Michigan Dental Association

MEETING OF THE BOARD OF TRUSTEES
September 23, 2011
Holiday Inn Select, Kentwood, Michigan

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ATTACHMENTS:
Michigan Dental Association Celebrate Successes—Large and Small
Strategic Planning Presentation
Michigan Dental Association

MINUTES OF THE BOARD OF TRUSTEES
September 23, 2011
Holiday Inn Select, Kentwood, Michigan

OFFICERS:
Dr. Connie Verhagen, president
Dr. Jeffery Johnston, president-elect
Dr. Norman Palm, vice-president
Dr. Gary Jeffers, immediate past president
Dr. Debra Peters, speaker
Dr. Virginia Merchant, editor
Dr. Mark Johnston, secretary
Dr. Martin Makowski, treasurer
Mr. Drew Eason, CAE, executive director

TRUSTEES:
Dr. Mark Barsamian
Dr. Charles Burling
Dr. John Carter
Dr. Brian Cilla
Dr. Curles Colbert
Dr. Thomas Goodsell
Dr. Howard Hamerink
Dr. Stephen Harris
Dr. Zelton Johnson
Dr. Vincent Mack
Dr. Scott Meldrum
Dr. Robert Richards
Dr. Colette Smiley
Dr. Robert Tremblay
Dr. Michael Young

LEGAL COUNSEL:
Mr. Dan Schulte

NINTH DISTRICT TRUSTEE: (Absent)
Dr. Dennis Engel, ADA 9th District Trustee

MDA STAFF:
Ms. Grace DeShaw-Wilner, CAE, managing vice president of professional affairs
Ms. Bernie Droste, CMP, manager of continuing education (for a portion)
Mr. David Foe, director of communications (for a portion)
Mr. Thomas Kochheiser, CAE, director of public affairs (for a portion)
Mr. Josh Lord, director of membership and student affairs (for a portion)
Ms. Michelle Nichols-Cruz, board and house administrator
Mr. Brian Stump, MBA, director of finance (for a portion)
Ms. Andrea Sundermann, CAE, director of continuing education (for a portion)

MDAIFG STAFF: (for a portion)
Mr. Craig Start, MBA, president

GUESTS: (for a portion)
Dr. Rhonda Hennessy, chair, Committee on Governmental and Insurance Affairs
Dr. Danielle Ruskin, ADA Committee on the New Dentist/ADA Alternate Delegate
Mr. Ed Ura, Management Resources, Inc.

ANNOUNCEMENTS:

New Business:
President Verhagen asked if there was any new business to be submitted for this Board meeting.
The Board was informed that if new business is not submitted to the Central Office 14 days prior
to a Board meeting a 2/3 vote of the voting members of the Board present is required to consider
the resolution. No new business was presented.

Conflict of Interest:
President Verhagen informed the Board that this agenda item is a time for trustees to mention or
ask questions/comments regarding conflict of interest. The conflict of interest policy states that
the trustee should report potential conflicts to the president with the Board making the final
decision as to whether a conflict exists. No conflicts of interest were noted.

ADA Golden Apple Awards:
The MDA won four ADA Golden Apple Awards this year (recruitment, student affairs, member
service and the United Voice report).

MSAE Diamond Awards:
MDA received an MSAE Membership Development Gold Award for its Non Member Outreach
Program and a Silver Award for connecting with dental students.

Dental Benefits for Retirees:
It was recently announced that the Trust Fund for General Motors and Chrysler will once again
provide dental benefits to its retirees.

MDA Award Nominations:
The Board was urged to submit award nominations to the MDA prior to the November 1, 2011
deadline.

December Board Meeting:
The Board was informed that SMZ will provide a presentation to the Board on Thursday,
December 1, 2011 (day before the Board meeting) at 7pm on the MDA's public education
campaign. The schedule is:

6pm-7pm  Dinner at the MDA Building
7pm-8pm  Presentation to the Board by SMZ

February Board Meeting:
The Board was informed that Michael Gallery will be working with the Executive Committee all
day on February 16 (day before the February Board meeting) and will then present to the full
Board that evening at 7pm. The schedule is:

9-3pm (exact time to be determined)  Executive Committee meets with Michael Gallery
6pm-7pm  Dinner at the MDA Building (full Board)
7pm-8pm  Presentation to the Board by Michael Gallery

INVOCATION:
President Verhagen provided an invocation.
STRATEGIC PLANNING:
Mr. Drew Eason and Mr. Josh Lord provided the Board with a presentation on the MDA Strategic Plan.

It is important to celebrate what the MDA has done well. The board was provided with a document of MDA's successes – large and small.

The tracking process for the plan has been revised and the Master Calendar of Referrals has been integrated into the plan. Nearly 85% of the priorities from the Calendar fit within the strategic plan. For more information, view the Power Point presented to the Board.

CONSENT CALENDAR:
Seven recommendations were contained on the Consent Calendar. Recommendation 260 was withdrawn as MDAIFG will sponsor the student events.

Even though all of the reports and/or policies below are not association policy and do not require a roll call vote, President Verhagen called for one roll call vote, which applies to each of the following recommendations. Those recommendations that are association policy are designated with an asterisk.*

The following was adopted:

1-9/23/11 Resolved, that the following be adopted: Adopted
NEW BUSINESS
Topic: Establishment of Special Committees for 2012-2013
Recommendation Number: 255

*COMMITTEE ON MEMBERSHIP RECRUITMENT
AND RETENTION (CMRR)
Topic: Loss of Membership for Nonpayment of Dues
Recommendation Number: 254

BOARD COMMITTEE ON FINANCE (BCF)
Topic: Banking Services – Request for Proposals
Recommendation Numbers: 261-263

MICHIGAN DENTAL ASSOCIATION FOUNDATION
Topic: Election of New Board Director
Recommendation Number: 272

ROLL CALL:
In favor: Drs. Barsamian, Burling, Carter, Cilla, Colbert, Goodsell, Hamerink, Harris, Jeffers, Johnson, Z., Johnston, J., Johnston, M., Mack, Makowski, Meldrum, Merchant, Palm, Richards, Smiley, Tremblay, Young.

Opposed: None
The recommendations are listed below in their entirety:

2-9/23/11 Resolved that the MDA Board of Trustees approves the continuance of the following special committees for the 2012-2013 year:

- Special Committees:
  - Employee Benefits Advisory Committee
  - Special Committee on Access to Care
  - Special Committee on Annual Session
  - Special Committee on Executive Director Evaluation
  - Special Committee on Peer Review/Care and Well-Being

3-9/23/11 Resolved that a member whose dues have not been received by January 1 shall be granted a grace period until March 15, after which time the member shall be declared a nonmember. A member whose dues have not been received by March 31 shall cease to be a member of this association. If a nonmember's membership has lapsed for more than one administrative year, the dentist must submit a new membership application.

4-9/23/11 Resolved that Comerica bank be reaffirmed as the designated board approved financial institution to provide banking services for the Michigan Dental Association.

5-9/23/11 Resolved that at least every five years, all banking arrangements be investigated and reviewed by the Board Committee on Finance.

6-9/23/11 Resolved that Resolution 25-992 regarding banking services and Resolution 8-601 regarding the board approved financial institution be rescinded and removed from the Board Policy Manual.

7-9/23/11 Resolved that the following Michigan Dental Association Foundation Board Director be elected to a three-year term to expire June 30, 2014:

Samuel Daniels, DDS, MS

MDA INSURANCE & FINANCIAL GROUP (MDAIFG):

Report on Activities:

Mr. Craig Start, president, MDAIFG, provided the Board with a report on activities, to include:

- Video Reports – trying to keep it simple. The videos won't be professional but is a way to get the information out. The videos that are emailed to the MDA and IFG Board's are not meant to be forwarded; they are for the Board's information only.
- Demand Force is a great partner in marketing and marketing has begun in the MDA Journal. IFG was able to negotiate a royalty for a portion of MDA members who had signed up with Demand Force prior to the MDA's endorsement.
- Amalgam Separator Grant: To date, $150,000 in grant monies has been provided to MDA members, which is half of the grant monies. If these grant monies are exhausted, IFG will attempt to secure additional grant monies from the state.
Mercer has developed new practice management software. The software can detect when something in the practice is not going well and will provide specific information on what can be done to correct it and make the practice more efficient.

Bill Sullivan and Craig Start met with BCBSM recently and BCBSM is approaching MDA for support in market reform. IFG may forward a recommendation to the MDA Board in December recommending MDA support.

Bill Sullivan and Craig Start met with Senator Marleau and Representative Gail Haines who are introducing the bill on the insurance exchange. The meeting was held to raise awareness of dental and how it relates to the insurance exchange. The exchange should be based on Michigan and not one set by the Federal Government. They discussed dentistry, dental insurance and the exchange. The bill does allow individual dental plans in the exchange. MDA requested that freedom of choice and other areas be applied to dental as well as medical. Discussion was also held on the capacity of the exchange to displace IFG with its insurance plans for members. Senator Marleau dropped the bill on September 22 and it includes agents being involved in the exchange. This will happen sooner than later and it will have an impact on IFG; just not sure yet how.

**ACTION ITEMS:**

**Committee on Public Relations - Committee Name Change and Scope Update:**

Background information is contained in a report to the Board, dated September 2011.

The following was adopted:

**8-9/23/11** Resolved, that the name of the MDA Committee on Public Relations be changed to the MDA Committee on Communication, Education and Awareness, and be it further

Resolved, that the scope of this committee reads as defined in the document titled “Scope of the Committee on Communication, Education and Awareness (CCEA), dated September 22, 2011.

**INFORMATIONAL:**

The Board reviewed the following informational items. No action was required.

- Master Calendar of Referrals
- Committee Minutes (posted online since the June Board meeting)
- June Board Minutes
- 2012-2013 Board and Executive Committee Meeting Dates
- 2011 Contingency Fund and Non-Reserve Fund Balances
- MDA Dues Statement Optional Contributions

**OLD BUSINESS:**

**Electronic Voting/House of Delegates**

Background information is contained in a report to the Board, dated August 29, 2011.
Speaker Peters informed the Board that she would not be pursuing electronic voting in the House of Delegates in 2012 due to budget constraints. However, the Board believes that House members should be able to vote their conscience and electronic voting would assist with that.

The Board requested that the staff and speaker investigate the costs further and provide a recommendation for funding at its December 2011 meeting. A suggestion was made to also determine whether purchasing the electronic keypads would be more advantageous than renting the keypads.

Presentation of Examples of Committee Web Pages:
In order to streamline orientations and save on costs of reproducing paper and mailings, the Board was informed that staff has created MDA committee web pages on which orientation materials have been uploaded. It viewed the page of the Committee on Peer Review/Dental Care (CPR/DC) as an example.

Due to the amount of material on some of the committee webpages, a suggestion was made to add additional links to streamline the appearance for ease of use. Staff will make these changes.

Presentation to Immediate Past President:
Editor Merchant presented Immediate Past President Dr. Gary Jeffers with a bound version of the 2010-2011 MDA Journal’s to chronicle his year as president of the MDA.

ANNOUNCEMENTS/REPORTS (OFFICER/TRUSTEE/STAFF/OUTSIDE LIAISONS):
Increasing Access to Oral Health Care in Michigan: A Discussion of Three Possible Solutions:
Dr. Palm provided a brief report on the conference. Written reports were previously provided.

Special Committee on Annual Session (SpCAS):
Dr. Steve Harris, liaison, SpCAS, informed the Board that at this time attendance numbers for the 2011 Annual Session were down from 2010 and also lower than the 2008 meeting in Grand Rapids. The elimination of the free classes and the additional course fees allowed the MDA to break even.

The Michigan Society of Oral and Maxillofacial Surgeons will host part of its meeting at the 2012 Annual Session.

University of Michigan School of Dentistry:
Dr. Howard Hamerink informed the Board that the dental school holds an event called "Grand Rounds", which this semester will focus on access to care. Dr. Hamerink has been asked to discuss organized dentistry's position. This is an evidence-based dental school function where students will provide reflective questions to the moderators.
CHIPS Medicaid Symposium:
Dr. Charles Burling represented the MDA at the CHIPS Symposium in Washington DC. He has previously provided a written report. It is his recommendation that the MDA not attend this symposium in the future.

University of Detroit Mercy School of Dentistry:
Fourth year dental students are taking the NERB today (September 23). A new clinic dean, Dr. Tim Saunders, joined the staff in late summer. He is a retired military dentist from Michigan but did not receive his DDS degree in Michigan. He has applied for membership in the MDA.

Journal:
Editor Merchant informed the Board that she is planning to publish a compilation of district access programs in the Journal. The Board was asked to provide local information to Mr. Thomas Kochheiser at the June Board meeting; those that have not yet responded are encouraged to submit their information.

Michigan Dental Association Foundation:
The Breton Group will be working with the MDA Foundation to create a Strategic Plan.

ADA Public Affairs Grant:
This is the third year that the MDA has received the ADA Public Affairs Grant. The contract will expire at the end of this year and MDA is not sure it will continue to receive the grant as there are many states submitting applications. Last year MDA received the grant but the amount was decreased. Michigan is one of the more active states. Staff met with Truscott Rossman and developed a plan for the remainder of the grant monies for this year. An article will be developed on access to care with the targeted audience being the media and lawmakers. MDA will launch a Twitter campaign in October geared toward lawmakers. An MSU college intern will work with Truscott Rossman on this project.

Executive Session is on the next page
Executive Session

The outcomes of the executive session are now considered policy and are public knowledge. The discussion that took place in the meeting that led to the actions, however, are confidential and are not to be shared.

Delta's Requests of Peer Review:
The Board reviewed and discussed a confidential report, dated September 7, 2011.

Update on Alleged Denturism:
Legal counsel provided the Board with a report on the MDA’s lawsuit involving denturism. Also reviewed were two pending complaints; staff will work with legal counsel on filing complaints with the State of Michigan. Staff is working on public service announcements to educate the public on these types of illegal practices.

Detroit District Dental Society:
The Board was provided with an update on the dental society.

Access to Care:
The Board discussed access to care.

MDA Compensation Program:
Mr. Ed Ura, president, Management Resources, Inc., provided the Board with a report on MDA's staff compensation program.

2012 Pay Range Movement:
Background information is contained in a confidential report to the Board from the Employee Benefits Advisory Committee, dated September 6, 2011.

The following was adopted:

9-9/23/11  Resolved, that the 2012 MDA Employee Compensation Program pay structure be increased an aggregate of 2.1%.  Adopted

Drs. Mark Barsamian, Stephen Harris, Curles Colbert, Scott Meldrum and Howard Hamerink requested that their no votes be recorded in the minutes.

MDA/IFG Employee Retirement Plan:
Background information is contained in a confidential report to the Board from the Employee Benefits Advisory Committee, dated September 6, 2011.

The following was adopted:

10-9/23/11  Resolved, that the MDA/IFG retirement plan be updated with recommendations from Pension Trend to replace the American Funds Growth Fund of America with T. Rowe Price New America Growth Fund, and to remove the Eagle Mid Cap

Adopted
Executive Session

The outcomes of the executive session are now considered policy and are public knowledge. The discussion that took place in the meeting that led to the actions, however, are confidential and are not to be shared.

326  Stock A Fund and move the assets from this fund into the
327  Vanguard Mid Cap Index Inv Fund, and be it further
328
329  Resolved, that an emerging markets fund (Oppenheimer
330  Developing Markets Fund) and a commodities fund (Pimco
331  Commodity Real Return Strategy Fund) be added to the
332  MDA/IFG retirement plan.
333
334  Dr. Thomas Goodsell abstained.
335
336  Defined Contribution Plan Percentage for 2013:
337  Background information is contained in a confidential report to the Board from the Employee
338  Benefits Advisory Committee, dated September 6, 2011.
339
340  The following was adopted:
341
342  11-9/23/11  Resolved, that the Defined Contribution Plan percentage be
343  six (6) percent of total compensation for the year 2013.  Adopted
344
345
346
347
348  Connie Verhagen, DDS, MS  Mark Johnston, DDS
349  President  Secretary
350
351
The following was written by Dan Nielsen, National Institute for Healthcare Leadership:


Reality, in many cases, is quite different. It is astounding the number of people, the number of leaders (remember, everyone is a leader!), the number of organizations that do not make the crucial and highly profitable investment in celebrating personal, professional and organizational success.

Just as many people rarely take the time to sincerely say ‘thank you,’ many people and many organizations do not take the time, immediately following specific successes, to celebrate that success.

In the recently published book entitled: Lead with LUV: A Different Way to Create Real Success, Colleen Barrett, the highly successful President Emeritus of Southwest Airlines, states the following:

“We just believe in accentuating the positive and celebrating People’s successes. To sustain our Company Culture, we cheer People on all the time. We celebrate little things, big things – we celebrate everything! Although we do have some formal celebrations, a lot of them are informal, spontaneous celebrations that cost little or no money.

What’s important is the fact that you’re honoring them [people] and acknowledging that what they do makes a positive difference. In the process, you are making heroes out of them.”

As Ken Blanchard has written, “catch people doing things right and accentuate the positive by praising them. It’s all about celebrating a success that someone or a team has had.”

**Don’t praise people for just showing up; celebrate specific accomplishments!** Without specificity, celebrations have little meaning and virtually no personal or organizational value. Celebrate as close to the event or accomplishment as possible. Above all else, do NOT make the common mistake of waiting until the annual evaluation to celebrate success. You will have lost at least 80 to 90 percent of the meaning, value and positive reinforcement.

**Be sure to celebrate your own successes!** Celebrate appropriately, modestly, and with gratitude and humility. Celebrate at home, at work, in your community and wherever you
spend your time and energy making specific, positive contributions. Celebrate privately, and when appropriate, celebrate in public.

Celebrating success is a way of life. Celebrating success is a personal, professional and organizational philosophy that, if consistently and appropriately applied, will create a powerful endless loop system that will propel you, and those you serve to greater success!

**Do it today! Do it everyday! Celebrate Success!**

Here are just some of the successes we celebrate:

- Governor’s Special Message on Health Care included expanding Healthy Kids Dental to all counties, Donated Dental, and the importance of dental education for the general public. Quick response to media positioned the MDA as a supporter of the HKD program.

- Health Kids Dental was expanded to include four new counties: Mason, Oceana, Newaygo, and Muskegon counties.

- The law passed that provides immunity for dentists that provide care under a special volunteer license. (This was a House of Delegates resolution.)

- The law passed that prevents genuine expressions of sympathy or compassion from being used as an admission of liability. (This was a House of Delegates resolution forwarded by the Committee on Peer Review/Dental Care.)

- The law passed that allows dentists to have access to their prescription writing history on the MAPS. (This was an MDA Care and Well Being committee request.)

- Capwiz was launched – providing members with an easier way to get involved in advocacy.

- Increased grassroots member involvement in legislative activity through the hiring of Lynn Aronoff. Many meetings with members and legislators have taken place as well as fundraisers hosted by dentists.

- President Verhagen launches initiative with board of trustees to encourage trustees’ involvement in building local relationships to encourage improvement in oral health. Truscott/Rossman presents “how-to” kits to trustees in June.

- The MDA now benefits from increased interaction with the Michigan Oral Health Coalition. Regular meetings with MOHC executive director; Dr. Mark
Barsamian serves as liaison trustee; Tom Kochheiser elected to board; Bill Sullivan on legislative committee.

- License renewal for dentists has changed to online renewal only. Several members called the MDA for assistance as they either didn’t have access to a computer, were not tech-savvy or uncomfortable using a credit card online. The CE staff helped quite a few member dentists get over this hurdle by physically renewing the license for them over the phone or in person and then providing a receipt of payment. Proof that MDA is helping member dentists succeed.

- CE Staff has spent time training other departments on how to use iMIS Events module for their meeting and event registrations. To date we’ve trained the Membership, Legislative/PR and board/house departments how to use it, allowing those departments to be more efficient and serve members better.

- Reaching out and assisting other organizations with CE events (i.e. Michigan Association of Endodontists, Points of Light, Head Start and local components), providing CE vouchers and other meeting support (name badges, etc.). Members are benefitting from MDA services beyond MDA core events and services through their local components, access programs and specialty organizations. This activity also builds good will between the MDA and other organizations.

- The Michigan Society of Oral and Maxillofacial Surgeons is working with the MDA on a joint program offered during Annual Session. We expect this to increase dentist attendance and provide an opportunity to bring general dentists and specialty dentists together.

- MDA staffer Andrea Sundermann is recognized statewide for her experience and sits on advisory boards for both the Grand Rapids and the Detroit Convention and Visitor’s Bureaus. This is another example of MDA being viewed as the “expert” in the association world.

- Successful transition of Detroit District financial operations to MDA staff along with contracts to assist with the Detroit Review and Detroit Bulletin. A win-win-win for Detroit District, the MDA and most importantly, the members.

- Increased efficiencies at MDA Central Office. One example: cost savings associated with reorganization of production room/maintenance personnel.

- Administered an amalgam separator grant from the DEQ that has resulted in 515 grants totaling $155,000 in payments to Michigan dentists. The grant was established to encourage dentists to install separators prior to the mandatory December 31, 2013 deadline date.
• The glove program has grown to 11 state dental association endorsements and 3 medical association endorsements. This has generated record sales on track to hit over $1.7 million this year.

• Successfully implemented a new endorsement with Demandforce to provide an online patient communications platform for MDA members.

• MDA Central Office realized significant savings from Verizon by utilizing a new deal they have for non-profits...another example of finding savings and efficiencies.

• Ramped up orientation of committees by creating committee web pages on our website, and populated them with everything committee members need to be successful serving on their committee. Benefitted staff in that we are not having to create elaborate manuals and shipping them to committee members.

• The ethics and dental care workshops had the highest attendance and highest rating ever.

• We were able to reduce all board meetings by one day, thus saving money and resources. Overall – much more efficient.

• We successfully negotiated several peer review matters so that we could avoid holding formal hearings, which run about $3,000 each in terms of direct and indirect costs.

• We had several challenging employment issues that were successfully handled with no negative consequences to the MDA. Staying on top of changing employment laws so that we insure our vendors (i.e. Pension Trend) are on top of it as well as our members (poster packets, etc).

• The KRW and Toni Talbot agreements gained a foothold and the members using them are extremely happy with these services. Not so much from using them, which is good, but the comforting advice they receive which is priceless.

• The state Attorney General is calling us for names of members to serve as dental reviewers for the AG’s office.

• Grace DeShaw-Wilner begins her fourth year serving on the ADA team that puts together the annual management conference for dental executives. She’s also been asked by MSAE to mentor two members; one an emerging professional and the other a seasoned executive who is exploring starting a new association.
• Made many more of our communications “electronic,” to include the ADA Delegation Manual – again, increasing efficiencies.

• Professional Protector Plan (PPP) State Administrator of the Year: For the third time in nine years, MDA Insurance received the State Administrator of the Year Award from Brown & Brown, broker for the PPP. MDA Insurance competes for this award with large agencies and brokerages from across the United States. It annually recognizes the one PPP administrator exhibiting the best customer service, growth, retention, underwriting, marketing and program management.

• Workers’ Comp Rate Reduction: MDA Insurance was able to successfully negotiate a rate reduction in the group workers’ comp plan through Michigan Millers. The reduction of approximately eight percent was effective January 1, 2011 and will provide total policyholder savings of about $56,000 per year. Rates in the group workers’ comp plan have now fallen a total of 19 percent since 2004.

• Lowest number of dentists not renewing membership in 7 years.

• 98 percent member retention rating.

• Four Golden Apple Awards (recruitment, student affairs, member service and the United Voice report).

• Josh Lord was tapped by North Carolina to present to their staff via Webinar and Board via in-person visit in November on the topic of membership. Again – MDA is looked at as a model for the country.

• MDA obtained a $25k grant from the ADA to host a nonmember recruitment event.

• Completed an analysis of varying funding options to expand dental programs and access to care with the assistance of the Anderson Economic Group; helping the House of Delegates make more informed decisions.

• Completion of “A United Voice for Oral Health” and continuation of access activities through new Special Committee on Access to Care. The “United Voice” report was shared with legislators and other stakeholders – setting the MDA up as a leader in oral health.

• MDA actions resulted in judge shutting down Howell denture center; Sowkin cited for illegally practicing dentistry. MDA news release results in several stories.
• Increased emphasis on relationship building. One example is the relationship built with Michigan’s Children which led to the recognition of an MDA member by the group.

• Increased presence with the media during the year, including latest success with governor’s health message. Another success was earlier in the year when the op-ed pieces were printed throughout the state in response to the “United Voice” report.

• Looks like the MDA is well on track to pay off the mortgage ahead of schedule.

• The ADA President is from Michigan!
Revamping the Strategic Plan

Increasing Visibility
and
Moving the MDA Forward

Why Should I Care?

All of the Answers
• What problems are we trying to solve?
  – Engagement with plan (at all levels)
  – Coordination of goal setting to tactical operations
  – Sophistication of showing results
• What is expected of me?
  – Participation in goal setting
  – Review of dashboard
  – Linking referrals to strategic plan

What’s Changing
• Revised plan structure
• New paper-based system
  – Tactic worksheet and binders
• Dedicated strategic planning meetings with Drew
  – Review existing/presenting new tactics
• Dashboard
• Presentations, celebrations at exec staff meetings
• Annual Review component

Revised Plan Structure
• Elimination of all Tactics
• Focus on Goals

• Purpose
  – Board picks the destination, staff chooses the best route.
Paper-Based System

- Complete worksheets pre/during/post meeting with Drew
- Drew approves and gives copy to Josh
- Josh updates dashboard
- Save approved tactics in binders for review at next meeting with Drew

- Purpose – Eliminates “digital complications”

Tactic Worksheet – Is this SMART?

- ID Goal, Objective, Tactic
- Define success
- ID people involved, timeline for completion and budget required
- Describe a back-up plan
- Share understanding of urgency level
- Use progress bar
- Purpose – Clear, shared understanding of SMART tactics

Sample of Dashboard - Tactics

Sample of Dashboard - Goals

Sample of Dashboard – Goal 1

Executive Staff Meetings

- Emphasize/celebrate when tactics are completed
- Review Dashboard at each meeting
- Highlight one tactic or more per meeting
- Use new conference rooms
- Use smartboard
- Bring in team members who are involved
- Use as forum for constructive feedback
Annual Review Component

• Drew working with Grace

Back to the Basics

• Process is sophisticated because we are sophisticated
• Better links Board’s goal setting to staff’s operations
• Increases visibility staff efforts toward accomplishing Board’s goals
• Doesn’t create extra work for staff

Discussion

• Questions?
• Comments?