Reimagining Our Tomorrow Through Modernized Technology

AMS/CRM Implementation Team Members, ADA

ADA American Dental Association®

TODAY'S BREAKOUT
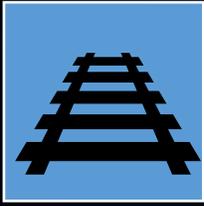
Planning for the year ahead

Meet The AMS/CRM Support team

Training

Cutover details

Support after Go Live!

Open Discussion - ask away!

Planning for The Year Ahead...

- Fonteva Transition Campaign
  - System capabilities, Cutover information, Training Information
  - What's Up Wednesday, Power of Three, Quarterly Quorum, ADA.org

- Fonteva sample Training videos

- Spring 2024: Training for State & Local Societies

- July: Blackout dates, Cutover & Go-Live!

- Ongoing Training & Support
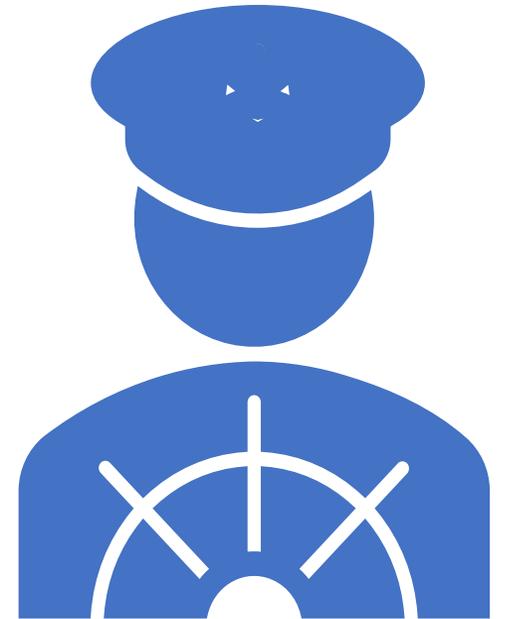
Tripartite AMS/CRM Support Team

ASHLEY MORGAN

- Ten years of combined dental association experience
- Possesses expertise in utilizing association management systems and skilled in data analysis to optimize membership experiences and drive organizational growth.

PHIL CARON

- Vast experience across multiple channels of the association / non-profit sphere.
- Additional expertise in marketing, events, data analytics and direct customer service.

LILY GAYDASCH

- Expertise in marketing, market research, statistical analysis, economics, and customer support.
- Proficient in Salesforce, providing exceptional support, optimizing operations, and enhancing user experiences

CHRISTINE TROTTO

- 16 years' experience in support to dental professionals, staff, and executive leadership.
- Expertise with organized dentistry, Aptify, membership recruitment and retention.

AMS/CRM
Stakeholder Advisory
Committee Member

Stacey Hemmel

Membership Manager

Missouri Dental Association

Demonstrating Fonteva Capabilities
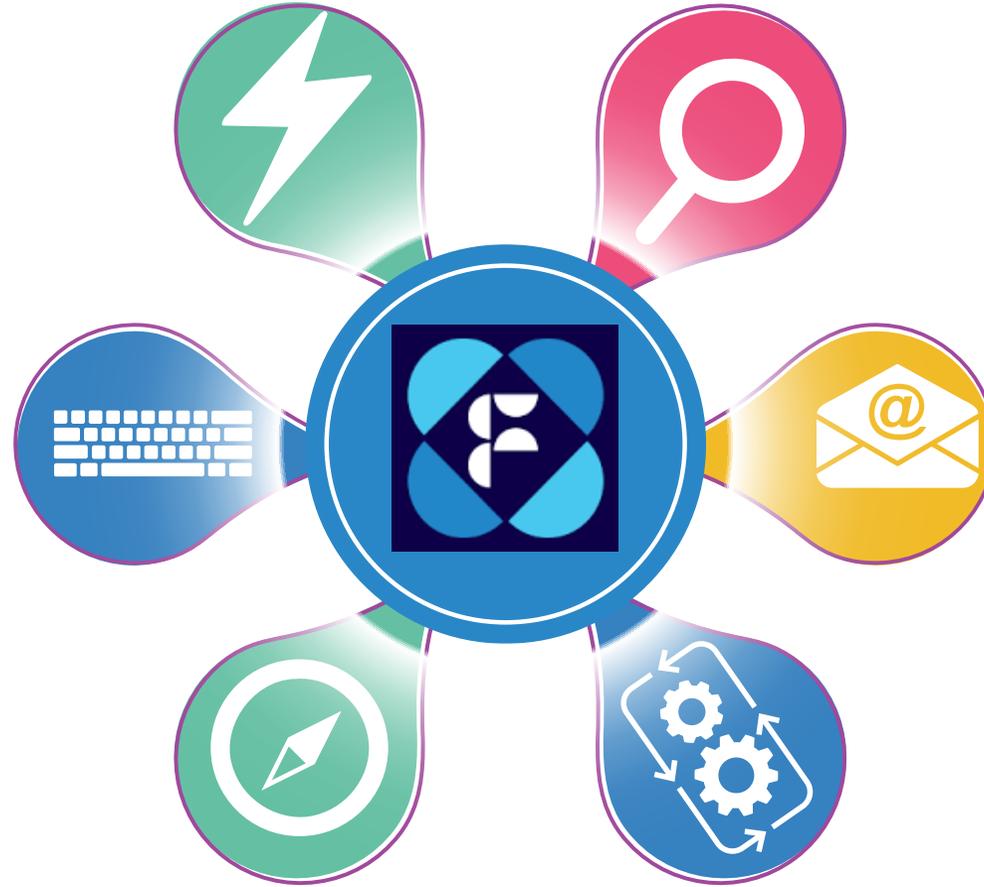
# Unlocking the Benefits and Capabilities of Fonteva

SPEED

Fonteva operates at lightning speed, fueling heightened productivity and seamless execution of tasks.

SELF EFFICIENCY

Fonteva promotes self-efficiency allowing users to independently reset passwords, personalize dashboards, reports , and more!

NAVIGATION

Intuitive browser interface and well-designed app pickers allows users to easily explore and switch between various applications, modules, and features.
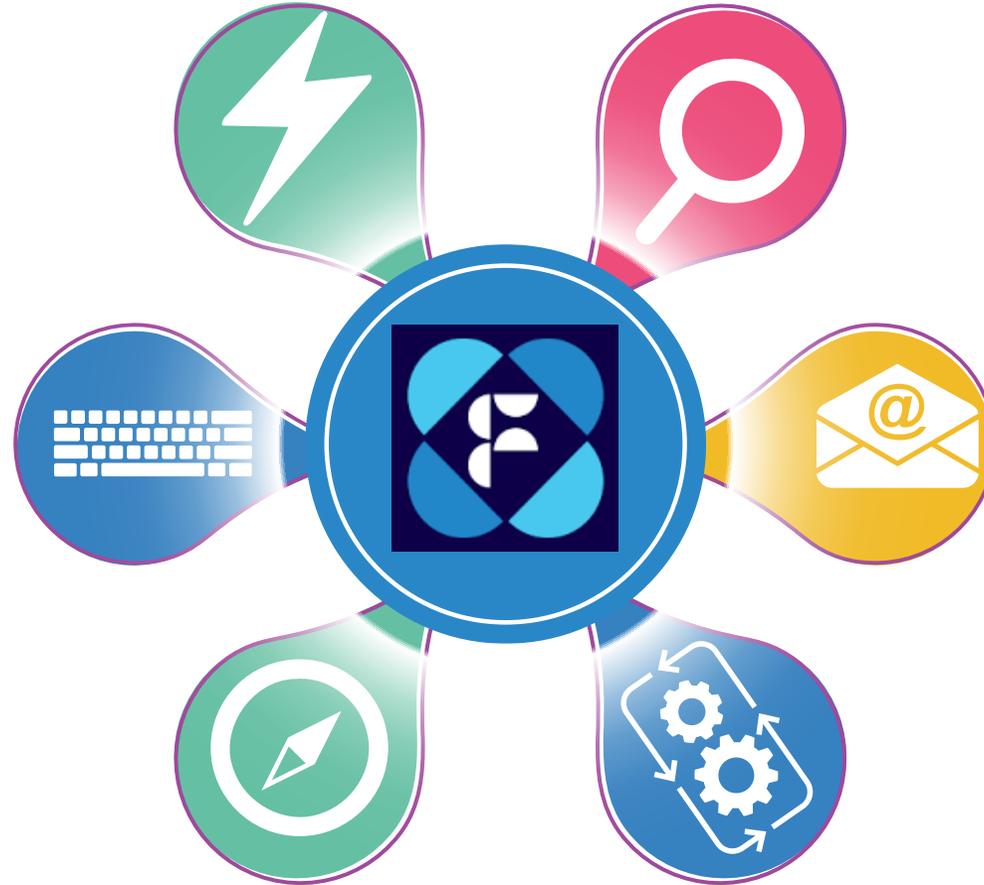
SEARCH

Versatile search feature allows users to search across all different applications to provide rapid and accurate information retrieval.

MEMBER ENGAGEMENT

Fonteva facilitates seamless communication channels, such as email campaigns and member communities to drive member engagement.

AUTOMATION

Many of Fonteva's capabilities are automated, including its detection of duplicate records and member processes

Your Training Roadmap

Fall/Winter 2023

End User Training
April 29-June 14, 2024

Pre-Go-Live
June 18-July 7, 2024

Go-Live
July 8, 2024

Post-Go-Live
July 8, 2024 and beyond!
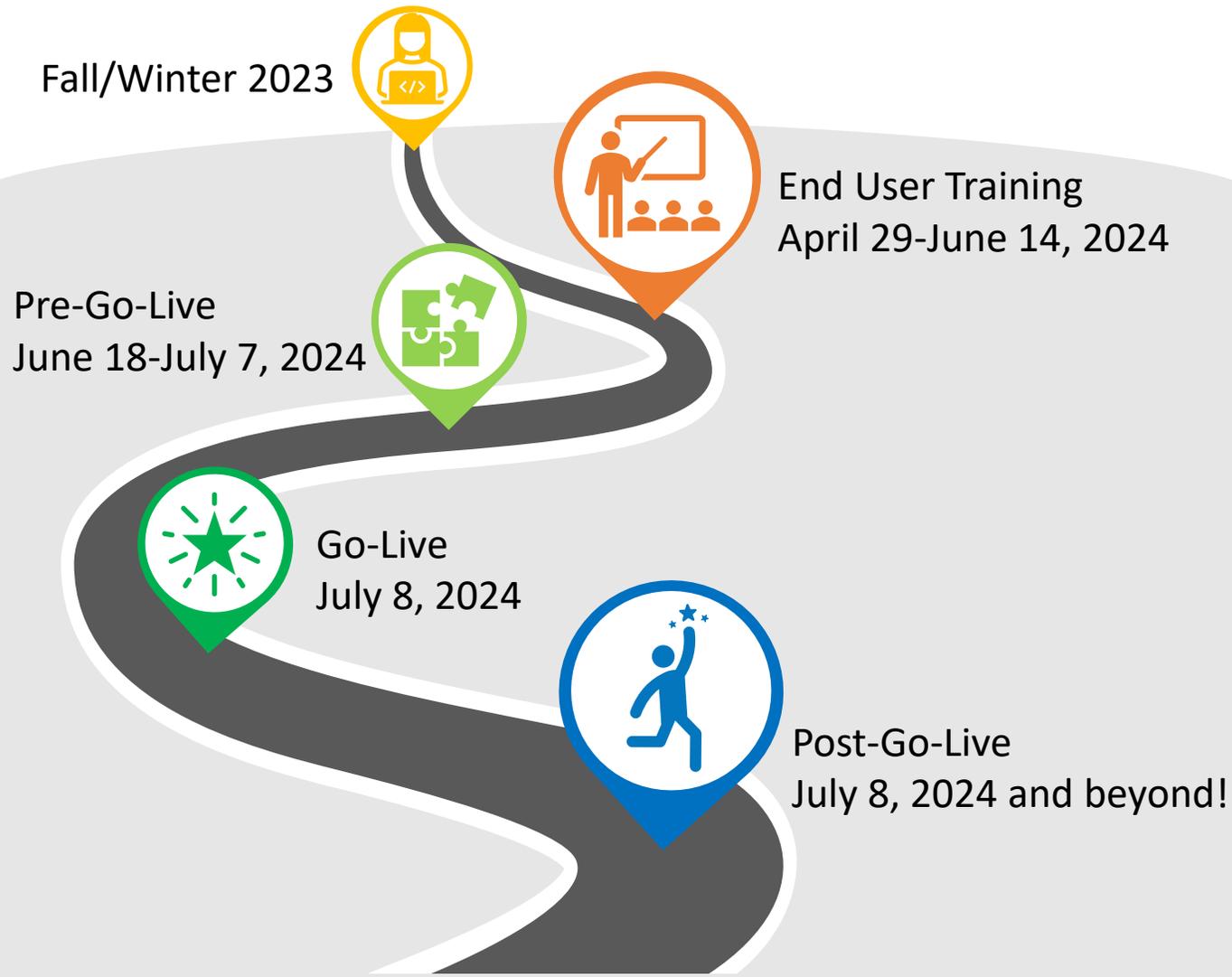
Prepare

- Fonteva and Salesforce videos and user guides

Learn

- Fonteva virtual, instructor-led training and learning labs
- Power BI on-demand training video
- Salesforce Marketing Cloud training TBD

Practice

- Practice in the Fonteva sandbox

Apply

- Apply your learnings using the live system

Reinforce, Refresh, Support

- Access training library of videos and support documents
- Attend refresher training courses
- Contact AMS/CRM Team for support

How to Prepare

- Instructor-led training April 29-June 14, 2024
- Course length varies by module (2-10 hours)
- Each session 1.5-2 hours

Mark your calendar

- Familiarize yourself with the Fonteva platform by watching a [demo](#), reviewing [user guides](#) and [on-demand training videos](#)
- Additional training resources available Fall 2023

Get familiar

- Confirm names and training topic areas with AMS/CRM Support Team

Confirm Training Needs

How to Prepare for Cutover and Go-Live

Plan	Prepare	Cutover	Go-Live
July 2023-June 2024	June 2024	July 1- 8, 2024	July 8, 2024

Plan
- Plan events and marketing campaigns to avoid directing users to Aptify during cutover
  - eStore for purchases
  - Event registrations
  - Meeting series that take place during cutover
- Plan how to conduct business without Aptify, eg: what Aptify data to pull

Prepare
- Work with AMS Support Team to pull any reports, lists or views needed for end of the month, quarter or half year
- Move installment plan dates that will occur during the release window

Cutover
- Staff will NOT have access to Aptify systems: Reports , Sales/eStore, Member profile view, Events
- Staff will have access to branded web templates
- Users will have access to non-Aptify systems e.g. ADA mobile app, JADA and state websites

Go-Live
- Staff use Fonteva/Salesforce in place of Aptify
- SSO for staff and users will go through Fonteva/Salesforce
- Reports and dashboards accessible on PowerBI

Support for Go-Live and Beyond
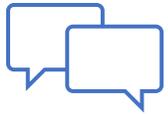
More communication will be coming about training, cutover, and support
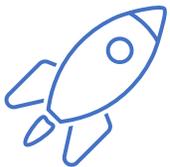
The release is not an end point; it is a beginning

A joint committee will continue through the lifecycle of Fonteva/Salesforce to provide continuous feedback and guidance for the future of our AMS

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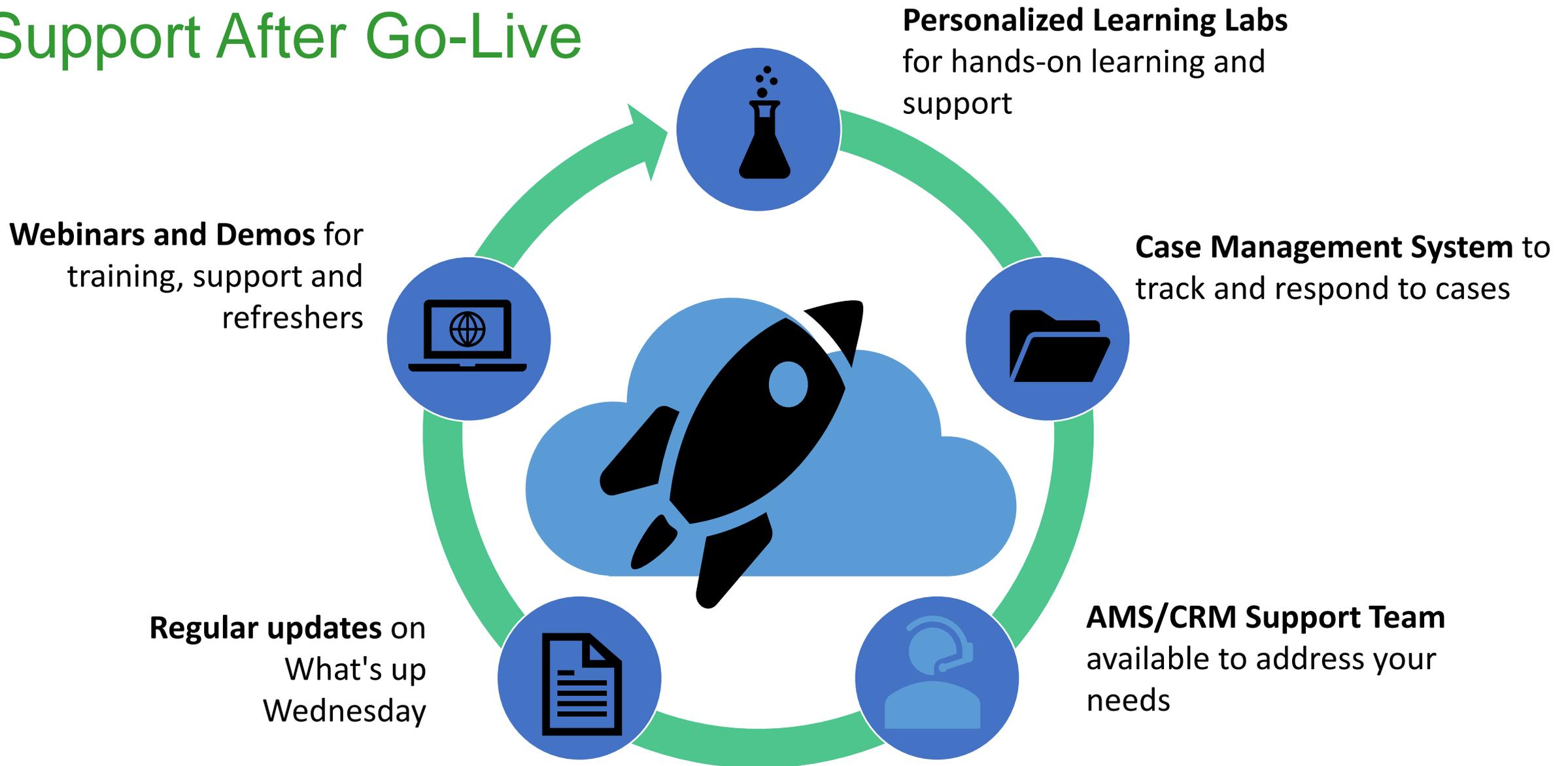
SESSION RECAP

Who to contact on the AMS/CRM Support team

What is training & when does it start

What should I do to prepare for cutover

What support is available after Go Live

Thank you for coming & enjoy the conference!

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

State DIR Wins in 2022

Dental Insurance Reform 2022

- 🟩 Single Issue Enactment - 4 States, 4 New Laws
- 🟧 Multi-Issue Enactment - 5 States, 13 New Laws
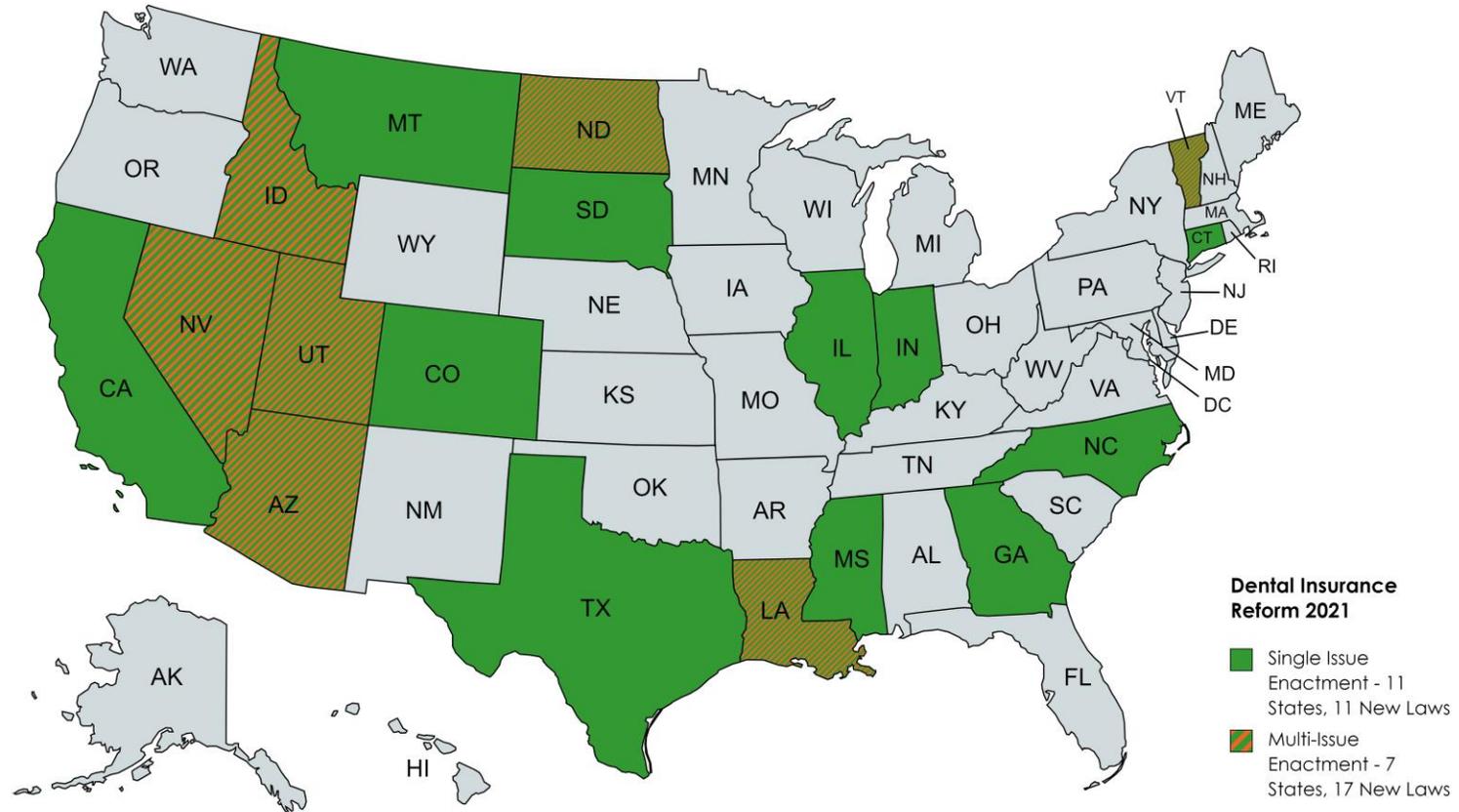
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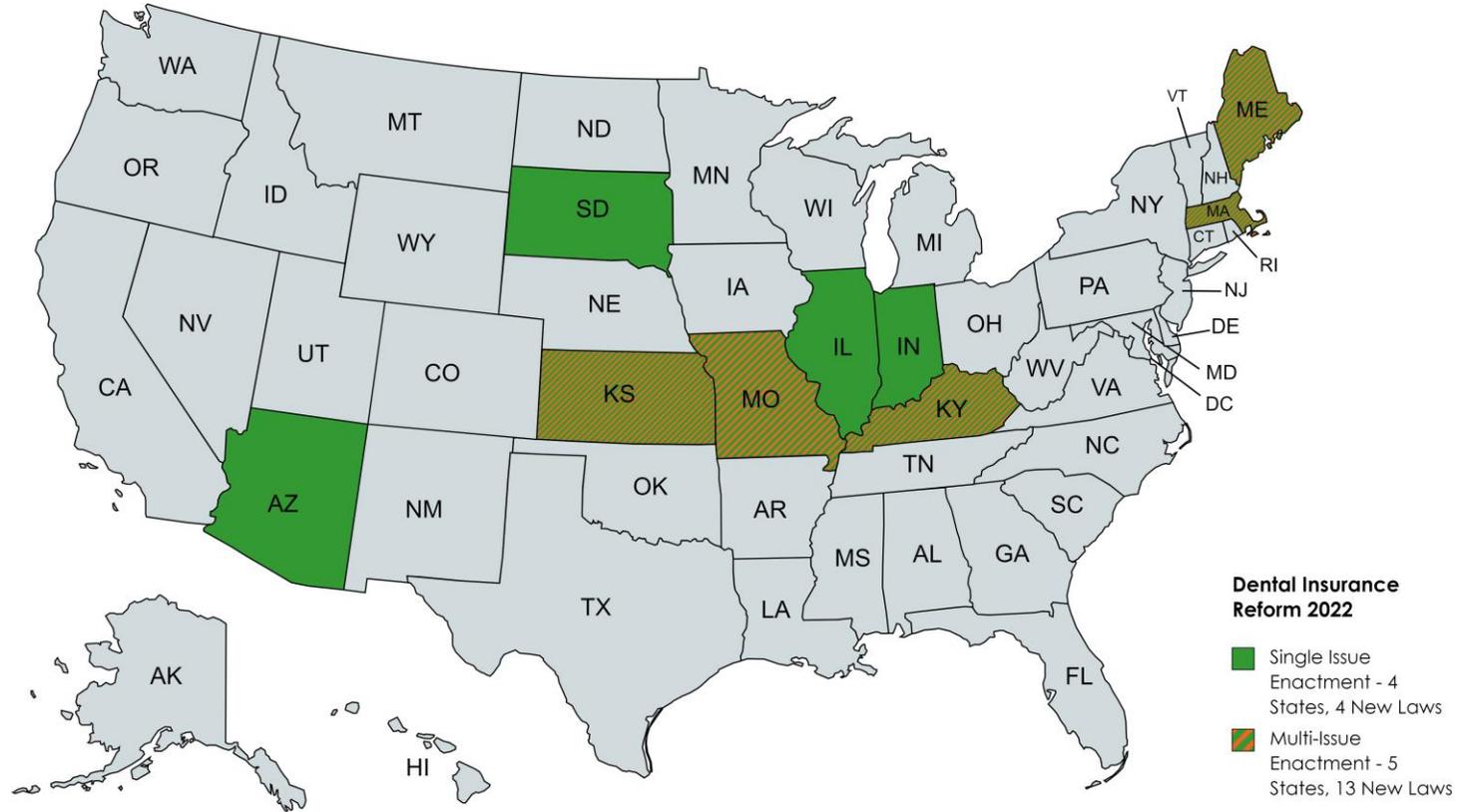
Total Dental Insurance Reform Bills Filed in 2023

Dental Insurance Reform - 95 Proposals in 34 States

States with Dental Insurance Reform Legislation in 2023
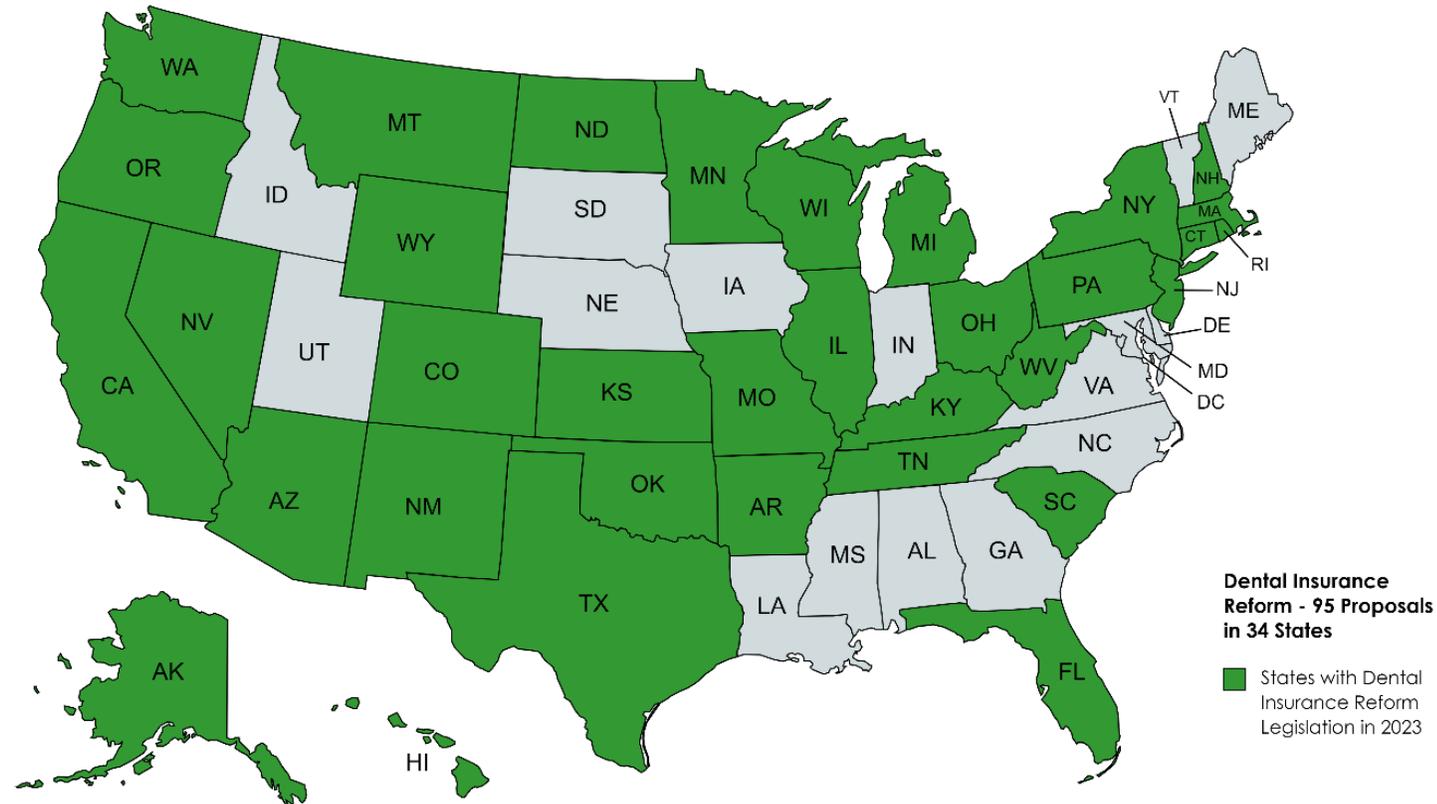
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State DIR Wins in 2023

Dental Insurance Reform - 24 New Laws in 10 States

- Single-Issue Enactments - 4 New Laws in 4 States
- Multi-Issue Enactments 20 New Laws in 6 States
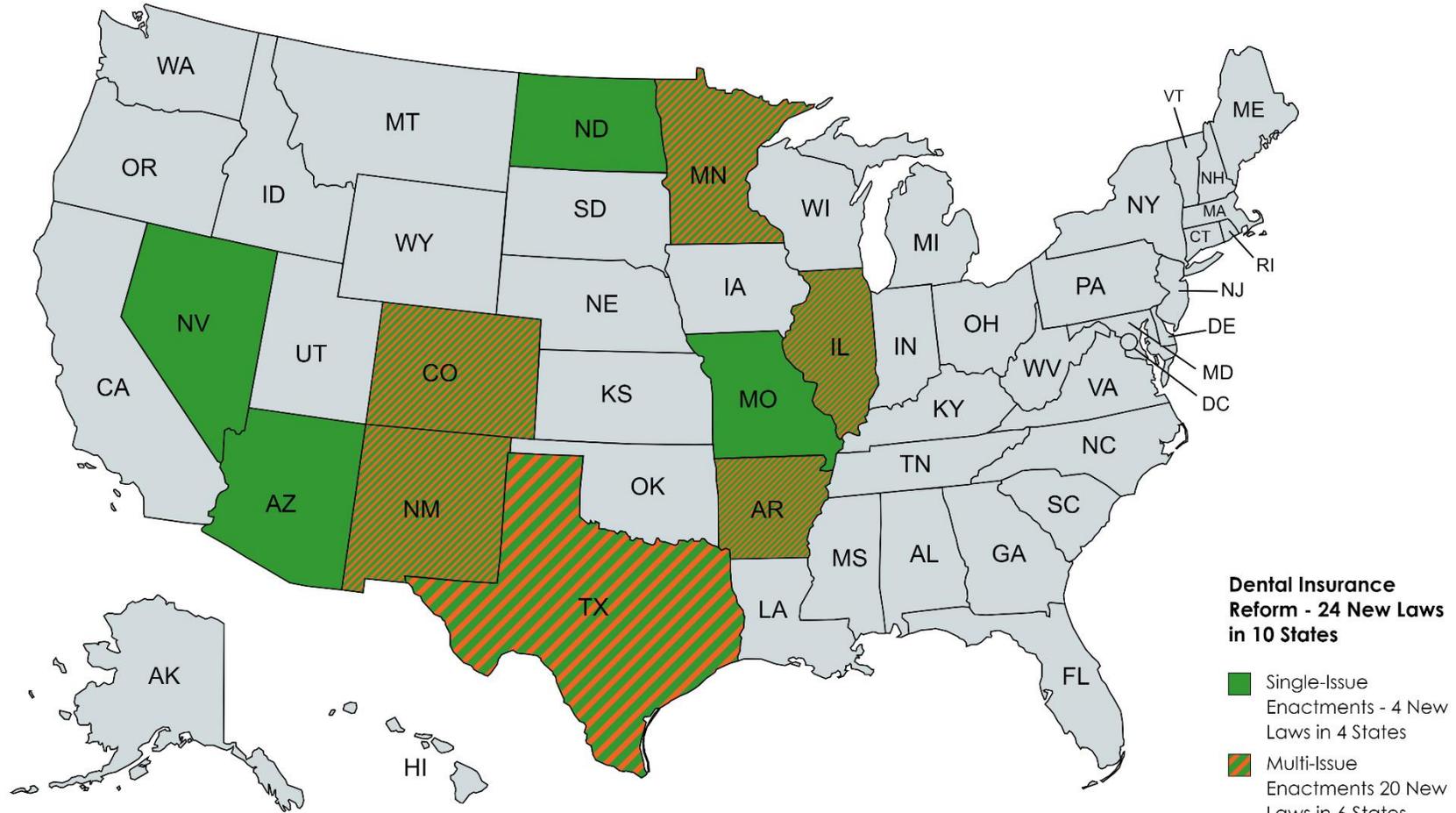
Victories in 2023 – 24 new laws in 10 states

- **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

Medical Loss Ratio Requirement for Dental Insurers - State Legislative Update 2023

States Filing MLR Legislation

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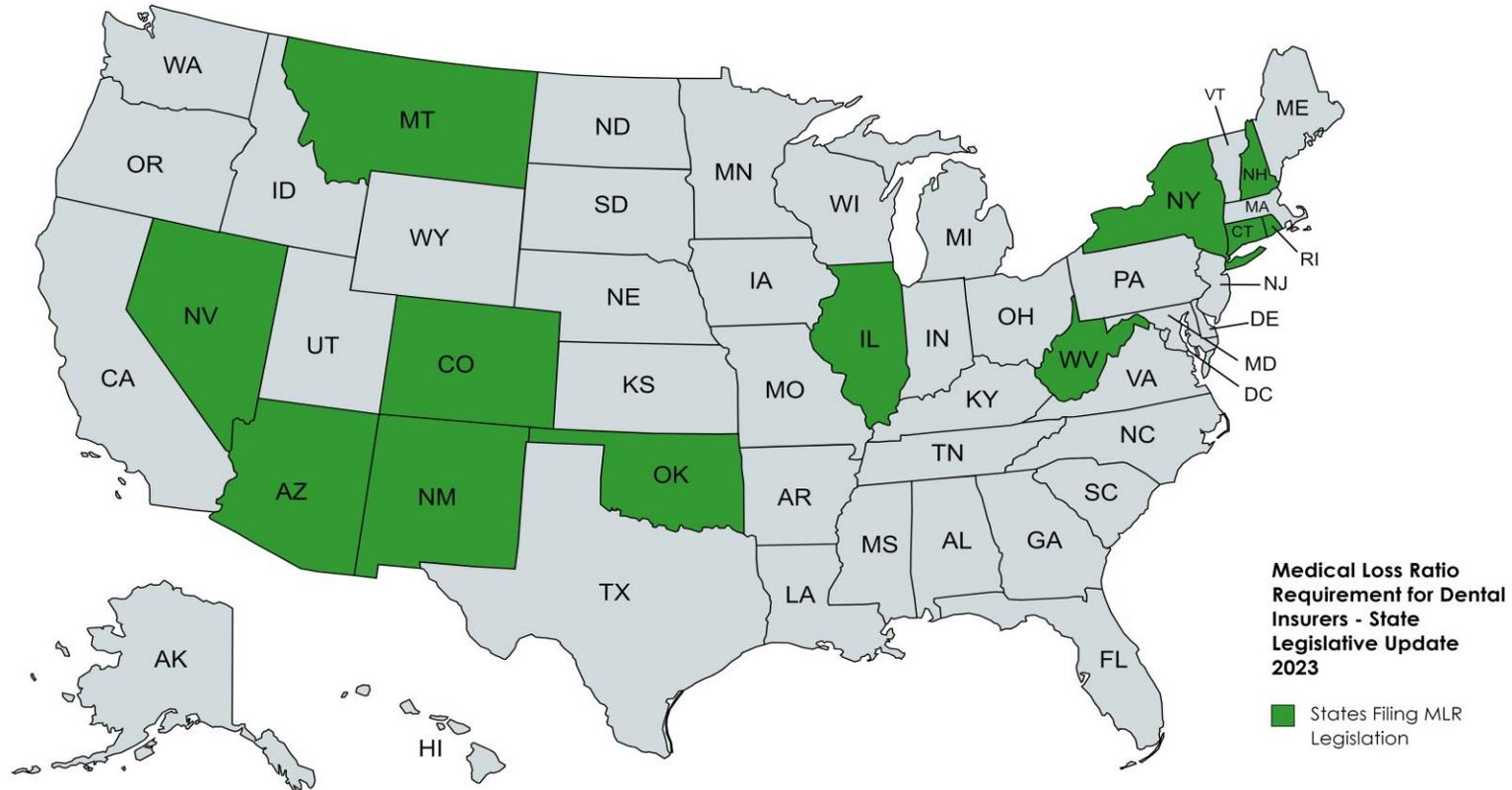
What the ADA I think does very well … is advocacy, having legislative contacts and being able to, throughout the tripartite, galvanize dentists around a particular issue. I think of the recent victory on … Prop 2 in Massachusetts, there are legislative gains that …(a) DSO certainly cannot do.

– 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?

A Perfect Storm

Lack of relevant value / values

High student debt

Gets benefits elsewhere

Members leave us because:

- ## The dues are too expensive.
  ### (75% Millennials, 50% Gen X, 33% Boomer)

- ## The member benefits are not valuable to me.
  ### (33% Millennial, 23% Gen X, 17% Boomer)

What did our new dentists say?

Other expenses take priority	Questionable Value	Lack of relevance
"I'm a young dentist with young kids and I can't afford to pay an extra $1200 on top of everything else I already need to pay to be a dentist.	"I didn't use any of it. I didn't get any benefit whatsoever." "Really none of it was valuable."	"I feel like a lot of the benefits are geared toward practice owners and not for the associates/new graduates"

Crowdsourcing* Solutions

1. Share your challenges – shout it out!
2. We will capture them on flip charts
3. Each Table gets FIVE minutes to discuss ONE challenge
4. After 5 minutes, we rotate! (Pass the paper to the next table number)
5. Then, we share our favorites

* Tripartite-sourcing for the win!

SmileCon 2022

Greater St. Louis Dental Society Event

Share Outs & Take Homes

What solution do you want to explore with your dental society?

Take Homes: Use templates provided to conduct a similar exercise in your society and to build your new dentist value strategy/showcase.

Keep being curious.
Keep working together.

THANK YOU!

REIMAGINING OUR TOMORROW

NATIONAL · STATE · LOCAL

Career Journey: Providing Value to Our Members

Suzanne Ebert DMD

VP Dental Professional Career Services

7/17/23 2:20-3:10

Jeremy Decker

Director of Marketing

The Vision – Career Initiative

"As a dental professional I want to be able to go to Career Services of ADA.org and the ADA ap and use the tools provided to gain an unbiased, clear understanding of myself and my career options. I will know what the requirements are for the option that fits me best, including licensure, finances, and skill set. I will be able to seamlessly access resources that allow me to fulfill the requirements. When I am ready, I will be connected with specific opportunities that fit my needs. I will have personalized guidance throughout the process including how to be most successful as I enter the new situation and resources to reach out to when questions/concerns arise after starting a new position."

Career Pathways

Based on the tools provided, **practicing dentists** and **dental students** will be provided clear and unbiased information about the career paths that best their individual requirements.

Personalized Career Counseling

Dentists at all career stages will be able to speak with a designated representative who can guide them though their career options and provide appropriate resources and follow up.

Finding a Job or Practice

The ADA will provide specific options to **dental students** and **practicing dentists** seeking positions in all modalities. The opportunities presented will be based on the wants and needs of the individual and will follow them through the entire transition process.

Licensing

Career Services

- Career Pathways
- Personalized Career Counseling
- Find a Position or Practice
- Licensing
- Evaluating Contracts
- Career Experiences
- Integrated Resources
- Deb/Wealth Management

Any **dentist or student** will be able to quickly and easily understand the licensing requirements for any state. Based on the information they have provided; they will be able to easily understand the next steps to obtain licensing for the state in question and how long it will take. Dental professionals will be assigned a dedicated resource for additional questions.

Evaluating Contracts

All **dentists and students** will have access to unbiased contract evaluation services. The assessment will provide an explanation of the contract in terms that are clear and understandable.

Career Experiences

All dentists can create communities within Career Services where they will be able to communicate with like minded professionals both virtually and live.

Integrated Resources

ADA.org and the mobile ap will provide clear, easy to find access to all career resources – integrated at the local, state and national level.

Debt/Wealth Management

Dentists at every career stage will have access to a personal assessment of current financial situation along with a roadmap for achieving goals – begins when they enter dental school and continues throughout their career.

"TRENDING TOPICS FOR DENTISTS"

Growing Non-Dues Revenue by Providing Relevant Support

PRESENTED BY DEBRA ENGELHARDT – NASH
CHARLOTTE, NC

HERE ARE SOME THINGS YOU ALREADY KNOW….

According to American Dental Education Association (ADEA)

30% of graduating dentists in 2020 planned to join a DSO)

Private practice dentistry is shrinking at the rate of 7% per year (66.5% in 2001 - 46.2% in 2021)

TOP CONCERNS FOR DENTISTS

*Based on surveys and research from

ADA

Dentistry Today

ADEA
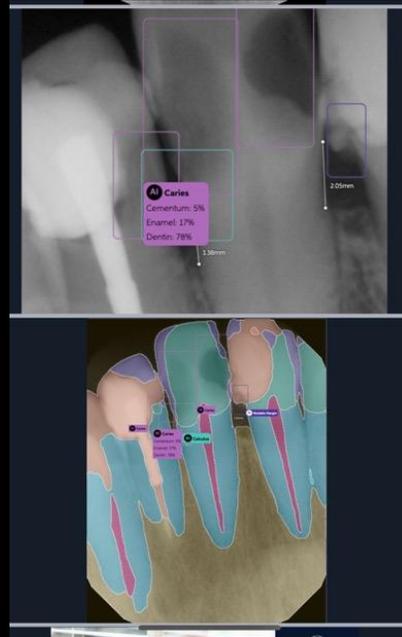
FinMkt

NexHealth

Staffing – Acquiring and Retaining

Appointment Volume – Production per chair time

Patient Retention & Attraction

Technology

Debt Service*

6 Customer Service Trends for 2023 that relate to dentistry

- Customer Service and experience will be an increasingly important differentiator.

- Customers will churn more easily.

- More people working on mobile devices.

- Customers and Teams will demand more flexibility.

- Outsourcing will grow.

- Expectations of technology

How Does This Affect Our Members?

LET'S TAKE A LOOK AT SUCCESS......

A Few Organizations that have filled a niche' and have created non dues revenue

Mommy Dentists in Business

"Largest Niche Online Dental Community for Moms"

Online and In-Person Learning

Education and Webinars

Learning Center – Hands-On Training

Promotional Offers - Discounts

34.5% of Dentists are
Women

Predicted to be 50% by 2040.

Why is this important?

TO NAME A FEW OTHERS....

WOMEN IN DSO

AA OF WOMEN DENTISTS

SISTAHS IN DENTISTRY

GROUP PURCHASING

STAFF RECRUITING
ASSOCIATE RECRUITING

CONTINUING EDUCATION
HR SUPPORT

NETWORKING

"Even animals in the wild know that being alone is not healthy. Join Our Pack"
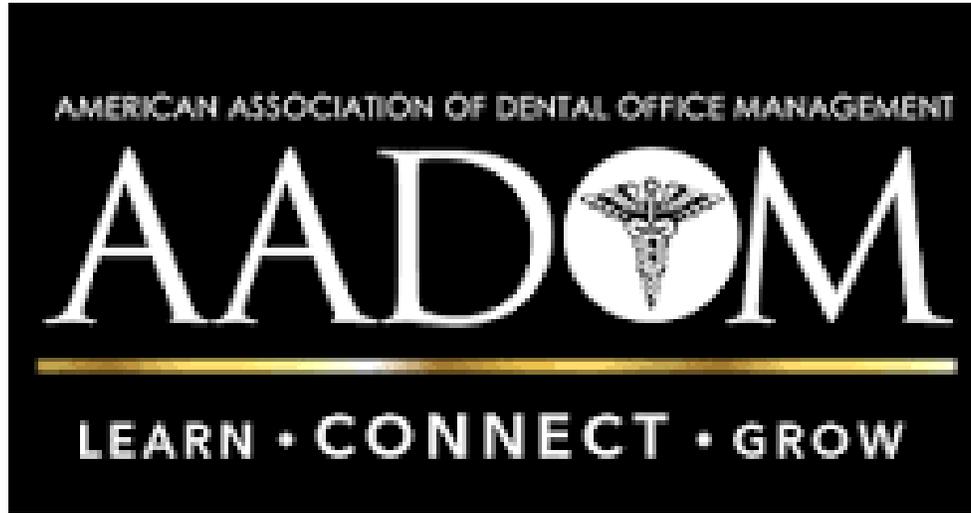
"It's rewarding to see our Tribe of members grown and even more importantly to watch how they come together to help each other grow."

5700 MEMBERS+ AFFILIATE MEMBERS (WHO PAY A FEE TO AFFILIATE)

REGIONAL / NATIONAL MEETINGS
1200 REGISTRANTS AT NATIONAL MEETING
(SOLD OUT)

NEWSLETTERS

FACEBOOK SUPPORT GROUPS

(INCLUDING DENTAL SPOUSE CHAPTER)

Special Pricing for Health Insurance, Products, Technology, HR Services and more
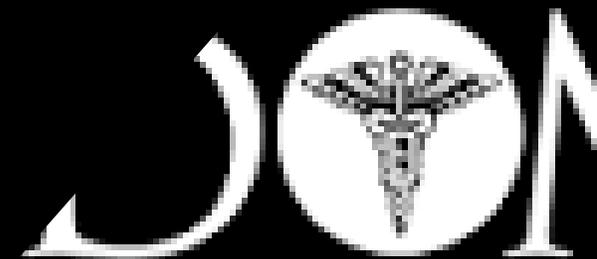
And A few others……

Dental Nachos – 50.4 k online members.   Support, in-person meetings, online learning, study clubs, podcasts, buying discounts .

"Our goal is to create a community that cares and challenges ideas."

Nifty Thrifty Dentists – 51.5k online members. Money saving tips, strategies, training videos, and other resources including buying discounts through dental partners.

"Created for you to help you grow."

WHAT DO THESE GROUPS HAVE IN COMMON?

Niche' Specific - Can your organization create niche' specific programs in addition to meeting the needs of your general members?

Creating New Verticals.

WHAT DO THESE GROUPS HAVE IN COMMON?

THEY HAVE CREATED A SENSE OF COMMUNITY –

"TRIBE"   "HIVE"   "PACK"

VS. "MEMBER"

NETWORKING / SUPPORT / COMRADERIE

WHAT DO THESE GROUPS HAVE IN COMMON?

COLLABORATION WITH OUTSIDE RESOURCES

UTILIZING AFFILIATES AND COMPANIES FOR TRAINING & SUPPORT

BUYING GROUPS

DENTAL PROFESSIONALS

PROVEN PROGRAMS

HOW CAN I DO THAT?

SPONSORED FACEBOOK GROUP FOR SUPPORT / FEEDBACK

REVENUE SHARED PODCASTS, WEBINARS, TRAINING

SPONSORED MASTERMIND GROUPS – IN PERSON OR ONLINE – SMALLER REGIONAL MEETINGS HOSTED BY A MEMBER

i.e. AADOM Regional Meetings / Seattle Study Club Regional Chapters

CREATING A SENSE OF STILL BEING ATTACHED TO THE "MOTHER SHIP"
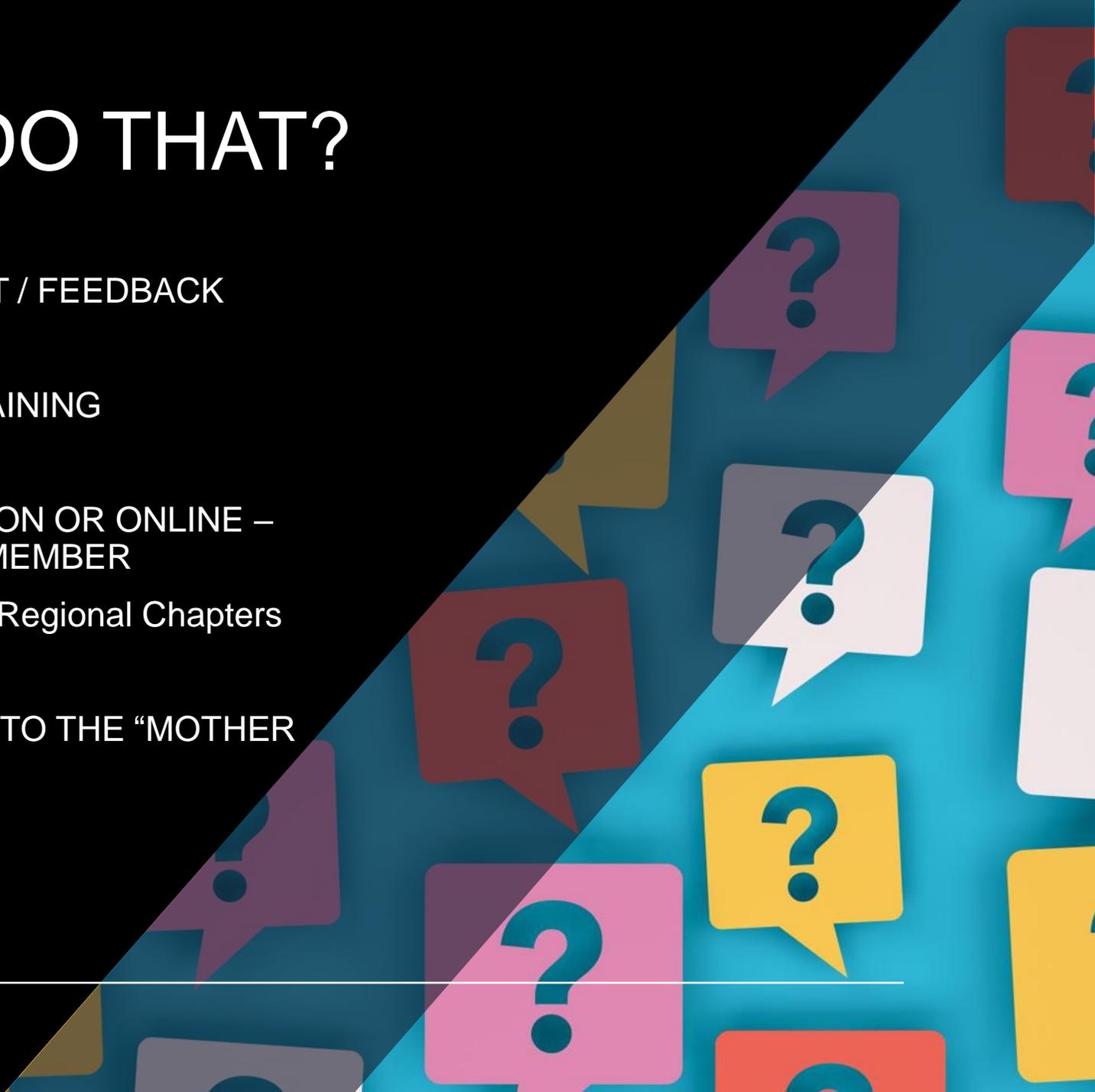
HOW CAN I DO THAT?

DOWNLOADED COURSE & HANDBOOK FOR A FEE

- REVENUE SHARED WITH CONTENT SOURCE.

i.e. Onboarding New Employee inc. forms

New Employee Checklist

ATTACHED TO OR STAND ALONE –

"How to Search, Recruit, Interview and Hire"

HOW CAN I DO THAT?

Sponsored "Dentists Guide to Technology"- Free

Fee Based Online Training Modules for Team

In-Person Training for Team / Drs.

Clinical/ Business / Technical

HOW CAN I DO THAT?

Access to "Ask The Experts" - Subscription

Examples:

"How Do I …?"

Buy A Practice – Practice Evaluation

Understand my EBIDA (What is EBIDA?)

Conduct an Employee Growth Conference?

Know the Health of My Practice?

Understanding Overhead?

Could be monthly newsletter – with podcast component.

How can I compete with that which is free?

By doing it better!

Create networking opportunities with my peers

Create nurturing environment with my peers

Create recruiting platform – dental job placement (with fee) & support

Create Buying Group

Create Focused Learning Environments that appeal to my niche'

How can I compete with that which is free?

Outsource to experts

Acquire Manufacturer Sponsorships

Recruit Member Mentorship / Alliances

Here's To….

"Here's to the crazy ones….

The ones who see things differently….

And while some may see them as the crazy ones,

" We are always in pursuit of solutions to make lives better."

We see Genius, because the people who are crazy enough to think they can change the world,

Are the ones who do."

Adapted from Steve Jobs
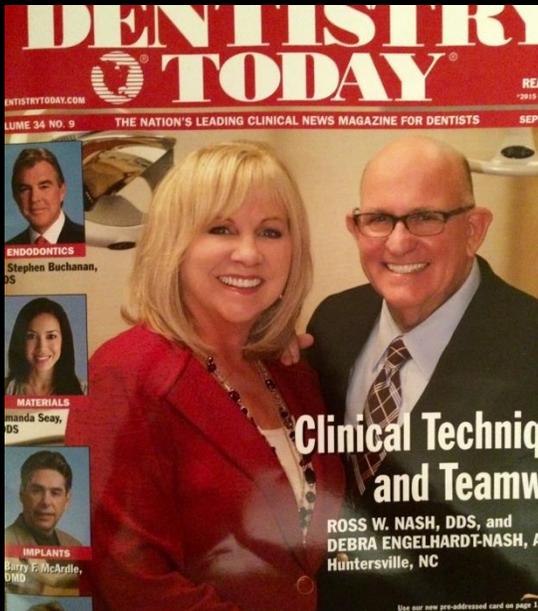
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Championing Change for a Reimagined Tomorrow

Speakers: Daniel Bahner, Kay Moore and Susana Galvan

July 17, 2023

ADA American Dental Association®

Meet the Presenters

Daniel Bahner
DEI Contractor

Susana Galvan
Senior Manager, DEI Program
Innovation & Engagement

Kay Moore
Senior Manager, DEI Strategy
Management & Relationships

Importance of Belonging

You are all familiar with these terms

- **Diversity:** Includes all the ways in which people differ, encompassing the different characteristics that make one individual or group different from one another.

- **Equity:** The recognition that each person has different circumstances and allocates resources and opportunities need to reach an equal outcome

- **Inclusion:** Striving to have all people represented, their differences valued and their contributes included.

You will know you have achieved DEI outcomes when people have a sense of belonging, the emotional outcome of DEI work.

Belonging

The emotional outcome of inclusive practices wherein a person feels fully valued and accepted for the uniqueness of their identity and their group values the individual for that very uniqueness.

	Low Belongingness	High Belongingness
Low Value in Uniqueness	**Exclusion** Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.	**Assimilation** Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.
High Value in Uniqueness	**Differentiation** Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/ organization success.	**Inclusion** Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.

Belonging and Psychological Safety

- Psychological safety is the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. At work, it's a shared expectation held by members of a team that teammates will not embarrass, reject, or punish them for sharing ideas, taking risks, or soliciting feedback.

- Psychological safety includes knowing your identities and experiences will be validated at work, especially if you are from an underrepresented background.

Do You Have A Belonging Story?

Resistance

Personal Resistance

What's Driving it?

- Psychological threats
- Distancing

- Denying
- Defending

Psychological Threats

DEI initiatives often involve significant organizational changes and thus can elicit threat and concern, particularly from members of majority groups, who have traditionally benefitted from being in the majority and may feel that their organizational status or resources are threatened.

88

Defending

When members of majority groups feel that their status is threatened, they may try to defend (or justify) the current status quo by seeking to legitimize it.

Denying

Some people resist DEI initiatives by downplaying inequality or bias, or even denying that they exist at all.

Distancing

People who engaging in distancing, which is driven by both merit threat and moral threat, often prefer to think in individual terms and work to disconnect themselves from groups, thus insulating themselves from accusations that they have benefitted from bias or privilege.

Organizational Resistance

Top 5 Barriers to DEI Program Implementation

- Cultural resistance
- Lack of goals and metrics
- Inadequate training
- Budgetary Restrictions
- Lack of support from Leadership

Cultural Resistance

A silent but pervasive barrier to DEI program success is the unconscious bias that you and your leaders/members aren't even aware they have.

Inadequate Training

Training alone cannot solve the problem of diversity, equity, and inclusion. Training should be thought of simply as one step or resource in the journey and is not meant to be the entirety of the destination.

Lack of Goals and Metrics

Deciding how and what to measure could easily be the biggest challenge organizations face when implementing DEI initiatives.

Budgetary Restrictions

The most effective way to address budgetary concerns is to build a business case that connects to organizational or executive values.

Lack of Support from Leadership

How do we overcome this barrier?

Using the language of decision-makers:

Practical Tips & Tools

So, What Is Your Role?

Becoming Aware

• UNDERSTAND BIAS

• VALUE EQUITY

• MEASURE & RECALIBRATE

Becoming A Change Agent

Advocate For Belonging

Create Accountability At All Levels

Make Change

Levels of Diversity Comprehension
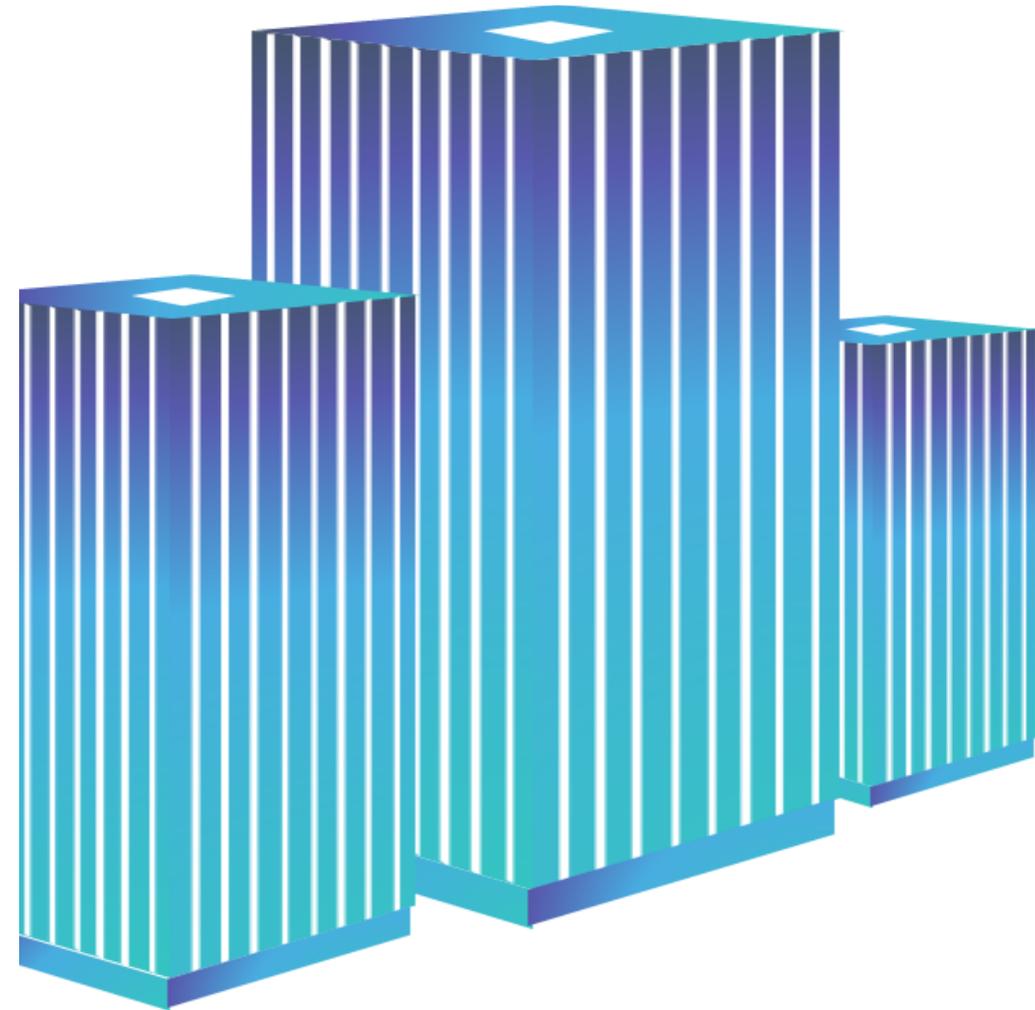
Strategies To Manage Resistance

Respectful Curiosity

Appreciate Differences

Engagement = Value Add

Be Honest About Blind Spots

Respond To Feedback w/ Patience

What We Are Looking To Achieve

CULTURAL PENETRATION

17%

ADA American Dental Association®

"
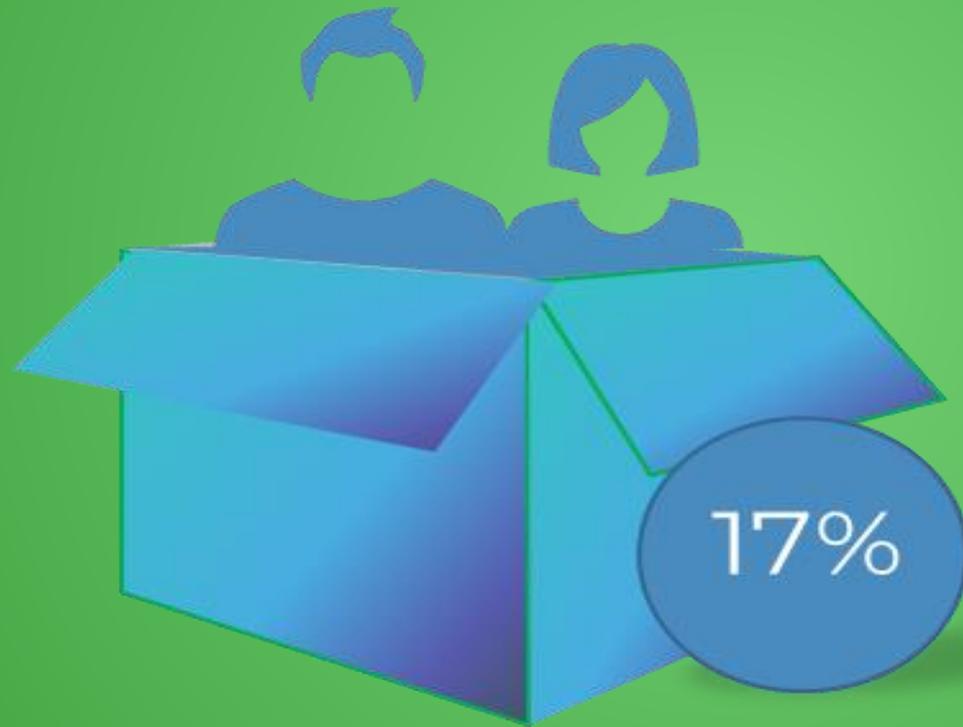
Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.

"

"

The ultimate measure of a person is not where one stands in moments of comfort and convenience, but where one stands in times of challenge and controversy.

"

BRAVERY

To Change The System, We MUST Fix Ourselves

Questions/Comments

Thank You!

Why engage with dental schools?

Dental School Market Share

Year Range	Members	Total Enrollment	Market Share %
2021-22	21,669	26,228	83.0%
2020-21	21,474	25,995	83.0%
2019-20	21,946	25,807	85.0%
2018-19	21,844	25,381	86.0%
2017-18	23,018	25,010	92.0%
2016-17	22,968	24,677	93.0%
2015-16	23,099	24,058	96.0%
2014-15	21,349	23,878	89.0%
2013-14	20,305	22,865	89.0%
2012-13	19,547	21,962	89.0%

- ASDA remits $5 to ADA for ADA dental student membership
- ASDA members serve on ADA councils and committees

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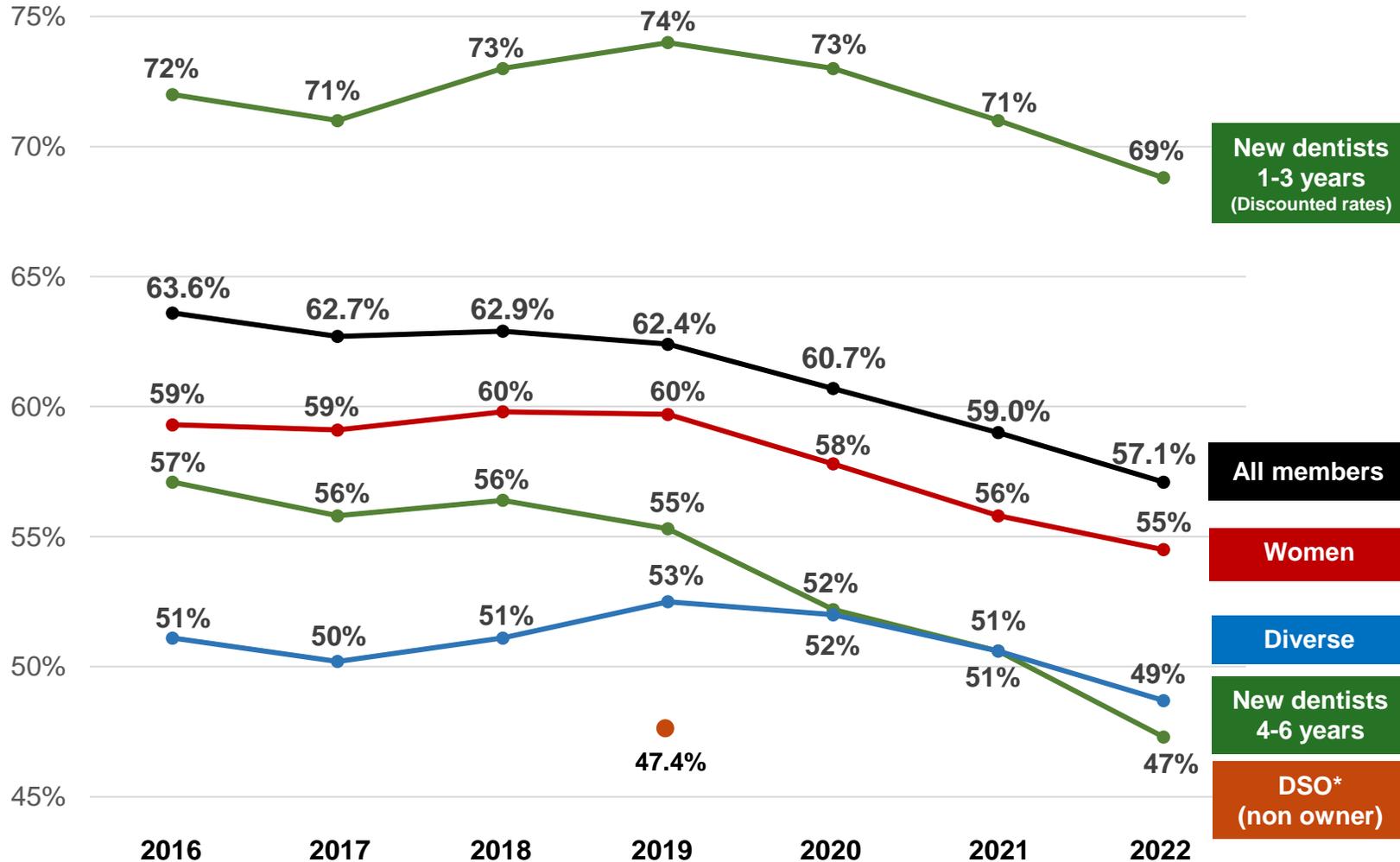
Risk: Broader diversity is now reflected in the profession, including women, ethnically diverse, and group practice dentists.

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.**

*2020-2022 DSO data to be added soon

Early Career Market Share

Class	Years since graduation									
	0	1st	2nd	3rd	4th	5th	6th	7th	8th	9th
2013	91.8%	74.5%	61.2%	58.0%	56.5%	55.2%	54.0%	51.4%	50.6%	48.9%
2014	91.8%	71.8%	61.7%	57.8%	58.0%	54.9%	51.3%	49.9%	48.7%	
2015	99.3%	92.5%	61.6%	58.7%	56.7%	51.3%	49.0%	47.0%		
2016	99.8%	92.8%	67.7%	59.6%	53.8%	49.7%	47.4%			
2017	98.2%	92.9%	65.0%	56.3%	49.9%	46.9%				
2018	99.4%	97.0%	63.4%	54.2%	47.7%					
2019	100.0%	98.8%	60.3%	49.3%						
2020	99.8%	96.9%	60.0%							
2021	99.6%	97.1%								
2022	99.6%									

**Market share declines below 50% by the time they reach full dues**

Key Market Share Drivers:

- ✓ Impact of dues streamlining
- ✓ Impact of workforce shortage and increased labor costs
- ✓ Impact of growth and consolidation of large group practices
- ✓ Ongoing demographic shifts
- ✓ Increased competition
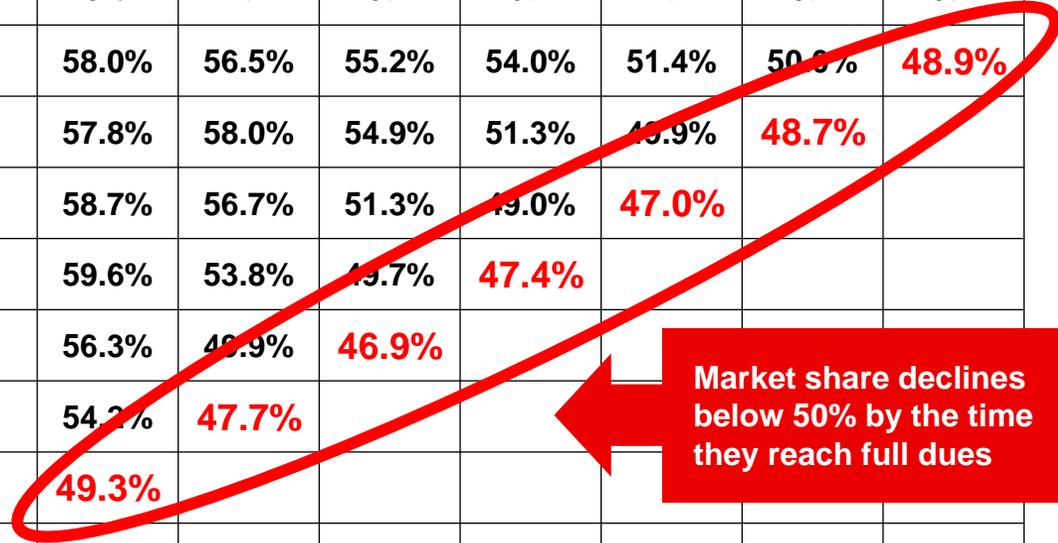
Market Share on State's (MO) Top Feeder Schools: 1-5 years out

Dental School Name	School Dentist Count	Member Count	Percent of Total	School Membership Market Share
UNIVERSITY OF MISSOURI-KANSAS CITY	254	185	43.0%	72.8%
MISSOURI SCHOOL OF DENTISTRY AND ORAL HEALTH	75	59	13.7%	78.7%
SOUTHERN ILLINOIS UNIVERSITY	52	35	8.1%	67.3%
MIDWESTERN UNIVERSITY	16	13	3.0%	81.3%
CREIGHTON UNIVERSITY	13	9	2.1%	69.2%
UNIVERSITY OF OKLAHOMA	14	8	1.9%	57.1%
MIDWESTERN UNIVERSITY – ILLINOIS	10	5	1.2%	50.0%
OTHER DENTAL SCHOOLS	181	116	27.0%	64.1%
	615	430	100.0%	

Other dental schools consists of schools with 3 or fewer dentists
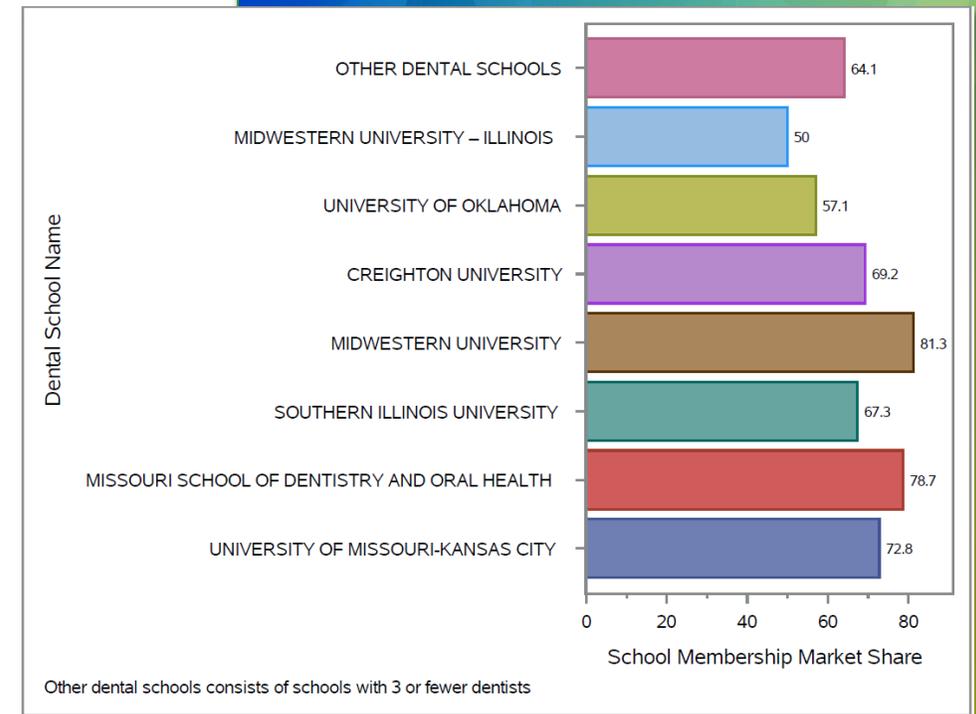
Things to Know

- Less than 1/3 of ASDA members realize they are ADA student members

- Faculty = preferred source of dental info

- 45 of the 69 dental schools are autobill

- Students seeking connections!

Which of the following aspects of a dental organization are most important to you?

Aspect	Percentage
Mentorship	70%
Clinic support	68%
Career path guidance	58%
Learning/networking w/peers	56%
Financial aid/planning	52%
Academic support	39%
Wellness resources	19%
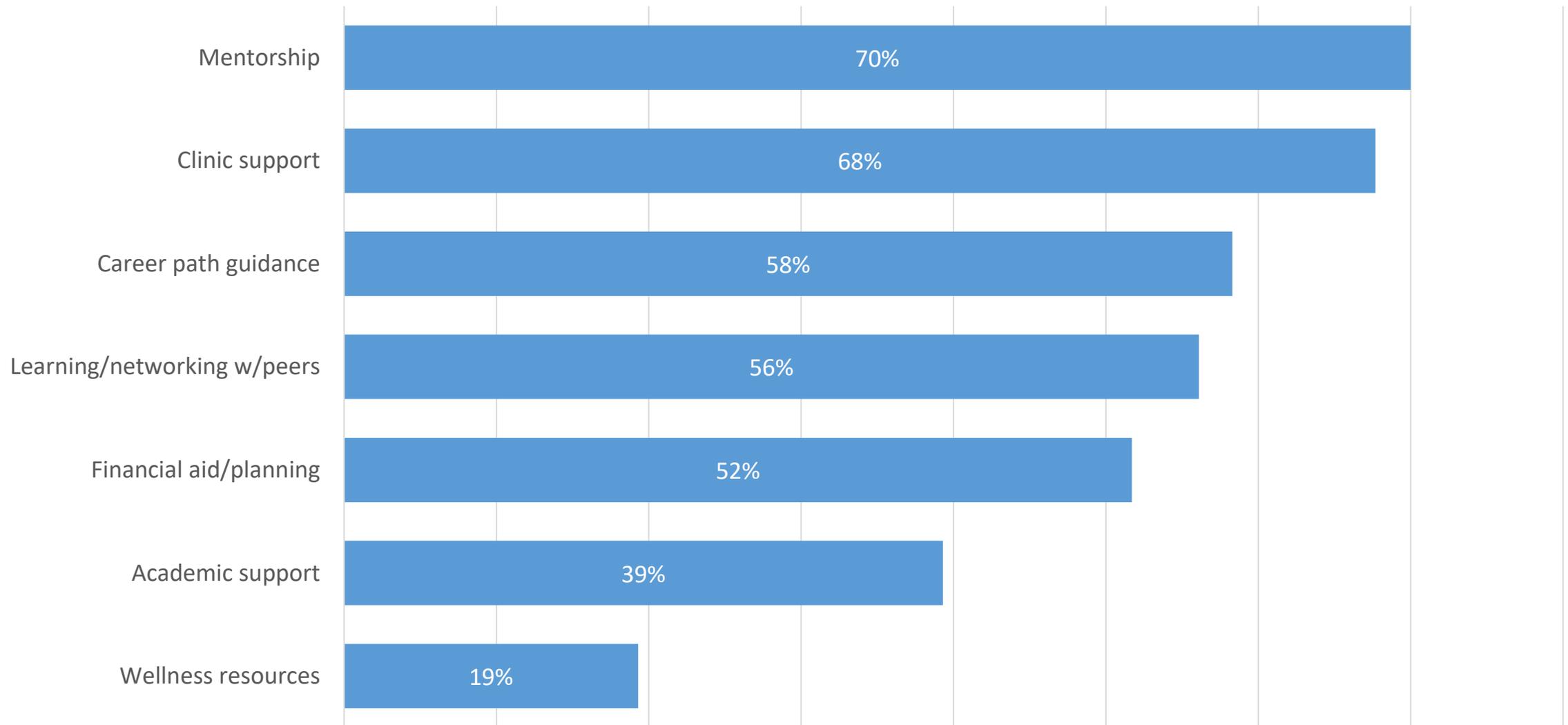
Mentorship and Clinic Support rise to the top of desired qualities in a dental organization. Clinic in this question refers to time spent directly in the school's dental clinical working on live patients (as compared to the broader topic of 'clinical support').

Challenges – Reimagine Solutions

Proximity

No "vendors" allowed

Low support from admin/faculty

Weak communication with students and student leaders

Capacity

What else?

Explore/Scale Dental Society Ideas

- Graduation/welcome gift
- Welcome calls/texts
- Free registration and personal invite to meetings/events
  - Special area for newbie to mix with possible mentors
- Lunch & Learns dedicated to transition issues
- Orientation Dinner
- Mentor Pods

- FDA Chatter (closed fb)
- Invite new grads to participate in groups/committees
- Cross Town Summit
- Roadmap to Practicing
  - All requirements for that state, by practice modality

IDEA: Cross Town Student Summit

- CDS, ISDS, ADA hosting D3/4 students from Midwestern and UIC
- ADA Headquarters
- Spring 2024/Fall 2024
- Student day with ADA leaders
- Invite deans/faculty
- Career content from ADAPT
- Template and scale for dental societies

- Ask Me Anything panel
  – new dentist, mid-career, SMEs
  – Phases of your career
- Resume/CV workshop
- Photo op with leaders/ADA logo, Lab tours, social media campaign, meet the ADA (mirror orientation week at college), "dept fair"
- Future of Oral Healthcare presentation
- Networking reception 1-4

Mutually Beneficial Relationship
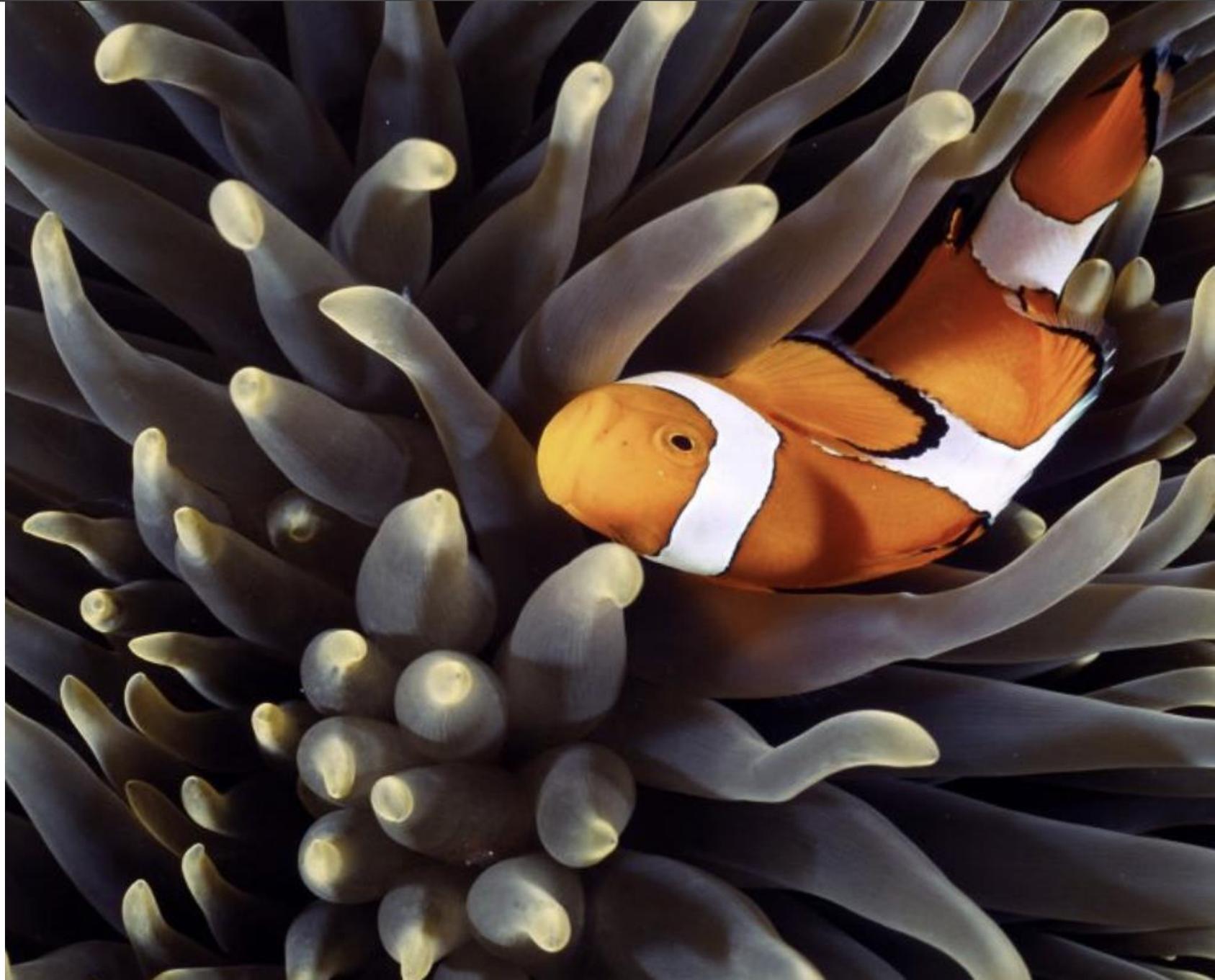
The Governance Reformation

Reimagining decision-making for a new century.

Governance Assessment

What is our current governance structure and why doesn't is serve us well, moving forward?

Governance is designed to help us make **better decisions**.

Governance refers to the system and processes through which decisions are made, policies are established, and the overall direction of the organization is determined.

Historical, **hierarchical**, and **centralized** decisions

Association governance is often rooted in historical norms and traditions. It typically follows a hierarchical model with a central governing body responsible for making key decisions.
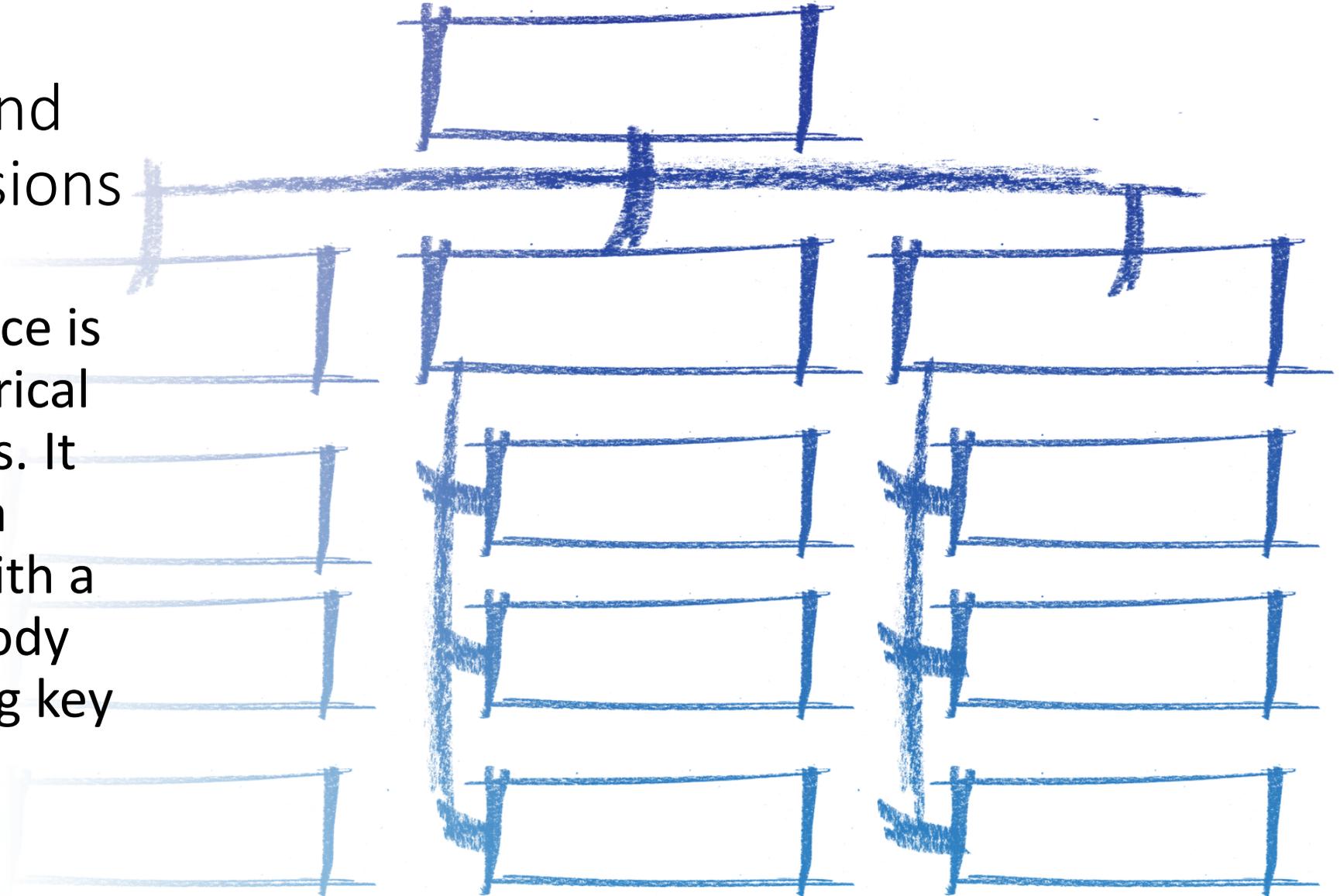
Reasons for Traditional Governance

PROFESSIONAL EXPERIENCE & EXPERTISE

CLEAR LINES OF AUTHORITY & ACCOUNTABILITY
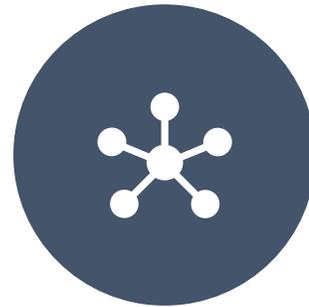
CONTINUITY AND STABILITY

REPRESENTATION

How well does this model serve us?

Future Decision Environment

How is the world within which we need to make decisions changing?

3 Fundamental Factors Shaping the Future of Associations

- Technological Interconnectedness
- Disruption of Historical Behaviors
- Competition

When you eliminate boundaries and disrupt behaviors you throw everyone into the same pool – Competition.

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.

In a highly competitive and dynamic environment the more static your decision-making the more difficult it will be to succeed.

Characteristics of Current Association Governance

- Volunteer- driven
- Deliberative
- Layered
- Consensus focused
- Opinion-based
- Fragmented

We. Are. Slow.

Top Challenges of CEOs?

- 36% of CEOs cite *creating a strategic board of directors*
- 36% of CEOs cite *engaging younger members in volunteer leadership*
- 34% of CEOs cite *getting volunteer leaders future focused, away from operations*
- 34% of CEOs cite *identifying or recruiting diverse leaders*

Will our governance keep associations from succeeding?

Solution

What do the components of a modern governance structure look like?

Attributes of Modern Governance

- Agile Decision-Making

- Embrace Transparency and Accountability

- Promote Inclusive and Participatory Governance

- Cultivate Diversity

- Embrace Flexibility and Adaptability

Agile Decision Making

- Speed and Adaptability

- Collaboration and Iteration

- Risk Management

Embrace Transparency and Accountability

- Open Communication
- Clear Reporting and Disclosure
- Performance Evaluation

Promote Inclusive and Participatory Governance

- Viewpoint Diversity

- Engagement and Collaboration

- Transparency and Accessibility

# Embrace Flexibility and Adaptability

- Agile Governance Structures

- Continuous Learning and Innovation

- Decision-maker Collaboration and Partnerships
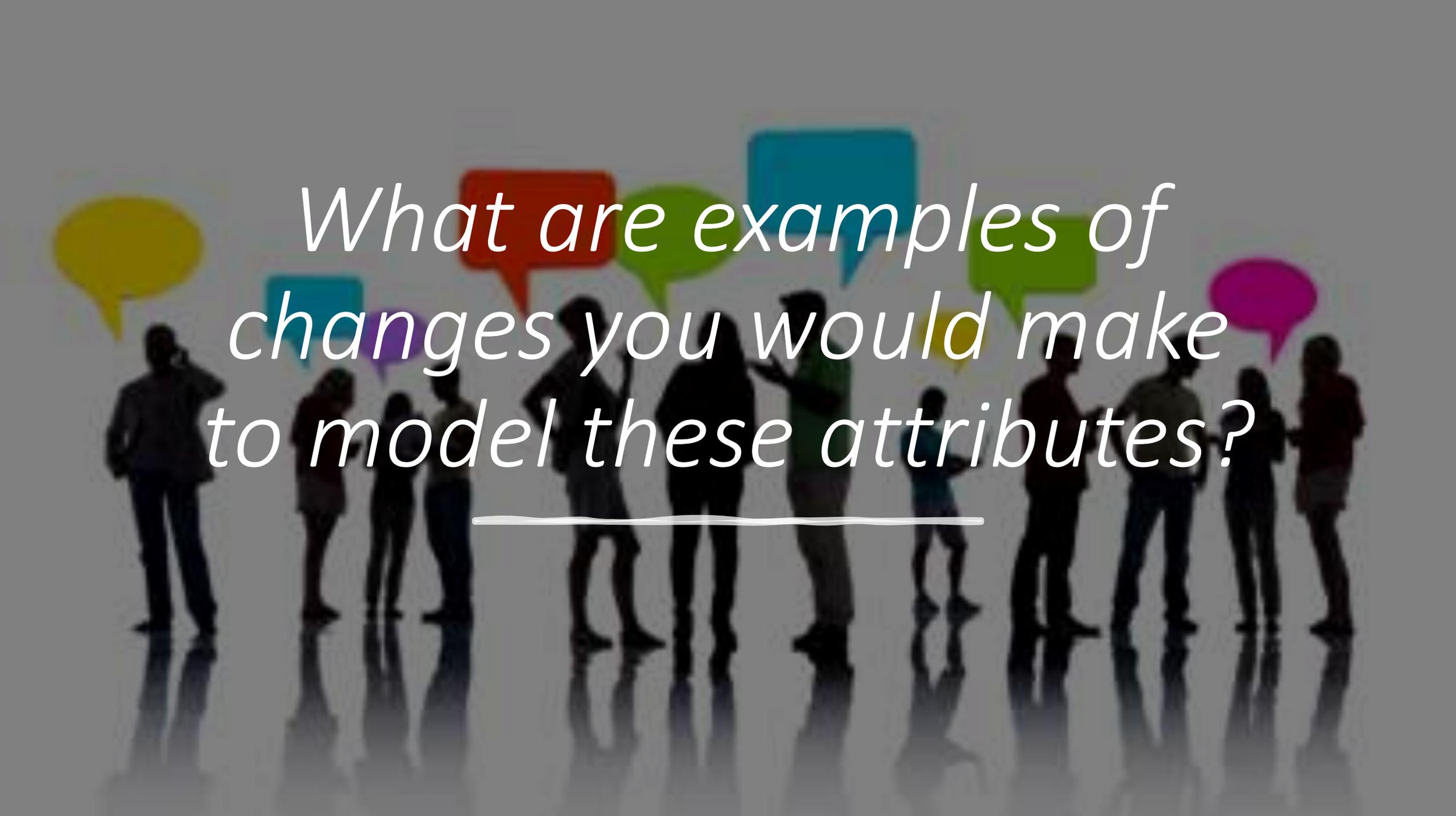
In Conclusion

Next steps.

Questions

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Practice Modalities among U.S. Dentists

13% **of U.S. dentists are affiliated with a DSO.**

27% **of dentists up to 10 years out of dental school are affiliated with a DSO.**
- 18% 6-10 years out, 11% 11-25 years out, 7% 25+ years out

24% **of dentists up to 10 years out of dental school work in a practice with 10 or more affiliated locations.**
- 12% 11-25 years out, 7% 25+ years out

ADA Response to Resolution 40 (2020): Timeline

ADA House of Delegates passed Resolution 40 (Oct. 2020)

ADA BOT: Flat-rate dues model pilot approved

CM: In-depth dues model explorations

ADA engaged consultant

ADA Collaborative Membership Strategy Project

2021

2022

2023

CM: Environmental scan of association dues models

ADA State Membership Models Workgroup
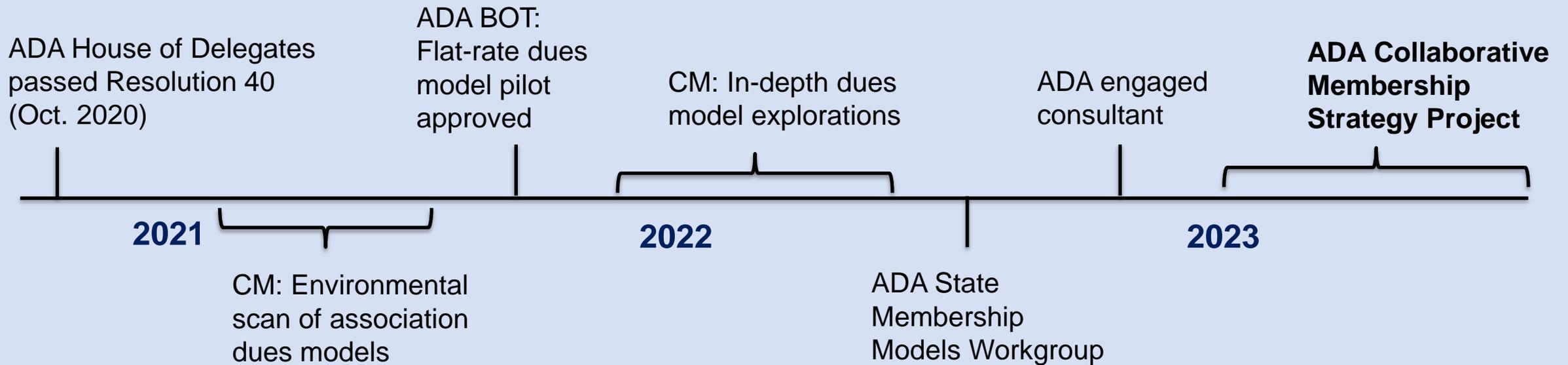
Resolution

40. Resolved, that the American Dental Association direct its appropriate agency to explore a new tripartite membership dues structure that more accurately reflects evolving practice models, and be it further

Resolved, that their findings be reported to the 2021 ADA House of Delegates.

ADA Collaborative Membership Strategy Project

Key take-aways: DSO Leaders

- **There is a deep respect for the ADA, even from detractors.** The ADA is recognized as the most powerful voice of advocacy for the dental profession and the most recognized and trusted brand.

- **DSO Leaders also value the ADA's efforts around clinical standards and quality metrics.**

- **Dues are not the barrier to DSOs participating in the ADA; the barriers are:**

  - Lack of acceptance of dentists practicing in DSOs.

  - Not seeing DSOs in the leadership of the ADA.

  - Expecting ADA to be a more powerful voice for <u>all</u> dentists.

ADA Collaborative Membership Strategy Project

Key take-aways: DSO Leaders

- **They want more support for the business of dentistry.** They are also looking for clinical pathways to mentor and train their doctors better.

- **DSO Practice Leaders feel there is a lack of vocal support for all practice modalities.**

- **A public campaign to promote oral health is a widely-shared priority.**

ADA Collaborative Membership Strategy Project

## Key take-aways: DSO-supported Dentists

- **Dentists want ADA to acknowledge that DSO practice settings employ high-quality dentists and provide excellent dental care.**

- **They need a better understanding of what the ADA can do for them.** They don't see themselves represented within the organization, so they don't see the value.

- DSO dentists, like Practice Leaders, place a high priority on **advocacy around insurance reimbursement policies.**

- Every focus group mentioned **student debt relief, contract negotiations, and support evaluating job offers.**

ADA Collaborative Membership Strategy Project

Key take-aways: DSO-supported Dentists

- **They look to ADA to explain different career paths in dentistry and help them understand their choices.**

- **They feel many DSOs develop better CE than the ADA but that it can be restricting.** DSO-supported dentists are looking for a broader range of CE choices.

- **Consistent communication about ADA's work for DSO-supported dentists is essential**. I.e., how it is relevant to them and how the ADA works for all dentistry regardless of practice modality.

Cultural Shift is Needed

The Opportunities

Have you personally experienced/observed any of the following types of prejudice

Type	Percent
None	48%
Practice setting/modality	29%
Gender	27%
Social/political beliefs	26%
Age	26%
Race/ethnicity	20%
Religious	9%
LGBTQ	9%
Other	4%
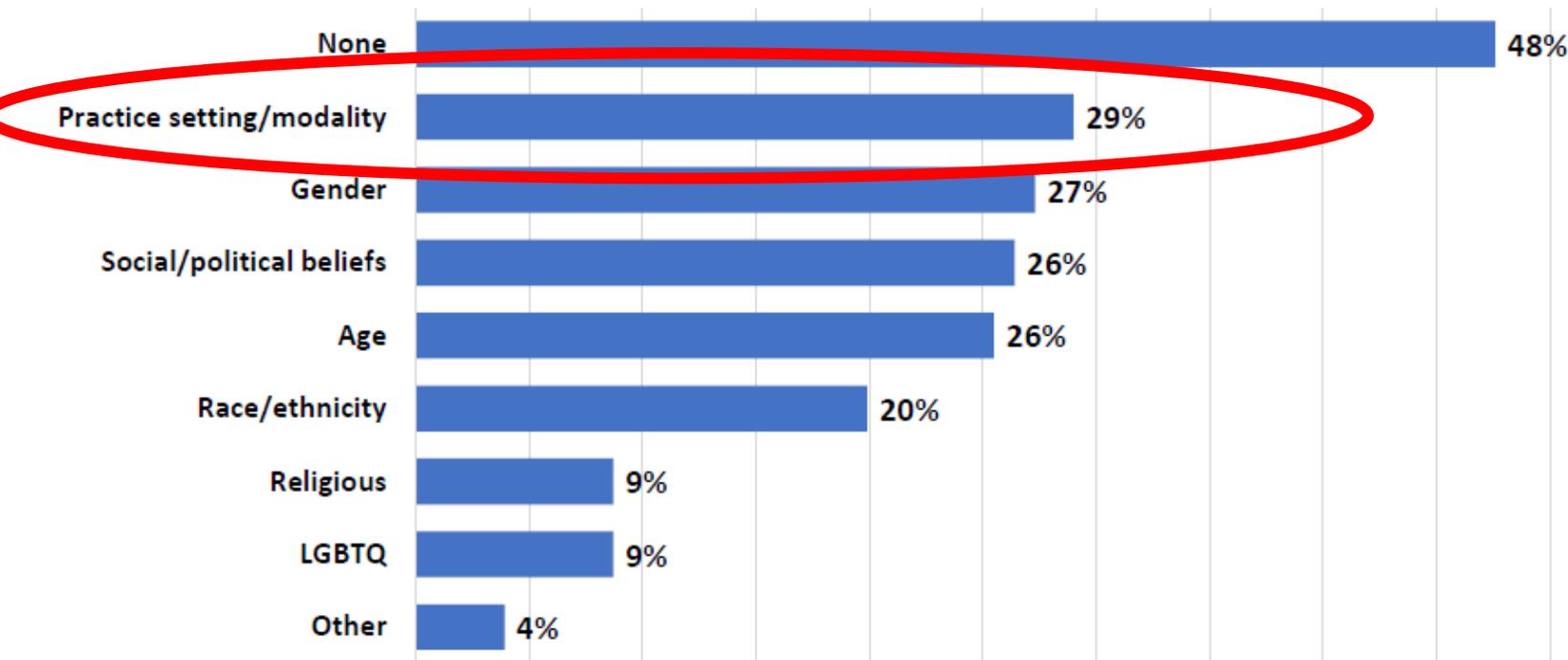
*Culture of Change survey fielded Jan. 2023 to 1,092 leaders (national, state, local).
22% response rate (240 completed surveys).*

Leaders can be a catalyst for action

"Walking the walk" on diversity and inclusivity

What We Heard

"There's still a connotation…especially with older dentists…of the DSO being the bad guy or that somehow DSOs are not doing quality work when we as a DSO think it's completely the opposite…

I know that some DSO owners have shied away from the ADA because of the feedback we get from existing dentists. …**That's one reason why I see DSO members not necessarily finding a need to join."** *– DSO Leader/Dentist*

What We Heard

"[DSOs] have this weird pariah stigma. **I went to one local [dental] society meeting and someone told me that working for a DSO was 'ruining dentistry'** so I've never gone back."

– *Dentist, Large DSO*

What We Heard

"I don't think they see any value in it because **they no longer have any voice.**

I don't think there is any connection at all between the ADA and the employee of the DSO."

– Medium DSO Practice Leader

State Sustainability Profile

Increasing DSO dentist
market share

+

Decreasing DSO
membership market share

=

Drag on overall market share

Difference in Membership Market Share and Growth in the Size of the Dentist Market 2013 to 2022

Market Values	Membership Market Share 2013	Membership Market Share 2022	Difference in Market Share 2013-2022	Dentist Market Size 2013	Dentist Market Size 2022	Growth in Dentist Market 2013-2022
ADA member market share						

Differences in Career Level Membership Market Share 2013 to 2022

Career Level Market Segments	Membership Market Share 2013	Membership Market Share 2022	Difference in Market Share 2013 - 2022
Early career 1 to 5 years			
Mid career 6 to 35 years			
Late career 35+ years			

MARKET ANALYSIS

Membership market share should move in concert with the growth of the market. A membership share that increases as the market grows is the best outcome. Membership shares that remain steady or decline are less or much less desirable.

Changes in market share by dentist career level shows us where increases or decreases in market share during the period have occurred.

Note: Members paying zero dues are excluded from the member market share calculation done for the early career 1 to 5 years out of dental school group.

State DSO Dentist Market Share and DSO Membership Market Share 2017 to 2022

Market Values	2017	2018	2019	2020	2021	2022	Difference in Market Share 2017 - 2022
DSO dentist market share							
DSO membership market share							

10 Year DSO Dentist Market Share Forecast for the Alaska Dental Society

10 Year Forecast Value	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Difference in DSO Dentist Market Share During Forecast Period	Percent Change in DSO Dentist Market Share During Forecast Period
Forecasted DSO dentist market share for year												

DSO ANALYSIS

The desired outcome is DSO member market share that is close to the overall membership market share and shows increasing member count as the DSO dentist market share is increasing.

A forecasted increase in DSO dentist market share tells us that trends found in the current DSO dentist market share will play a greater role in future member count. A decrease means the opposite while little or no change implies a steady state.

Activity