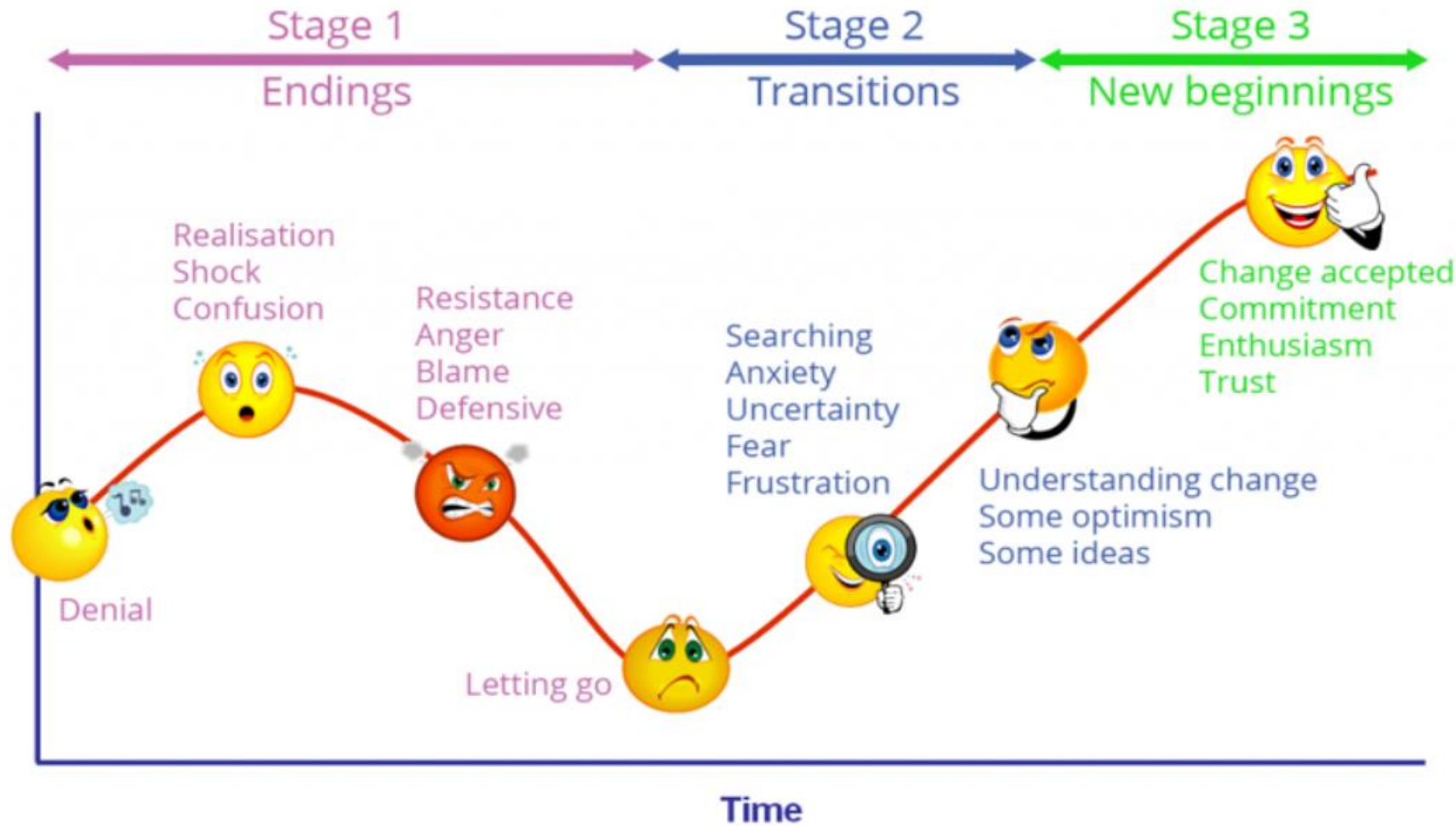
Dave Preble, DDS, JD, CAE
Chief Strategist and Senior Vice President
ADA Practice Institute

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!

Oral Health in America



The collage features various elements: a green tooth icon, a child brushing teeth, a toothbrush, a smiling man, a clipboard with a checklist, a dental implant, a dentist, a woman, a group of people, a tube of toothpaste, a woman, a pill bottle, a microscope, a man in military uniform, a woman, a dental chair, and a child eating an apple.

Advances and Challenges



NIH

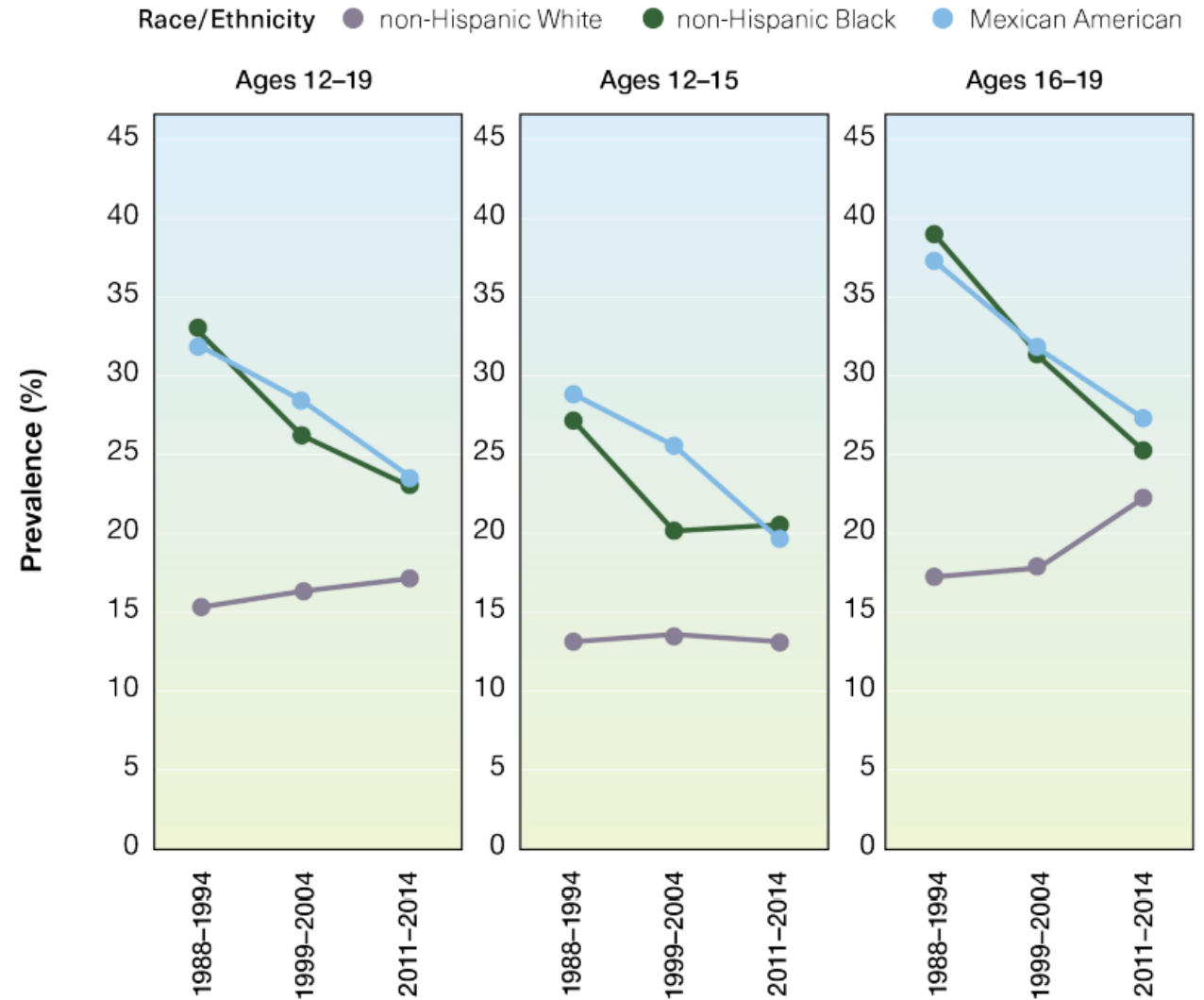


Key Takeaways We Want to Highlight

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.

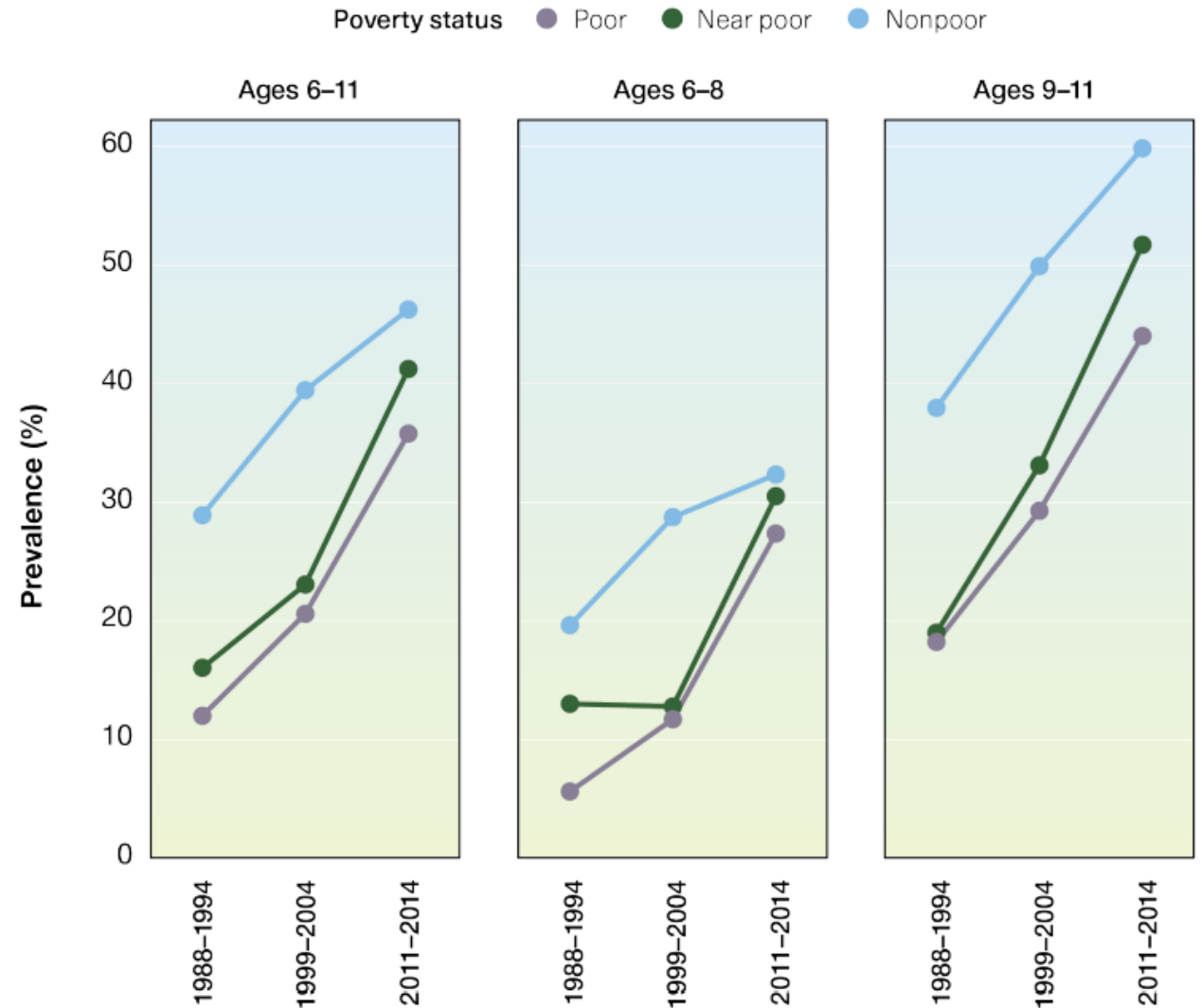
Prevalence of Untreated Caries – Children

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



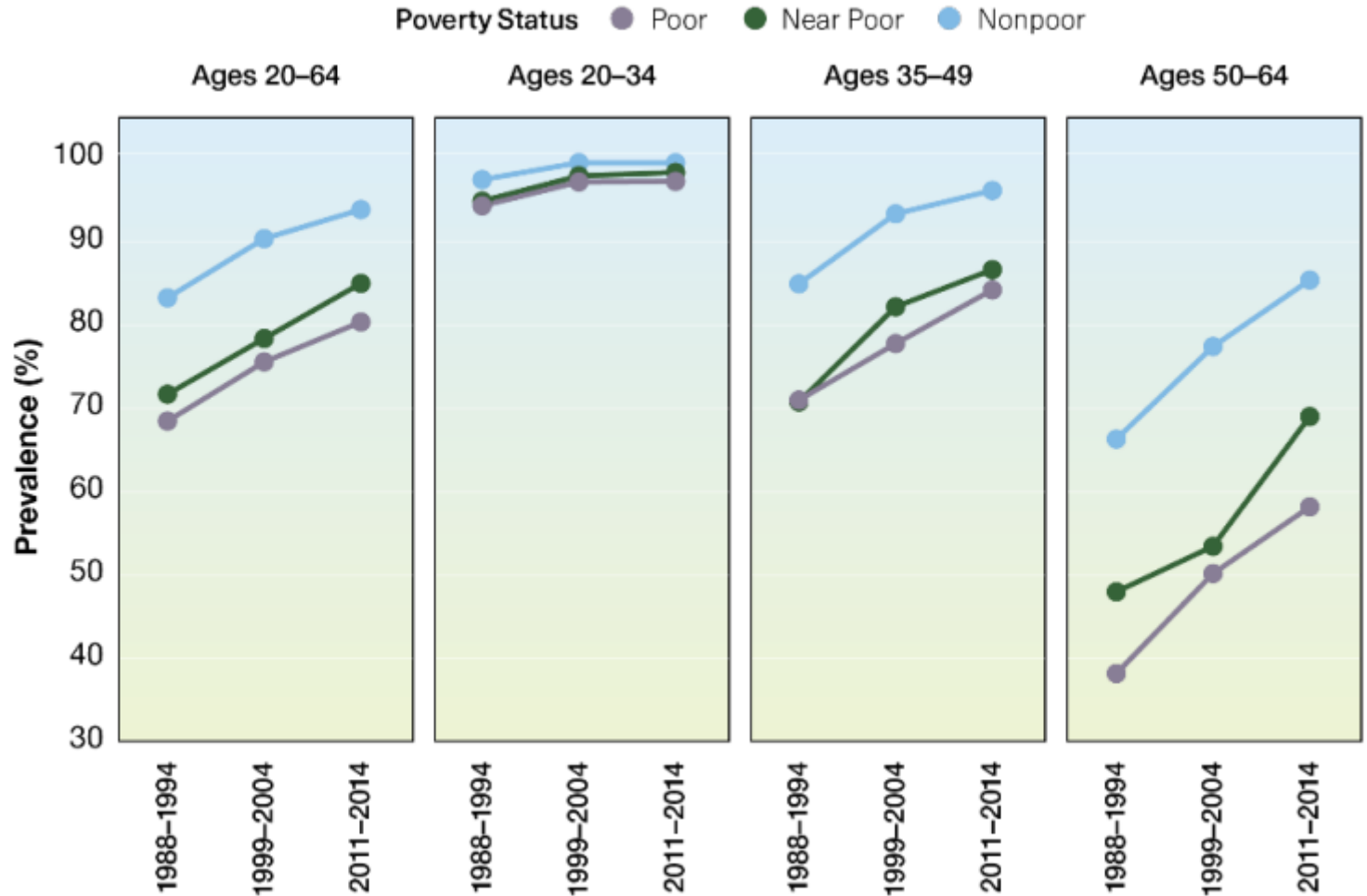
Prevalence of Dental Sealants – Children

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



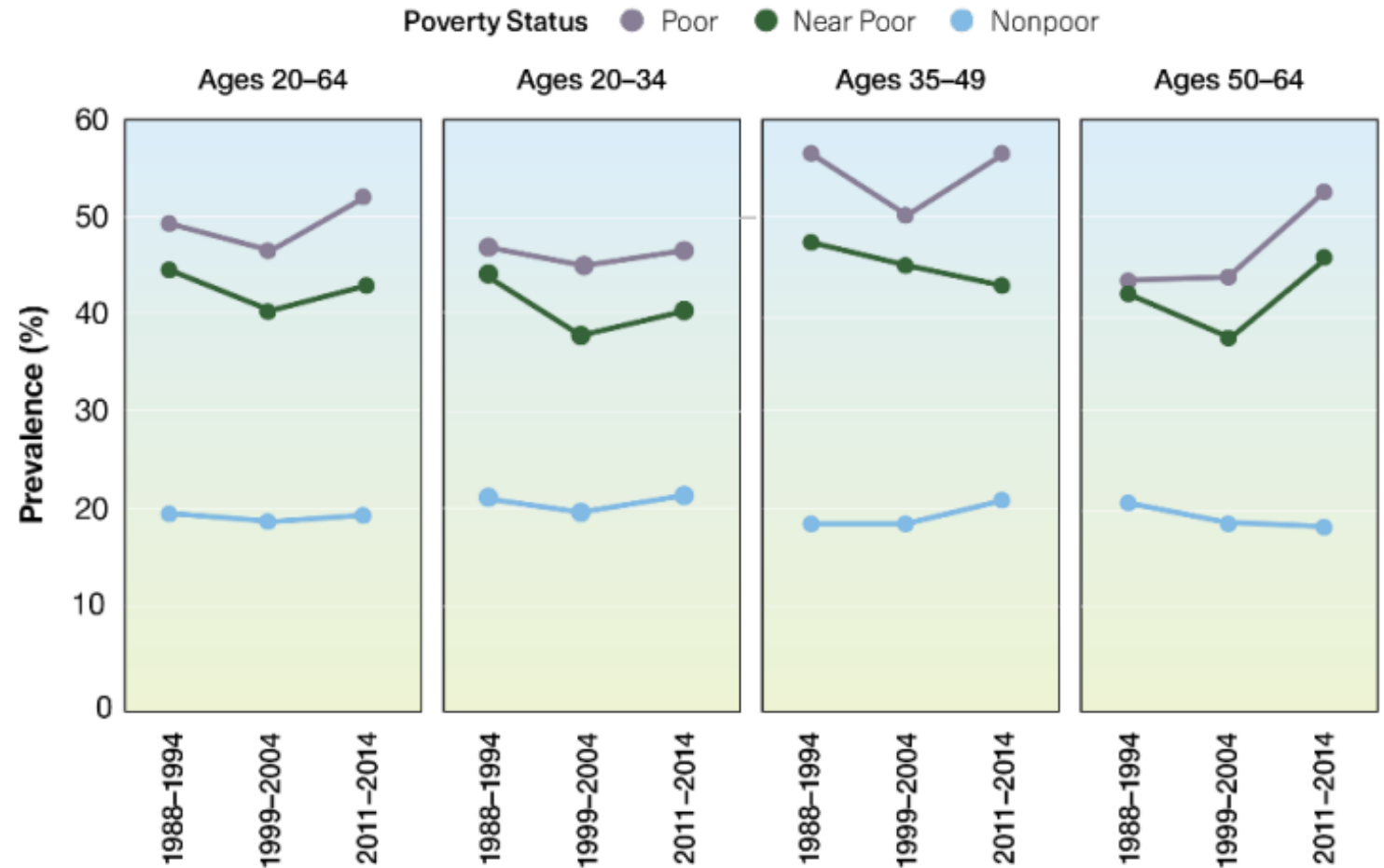
Prevalence of Functional Dentition – Adults

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



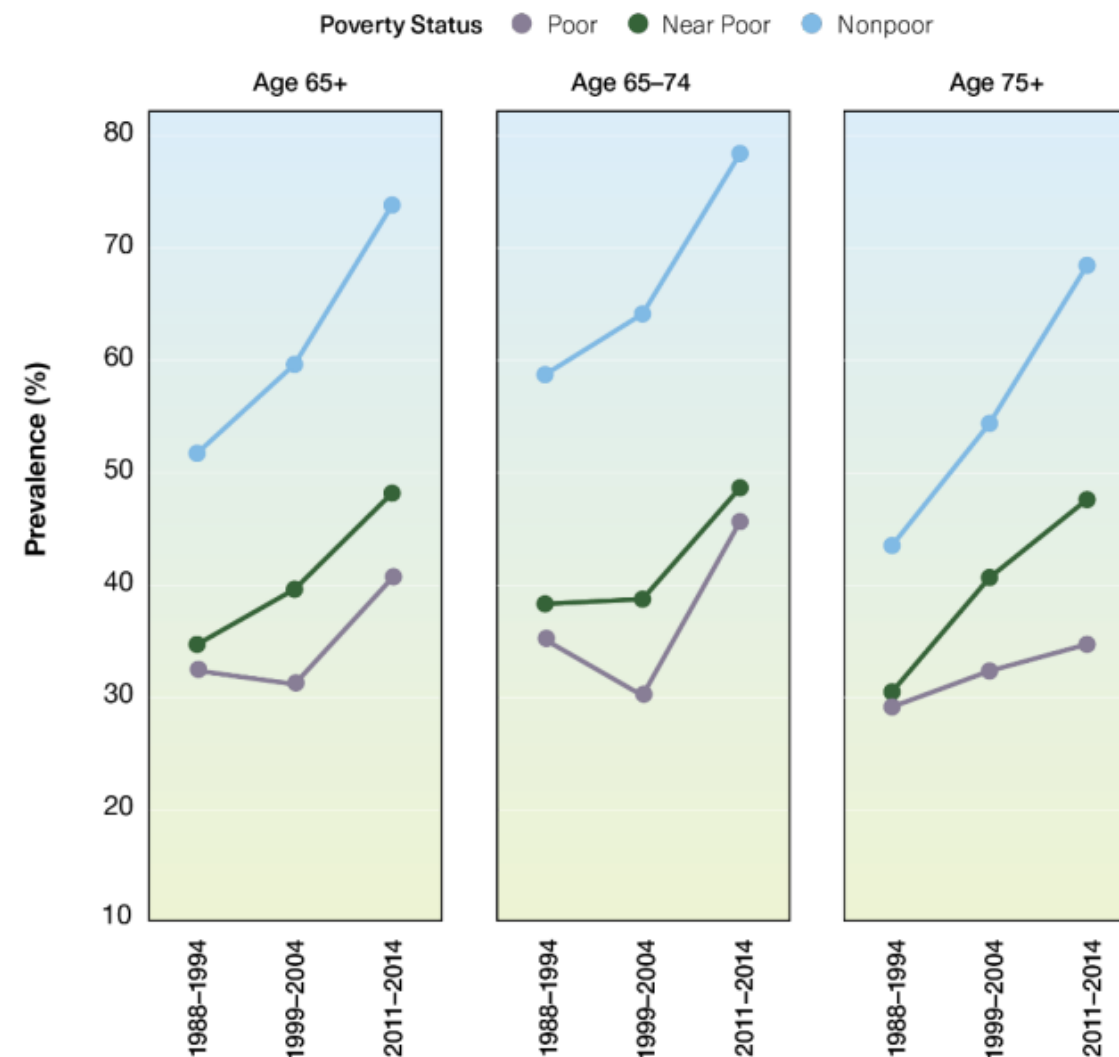
Prevalence of Untreated Caries – Adults

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.

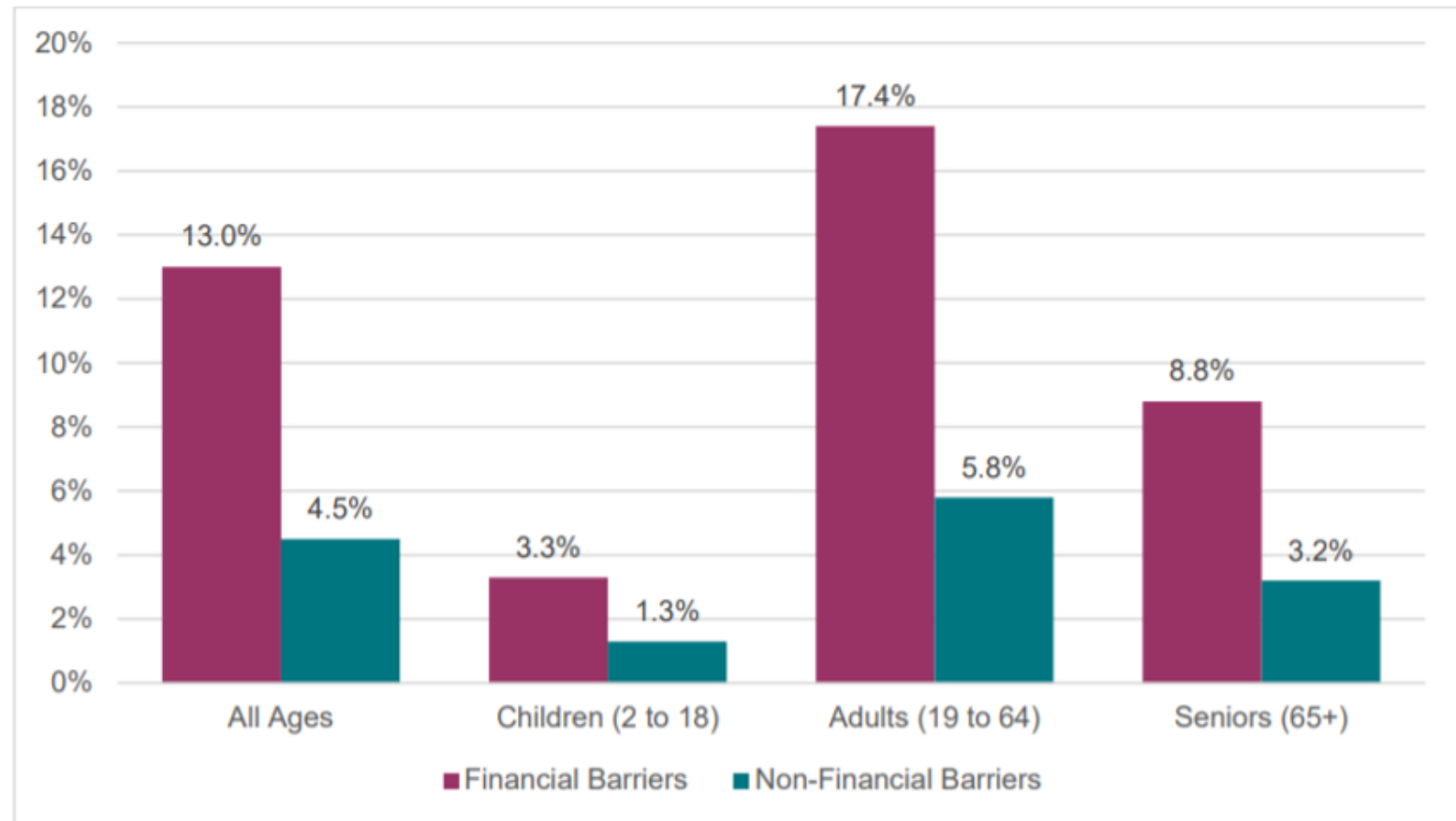


Why Don't More People Visit the Dentist?

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

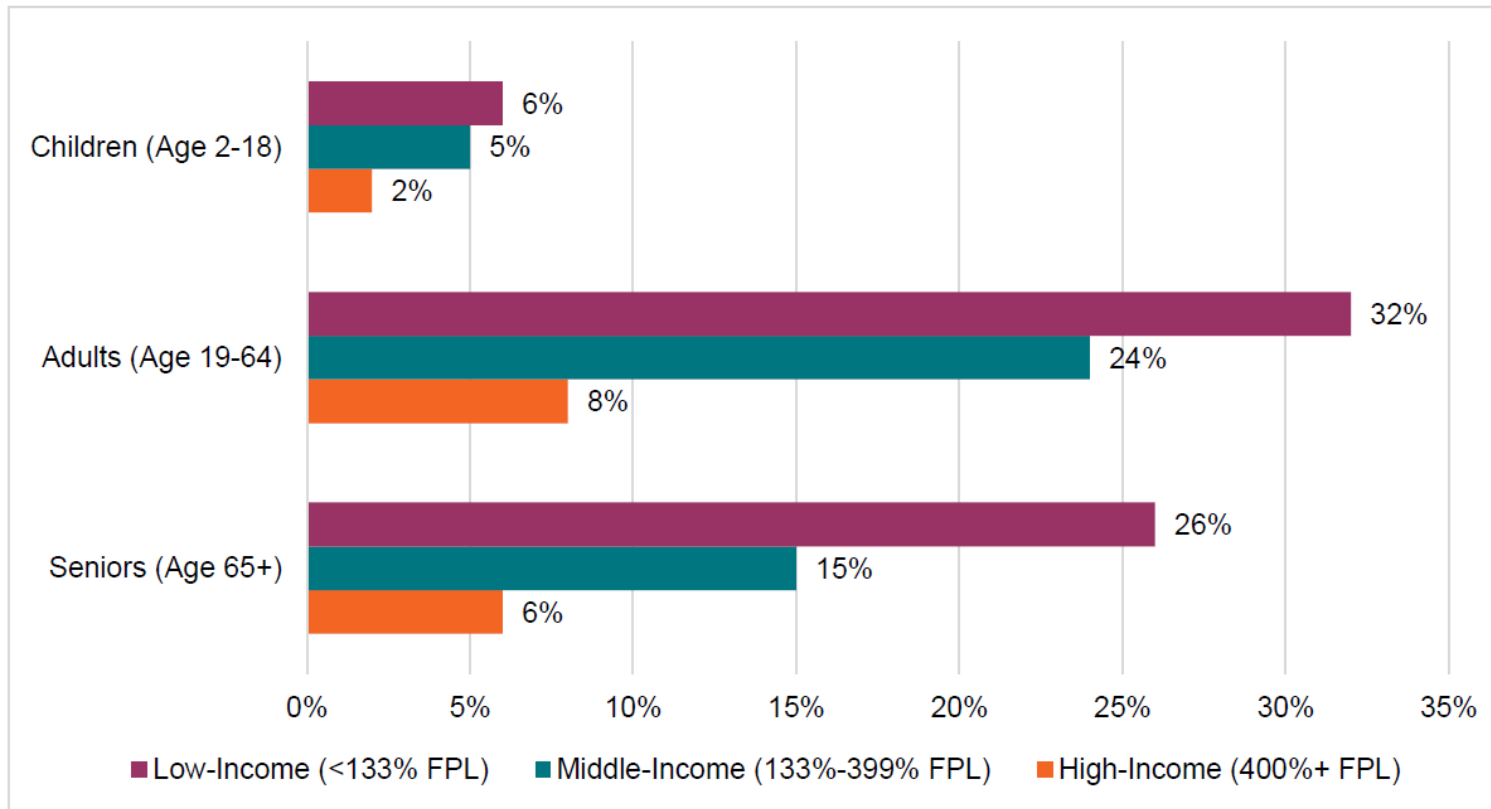
Adults face more barriers to dental care than children and seniors.

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



Low-Income Adults Face the Biggest Cost Barriers

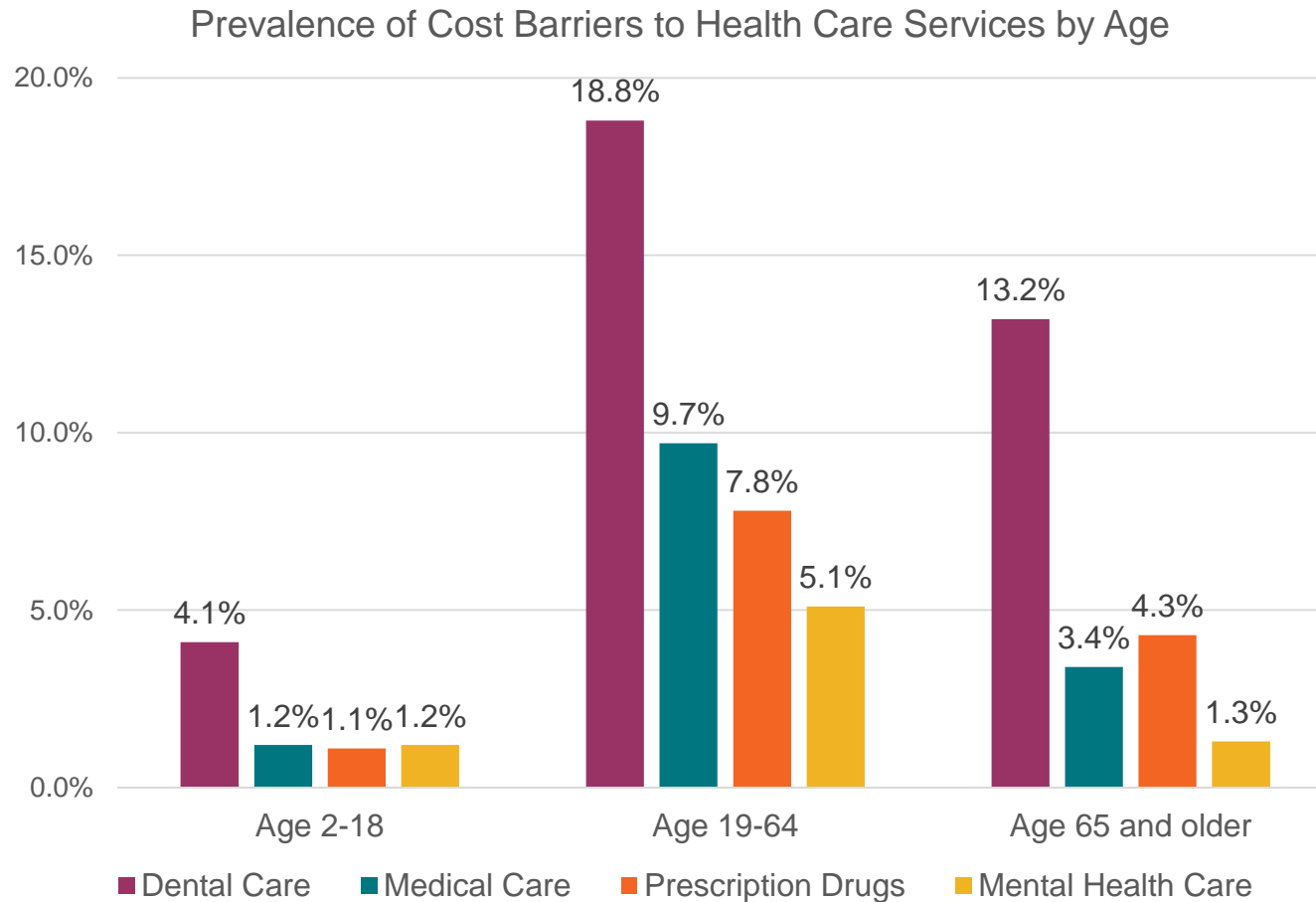
Figure 1: Prevalence of Cost Barriers to Dental Care by Age and Income Level



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’

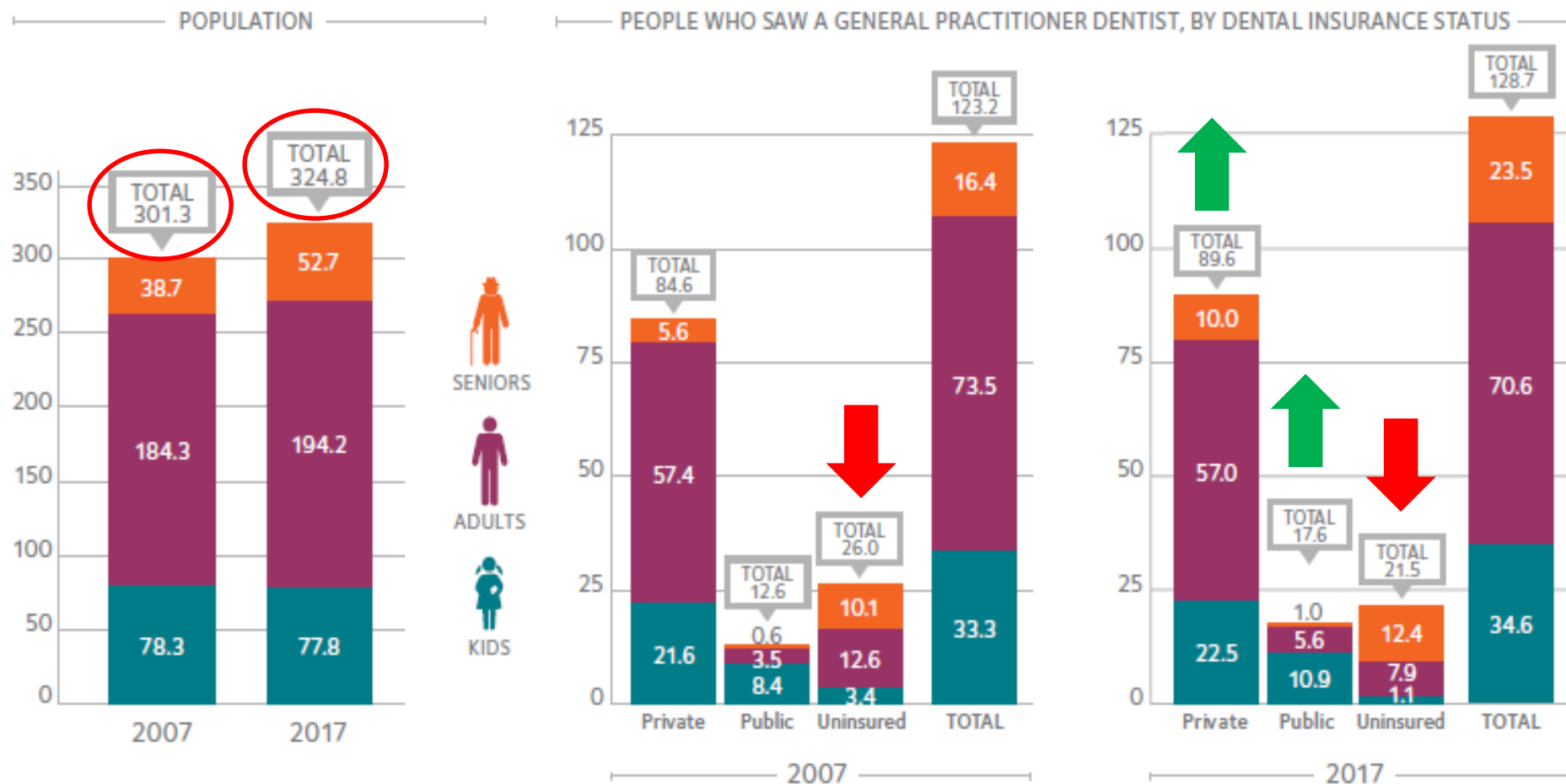


Cost barriers to dental care are higher than for any other type of health care service.

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.

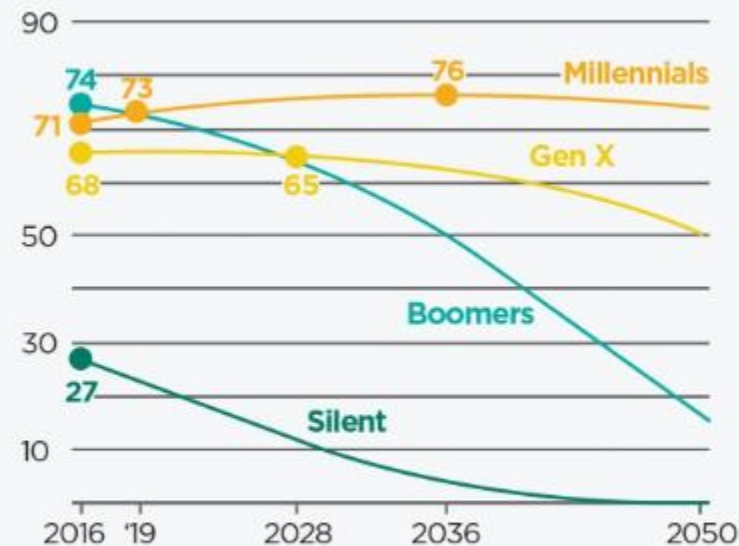
The self-pay patient base is shrinking... and is about to go off of a cliff as senior #s start to decline.

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

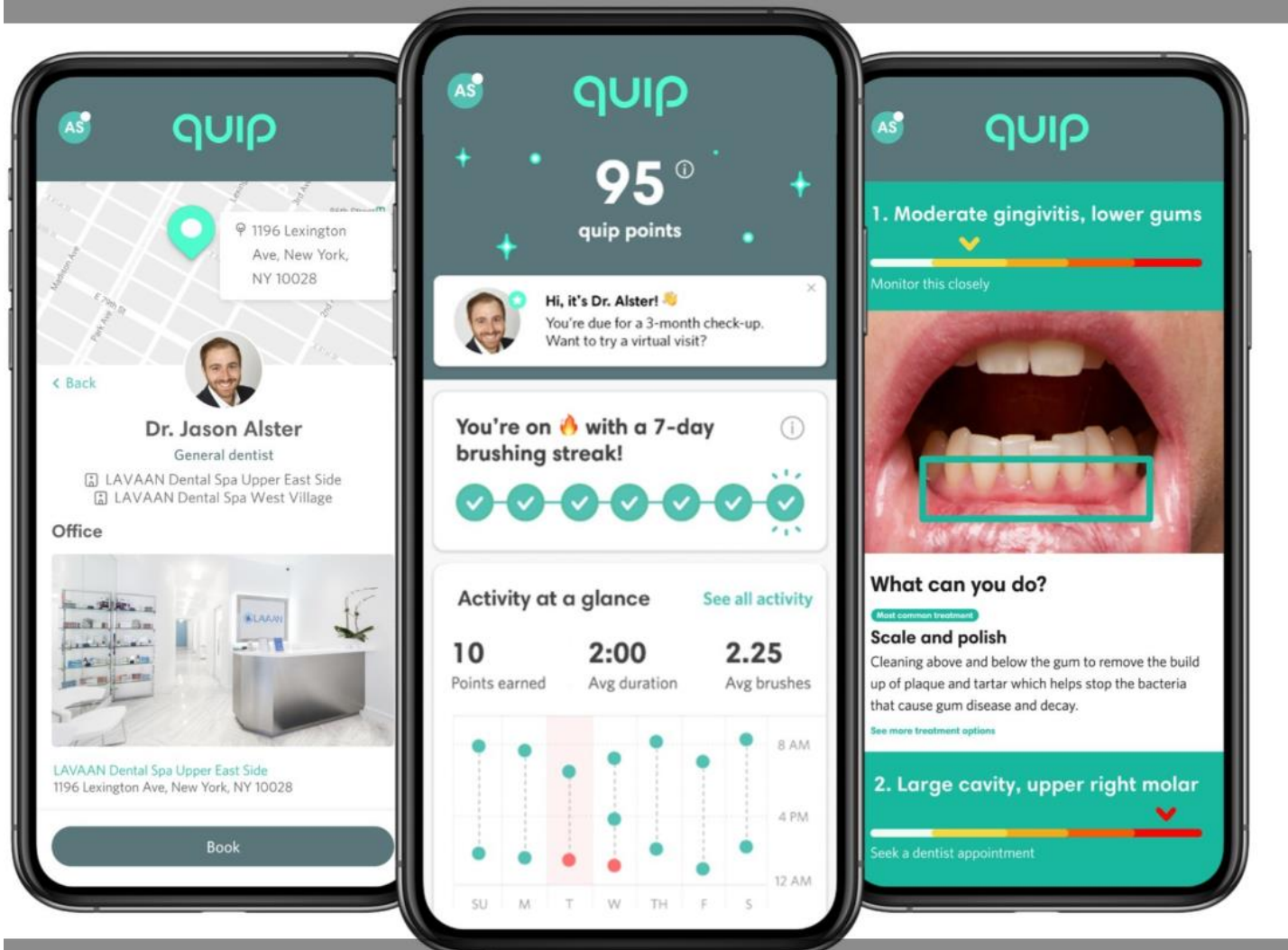
Age in 2019: 55 to 73

The Silent Generation

Born: 1928 to 1945

Age in 2019: 74 to 91

A Generational Shift in Patient Mindset

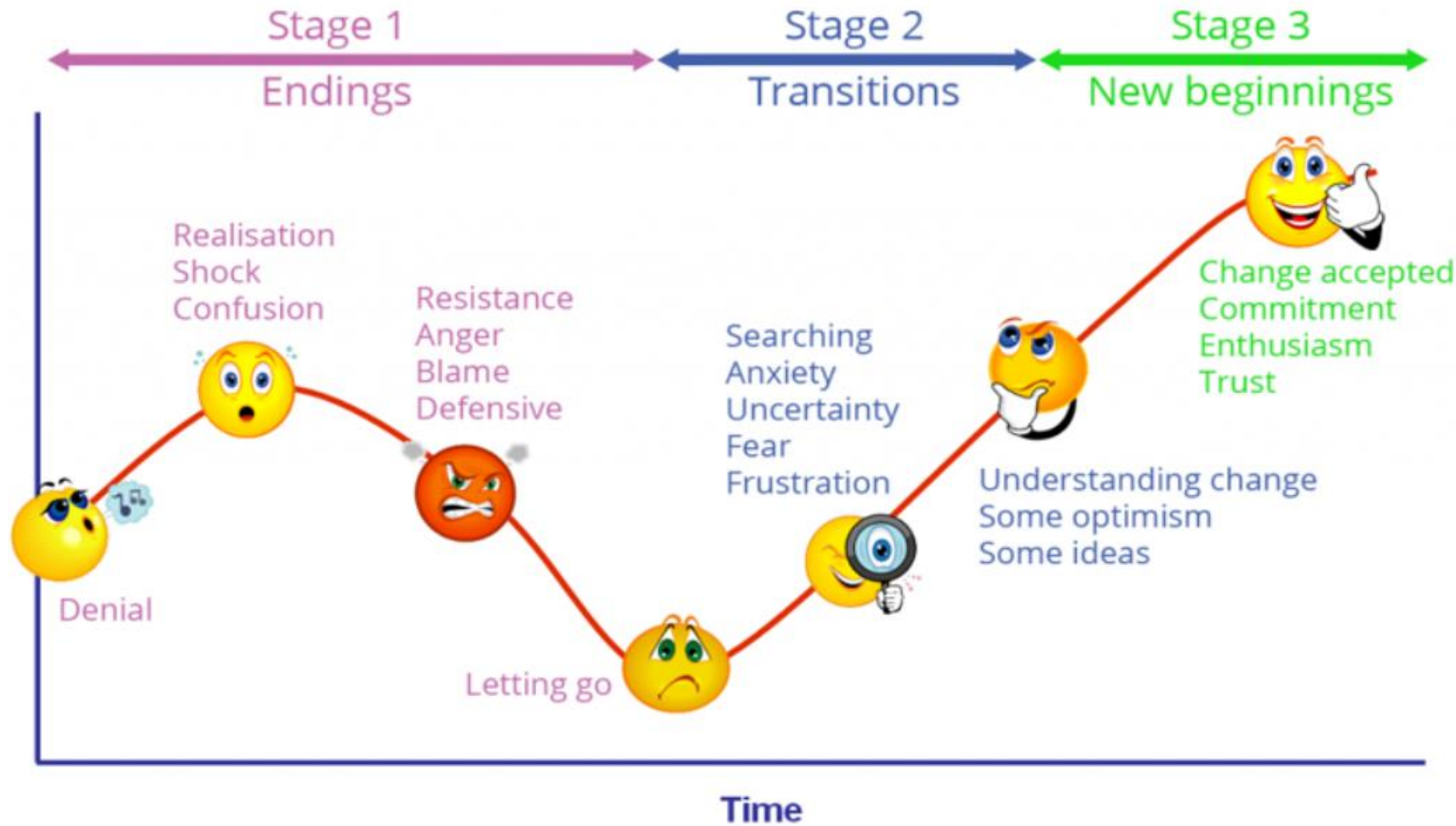


Millennial patients want to interact with health care providers much differently. Get used to it.

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!



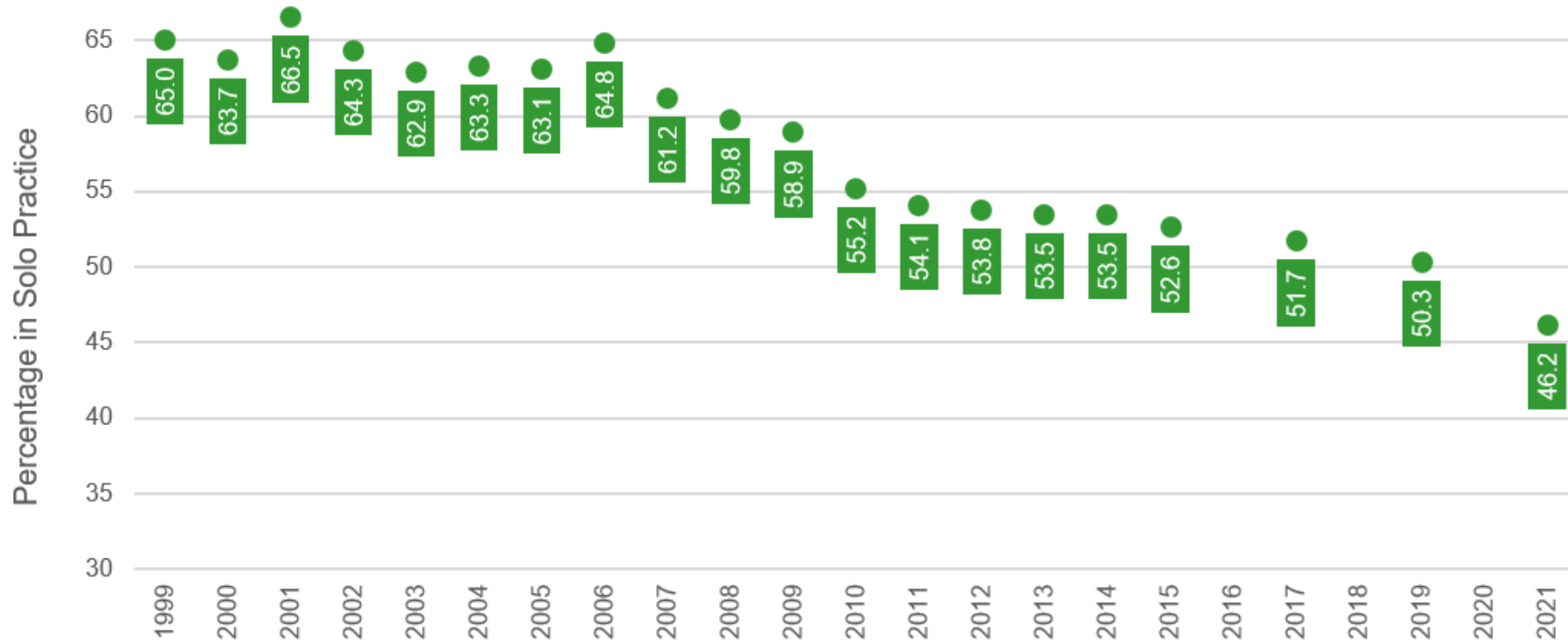
[ADA.org/HPI](https://ada.org/HPI)

[ADA.org/HPIConsulting](https://ada.org/HPIConsulting)

hpi@ada.org



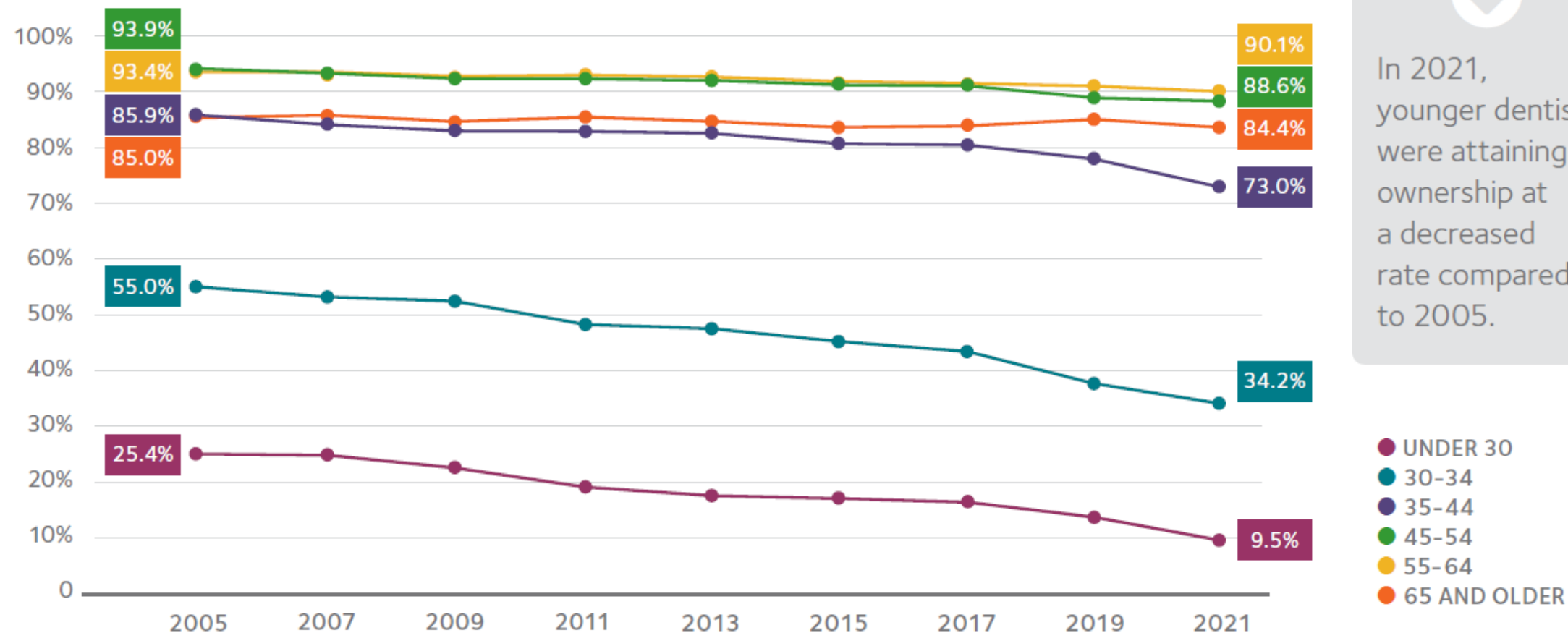
Fewer Dentists are in Solo Practice



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

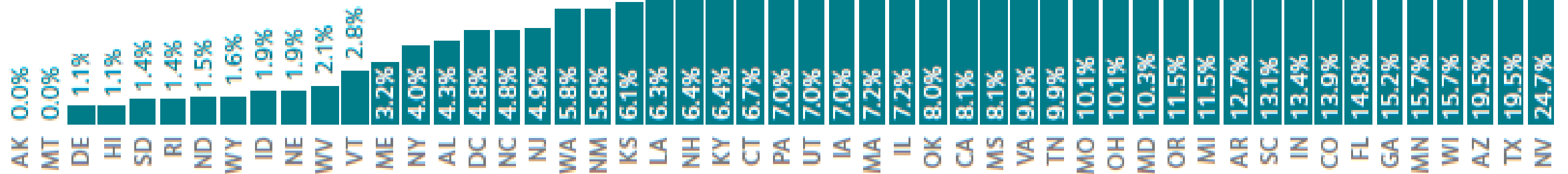
5.4%



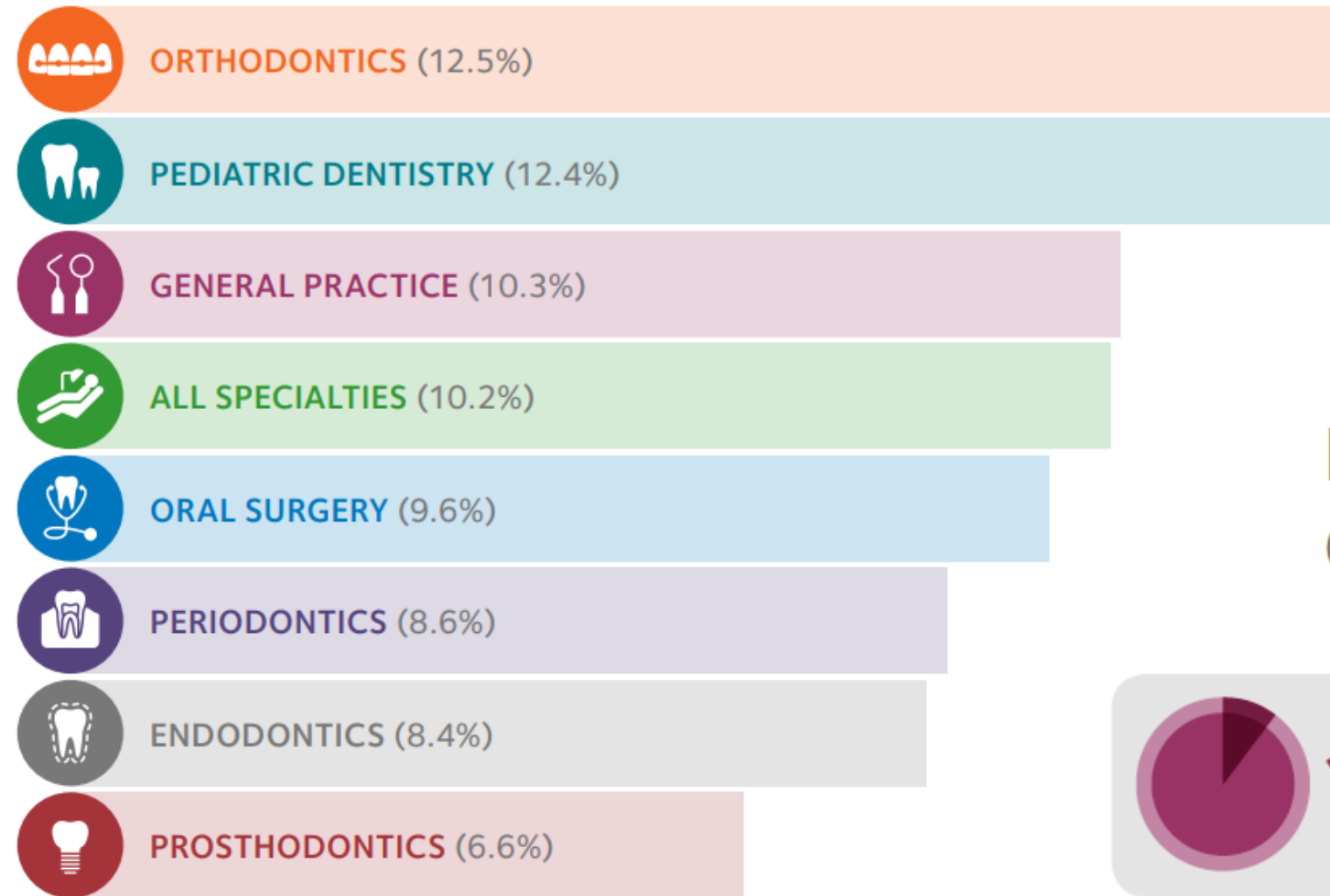
50-64



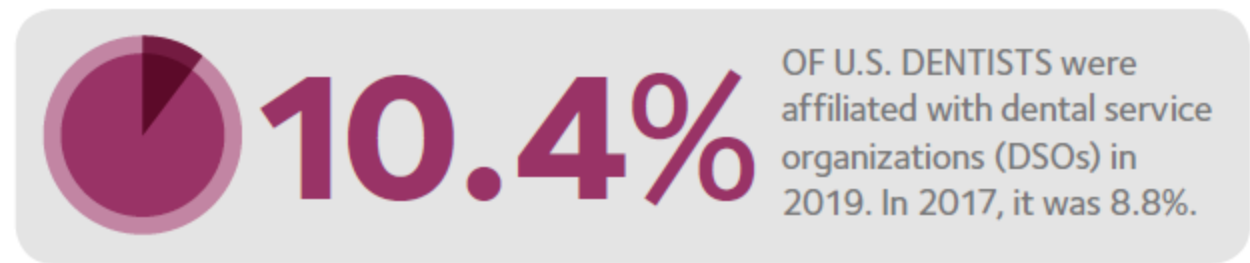
65+



Practice Consolidation is Accelerating

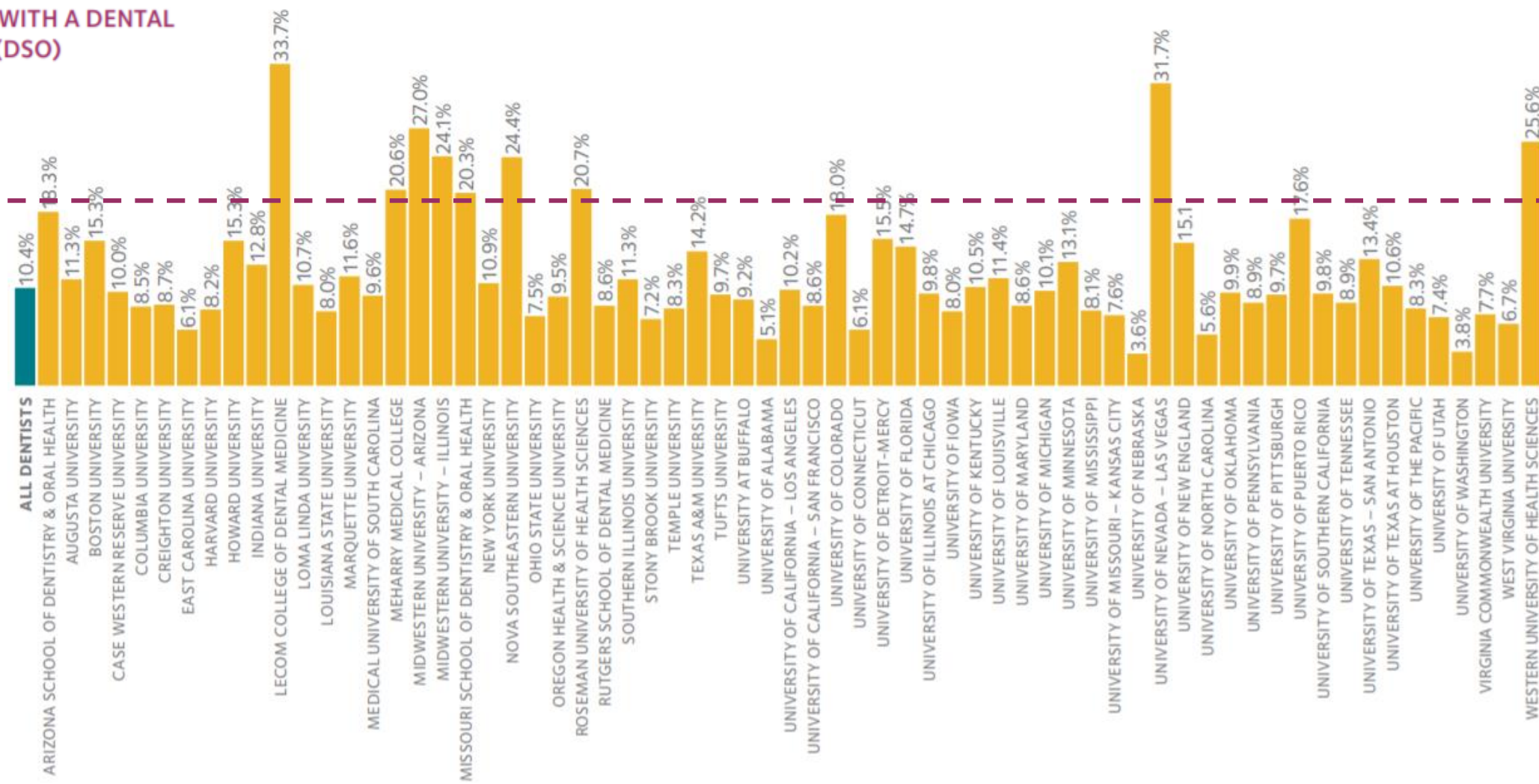


How Big are Dental Service Organizations?



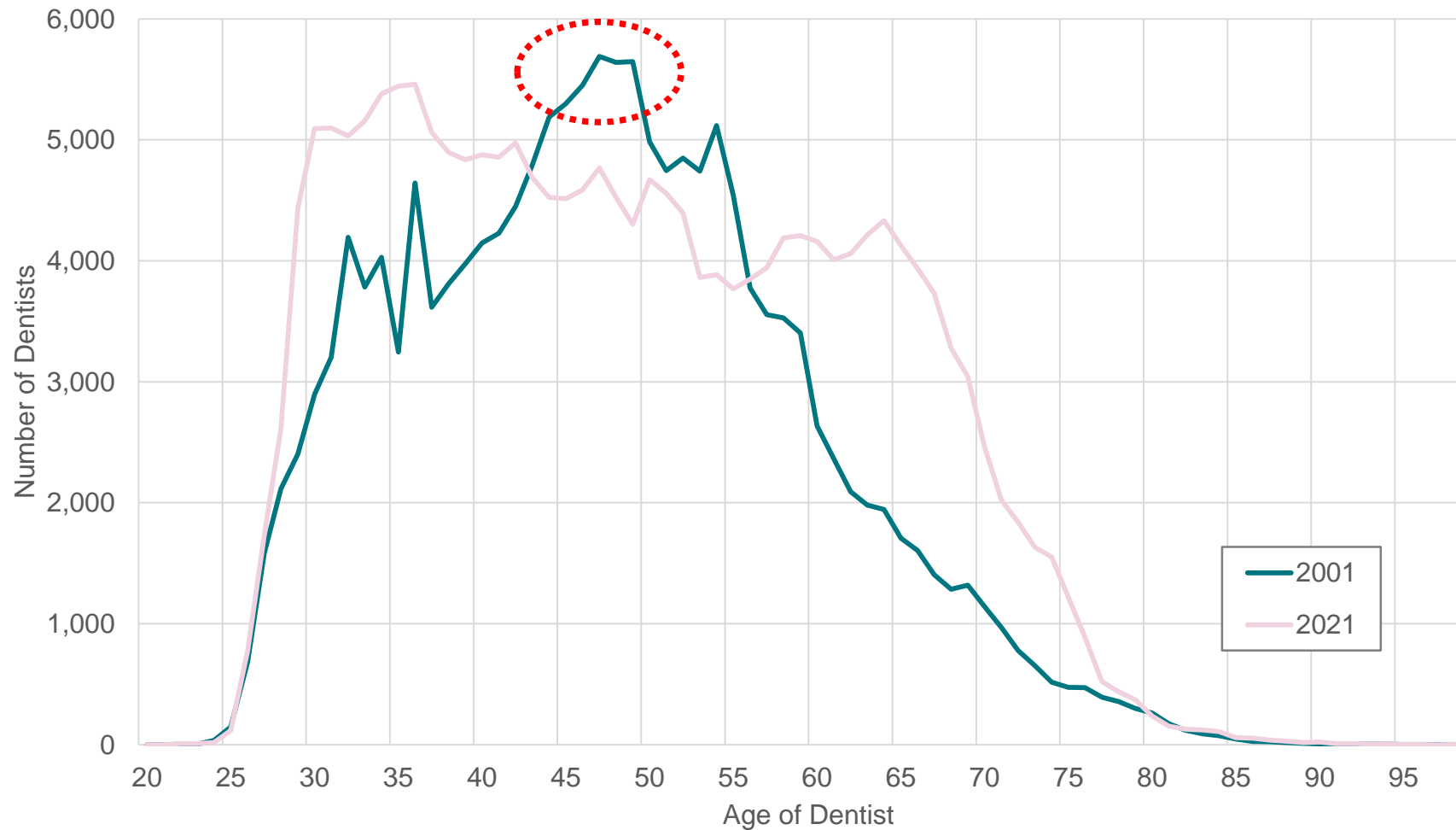
Practice Consolidation is Accelerating

PERCENTAGE AFFILIATED WITH A DENTAL SERVICE ORGANIZATION (DSO)



We Have a Major Generational Divide

Age Distribution of the Dentist Workforce

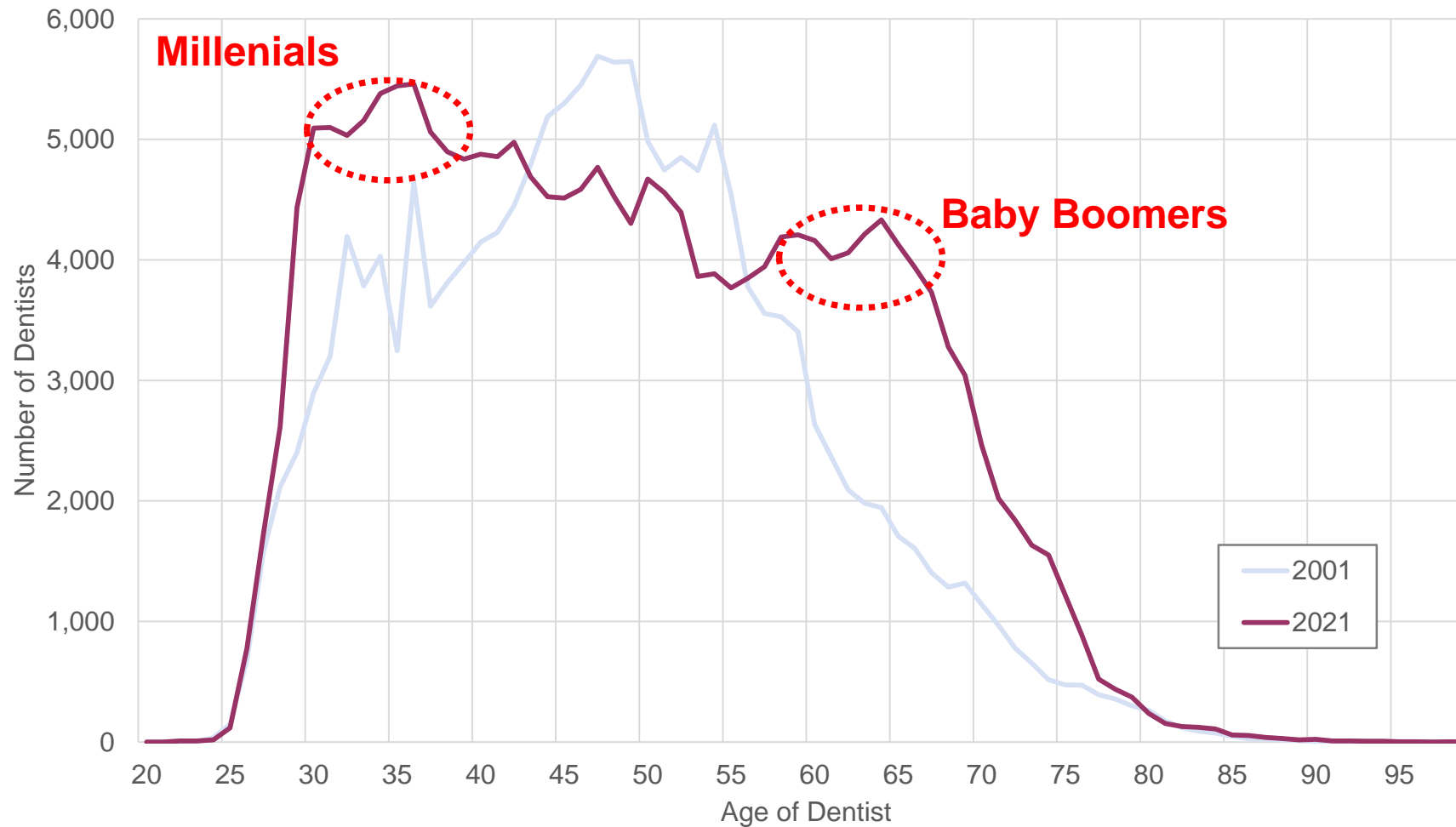


Twenty years ago, there were lots of dentists in their mid-40s.

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.*

White Board Activity

Driving Change Together

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Value and Values: Navigating the Generational Demographic Membership Shift

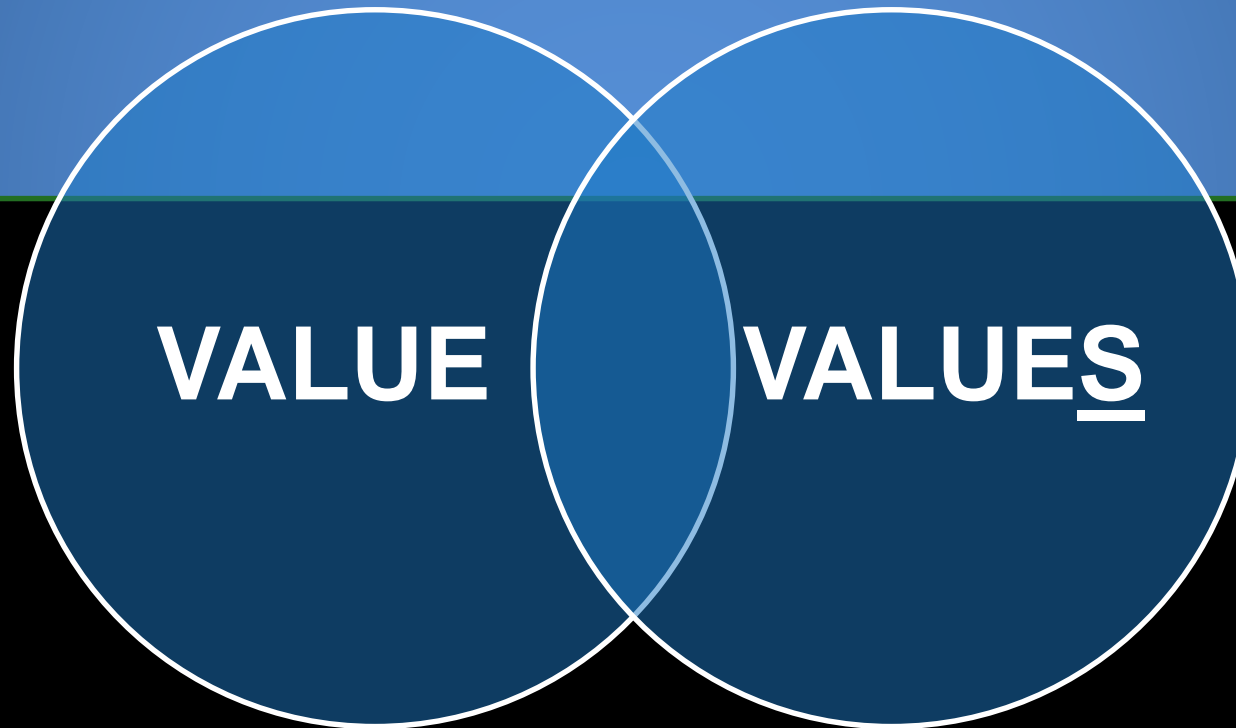


April Kates-Ellison, MS, CAE
Vice President
Member and Client Services, ADA



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

Navigating the Generational Demographic Membership Shift



The Generations

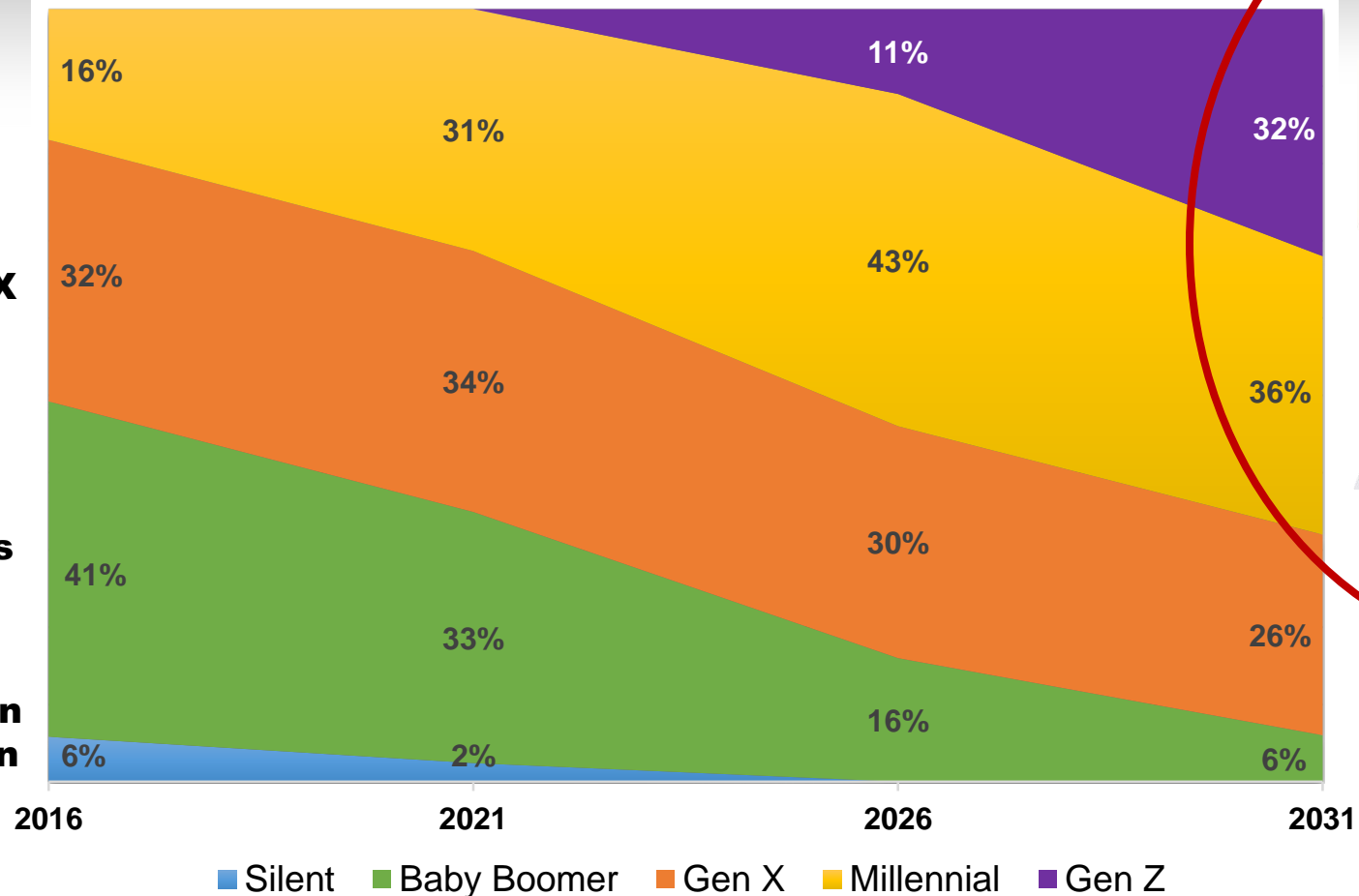
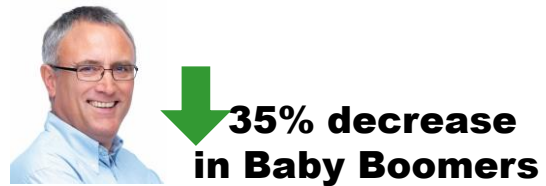


Generation: group of people who share a common place in history and therefore develop a common set of beliefs and values that tend to be common across the entire generation.

Generations create history, and history creates generations. Generational change is a repeating cycle of four, twenty-year cycles, each cycle being a generation.

Generational Shift: 2016 – 2031

Declining Generations



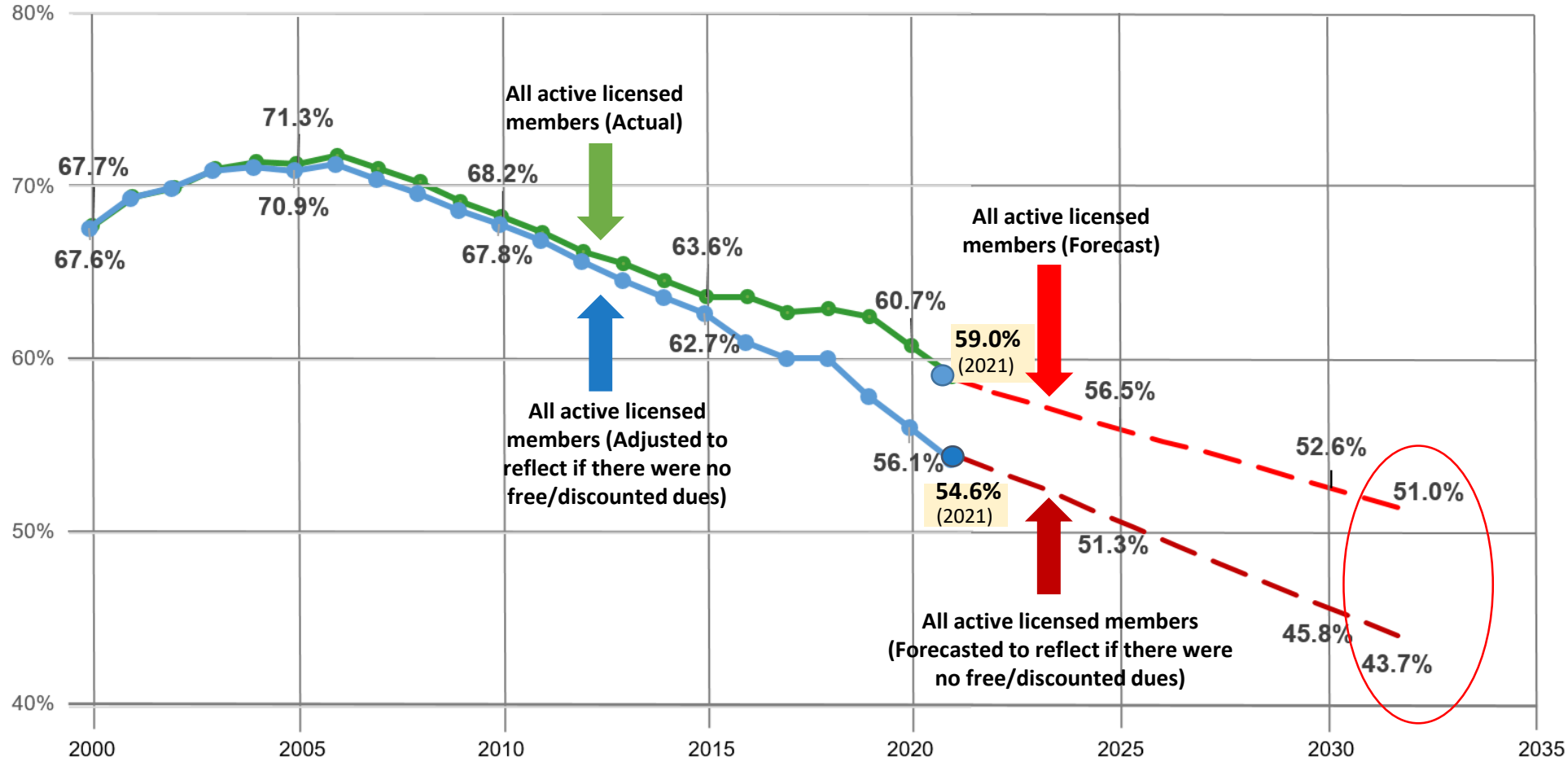
Growing Generations



A Sense of Urgency

Current State of Membership

Actual and Forecasted Market Share: 2000 – 2032

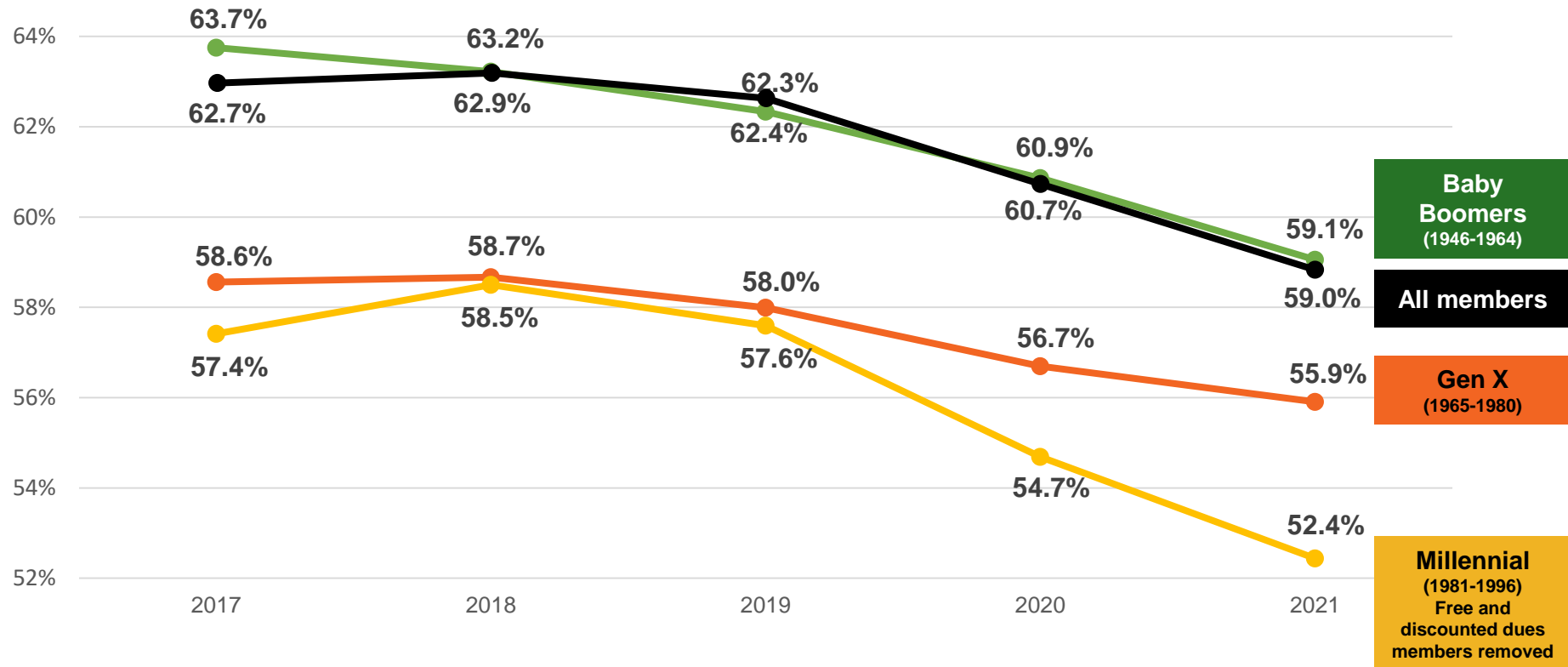


The downward market share trend is forecasted to continue through the next 10 years if the ADA continues on its current path.

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%**.

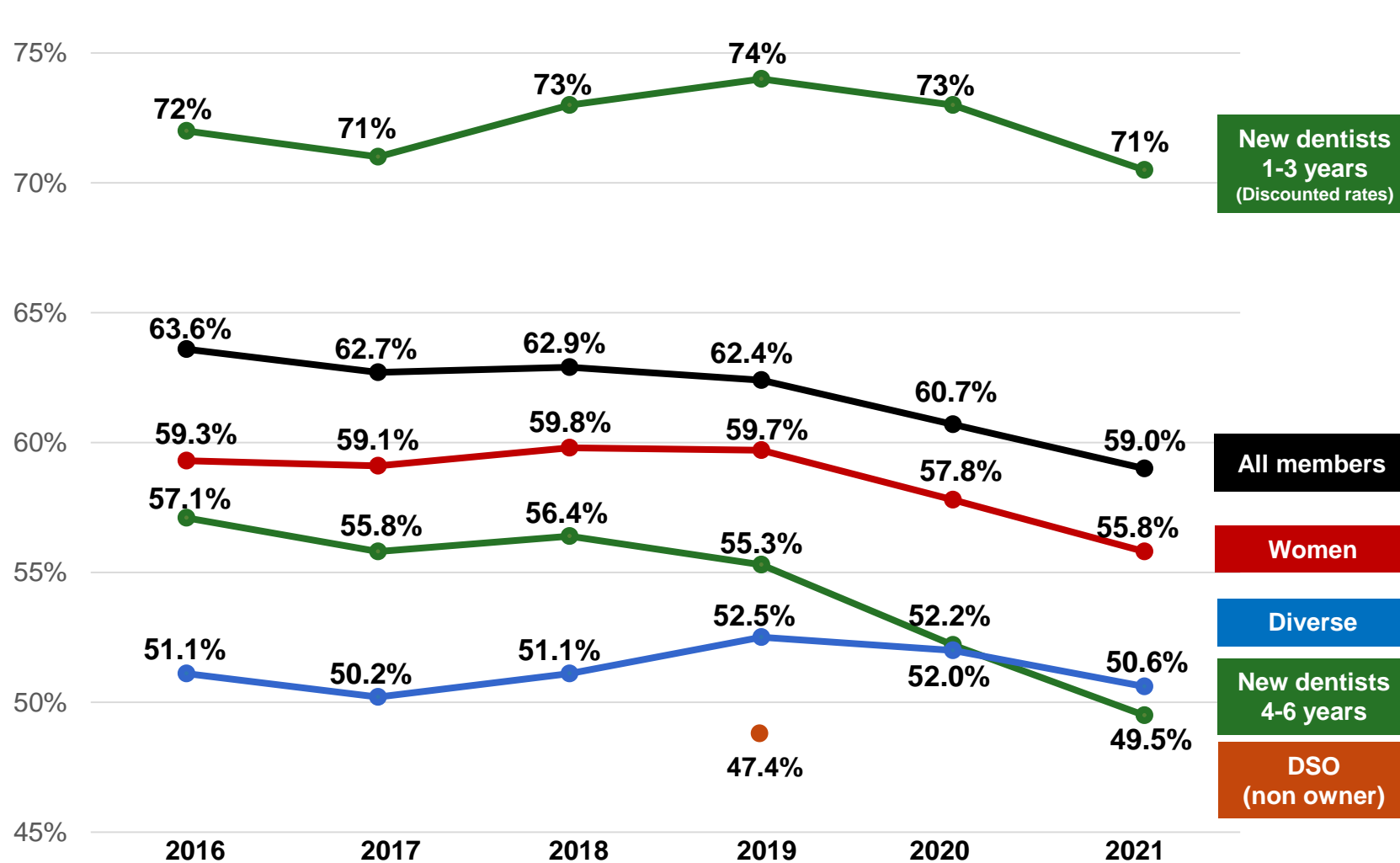
Current ADA Market Share: Widening Gap for Generational Segments



The All Member market share is being boosted by Baby Boomers and free/discounted early career members. When the free/discounted members are removed, actual market share is **54.6%**

The younger generations' market share foreshadows the future market share trend.

Current ADA Market Share: Widening Gap for Growing Segments



Risk: Broader diversity is now reflected in the profession, including women, ethnically diverse, and group practice dentists.

These growing market segments represent the demographics where ADA market share tends to lag.

Ongoing membership gaps will lead to **continued reductions in overall market share, specifically with new dentists entering the profession.**

The Early Career Pipeline

Class	Years since graduation								
	1st	2nd	3rd	4th	5th	6th	7th	8th	9th
2010	70.1%	63.4%	61.2%	59.4%	57.3%	57.3%	57.3%	56.1%	55.6%
2011	72.0%	64.0%	59.2%	57.2%	56.4%	55.6%	55.5%	54.4%	
2012	74.2%	63.9%	59.9%	58.4%	57.0%	56.4%	55.2%	52.3%	51.6%
2013	74.5%	61.3%	58.0%	56.5%	55.3%	54.0%	51.4%	50.0%	
2014	71.8%	61.7%	57.7%	57.9%	54.8%	51.3%	49.9%		
2015	92.5%	61.5%	58.7%	56.7%	51.3%	49.0%			
2016	92.7%	67.7%	59.6%	53.8%	49.7%				
2017	92.9%	65.0%	56.2%	49.9%					
2018	97.0%	63.4%	54.2%						
2019	98.8%	60.3%							
2020	96.9%								

Key Market Share Disruptors:

- ✓ Impact of Covid-19
- ✓ Impact of dues streamlining
- ✓ Impact of workforce shortage and increased labor costs
- ✓ Accelerated Retirements
- ✓ Impact of growth and consolidation of large group practices
- ✓ Ongoing demographic shifts
- ✓ Increased competition
- ✓ Conscious consumerism

Market share declines rapidly when they reach a dues rate above \$0

Data in red as of 12-31-21

Business Urgency to Shift

- Without shifting immediately, membership gaps will lead to **continued reductions in overall market share, specifically with new dentists entering the profession.**
- The credibility and influence of the ADA is compromised if membership market share falls below 50%.
- **Without a shift, in 5-10 years,** the ADA will not have sufficient market share to be the leader in dentistry.
- Ultimately, loss of market share will compromise **revenue, representation and reputation.**

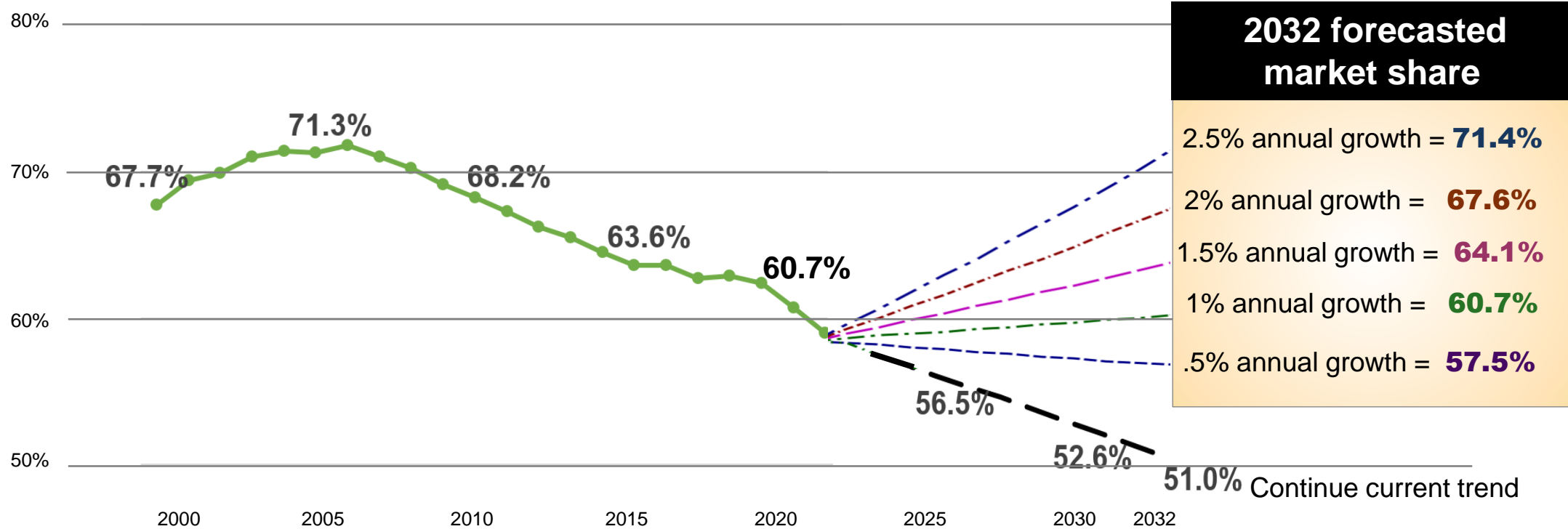
Everyone Has a Role in the Shift – A Call to Action

- **Boards** – **accept, support** with decision making and resources and **champion** change across the Tripartite
- **Council & Committees** – **accept, support** with decision making and resources and **champion** change across the Tripartite
- **ADA Team** – **align** resources and activities across the organization **to support the target customer/market** (leveraging a new customer centric lens tool) **accept, support** with resources and **champion** change across the Tripartite
- **States/Locals** – staff and volunteers **leverage** new information to **facilitate** the shift at the **grassroots level**

A Vision for the Future

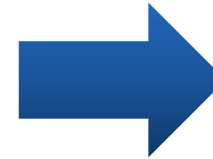
Future State of Membership

Visionary Forecasted Market Share through 2032

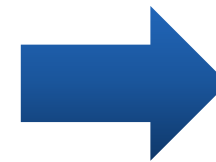


Overall Findings (Drive Change Together)

**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.

How Do We Get There?

Transforming
Value and Values
For Growth & Sustainability



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

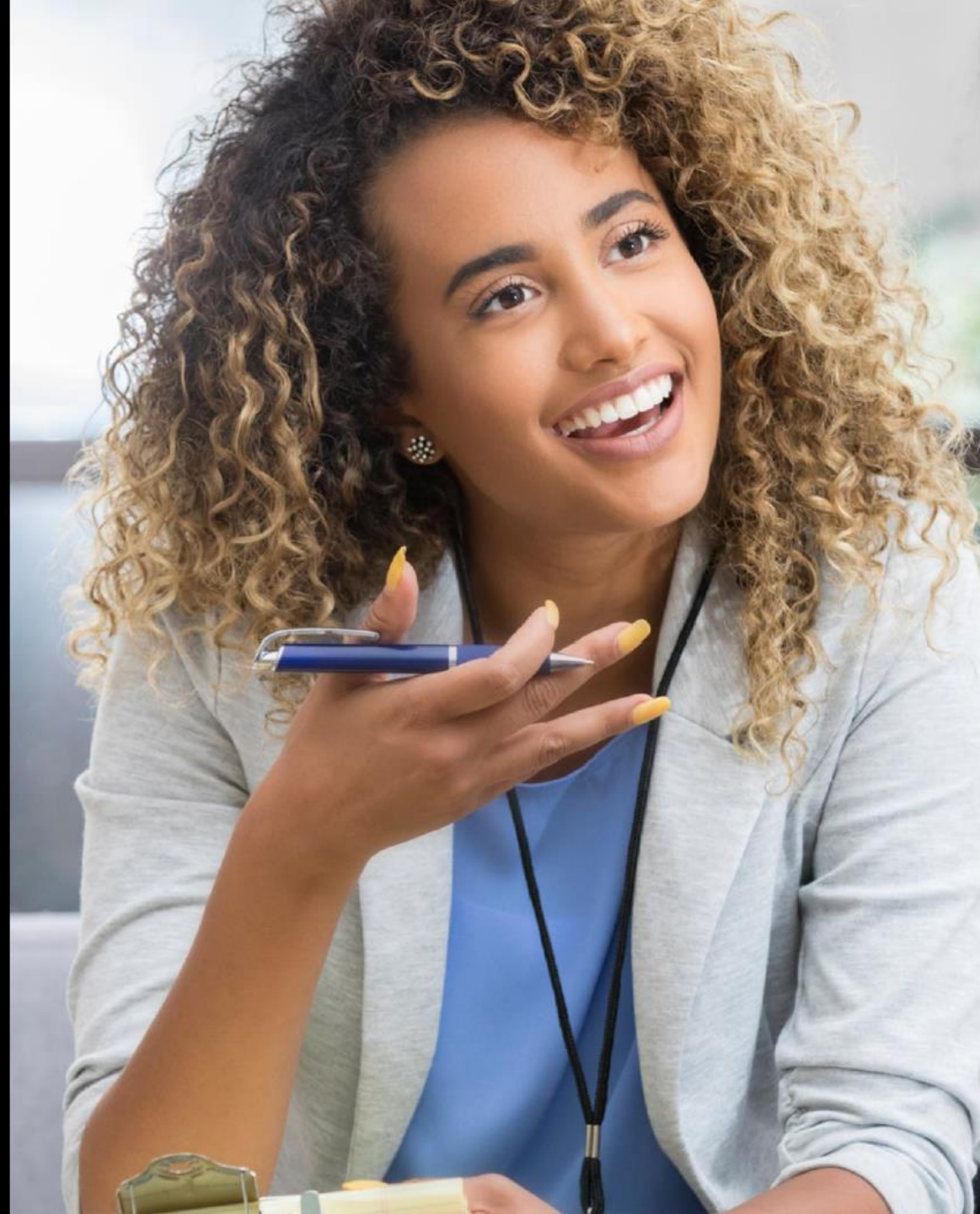
159 Racially and ethnically diverse non-members

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.



The **VALUE** Transformation

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



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:

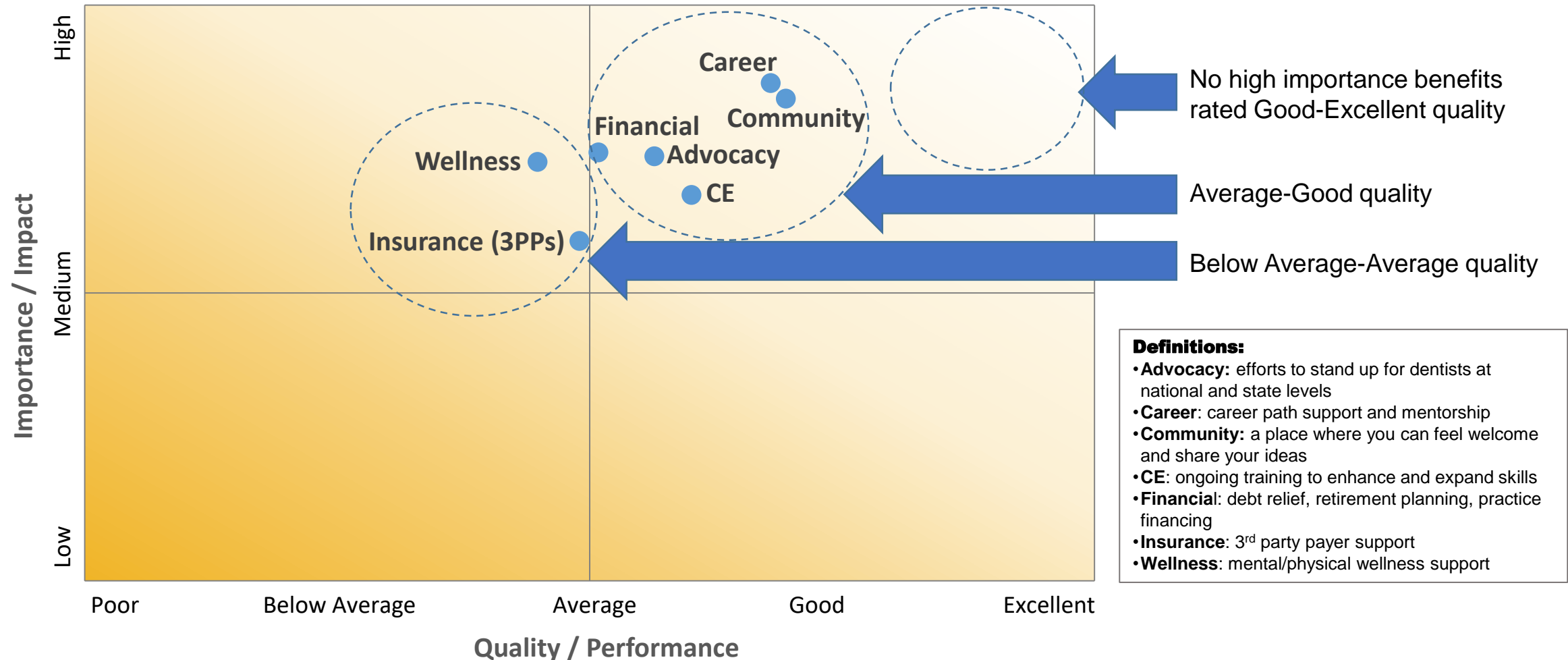


Representing the professional and personal diversity of *all* dentists



Being an ally and advocate, especially in times of change

Where the ADA Falls Short for New Dentists Members



Survey responses from 300 new dentist members in December 2021

Where the ADA Falls Short for Non-renewing New Dentists

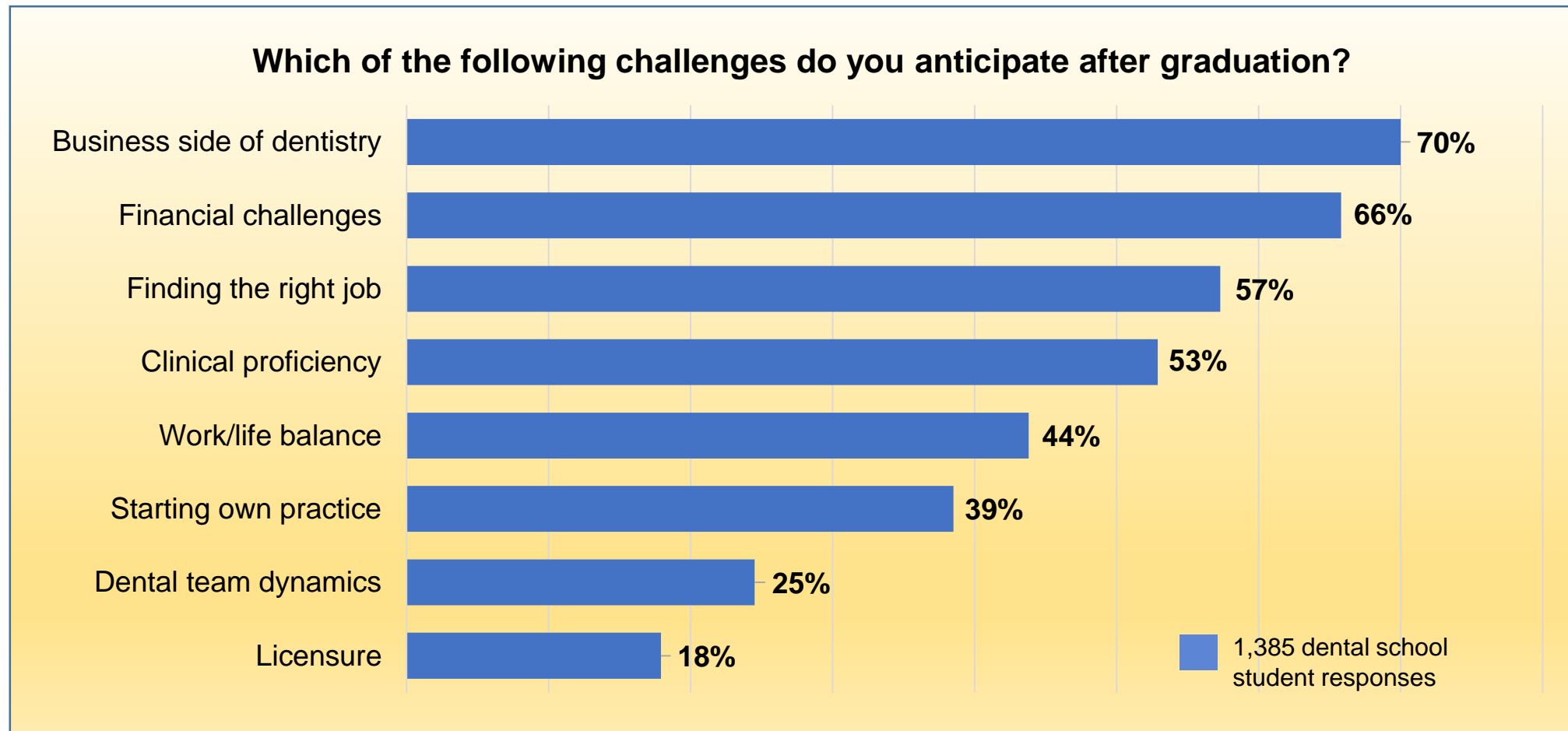
**#1 write-in
response – even
higher than their
desire for lower
dues**

What could the ADA do to be more valuable for you?



Write in responses from 300
new dentists 1-5 years pending
cut-off in Summer 2021

Where Students Want Support When they Graduate

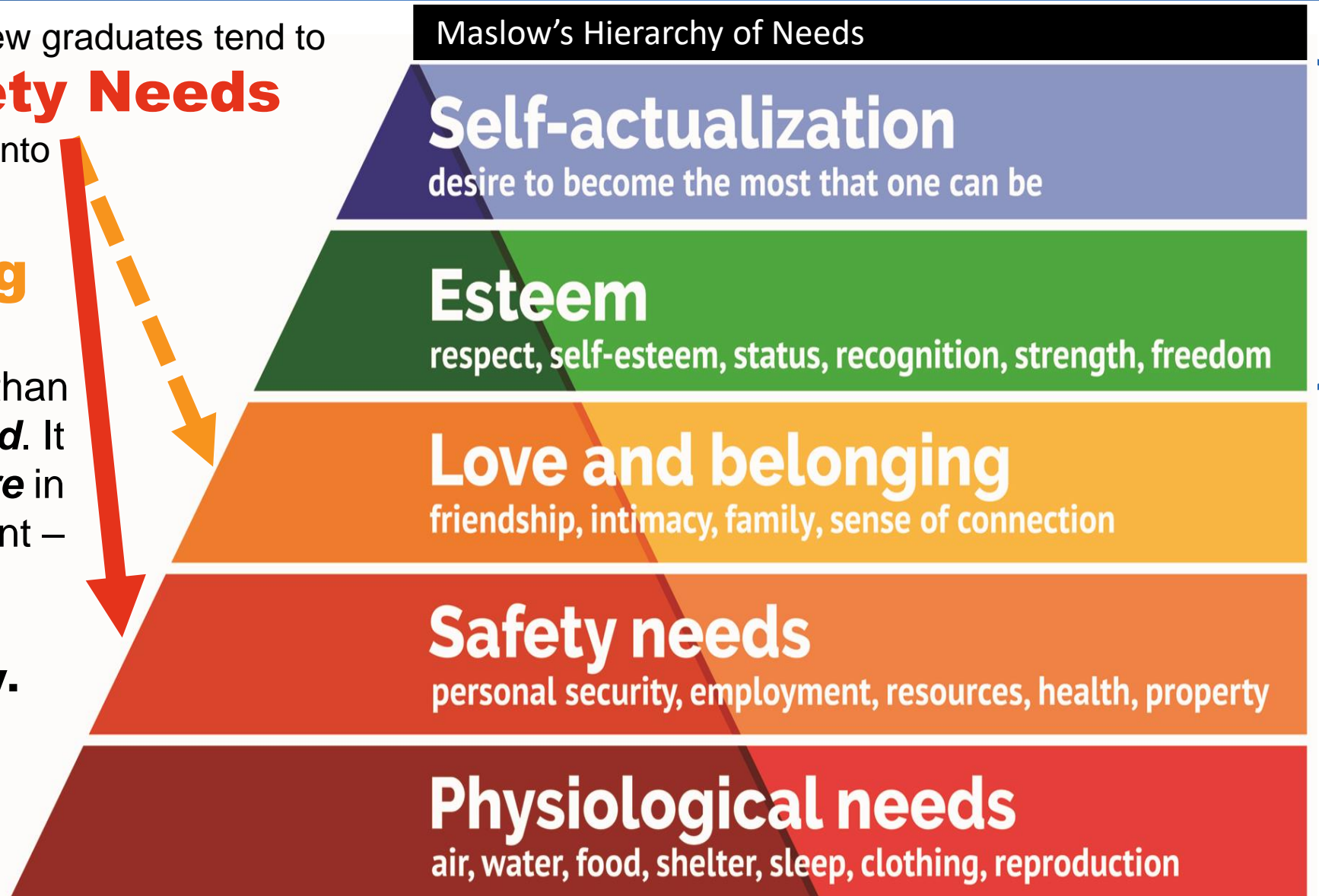


Back to Basics: New Dentists Want Tangible Value

Professionally, new graduates tend to be in the **Safety Needs** phase & moving into

Love and Belonging

Safety is more than being **employed**. It is feeling **secure** in your employment – **clinically, financially and mentally.**



Established dentists and volunteers leaders tend to be here

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

The **VALUES** Transformation

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



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

Not all dentists feel supported by the ADA

Adding further complexity to a shifting landscape are increasingly diversified professional identities. Dentists operate in different practice types, specialize in different areas, practice in myriad settings, have varying professional interests and levels of experience, and bring different personal experiences and perspectives to their work.

They seek out specialized support that maps to these micro-identities and are quick to look elsewhere if they don't feel included or represented.

In not clarifying who you're for and how you support them, **you risk leaving everyone on the outside looking in.**

Professional



Dental employees feel like the ADA exhibits favoritism towards private practice owners (especially acute during COVID).



Public health specialists feel like the ADA doesn't support their career choice by not providing financial assistance and discounted CE.



Female dentists have experiences in state and local chapters of the ADA that make them feel excluded from the "boys club".



Racially diverse dentists don't see other members who look like them, which signals that the ADA has no reason to care about them.

Personal

The ADA's Core Values

The Core Precepts are the mission and values for the employees of the American Dental Association in their support of the dental profession and the public

**Commitment to
Members**

Integrity

Excellence

**Science/Evidenced
Based Resources**

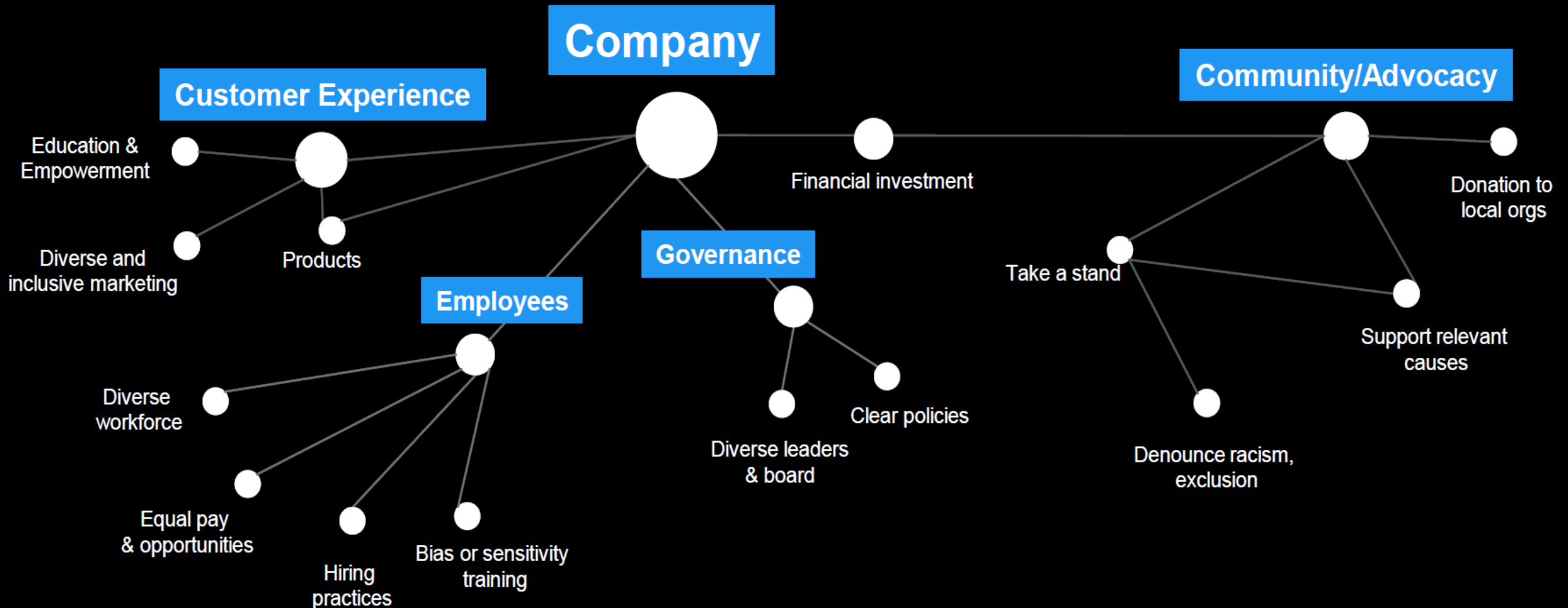


**Commitment to
the Improvement
of Oral Health**

Diversity

Inclusion

How do you know a company is being authentic in its diversity and inclusion efforts?



Commitment to the Improvement of Oral Health

Is the ADA leading?

Early Career New VALUES Development Strategy & Implementation

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told us they
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Oral Health Advancement

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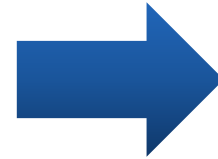
- Develop minimal viable products (MVPs) in support of the three pillar strategies

Q4

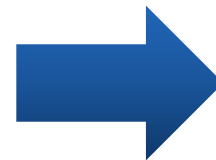
- DE&I/Oral health events/activities featured at SmileCon

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.

The Transformation of Value and Values

**How will you and your
respective dental society
champion change?**

White Board Activity

Driving Change Together

- | | |
|---|-------------------------------|
| 1. How to Be a Change Hero | 5. Driving Digital Innovation |
| 2. The Future of Oral Health in America | 6. Value / Values in Advocacy |
| 3. Value / Values in Membership | 7. Governance Topics |
| 4. New Dentist Panel | |

DRIVING CHANGE TOGETHER

NATIONAL • STATE • LOCAL

2022 ADA State Presidents-Elect Conference

White Board Activity

Question: How can you take everything you've learned at this conference and use it to create true, impactful solutions in your state?

Answer: Let's drive change together!

During and after each session, use this document to record the key concepts and ideas shared. At your table, discuss with your colleagues how you can put these concepts into action in your state.

You will have 10 minutes to work with your group to answer the following two questions and record your answers on the white board:

1. What value did you learn to share with members and non-members?
2. As the President-Elect, what actions can you take to be the change hero to promote, implement and enhance the value?

ADA.

ADA Presidents-Elect Conference

Presented By:



Value and Values: Navigating the Generational Demographic Membership Shift



Dr. Brad Barnes
Chair
ADPAC



Dr. Giorgio Di Vincenzo
Chair-Elect
ADPAC



ONE VOICE **UNITED**

President-Elect's Conference



What is ADPAC?

- American Dental Political Action Committee
- Raise funds from ADA member dentists and students for collective political action
- Focuses on issues of concern to dentists, and their patients, practice, and profession
- Bipartisan; together, we are all members of the “Tooth Party”





What does ADPAC do?

Raise money

Distribute
contributions

Grassroots
advocacy

Political
education



ADPAC is the political arm of the American Dental Association

Raise Money

- Raise about \$1.7 million/year
- Funding directly from dentists and students
- Raise funds for the ADA House on the Hill
- 75% of contributions are \$50 or less
- Club levels for dentists, spouses, students, and New Dentists
- Lifetime Giving level

Distribute \$

- Given \$2.1M in 2020 cycle
- Monitor 435 House races and 34 Senate races
- Assist dentists running for Congress
- Increase visibility and access for the ADA on Capitol Hill
- Ensure dentists are credited for contributions locally
- Host events for members of Congress on Capitol Hill

Grassroots

- Create advocacy site to help dentists communicate with MOCs
- Provide assistance to states on grassroots efforts
- Build action teams/key contacts for every legislator
- Dentist and Student Lobby Day
- Action Alerts
- Digital communications to legislators and staff

Political Ed

- Dentist and Physician Campaign School
- Voter drive to increase dentists registered to vote
- Get Out the Vote
- Lunch and Learns at ASDA Chapters



States and ADPAC

Compliance

- Going paperless/digital
- Can provide legal advice
- State PAC Conference during Lobby Day

Grassroots

- Campaign School
- ADA Dentist and Student Lobby Day-
March 5-7, 2023 (in-person)



We need your help- give to ADPAC

- \$1,000 Diamond, \$500 Capital Elite, \$250 Capital Club and more!
- Text ADPAC to 345345





Upcoming events

2022

- July 29-31- ADPAC Summer Meeting
- October 16- Event for Rep. Brian Babin, DDS- Houston
- October 17- Diamond Club Reception- Houston
- November 8- Election Day

2023

- March 5-7- ADA Dentist and Student Lobby Day



Thank you!

- ✓ Sign up for Action Alerts at [ADA.org/ADVOCACY](https://ada.org/advocacy)
- ✓ Attend ADA Dentist and Student Lobby Day
- ✓ Join ADPAC at the Diamond Level
- ✓ Listen to Tooth Talk
- ✓ VOTE



Contact information

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Dr.BradBarnes@gmail.com

309.830.6636

Dr. Giorgio Di Vincenzo, Chair-Elect

gtd986@aol.com

201.486.2069

Sarah Milligan, Director

milligans@ada.org

202.277.1280

Enjoy Your Lunch!

Optional tour of the building will begin at

12:15 pm

(meet at the registration desk)

The next session begins at

12:45 pm

Thank you to our
Sponsors



ADA American Dental Association®



Panel Session: DSO-Supported New Dentists



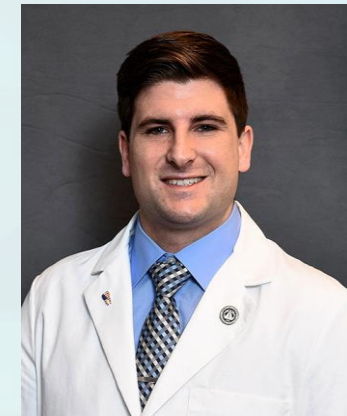
Dr. Seth Walbridge
Moderator & Chair
New Dentist Committee, ADA



Dr. ArNelle Wright
Panelist



Dr. Mithila Sharma
Panelist



Dr. Alexander Smith
Panelist

White Board Activity

Driving Change Together

- | | |
|---|-------------------------------|
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ADA.

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

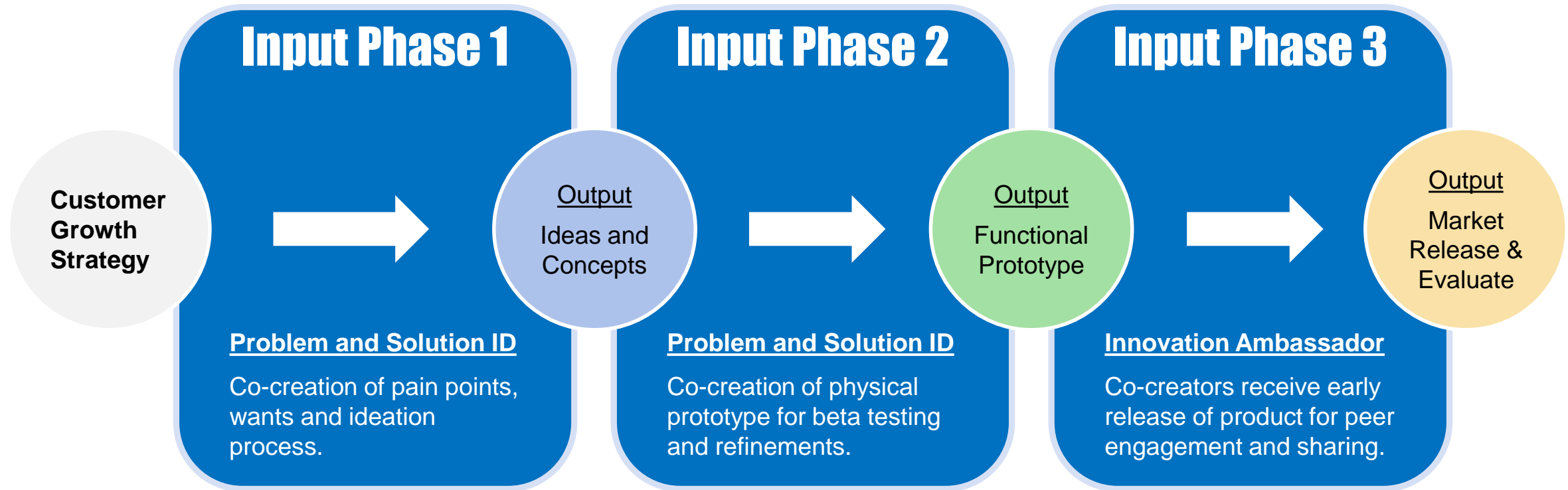
Gretchen Kreklow – 2nd Year and Practice Owner working in rural Minnesota

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



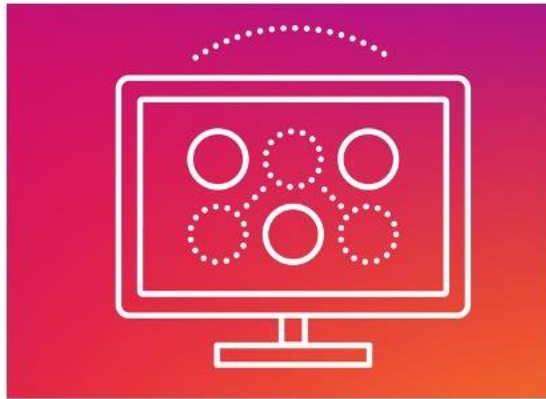
MEMBER APP MVP

Prioritized Features for Launch at SmileCon

RECOMMENDED FEATURES

Prioritized by Co-Creation Group

PRIORITIZED RECOMMENDED FEATURES



Personalized Content



Career Pathways



Community Connections



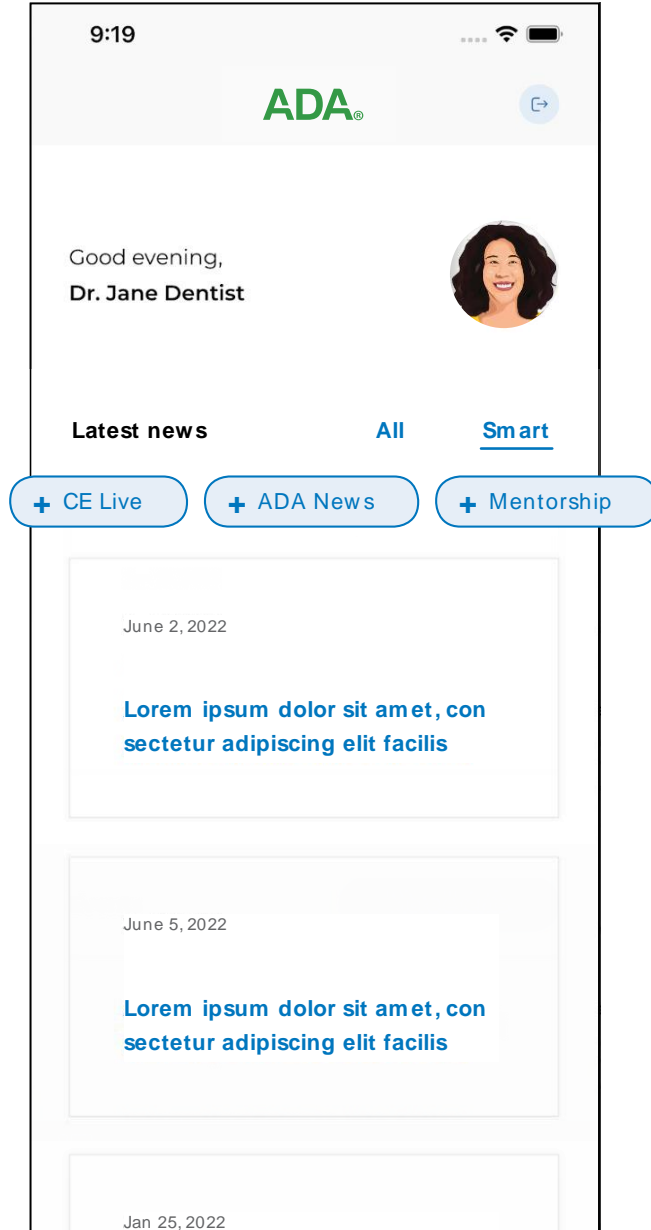
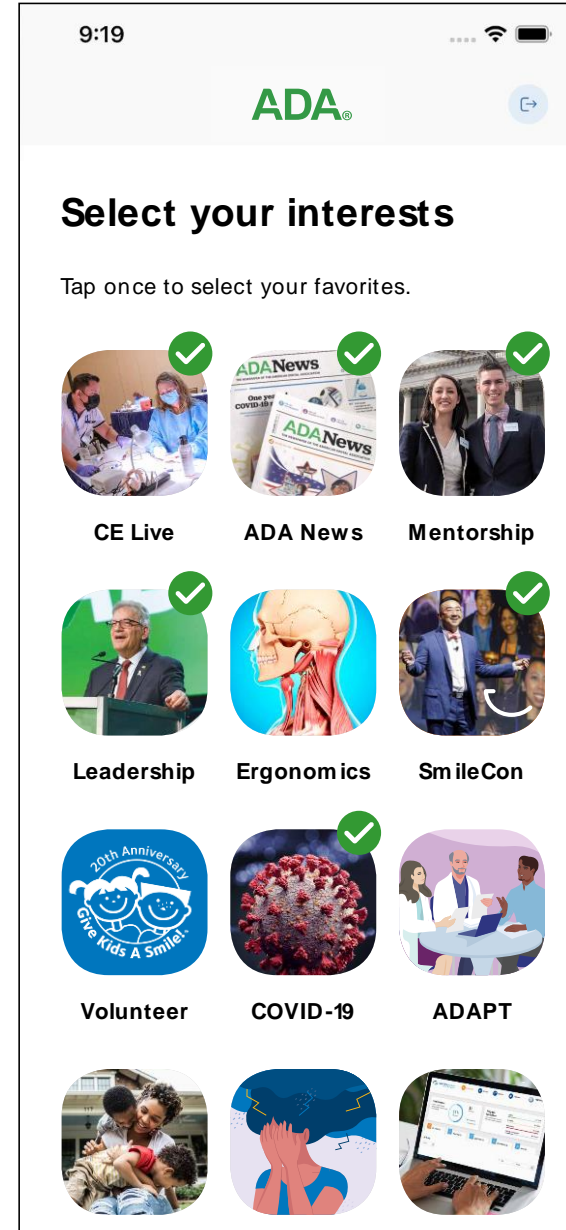
Document Vault



ADA Podcast

PERSONALIZED CONTENT EXPERIENCE

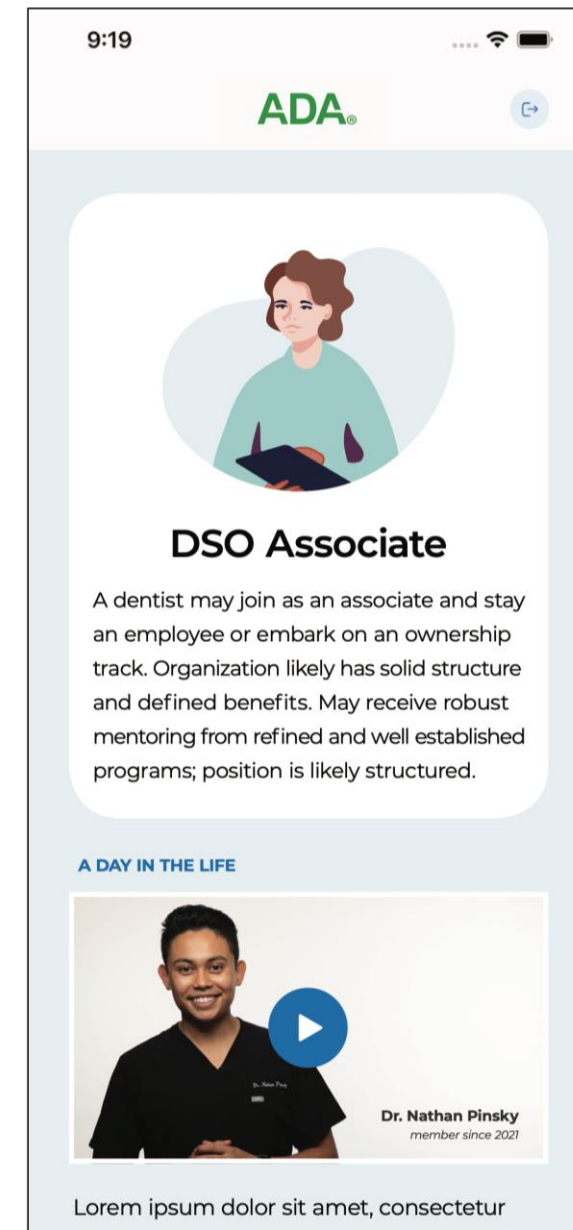
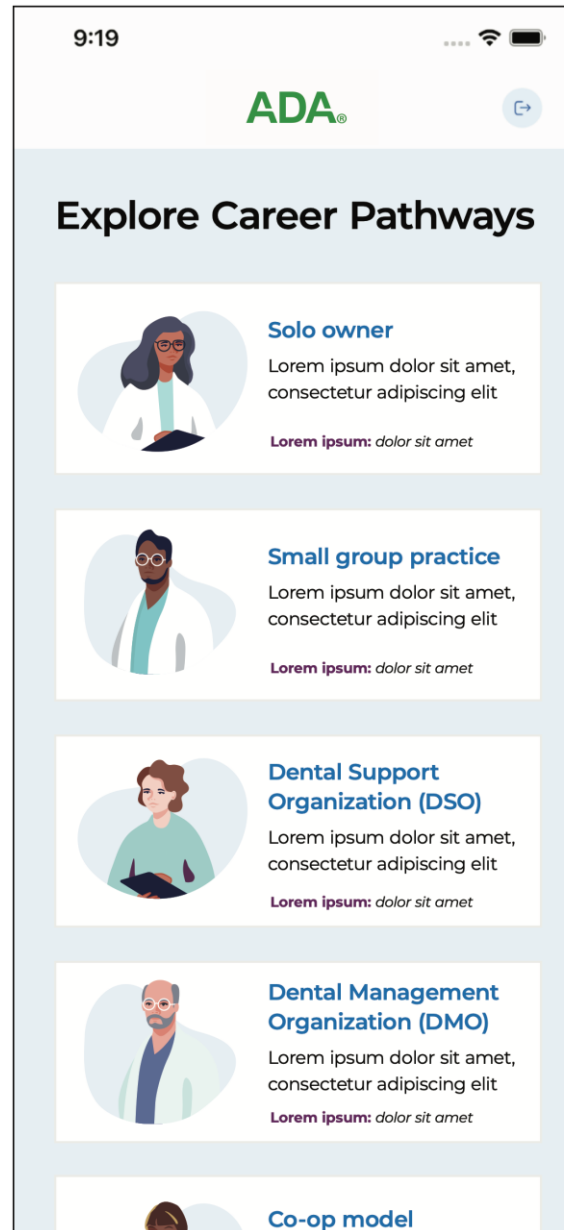
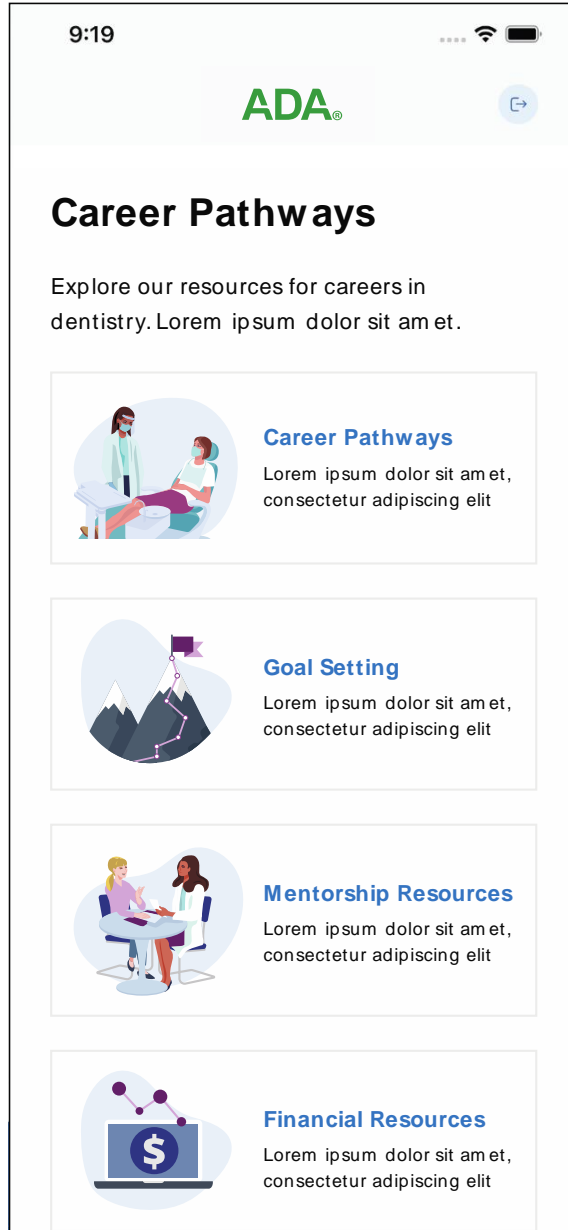
- Self-select topics of interest for a feed of content tailored to their preferences
- Able to change topic preferences, or add more at any time
- Sourced from ADA sites



CAREER PATHWAYS EXPERIENCE

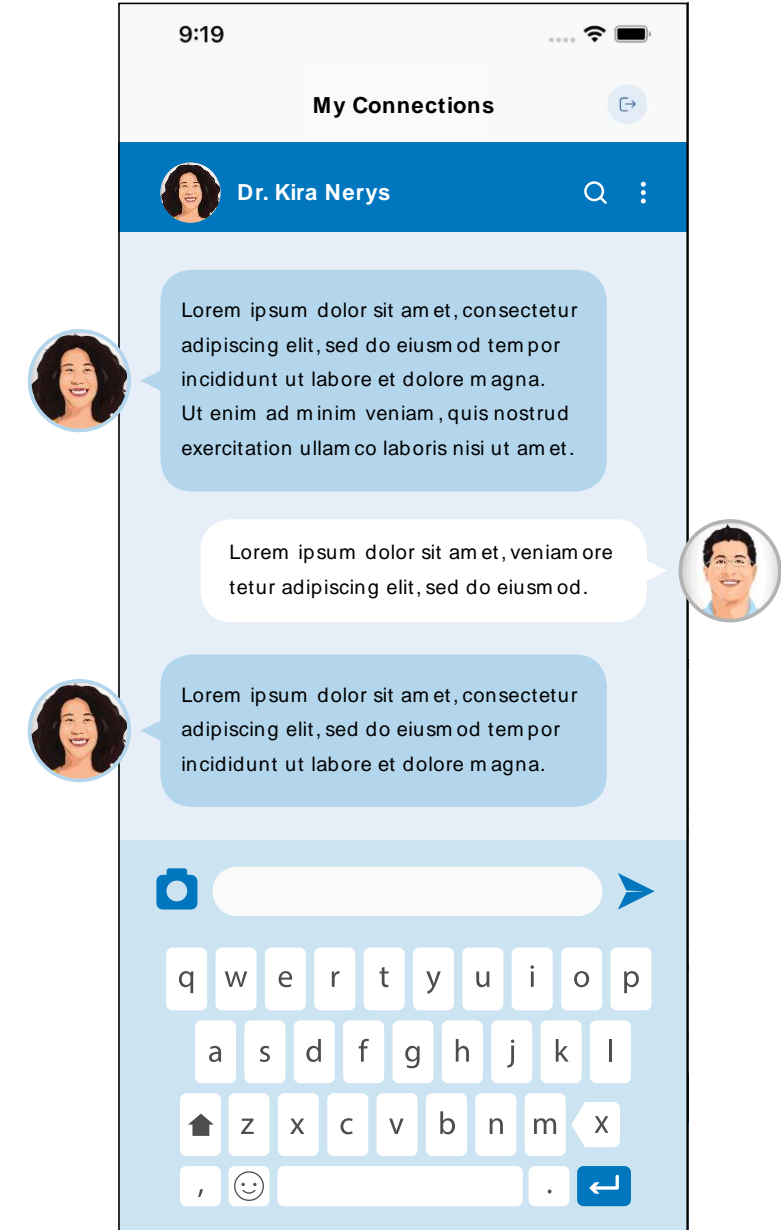
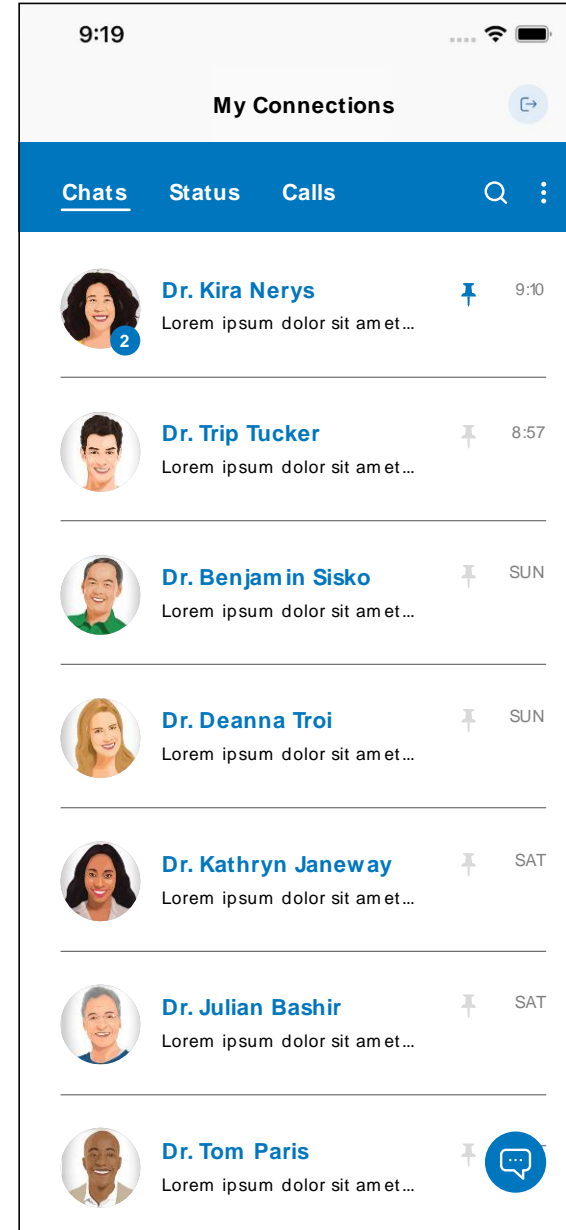
- Unique gap we can fill!
- Addresses need to learn more about the wide variety of career paths available post graduation.
- Creates engagement, membership and new partnership/sponsorship non-dues opportunities.
- Users will select from dental career options to explore content that illuminates aspects 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.





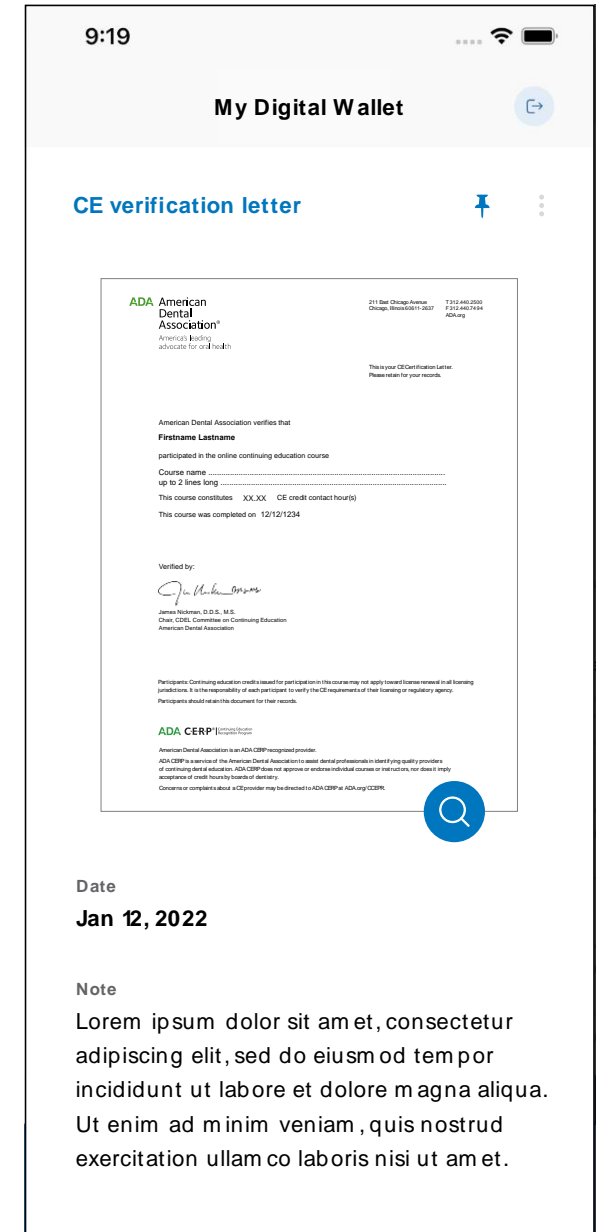
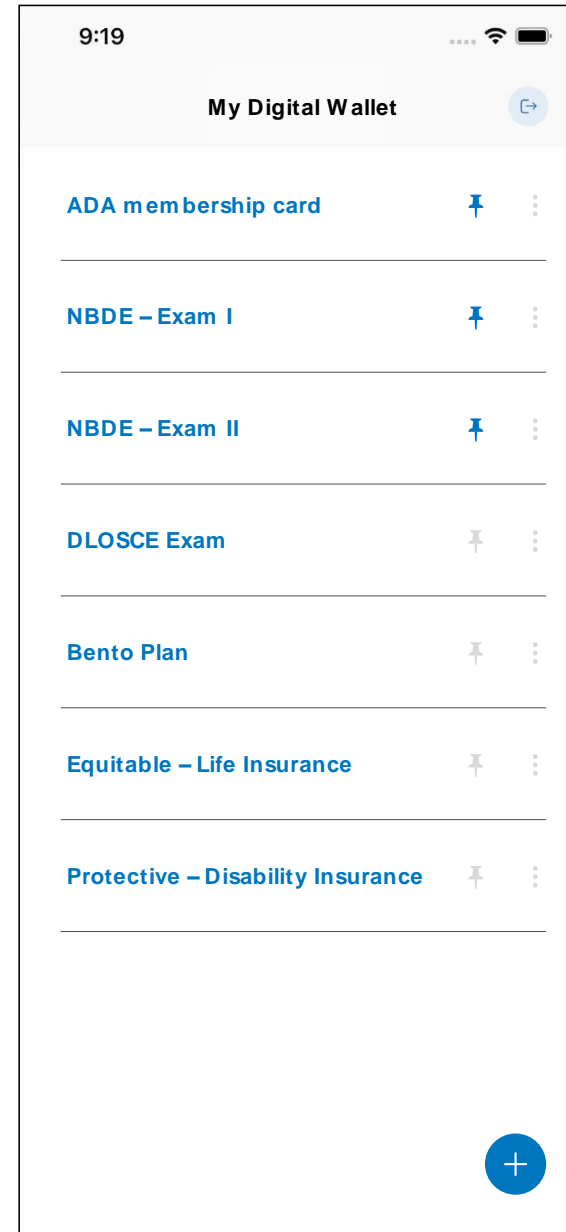
COMMUNITY CONNECTIONS – MESSAGING

- 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



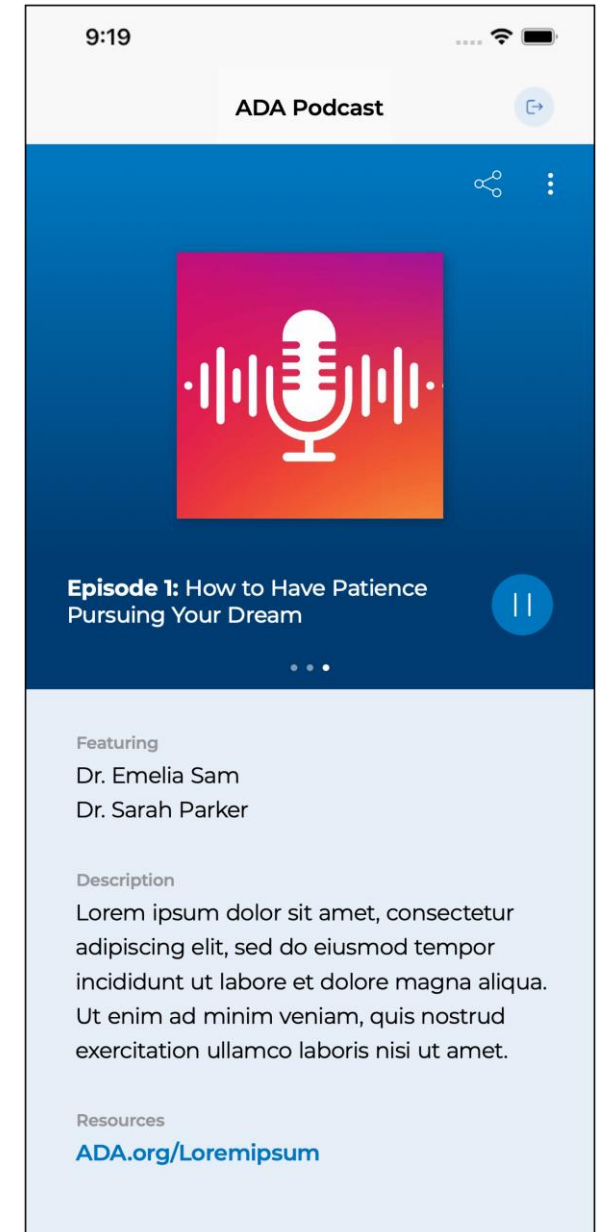
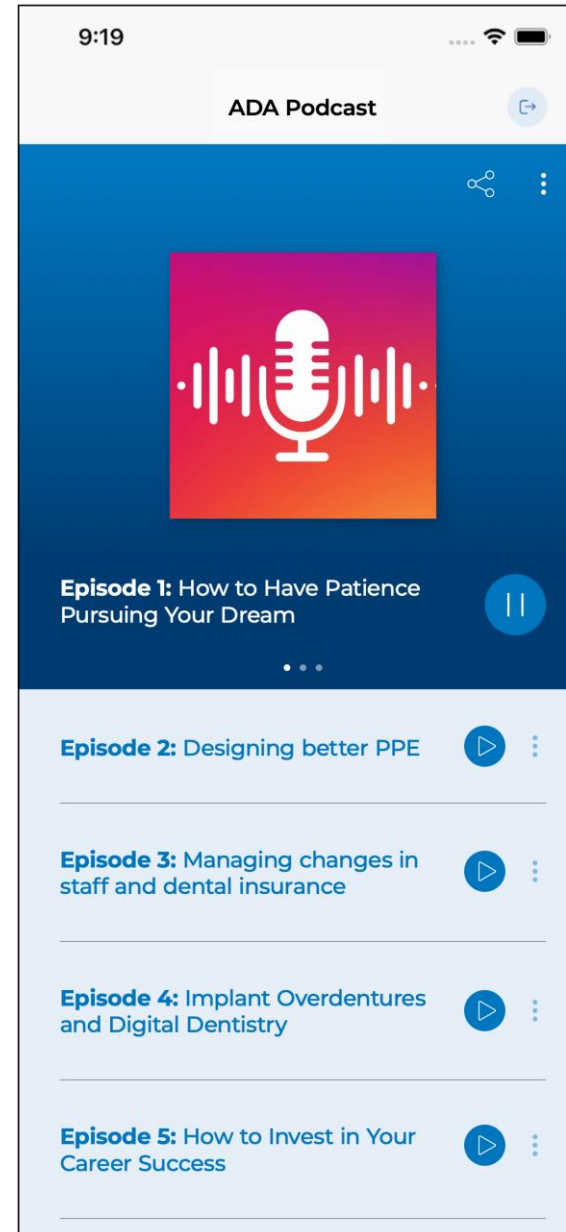
DIGITAL WALLET DOCUMENT VAULT

- 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



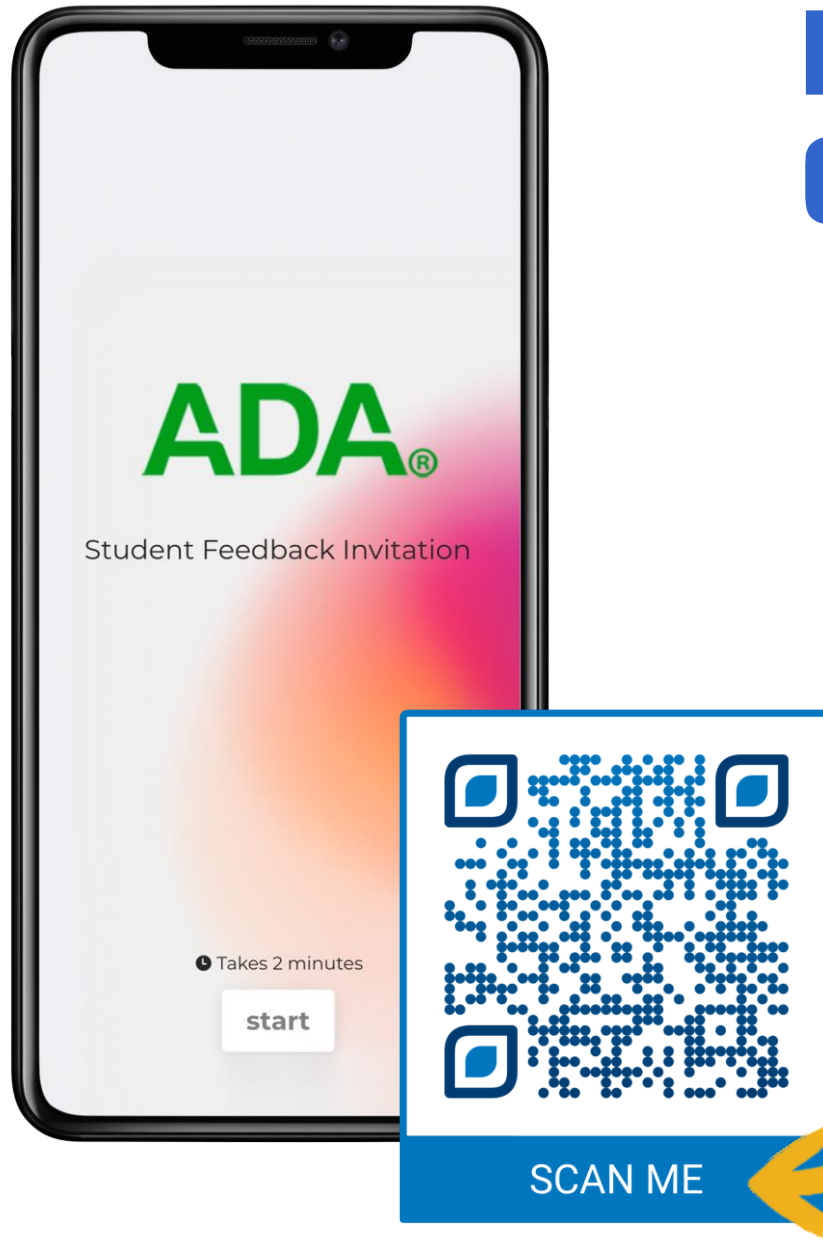
- **Mobile Publisher for Experience Cloud** – use for quick custom branded mobile app development
- **Access to Salesforce App Exchange** – thousands of ready-to-install third party apps, and customizable components, templates, automation processes and data solutions
- **Rapid Development** – using Lightning 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

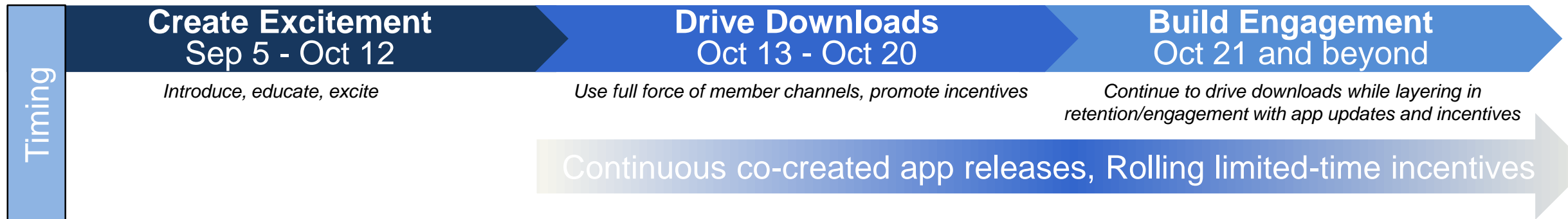


- Would you like to sign up to receive an early release of the ADA Member App and provide feedback?
- Would you be interested in participating in an ADA Student Advisory Panel?

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

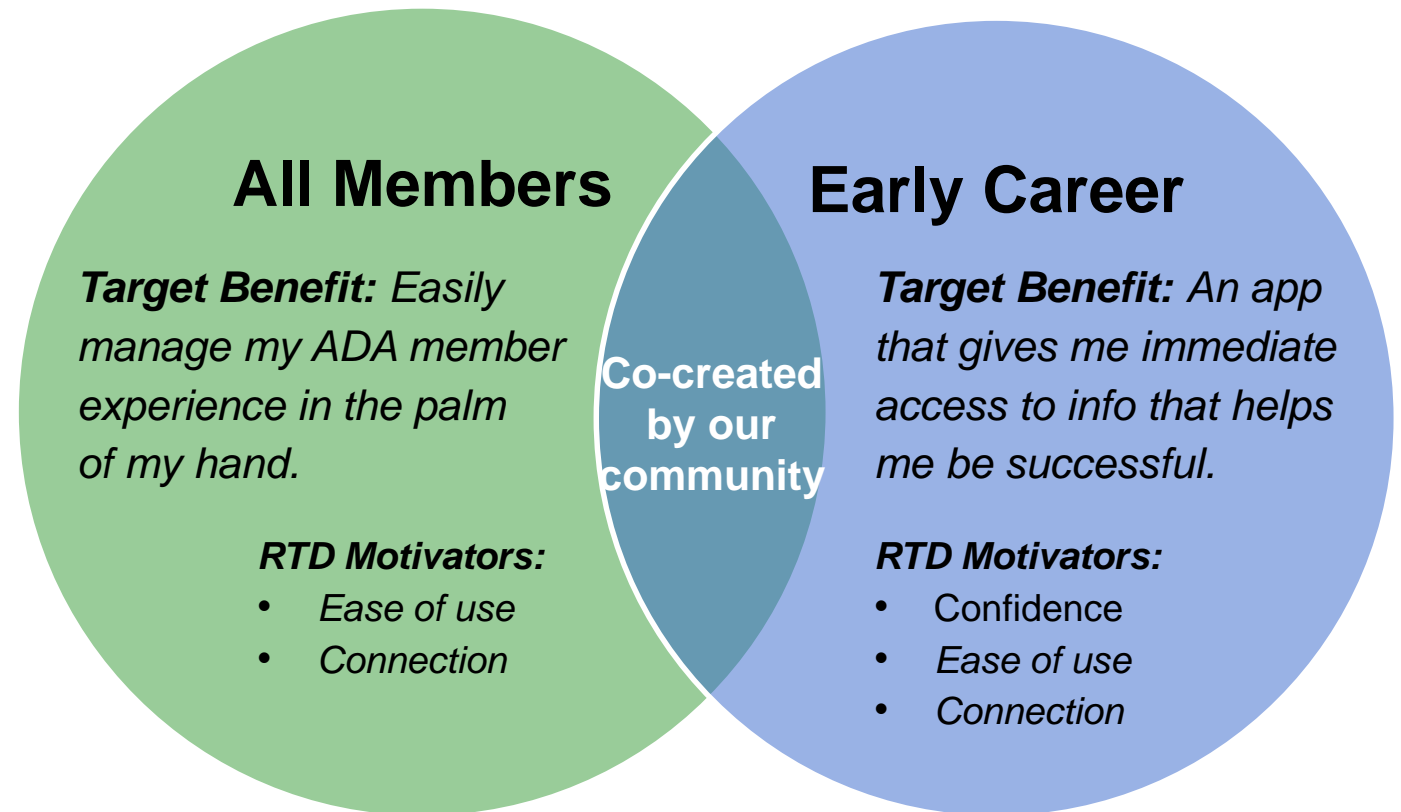


ADA MEMBER APP LAUNCH – CONTENT BLUEPRINT

Primary Message:

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

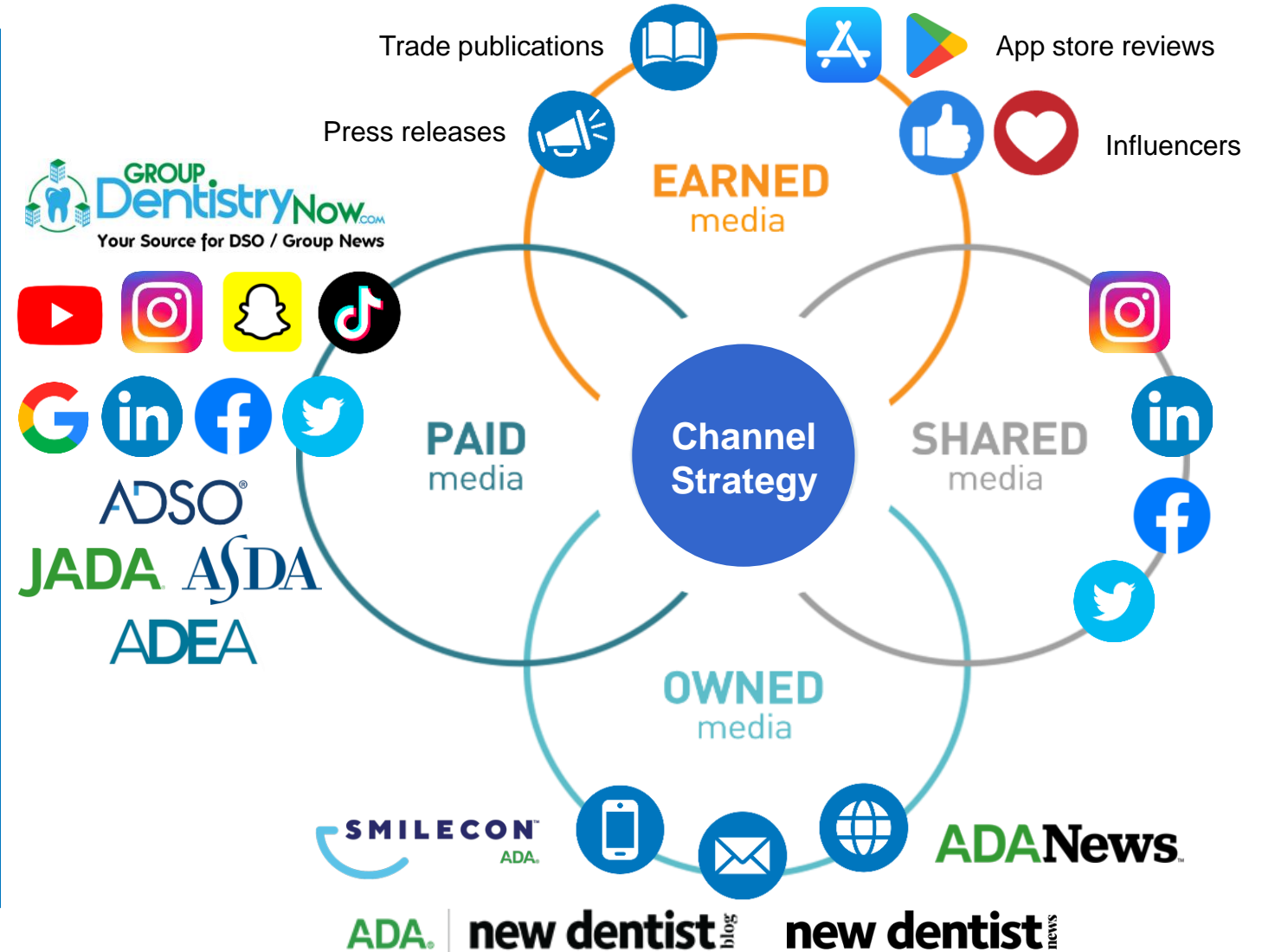
Overall Benefit of Value and Values



ADA MEMBER APP LAUNCH – ACTIVATION BLUEPRINT

Primary Execution:

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



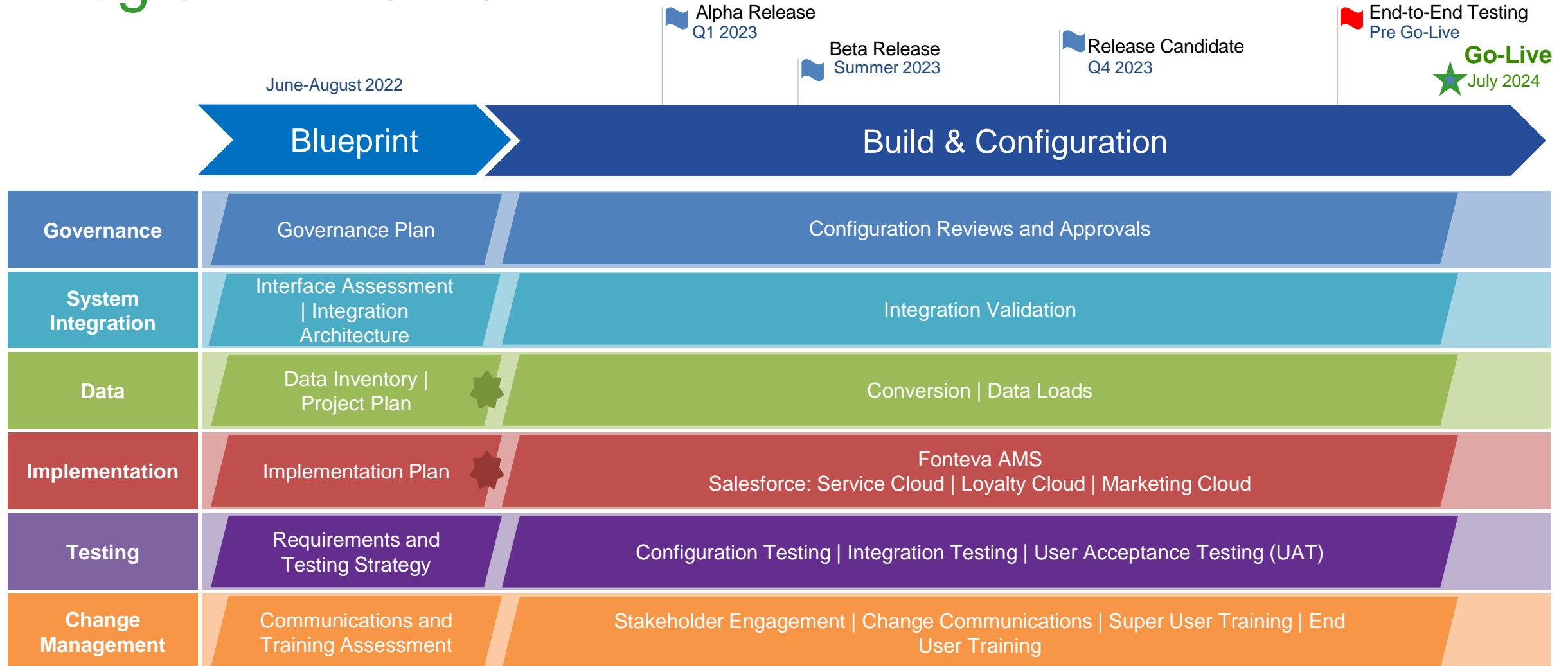
AMS/CRM Program Update

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

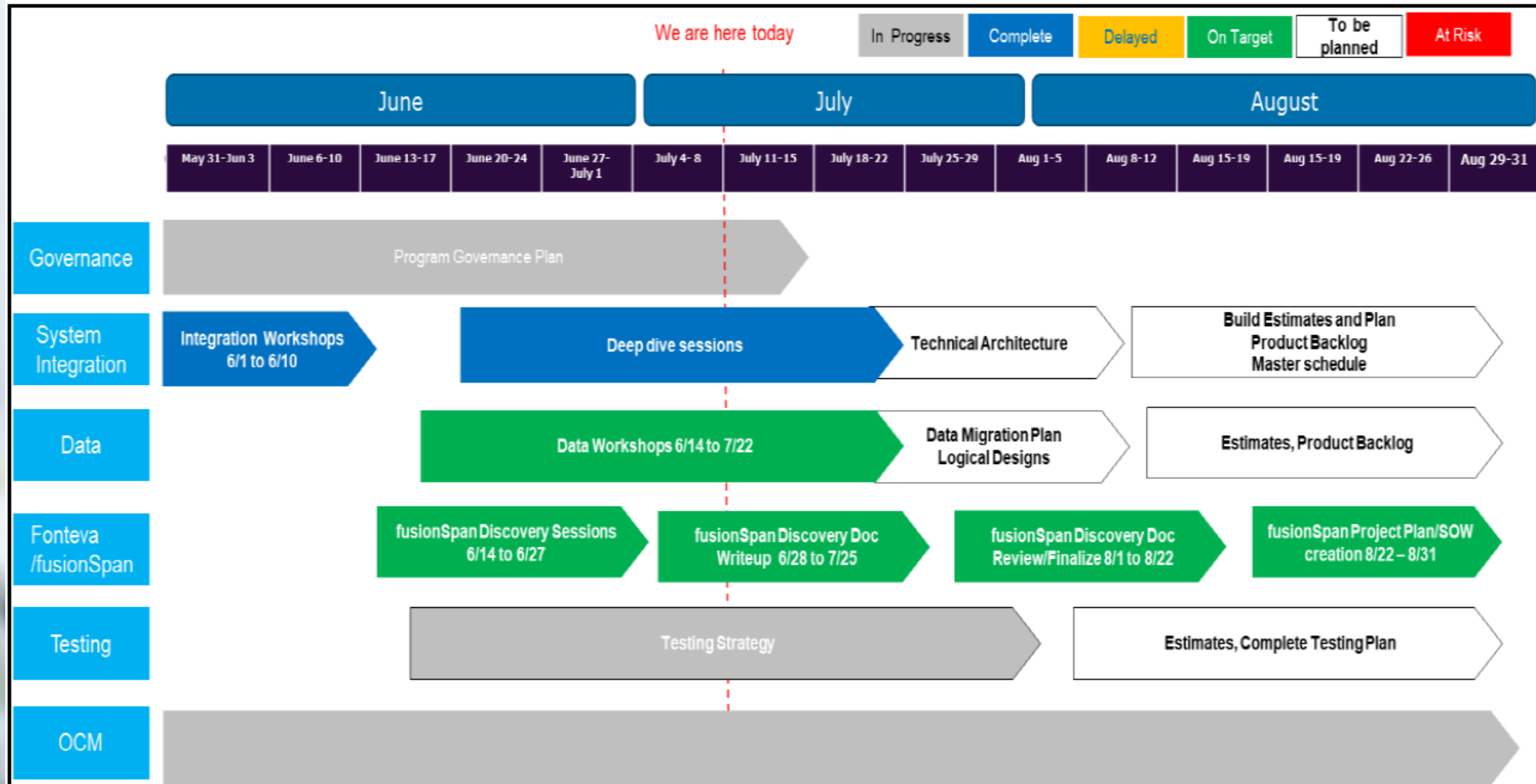
Program Timeline*



*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

White Board Activity

Driving Change Together

- | | |
|---|-------------------------------|
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ADA.

Networking Break

Thank you to our Sponsors



Value and Values: Success in the Advocacy Arena



Jane Grover, DDS MPH
Senior Director, ADA Council on
Advocacy for Access and Prevention



Michael A. Graham
Senior Vice President
ADA Government and Public Affairs



Chad Olson
Director, ADA Department of
State Government Affairs

Value and Values: How State Dental Societies and ADA Work Hand-in-Hand

Chad Olson

Director, State Government Affairs, ADA



Where the Tripartite is Collaborating:

- Dental Insurance Reform
- Medicaid
- Workforce Challenges
- Modernization of Dental Licensure

State Public Affairs Program

- Two grant cycles every year
- Group of dentists (Oversight Workgroup) evaluates grant applications
- Focuses on advancing state society objectives that align with ADA policy
- Making a difference – DIR 11 new laws in 5 states

What's Next: 2022 and Beyond

- NCOIL
- Massachusetts Ballot Initiative
- ERISA

Questions or comments?

Chad Olson
olsonc@ada.org
(630) 408-6558

Values of Public Facing Programs

Making the Business Case for Doing Good



Dr. Jane Grover
Senior Director, Council on Advocacy for Access and Prevention

Potential Outcomes of Public / Private Partnering for HE

- Doing Good “Does You Good”
“Giving Back” “Retiring” Stress Reduction / Wellness
- Mentoring Potential Dentists From All Populations
Medicaid Providers Change System From The “Inside”
- Expands Access to Care and Prevention of Disease
Age One Dental Visits Oral Health Integration

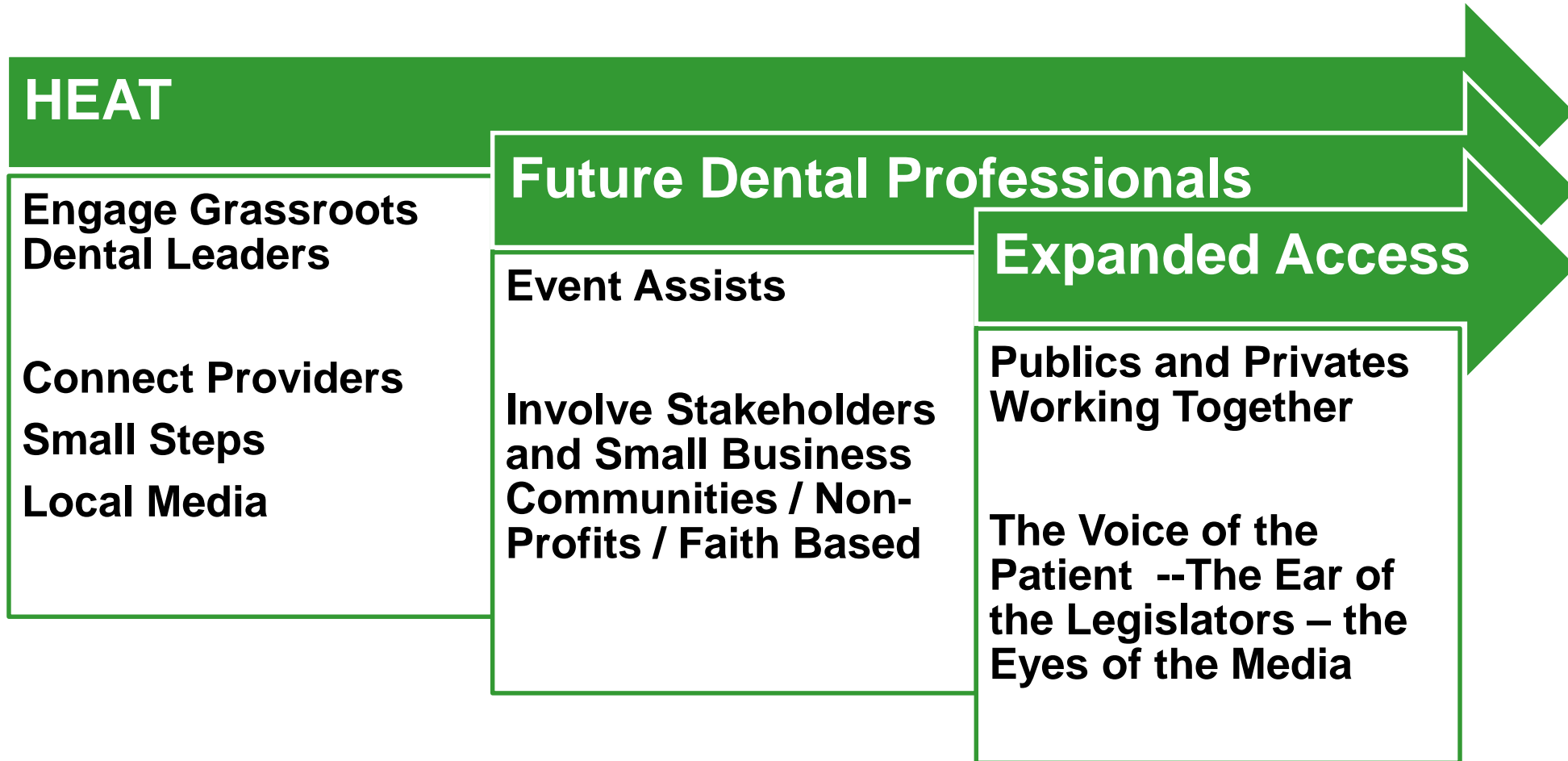
How ED Referral Programs Can Work

- Medical (ED) and Dental Collaboration to Identify the Issue
- Non-Profit Agency Becomes Involved
- Steering Committee Engages Community Stakeholders
- Positive Social and Media Attention

Community Dental Health Coordinator Program

- No Change to a State Practice Act
- Gathers and Navigates New Patients
- Online program – Certificate of Completion -- Over 800 grads
- New Schools – an FQHC – a Dental School – and the IHS
- Case Management Codes Billable in Many States

Health Equity Action Plan = The “Value” of “Values”



What Does Health Equity Look Like in the Dental World?

- Lowering Barriers to Care:
Medicaid Reforms Health Literacy
CDHC Dental Case Management / Navigation
- Promoting Dental Careers For Underrepresented Populations
SAID / NDA Annual Meetings and Student Engagement
“Lessons In A Lunchbox” for middle school students
- Dental Homes Through CDHC and Medical-Dental Collaboration
More patients get actively linked to care – private and public

Current CAAP Medicaid Actions

- Readiness for Public Practice Guide for New Dentists
- MPAC Boot Camps for States and Dental Schools
- Awareness Program Integrity and Compliance



Questions?

Comments?

Words of Wisdom?

THANK YOU

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ADA.

Leadership and Governance



Scott Fowkes
General Counsel
ADA



Wendy Wils
Deputy General Counsel
ADA



**Association Governance –
Part Business, Part Political, Part Weird**

**Scott Fowkes, ADA General Counsel
Wendy Wils, Deputy General Counsel**

July 18, 2022

Our main topics today...

1



The basics of good governance

2



Working with the Board and HOD

3

Working with staff

4

Discussion

GOVERNANCE OVERVIEW:

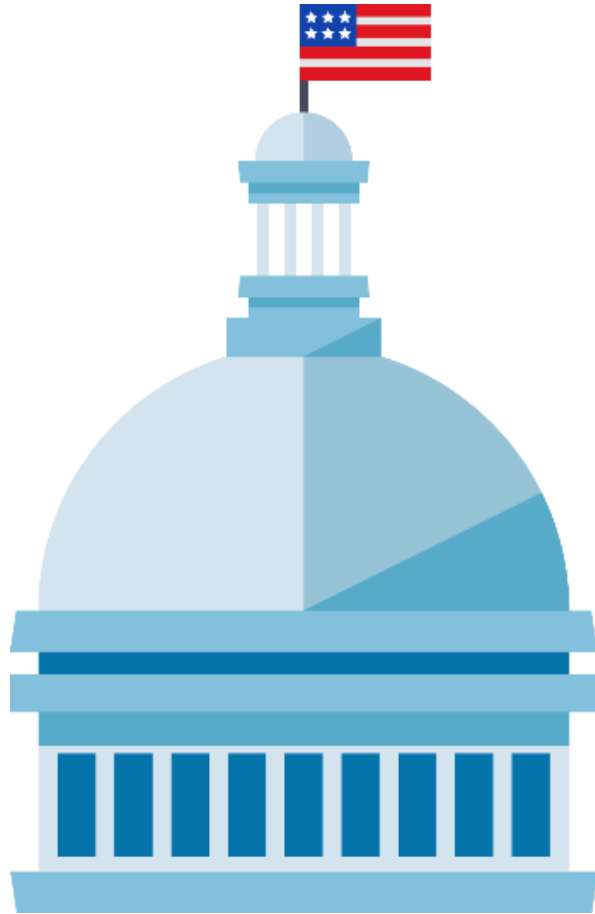
What is Governance?

Working with Staff: Governance vs. Management



Governance is to management as
steering is to rowing.

Governance is ...



Well-informed decision-making on behalf of the organization, its members, and the public interests.

The process of **governing** (not managing)

The **judicious exercise of power or authority**

Providing direction to those who engage in management

Governance is ...

- Providing strategic leadership
- Crafting policy
- Setting the direction
- Overseeing health of the organization
- Defining, deliberating and deciding on matters vital to the organization
- Advancing the mission of the organization



Adherence to Core Values

“It's not hard to make decisions once you know what your values are.”

– Roy E. Disney



Ten Basic Responsibilities of Non Profit Boards

1 Determine:
Vision
Mission
Purpose
Core Values

2 Select
CEO/Executive
Director

3 Support and
Evaluate
CEO/Executive
Director

4 Plan
Effectively

- Strategic
- Measurable Outcomes

5 Programs
& Services

- Monitor
- Strengthen

Ten Basic Responsibilities of Non Profit Boards

6 Ensure Adequate Financial Resources

7 Protect Assets, Provide Long-term Financial Oversight

8 Build and Maintain a Competent Board

- Self-evaluation

9 Ensure Integrity

- Legal
- Ethical

10 Enhance Reputation of the Organization

Enterprise Risk Management



- Responsibility of board and management
- Risk tolerance/appetite
 - External Environment
 - Internal Capacity and Capability
 - Policies and Procedures Related to Execution of the Plan
 - Desired Growth or Return on Investment
 - Culture

Why This Matters?



The greater the complexity of an organization, the more important **process** and **governance** become.

What is a Fiduciary Role?

Tangible Assets

- Money
- People
- Real Estate
- Reputation
(Goodwill has economic value)

Duties

- Duty of Care
- Duty of Loyalty
- Duty of Obedience

Legal Aspects

- Indemnified against personal liability through Director and Officer Insurance
- Not protected from AG or IRS violations if illegal acts are committed

Legal Responsibilities



- Legal representatives of organization
- Legal duties and obligations
 - Imposed by law
- Risk of legal exposure to organization if duties improperly carried out
 - Distracts from mission
- Awareness of legal risks and issues

What Are Your Legal Governance Duties?

Duty of Care



- Exercise “prudent business judgment”
- Prepare, attend, participate, make informed decisions, exercise independent thought
- You may rely upon staff or committees unless privy to better/more information

What Are Your Legal Governance Duties?

Duty of Loyalty



- Act in the best interests of your organization (*“wear the proper hat”*)
- Identify, disclose and address any conflict of interest
- Maintain confidentiality (*“what happens in Vegas, stays in Vegas”*)

What Are Your Legal Governance Duties?

Duty of Obedience



- Be consistent with the articulated mission of the association
- Know and follow the bylaws and governing authority for conducting the organization's activities

GOVERNANCE & MANAGEMENT



Who does what?

The **who, what and when** – the direction and goals – are the province of the leadership.

The **how** – the means of achieving the stated goals – is the job of the staff.

Who is Management?



Executive Director

The person who has ultimate responsibility for implementing the decisions of the governing body.

Handles the allocation of resources and oversight of the **day-to-day operations** of the organization

Leadership and Staff Commitments

Staff	Staff & Leadership	Leadership
<ul style="list-style-type: none">• Provides sufficient information for effective decision-making by volunteers• Facilitates fair and effective volunteer debate (with Chair)	<ul style="list-style-type: none">• Collaborate on well-written, unambiguous resolutions• Have mutual respect• Have candid, honest conversations, especially when conflict arises	<ul style="list-style-type: none">• Provides clear, reasonable direction to staff

Effective Partnership: Leaders and Staff



- Support for management with healthy skepticism
- Praise in public, punish in private
- Staff provides critical resources:
 - Pros/cons
 - Data
 - Financial impact
 - Knowledge
 - Time and talent

Role of the Board Chair



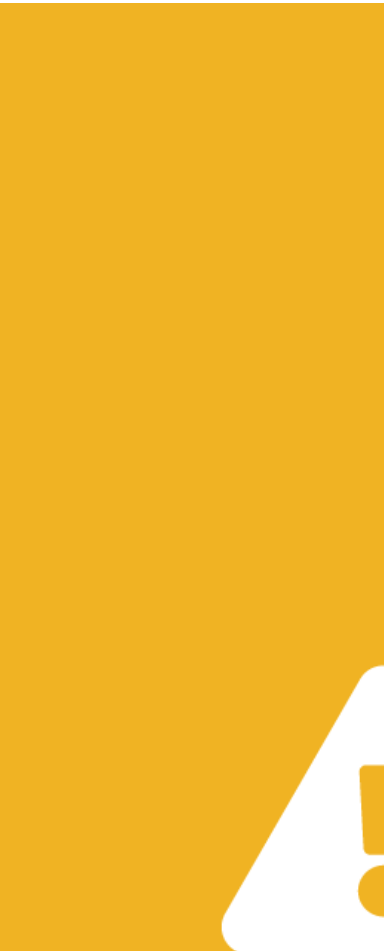
- Ensure alignment with the mission, strategic plan and core values
- Facilitate Board's work and effectiveness
- Make appointments per bylaws and rules
- Collaborate with ED to set Board's agenda
- Manage conflict within Board or between Board and staff
- Facilitate debate without entering debate

Ineffective Governance: “In the Weeds”



- Too much attention to detail, minutiae
- Ineffective delegation of work
- Inability to see the big picture
- Lack of trust regarding implementation or execution
- Operational focus, rather than strategic focus
- Intrusion on responsibility of day-to-day management and work of staff, committees, administration

What Can Lead to Ineffective Governance?

- 
- Role confusion
 - Focus on short-term management instead of long-term strategic issues
 - Managing small business rather than governing and taking on larger issues
 - Poor agenda management
 - Desire for immediate results over long-term strategic outcomes

Final note...

1



**Respect the
Process**

2



Use Talents

3



**Enjoy The
Experience**

4



**Have
Fun!**

Driving Change Through Governance



Raymond A. Cohlma, DDS
Executive Director
ADA



Ron Lemmo, DDS
Strategic Forecasting Task Force Chair
ADA



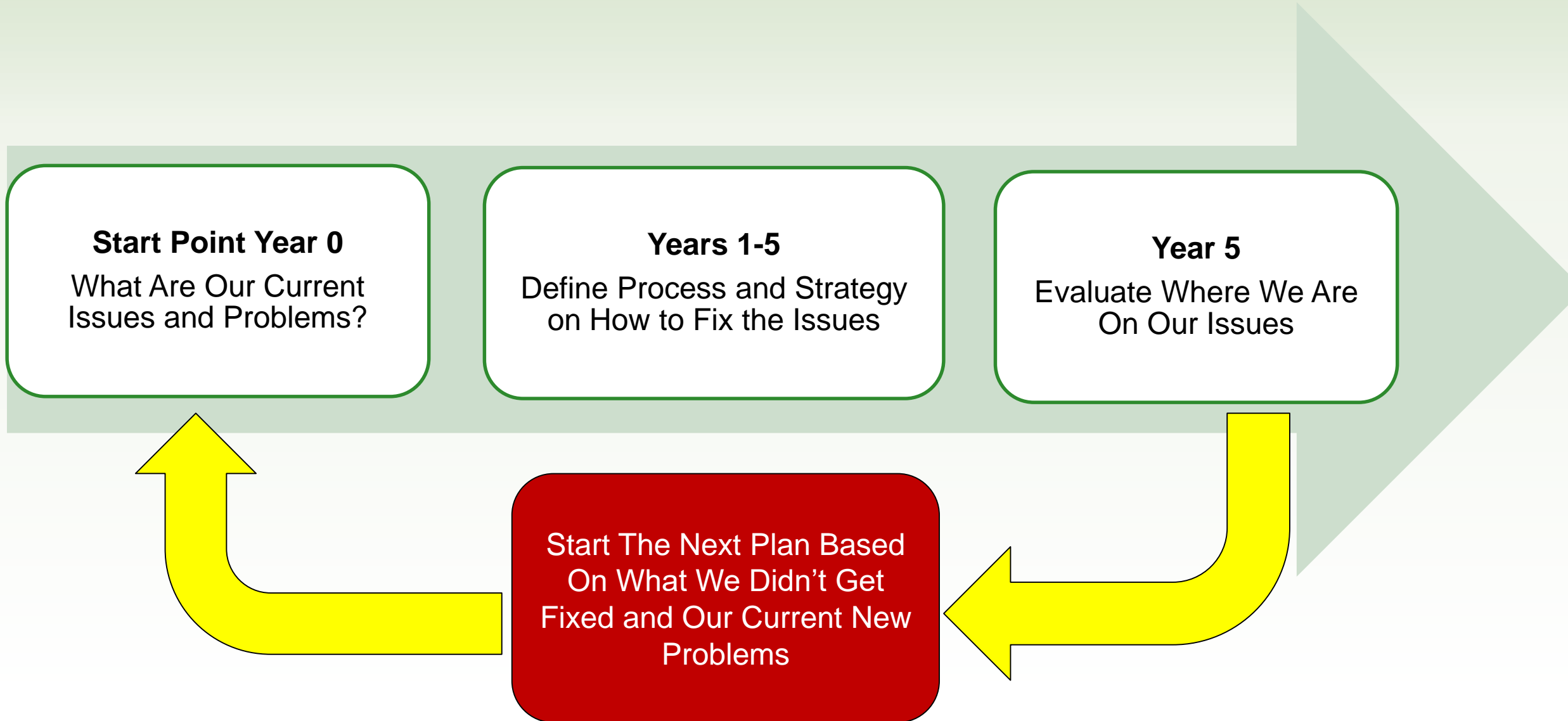
A NEW DAY: EVOLVING GOVERNANCE AT THE ADA

Dr. Ron Lemmo Chair, ADA Strategic Forecasting Task Force

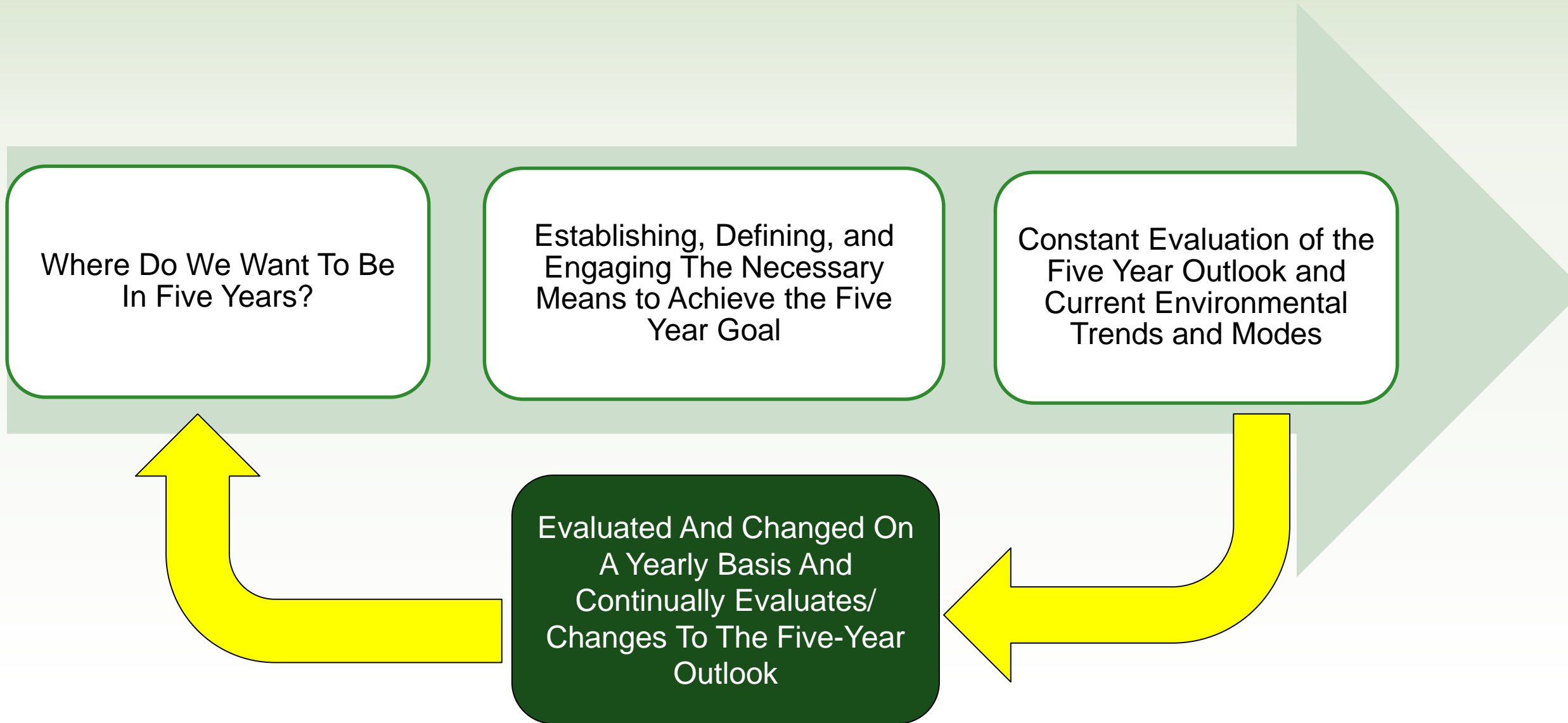
Dr. Raymond Cohlma Executive Director, ADA

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 SFC 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, **EDs 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?

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This is Your ADA

Raymond A Cohlmi
Executive Director, ADA



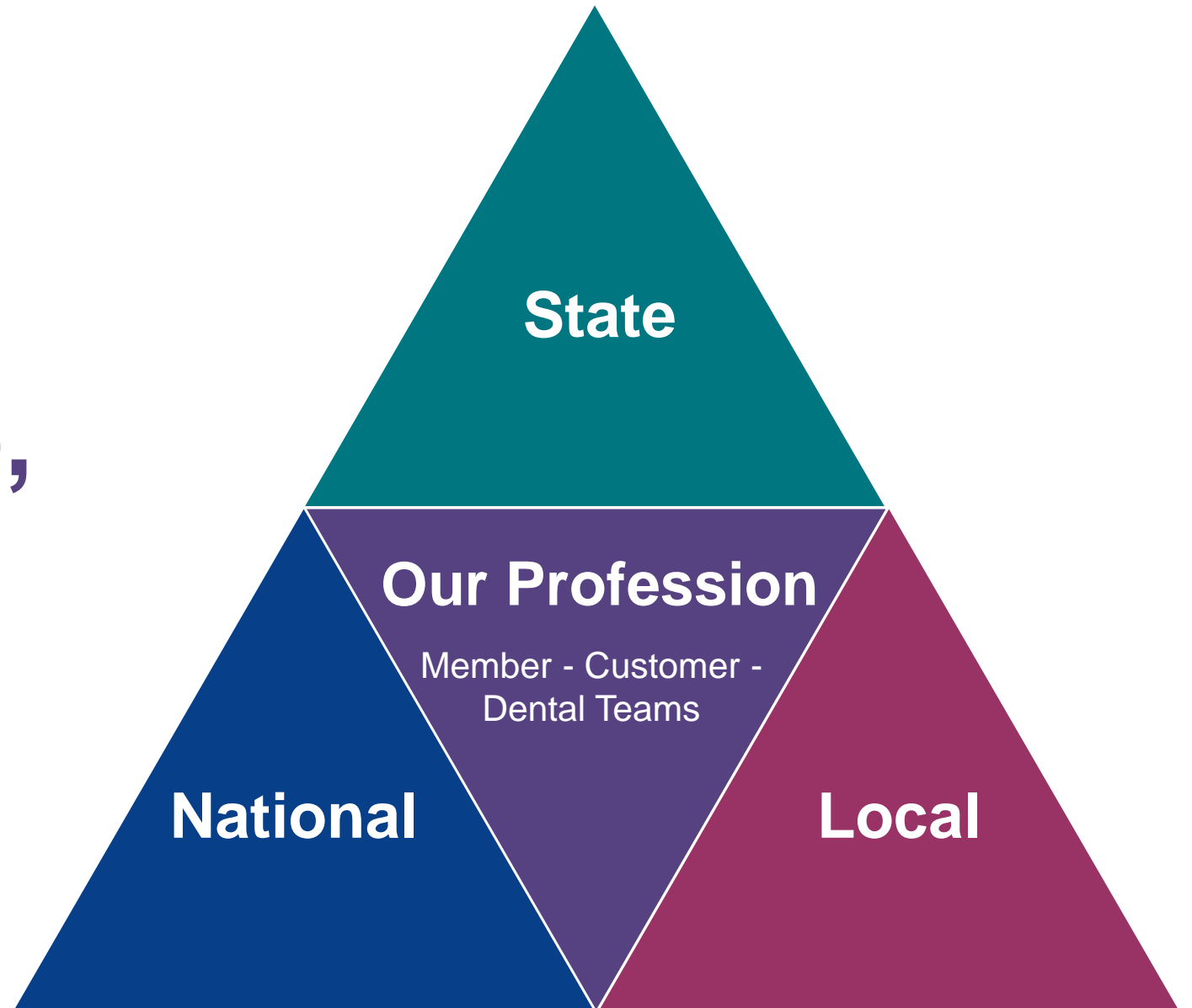
This is Your ADA

Partnership, Power, and Leadership
for the Dental Profession

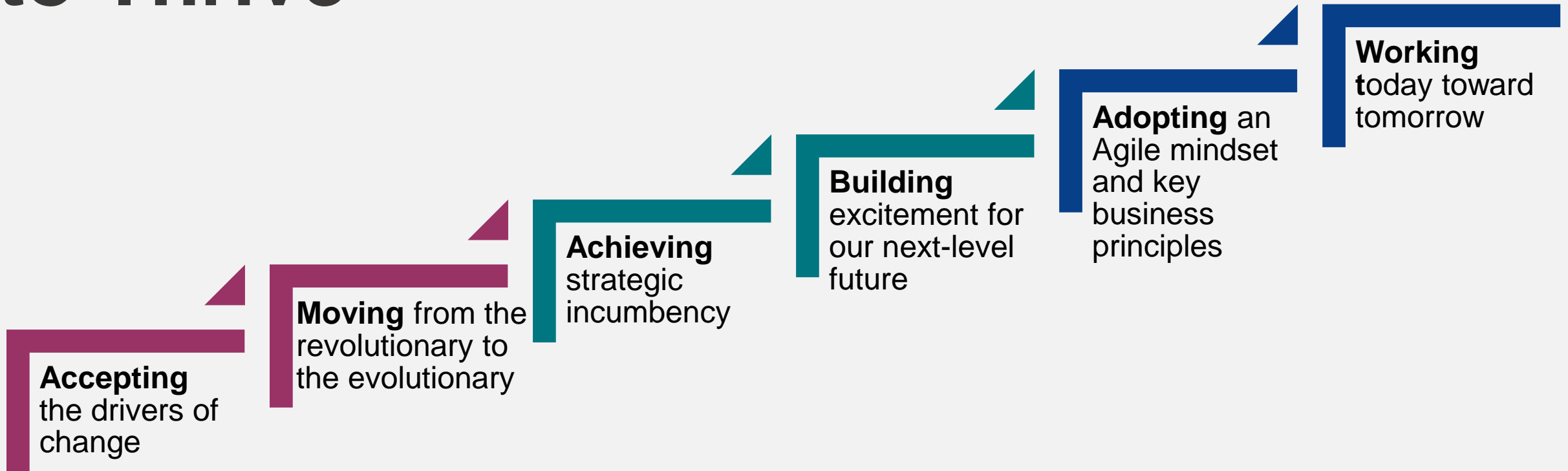
Raymond A. Cohlmiia, D.D.S
Executive Director
American Dental Association



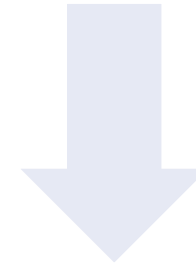
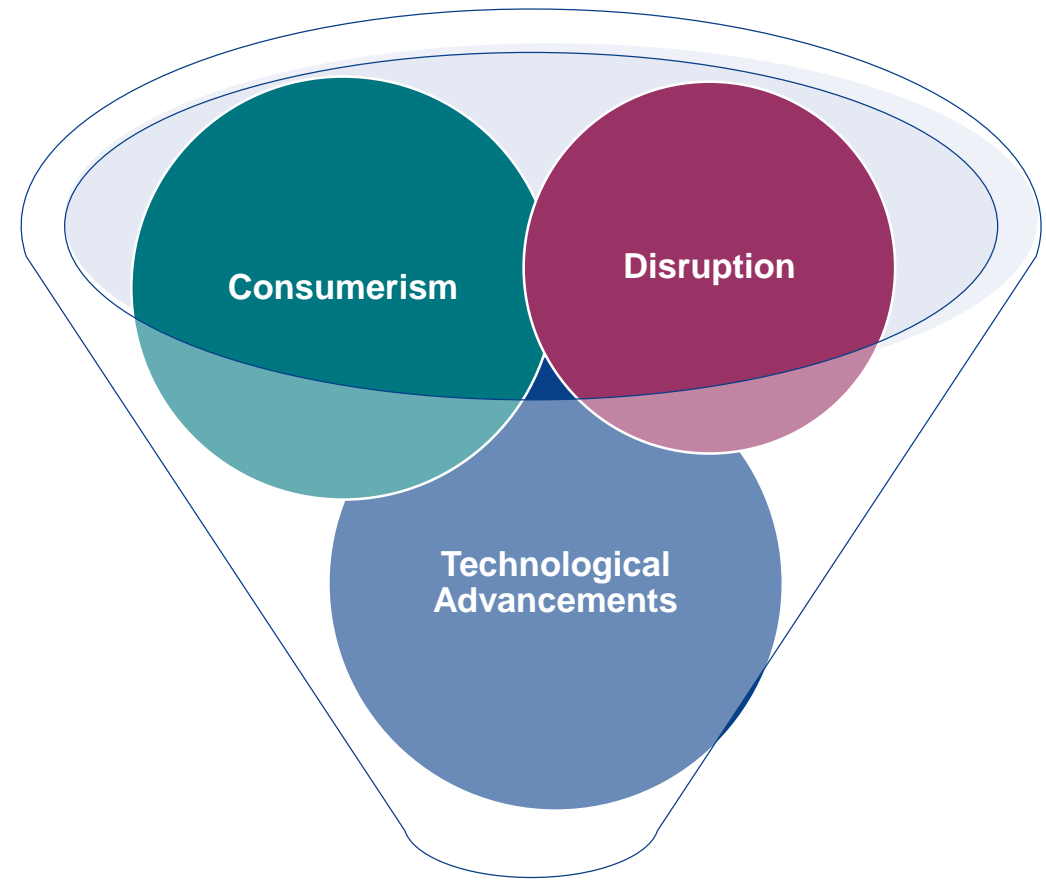
Our Partnership, Our Power



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[®]



ADA American Dental Association

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Executive Director
American Dental Association

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White Board Activity

Driving Change Together Report Out



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Conference Wrap-up

Dr. George R. Shepley
ADA President-Elect



Thank You!

Please Join us for the Joint Presidents-Elect & Management Conference Reception



Located: ADA Lobby (First Floor)

Time: 5:30 pm – 7:00 pm

Sponsored by ADA
Practice Transitions

