

**OHIO STATE DENTAL BOARD**  
**STRATEGIC PLANNING RETREAT**

**MINUTES**

**FEBRUARY 4, 2016**

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**OHIO STATE DENTAL BOARD**  
**STRATEGIC PLANNING RETREAT MINUTES**  
**FEBRUARY 4, 2016**

**ATTENDANCE**

The Ohio State Dental Board (Board) met in the Board Room of the State Library of Ohio, 274 East 1<sup>st</sup> Avenue, Columbus, Ohio on February 4, 2016, beginning at 8:30 a.m. Board members present were:

Marybeth Shaffer, D.M.D., President	Patricia Guttman, D.D.S.
Constance Clark, R.D.H., Vice President	Chris Hanners, D.D.S.
Ashok Das, D.D.S., Secretary	Jeanne Huber, R.D.H.
Martin Chambers, D.D.S., Vice Secretary	Susan Johnston, R.D.H.
Ann Aquillo	Charles Smith, D.D.S.

The following guests were also in attendance: Katherine Bockbrader, Esq. of the Attorney General's Office; David Owsiany, Esq., Executive Director, Nathan DeLong, Esq., Director of Legal and Legislative Services, and Chris Connell, D.D.S., President of the Ohio Dental Association (ODA); Matthew Whitehead of the Ohio Dental Hygienists' Association, Joseph P. Crowley, D.D.S. American Dental Association 7<sup>th</sup> District Trustee, Patrick Lloyd, D.D.S., Dean, The Ohio State University College of Dentistry, Frank Recker, D.D.S, Esq., and Todd Newkirk, Esq., of Frank R. Recker and Associates, Eric S. Lawrence, D.D.S., Consultant in Orthodontics and TMJ for Cleveland Veterans Administration Medical Center and Adjunct Clinical Professor at Case Western Reserve University School of Dental Medicine, Racquel Graham and Michael Buerger of LeanOhio, Harry Kamdar, M.B.A., Executive Director, Lyndsay Nash, Esq., Deputy Director, and Malynda Franks, Administrative Professional, of the Ohio State Dental Board, and other guests.

**WELCOME AND CALL TO ORDER**

Dr. Marybeth Shaffer welcomed everyone to the Strategic Planning Retreat for the Ohio State Dental Board and introduced herself as the Board President, a general dentist from Columbiana. President Shaffer noted that there was a quorum present and called the meeting to order at approximately 8:50 a.m.

**SEGMENT 1 ♦ INTRODUCTION OF BOARD MEMBERS**

President Shaffer then introduced the rest of the Board members. She introduced Ms. Connie Clark, the Board's Vice President and a dental hygienist from Dublin, Dr. Ashok Das, the Board's Secretary, a general dentist from Mason, Dr. Martin Chambers, the Board's Vice Secretary, a general dentist from Cleveland, Dr. Patricia Guttman, a general dentist from Columbus, Dr. Chris Hanners, a

general dentist from Piketon, Dr. Charles Smith, a general dentist from Tipp City, Ms. Susan Johnston, a dental hygienist from Columbus, Ms. Jeanne Huber, a dental hygienist from Dayton, and Ms. Ann Aquillo, the Board's Public member from Powell.

President Shaffer turned the meeting over to Ms. Ann Aquillo to provide the opening comments.

### **OPENING COMMENTS**

#### **ANN AQUILLO, PUBLIC MEMBER OF THE BOARD**

Ms. Aquillo thanked President Shaffer for her opening comments. She stated that as Chair of the Operations Committee she had been asked by the Director to give the "pep talk" for the day. She stated that she wanted to thank her fellow Board members for sacrificing their time and expressed that she appreciated their enthusiasm for the work ahead of them. Ms. Aquillo commented that it has been a while since the Board has done anything like this.

Ms. Aquillo then expressed her thanks to the staff members, including the staff from LeanOhio for assisting in arranging and working with the Board on the Strategic Planning Retreat. Also, she thanked the stakeholders and customers for being there and for their support and participation. She commented that everyone was there for the same purpose and that she was excited to have a new Vision Statement that will give them a great start in working toward developing a strategic plan. She reminded everyone to keep the Vision Statement in mind while working through the exercises planned for the day.

Ms. Aquillo then turned the floor over to Executive Director Harry Kamdar.

#### **HARRY KAMDAR, EXECUTIVE DIRECTOR**

Director Kamdar thanked Ms. Aquillo and President Shaffer for the introductions and welcoming comments. He expressed a special welcome to the Board's stakeholders, partners and members of the public. He stated that the Board cannot have a plan without having input from a 360° perspective; therefore, he welcomed their presence. He stated that in terms of setting goals, one has to have a vision and that vision cannot be too low as it can lead to mediocrity. Director Kamdar informed the members that he is honored and privileged to be the director of the Dental Board and it is his intent to help the Board in its endeavors to becoming the "gold standard" of all boards. He stated that he understands that this is a lofty undertaking, however, he believes the Board can get there with the help of their stakeholders, partners and the public. Director Kamdar stated that it will not be an easy ride and there will be many bumps along the road. He commented that if they were resilient, in concert with one another, understand each other's individual mission, and are respectful of those positions, then they will persevere and be successful.

Continuing, Director Kamdar stated that today is an opportunity for all of us to decide on the future, not just 2016, but also 2017 and beyond. He said that this is an opportunity to determine future

goals sought for this Board. He explained that with their effort and input he will have a very good idea where they are headed. He then briefly reviewed the agenda for the day:

- An Ice Breaker for the Board members to share a few things about themselves;
- Input from Stakeholders, Partners and the Public by inviting a members in attendance to come and share a few words;
- We will go over our new Vision Statement;
- Conduct a Mission Statement exercise;
- Briefly work on Core Values – this is intended to be a homework assignment.

Director Kamdar indicated that the members would then begin examining the S.W.O.T. Analysis that they have been working on. He informed the audience that the Board members were asked to complete a S.W.O.T. Analysis; Strengths, Weaknesses, Opportunities and Threats on the Boards three (3) service lines; enforcement, licensure and education. He explained that the members submitted 232 items which were displayed on posters around the room.

Director Kamdar further explained that the goal today was to whittle that list of 232 items down to around 15 main areas of concern that will become their focus. He stated that this is the “AS IS” state as submitted by Board members and after reducing the main areas of concern down to about 15 key items, then they will be working to get the Board into the “TO BE” state for the future. Director Kamdar stated that from an execution perspective, they should aim to not have more than five (5) goals for 2016 and five (5) goals for 2017 and beyond and therefore, they would be converting the final 15 areas of concern into key priorities, goals and goal statements.

Continuing, the Director stated that it was not their intent to take those 15 goal statements and break them down into objectives and tasks with champions and timelines during the meeting that day. He said he, along with the Board staff, would work on those details between this meeting and the next Board meeting in March. Director Kamdar commented that he planned on providing a final draft of the strategic plan for the Board to review and approve. He said that shortly thereafter the Board and staff would start working on those goals.

Director Kamdar explained that as they progressed through the agenda they would delve into the “AS IS” state at 10:15 a.m., members would be encouraged to ask questions and seek clarification of the items submitted through the S.W.O.T. exercise as they reduce the list down to 15 items utilizing different methodologies such as break-out groups and “dot-ocracy” or voting by dot stickers. He stated that they would break for lunch around noon and then reconvene around 1:00 p.m.

Director Kamdar stated that once they reconvene after lunch they would be looking at those 15 items and begin converting them into goals for the future. He stated that would take them through the afternoon and adjourn the retreat around 4:00 p.m.

Concluding his review of the agenda for the day, Director Kamdar reiterated that today was a fantastic opportunity for them to come up with a roadmap for the Board. He commented that he is excited to have this opportunity and stated that the Operations Committee Chair, Ms. Ann Aquillo, had asked him to research the last time the Board had a strategic planning retreat or a strategic plan in modern history. He stated that he has been told that this has never been done and commented that some of the attendees that have been around might be able to attest to that statement. Director Kamdar stated that we won't dwell on the past as he is more worried about the future. He stated that he, in all good conscience, could not move forward without having a roadmap. He said that we have to know what it is that we are shooting for with goals, objectives, and performance measures, and that we must be resilient in going after those goals. Director Kamdar commented that at the end of the year they needed to be able to show the kind of progress that they have made, if there have been roadblocks, and any modifications we need to make.

Director Kamdar then introduced the two (2) facilitators for the meeting from LeanOhio, Racquel Graham and Michael Buerger.

#### **RACQUEL GRAHAM, SENIOR MANAGER LEANOHIO**

Ms. Graham stated that she was happy that Director Kamdar had called and asked for assistance in this project. She briefly detailed her work for LeanOhio as part of the Department of Administrative Services. She stated that LeanOhio works as an internal consultant to help agencies to make government better, faster and less costly. She stated that they aim to help agencies to learn principle practices and tools in order to achieve that. Ms. Graham informed the members that LeanOhio has had a lot of success over the past 5 years and she hopes to have success with the Board as well. She stated that one of the things they truly believe is that a strategic plan is a road map to success.

Ms. Graham then directed the members to the agenda and stated that there were three (3) ice breaker questions. She commented that one thing mentioned to her was that the Board members do not know each other very well and they would now take an opportunity to get to know each other better. She then requested each member to address the three (3) questions.

#### **ICE BREAKER**

1. What brought you to the Dental Board and what do you want to accomplish? Why is this important to you and what do you want to accomplish?
2. If you could work in the field of dentistry anywhere in the world except the U.S., where would it be and why? (personal insight)
3. What is the name of your favorite band or pop star?

#### **CHUCK SMITH, D.D.S.**

Dr. Smith stated that he has practiced for a long time and that for the first 25 years he kept his nose clean and his head down, not wanting to be any problem and doing the best he could. He stated that during that time, in working with different people, he would think "what's that silly Board doing

now?" and telling himself what he would do if he was on the Board. He stated that when he had the opportunity to get on the Board he found out what it is all about. He then stated that his favorite band was the O.S.U. Marching Band.

**ANN AQUILLO**

Ms. Aquillo stated that as the only non-practitioner, once a public servant always a public servant. She stated that she has been with the state almost a decade and wanted to get back to being involved. She commented that this is a dream come true for her. Ms. Aquillo stated that she would not be practicing dentistry but if she would be anywhere else it would be on the most beautiful island of Indonesia. She then stated that her favorite band is KISS but only because she had the chance to meet them and commented that they are 40 feet taller in their shoes.

**MARYBETH SHAFFER, D.D.S.**

Dr. Shaffer stated that since the day she graduated she had always been involved in education, dental education, and licensure. She stated that she had a friend who was married to a judge that had commented what a great fit it would be for her to be a Board member. She stated that she had applied under then Governor Taft and did not get appointed however, perseverance paid off and eventually she had been appointed. She stated that if she could work anywhere else, she had to research practice models as she is not very flexible, and found that the Netherlands were the only other place that has private practice and solo practitioners. She stated that in regards to her favorite band, she came of age with Tapestry and was delighted with Crosby, Stills and Nash but she will be seeing Bruce Springsteen in the near future.

**CONNIE CLARK, R.D.H.**

Ms. Clark informed the members that when she graduated in 1972, it was the proudest day of her life and still makes her choke up. She stated that she remembered looking at her dental hygiene license, saw the names, and to this day it really strikes her that those people were willing to serve in a different capacity. She stated that she felt honored that the ODHA and the Governor put her name forward. She said that she really sees that having your license is a privilege, not a right, and upholds to that. Ms. Clark stated that she is thrilled to be here, hoping they are doing the job of protecting the public, and serving our stakeholders well. She stated that if she had the opportunity, she would go to Australia because she would love to dive the reef. She then relayed a brief story about how she does not understand most of the words to songs by pop stars and so her favorite singer would have to be Franks Sinatra because she can understand the words.

**MARTIN CHAMBERS, D.D.S.**

Dr. Chambers stated that he has spent almost two (2) decades in education and organized dentistry since graduating from dental school and it was his involvement with peer review that led him

to the Board. He stated that his motivation is one of education as he believes very strongly that there are a lot of people out there who are not being treated properly, specifically cases of people coming through the dental school. He commented that he would also like to see people working together on a dental team in the State of Ohio. Dr. Chambers said that there is representation of most of the members of the dental team but not EFDA's and he feels that should be changed. He stated that he had no desire to practice out of the country and that since there is no year framework around the question about the favorite pop star, then his would be Mozart as most people are not aware of the fact that he was one of the first pop-stars in the world.

**ASHOK DAS, D.D.S.**

Dr. Das explained that he has spent 20 years in private practice, Monday through Friday and sometimes on Saturday. He stated that when this opportunity came up, he took a look at it and had no idea about it but that it was something different, something challenging, something he had never done. He stated that very soon he will have been with the Board four (4) years and that he loves it. He stated that he tries to be as fair as possible for the dentist and the patient as much as he can. Dr. Das commented that he would like to practice in India as he would really love to go back there once he retires or his financial obligations with children in school is done. He stated that ultimately he would work six (6) months in the summers here and give back to his country and work winters there. He said that his favorite band is Carlos Santana.

**PATRICIA GUTTMAN, D.D.S.**

Dr. Guttman stated that she came to the Board because she wanted to do some public service for the profession and to give back to the community that she holds so dearly. She stated that what she would like to accomplish before leaving the Board is a little more transparency and having more processes that are clear and straight forward. She stated that she strongly feels a modern world is accessible. She stated that if she could work anywhere else it would probably be in Canada because her children play hockey and they would love to have an ice rink in the backyard. She stated that her favorite pop singers are Simon and Garfunkel.

**JEANNE HUBER, R.D.H.**

Ms. Huber commented that as the second newest member of the Board, she came here to complete the term of a former member. She stated that she was excited to be there and helping the Dental Board with a new focus was an excellent opportunity. She stated that she had done some of this type of work with organized hygiene and that it is a real challenge and great opportunity. She said that if she had the opportunity to work outside the United States she would not want to go very far, possibly in Mexico since she had lived on the border previously for about five (5) years. She shared with the members that her favorite pop singer was Rod Stewart.

**CHRIS HANNERS, D.D.S.**

Dr. Hanners commented to Ms. Huber that he had been to Rod Stewart's house and then stated that he had become a member of the Board because his buddy was the Governor. He stated that he was on the Board for financial reasons because the Governor wanted to keep the Medical Board and the Dental Board out of the papers. He stated that about six (6) years ago they started to do this process and was glad to finally get this started. He stated that one of the things that he did not accomplish as his term is about over, was to increase the scope of practice for dentists. He stated that this drastically needs to be done as they are letting other boards and other people limit what dentists can do. He stated that if he could practice anywhere in the world he would go back to Jerusalem. He stated that his favorite pop group was Postmodern Jukebox and that he watches them on YouTube.

**SUSAN JOHNSTON, R.D.H.**

Ms. Johnston informed the members that what brought her to the board was that she has over 30 years of experience in volunteer organizations and in leadership roles. She stated that during her tenure as Trustee of the Columbus Component she had been approached by the President of the ODHA to put her name in to the Governor for this position. She stated that through her professional organization she was very good at goal setting and accomplishing goals and doing what she said she was going to do in bringing members and stakeholders together. She commented that treating everyone as equals continues to be her goal as she serves on the board. She stated that if she could live anywhere and practice her profession she would choose Scotland because she is very much into the outdoors. She said that one of the beauties of Scotland is that it is an educated populace and their literary focus speaks to her and that the dental hygienists there work to the fullest of their license. She stated that her favorite band or rock star is Pink.

Ms. Graham thanked all the board members for participating in that exercise and sharing of themselves.

**STAKEHOLDERS, PARTNERS AND PUBLIC INPUT**

Director Kamdar stated that he had a very expanded perspective now of the Board members and stated that it is always good to have a 360° perspective of people. He commented that your work life is just one part of your life and then thanked them for sharing tidbits about their personal interests.

Director Kamdar moved to the next item on the agenda, input from stakeholders, partners, and public. He commented that many of the attendees had made their way here from faraway places, he appreciated that, and asked some of them to come address the Board for two to three (2-3) minutes per person. He then invited attendees to share.

**CHRIS CONNELL, D.D.S., PRESIDENT OF THE OHIO DENTAL ASSOCIATION**

Dr. Connell thanked the Director and the Board for the opportunity. He stated that this invitation was a very nice surprise and he wanted to let the Board members know that the Association reached out to Director Kamdar at a very early moment. He stated that he has had a number of very positive interactions with Director Kamdar and is enjoying the ongoing but refreshed relationship with the Dental Board. He stated that he was thrilled to hear the notion of a strategic plan as the Ohio Dental Association is a strategic driven Association. He stated that they share so many common entities, is sure they will be reflected in the developed strategic plan and he looks forward to seeing that. He thanked them again for having the retreat and stated that he looked forward to a continued positive relationship.

**DAVID OWSIANY, ESQ., DIRECTOR OF OHIO DENTAL ASSOCIATION**

Mr. Owsiany expressed his thanks to Director Kamdar and President Shaffer for inviting him to speak that day. He stated that the Ohio Dental Association (ODA) will be celebrating its 150<sup>th</sup> anniversary in 2016 and he had been doing a lot of research on the industry of dentistry. He stated that he had found an article in the December 1963 Ohio Dental Journal entitled “The History of the Ohio State Dental Board”. He distributed copies of the article and stated that it was a neat little historical piece that covered the first 90+ years of the Dental Board which was created in 1868. Mr. Owsiany then covered a few of the highlights of the article:

- The ODA was formed in 1866 and originally called the Ohio State Dental Society.
- One of the first orders of business was the creation of a dental law because there was no statute on dentistry.
- In 1868 they lobbied and got passed a law which began the regulation of dentistry and created the Ohio State Dental Board.
- The intention was to regulate dental care and to protect the public from “quacks”, its first attempt to standardize the practice and establish the standard of care for dentistry.
- In 1868 the Ohio State Dental Society appointed the first Board and it remained that way until 1892 when the second Ohio Dental Law was passed which provided for an appointed regulatory board.

Continuing on, Mr. Owsiany commented on one of the issues of the day such as having licensure that can go across state lines. He stated that with technology today and tele dentistry, all of those issues and artificial barriers created by licensure which inhibit dentists and dental hygienists from practicing across state lines need to be addressed. He commented that in 1902 a law was passed giving the Board the authority to engage in reciprocity with other states. He said that this issue has been around a long time but have not had a whole lot of success with it. However, he commented that today is a new day

and with licensure reciprocity in a true global society, perhaps they will have fewer barriers to practice across state lines.

Mr. Owsiany informed the members that in 1922 Ohio State Dental Board recognized the practice of dental hygiene as important members of the dental team. He commented that those are some of the highlights of that article as they look forward throughout this year celebrating the history of dentistry. He stated that certainly the Ohio State Dental Board is an important part of the history of dentistry in Ohio. He commented that what they were doing today was an important endeavor and he congratulated President Shaffer and Director Kamdar for engaging in a strategic planning retreat. He stated that he felt that having a strategic plan that drives the board, drives the director, and drives the staff will lead to very positive things.

Mr. Owsiany commented on what the Director stated, that they will all be considering the issues that lead to the future, that there are many emerging issues that they can work out such as standardization and consistency by creating guidelines and standards in handling complaints and the discipline of dentists and dental hygienists whose practice may fall below the standards that we expect. He stated that he believes what the Board is doing is important and that he appreciated the opportunity to say so and wish them well in this endeavor.

Concluding, Mr. Owsiany commented that the next day was the annual kickoff for Give Kids a Smile Day (GKSD) and he would be leaving the meeting to head to Cleveland for the GKSD kick-off at Case Western Reserve University, but that he wished the members well and offered the ODA's support in this endeavor.

**DR. CROWLEY, D.D.S., AMERICAN DENTAL ASSOCIATION 7TH DISTRICT TRUSTEE**

Dr. Crowley began by informing the members and the Director that he did not envy them in terms of developing a strategic plan. He stated that they have all been there before. He stated that strategic planning is this thing that is out there that is really tough to grab a hold of but if you do it well then it will make your life easier.

Dr. Crowley stated that he was in his fourth (4<sup>th</sup>) year as an American Dental Association (ADA) Trustee representing Ohio and Indiana. He stated that the ADA is rapidly changing and he feels much better about where they are headed and the relationships they are having with Board, the American Dental Education Association (ADEA), and the ADA Commission on Dental Accreditation (CODA). He commented that a lot of things are happening which is changing dentistry by leaps and bounds. He stated that they all play a very important role in how we look at this. He commented that dentistry 10 years ago was asked to create a dental quality alliance and for the first time ever in their profession there was a group to look at quality measures in how they do things and programmatically how big a success they were having. Dr. Crowley stated that he feels that access to care issues play a direct role in some programs, how they work, and their outcomes. He stated that they are not spinning

their wheels any more as they all play a role in outreach to the public, not just protecting the public, and they are all taking this matter seriously. Dr. Crowley commented that he appreciated all of what they were doing and suggested that the ADA is a resource for their work. He then thanked the members for giving him a moment to speak to them.

**PATRICK LLOYD, D.D.S., DEAN OF THE OHIO STATE UNIVERSITY COLLEGE OF DENTISTRY**

Dean Lloyd thanked the members for letting him share that day. He commented that there are few cities within the country where one can have a state dental school, the state dental society, and the legislative body all in one place. He stated that was a big attraction for him in coming to Ohio. He stated that he really enjoyed having a chance to be there to what he says is a fresh opportunity to see how everyone works together. He commented that he thought he would take a few moments to share with them some other trivia that they might capitalize on in order that they might more fully realize the resources they have together.

Dean Lloyd stated that The Ohio State University (O.S.U.) is *the* state dental school which gives him purpose every morning to create support for the citizenry of the state. He stated that, like the Board, they have three (3) responsibilities; education, research and public service. He stated that some may think that education is just about educating the dental students. However, he stated that they also have a dental hygiene program, they educate dental students, graduate residents, and provide continuing education. Dean Lloyd stated that he also sees that a fifth part of their educational program is to help dentists who have stumbled and need their help to get back on track.

Continuing, Dean Lloyd stated that their second mission is research and commented that he would not be able to have his job if they did not do fundamental basic research. He stated that research gives us the opportunity to develop the profession in the front end. He stated that the third responsibility is through public service either in their building, or through their outreach programs. He commented the O.S.U. is the third (3<sup>rd</sup>) largest university in the United States in terms of students and the fourth (4<sup>th</sup>) largest in football. He then distributed a copy of a printed piece and covered some additional talking points:

- They have 91 full time dentists teaching students from 40 different countries.
- They have programs that cover seven (7) of the recognized dental specialties.
- They have the third (3<sup>rd</sup>) largest General Practice Residency in the U.S. and their graduate student body is the size of the dental school class.
- 180 part-time faculty members – they employ 4% of the dentists in the state.

Continuing on, Dean Lloyd stated that the dental hygiene program is important to him and that their EFDA training is the only one in the state that is part of the dental hygiene curriculum, whereas all the others programs have the curriculum as an add-on and it is not required. He stated that only a half to a third of the dental hygiene students each year elect to take that program.

Dean Lloyd explained that 85% of the dental students are from Ohio and that they see 460 patients on a regular day, some 40/day are on an emergency basis who come back to the school for their primary care. He stated that there were over 129,000 patient interactions in the dental clinic during 2013-2014.

Dean Lloyd stated that he shared this data with them so they could see that as we discuss how to do some things together, consider O.S.U. as a resource, an opportunity to elevate the knowledge that they all may either want from people that he has that work with him and that know so much more in order to fulfill that public service that the state dental school has a responsibility for. He then thanked them for letting him share this with them.

**FRANK RECKER, D.D.S., ESQ., FRANK RECKER AND ASSOCIATES LAW, L.L.C.**

Dr. Recker stated that he applauded them for this new era of the Board. He stated that things were different when he was on the Board in 1979 and that he was moving in a different direction as he was in law school at the time. He commented that to expand on what Dr. Hanners had mentioned earlier, he has been defending dentists around the country since 1986, and that he would ask them to focus on and expand the Quality Intervention Program (QUIP). He stated that his income has a lot to do with defending dentists but he is also a dentist and therefore he understands what it took to get that degree and that license. He said that he also understands how easy it is, too easy really, to have it impinged upon, to lose the privilege, and to have it restricted. Dr. Recker commented that it is horrifically damaging to a person who successfully went somewhere to dental school and finds themselves at the bottom of their life in a corner sucking their thumb and trying to support a family. He suggested two (2) things to the Board. He stated that the first was to expand QUIP as it was put there for a reason. He stated that most of the clients he has had over the past 25 plus years are not bad people, just some that definitely need guidance, rehabilitation, and maybe a strong hand.

Secondly, Dr. Recker recommended they consider expanding the scope of practice of dentistry and what we are allowed to do. He said that there are lots of societies, not necessarily dental, that want to restrict what we as dentists can do. He stated that some states go along with these placed restrictions. He said that in 1982 our Board wanted to allow dental hygienists to give injections, they promulgated a regulation, and one of his board members “flipped” during the actual vote. He stated that they were well aware back then that so much in dentistry is over-education and they do not take advantage of that but rather to the opposite point they tend to restrict what dentists can do.

Dr. Recker stated that about ten (10) years ago he represented California in turf wars because people were told by their board that they could not do cosmetic dentistry. He stated that they were permitted to do cosmetic dentistry in the hospital as a result of an accident but they were not permitted to perform the same procedures within their dental office. He stated that he got that changed to the full scope of the procedure.

Continuing on, Dr. Recker commented that dentistry seems to be the profession to give in the most on restricting themselves. He asked the members to not shy away from defining the scope of dentistry because others will try to do it legislatively or politically. He commented that he applauds this new day for the Board, applauds the transparency and their willingness to sit there listening to some historic figure of the Dental Board annuls. Dr. Recker stated that when Mr. Owsiany first started to present the history of the Dental Board, he was scared to death it was going to include 1979-1986, especially when he saw the pictures. One final thing he wanted to say was that their job is critically important, to always ask questions, and never accept the words of someone else. He said that they have the power and the knowledge and an obligation to do that. He stated that he appreciated them for allowing him to say “Thank you.”

**MATTHEW WHITEHEAD, DIRECTOR OF LEGISLATIVE AFFAIRS, GOVERNMENTAL POLICY GROUP, INC. REPRESENTING THE OHIO DENTAL HYGIENISTS’ ASSOCIATION.**

Mr. Whitehead began by stating that he was going to keep it brief because the facilitators from LeanOhio were getting restless. He said thank you to Board members for taking time that day, taking time out of their practices to be there for this very important process that they are going through. He thanked them for their continued service on the Board for the people of the state of Ohio and the dental consumers. He said that it was his pleasure to partner with the Board on behalf of the Ohio Dental Hygienists’ Association (ODHA) and the conversations they have had with upcoming projects and to modernizing the statute. He said that conversations with President Shaffer are very exciting to the ODHA and he appreciates the relationship-building that they have been developing with the Director and the Deputy Director about their goals for modernizing the Board.

Mr. Whitehead stated that he totally agrees with Dr. Guttman about the Board website and this is an exciting time in oral healthcare, not only in the state of Ohio but in the nation in general. He stated that it is critically important to work to improve the lives of all and that when they talk to people in the executive and legislative branches of our government, they talk about the importance of oral healthcare. He stated that people share research and documents about the various connections that dentistry has and the role that they play to overall total health. He commented that he agrees with the Director and Dr. Hanners that there are opportunities for them to participate in total healthcare.

Mr. Whitehead commented that former Board member, Dr. Kaye, said just before he exited the Board about administering flu shots in the office. He stated that the dental hygiene group is excited about that and think it is a natural fit. He stated that objects like that they want to partner with the Board, as well as the ODA to advance these opportunities. He commented that we have aging Ohioans and we have 20,000 people turning 65 years old every day and so they have cradle to grave opportunities in pediatric and infant dentistry to geriatric dentistry, a business that they all are participating in. He stated that they are excited about those opportunities and partnering with the

dentists to solve these problems of the day. He commented that with these issues in mind they look forward to the continued work of the Board and collaboration with the law as these topics keep moving forward.

**ERIC LAWRENCE, D.D.S., CLEVELAND VETERANS ADMINISTRATION MEDICAL CENTER AND  
ADJUNCT CLINICAL PROFESSOR AT CASE WESTERN RESERVE UNIVERSITY SCHOOL OF DENTAL  
MEDICINE**

Dr. Lawrence began by stating that this was totally unexpected as he did not expect to be able to come up and speak to them. He thanked them for the opportunity. He said that as a specialist practicing in Ohio he has had many opportunities to observe different things that go on with the Dental Board. He stated that he has been in private practice and education his entire career by teaching at Case Western Reserve University and by being very involved at the Veterans Administration (VA) Hospital. He commented that in being the only orthodontic specialist in the entire VA system he has seen how our veterans are treated not just by the VA system but also lost out there in regards to dentistry as well. He stated that there is significant need out there in a population that needs treatment. He commented that he would like to think that the direction the Dental Board is going under the guidance of new leadership seems to be a good direction with a common sense approach to the rules and regulation and some transparency. He stated that he feels that they will be respected by the dentists at large as they mostly see the Dental Board as a scary thing.

Dr. Lawrence informed the members that he liked to use acronyms for everything and then shared one with them, PREDICT:

P – Professionalism

R – Refinement

E – Enhancement of

D – Dentistry through

I – Innovation or Integrity

C – Cooperation or Compassion; and

T – Transparency

Dr. Lawrence said that little acronym could be very useful as they strategically plan for the future and use its guiding words to help them. He then thanked them for providing this forum for the attendees to express themselves.

Director Kamdar then thanked everyone and stated that he appreciated all of them taking the time to be there and invited them to stay as long as they wanted. He said that we would be reporting out on the day's activities and that the plan was to have five (5) goals for 2016 and five (5) goals for 2017

by the end of the day. He stated that he and the staff would work on some of the details to bring back to the March meeting of the Board to present a final version for approval.

Director Kamdar then stated that before they go any further he wanted to take a moment to let everyone know that all of this work could not happen with just one person. He stated that he may have a vision but there are others that are making it happen starting with Dr. Smith who provided him with some wonderful guidance. He explained that the staff has been excellent in putting a lot of the materials together and even volunteering to bring in donuts. He informed everyone that all the refreshments were funded through private funds and no state funds had been used for the retreat. He commented that he was thrilled that Lyndsay Nash has joined staff as the Deputy Director and that she has been absolutely extraordinary and his right arm in so many ways. He stated that she came to the Board from the Attorney General's Office and he is glad to have her and thanked her for her contributions. He then indicated that they would be taking a fifteen minute break.

### **VISION STATEMENT**

Ms. Graham welcomed everyone back from the break and then stated that she wanted to refresh their memory of the Vision Statement that the Board members had voted on; "Healthy Ohioans through excellence in dentistry". She stated that the second part of doing a strategic plan is the development of a mission statement and what it is that we do. She stated that they would then turn that result into their goals. She stated that she had given them a handout that detailed an exercise to help them develop a mission statement. She then directed them to the mission statement suggestions that they had already submitted in their notebooks.

Upon completion of the exercise, Mr. Buerger wrote the mission statement on a flipchart for them to refer back to during the rest of the exercises.

### **MISSION STATEMENT**

The State Dental Board is entrusted to promote service excellence in Dentistry and to protect the public through licensure, education and enforcement of standards with fairness and integrity.

Director Kamdar divided the Board members into the following three (3) workgroups:

<b>RED</b>	<b>GREEN</b>	<b>BLUE</b>
Dr. Shaffer	Ms. Clark	Ms. Johnston
Dr. Chambers	Dr. Smith	Dr. Guttman
Ms. Huber	Ms. Aquillo	Dr. Hanners
	Dr. Das	

Director Kamdar briefly discussed with the Board members the next series of exercises that would guide them to reducing the original list of 232 S.W.O.T. Analysis items down to the final selection of items to be converted into goals for 2016 and 2017.

## **SEGMENT 2: AS IS STATE**

### **REVIEW, CLARIFICATION AND DISCUSSION OF S.W.O.T. EXERCISE SUBMISSIONS BY BOARD MEMBERS**

Board members were directed to review the S.W.O.T. Analysis items to determine whether they were:

A – Actionable items

O – Out of scope items

M – Merge items that could be combined with another S.W.O.T. item listed

## **SEGMENT 3: AS IS STATE**

### **IDENTIFY COMMONALITIES, DUPLICATION, AND OUT OF SCOPE ITEMS**

**REDUCE LIST OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS TO THE 5 MOST CRITICAL ITEMS FOR EACH SERVICE LINE (I.E. ENFORCEMENT; LICENSURE; EDUCATION) FOR A TOTAL OF NO MORE THAN 15 ITEMS**

In the second exercise, Board members were given five (5) colored dots each in which they were to mark the Actionable items from the previous exercise that each member felt represented the most critical items for each service line.

Upon completion of the exercises in Segments 2 and 3, the Actionable items results were as follows:

**ENFORCEMENT****STRENGTHS**

- a. Board members
  - i. Board: put public safety first, compassionate and fair treatment of Ohioans and licensees

**WEAKNESSES**

- a. Staff
  - i. Staff effectiveness – lack of written standards, protocols
- b. Board Members
  - ii. Variability of SIP;
- c. Law, Rules & Policies
  - iii. Lack of consistency in process and sentencing
  - iv. Board policies antiquated and inconsistent with statute
  - v. Some rules and statutes may be unenforceable and place Board at risk of suit;

**OPPORTUNITIES**

- a. Staff
  - i. Improve investigation process to enhance outcomes;
  - ii. People centered approach to investigation – current focus is on policing compliance – begin to focus on service to stake holders
  - iii. Staff incentives for better service
  - iv. Board help understand staff functions/standards
- b. Board members
  - i. Board members make themselves available to speak at dental meetings – develop a fun, helpful presentation
- c. Stakeholders/Partners (Associations; Academia; Healthcare related entities)
  - i. Coordinate with other state boards to build a “best practices” website
- d. Technology
  - i. Update website as a resource for Ohioans
- e. Law, Rules & Policies
  - i. Board: Have clear defined policies in place.

**THREATS**

- a. Board members
  - i. SIP actions not codified
- b. Customers (Public; Licensees)
  - i. Dental Assistants without standard training and no knowledge of laws and rules
- c. Law, Rules & Policies
  - i. Legal: do policies follow the law?

**LICENSURE****STRENGTHS**

- a. Technology
  - i. Online CE tracking system - Dental Exchange
- b. Law, Rules & Policies
  - i. Offer reciprocity for transferability

**WEAKNESSES**

- a. Staff
  - i. Lack of cross trained staff
  - ii. Renewal notices written in outdated language (ex: Sex rather than Gender on license application)
  - iii. Hardcopy renewals labor intense and costly
- b. Customers (Public; Licensees)
  - i. Lack of oversight of outdated, substandard practitioners in need of competency evaluation.

**OPPORTUNITIES**

- a. Technology
  - i. Continue to make online improvements to streamline licensure and re-licensure process
  - ii. Gather emails of stakeholders and create a database for communication purposes
  - iii. Consider utilizing "constant contact"
  - iv. Redoing website can improve the process;
  - v. Tele-dentistry;
  - vi. To track complaints/praise to measure success of system and use for targeted improvements

**THREATS**

- a. Stakeholders/Partners (Associations; Academia; Healthcare entities)
  - i. Dental Insurance companies regulating treatment options
  - ii. Unregulated Corporate Dentistry Business models,
  - iii. If the ADA does not think far ahead on licensing portability issues then individual states may lose strong tools to protect the public. Do we as a profession really know how far our federal government wants to go in usurping state control over this issue?
- b. Law, Rules & Policies
  - i. Licensure itself may be reduced to trade status and become optional
  - ii. Licensure after residency is a loophole and will cause an increase in problems

**EDUCATION****STRENGTHS**

- a. Staff
  - i. Staff support for CE course approval, updated website.

**WEAKNESSES**

- a. Staff
  - i. Aging staff without cross training
- b. Board members
  - i. Poor onboarding of Board members regarding expectations and job responsibility;
- c. Customers (Public; Licensees)
  - i. Cumbersome/lengthy CE audit procedure
  - ii. SIP and QUIP: need better educational options for stakeholders. They need to be fair and worthwhile.
- d. Other
  - i. No metrics on how well these options work

**OPPORTUNITIES**

- a. Board members
  - i. Add more DDSs to QUIP from SIP esp. standard of care issues; expanding scope of practice and examining for competency

**THREATS**

Upon completion of the second exercise the Board members recessed for lunch.

**SEGMENT 4: TO BE STATE**

**IDENTIFY A COMMON THEME TO PURSUE BY REVIEWING THE AFOREMENTIONED 42 ITEMS**

**IDENTIFY POTENTIAL GOALS**

**IDENTIFY COMMONALITIES AMONGST POTENTIAL GOALS AND REDUCE LIST OF GOALS**

**IDENTIFY 5 GOALS FOR THE BOARD TO PURSUE IN 2016 WITH AT LEAST 1 GOAL PER SERVICE LINE**

**IDENTIFY 5 GOALS FOR THE BOARD TO PURSUE IN 2017 WITH AT LEAST 1 GOAL PER SERVICE LINE**

Upon returning from the lunch break, Director Kamdar instructed the members in the next set of exercises. He indicated that the members should concentrate on commonalities and overlaps between the Strengths, Weaknesses, Opportunities, and Threats. Additionally, they were to consider items which held crossover priorities of the three (3) service lines for the Board. He instructed the members to further combine and reduce the list down to a total of ten (10) priority items.

Once the lists were reduced to ten (10) priority items, the Board members were directed to formulate goals for those items. The resulting goals were as follows:

**ENFORCEMENT**

1. Standardized enforcement ~~policies~~ guidelines that begin in [with] investigators and end with consistent standard ~~sentencing~~ discipline and remediation.
2. New website with portals for information sharing capabilities for our licensees and other stakeholders and other boards and secure portal for Board members.
3. Review all policies for consistency with statute and corrections mad where identified and schedule of review similar to Laws and Rules.
  - a. Training of staff
  - b. Technology updating
  - c. Collaborate with other boards – portability and reciprocity
  - d. Develop process to vet remedial education providers
  - e. Explore scope of practice issues
  - f. Standardize enforcement Guidelines
  - g. Review policies for consistency with statute.

**LICENSURE**

1. The goal is for 80% of licensees to use Dental Exchange for the renewal process.
2. The goal is for a system to be in place and implemented for cross training of staff.
3. The goal is for development of an online renewal process and printing of renewal card by the next biennium.
4. The goal is to collaborate with other Boards on how to deal with the portability and reciprocity of licensure.

**EDUCATION**~~QUIP and SIP~~

- ~~Add more DDS from SIP to QUIP—remediate more licensees~~

Develop process to vet remedial education providers

Update Website

- include CE requirements
  - (like only 6 hours practice management)
  - (which CPR is acceptable) → How many contact hours allowed for CPR

Licensure Requirements

- CE providers (already there)
- Other education and continuing education
- information
- Update regularly

~~Expand Explore Scope of Practice Issues and test for competencies using CDCA~~

- ~~hygienists (Botox), midlevel duties~~
- ~~All—flu shots, throat cultures~~

**SEGMENT 5: DISCUSSION OF NEXT STEPS**

**ASSIGNING CHAMPIONS FOR GOALS**

**DETERMINING OBJECTIVES**

**ASCERTAINING DESIRED OUTCOMES**

**TIMELINES FOR COMPLETION**

**FULL BOARD VOTE AT MARCH MEETING FOR APPROVAL OF STRATEGIC PLAN**

Once the priority items were converted into goals for the Board, Director Kamdar indicated that they would not have time to complete the fifth segment of the retreat. He explained that he would take all their work from the day and compile the information into a draft Strategic Map [Appendix A] and a draft Strategic Plan for 2016 and 2017 to present to the members for approval at the March Board meeting.

**ADJOURN**

Dr. Shaffer adjourned the meeting at approximately 4:10 p.m.



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Marybeth Shaffer, D.M.D.  
President



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Constance Clark, R.D.H.  
Vice President

# APPENDIX A

DRAFT

DRAFT

## OHIO STATE DENTAL BOARD STRATEGIC MAP FOR CALENDAR YEARS 2016 AND 2017

**OUR VISION**  
Healthy Ohioans through excellence in dentistry.

**OUR MISSION**  
The State Dental Board is entrusted to promote service excellence in dentistry and to protect the public through licensure, education and enforcement of standards with fairness and integrity.

**OUR CORE VALUES**  
S.E.R.V.I.C.E. = Stewardship + Excellence + Respect + Virtuousness + Integrity + Communication + Ethics

