

ADA Conference Week

REIMAGINING
 **OUR TOMORROW**
NATIONAL • STATE • LOCAL

Sponsored by:



Welcome Remarks

Dr. Linda Edgar
ADA President-Elect



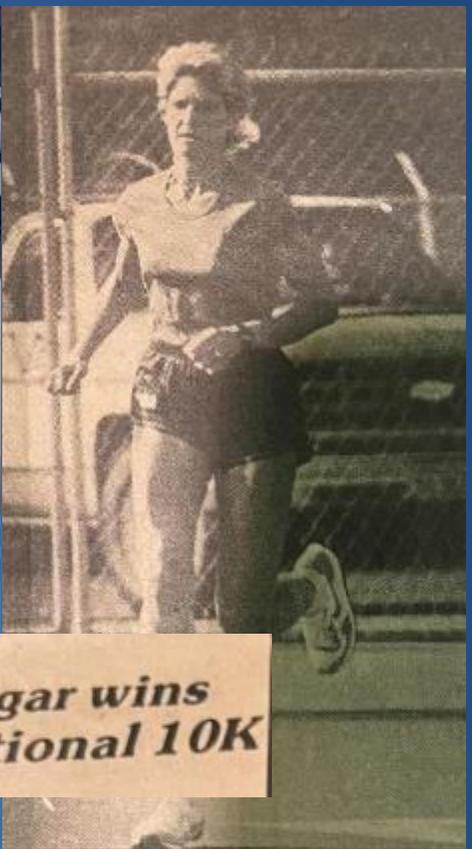
REIMAGINING

OUR TOMORROW

NATIONAL • STATE • LOCAL



The Leadership Race



Edgar wins national 10K



As a World-Class Runner...

- 1978-1988: Competed in 45 marathons, several in under 2:50
- 1981: Set a new course record in the Seattle marathon (2:43)
- 1982: Set a new world record in the 50k (3:21)
- 1984: Qualified for first woman's Olympic Marathon Trials (2:47)
- 1994-1995: Completed 2 Ironman races (12:30, 12:36)



Completed two Ironman Triathlons
1994 & 1995

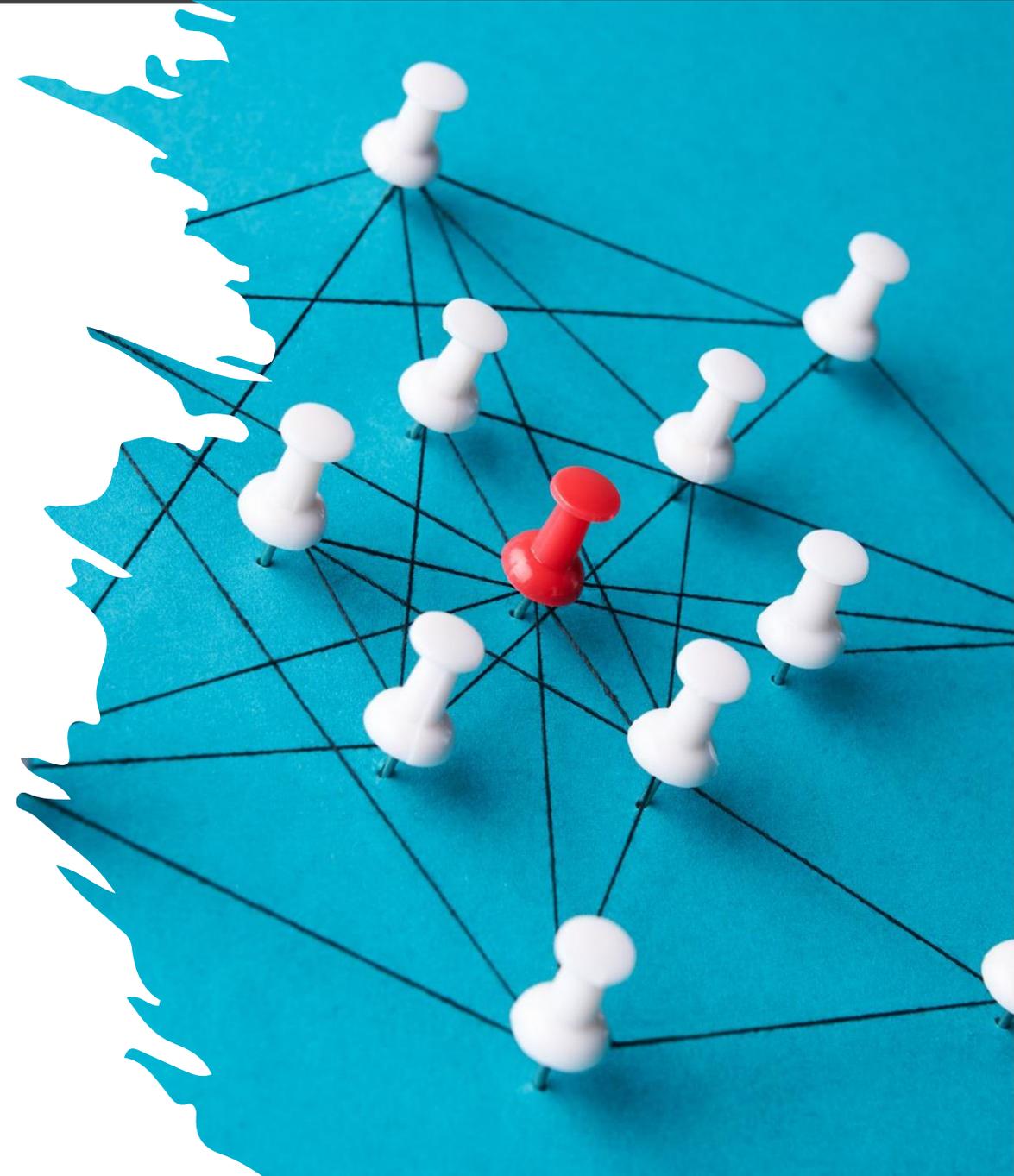
Leadership requires...

- Focus
- Stamina
- Agility
- Consistency
- Care for yourself and others
- Teamwork



Essentials for the Leadership Race in Dentistry

- Connecting
- Collaborating
- Communicating



Building Connections and Making a Lasting Impact: Reuniting with a former student



Lives and Learning Intertwined

AGD 2013–2014 President Reunites With Former Student

BY AMANDA JACOBS

The paths of 2013–2014 Academy of General Dentistry (AGD) President Linda Edgar, DDS, MEd, MAGD, and Todd Yoshino, DDS, FAGD, have crisscrossed repeatedly over the past few decades. When Dr. Edgar was a middle school teacher, Dr. Yoshino was one of her students. Years later, the two attended the same dental school.

Education brought them together once again at the AGD 2014 Annual Meeting & Exhibits in Detroit. During the Convocation Ceremony on Tuesday, June 28, Dr. Edgar presented Dr. Yoshino with the AGD Fellowship Award, recognizing him as his commitment to lifelong learning.

"It's a huge honor," Dr. Edgar says of presenting the award to her former student. "It means a lot." "It's like we've come full circle," Dr. Yoshino adds. "It's another big step in my life in which Dr. Edgar was there with me."

Teacher and student

In the early 1970s, Dr. Yoshino was a student in one of Dr. Edgar's seventh-grade science classes at Pacific Middle School in Des Moines, Wash. When reflecting on that time, each remembers the other fondly. "Todd was a very hard worker... one of those students who stood out," Dr. Edgar says.

Dr. Edgar also taught ninth-grade science, and Dr. Yoshino was disappointed when he found out that he wouldn't be in her class twice. "Dr. Edgar made science fun," he says. "I remember her as being very patient, kind, and dedicated. She was an excellent teacher who took the time to explain things. She made sure we learned."

He also recalls Dr. Edgar's willingness to go the extra mile for her students. When his grandfather's leg was amputated due to diabetes complications, he says, Dr. Edgar spent an hour after school...



Dr. Edgar in the 1970s (left) and today



Dr. Yoshino in seventh grade (left) and today



why the amputation was necessary and using a frog they dissected in class to explain the anatomy of the leg.

After learning about dentistry at his father's dental practice, Dr. Yoshino decided that he wanted to become a dentist, too. "I thought, 'This is really interesting,'" he says. "This is just amazing, that people can do this."

Dr. Yoshino enrolled at the University of Washington School of Dentistry in Seattle. There, he would again walk the same halls as his former science teacher.

Two students

Dr. Edgar and her husband, Bryan Edgar, DDS, MAGD, both wanted to be dentists, she says, but since a dental education is expensive, she worked as a teacher while he earned his dental degree at the University of Washington. (Coincidentally, while he was a student there, Dr. Yoshino's father, Keith Yoshino, DDS, was a preclinical instructor.)

After the Edgars adopted their son, Dr. Edgar decided to continue teaching instead of going to dental school. When their son was 11, however, her husband encouraged her to apply.

At age 37, Dr. Edgar enrolled at the University of Washington, where Todd Yoshino was a fourth-year student. "I

you'll see them again," Dr. Edgar says. Even when they were both students, however, "he still called me 'Mrs. Edgar,'" she says.

Although their paths didn't cross much in dental school, Dr. Edgar was still there for her former student when it mattered. On the night he finished his national board exams, Dr. Yoshino received a call notifying him that his father had suffered a major heart attack. "A couple of days later, I found a beautiful card of encouragement in my dental school mailbox from Dr. Edgar," Dr. Yoshino says. "That thoughtfulness has always remained in my mind."

Two colleagues

After earning his dental degree in 1988, Dr. Yoshino went into practice in Federal Way, Wash. Dr. Edgar received her degree in 1992 and joined her husband in practice, also in Federal Way.

Dr. Edgar joined the AGD when her husband, already a member, encouraged her to do so. She eventually volunteered to be a leader and became president in June 2013.

After joining the AGD as a student, Dr. Yoshino let his membership lapse for a few years before rejoining at the suggestion of his brother-in-law Gary...

has motivated him to continue actively pursuing continuing education (CE).

"I've always felt that the number of credits a state requires for recertification is really quite inadequate," he says. "Being a member of the AGD helps me go beyond the basic requirements."

Of course, Dr. Edgar also appreciates the AGD's focus on lifelong learning. "When you're doing dentistry you're treating the whole person, and you really need to be educated for life," she says. "The more you know, the better you're able to treat your patients. The AGD's mission and vision is to strive for excellence, and that's a continual process."

As a member of the AGD, Dr. Edgar has made many personal connections, and the connection she made with one of her former students still endures today. When Dr. Yoshino realized that he was close to earning the AGD Fellowship Award, his sister, Cynthia Heron, urged him to apply for the award so he could receive the award from Dr. Edgar. He did.

"There are some teachers out there as someone who has made an impact on your life," Dr. Yoshino says.

**Caring
Connections
Create
Commitment**



Welcome.
Included.
Valued.
Connected.

Collaboration





WORKING TOGETHER
to support our members & the profession



After the 1984 Women's Olympic Trials



**Remember to lift
as you climb.**



Be **Kind**

Communication



ADA | What has ADA done for (me)mbers lately?



For Dentists

Keeping You Connected to Our Community

ADA support and resources in the palm of your hand via the reimagined ADA member app, plus the new Dental Sound Bites Podcast offering real talk on dentistry's daily wins and sticky situations.

Programming for New Dentists

Zoom Town Halls, "Ask me Anything," SmileCon® New Dentist Lounge, Real Talk Series, and the

Wellness Ambassador Program offer ways to learn, connect, and heal for early-career professionals.

Having Your Back Along the Career Journey

Resources for every stage of your career, such as contract review, one-on-one dental insurance support, debt management tools, financial planning, group insurance programs, wellness support, as well as **ADA Practice Transitions™ (ADAPT)** for buying, selling, or joining a dental practice.

Advancing Clinical Decision Making

- **Scientific findings** from the ADA Science and Research Institute (ADASRI), JADA, PracticeUpdate, plus evidence-based clinical guidelines give members access to cutting-edge research and expert commentary.
- **ADACEOnline.org** offers 300+ continuing education courses for continued learning.

For the Public and Profession

Empowering Dentists to Practice Anywhere

Increased licensure portability makes it easier for dentists to move across state lines.

Leading Dentistry Through the Pandemic

Enhanced infection-control protocols at the beginning of COVID-19 and low infection rates among dental staff resulted in dental practices remaining open through subsequent waves of the pandemic and dentistry solidifying itself as an essential health service.

Setting the Bar on Safety

The FDA uses 81 **ADA Standards** to assess the safety and efficacy of dental products, while the **ADA Seal** has been the leading mark of dental product safety for over 90 years.

Protecting Dentistry Through Advocacy

- ADA efforts secured increased funding for oral health research!

training, Indian dental health, along with over \$5M to support community programs, and extended funding for the Children's Health Insurance Program through 2029.

- Successfully partnered with 10 state dental societies to **reform their Medicaid programs**, making it easier for dentists to participate.
- Relieved the burden of educational debt by protecting the student loan interest deduction and supporting regulation to eliminate loans subject to interest capitalizations, plus ongoing advocacy to help dentists manage their student debt.
- Invested \$5.5M to help win the **Medical Loss Ratio** bill in Massachusetts in 2022, setting the stage for dental insurance reform across the country.
- As dental insurance remains a pain point for many, the ADA is working on the state and federal levels to create a better benefits system for dentists and patients.

Promoting Practice Solutions

ADA's Credentialing Service (used by 100K+ dentists) reduces admin burden and allows practices to spend more time on clinical care, while ADA maintenance of CDT codes and the ADA dental claim form allows all dentists to be more efficient with billing and getting paid.

Improving Access to Care

- Seven states added dental coverage for **adults** insured under their state Medicaid program, leading to increased coverage for oral health for low-income adults, reduced hospital ED spending, and lower overall medical costs.
- **Give Kids A Smile®** has provided more than 7M children with oral health services since 2002.

Raising Public Awareness

MouthHealthy.org, social media, and media outreach continue to educate the public on the importance of oral health to overall health. In 2022, coverage citing the ADA resulted in an audience reach of 34.8B.

ADA Member Value Sheet



We love to see you thrive.

Contact us anytime at 312.440.2500 or mso@ada.org

ADA

Supporting our dentists.
Strengthening our profession.



The advantages of ADA membership extend much further than the many tools, resources and discounts at your disposal. Together we have succeeded in and continue to advance legislation and reforms that matter to you, your patients and the profession.

ADA.org/memberbenefits

Commitment to Dental Insurance Reform



92

new laws reforming dental insurance enacted nationwide since 2020 achieved through public affairs partnership between state dental societies and the ADA which provided strategic and financial support as requested

Successful repeal of the McCarran-Ferguson Act to improve competition and transparency in the healthcare insurance industry



of your ADA membership dues support advocacy, scientific research & standards and your state & local society

\$3,200*

additional savings on average with a 10-year refinanced loan through ADA's student loan refinancing

*SocSci Research Institute estimate



108,000+

conversations with dentists who turned to the ADA for personalized support over chat, email and phone in 2022



20,000+

members got 1:1 support with dental benefits, credentialing and coding issues from ADA's Third Party Payer Concierge™

103,000+

dentists have reduced administrative burden through the use of ADA's credentialing service, powered by CAQH®

Cutting-edge Research and Expert Commentary

- Scientific findings from the ADA Science and Research Institute (ADASRI), JADA, PracticeUpdate, plus clinical practice guidelines
- Latest industry trends from ADA Health Policy Institute
- \$2,500+ savings with access to the latest scientific literature, clinical textbooks & scientific journals



9,600+

dentists belong to the ADA Practice Transitions™ (ADAPT) network of dentists who are buying/selling practices, hiring associates, or looking for a job

7M+

children have received oral health services since 2002 through Give Kids A Smile®



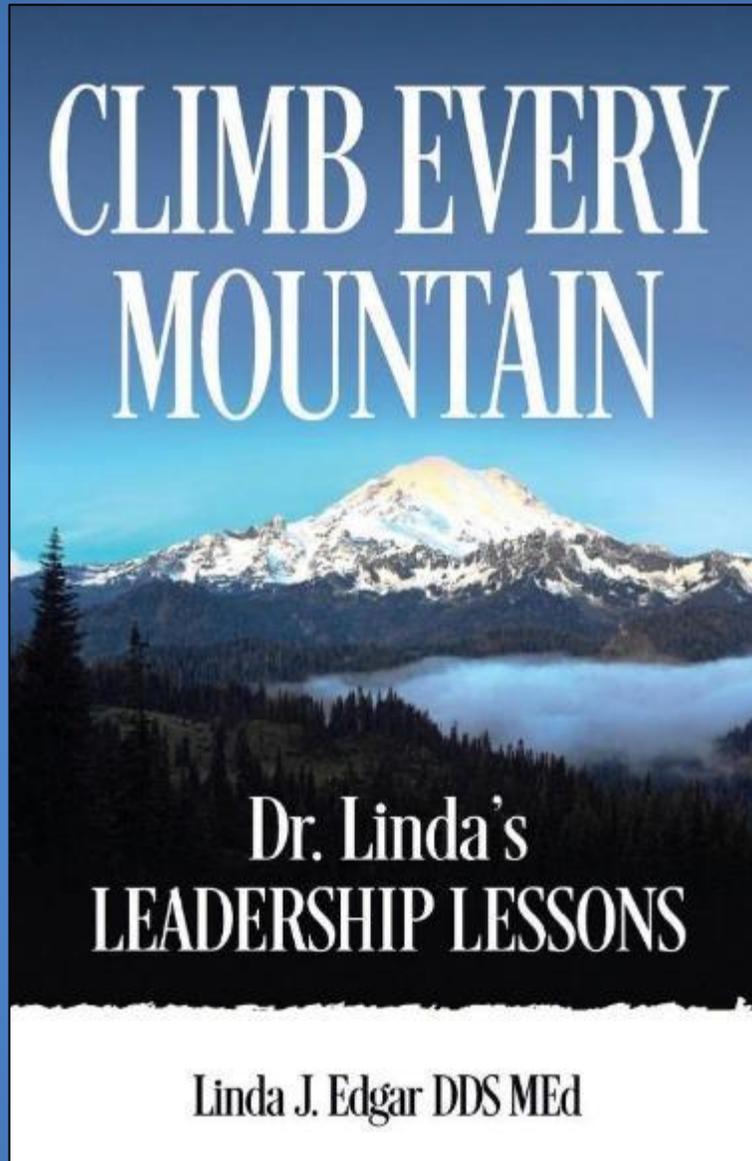
\$5M

secured in federal funding strengthening community programs for FY2023

ADA Member Value by the Numbers



Leadership is **action**,
not position.



My latest book, published 2022

ADA American Dental Association®



“A little less conversation,
a little more action.”

Elvis Presley

Anticipatory Organization: Using Hard Trends to Unlock Accelerated Collaboration, Innovation and Growth

Daniel Burrus

CEO Burrus Research, Inc.



Daniel Burrus

KEYNOTE HANDOUT

GLOBAL FUTURIST | STRATEGIC ADVISOR | BEST-SELLING AUTHOR



THE BURRUS TAXONOMY OF TECHNOLOGY (First Published in 1983)

- | | | |
|---|--|---------------------------------|
| 1. Digital Electronics (Neural, Mobile, Virtual, Robotic) | 7. Parallel Processing Computers | 14. Advanced Biochemistry |
| 2. Internet and Distributed Computing (Cloud) | 8. Artificial Intelligence | 15. Molecular Designing |
| 3. Optical Data Storage | 9. Flat Panel & Advanced Video Displays | 16. Advanced Polymers |
| 4. Fiber Optic Networking | 10. Micromechanics MEMS & Nanotechnology | 17. High-Tech Ceramics |
| 5. Microwaves and Wireless Networking | 11. Lasers | 18. Fiber-Reinforced Composites |
| 6. Advanced Communication Satellites | 12. Photovoltaic Cells | 19. Thin-Film Deposition |
| | 13. Genetic Engineering | 20. Superconductors |

Technologies That Are Growing and Transforming Exponentially

1. Artificial Intelligence, Machine Learning, Deep Learning and Cognitive Computing
2. Augmented Thinking and Augmented Movement
3. Semiautonomous and Fully Autonomous Technology
4. Voice Commerce Business Bots, and Voice-Enabled Products
5. AI-Enabled High-Speed Data Analytics
6. Advanced Distributed Cloud Computing Platforms and Services
7. Virtualization of Hardware and Software
8. Virtual Reality (VR), including the Metaverse, Augmented Reality (AR) and Digital Twins
9. Behavior Analytics and Personality Profiles
10. Virtualization for Processes and Services
11. Satellite Mega-Constellations and 5G Wireless
12. Internet of Things (IoT) and Edge Computing
13. Predictive Cybersecurity Systems
14. Multiple Biometrics and Advanced Tokenization
15. Blockchains, Cryptocurrency, Digital Currency and NFTs
16. Wearables with Sensors and Communications
17. 3D Printing
18. Networked Drones
19. Energy Storage, Microgrids, Green Energy and Green Hydrogen
20. Genomics, Gene Editing with CRISPR, mRNA and Synthetic Biology



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Download Daniel Burrus' Top 25 Technology Hard Trends Shaping 2023



Defining Terms and Identifying Trends that are Reshaping Dentistry

Marko Vujicic, PhD

Chief Economist and Vice President
ADA Health Policy Institute



Looking Ahead – Key Trends

1. Shifting Practice Modality
2. Changing Patient Mindsets
3. Emerging Technology
4. Payment Reform



Where Do We Want to Be?

Reactive

Acting after
change happens

Responsive

Acting as change
happens, prepared

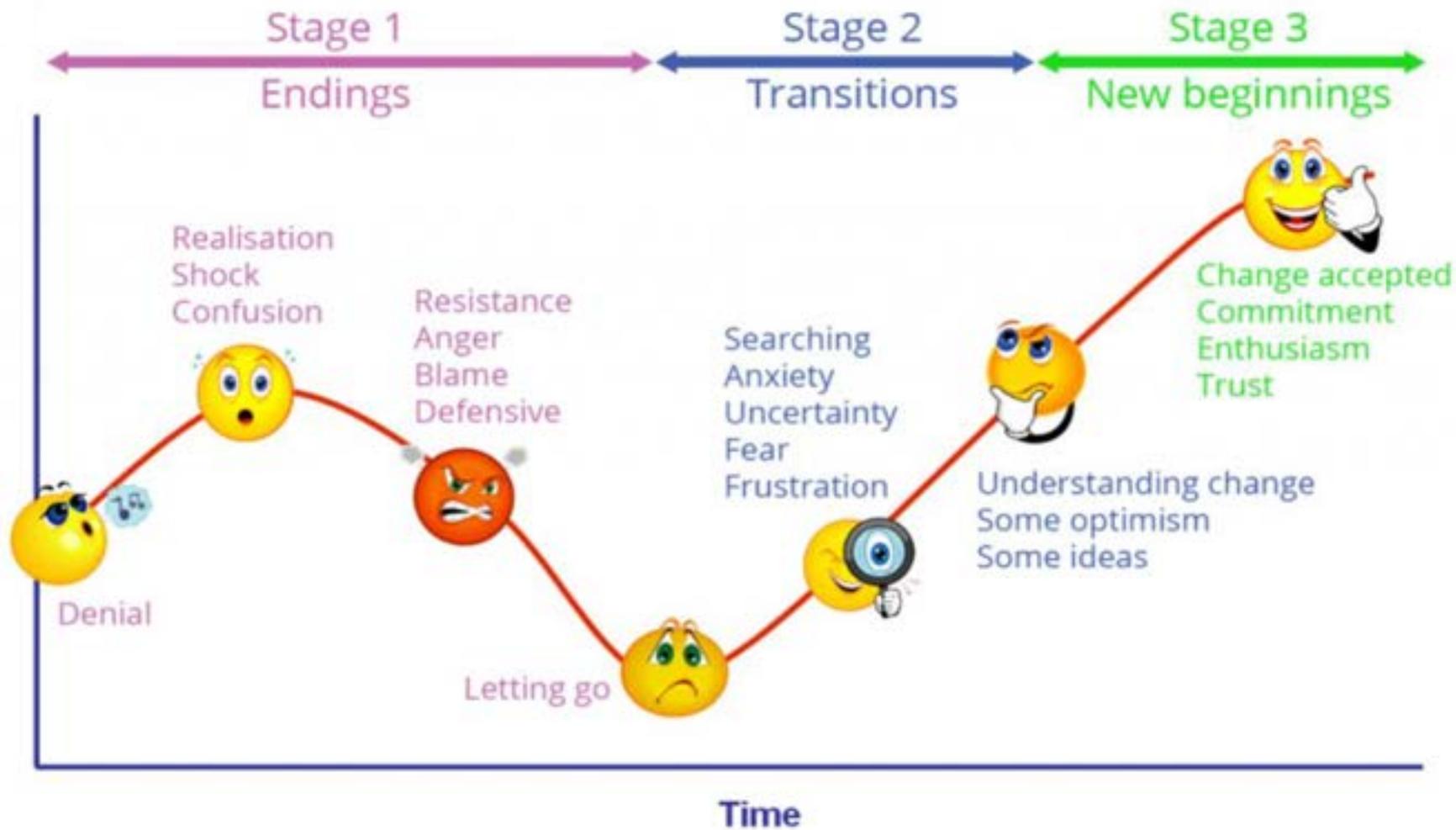
Proactive

Acting to shape
change before and
as it happens

**Less or no
foresight**

**More
foresight**

The Journey From 'Reactive' to 'Proactive'



Looking Ahead – Key Trends

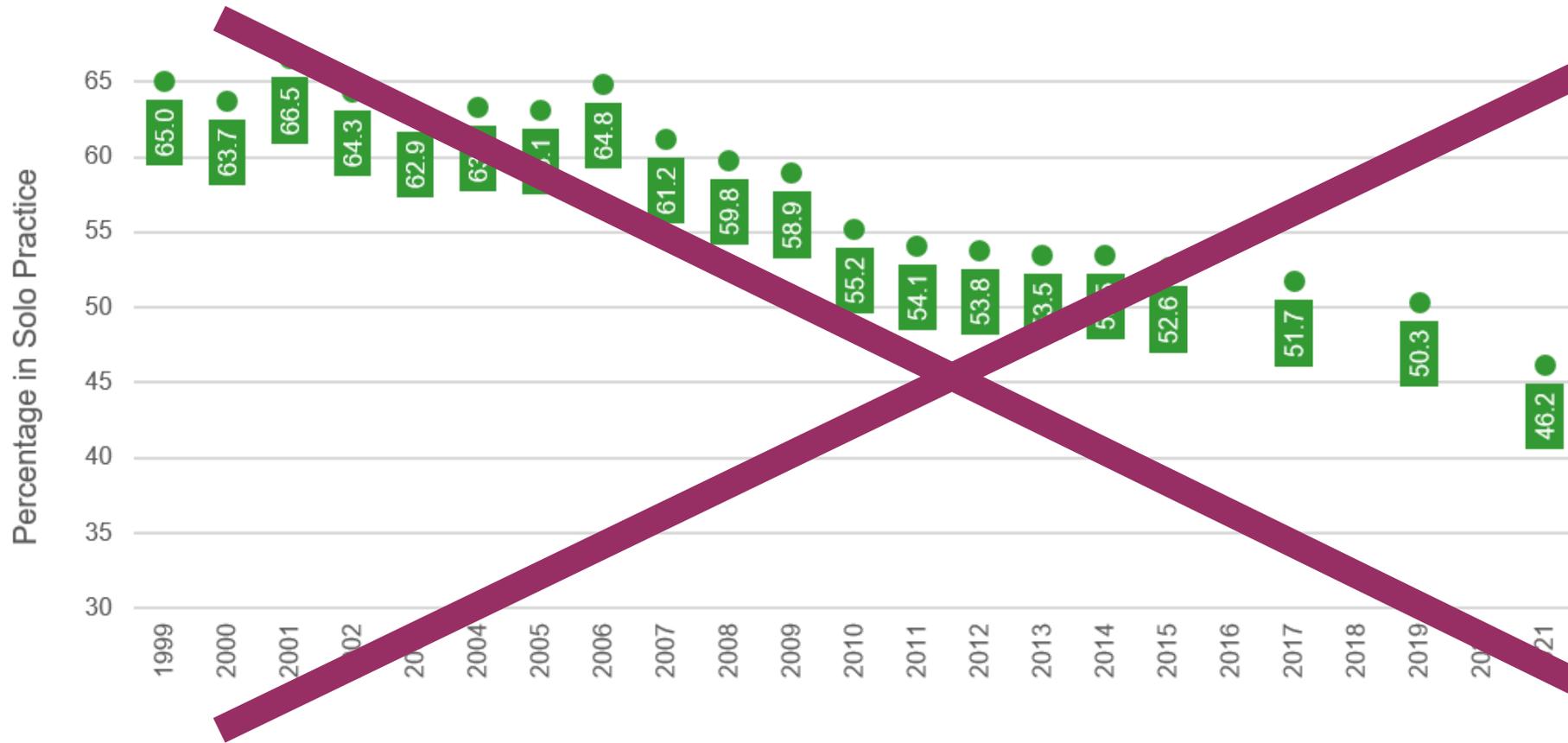
1. Shifting Practice Modality
2. Changing Patient Mindsets
3. Emerging Technology
4. Payment Reform



New Data for 2022!

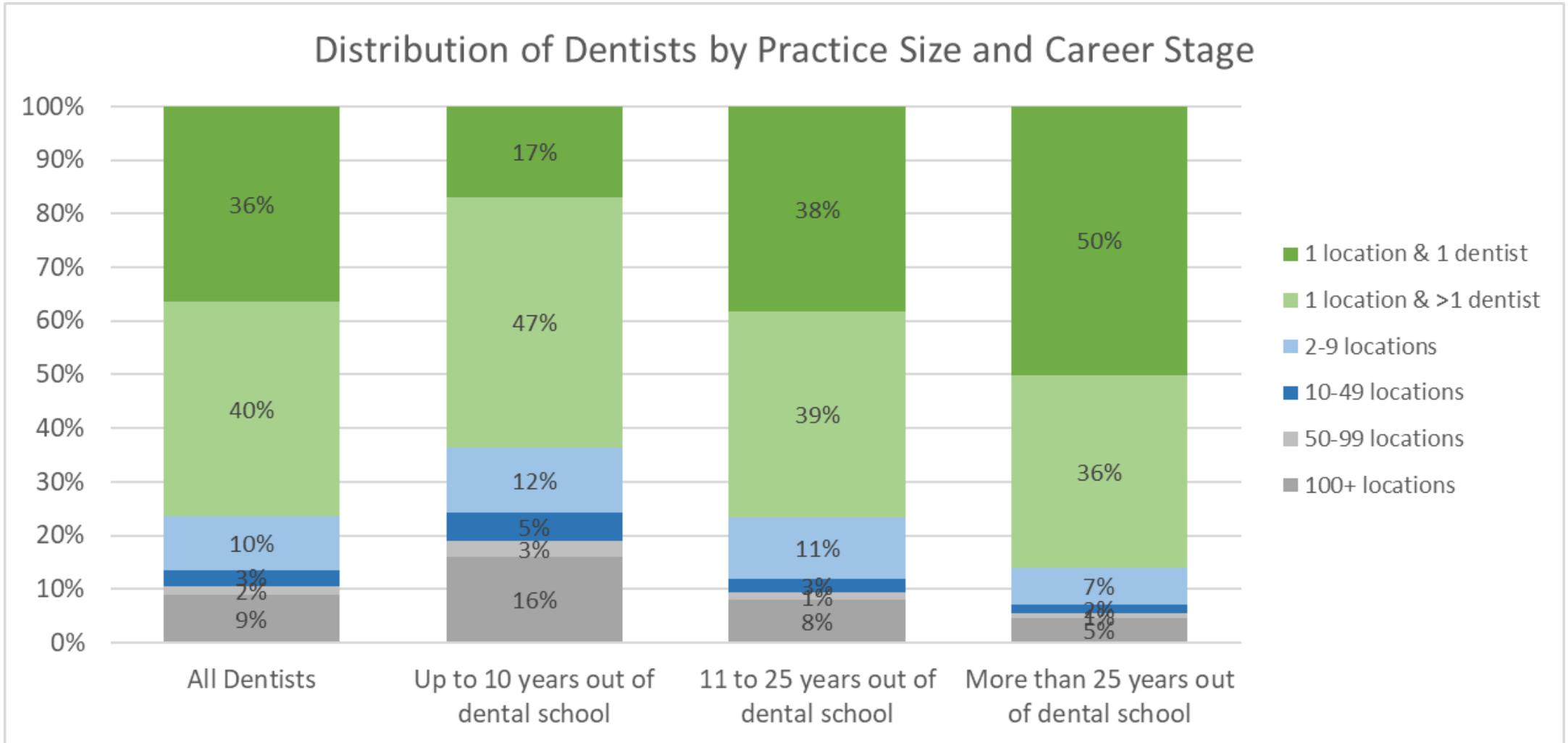
- ***Dental Practice Size***: The number of affiliated locations within a dental practice. This could include locations directly owned and operated by a single business entity, as well as locations affiliated with each other through other arrangements such as a franchise, a parent company, or through a DSO.
- ***Dental Support Organization (DSO) Affiliation***: A practice is considered to be affiliated with a DSO if some outside entity manages some or all of its non-clinical functions such as billing, marketing, human resources, etc. For the purposes of HPI's analysis, a DSO includes any member of ADSO as well as other entities judged to be DSOs based on extensive HPI primary research.

Old Data from HPI

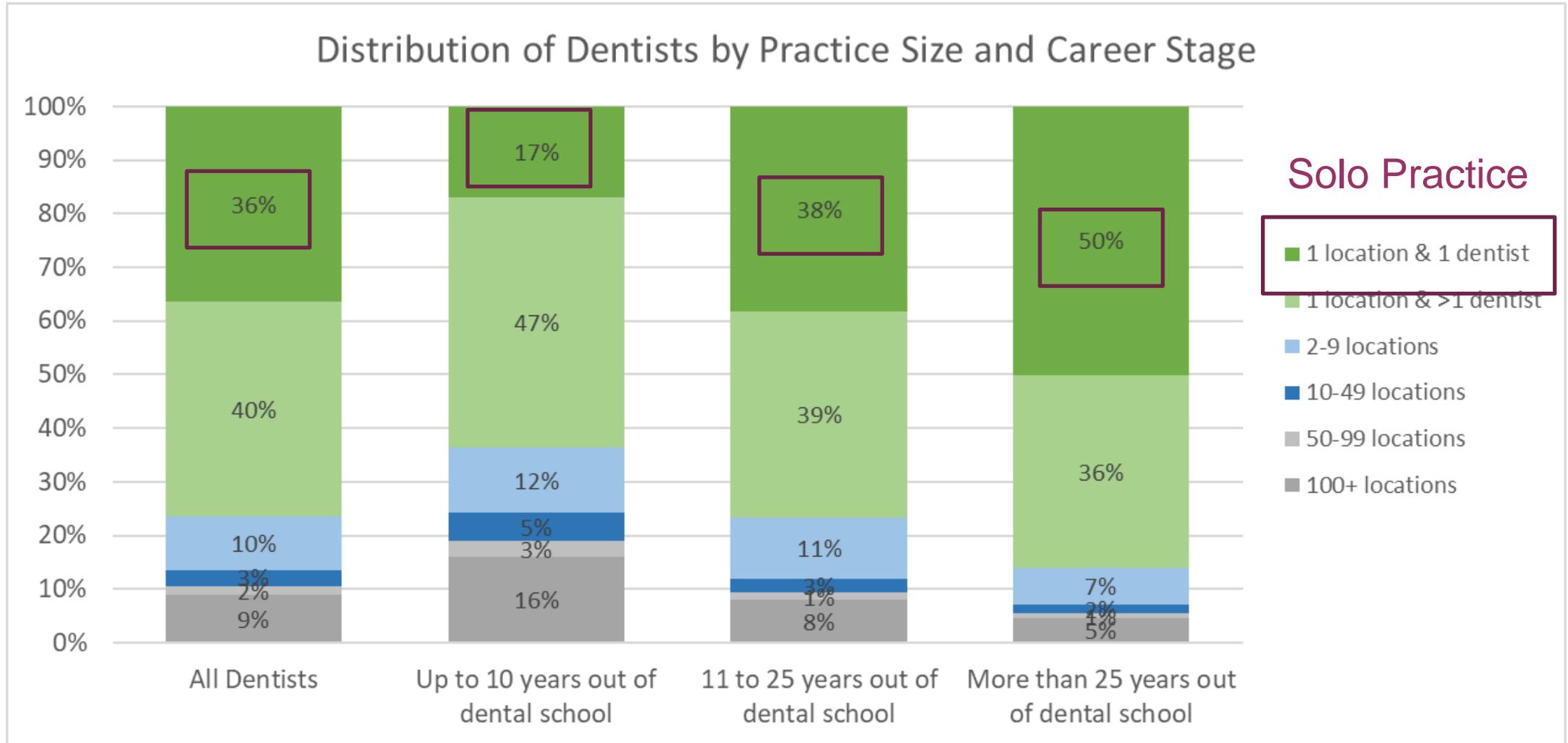


Solo practice continues to decline. This trend is accelerating.

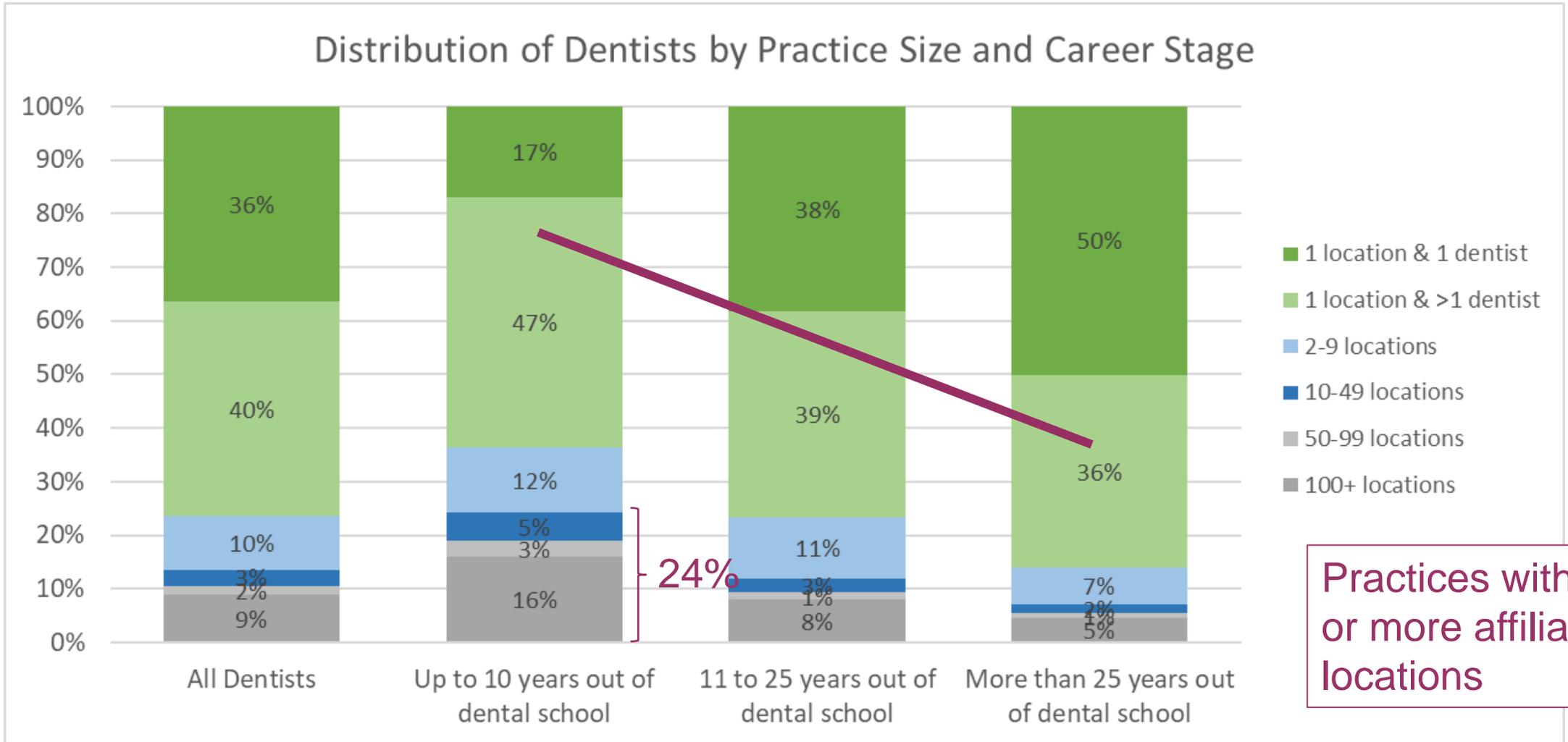
Dental Practice Size



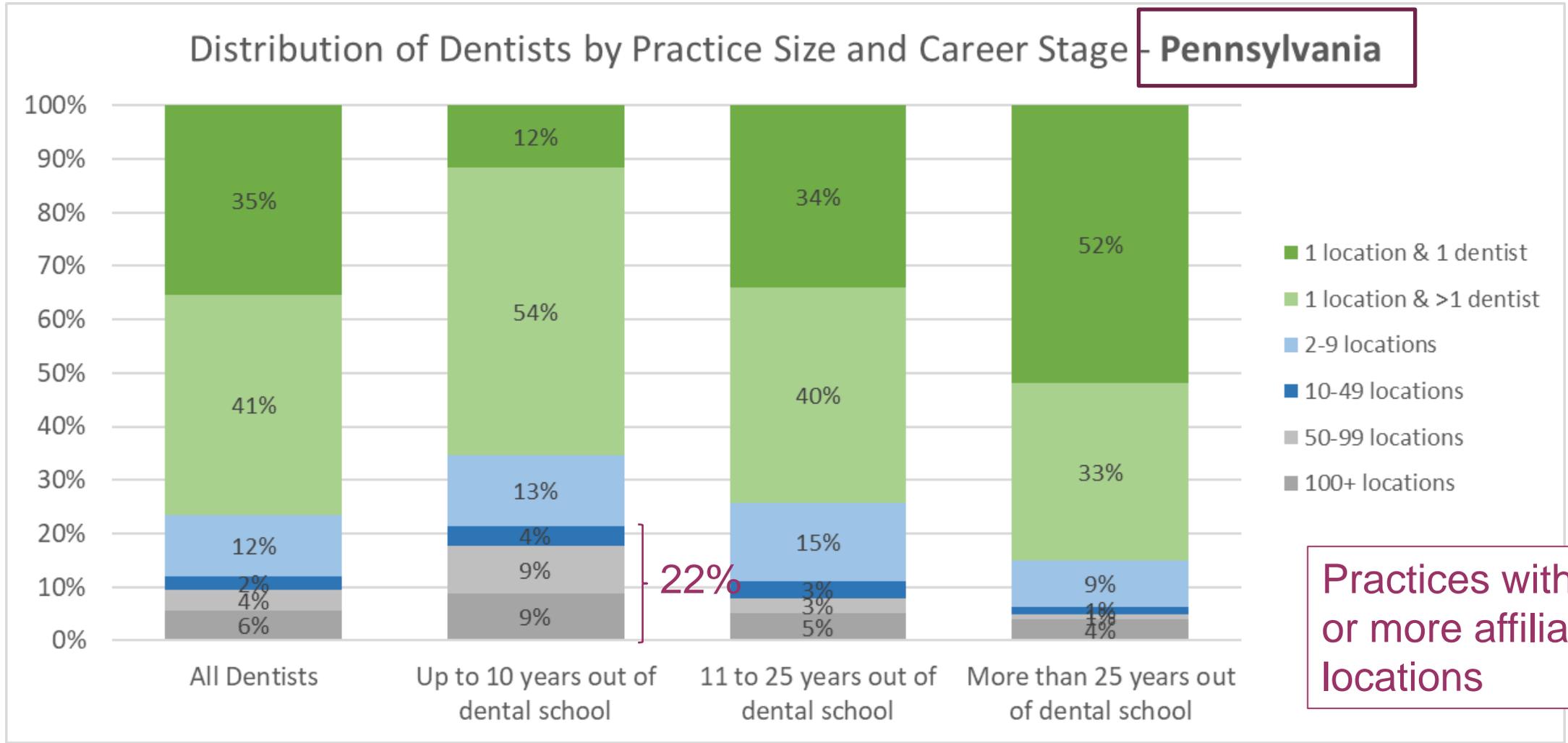
Dental Practice Size



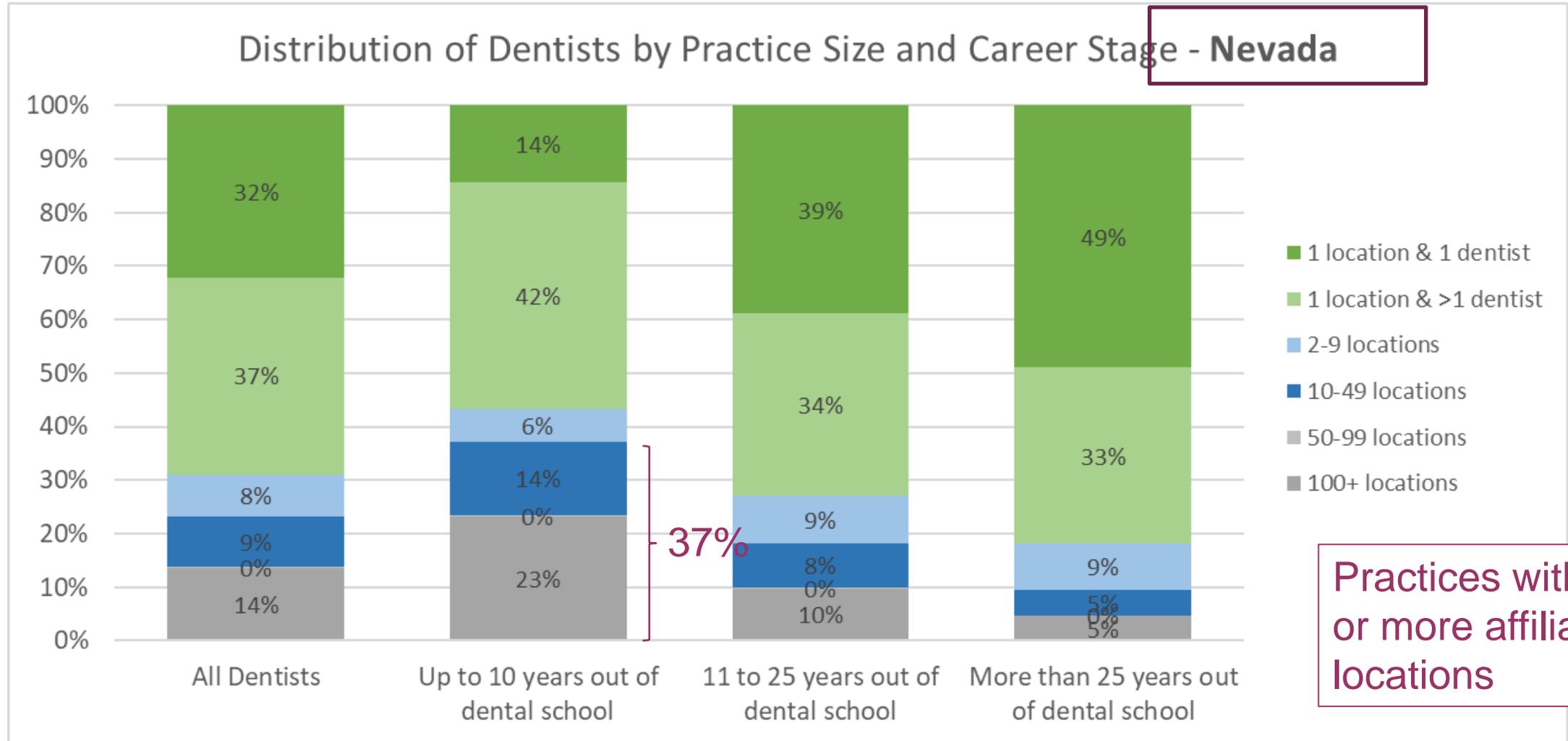
Dental Practice Size



Dental Practice Size



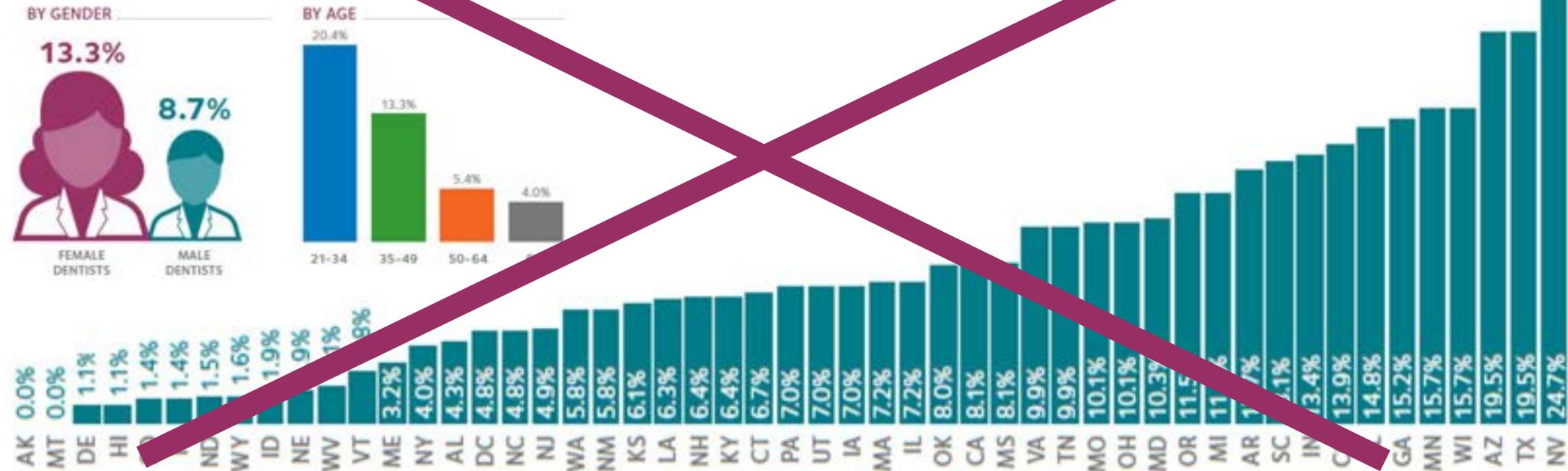
Dental Practice Size



Old Data from HPI

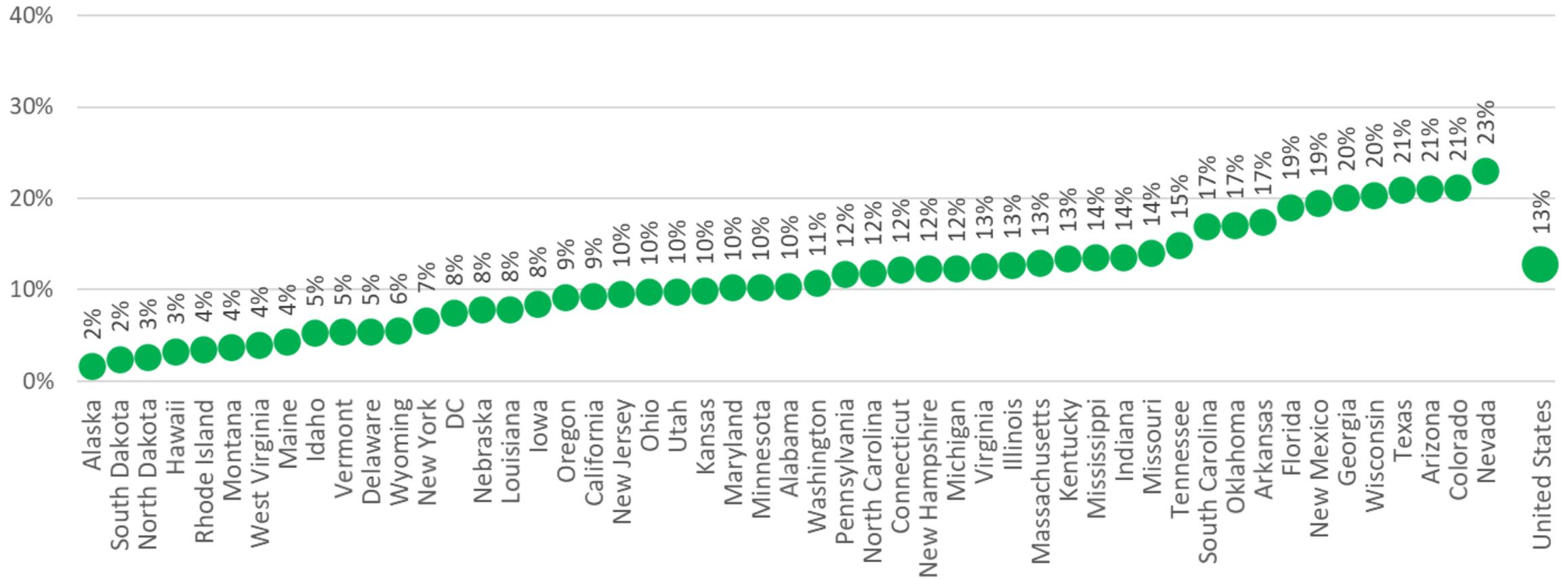


How Big are Dental Service Organizations?



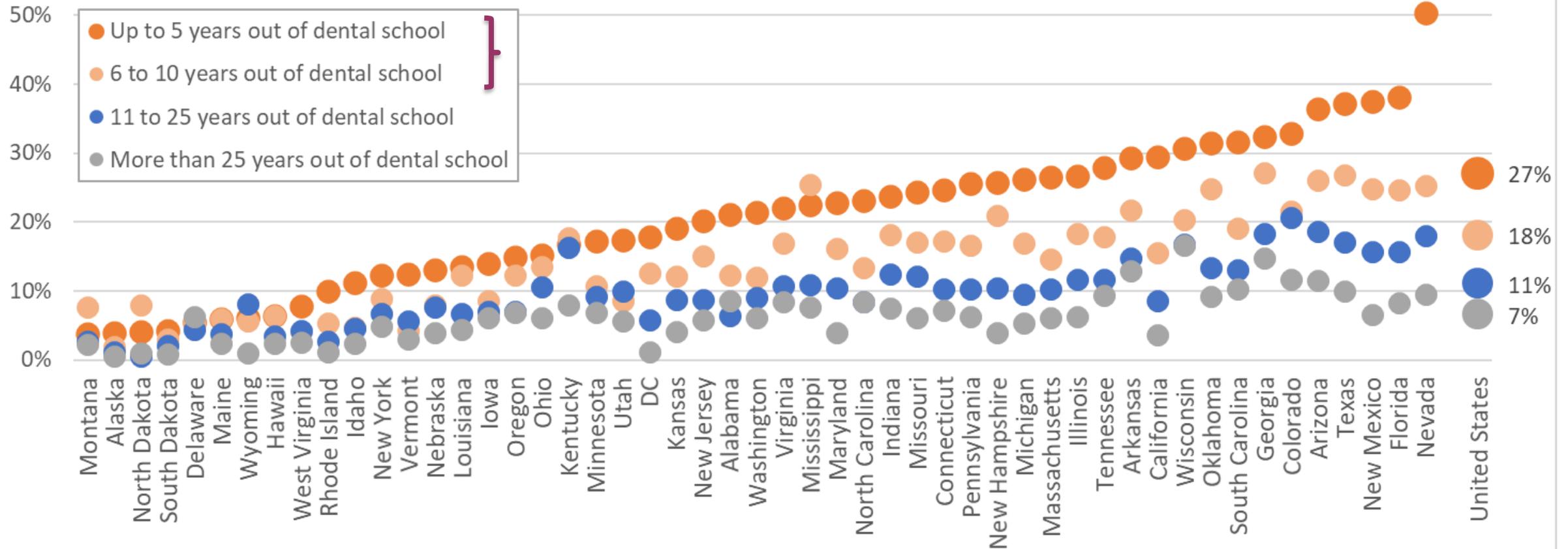
DSO Affiliation

Percent of Dentists Affiliated with a Dental Support Organization (DSO)



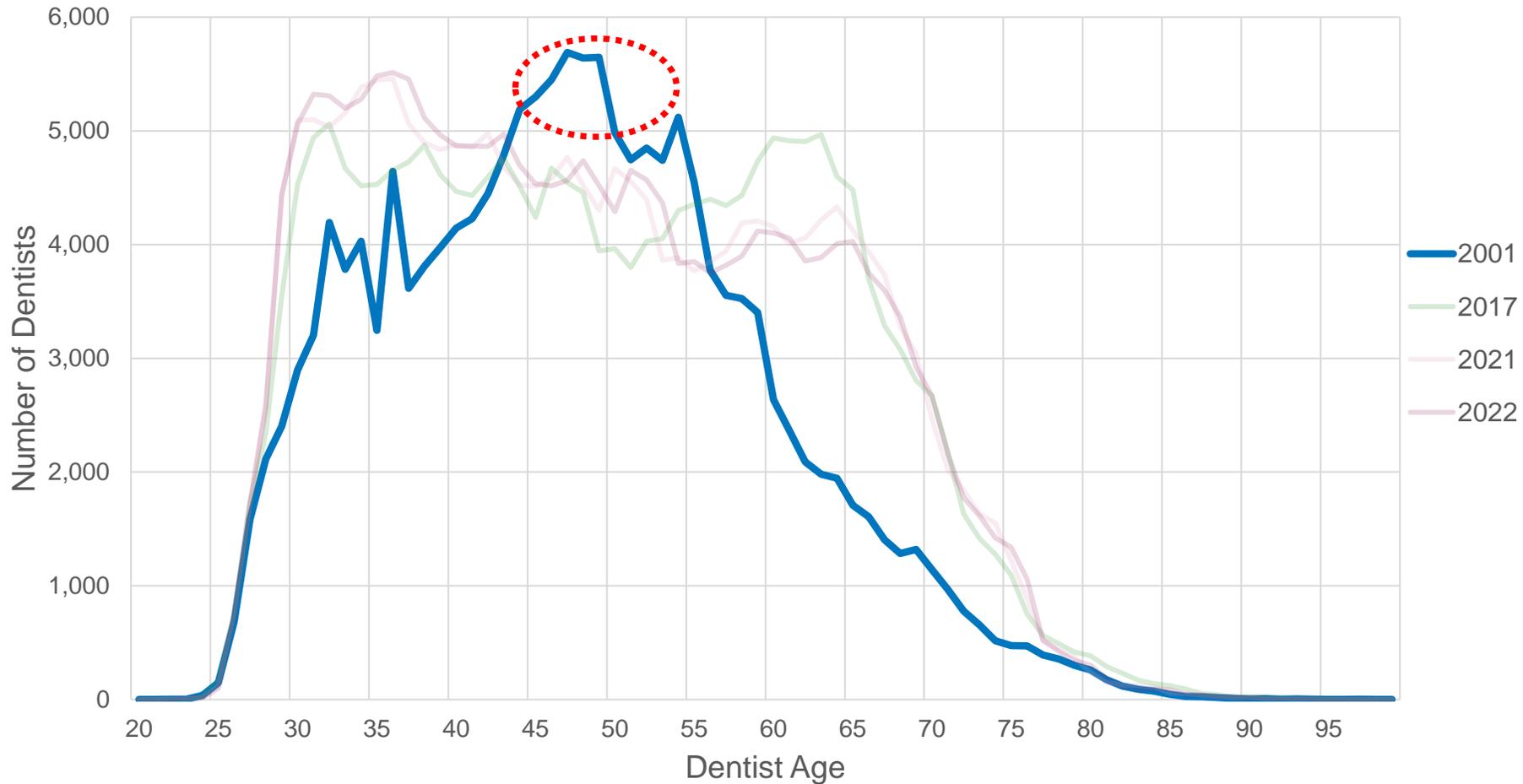
DSO Affiliation

Percent of Dentists Affiliated with a Dental Support Organization (DSO)



A Generational Transition

Age Distribution of the Dentist Workforce

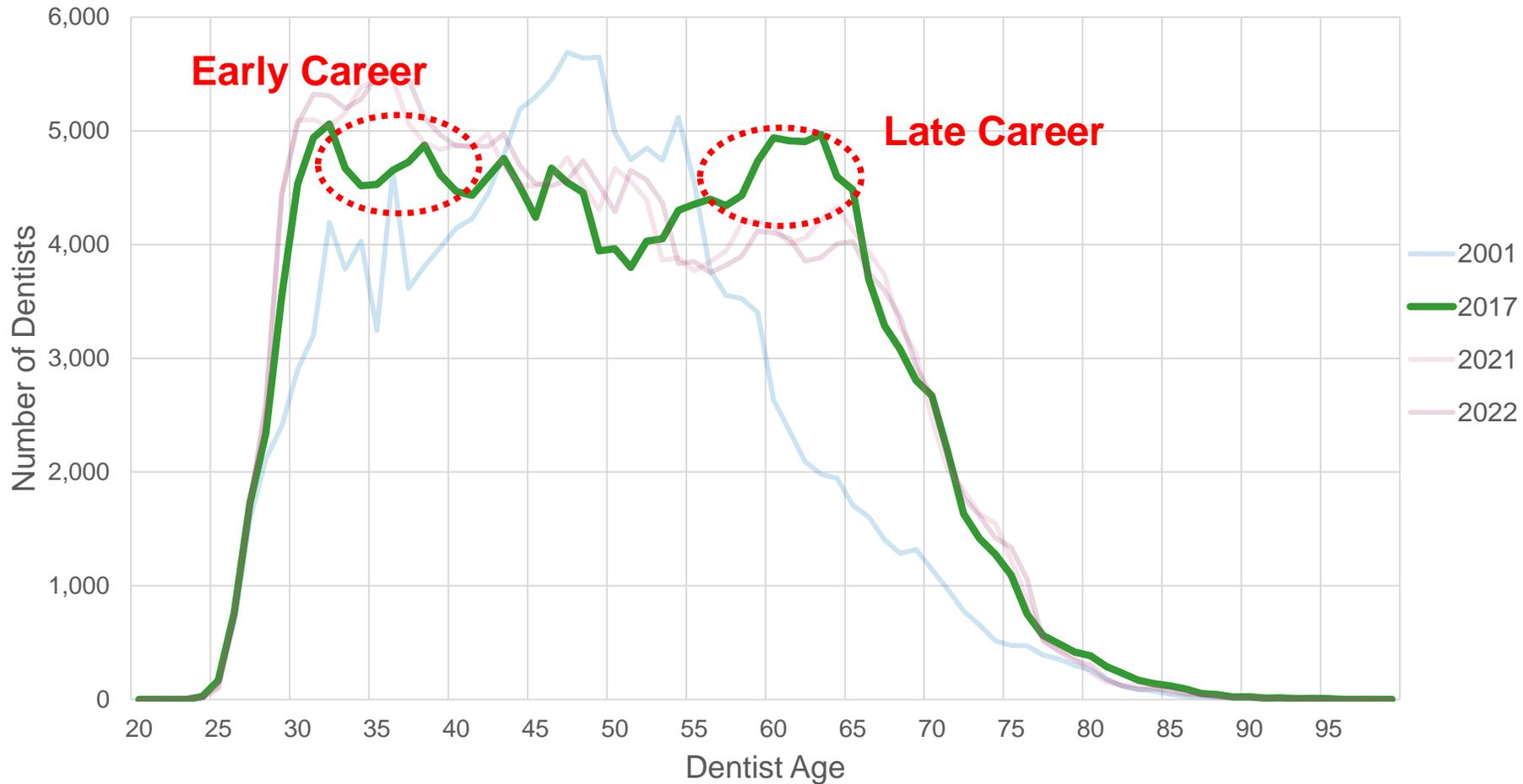


Twenty years ago, there were lots of dentists in their mid-40s.

There were not a lot of really young or really old dentists.

A Generational Transition

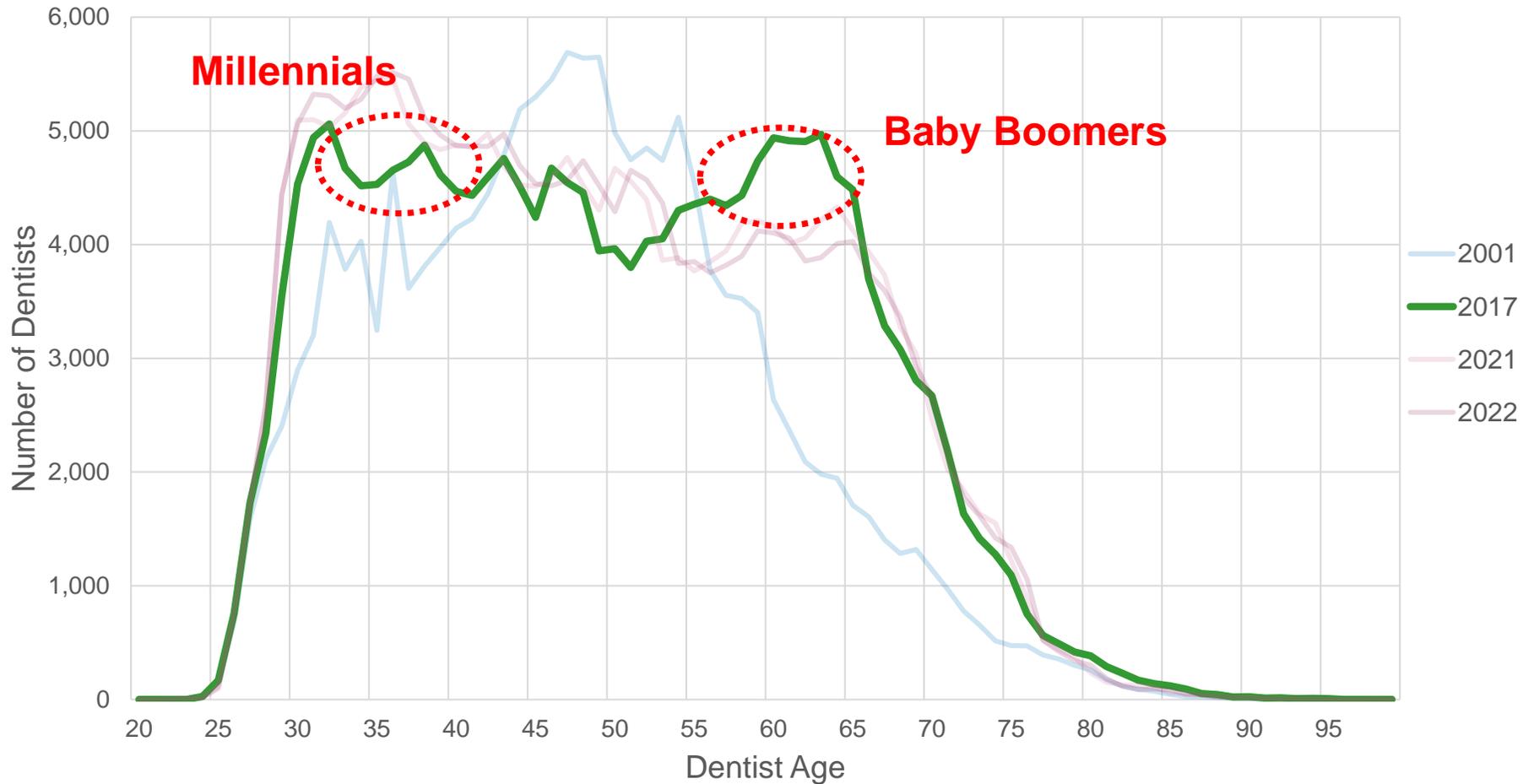
Age Distribution of the Dentist Workforce



Five years ago, you see a bimodal distribution emerge: lots of dentists in their 30s and lots in their 60s.

A Generational Transition

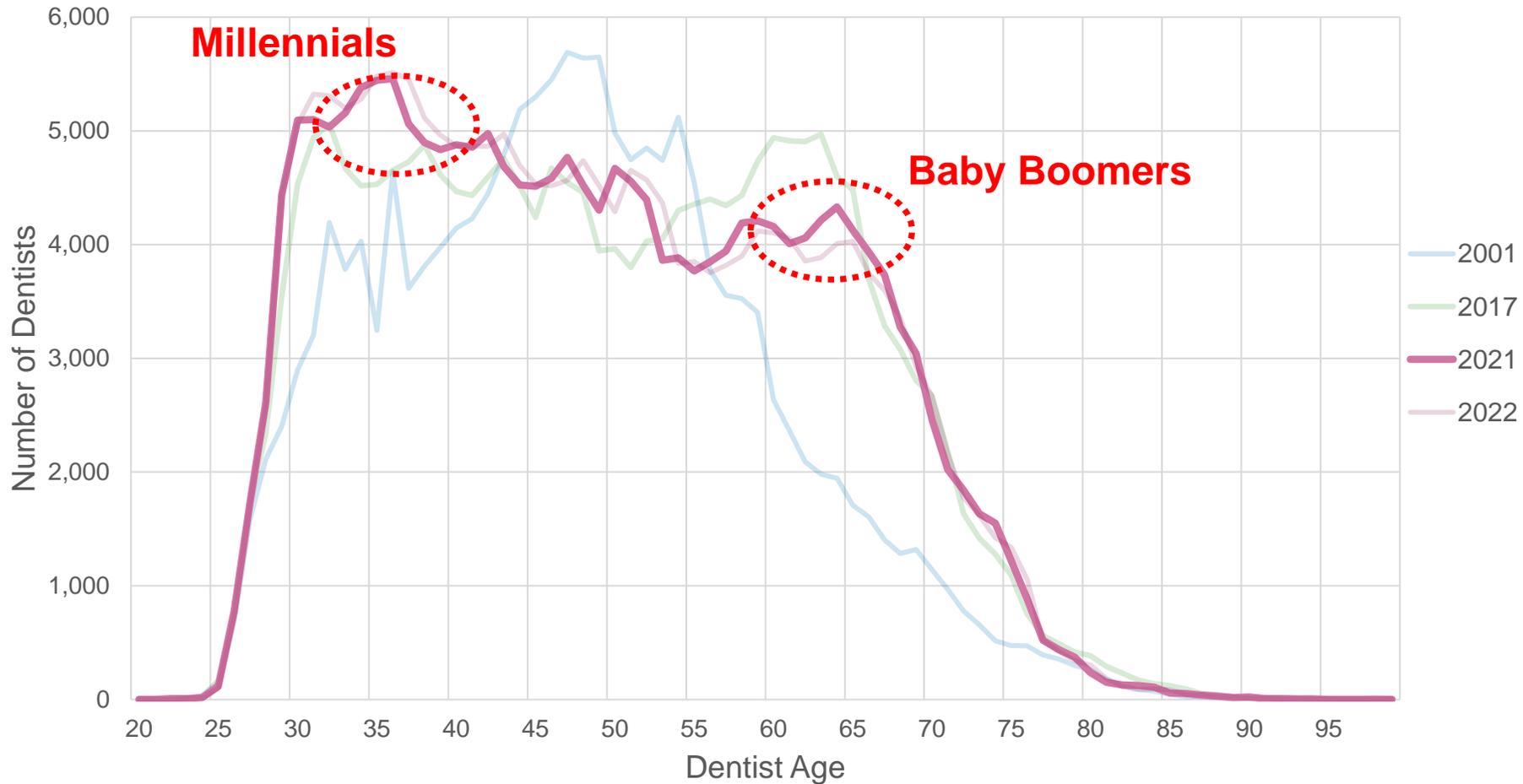
Age Distribution of the Dentist Workforce



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A Generational Transition

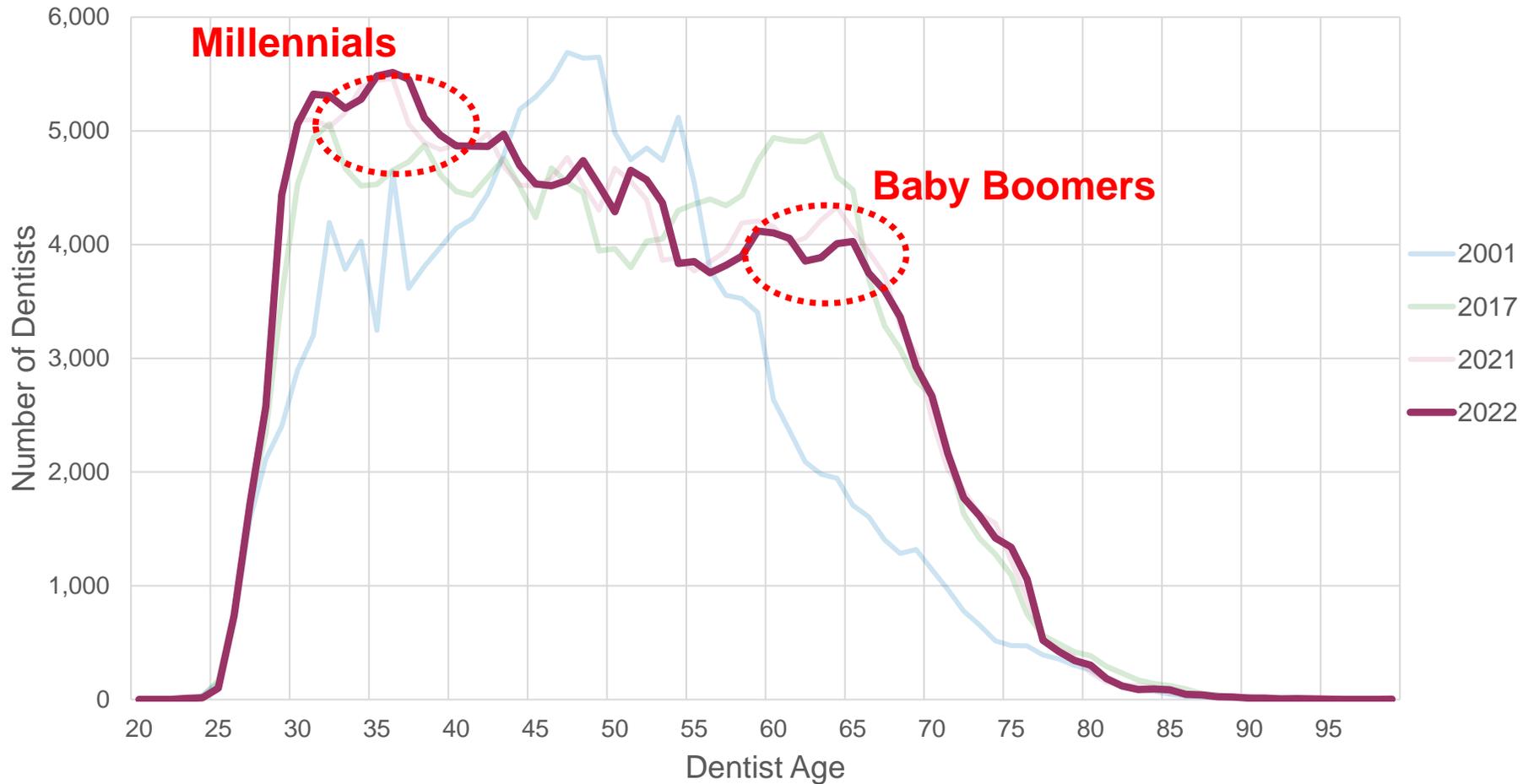
Age Distribution of the Dentist Workforce



By 2021, similar bimodal pattern but more 'tilted' as Baby Boomer exits increase and more new graduates enter.

A Generational Transition

Age Distribution of the Dentist Workforce

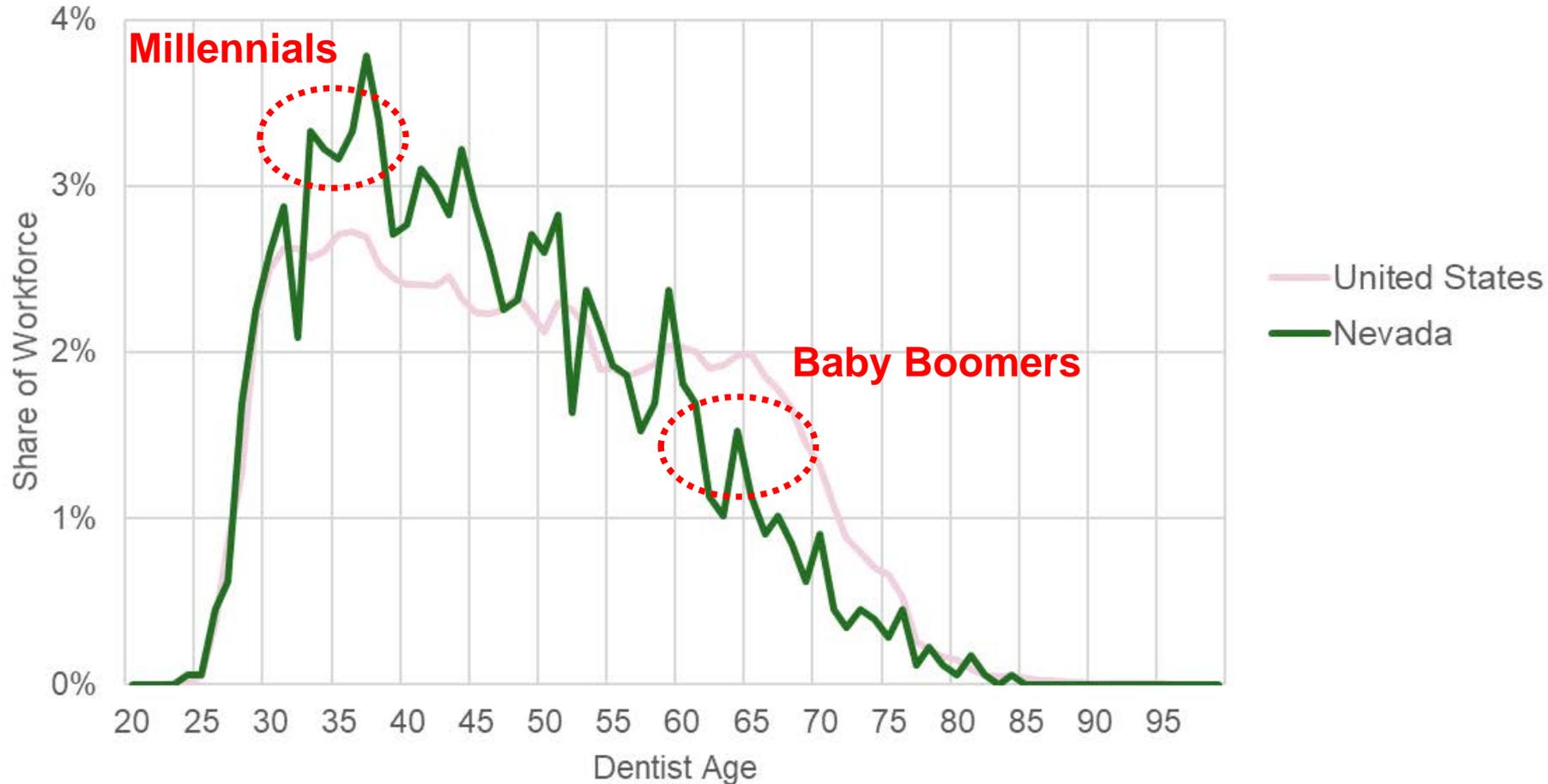


Even in one year, from 2021 to 2022, we see a further ‘tilting’ of the curve as Baby Boomer exits accelerate and yet more new graduates enter.

We are in the thick of the generational transition.

A Generational Transition

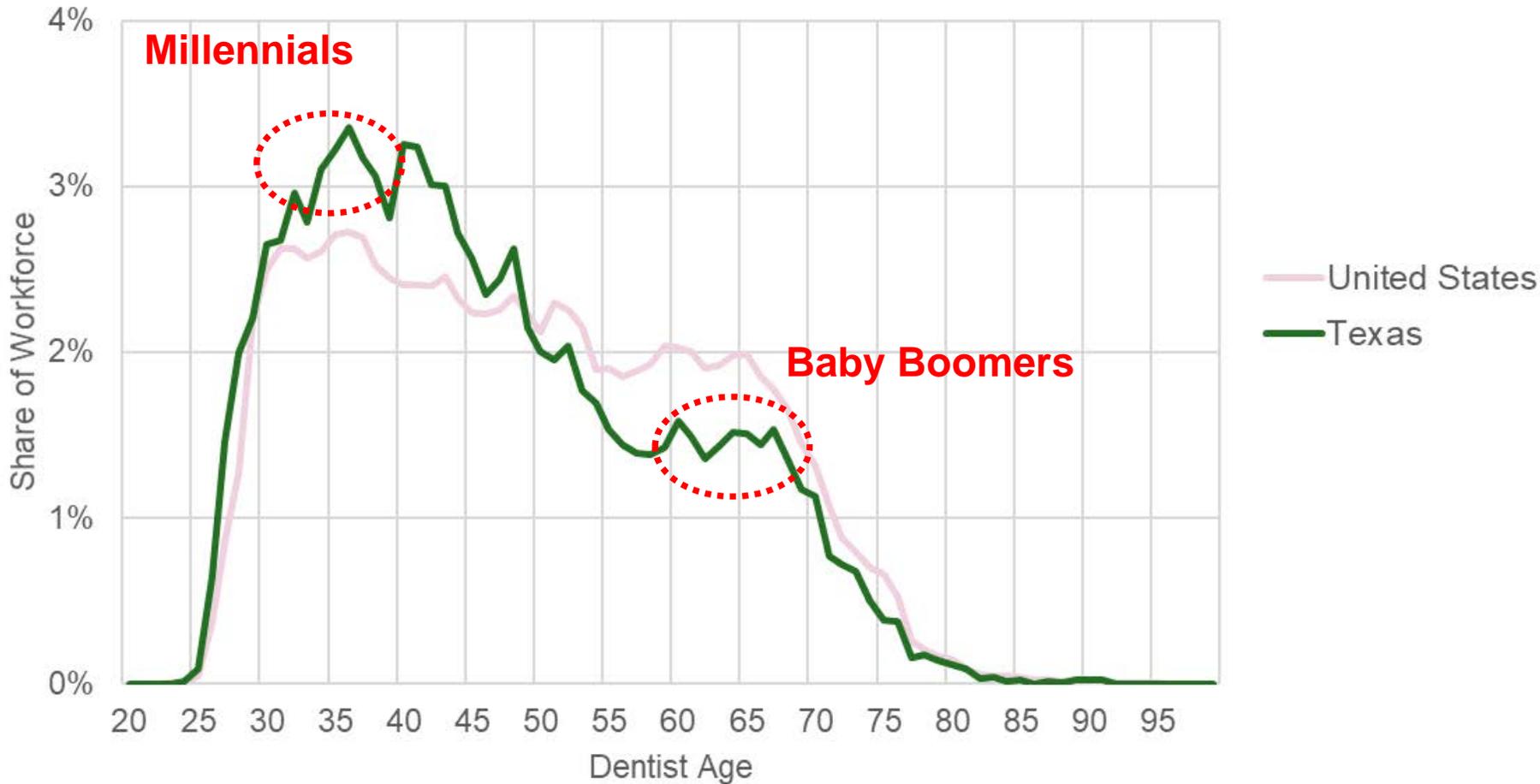
Age Distribution of Dentists, 2022



The generational transition in NV is complete.

A Generational Transition

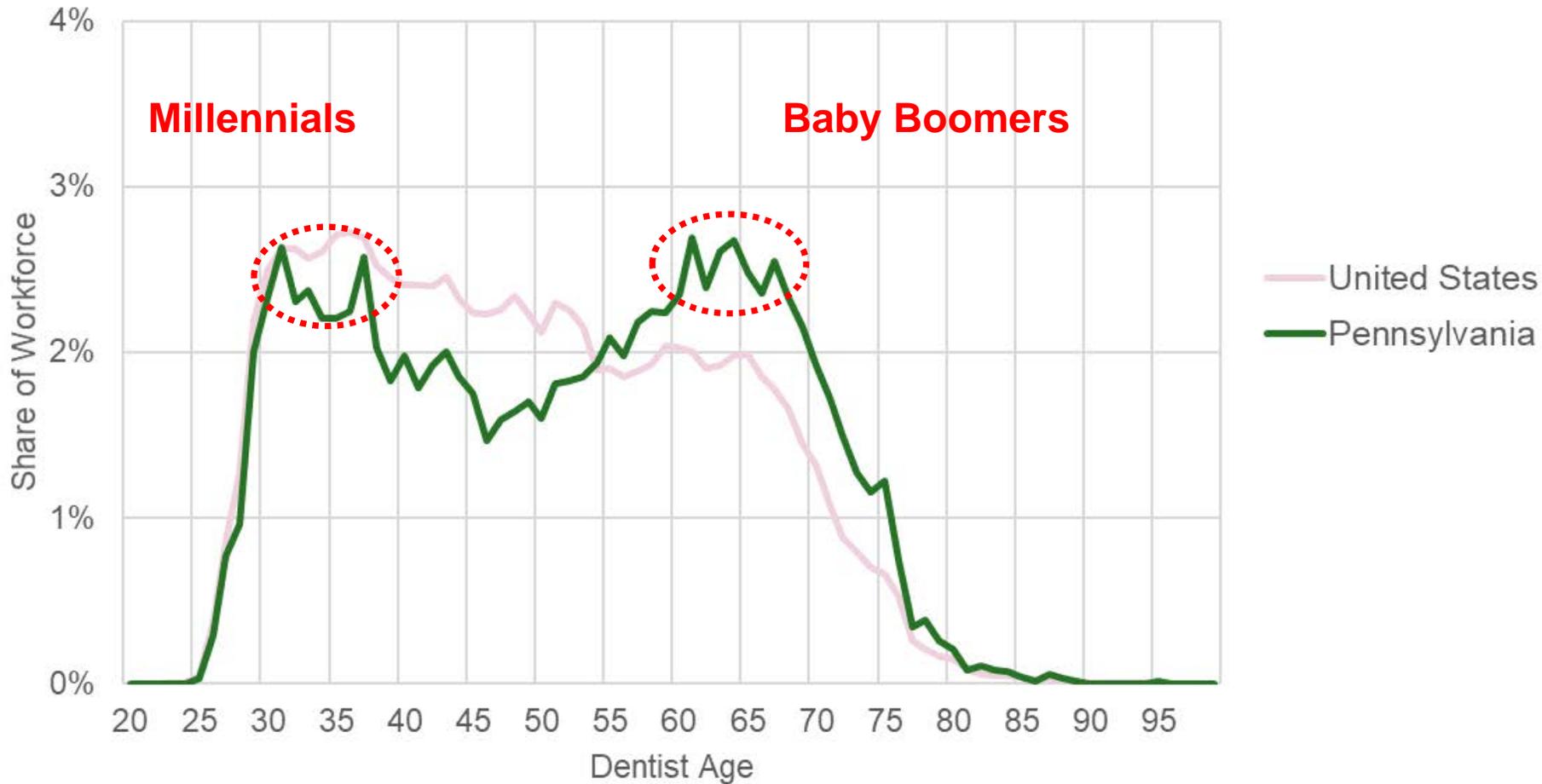
Age Distribution of Dentists, 2022



The generational transition in TX is almost complete.

A Generational Transition

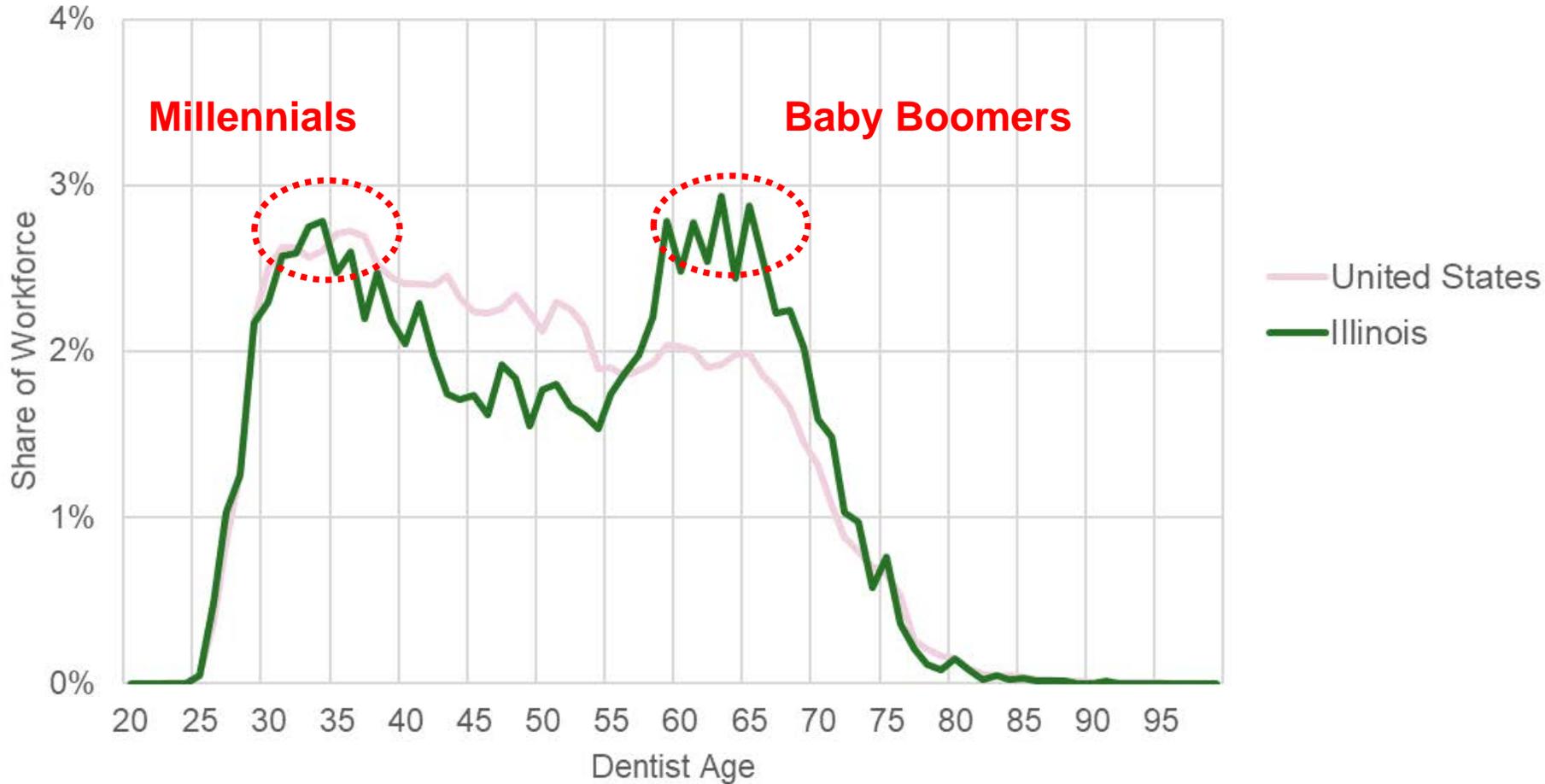
Age Distribution of Dentists, 2022



The generational transition in PA is about to really kick in.

A Generational Transition

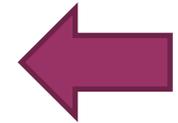
Age Distribution of Dentists, 2022



The generational transition in IL is about to really kick in.

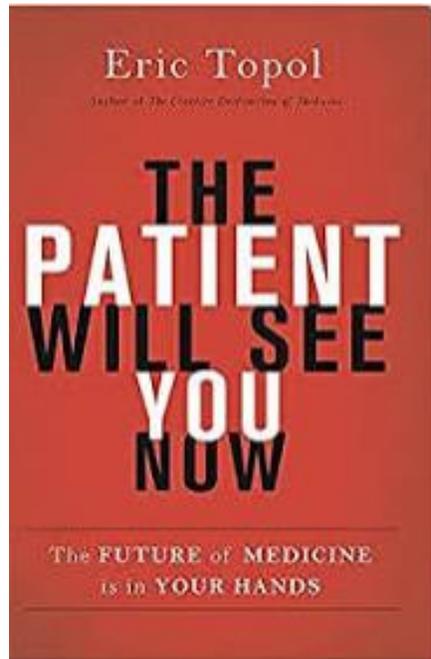
Looking Ahead – Key Trends

1. Shifting Practice Modality
2. Changing Patient Mindsets
3. Emerging Technology
4. Payment Reform

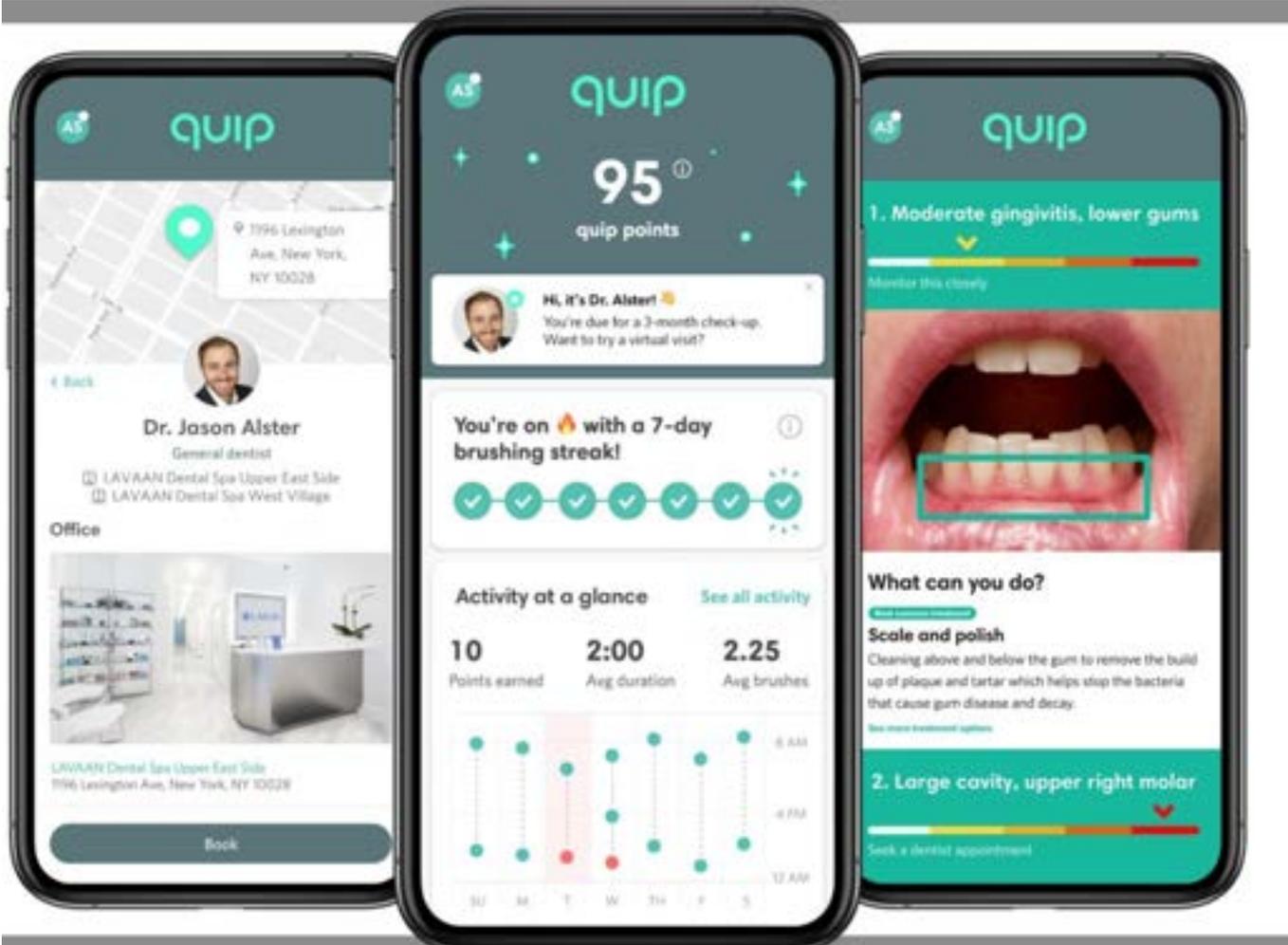


Patient Mindsets are Changing

As The Millennial Generation Overtakes Baby Boomers, Dental Groups Adapt With Convenient Solutions



Patient Mindsets are Changing



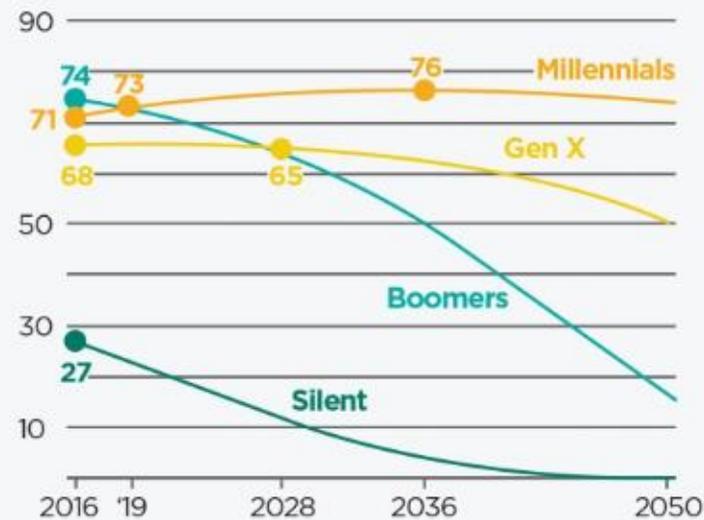
quip Acquires Teledentistry Company Toothpic to Become First 360-degree Oral Health Service and Improve Dental Care Access for Over 40 Million People

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

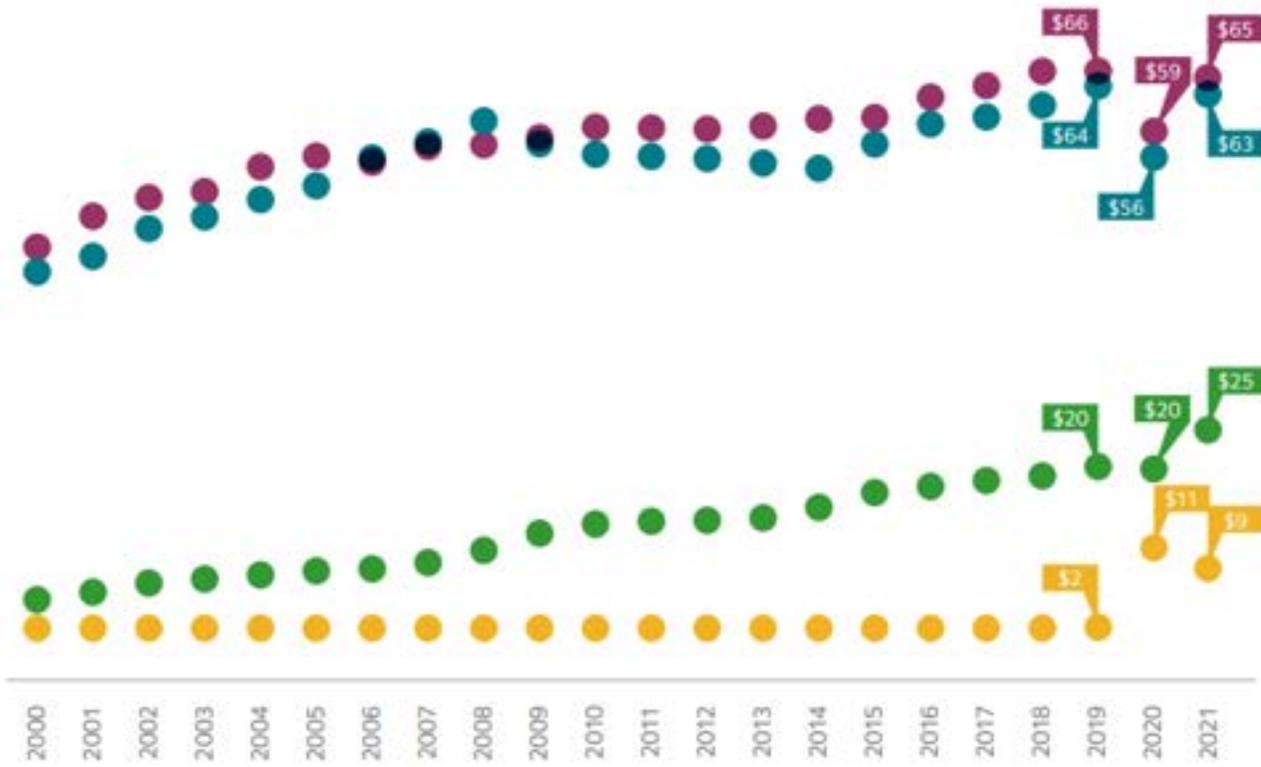
Born: 1928 to 1945
Age in 2019: 74 to 91

Patient Mix is Changing Too

NATIONAL DENTAL EXPENDITURES, 2000-2021 (Constant 2021 \$, Billions)

↑ GOVERNMENT PROGRAM SPENDING INCREASED BY 25% FROM 2020 TO 2021. Within government programs, Medicare and Medicaid spending increased by about \$2 billion each.

Private health insurance spending was up by 11% and out-of-pocket spending increased by 13%.



NATIONAL DENTAL EXPENDITURES BY SOURCE OF FINANCING, 2000-2021 (Constant 2021 \$, Billions)

The biggest increases in dental care spending the past decade are among publicly-insured patients.

Important to distinguish Medicaid, Medicare, and Medicare Advantage.

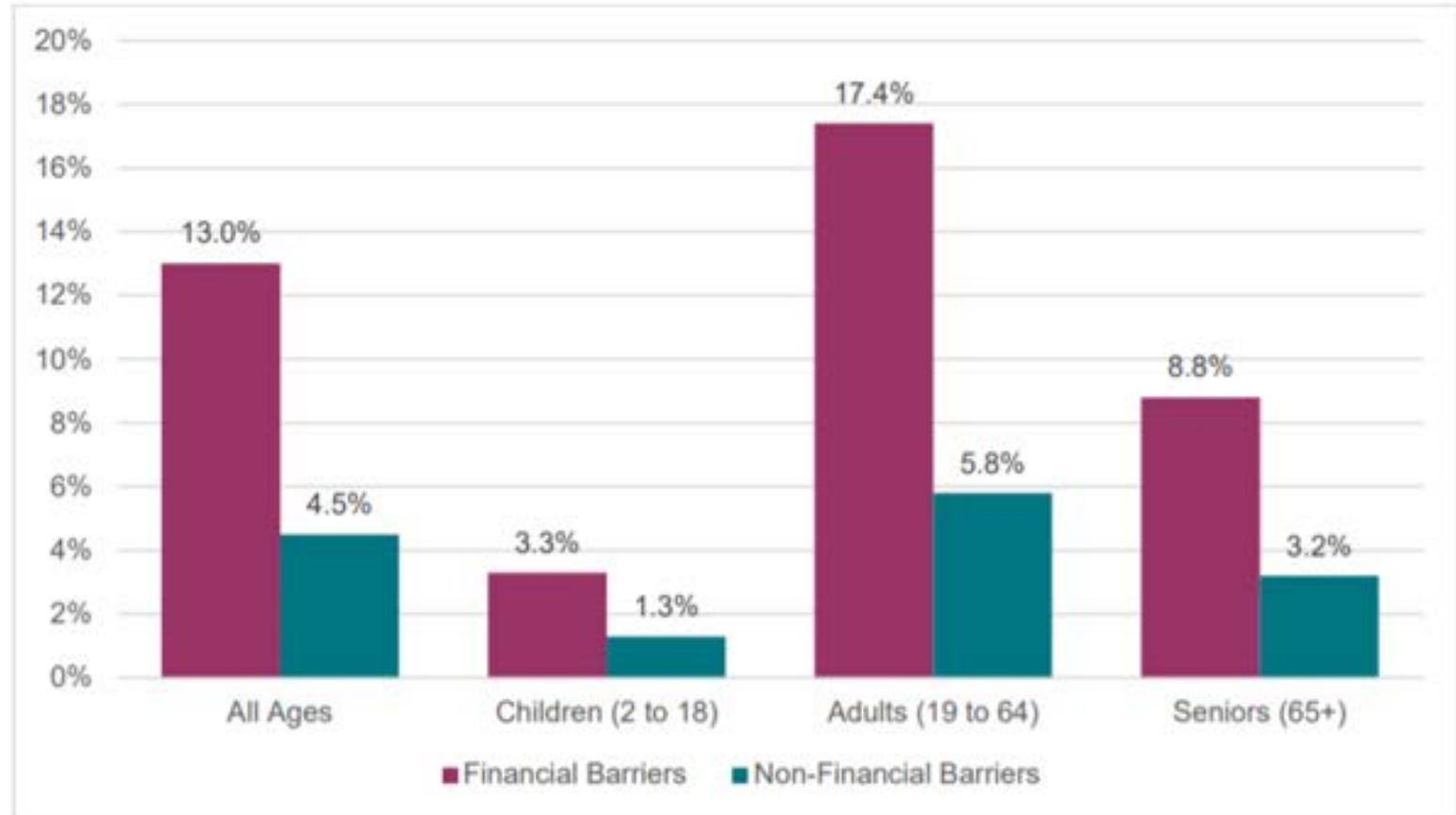
Sources: Centers for Medicare and Medicaid Services, U.S. Bureau of Economic Analysis, U.S. Census Bureau. Note: Expenditures adjusted for inflation using the GDP implicit price deflator. In the second graph, the "Other" category includes the Paycheck Protection Program (PPP) and the Provider Relief Fund (PRF). It does not include the Economic Injury Disaster Loan (EIDL) program. The "Government Programs" category includes Medicaid, Medicare, CHIP, Department of Defense, and Department of Veterans Affairs.

Why Don't More People Visit the Dentist?

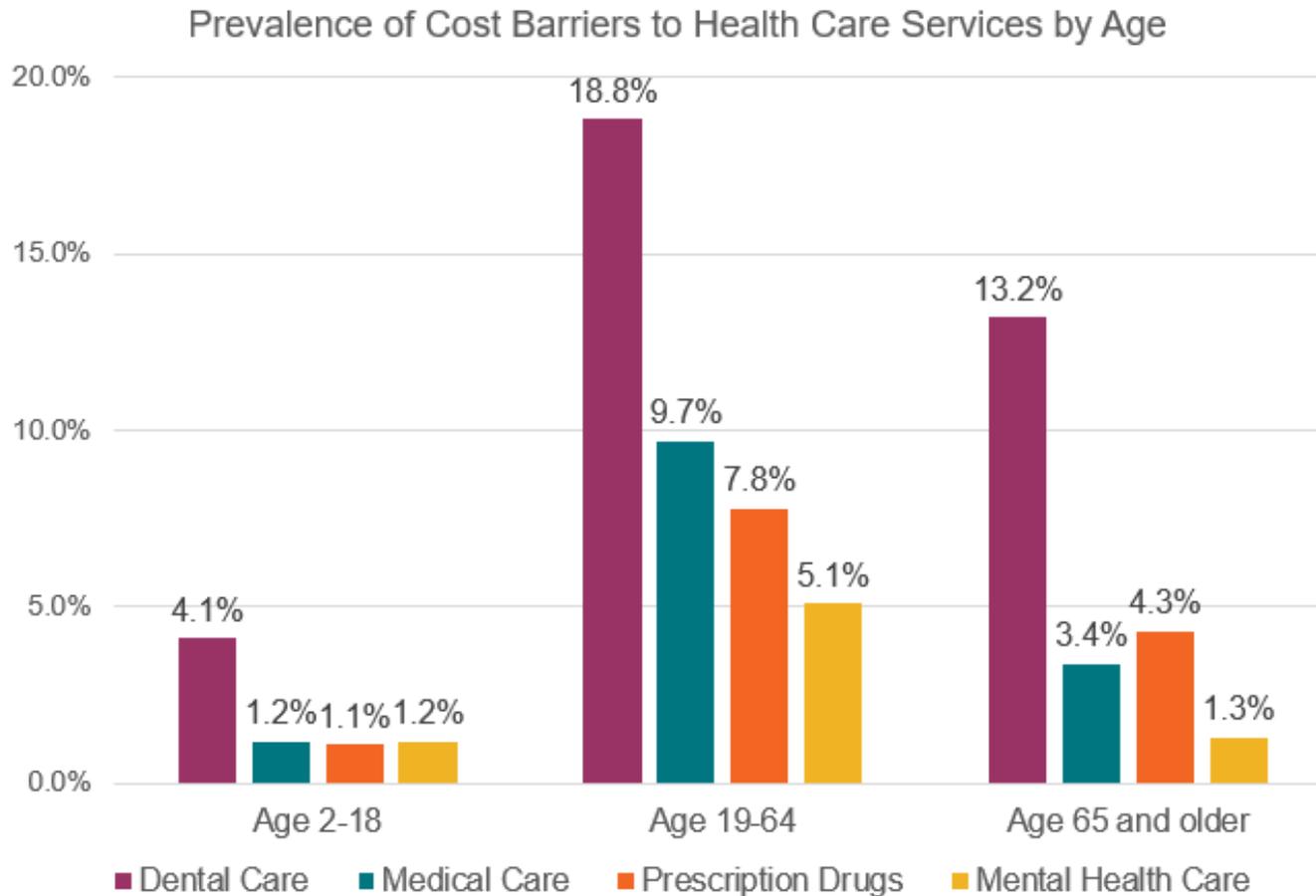
By far, cost barriers are much more important than any other type of barrier when it comes to visiting the dentist.

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

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



Dentistry is Perceived as '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.

Looking Ahead – Key Trends

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Emerging Technology



17%

of responding dentists have a 3D printer in their practice

67% of these respondents have been 3D printing for 2 years or less

What is the reason you do not have a 3D printer?

44%

Dental laboratory fabricates all my clinical devices

39%

Financial investment is too high

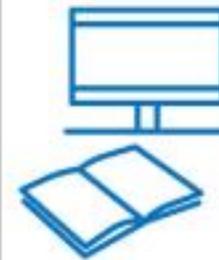
34%

I do not need it or see a clinical benefit yet



21%

of those without 3D printers are considering buying or renting a 3D printer



35%

of those without printers are considering completing training in 3D printing

CSA Corner

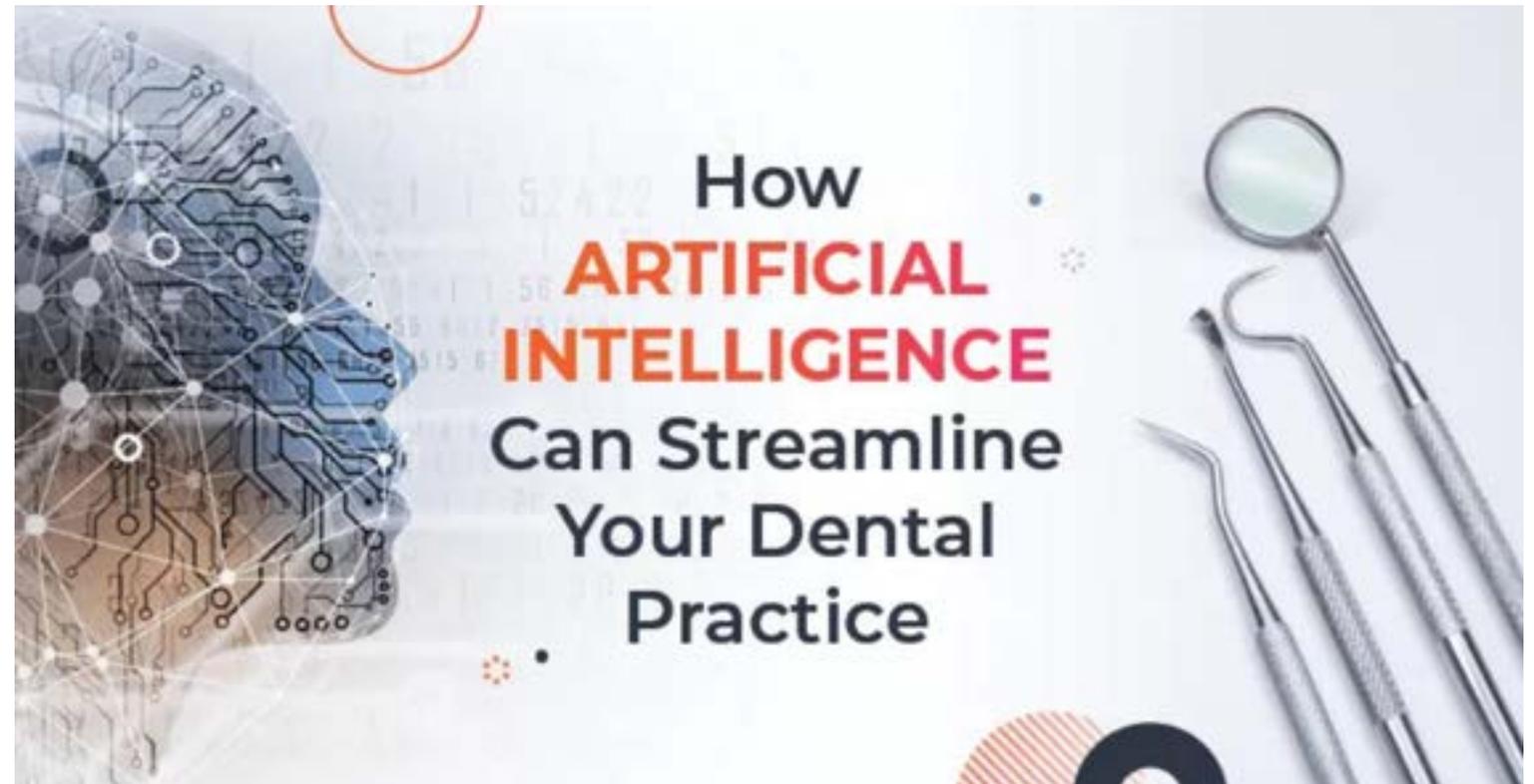
Prevalence and applications of 3-dimensional printers in dental practice

An American Dental Association Clinical Evaluators Panel survey



Emerging Technology

AI will have a significant impact on dentistry in the next few years.



Looking Ahead – Key Trends

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Value Based Care – Defining Terms

Guest Editorial

Value-based care in dentistry

Is the future here?

Marko Vujcic, PhD; Guy David, PhD

Box 1. Elements of value-based care.

Patient-Centered Care

Value-based care puts the patient at the center of the care delivery process. Dental care providers must take the time to understand patients' unique needs, preferences, and goals for their oral health and tailor treatment plans accordingly.

Focus on Prevention

Patients must be educated about the importance of preventive measures, such as regular examinations and at-home oral hygiene practices to prevent dental disease from developing. Providers and patients can leverage tools such as smart toothbrushes to track healthy behaviors.

Evidence-Based Practice

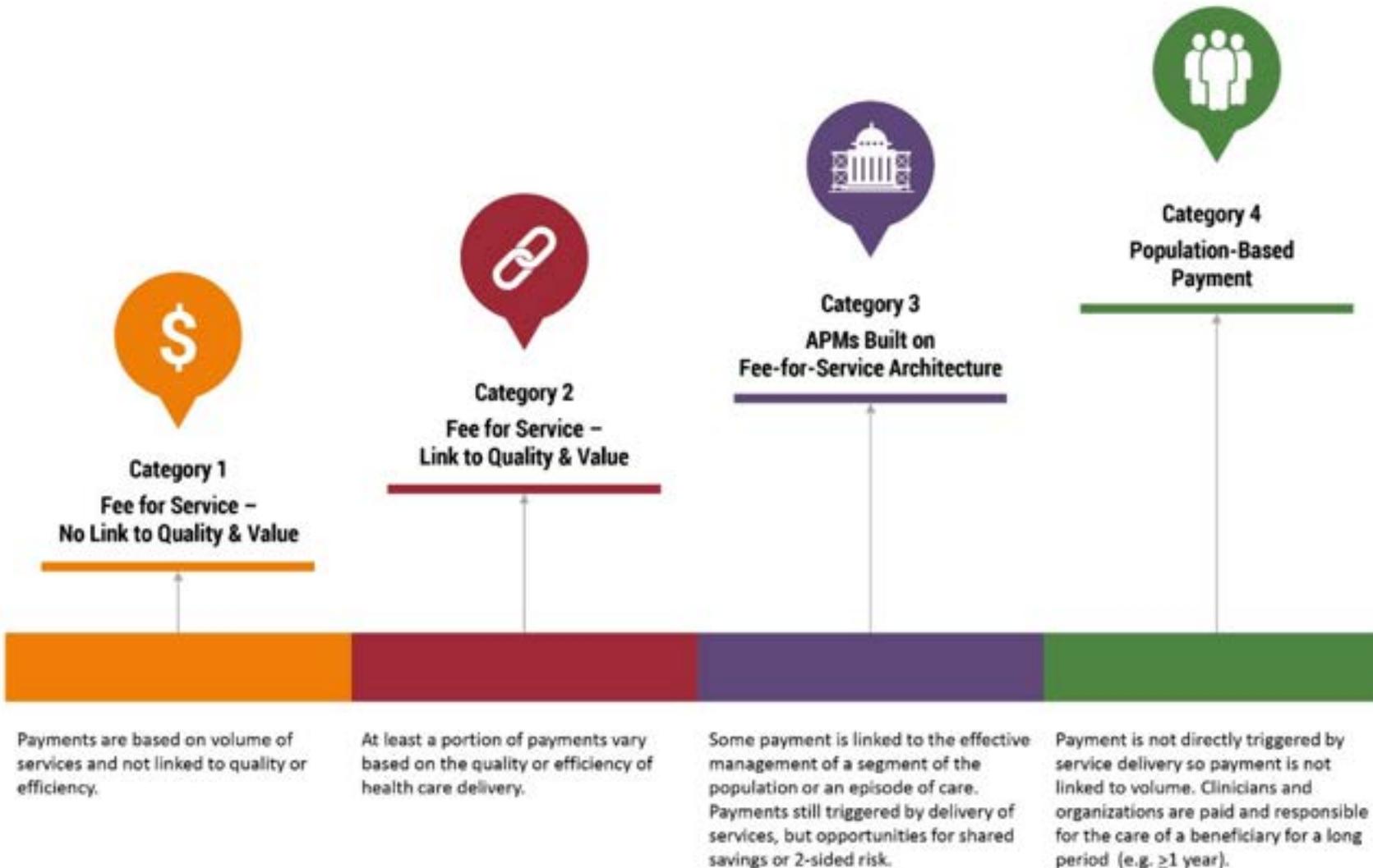
Dental care providers should use evidence-based practices to deliver high-quality care. Evidence-based dentistry involves using the best available scientific evidence to inform clinical decision making and treatment planning. There needs to be a consistent focus on what is the most effective intervention to improve oral health for a given patient. Improving oral health outcomes requires collaboration with other health care providers to ensure that patients receive coordinated, comprehensive care. Dental care providers may need to work with primary care physicians to manage patients' chronic health conditions that affect oral health. In many cases, it will be difficult to improve oral health in a dentistry-only silo.

Integrated Care

Continuous Improvement

Value-based care in dentistry involves continuous quality improvement. Dental care providers should track and analyze patient outcomes to identify areas for improvement and adjust their practices accordingly.

Value Based Payment Models – Defining Terms



VBP ≠ Capitation models from the 90s

Where Do We Want to Be?

Reactive

Acting after
change happens

Responsive

Acting as change
happens, prepared

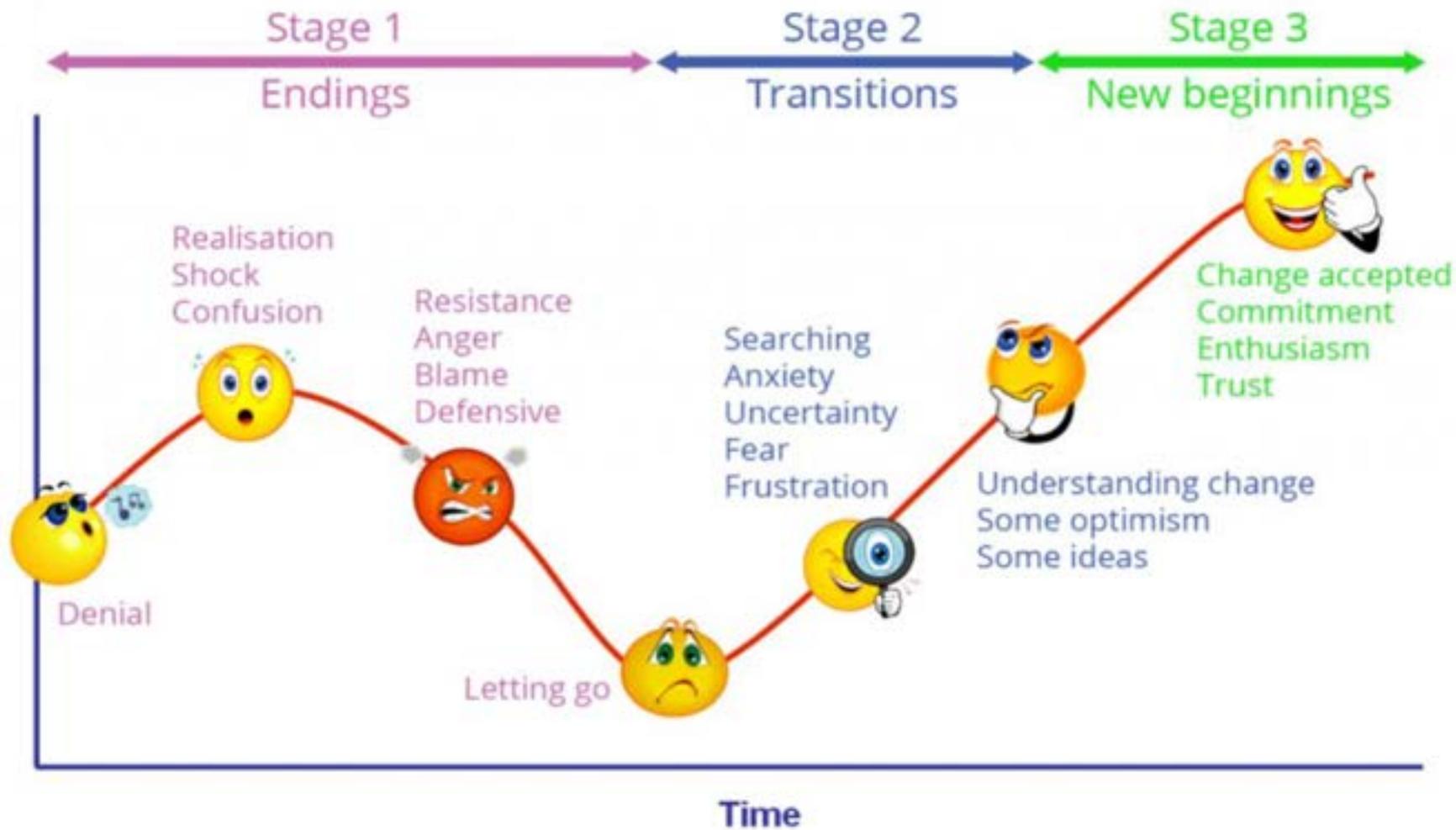
Proactive

Acting to shape
change before and
as it happens

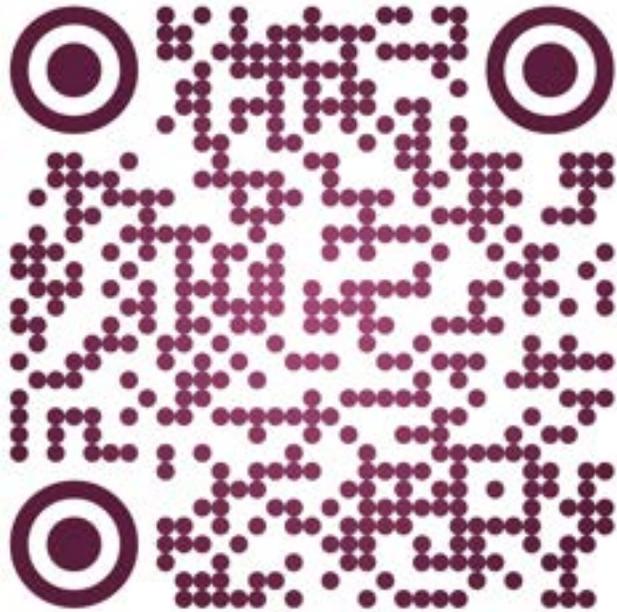
**Less or no
foresight**

**More
foresight**

The Journey From 'Reactive' to 'Proactive'



Thank You!



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

hpi@ada.org

 [marko-vujicic](https://www.linkedin.com/in/marko-vujicic)

 [@adahpi](https://twitter.com/adahpi)



 American Dental Association®

Defining and Achieving the Value of Deliverables of our New ADA

Raymond A Cohlmia, DDS
Executive Director, ADA



Thriving On

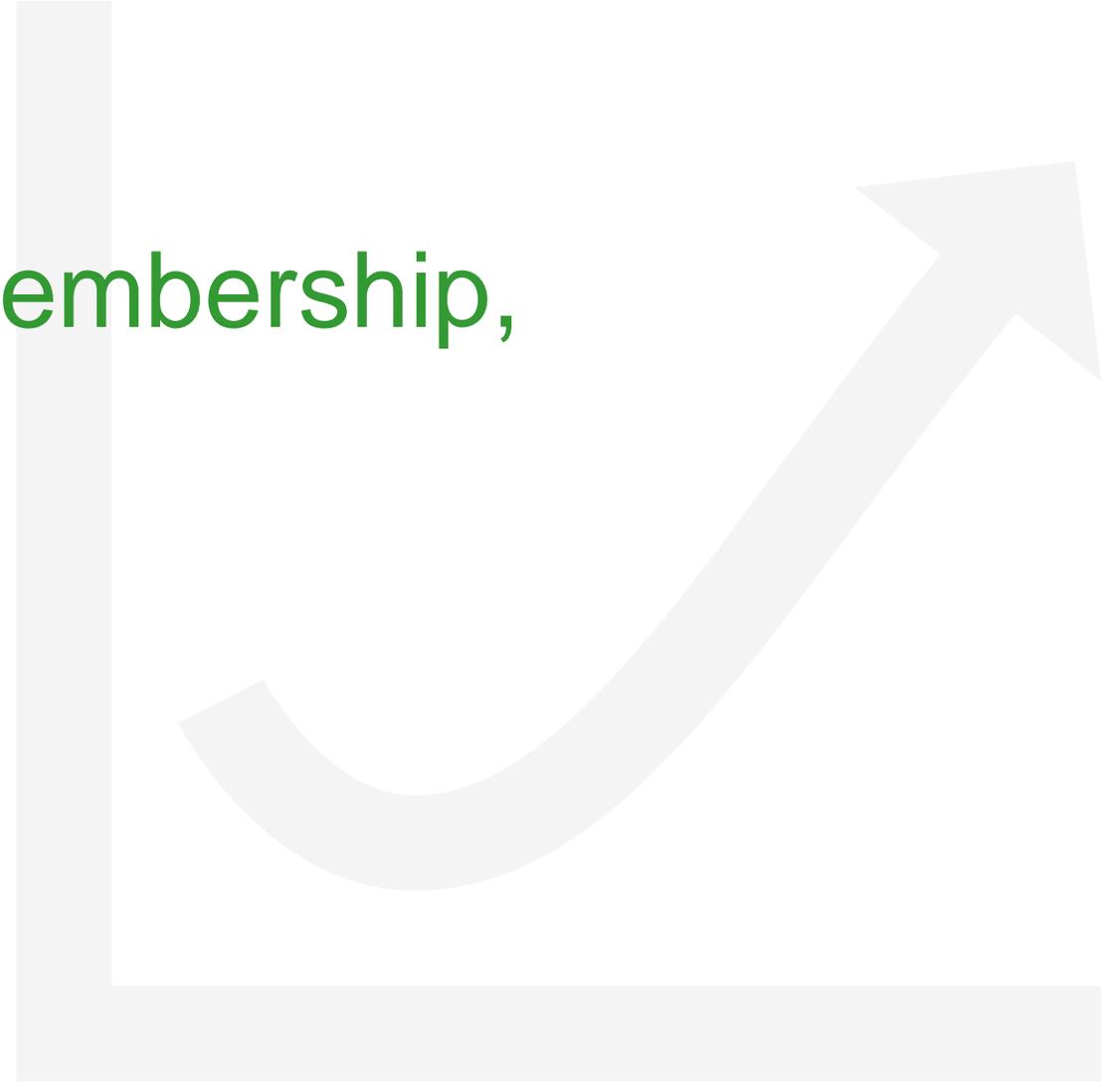
How the ADA is Defining Our Deliverables & Achieving Value For the Tripartite and Beyond

Raymond A. Cohlmiia, DDS
Executive Director

ADA Conference Week
July 17, 2023



When it comes to ADA membership,
we're maintaining...



Membership Update

Members	Acquisitions	Retention	Revenue
<p>118,096 1,266 More</p> <p>Active Licensed Members compared to 2022</p>	<p>4,338 335 More</p> <p>NEW Active Licensed Members compared to 2022</p>	<p>90.3% 2.4% Increase</p> <p>Active Retention Rate Active Licensed Dentists compared to 2022</p>	<p>78.9% (1.4%) Decrease</p> <p>Full Dues Payers Active Licensed Dentists compared to 2022</p>
<h2 style="text-align: center;">Conversion</h2>			
<p>73.3% (.5%) Decrease</p> <p style="text-align: center;">Conversion Rate for Class of 2022 compared to prior class</p>			

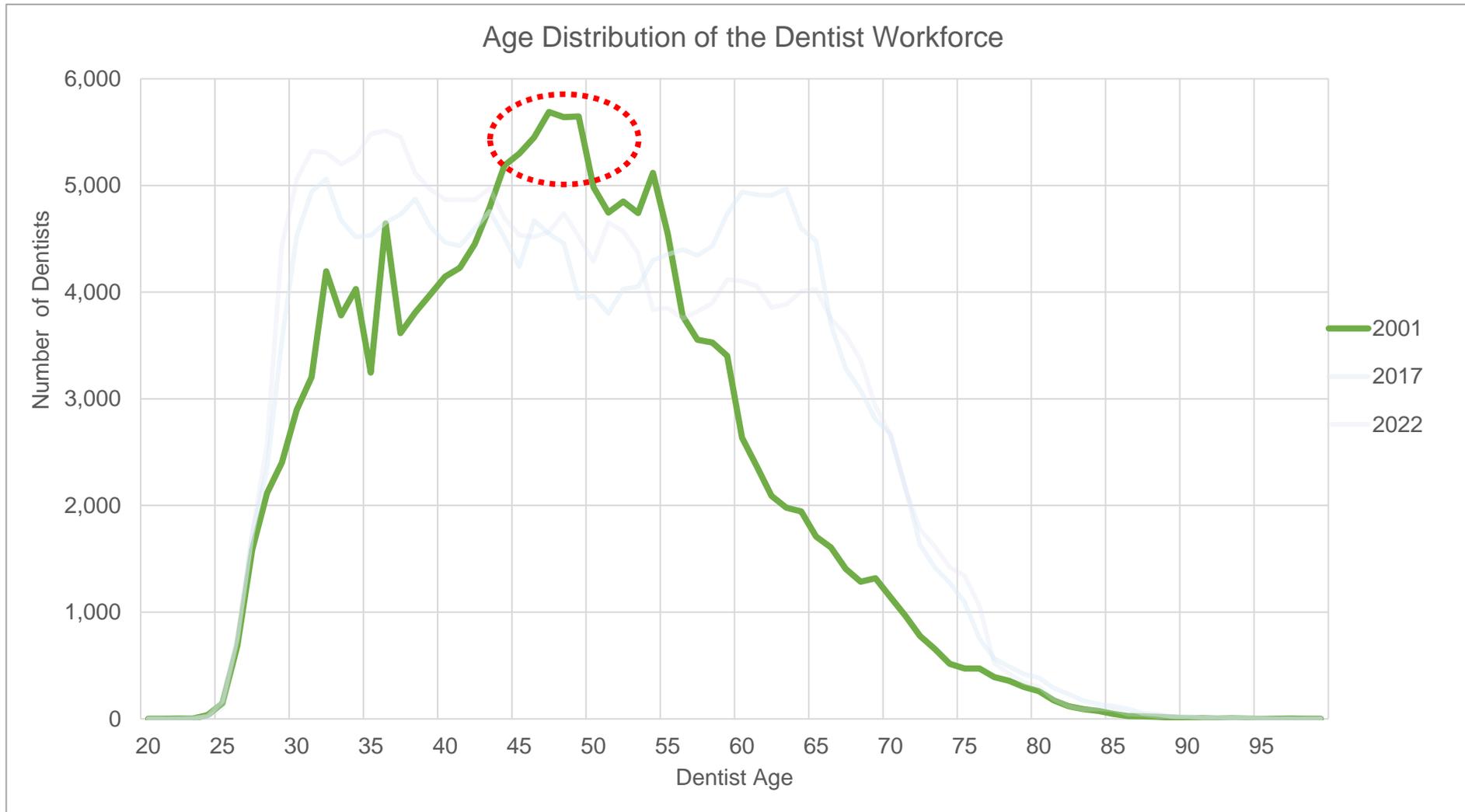
**as of June 30, 2023

Membership Update



**as of June 30, 2023

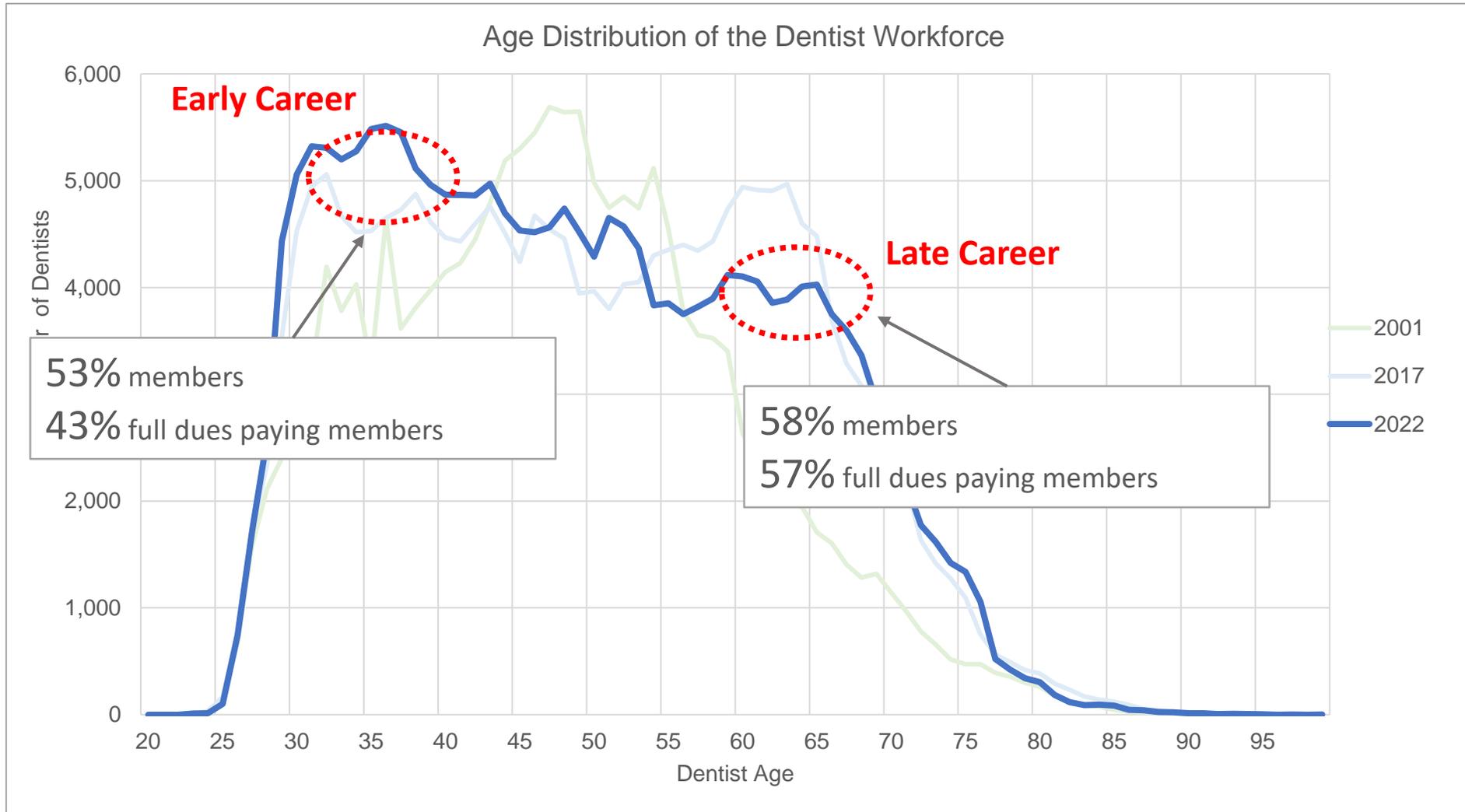
A Generational Transition



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

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

A Generational Transition



Dr. Vujicic Data Shows the Reality.....

....ADA market share varies across the career span and generational divide; most commonly, not in our favor

Membership Update

2 Year Tripartite vs Direct Member Trend
Active Licensed Dentists

	Current	Prior	Variance
Tripartite	108,327	107,622	705
Subtotal: TRIPARTITE	108,327	107,622	705
ADA Direct Member	0	1	-1
DENTAL SCHOOL	0	1	-1
FDS Direct	815	749	66
Graduate Students	440	445	-5
Provisional	8,450	7,960	490
US Abroad	64	52	12
Subtotal: DIRECT	9,769	9,208	561
TOTAL:	118,096	116,830	1,266

5 Year KPIs Trend for All Dentists Target Group
Active Licensed Dentists

	2023	2022	2021	2020	2019
	06/30/2023	06/30/2022	06/30/2021	06/30/2020	06/30/2019
Members					
Members	118,096	116,830	119,760	120,588	122,229
Members Variance to 1 Yr Ago	1,266	-2,930	-828	-1,641	4,552
Members Market Share	54.4%	54.3%	56.1%	56.6%	58.5%
Acquisitions					
New Members	4,338	4,003	4,009	3,915	3,433
New Members Variance to 1 Yr Ago	335	-6	94	482	417
First Time Joiners	968	595	467	448	508
Reinstated Members	3,370	3,408	3,542	3,467	2,925
Retention					
Active Renewals	108,032	107,281	110,109	110,946	113,419
Active Renewals Variance to 1 Yr Ago	751	-2,828	-837	-2,473	-1,062
Active Non-Renews	11,623	14,813	14,336	16,539	13,364
Active Retention Rate	90.3%	87.9%	88.5%	87.0%	89.5%
Active Retention Rate Diff to 1 Yr Ago	2.4%	-6%	1.5%	-2.5%	-1.2%
Revenue					
Full Dues Payers	93,194	93,787	94,844	77,653	81,633

**as of June 30, 2023

Membership Update

5 Year KPIs Trend for All Dentists Target
Active Licensed Dentists

	2023	2022	2021
	06/30/2023	06/30/2022	06/30/2021
Members			
Members	118,096	116,830	119,760
Members Variance to 1 Yr Ago	1,266	-2,930	-828
		54.3%	56.1%
		4,003	4,009
		-6	94
		595	467
		3,408	3,542
		107,281	110,109
Active Renewals variance to 1 Yr Ago	731	-2,828	-837
Active Non-Renews	11,623	14,813	14,336
Active Retention Rate	90.3%	87.9%	88.5%
Active Retention Rate Diff to 1 Yr Ago	2.4%	-6%	1.5%
Revenue			
Full Dues Payers	93,194	93,787	94,844

The generational shift is happening

2023

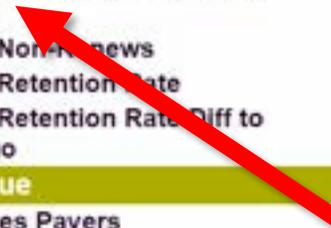
2022

2021

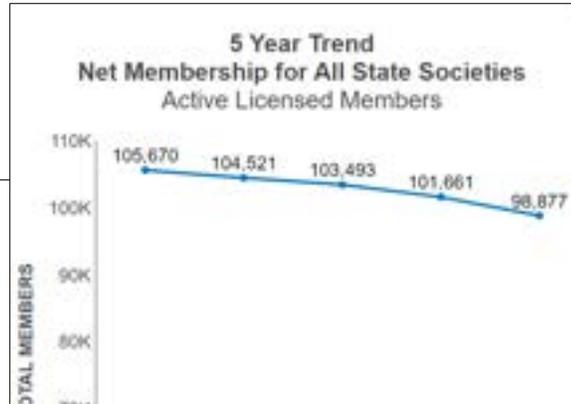
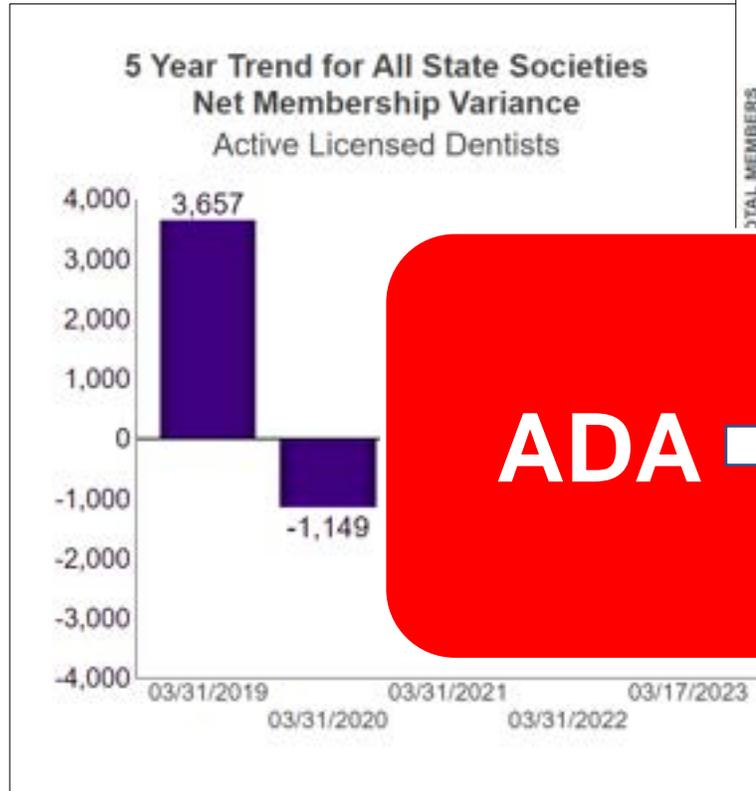
93,194

93,787

94,844



The demographics and landscape have changed ... but have we?



ADA → Future Growth?

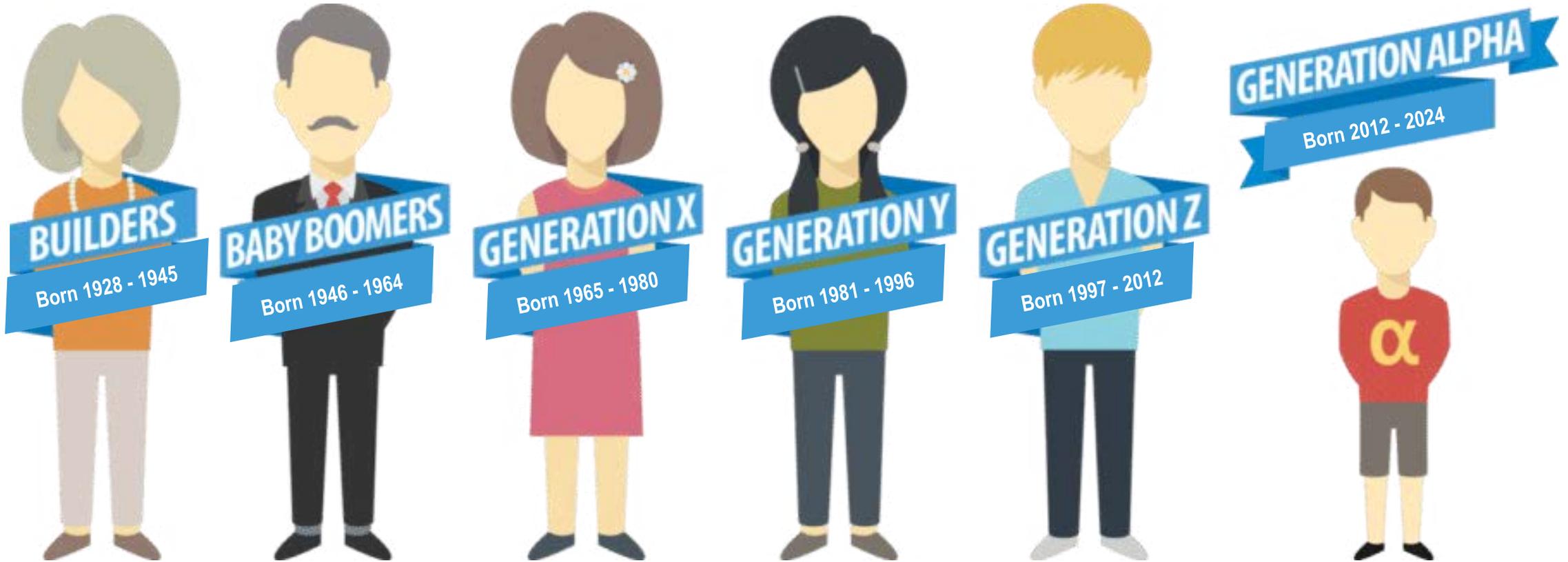
	2023	2022	2021	2020	2019
	03/17/2023	03/31/2022	03/31/2021	03/31/2020	03/31/2019
Members					
Members	99,777	104,346	105,878	107,261	107,900
Members Variance to 1 Yr Ago	-4,569	-1,532	-1,530	-442	2,500
Members Market Share	47.3%	49.9%	51.0%	51.8%	53.1%
Acquisitions					
New Members	1,952	2,088	1,962	1,943	1,865
New Members Variance to 1 Yr Ago	-136	126	22	75	44
First Time Joiners	164	111	88	108	157
Reinstated Members	1,788	1,977	1,874	1,782	1,708
Retentions					
Active Renewals	87,768	92,236	103,887	100,289	105,928
Active Renewals Variance to 1 Yr Ago	-4,868	-1,651	-1,398	-443	2,449
Active Non-Renewals	21,009	20,500	21,300	22,901	21,362
Active Retention Rate	87.8%	89.2%	92.9%	92.1%	93.2%
Active Retention Rate Diff to 1 Yr Ago	-1.8%	3%	8%	-1.1%	1.8%
Revenue					
Full Dues Payers	88,519	88,880	89,550	73,326	76,380
Full Dues Payers Variance to 1 Yr Ago	-2,348	-490	16,528	-8,058	857
Percent of Full Dues Payers	-2.8%	-0.5%	21.9%	-4.0%	1.1%

Age Distribution of the Dentist Workforce

We've Learned- We're experiencing a generational shift...

Some states are approaching it, some are in it, and some are past it.



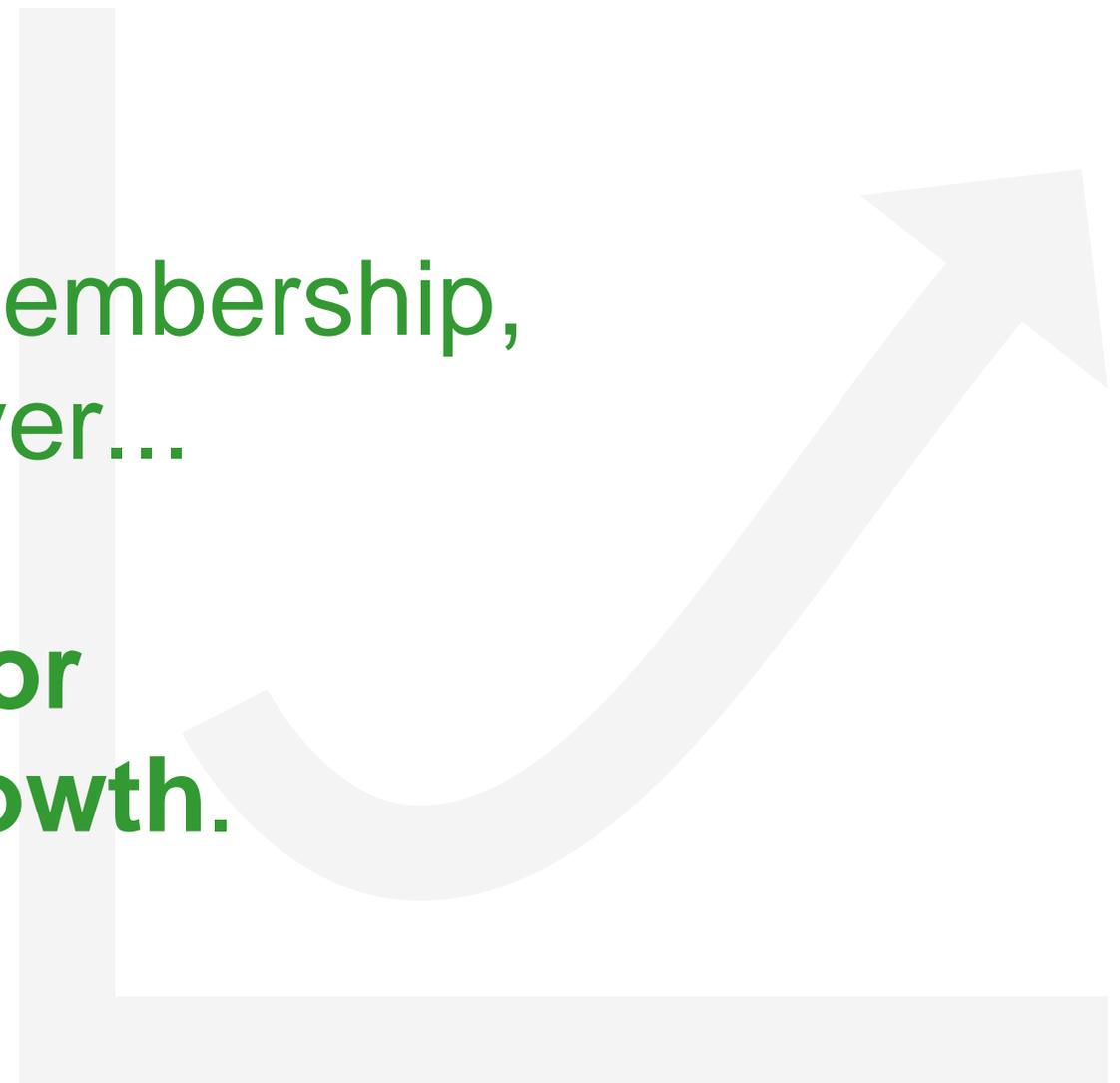


Some Quick Takeaways

- **We are nearing the tail end of a major generational transition in the dentist workforce.** It's the 3rd period, with a few years left before the Baby Boomer cohort of dentists transitions out.
- **Practice models continue to trend away from solo practice** to various forms of group practice. Faster than previously thought. This practice modality shift is being driven, in part, by the generational transition.
- **The vast majority of states have yet to capture the next generation of dentists into ADA membership.** But states are at different points of the generational transition.
 - For those states that have already gone through the generational transition, this has already caused crashes in ADA market share.
 - For those states that are about to go through the generational transition, it is going to lead to crashes in ADA market share. Unless something big changes.
- **The data suggest we can not manage the generational transition with the current ADA membership model.** Market share is about to plummet unless something big changes.

When it comes to ADA membership,
we're maintaining, however...

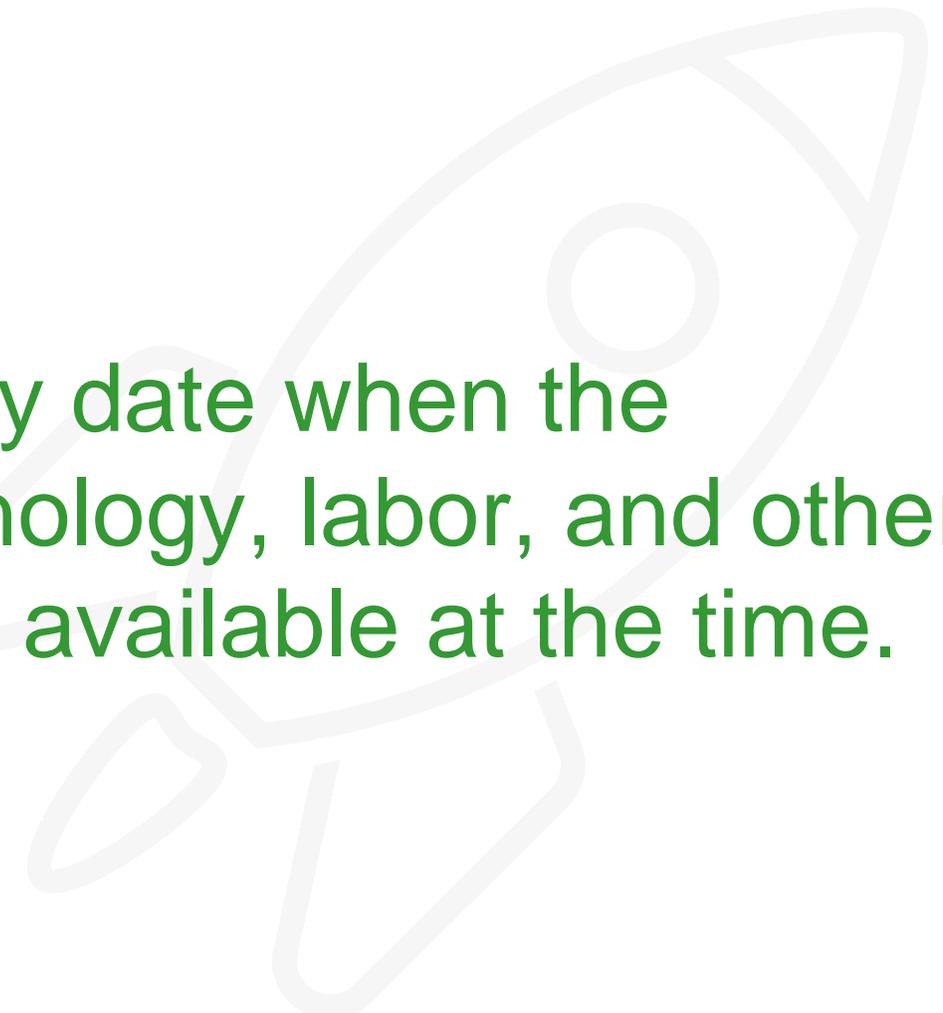
**The ADA is driving major
innovation to create growth.**



If we want **different results** from
our ADA, then we have to **do**
something different at our ADA.

Chaotic Innovation

Agreeing on a product delivery date when the knowledge, information, technology, labor, and other resources are not necessarily available at the time.



ADA Customer Groups



PUBLIC/PROFESSIONAL



DIRECT TO DENTIST



TRIPARTITE



BUSINESS



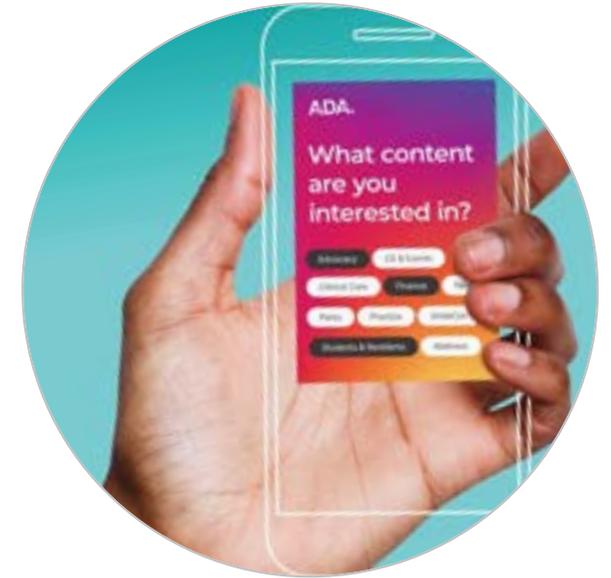
ENTERPRISE



Goal 1
Agile Governance



Goal 2
Collegiality and Synergy



Goal 3
Digital Experiences



Goal 1

Agile Governance

Agile helps an organization define its future by fulfilling key business objectives.

It enables organizations to respond to change quickly and make improvements to adjust to disruptive and opportunistic demands.

Emphasizes goals over process.

Its principles drive customer focus, sustainability, innovation, and nimbleness.



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STRATEGIC FORECASTING

Harnesses the collaborative power of the ADA House of Delegates, Councils, Board of Trustees, and the Professional Team

Strategic Forecasting Timeline

Oct. – Dec. 2022

SFC and SFC Procedures Established
Office 365 Education
Mission-Based Accountability Preparation

Office 365 Initiation
SFC Subcommittees
SFC Reporting and Action Groups SOP
SOP for Vision
Finance Revision Ongoing

Jan. – Mar. 2023

Apr. – June 2023

Staff hiring begins
SFC Regional Meetings
Action Groups Process Initialized
Office 365 Ongoing

SFC is on schedule

SFC House of Delegates Report Process
Office 365 Operational for House of Delegates

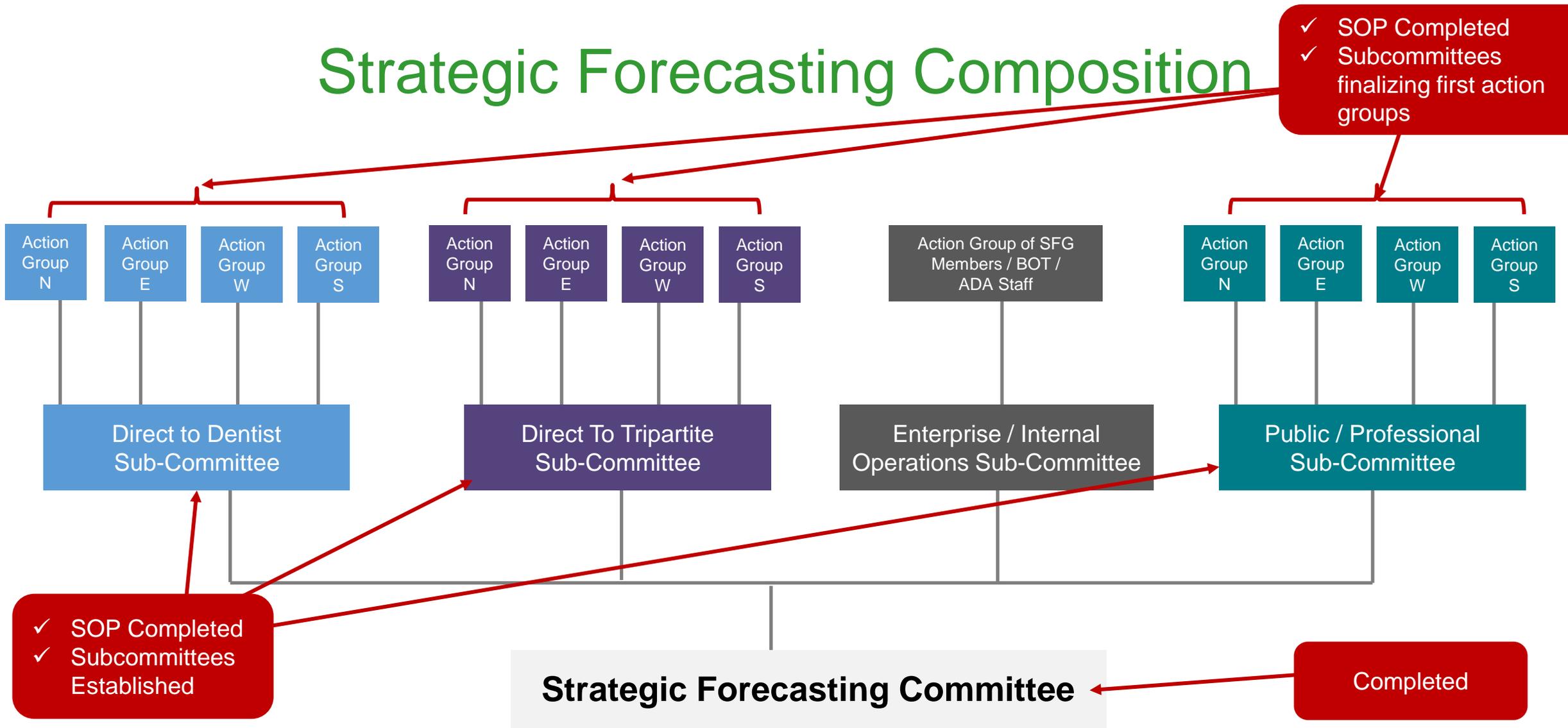
July – Sept. 2023

Sept. – Dec. 2023

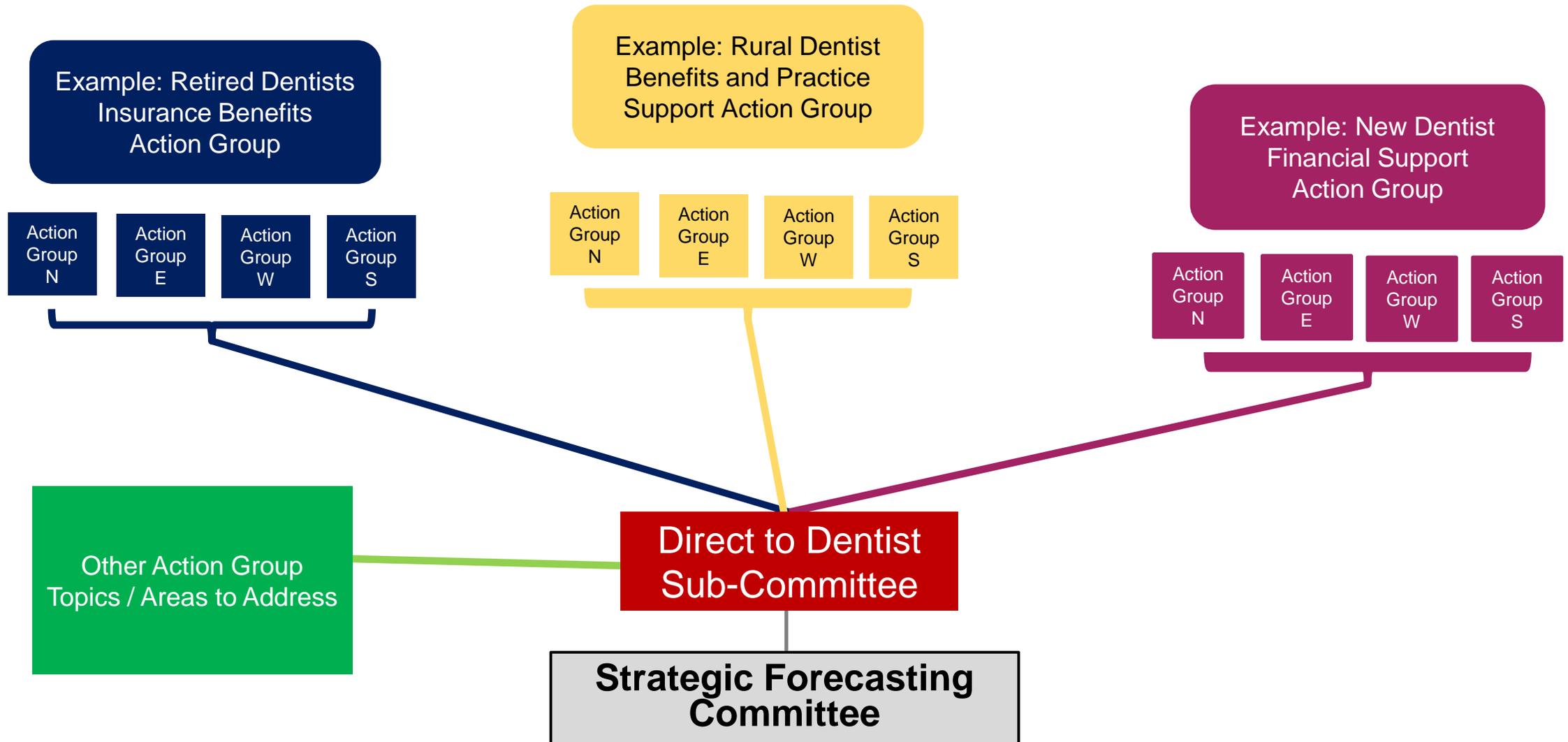
SFC Full Operation
HOD Approval of first Strategic Forecast
Office 365 in Operation
Mission-Based Accountability Initialized

*Time factors may vary, and main goals may be readjusted in the timing.

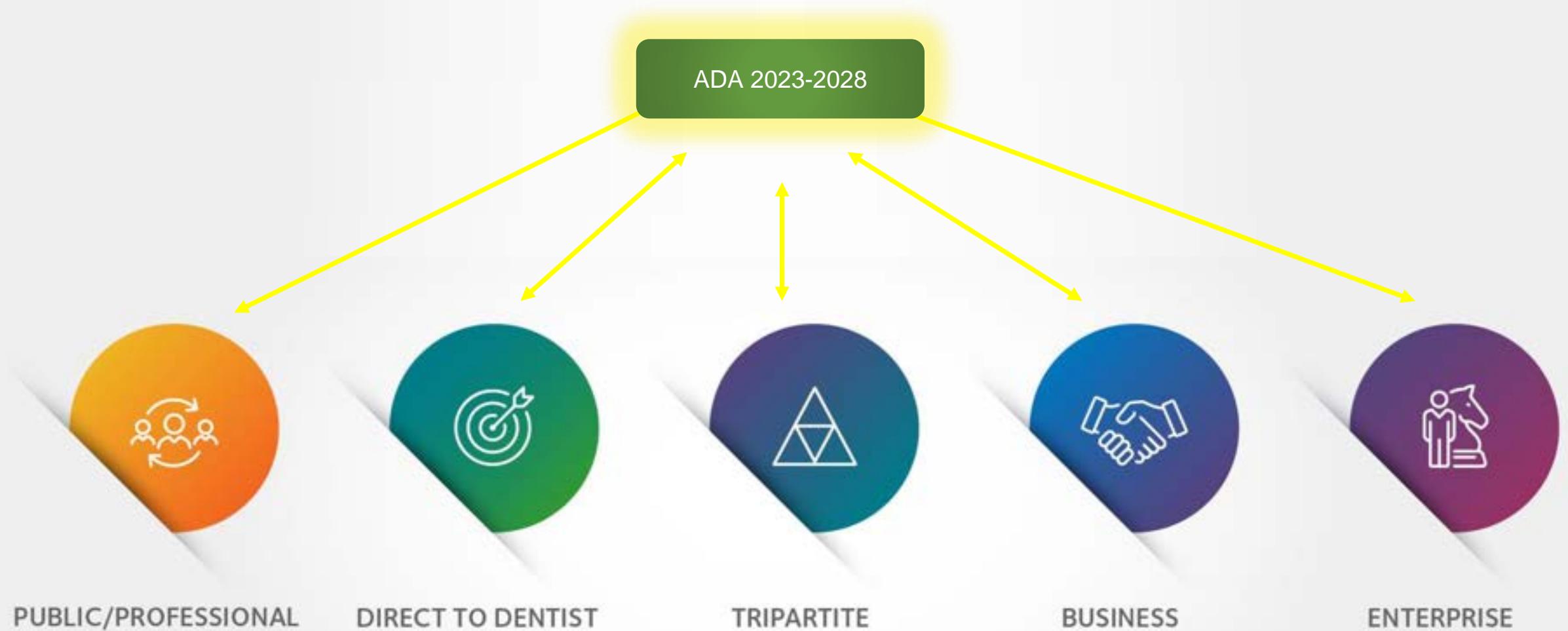
Strategic Forecasting Composition



Strategic Forecasting Composition 2024 and Beyond



SFC provides what it takes to become the ADA of 2028...
 ...if we learn and implement from it.





Goal 2

Collegiality and Synergy

Driving global opportunities to make people healthy by...

- **Uniting organized dentistry for a common cause**, including specialty, affiliate, and international organizations
- **Continued engagement with dental education**, including ADEA, dental schools, faculty, and leadership
- **Embracing all dental professionals**, including dental assistants, dental hygienists, office managers, industry and manufacturing colleagues, academics and researchers, and federal services, along with other health care providers — focusing on our global profession

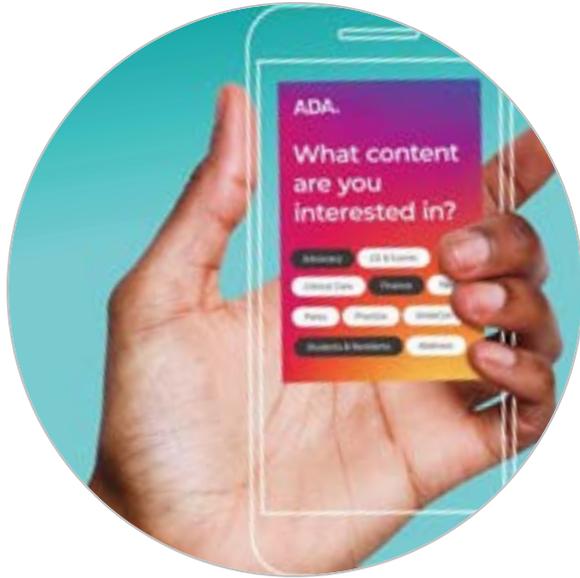


Goal 2

Collegiality and Synergy

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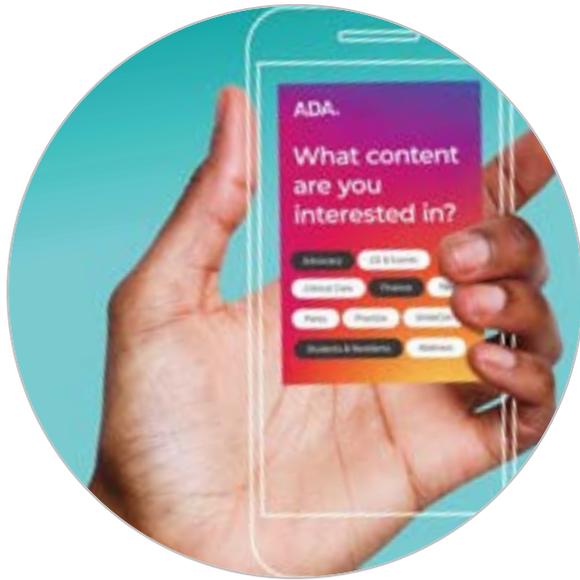
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Goal 3 Digital Experiences

Delivering our members and customers what they want — when, where, and how they want it via...

- **A multi-channel approach:** Member App, ADA.org, podcast, and other venues
- **Showcase of the ADA's products and services:** Tailored based on user's needs, interests, and previous engagement
- **Customized content delivery:** Supported by AI and putting the user in control – creating an individual member experience



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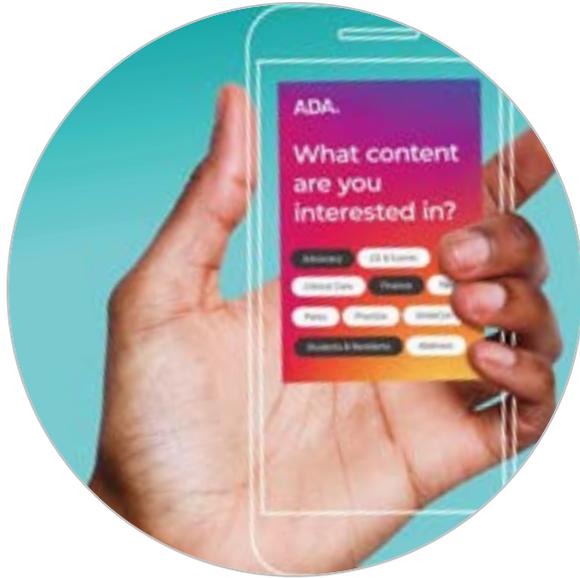


The average cell phone user accesses **9-10 apps per day** and an average of **30 apps per month.**

*Zippia; Flynn J., March 2023



Imagine...
ADA as 10 percent
of your digital day



Goal 3 Digital Experiences

+

**Membership
Opportunities**

Digital experiences create new avenues for the ADA to be a convener between dental professionals, their goals, and our community.

- Practice Management Resources
- Technologies and Products
- Career Opportunities
- Continuing Education
- Research and Policy Insights
- Grassroots and Large-scale Advocacy

We're broadening our multi-channel approach for offering our benefits to members where they are – think podcasts, social, video, and other digital venues.

A new membership model can position us for success.

A New Model for ADA Membership

Building on Our Value Proposition

	Bronze Student	Silver Entry Membership	Gold Standard Membership	Platinum Membership	Concierge Membership
Benefits level 1	✓	✓	✓	✓	✓
Benefits level 2	<div style="background-color: #4CAF50; color: white; padding: 10px; border-radius: 15px; text-align: center;"> <p><i>With Exciting and Inviting Ways to Move to the Next Level!</i></p> </div>			✓	✓
Benefits level 3				✓	✓
Benefits level 4				✓	✓
Benefits level 5					

**Benefits for each membership category to be established

Five Business Values Driving Our Mission...

Customer/ Member Focus

The ADA will be the premier organization to serve and support the dental profession, with an eye on the improvement of public health, patient care, and health care delivery.

Sustainability

The ADA will be a financially and operationally stable organization that keeps pace with the profession's needs, market demands, and environmental shifts.

Innovation

The ADA will be the center of insight, inventiveness, and creativity in its products, programs, services, advocacy, and outreach.

Nimbleness

The ADA will be a dynamic organization that adapts quickly to change and emerging opportunities.

Global Presence

The ADA will be the go-to international voice for oral health and related topics.

...with Mission Driving Our Metrics

Customer/ Member Focus	The ADA will be the premier organization to serve and support the dental profession, with an eye on the improvement of public health, patient care, and health care delivery.
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Nimbleness	The ADA will be a dynamic organization that adapts quickly to change and emerging opportunities.
Global Presence	The ADA will be the go-to international voice for oral health and related topics.

Evaluation of outcomes will be based on metrics from each mission.

This is the heart of **Mission-Based Accountability.**

Let's talk about
progress and accomplishments...



PUBLIC/PROFESSIONAL



DIRECT TO DENTIST



TRIPARTITE



BUSINESS



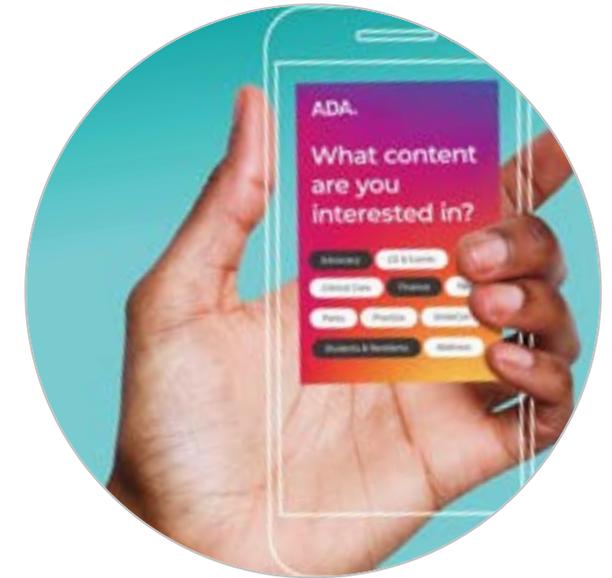
ENTERPRISE



Goal 1
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Goal 3
Digital Experiences

- **Board of Trustees investment in Massachusetts fight for medical loss ratio for dentistry**, whose success set the stage for similar legislation in other states and a play book for others to follow.
- **House of Delegates' development of special committee on Employee Retirement Income Security Act (ERISA) to explore ways to reform dental plans** for the benefit of patients and providers—in addition to ongoing advocacy.
- **Continued engagement of deans and dental schools** across the country regarding the current needs in dental education and the workforce of the future. This includes advocacy on educational debt for students and faculty and **Strong advocacy for student loan debt relief and resident loan deferment.**
- **Ensuring that ADA science and standards areas are resourced and aligned** to address emerging research trends that could affect clinical practice and the overall profession.
- **Fostering collegial and supportive relationships** with affiliate dental organizations.

LOOKING AHEAD...

- **2024: Continue to drive licensure reform and portability** toward practical solutions
- **In 2024 – 2025, ADA Public Awareness and Education Campaigns**, with national launch and international expansion
- **2024-2025: of ADA Seal Program** promotion and expansion





DIRECT TO DENTIST

- **Defined new, high-priority D2D Programs that delivers the tangible value** of organized dentistry to every dentist in every practice setting nationwide, with a specific focus on enhancing the dental experience for students and new dentists.
- **D2D Career Pathways, for example,** is accelerating to expand and add new modules for various practice modalities. This will start to show up on the ADA Member App, on the web, in social, and in person over the back half of this year.
- **The ADA now manages dentist interaction with third parties** to create a better, more custom experience.
- **Mentor Program is now initiated in the app and starting operation.** Members can now opt-in to the program through their profile and create that relationship via chat and chat filters.
- **Digital platforms, such as ADA.org and ADA Member App, are delivering customized individual membership experience,** opening the doors to new horizons for connection.



DIRECT TO DENTIST

- **ADA's integration with Broadcast Med enables digital-first publishing, which helps us serve the right content to the right audiences at the right time.** We're leveraging actionable insights for customer engagement and revenue growth.
- **ADA is making a strong defined launch of impacting the ADA's presence in the social media world.** We have begun an entirely new social media campaign including our new program of social influencing.
- **The ADA app as a MVP, continues to make strong headwind and provide us so much real-time and valuable information.** The ADA app downloads continues to and the ada.org is seeing more hits and access than every before and will be the main building blocks for our next generation app.

LOOKING AHEAD...

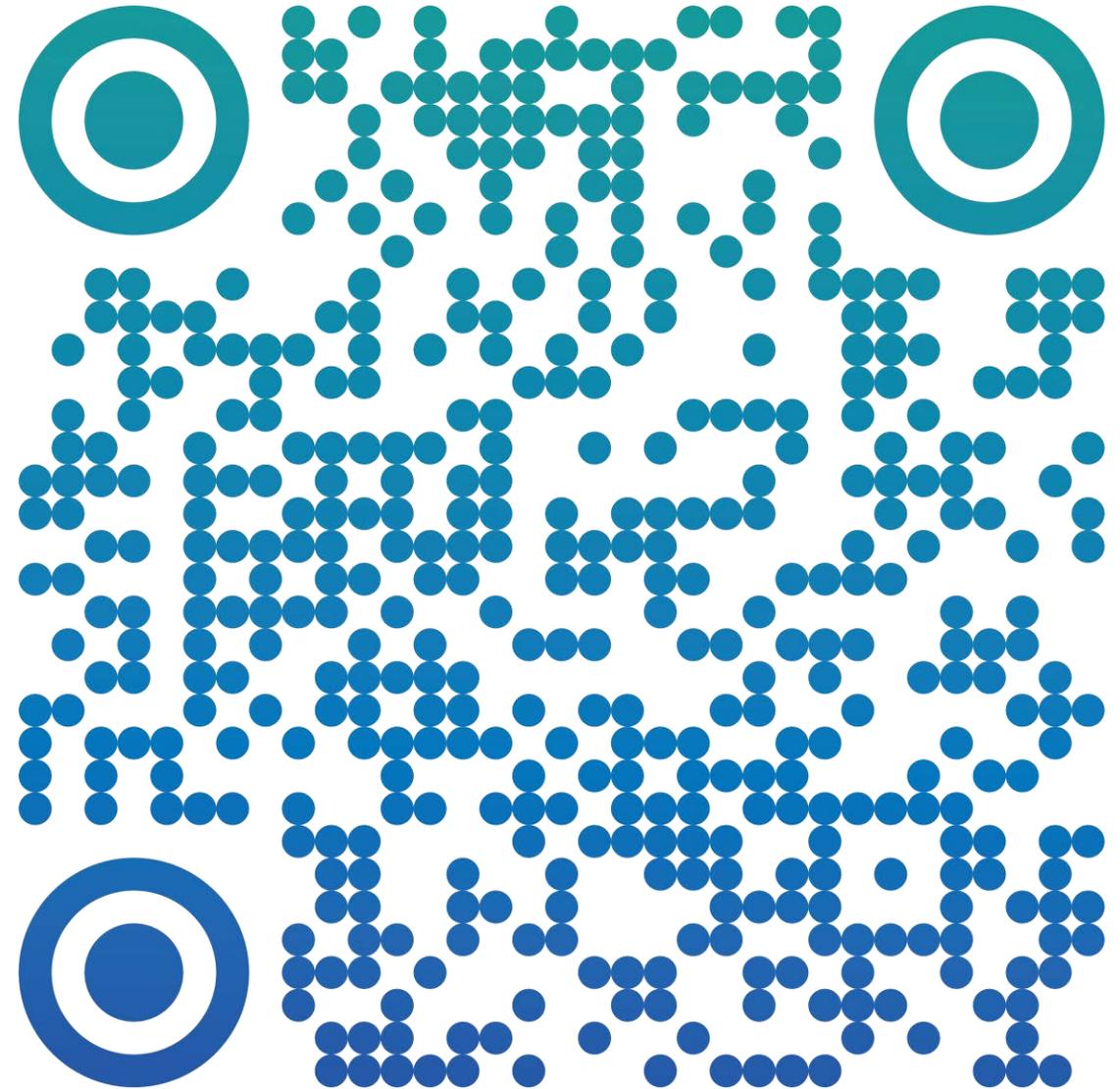
- **2024: ADA App renovation and Additional Integrated Services**
- **2024-2025: More Developed and Integrated Mentorship section**
- **Further development** of all these currently developed areas
- **New ADA Membership Model** launches January 1, 2025

ADA Member App

Perks in the palm of your hand:

- Chat, Mentor, Connect
- Digital wallet
- Custom newsfeed
- Career tools & insights
- Dental Sound Bites™ bonus content

Download the app now – scan the QR or visit ADA.org/App





- **AMS transition to Salesforce/Fonteva set for 2024 launch – less than one year away!** These platforms are free to every state and local, lifting millions of dollars from their operating expenses.
- **Data insights and knowledge sharing will be jointly owned** by societies at all three levels — local, state, and national.
- **Operational and strategic support provided by national** – including marketing, technology, finance, legal, and governance support – enables state and local to maximize resources to prioritize member engagement and satisfaction.
- **State Public Affairs program assists state societies with policy development, strategy, and grant funding** to drive the legislative and regulatory changes that improve local practice environments. **SPA grants will see increases over the next five years.**

LOOKING AHEAD...

- **ADA leading Aptify replacement with Fonteva / Salesforce July 2024**
- **New ADA Membership Model** launches January 1, 2025
- **Dues change (five-year goal) begins 2024**



BUSINESS

- **The Board of Trustees' Innovation Advisory Committee** — which guides product and service development for four ADA customer groups — is now in full operation.
- **International business initiation** underway for ADA products, services, education, and science and research interaction.
- **Analysis of current ADA products and services** — along with idea generation, growth, and launch of new opportunities — continues with new product distribution slated for 2025.
- **Expansion of our current catalog products services** through our digital systems and custom content delivery.
- **Continued development of new modules for dental career services.** Introduction of additional career modules will be introduced later this fall.

LOOKING AHEAD...

- **2024: Continued development and release of new ADA products and services**
- **2024: Continued international market**
- **2024-2025:** Establishment of collegial agreements for product endorsement from components and constituents



ENTERPRISE

- **Introduced and championed governance reform, approved by House of Delegates.** Strategic Forecasting opens decision-making process up to more dentists who are diverse by skill set, practice experience, and perspective from all levels in our organization. The faster process gears up in earnest with this coming House of Delegates.
- **Transitioning from Quarterly Management Report to Quarterly Business Review,** which is customer-focused, forward-looking, tied to the Strategic Forecast, and fit for quarterly/annual decision making and prioritization.
- **Improving budgeting process to sharpen customer focus in planning and enable prioritization of deliverables** represented by ADA programs. Greater visibility fosters accountability and strategic insight for efficiency and sustainability.
- **Updating technology and systems to streamline operations and reporting,** including financial reports and communications tools via Microsoft 365.
- **Agile integrated in daily professional team operations,** including work management guide to advise program leaders on how to write, record, and analyze programs according to Agile best practice. This will run in the background of SFC as staff adds more information to proposals, evaluates, and ranks programs in flight.

LOOKING AHEAD...

- **2024: Fonteva / Salesforce change over from Aptify**
- **2024: Mission-Based Accounting** in full operation
- **Beginning January 2024: Strategic Forecasting Committee fully operational**



ENTERPRISE

- Membership and Tripartite Support (Fonteva/Salesforce Conversion)
- Continuing Education – in-person, virtual, and self-guided
- Publications and Personal Delivery
- Codes and Standards Support
- Next-level App Development
- Website Development and Integration
- Podcast Production, Indexing, Delivery
- Lobbying
- ADA Seal Program
- Expansion Support for ADASRI
- Career Services
- Customer Service Systems and Infrastructure
- Conference Services, Development, and Growth
- Evidence-Based Research and Development
- Consulting Services
- Insurance
- Testing Services

Back-end support from Enterprise / Internal bolsters activities across all ADA customer groups

ADA Subsidiaries

ADA Science and Research Institute (ADASRI)

- Interim Director / National Search in operation
- Evaluating Core Values
- Expansion of ADA Seal Program and Products
- Media Promotion
- Increased Grant Submission
- Recognition and Awards
- Strategic and Business Plan Development



ADA Subsidiaries

ADA Business Enterprises, Inc. (ADABEI)

- Assessing New Contracts and Services
- Elevated Presence via Marketing and Promotional Efforts
- Strategic and Business Plan Development
- Integration into ADA Member App and other ADA Services



ADA Subsidiaries

ADA Foundation (ADAF)

- Strategic and Business Plan Development
 - Basic Philosophy: **G.I.V.E.** – **G**rowth, **I**nnovation, **V**alue, **E**volution
- Governance Changes, Skills-Based Board
- In addition to newly developed areas, three centers of focus: Give Kids A Smile, Give Vets and Smile, and Charitable Gifts
- Very exciting future; First full board meeting September 2023



The Opportunities Are Endless



It's a new day for
dentistry



....and for our ADA

We can no longer be in the business of
playing it safe or living the past...



Creating possibilities of greatness for all.

ADA[®]

ADA American
Dental
Association



Raymond A. Cohlmiar, DDS
Executive Director
American Dental Association

cohlmiar@ada.org
405-620-2420



Scan this for my
contact information.

Break & Group Activity

10:30 – 10:45 AM:

Break

(Restrooms on the first floor)

10:45 – 11:10 AM:

Group Activity at Assigned Tables

(Group Table on Back of Name Tag)

11:10 – 11:20 AM:

Make Your Way Back to Your Seats

11:20 – Noon: Panel Discussion



Group Activity

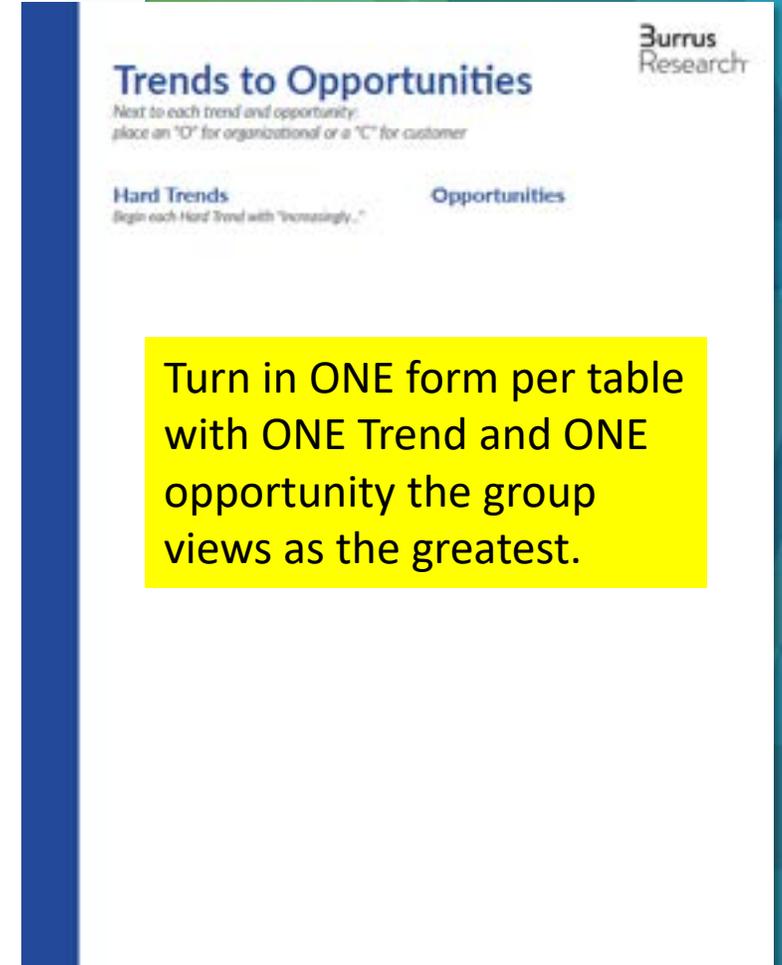
What Hard Trends

Will Impact Your Practice and/or
Customers The Most
In The Next Five Years?

What Are The Related Opportunities?

Use The Three Hard Trend Categories:

1. Technology
2. Demographics
3. Regulatory



Trends to Opportunities
Burrus Research

Next to each trend and opportunity,
place an "O" for organizational or a "C" for customer

Hard Trends
Begin each Hard Trend with "Increasingly..."

Opportunities

Turn in ONE form per table
with ONE Trend and ONE
opportunity the group
views as the greatest.

Panel Session:



Carmelo Cinqueonce, MBA
Executive Director
Minnesota Dental Association



Shelly D. Fava, MA, CAE, CMP
Executive Director
Metro Denver Dental Society



Brenna Sadler, APR
Director of Membership &
Communications
Wisconsin Dental Association



Dr. Lisa Conard
President-Elect
Indiana Dental Association



Lunch

12:40 pm: Presidents-Elect Depart for ADA Building
Presidents-Elect Conference Resumes:
ADA 22nd Floor
1:00pm

12:50 pm: Management & Membership Depart for ADA
Building
Management & Membership Conference Resumes:
ADA 2nd Floor
1:10 pm

ADA Presidents-Elect Conference

REIMAGINING
OUR TOMORROW
NATIONAL • STATE • LOCAL

Sponsored by:



Welcome Remarks

Dr. Linda Edgar
ADA President-Elect



Dental Insurance Reform



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

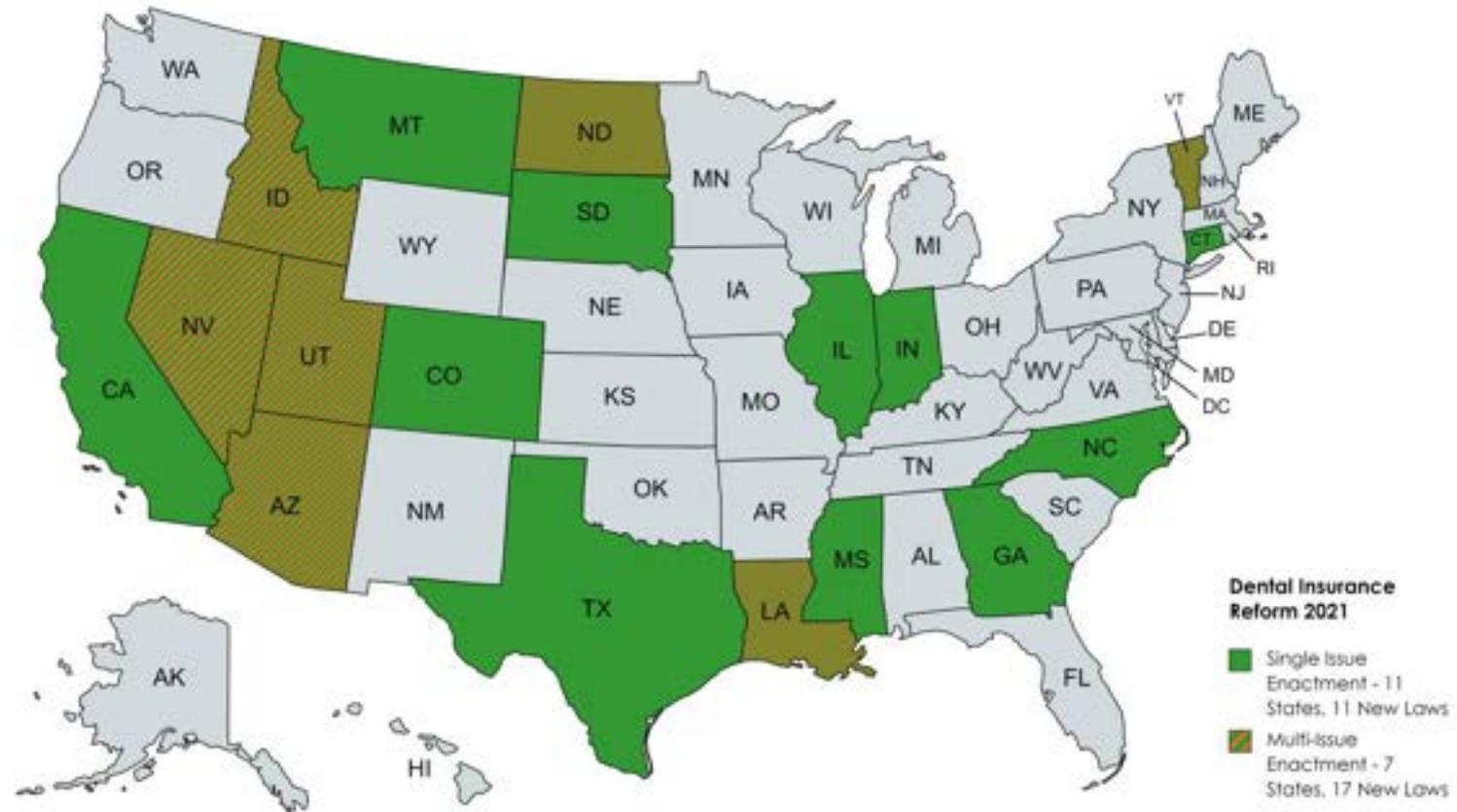


Chad Olson
Director, ADA Department of
State Government Affairs

Federal Update

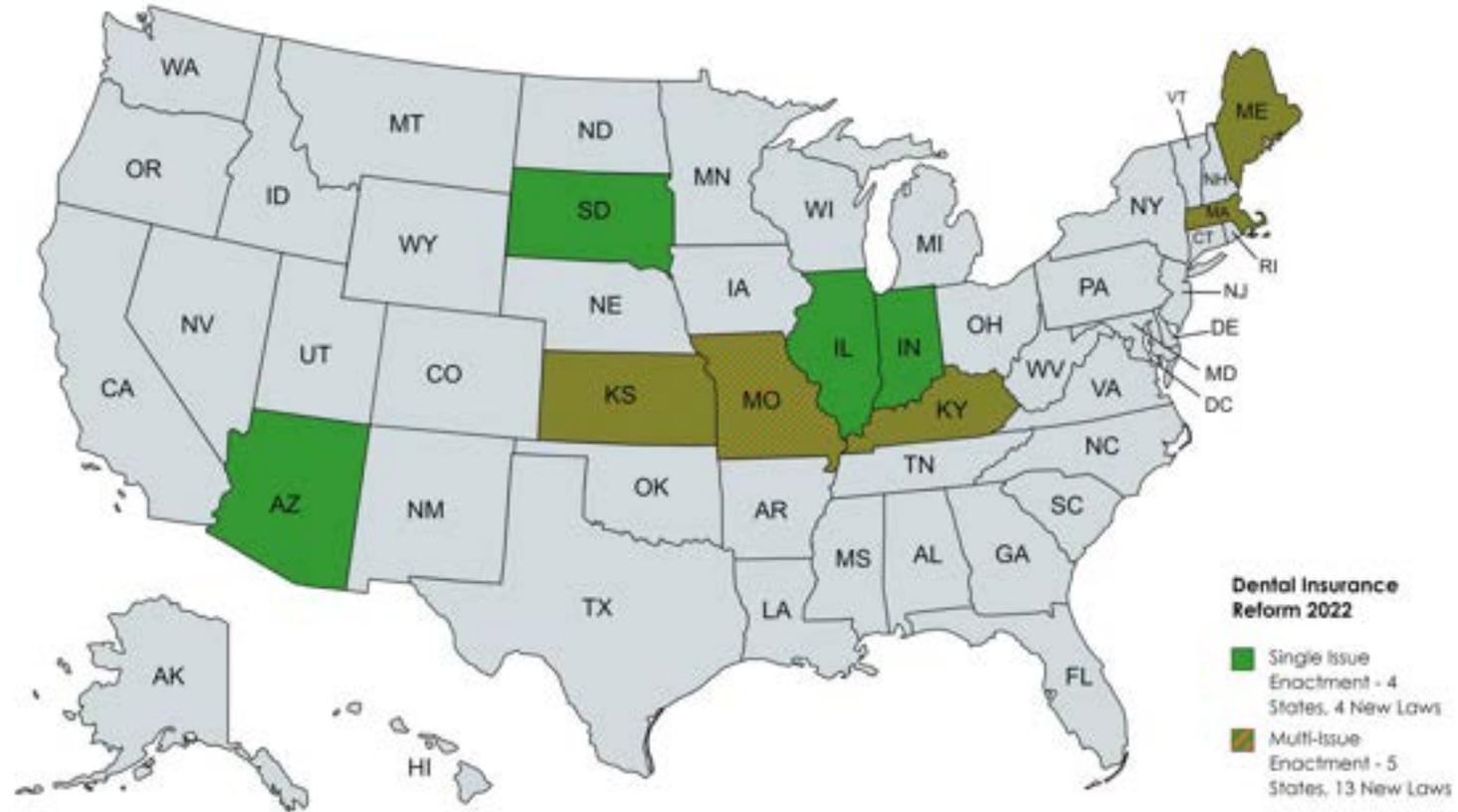
- **DOC Access – Federal Noncovered Services bill**
- **ERISA Special Committee**
- **The OVERALL goal of state and federal efforts is to bring the dental insurers to the table**

State DIR Wins in 2021



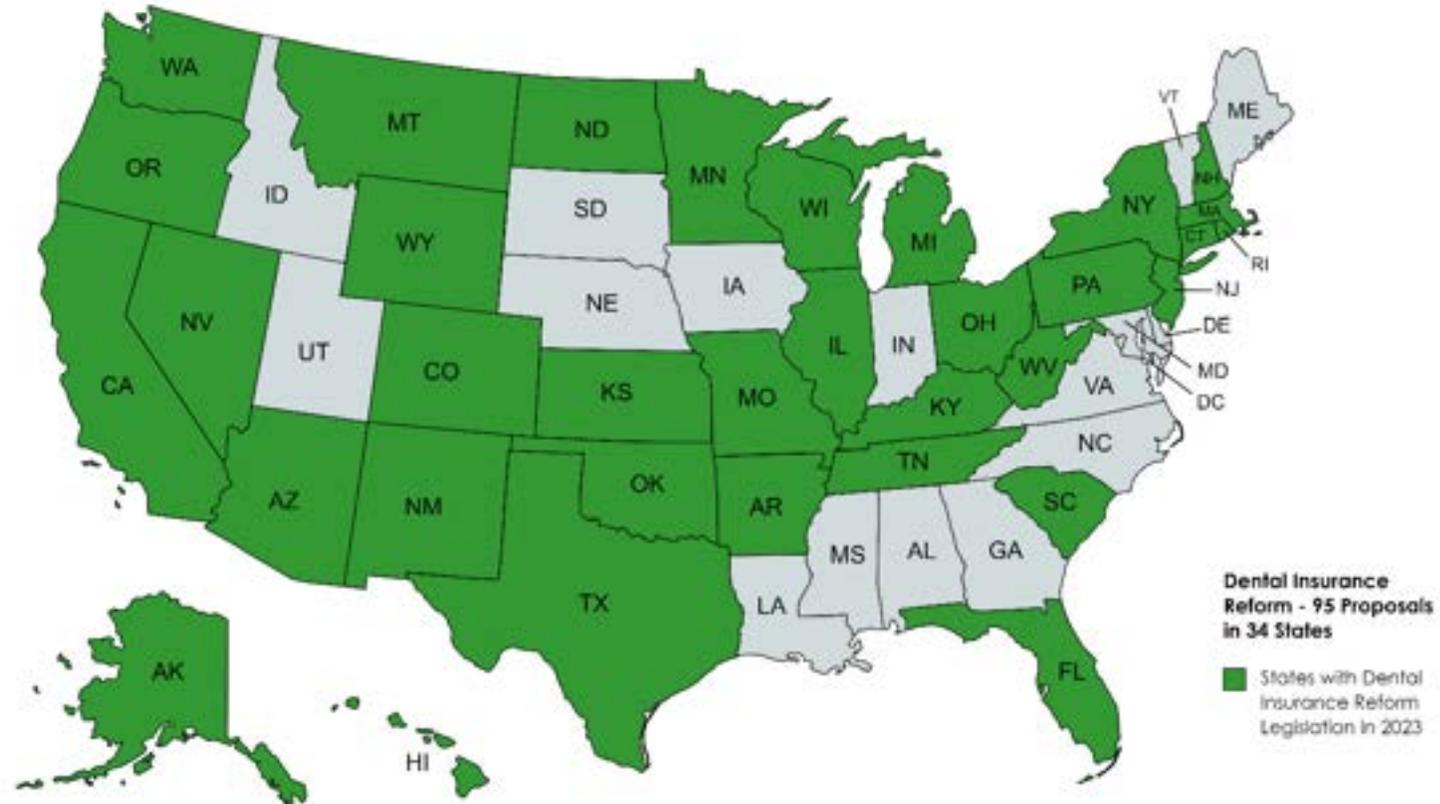
Created with mapchart.net

State DIR Wins in 2022



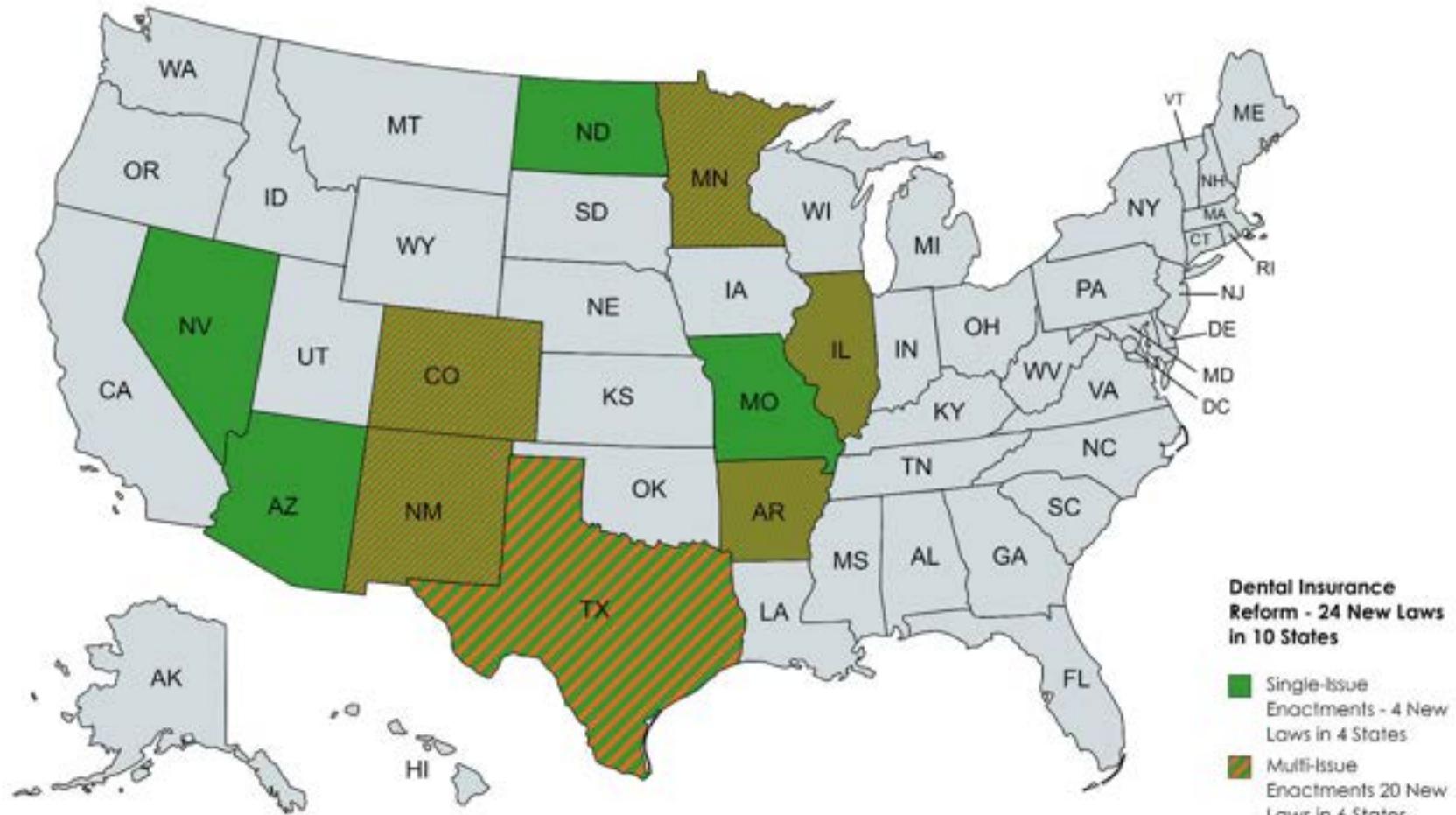
Created with mapchart.net

Total Dental Insurance Reform Bills Filed in 2023



Created with mapchart.net

State DIR Wins in 2023



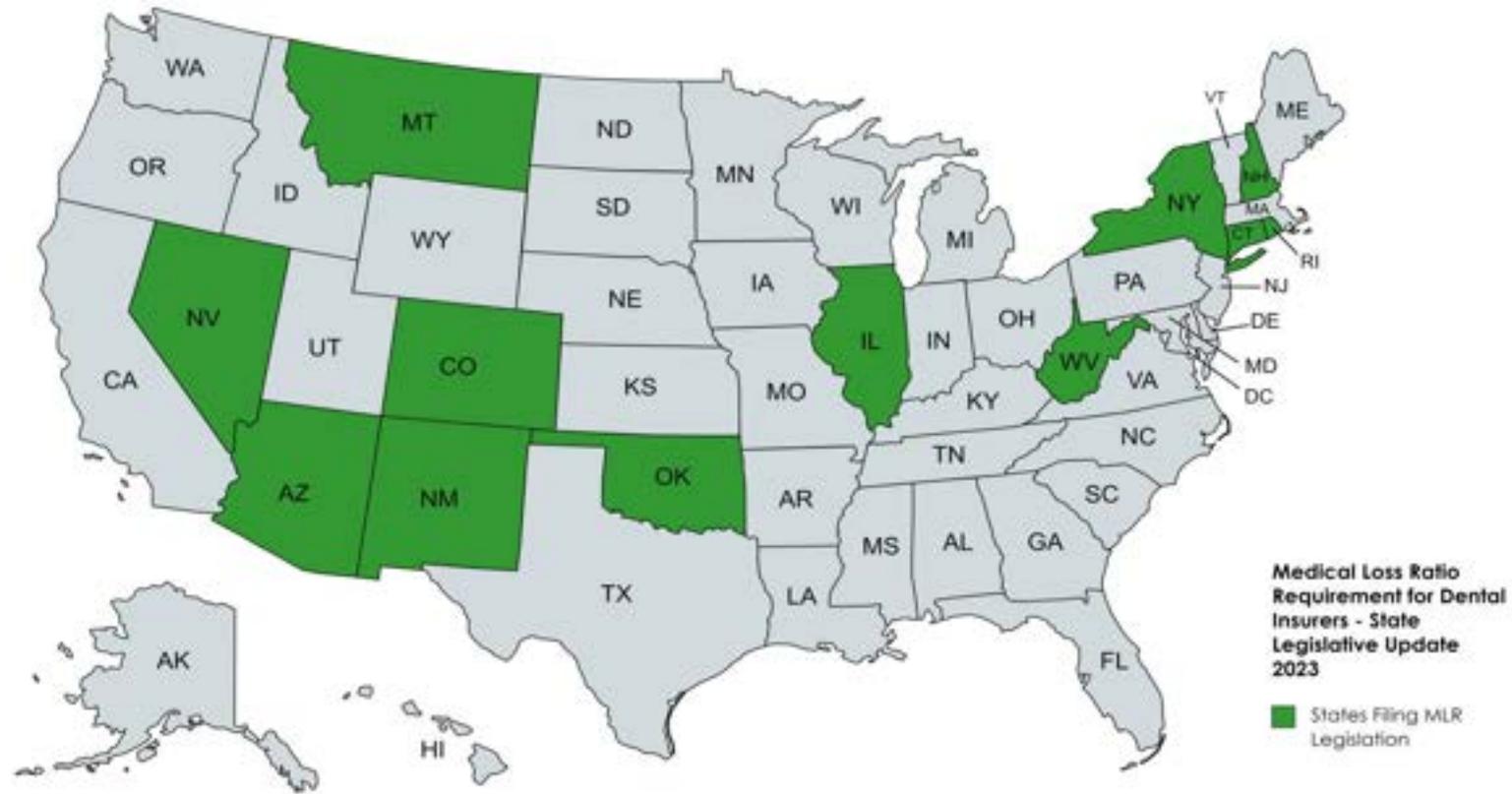
Victories in 2023 – 24 new laws in 10 states

- **Network Leasing**
- **Assignment of Benefits**
- **Virtual Credit Cards**
- **Disallow**

4 Essential Components of MLR Bill

- **Definitions**
 - Ensure definitions are comprehensive relative to your state's statute; work to be sure dental insurers whether stand-alone or embedded in medical plans are included.
- **Transparency**
 - Require dental insurers to submit data to the proper state authority the components of the MLR calculation and resulting MLR percentage.
- **Rebate/Refund**
 - Establish an MLR standard-set the minimum percentage dental insurers must meet.
 - Establish that dental insurers are required to initiate a refund to subscribers if they fail to meet an established MLR percentage.
- **Rate Review and Approval Requirements**
 - Require dental insurers to annually file their premium rates with the state insurance authority.
 - Empower the state authority to disapprove rates that are excessive/unreasonable.

MLR Bills Filed in 2023





What the ADA I think does very well ... is advocacy, having legislative contacts and being able to, throughout the tripartite, galvanize dentists around a particular issue. I think of the recent victory on ... Prop 2 in Massachusetts, there are legislative gains that ... (a) DSO certainly cannot do.

– DSO leader





If there was a group that could provide strong advocacy with payers, I think everybody would love that. As dentists, for the most part, we feel pretty bullied as a profession by the insurance industry, and I think that's an opportunity. I don't think that's a unique feeling, I think it's pretty shared.

- DSO-Supported Dentist



Case Studies – How MLR is Working to Support Dental Insurance Reform

- Rhode Island
- New Mexico
- Nevada

Questions?

Creating and Sustaining a Strategic Board of Directors

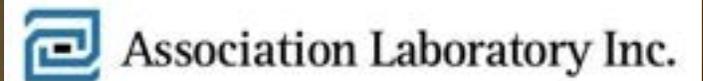
Dean A. West, FASAE
President, Association
Laboratory, Inc.

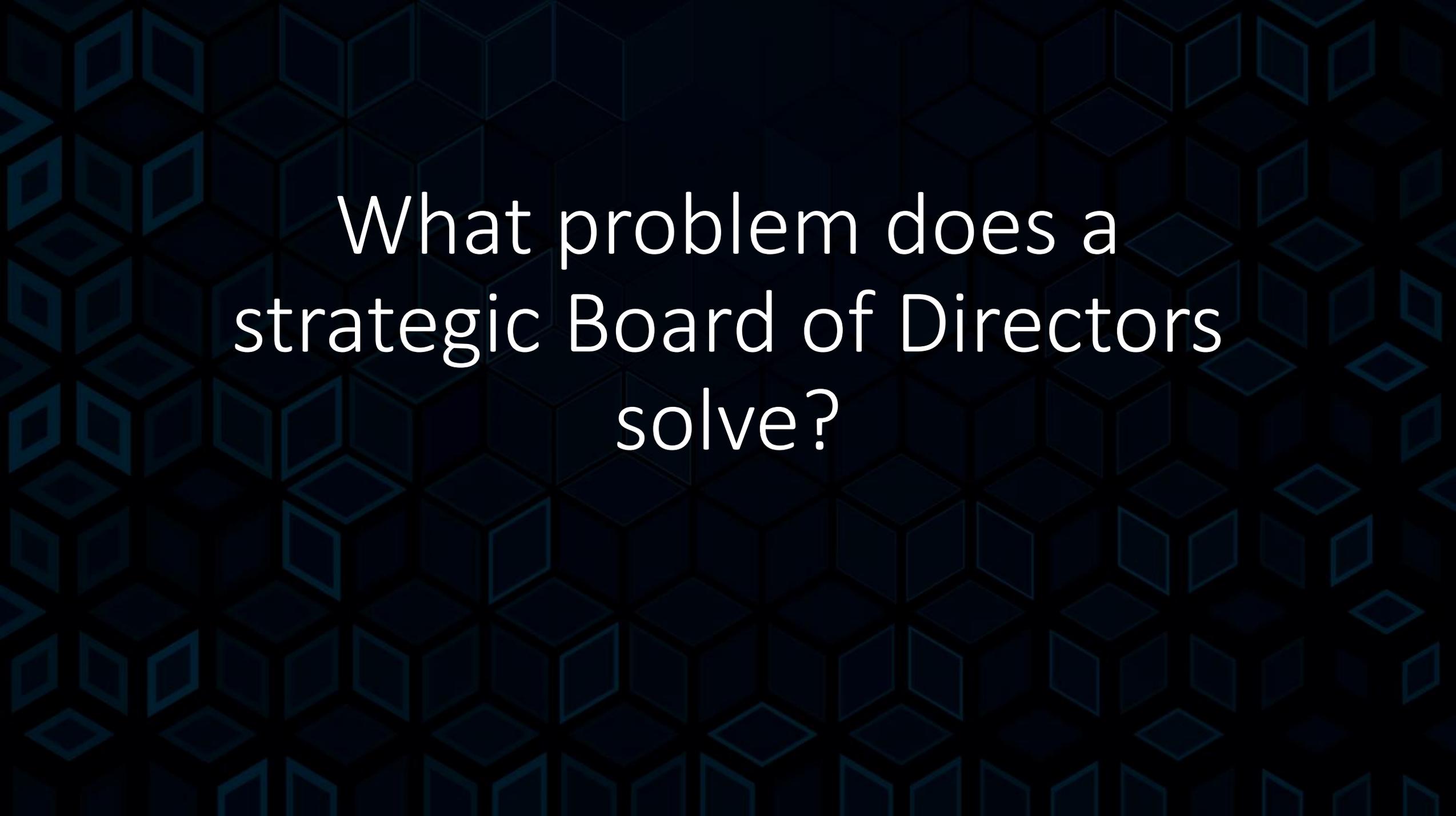


Creating and Sustaining A Strategic Board of Directors

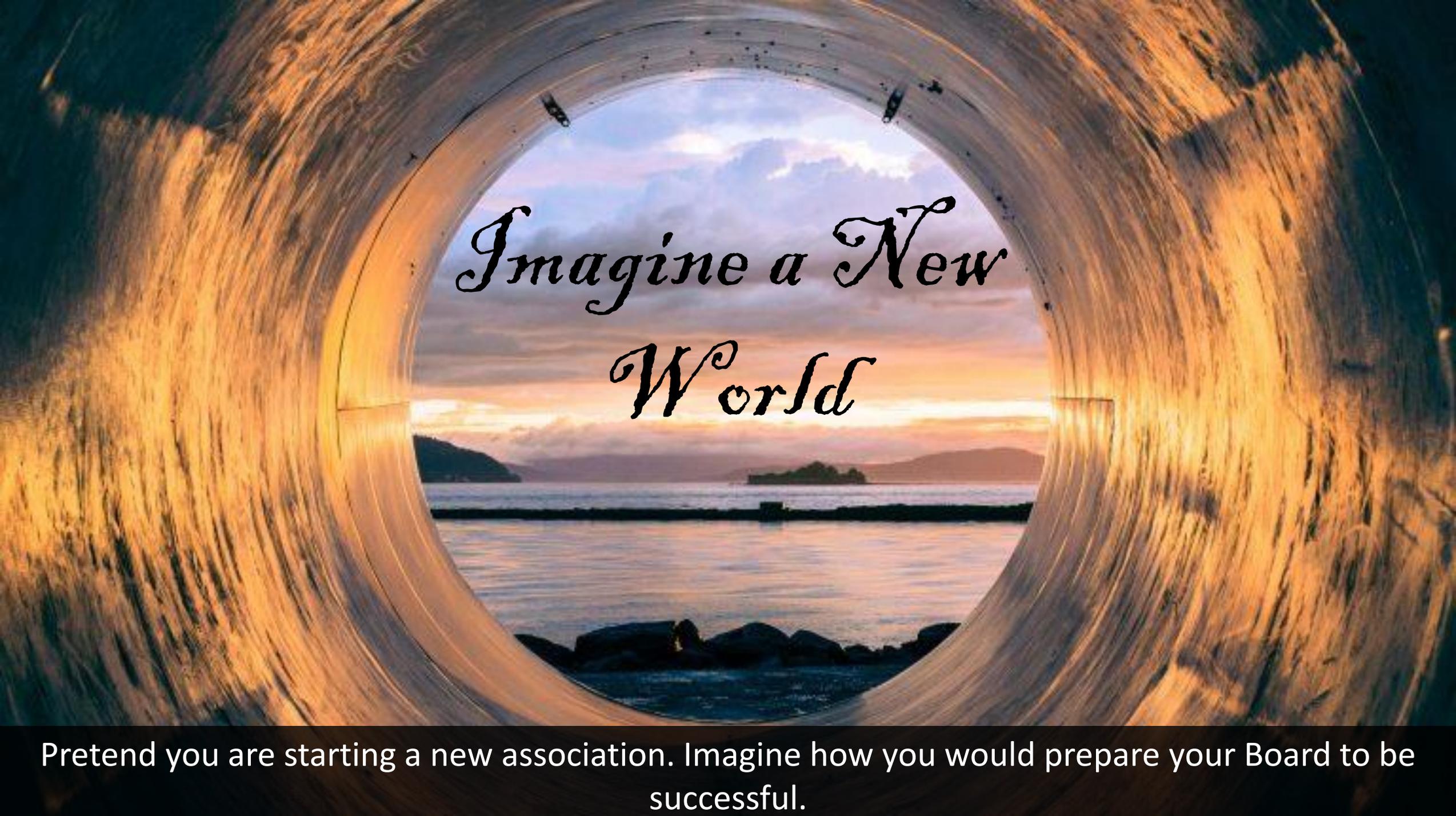
A presentation by Dean West, FASAE

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What problem does a
strategic Board of Directors
solve?

A circular opening in a wooden structure, possibly a tunnel or a well, looking out at a sunset over a body of water. The sun is low on the horizon, casting a warm, golden glow across the sky and water. The water is calm, reflecting the colors of the sunset. In the distance, there are hills and a small island. The wooden structure is made of vertical planks, and the opening is perfectly circular.

*Imagine a New
World*

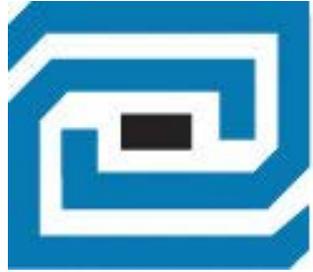
Pretend you are starting a new association. Imagine how you would prepare your Board to be successful.

A hand holding a magnifying glass over a globe, symbolizing focus and investigation.

Goal?

Understand
the future of
the association
business
model.

- Understand the issues impacting association members.
- Identify the challenges these issues create for associations.
- Assess the strategies association leaders consider essential to their success.



Association Laboratory Inc.

RESEARCH ALLIANCE

Looking Forward[®] Study Series

- **Issues** – What factors are impacting association members?
- **Impact** – What is the impact of these factors on associations?
- **Innovation** – How are associations adapting?

Looking Forward Impact assessed more than 60 factors impacting members and more than 75 challenges impacting associations. Looking Forward Solutions assessed more than 130 potential strategies across 11 domains.



The World Facing Decision-Making



3 Fundamental Factors Shaping the Future of Associations

- Technological Interconnectedness
- Disruption of Historical Behaviors
- Competition

Technological Interconnectedness



Everyone and
everything can
communicate with
everyone and
everything.

Emerging technological forces and their acceptance by the market have been accelerated by the Pandemic.

Technology has eliminated traditional boundaries.

- Money
- Information
- People

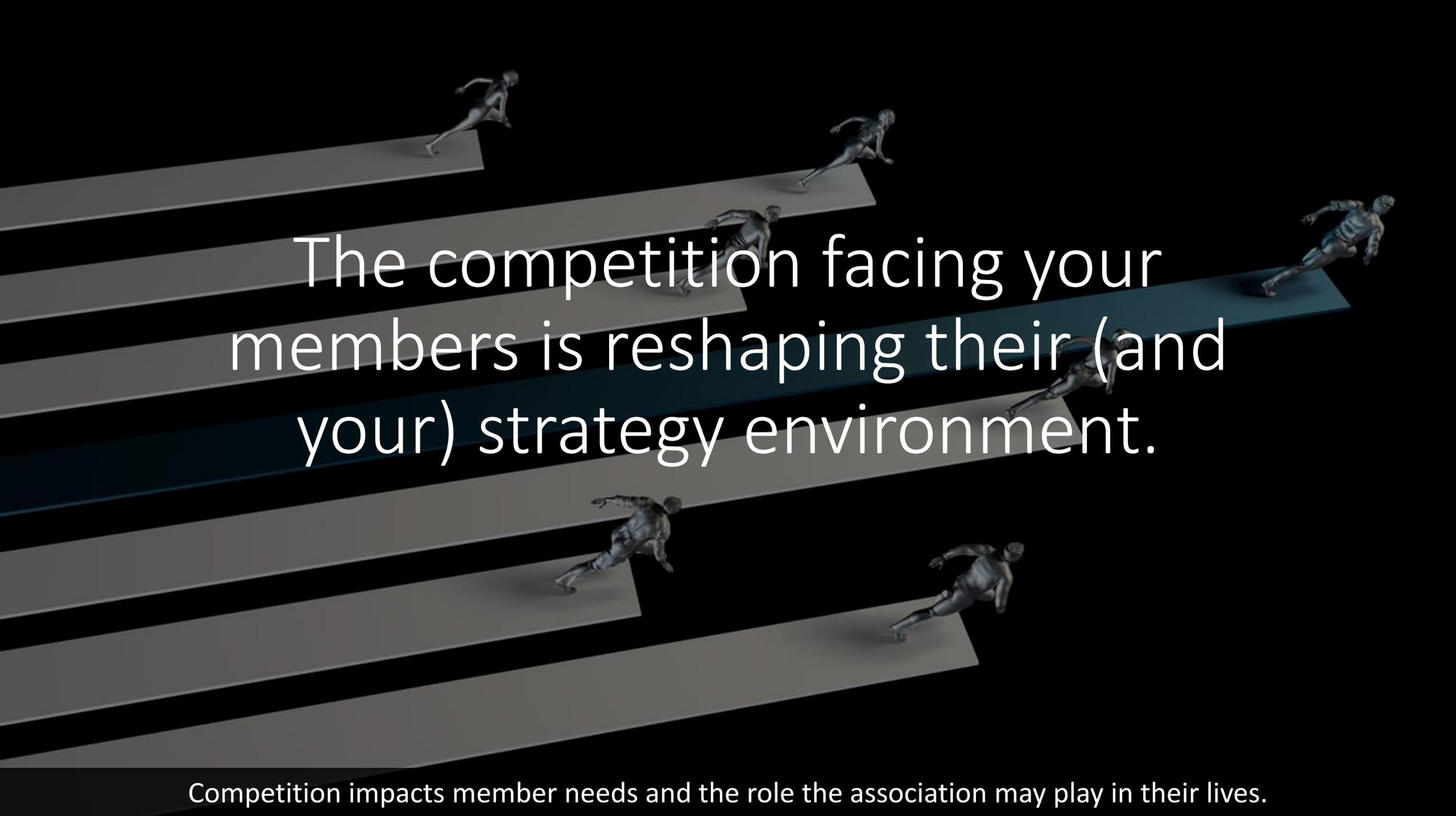


Traditional historical boundaries created by geography have been effectively eliminated.

The historical
pattern of
members'
behavior is
different.



People are reevaluating their work, life and relationships.



The competition facing your members is reshaping their (and your) strategy environment.

Competition impacts member needs and the role the association may play in their lives.



Everything is
being evaluated.

- Boundaries are disrupted.
- Relationships are disrupted.
- Behaviors are disrupted.

A person in a dark suit stands on a wooden pier extending into a misty, grey sea. The scene is dimly lit, creating a contemplative and somewhat somber atmosphere. The text is overlaid in white, centered on the image.

How does a more strategic
Board help in this
environment?

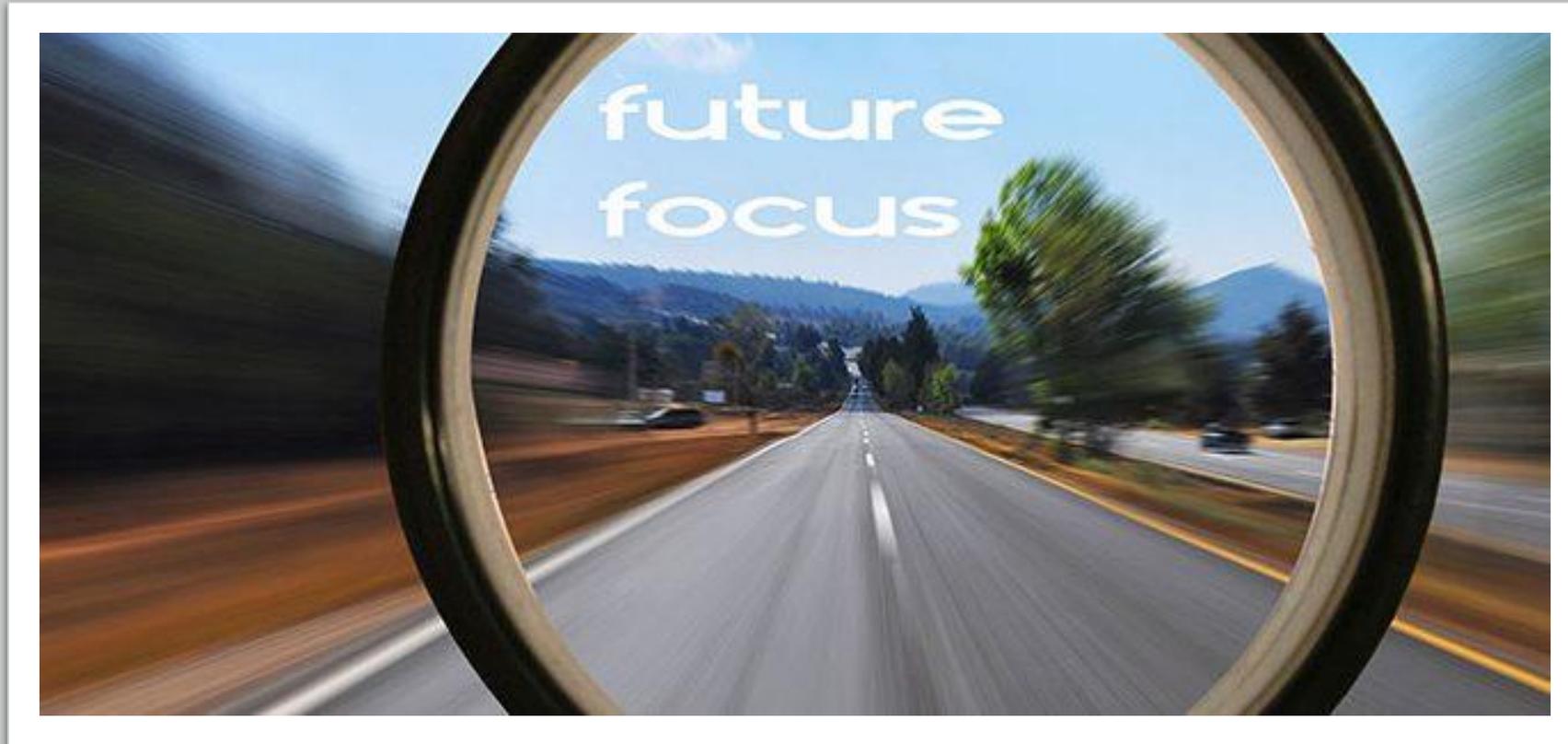
In a highly competitive and dynamic environment, characterized by low barriers to information, financial and competency exchange, effective decision-making is essential to success.



Creating a Strategic Board

38% of association chief staff officers are concerned about creating or sustaining a strategic Board of Directors.





Strategic Mindset

38% of chief staff officers are concerned about getting volunteer leaders futured focused, away from operations.



Improve Young Leader Engagement

41% of association chief staff officers are concerned about engaging young members in volunteer leadership.



Expanded Diversity of Viewpoint

46% of association chief staff officers are concerned about identifying and recruiting diverse leaders.

A group of business professionals in a meeting. One person is pointing at a tablet displaying a chart. There are coffee cups on the table. The text 'What is a Strategic Board of Directors?' is overlaid in the center.

What is a Strategic Board of Directors?

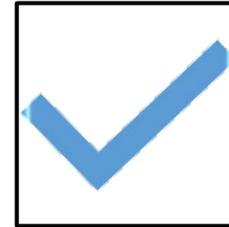
4 Characteristics of a Strategic Board



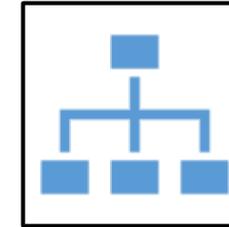
Future Focused



Establishes, Prioritizes, and
Monitors Goals and Interim
Measurement Standards



Models Strategic Decision-
Making Competencies



Promotes Accountability
within the Board and in the
Board/Staff Relationship

The image features a group of approximately 15 black silhouettes of people in various poses, suggesting a group discussion or meeting. Above them are several colorful speech bubbles in shades of yellow, cyan, red, green, and magenta. The background is a light gray gradient. The text 'Time for discussion.' is centered in a white, italicized font, with a white horizontal line underneath it.

Time for discussion.

A close-up photograph of a hand in a dark suit jacket with a white cuff, moving a black chess piece (a knight) on a chessboard. The chessboard is in the foreground, and the background is dark and out of focus. The text "Challenges to Creating a Strategic Board of Directors" is overlaid in white, centered on the image.

Challenges to Creating a Strategic Board of Directors

Negative External Forces

Poor Leader Selection

Poor Orientation and Training

Poor Support Systems

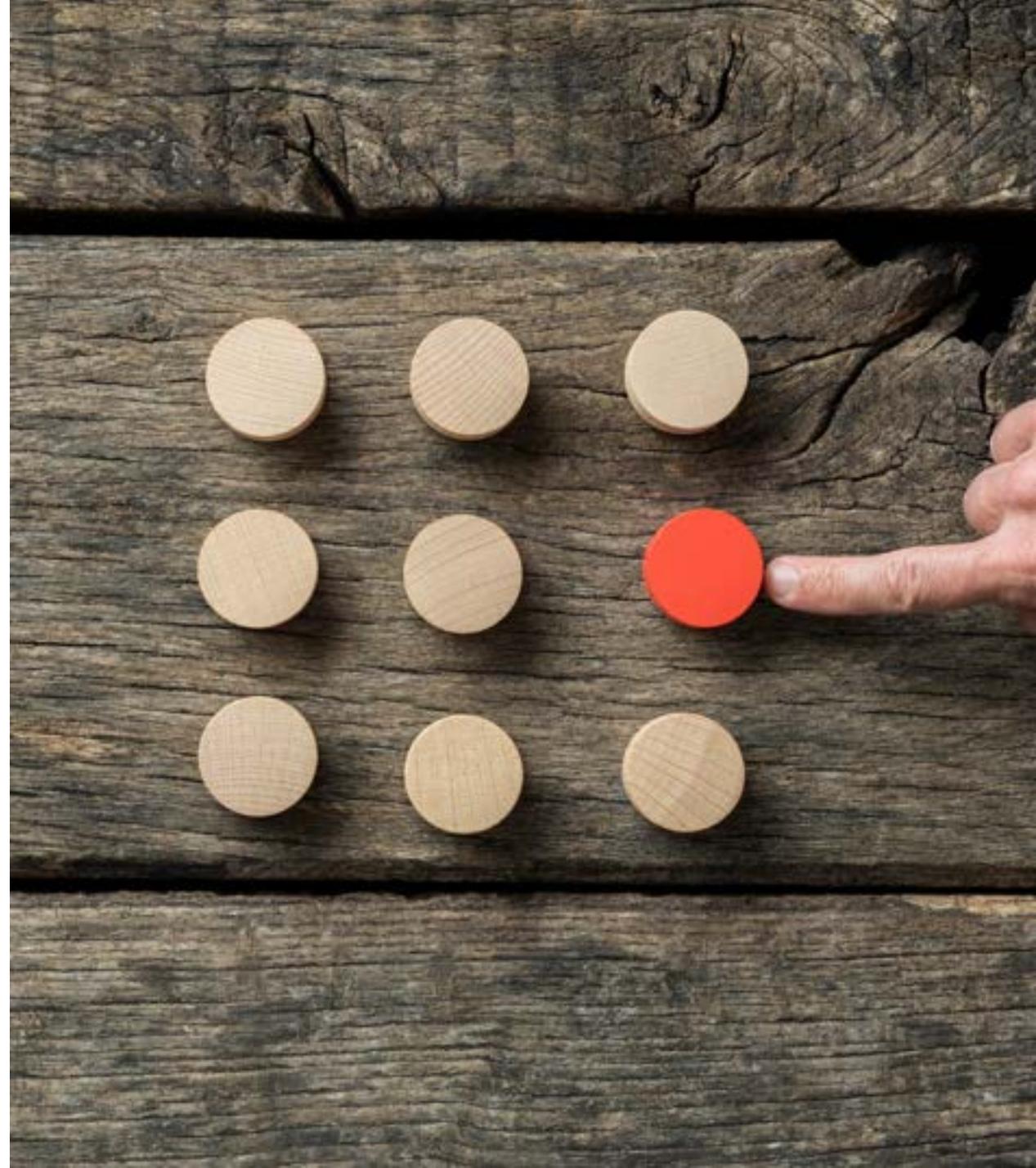
Tactical Culture

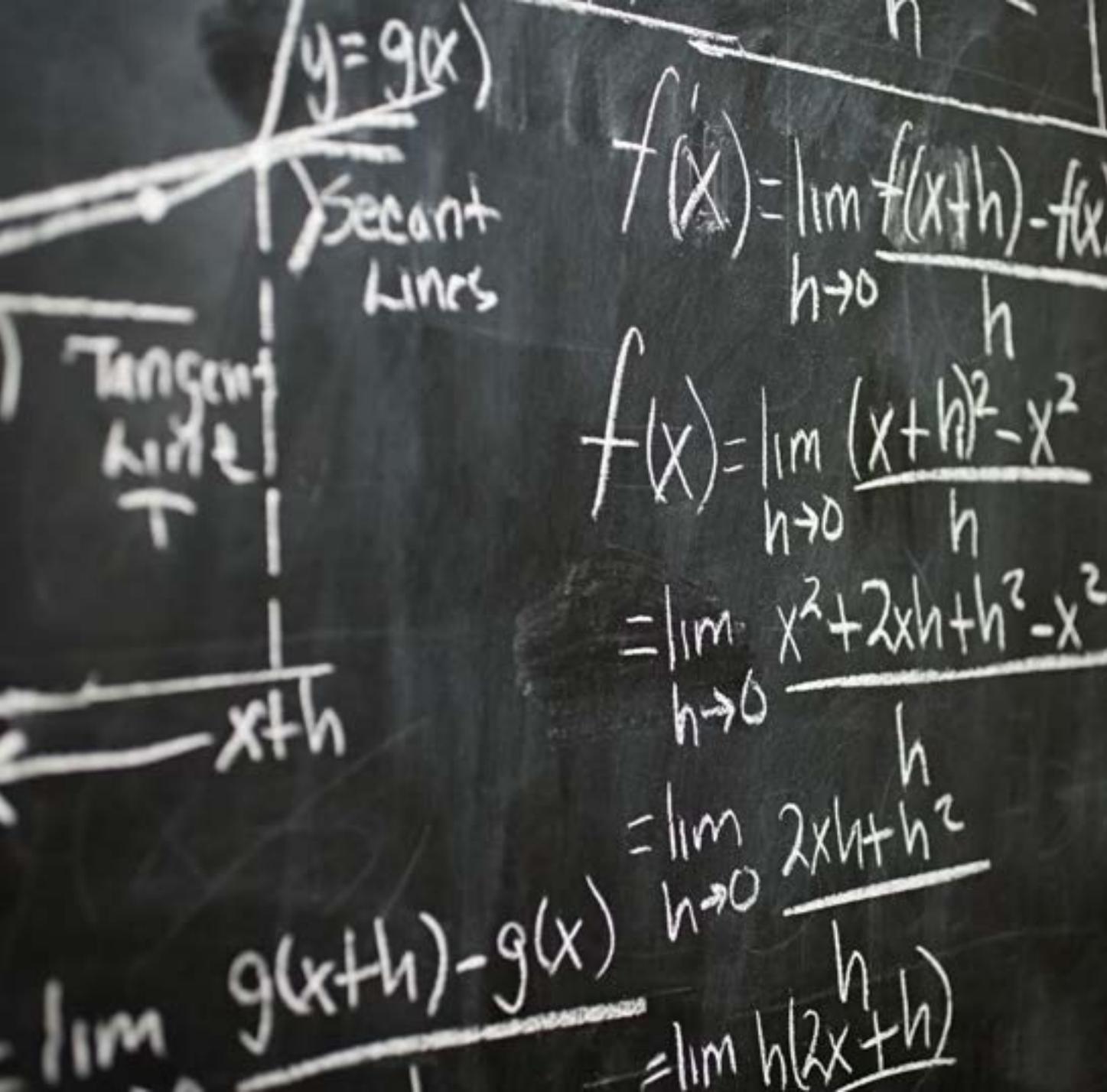
Challenges to Creating A Strategic Board



Poor Leader Selection

The individuals selected for the Board do not have the experience, competencies, or perspectives to be successful as strategic decision-makers.





Poor Orientation and Training

Volunteers do not understand what the association is doing, the decisions required of them, or how these decisions impact the long-term sustainability of the association.



Poor Support Systems

Associations do not provide the business processes and information necessary to facilitate strategic discussions.



Tactical Culture

Associations foster a culture of risk aversion and short-sighted decision-making.

The image features a group of approximately 15 black silhouettes of people in various poses, suggesting a group discussion or meeting. Above them are several colorful speech bubbles in shades of yellow, cyan, red, green, and magenta. The background is a light gray gradient. The text 'Time for discussion.' is centered in a white, italicized font, with a white horizontal line underneath it.

Time for discussion.



Success Factors for Creating a Strategic Board of Directors

**Early Talent
Development**

**Strategic
Orientation**

**Strategic Staff
Team**

**Business
Process
Support**

**Culture of
Accountability**

Strategies for Creating a Strategic Board



Early Talent Development

You begin developing a strategic Board on a new volunteer's first day.



$y = g(x)$

Secant Lines

$$f'(x) = \lim_{h \rightarrow 0} \frac{f(x+h) - f(x)}{h}$$
$$f(x) = \lim_{h \rightarrow 0} \frac{(x+h)^2 - x^2}{h}$$
$$= \lim_{h \rightarrow 0} \frac{x^2 + 2xh + h^2 - x^2}{h}$$
$$= \lim_{h \rightarrow 0} \frac{2xh + h^2}{h}$$
$$= \lim_{h \rightarrow 0} h(2x + h)$$

$g(x+h) - g(x)$

$$= \lim_{h \rightarrow 0} h(2x + h)$$

Orientation begins BEFORE they're on the board.

- **Your Strategy** – What is the association's strategy (Strategic Plan)?
- **Your Work** – What is the Board responsible for doing within this framework?
- **Your Process** – How are decisions informed, made, and success monitored?

Strategic Orientation

Orient, train, and reinforce the Board's role in strategic (future-focused) decision-making.



Board orientation never ends.



KNOWLEDGE
PREPARATION



PROCESS PREPARATION



STRATEGIC AGENDAS

Strategic Staff Team

- Identification
- Recruitment
- Orientation to role
- Training
- Supporting business process investment



Business Process Support

1. Research
2. Reporting
3. Decide
4. Implement

Repeat



Culture of Accountability

The Board must hold itself and the staff team accountable for decisions, personal behaviors, and for supporting the processes that sustain good decision-making.



The word "BONUS!" is rendered in large, white, 3D block letters. The letters are set against a background of a white surface covered with a dense layer of multi-colored confetti. The confetti consists of small, irregular pieces in shades of red, blue, green, yellow, and orange. The lighting creates soft shadows beneath the letters, giving them a sense of depth and making them appear to float slightly above the confetti.

BONUS!

Bonus Tip?

A close-up photograph of a hand in a dark suit sleeve, pointing the index finger forward. The background is a blurred office setting.

Leaders Look Where You Point

If you point at tasks,
they will think that is
their responsibility.

If you point at the
future, that is where
they will look.

A board that allows personality and legacy issues to drive its culture and fails to address disincentives to change will struggle to establish itself as a future-focused, strategic decision-making body.

Association Laboratory's Strategic Focus

Association Laboratory is a globally recognized and award-winning company serving a client base of leading professional societies and trade associations since 1999. Contact us at www.associationlaboratory.com. Our three strategic areas of focus include:

1

Research & Strategy Consulting Services

Helping association leaders develop successful strategy across multiple domains.

Strategic Planning	Membership Strategy
Environmental Scanning	Education Strategy
Content Strategy	Component Strategy
Credentialing Strategy	Global Strategy
DEI Strategy	Leadership Strategy

2

Sector Research & Insights

The association sector's leading producer of association sector research.

Key studies include

- Looking Forward® Impact
- Looking Forward® Solutions
- Looking Forward® DEI

3

Education & Competency Development

Producing strategic educational content helping association leaders develop the competencies necessary for success.

Reimagining Our Tomorrow Through Modernized Technology

Jordan G. Baugh
Chief Technology Officer





Agenda

- Fonteva & Salesforce – What are they?
- Management for the Tripartite
- Communication and Engagement Platform
- Reporting and Analytics Features
- And there is more...

Fonteva & Salesforce – What are they?



Fonteva AMS is an association management software that provides comprehensive solutions for membership organizations to streamline operations and enhance member engagement.



Salesforce is a cloud-based customer relationship management (CRM) platform that helps businesses manage customers and automate various aspects of their operations.

Management for the Tripartite

- Single database for the Tripartite
- Shared platform
- Easily store, organize and update information
 - Contact details
 - Status of transactions
 - History
 - Communication and Engagement



Percent of Walkthroughs where User Reaches Last Step

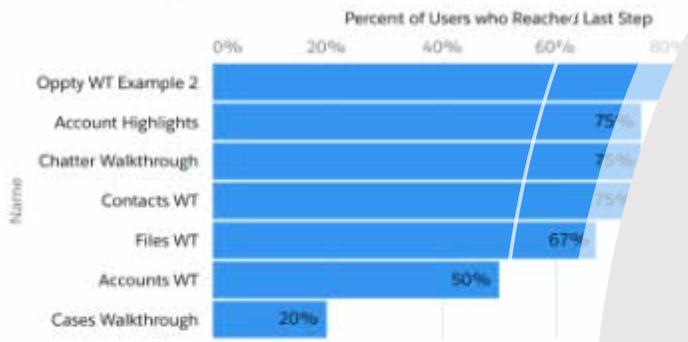
25% means 1 of 4 users reached last step



Includes last steps reached after multiple displays
View Report (WT Completion: Reached Last Step)

Percent of Users who Reach the Last Step

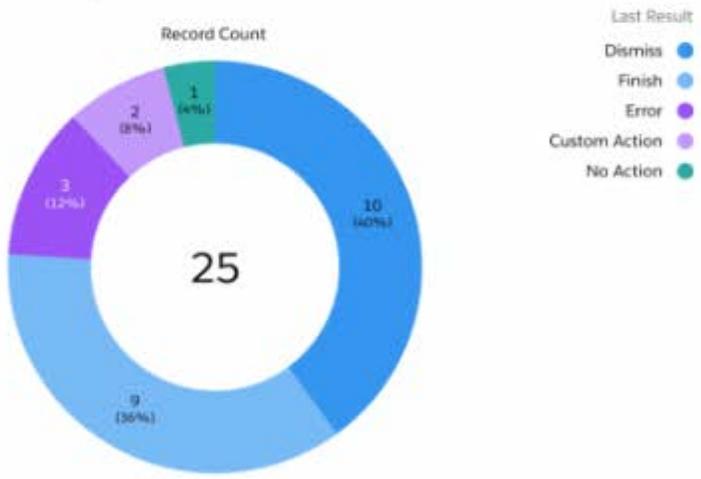
For each walkthrough



One-step walkthroughs measure 100% reached last step
View Report (WT Completion: Reached Last Step)

Walkthrough Last Result Percentages

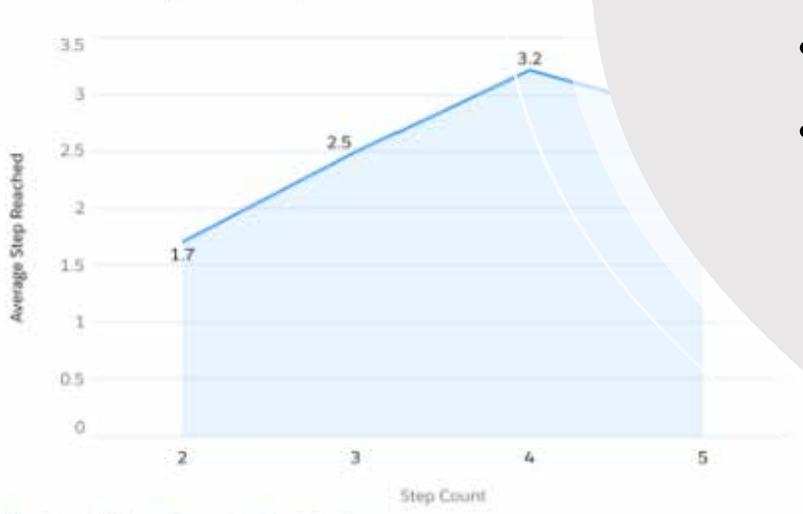
No action means clicking "X" or no click



Some WTs may not have a custom action
View Report (Last Result by WT)

Average Step Reached by Walkthrough Length

Across all walkthroughs of each length

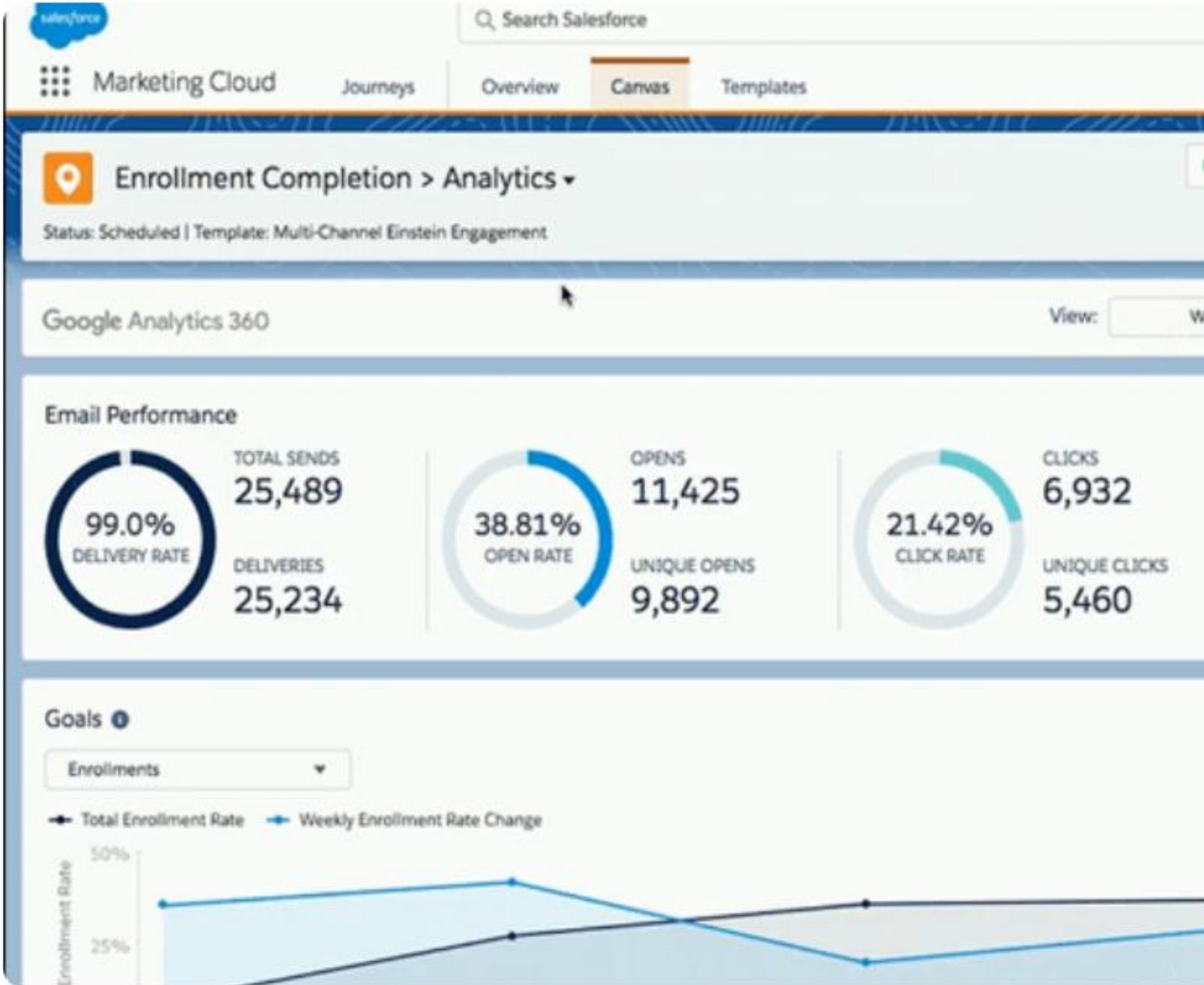


View Report (Percent Progress by Step Count)

Communication and Engagement Platform

- Service across the Tripartite
- Know what is working
- Engage on THEIR terms
- Put their needs first
- Incorporates 360° view

Last Result Count for each Walkthrough



Reporting and Analytics Features

- Ability to create custom reports using industry standard tools
- Data visualization tools
- Analyze interaction behavior
- Make data driven decisions

The More...

- Security, Scalability and Flexibility
- Mobile Accessibility
- Integration Capabilities
- Salesforce Appexchange
 - Ecosystem of over 5000 solutions
 - Built specifically for Salesforce

Networking Break

Thank you to our Sponsors





ONE VOICE **UNITED**

President-Elect's Conference



States and ADPAC

Partnership Program

Compliance

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

Grassroots

- Campaign School
- ADA Dentist and Student Lobby Day- April 7-9, 2024
- State action alert technology



We need your help- give to ADPAC

- \$3,000 Triple Diamond, \$2,000 Double Diamond, \$1,000 Diamond, \$500 Capital Elite, \$250 Capital Club and more!
- Text ADPAC to 345345





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

Dr. Giorgio Di Vincenzo, Chair

gtd986@aol.com

201.486.2069

Dr. Hal Fair, Chair-Elect

fairjh@bellsouth.net

803.917.4634

Sarah Milligan, Director

milligans@ada.org

202.277.1280

Update on the Dentist and Dental Hygienist Licensure Compact

Matt Shafer

Deputy Director at the
Council of State Governments





DDH Dentist and
Dental Hygienist Compact



**National Center for
Interstate Compacts**
THE COUNCIL OF STATE GOVERNMENTS

Compact Development Milestones



**The Council
of State
Governments**

2020

- The Department of Defense entered into a cooperative agreement with The Council of State Governments to fund the creation of new interstate compacts



2021

- DoD and CSG announced that ADA and ADHA were successful applicants
- ADA, ADHA and CSG convene a technical assistance group and a drafting team to develop the compact



DDH Dentist and
Dental Hygienist Compact

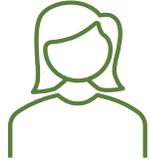
January 2023

- The model legislation is finalized and released to states
- States begin introducing and enacting the compact through their legislative process

Commonly Used Terms

DDH Licensing Compact Defined Term	What does it mean?
Participating State	A state that has enacted the compact
Qualifying License	An active and unencumbered license issued by a Participating State
Remote State	A Participating State where a Licensee is not licensed and is seeking to practice via a compact privilege
Compact Privilege	Authorization granted to practice in a single Remote State
Compact Commission or Commission	Joint government agency made up of all Participating States who is responsible for administering the compact

How does it work?



Application

- A dentist or dental hygienist holds an active unencumbered license in a compact state
- The dentist or dental hygienist applies for a compact privilege

Background Check

- The practitioner undergoes an FBI background check

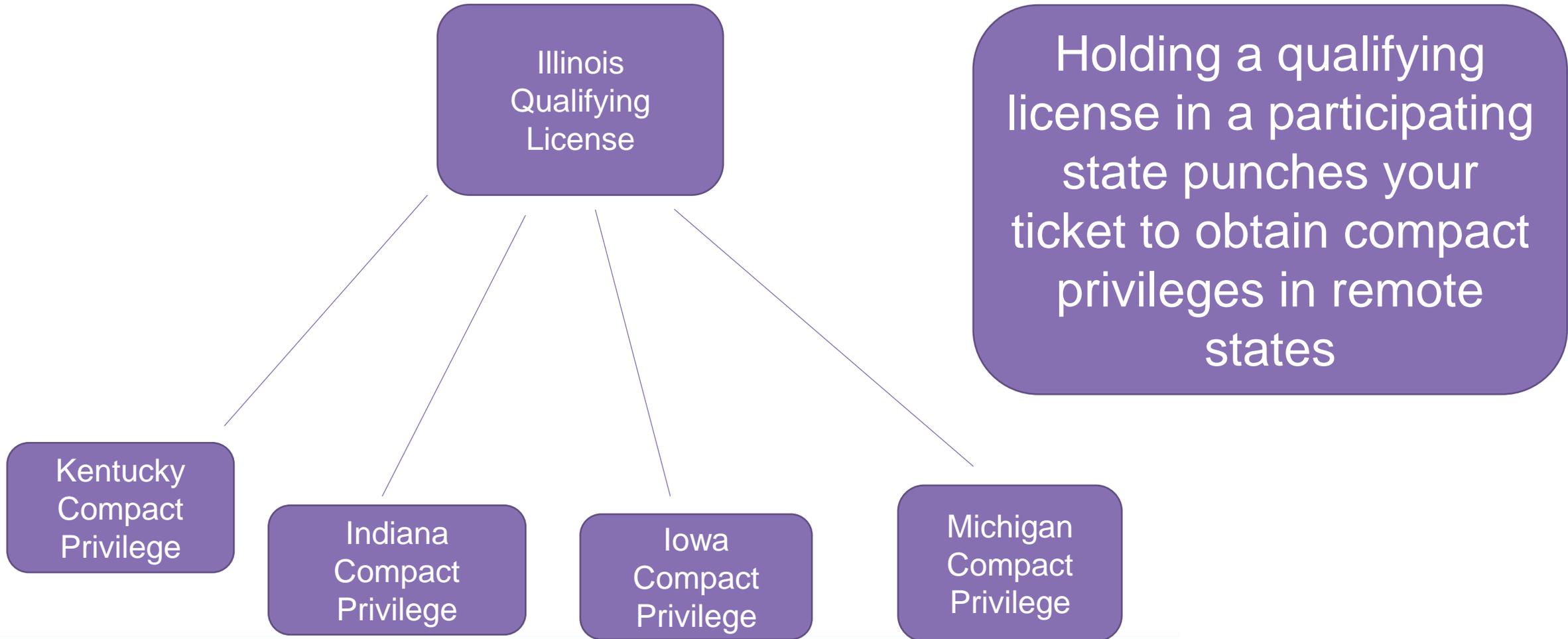
Application Reviewed

- The practitioner's license and eligibility are verified
- The practitioner pays fees and completes jurisprudence requirements

Compact Privilege Issued

- The practitioner receives a compact privilege
- The practitioner now has legal authorization to practice in the remote state where they hold a compact privilege

Compact Privilege



Summary of Key Requirements



Hold a qualifying license issued by a participating state



Passage of National Board Examinations of the Joint Commission on National Dental Examinations



Graduation from a predoctoral dental education program, leading to the D.D.S. or D.M.D. degree, or a dental hygiene education program accredited by the Commission on Dental Accreditation



Successful completion of a clinical assessment



Completion of Criminal Background Check

Compacts vs. Endorsement

DDH Compact

Seamlessly facilitates multistate practice

Standardized requirements

Compact privilege can be issued in a matter of minutes

Nominal issuance/renewal fee (PT compact is \$45)

No additional CEs beyond your qualifying license

No board discretion. If licensee meets standard set in the compact, the privilege will automatically be issued.

Licensure by Endorsement

Licensee must continue to maintain individual licenses if they want to practice in multiple states

Inconsistent/variable credentials and experiences required

Must wait on dental board to review application and determine eligibility

Full license issuance/renewal fee

Required to complete CEs in each state where you hold a license

Board has discretion to deny application if previous state's requirements are not substantially similar

Benefits for Dentists and Dental Hygienists

BENEFITS OF THE DENTIST AND DENTAL HYGIENIST COMPACT FOR LICENSEES:



Facilitates multistate practice.



Enhances license portability when changing state of residence.



Expands employment opportunities into new markets.



Improves continuity of care when patients or providers relocate.



Supports relocating military spouses.



Reduces burden of maintaining multiple licenses.

Benefits for Dental Boards

BENEFITS OF THE DENTIST AND DENTAL HYGIENIST COMPACT FOR REGULATORS:



Reduces administrative burden.



Facilitates practitioner mobility during public health emergencies.



Ensures retention of jurisdiction over practitioners working in their state.



Expands state licensure board cooperation on investigations and disputes.



Enhances public safety through shared data system.

Benefits for States

BENEFITS OF THE DENTIST AND DENTAL HYGIENIST COMPACT FOR STATES:



Promotes workforce development and strengthens labor markets.



Expands consumer access to highly qualified practitioners.



Preserves state sovereignty.



Increases collaboration among states.

Clearing Things Up

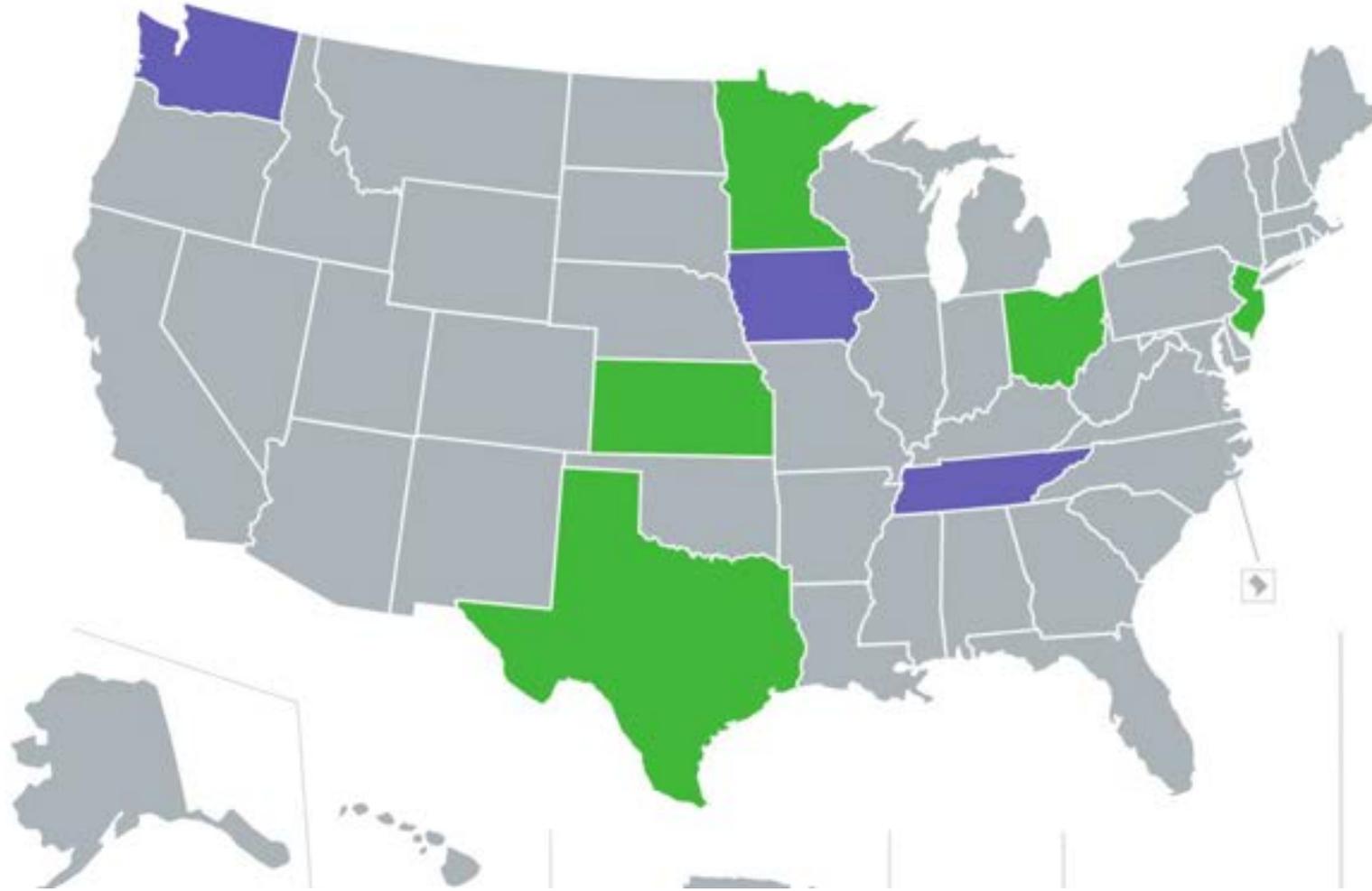
- This does NOT establish a national license.
- CODA accredited education IS required.
- States are NOT relinquishing their authority.
- Dentists/Dental Hygienists must follow the practice act in the state where you are practicing.
- Licensing pathways that already exist will continue to exist.

Compact Map

● Legislation Not Introduced

● Legislation Pending

● Legislation Enacted



Next Steps

Model legislation has been finalized and is available for states to enact.

Visit website for model legislation and educational materials:

www.ddhcompact.org

Compact will be active when **7** states enact it.





DDH Dentist and Dental Hygienist Compact

Questions?

General Inquiries: DentalCompact@csg.org

Website: www.DDHCompact.org

Matt Shafer: matthew.shafer@csg.org

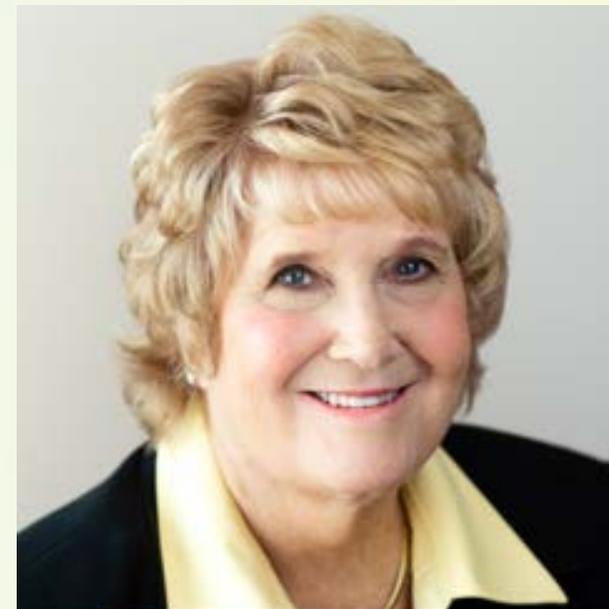


**National Center for
Interstate Compacts**

THE COUNCIL OF STATE GOVERNMENTS

Let's Talk About Member Value & Relevance: A Conversation with You

Dr. Linda Edgar
ADA President-Elect



REIMAGINING

OUR TOMORROW

NATIONAL • STATE • LOCAL

**Caring
Connections
Create
Commitment**



Lessons in a Lunch Box: Healthy Teeth Essentials and Facts About Snacks

To date, nearly 65,000 Lunch Boxes have been distributed.



ADA

Supporting our dentists. Strengthening our profession.



The advantages of ADA membership extend much further than the many tools, resources and discounts at your disposal. Together we have succeeded in and continue to advance legislation and reforms that matter to you, your patients and the profession.

ADA.org/memberbenefits

Commitment to Dental Insurance Reform



92

new laws reforming dental insurance enacted nationwide since 2020 achieved through public affairs partnership between state dental societies and the ADA which provided strategic and financial support as requested

Successful repeal of the McCarran-Ferguson Act to improve competition and transparency in the healthcare insurance industry



of your ADA membership dues support advocacy, scientific research & standards and your state & local society

\$3,200*

additional savings on average with a 10-year refinanced loan through ADA's student loan refinancing



108,000+

conversations with dentists who turned to the ADA for personalized support over chat, email and phone in 2022

20,000+

members got 13 support with dental benefits, credentialing and coding issues from ADA's Third Party Payer Concierge

103,000+

dentists have reduced administrative burden through the use of ADA's credentialing service, powered by

Cutting-edge Research and Expert Commentary

- Scientific findings from the ADA Science and Research Institute (ADASRI), JADA, PracticeUpdate, plus clinical practice guidelines
- Latest industry trends from ADA Health Policy Institute
- \$2,500+ savings with access to the latest scientific literature, clinical textbooks & scientific journals



9,600+

dentists belong to the ADA Practice Transitions™ (ADAPT) network of dentists who are buying/selling practices, hiring associates, or looking for a job

7M+

children have received oral health services since 2002 through Give Kids A Smile

\$5M

secured in federal strengthening programs for

ADA

What has ADA done for (me)mbers lately?



For Dentists

Keeping You Connected to Our Community

ADA support and resources in the palm of your hand via the reimagined ADA member app, plus the new Dental Sound Bites Podcast offering real talk on dentistry's daily wins and sticky situations.

Programming for New Dentists

Zoom Town Halls, "Ask me Anything," SmileCon® New Dentist Lounge, Real Talk Series, and the

Wellness Ambassador Program offer ways to learn, connect, and heal for early-career professionals.

Having Your Back Along the Career Journey

Resources for every stage of your career, such as contract review, one-on-one dental insurance support, debt management tools, financial planning, group insurance programs, wellness support, as well as ADA Practice Transitions™ (ADAPT) for buying, selling, or joining a dental practice.

Advancing Clinical Decision Making

- Scientific findings from the ADA Science and Research Institute (ADASRI), JADA, PracticeUpdate, plus evidence-based clinical guidelines give members access to cutting-edge research and expert commentary.
- ADACEOnline.org offers 300+ continuing education courses for continued learning.

For the Public and Profession

Empowering Dentists to Practice Anywhere

Increased licensure portability makes it easier for dentists to move across state lines.

Leading Dentistry Through the Pandemic

Enhanced infection-control protocols at the beginning of COVID-19 and low infection rates among dental staff resulted in dental practices remaining open through subsequent waves of the pandemic and dentistry solidifying itself as an essential health service.

Setting the Bar on Safety

The FDA uses 81 ADA Standards to assess the safety and efficacy of dental products, while the ADA Seal has been the leading mark of dental product safety for over 90 years.

Protecting Dentistry Through Advocacy

- ADA efforts secured increased funding for oral health research!

training, Indian dental health, along with over \$5M to support community programs, and extended funding for the Children's Health Insurance Program through 2029.

- Successfully partnered with 10 state dental societies to reform their Medicaid programs, making it easier for dentists to participate.
- Relieved the burden of educational debt by protecting the student loan interest reduction and supporting regulation to eliminate loans subject to interest capitalizations, plus ongoing advocacy to help dentists manage their student debt.

Invested \$5.5M to help win the Medical Loss Ratio bill in Massachusetts in 2022, setting the stage for dental insurance reform across the country.

- As dental insurance remains a pain point for many, the ADA is working on the state and federal levels to create a better benefits system for dentists and patients.

Promoting Practice Solutions

ADA's Credentialing Service (used by 100K+ dentists) reduces administrative burden and allows practices to spend more time on clinical care, while ADA maintenance of CDT codes and the ADA dental claim form allows all dentists to be more efficient with billing and getting paid.

Improving Access to Care

- Seven states added dental coverage for adults insured under their state Medicaid program, leading to increased coverage for oral health for low-income adults, reduced hospital ED spending, and lower overall medical costs.
- Give Kids A Smile® has provided more than 7M children with oral health services since 2002.

Raising Public Awareness

MouthHealthy.org, social media, and media outreach continue to educate the public on the importance of oral health to overall health. In 2022, coverage citing the ADA resulted in an audience reach of 34.8B.

We love to see you thrive.

Contact us anytime at 312.440.2500 or mec@ada.org

Presidents-Elect Conference Concludes!