

Special Edition: 2020 House of Delegates

First Phase of Governance Reform Takes Effect at the 2020 House of Delegates

On Wednesday, January 29, 2020, the Massachusetts Dental Society (MDS) House of Delegates took Boston by storm as the initial stage of the Society's Governance Reform was implemented. In addition to passing nine resolutions, a slate of new Officers was ceremonially sworn in, including MaryJane Hanlon, DMD, as President.

The 156th House of Delegates Annual Session was held at the Seaport Hotel in Boston. As part of the Society's sweeping Governance Reform, the House of Delegates moved from its previous June time frame and was held in January, in conjunction with the Yankee Dental Congress. Seventy-five voting Delegates attended, including members representing all 14 Districts and Student Delegates, as well as Past Presidents and dental school deans who serve the House as ex-officio members in a non-voting capacity.

Dr. Hanlon, associate dean for clinical affairs and assistant professor in the department of comprehensive care at the Tufts University School of Dental Medicine, was sworn in as President. Dr. Hanlon, who won't take office until July 1, 2020, per the governance transition guidelines, is the fourth woman President in the Society's history, following in the path of Dr. Andrea Richman (2007), Dr. Paula Friedman (2012), and Dr. Janis Moriarty (2019). Dr. Hanlon is also the last one-year term President, as Governance Reform includes the adoption of two-year terms for President, Vice President, and Immediate Past President. You can read Dr. Hanlon's address to the House of Delegates below.



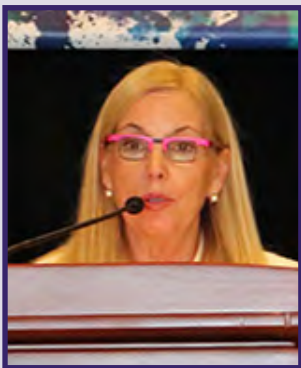
Governance Reform

This House of Delegates was markedly different, due to the rollout of the Society's Governance Reform. In order to build the organizational capacity and structure that meets the current and future demands of the Society—one of the goals of the MDS 2019–2021 Strategic Plan—the Governance Task Force was formed in 2016 to help develop a relevant governance structure to lead

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Dr. MaryJane Hanlon's Presidential Address to the 2020 House of Delegates

MaryJane Hanlon, DMD, was ceremonially sworn in as the 157th President of the Massachusetts Dental Society at the House of Delegates on January 29, 2020. Per the Society's governance transition guidelines, Dr. Hanlon won't take office until July 1, 2020.



Former Presidents, Deans, members of the Board, members of the House of Delegates, students and guests, good afternoon. I would personally like to thank you for trusting me to represent you as the face of dentistry for the state of Massachusetts for the 2020-2021 year. I am humbled that you have put your faith in me. The responsibility to lead this organization, I will not take lightly. I will endeavor to represent each dentist in the Commonwealth with the utmost transparency and tenacity that I can muster.

One hundred and fifty-six years ago, when 12 dentists decided to form an association to "share knowledge" and develop professional camaraderie, little did they know what the profession would look like today. Little did I know how much it was going to change in the 20-plus years since I graduated! But change happens whether we are prepared for it or not. How we react to that change and the challenges that are presented is what is critically important to remember. Our strength will always be in collaborating on common goals with a vision toward the future and creating that reality we envision.

So, what does our future look like? Well, based on what I saw this past weekend as five dental schools came together to collaborate and innovate a new dental school curriculum, all I can say is, we are in good hands. Our three-year Strategic Plan will guide us based on the goals we have and the vision of the future we want to create. Currently, your Board members are focused on four goals:

1. Build the organization capacity, including financial resources
2. Deliver exceptional value to support our members' needs
3. Create meaningful engagement opportunities
4. Serve as the most trusted oral health advocate for the Commonwealth

Looking out at all of you today, we have already accomplished so much on our organizational capacity goal. The need to be nimbler and more resilient in our structure and protect the financial resources we do have is apparent in the move of the House of Delegates to our Yankee meeting for the first time ever. Congratulations to the Governance Task Force led by Dr. Mina Paul and her team members for being able to collaboratively think through this process to get us to where we are today. We still have work to do, and we will get more done today as we address some changes that need to be made in our *Bylaws* and operating manual.

Delivering value is critically important for all organizations to stay viable. Young dentists are seeking our guidance and counsel to help navigate the nearly

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the Society into the next decade. In formulating its recommendations, the Task Force worked to maintain the current governance structure as closely as possible while making each structure more responsive to the emerging needs of members. As recommended by the Task Force, the MDS Districts would remain intact, but the new Board of Trustees would have fewer Officers and consist of six Regional Trustees and one At-Large Trustee rather than 14 District Trustees. (Please note: This change does not in any way modify the current composition of Districts.) Additionally, the Executive Committee would be eliminated as reducing the size of the Board will allow MDS leadership to become nimbler and more responsive to emerging issues. The House of Delegates would also be reduced in size for similar reasons. The House of Delegates passed the related resolutions at the 154th Annual Session in June 2018.

At this point, then-President Dr. Howard Zolot appointed the Governance Transition Task Force, led by Chair Dr. Mina Paul, to develop the governance implementation plan and subsequent transition plan. After months of careful review and discussion, the Task Force presented its recommendations to the Board, which it voted to approve. The implementation plan calls for a two-year phase-in, which when completed in 2021 will result in a Board of Trustees consisting of six Regional Trustees, one At-Large Trustee, President, Vice President, Immediate Past President, and Secretary, as well as a Treasurer, Speaker of the House, and Executive Director in non-voting capacities (the positions of President-Elect and Assistant Treasurer have been eliminated). Additionally, the size of the House of Delegates has also been reduced from approximately 154 Delegates to 75 Delegates, and the Annual Session was moved to January.

In fall 2019, the Trustee Selection and Nominations Committee interviewed candidates and conducted a ballot to select the Phase I Regional Trustees and the first At-Large Trustee, who begin serving their terms on July 1, 2020:

- Region 2 (Worcester and Wachusett Districts): Dr. John Gusha (ran unopposed)
- Region 3 (Cape Cod, South Shore, and Southeastern Districts): Dr. Paul McGrath
- Region 5 (Boston and North Metropolitan Districts): Dr. Michael Mayr
- At-Large Trustee: Dr. Jennifer Korzeb



Officers ceremonially sworn in for the term beginning July 1, 2020, (from left): Dr. Richard Marchand, Secretary; Dr. Meredith Bailey, Vice President; Dr. Mary-Jane Hanlon, President; Dr. Raymond Martin, Speaker of the House; Dr. Janis Moriarty, Immediate Past President; and Dr. Philip Howells, Assistant Treasurer.

Nine Resolutions Approved at House of Delegates

Delegates voted to approve nine resolutions at the House of Delegates. To read the resolutions, visit massdental.org/hod.

- Resolution 1-20: Amendment to the MDS *Constitution and Bylaws* Regarding Revisions to the Chapter II – Component Societies
- Resolution 2-20: Amendment to the MDS *Constitution and Bylaws* Regarding Revisions to the Chapter III – House of Delegates
- Resolution 3-20: Amendment to the MDS *Constitution and Bylaws* Regarding At-Large Trustee Candidate Nomination
- Resolution 4-20: Amendment to the MDS *Constitution and Bylaws* Regarding the Removal of a Regional or At-Large Trustee
- Resolution 5RC-20: Amendment to the MDS *Constitution and Bylaws* Regarding Revisions to the Duties of the Trustee Selection and Nominations Committee
- Resolution 6-20: Amendment to the MDS *Constitution and Bylaws* Regarding Revisions to the Chapter VIII – Finances
- Resolution 7-20: Stipend Amounts
- Resolution 8-20: Life Member Dues
- Resolution 9-20: Honorary Status as MDS Member to Dr. Robert E. Boose, CAE

For the 2020-2021 governance year, District Trustees remain in place for the following Districts: Berkshire, East Middlesex, Merrimack Valley, Metropolitan, Middlesex, North Shore, and Valley. Phase II of the transition takes place in 2021, when those remaining Districts will be represented by Regional Trustees.

Officers and Trustees

The House of Delegates was presided over by Speaker of the House Dr. Raymond Martin, a general dentist in Mansfield and MDS Past President. The MDS Officer positions up for election this year were Speaker of the House, Secretary, and Treasurer. The candidates for each office were unopposed. Six officers were ceremonially sworn in for the 2020–2021 term commencing July 1, 2020: Dr. Hanlon as President; Meredith Bailey, DMD, assistant clinical director of dentistry at the Fenway Community Health Center in Boston, as Vice President; Dr. Martin as Speaker of the House; Philip Howells, DDS, a general dentist in Northborough, as Assistant Treasurer; Richard Marchand, DMD, a general dentist in Yarmouth Port, as Secretary; and Dr. Moriarty, a general dentist in Winchester, as Immediate Past President. Earlier in the meeting, Dr. Moriarty announced that the MDS's current Treasurer Thomas Trowbridge, DDS, MD, has been appointed by Governor Charlie Baker to serve as a member of the Board of Registration in Dentistry. As a result, Dr. Trowbridge resigned from his position as MDS Treasurer immediately. At its meeting on Friday, January 31, the Board of Trustees appointed Dr. Howells as Treasurer. The Board will not fill the Assistant Treasurer position, which was due to sunset on June 30, 2020.

In her mid-year Presidential Report to the House of Delegates, MDS President Dr. Moriarty spoke about Governance Reform: "The future is *now* as we sit here at our first House of Delegates held immediately preceding Yankee. The future is *here* as we have officially begun to roll out Phase I of our new governance structure.

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MDS CONNECTION

A Bimonthly Newsletter
of the Massachusetts Dental Society

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Janis Moriarty, DMD – President

Richard Marchand, DMD – Secretary

Robert E. Boose, EdD, CAE – Executive Director

Melissa Carman – Director, Publications

Suzanne Gulledge – Graphic Designer

Follow us on:



House of Delegates

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"It's all about change: realizing the need for it, embracing it, and understanding the inevitability of it. Change by its very nature is beyond our control, and while we can't predict what's going to change, we certainly can control how we react and respond." You can read Dr. Moriarty's address to the House on page 7.



Conor McNulty, CAE, will assume the role of Executive Director on March 9.

The End of an Era

During her address, Dr. Moriarty also announced that the Board of Trustees has named Conor McNulty, CAE, as Executive Director. Mr. McNulty, who has been serving as Executive Director of the Oregon Dental Association (ODA) for the past six years, will take over the reins at the MDS on Monday, March 9. Due to an ODA Board meeting, Mr. McNulty was unable to attend the MDS House of Delegates but he did introduce himself with a short video that was played at the end of the House.

This Annual Session marks the last House of Delegates for MDS Executive Director Dr. Robert Boose, who joined the MDS in 2002 and is retiring in the spring. In his final address to the House, Dr. Boose looked back on his 18 years leading the MDS and echoed the words of one of his mentors, who'd told him when he would "move to a new position: 'Always leave the organization in a better position than when you found it!' I believe the record shows that is what I did, but with the assistance of 18 Presidents, multiple Officers and Trustees, and staff. I have every expectation that my successor, Conor McNulty, will do the same." (Read Dr. Boose's address on page 8.) Under his leadership and guidance, the MDS cemented its spot as one of the most-respected and often-emulated state Dental Societies in the country. Near the conclusion of the House, a ninth resolution was brought forth that would grant honorary membership to Dr. Boose, and the House voted unanimously to pass the resolution.

Resolutions

Eight resolutions were discussed in the afternoon Reference Committee session, which was chaired by Dr. Paul Gamache, Trustee of the Berkshire District. The other members of the Reference Committee were: Dr. James Lee, East Middlesex District Trustee; Dr. Anandi Pratap, Metropolitan District; Dr. David Becker, North Metropolitan District; and Dr. Lindsay Bruneau, Wachusett

District. The House voted to approve nine resolutions, the majority being amendments to the MDS *Constitution and Bylaws* related to Governance Reform, including Resolution 7-20, Stipend Amounts, which revises the *Bylaws* to include annual stipends for Regional Trustees and the At-Large Trustee. At the 2018 Annual Session, the House of Delegates approved that an annual stipend be provided to the MDS President, Vice President, Secretary, Treasurer,



Speaker of the House Dr. Raymond Martin oversees the 156th Annual Session.



Speaker of the House, and Immediate Past President, with Regional Trustees and the At-Large Trustee receiving stipends for each Board meeting attended. The new resolution aligns their stipend structure with the rest of the Board's.

Resolution 8-20, Life Member Dues, was also approved and maintains the 25% dues discount for Life Members. At the 2019 American Dental Association (ADA) House of Delegates, the ADA House voted to remove the Life Member 25% dues discount for the ADA portion of dues effective January 1, 2021. The MDS *Constitution and Bylaws* defines a Life Member as a dentist who has been a member for 30 consecutive years or a total of 40 years in this and other constituent Societies of the American Dental Association, who has attained the age of 65 years. The MDS dues structure shall reflect any changes voted by the ADA House of Delegates for any particular membership category unless the MDS House of Delegates approves a resolution to adopt a different dues structure for MDS and District dues. Dr. James Maslowski, Waiver Review Committee Chair and Valley District Dental Society Trustee, presented this resolution to the Board, commenting that it is unfair to remove the Life Member discount that has already been awarded to these long-standing members and further believed that the 25% discount on state and District dues should remain in place for all members who achieve Life Member status in the future. For the full list of resolutions, see page 2 or visit massdental.org/hod.

To read more about the Annual Session, including Officer and Committee reports, visit massdental.org/hod.

Open Positions for 2021–2022

The following Officer and Trustee positions will be up for election/selection at the 2021 House of Delegates for the 2021–2022 governance year, which runs from July 1, 2021, to June 30, 2022:

- Vice President: Two-year term (followed by a two-year term as President and a two-year term as Immediate Past President)
- Secretary: Two-year term
- Region 1 Trustee (Berkshire and Valley Districts): Two-year term
- Region 4 Trustee (Metropolitan and Middlesex Districts): Two-year term
- Region 6 Trustee (East Middlesex, Merrimack Valley, and North Shore Districts): Two-year term
- At-Large Trustee: One-year term

For more information, please visit massdental.org/About-the-MDS/Leadership-and-Governance/Governance-Information.

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Dr. MaryJane Hanlon's Presidential Address, continued from page 1

constant changes and challenges that are happening across the dental landscape—including industry, academia, and private practice models. While our forefathers were able to put a shingle in front of their home or office, today's practices and how we practice are changing so rapidly it is hard to keep up. Add on top of that the added stress the financial impact of just going to dental school has on our young dentists—before even beginning their professional path—and it is easy to see why our younger dentists need our support.

For those of you who don't know much about me, I left the private practice I started after dental school about seven years ago to join the faculty at Tufts. I have been honored to return to my alma mater, and while there are days just like in private practice that are just crazy, for the most part, being with the young, future dentists and learning new technologies alongside them has reinvigorated my passion and deepened the love I have for this profession. Our students and residents are the future of this profession. As I judged the ADEA Hackathon at UConn this weekend, it was very apparent that we, as educators, are cultivating an innovative, committed group of young men and women who are equally as passionate about this profession as I know all of us are in this room.

There are many issues that are critically important to this new generation of dental professionals, not the least of which is paying back their student loans. For my tenure as President, I wholeheartedly want to provide support and continue the momentum to move these concerns forward to resolution for them as best I can.

Before we start discussing some of those concerns, I want to take you all back to dental school. I'm sure you all remember your first day of dental school, right? I remember my first day as if it was yesterday. I never told anyone in my family I was applying to dental school, as I was older and had a young daughter at home. I took the DATs, applied to the only two schools that I wanted to go to in Boston, and waited. I was fortunate enough not to have to wait long and found out right before Thanksgiving that I had been accepted. Now I had to tell my family! At Thanksgiving dinner, I waited for us all to be finished and I made the big announcement. The one person I was the most worried about was my Dad. Of anyone, I thought he would be the most disappointed, as I knew I would be away from my daughter too much and felt that he would think that I should prioritize being a mom. Oh, was I wrong! His response to the news was extraordinary for the time. He turned to me, looked at me with the proudest look on his face, and said, "Well, it's about time! You've only been talking about becoming a dentist since you were a little girl!" That's when I knew everything was going to be okay. My first day of dental school was my daughter's first day of kindergarten.

We started our school journey together. While I look back on those four years as one of the most tiring and difficult of my life, I wouldn't change a thing. I'm sure all of you feel the same.

Now, I want you to fast forward those four years in your mind to when you were preparing for your boards to graduate. Back then, there were just the "NERBs," now the CDCA exam. We probably all remember that day even more so than our first day of school or our last at graduation! I was very fortunate that I had great patients and my exam went well. Not everyone is that fortunate. In fact, last week as I was at UNE as an examiner for CDCA, I watched as a well-prepared young dentist didn't manage his time well. He had sent in his Class 3 prep and was waiting for his patient to come back. I happened to be assigned to bring his patient back and, sure enough, there was an "Instruction to Candidate" form that was returned. I reviewed the form with the student and looked at the tooth prior to him making the changes he was instructed to make. His prep was absolutely perfect other than a small area of decalcification that he had to leave due to the criteria that the prep must be submitted in an ideal state. So, he made the changes, resubmitted the prep and then had to wait again. His patient returned some-time later, leaving him just 30 minutes to complete the restoration. In all our minds, we can do that quite easily now that we have the experience. However, for the students in any of these exams, the drive to be perfect is so strong that it makes it difficult to know when "good enough" is good enough. He submitted his finished restoration with 30 seconds to spare and failed because the contact wasn't there. He was the only student out of 32 taking the exam that failed. He was devastated. So was I.

The case for the live-patient exam has run its course. Daily, within universities throughout the country, accredited dental schools are testing competency for our blossoming students and residents. That is why we are under rigorous guidelines every seven years and evaluated. This is where competency should be maintained, not with a testing agency. With artificial intelligence and Moog simulators, we can create scenarios that test whether a young dentist is prepared enough to go out into the public to practice. This is where our testing agencies should be heading. I ask you to support and join me in standing with students across America who are stepping up and calling for the elimination of the live-patient exam. Many states have already been successful in doing so.

Before our house in Massachusetts is H.1992: An Act Relative to Dental Licensing Exams. The key points of this bill are to highlight the shortfalls of testing a student via a live patient interaction. These include:

1. It is too focused on a limited set of procedures that do not accurately reflect the multifaceted requirements and responsibilities demanded of dentists today in everyday practice.

2. It inadvertently discourages comprehensive care of the patient and can actually encourage improper care!
3. The process of obtaining a patient to sit for the exam is unduly burdensome on applicants.

We are fortunate to have three dental schools in the state of Massachusetts. All highly esteemed and regarded across the country. We are the ONLY state in the country where this happens, and each one of us is competing for patients to fulfill three portions of the exam: Class 2, Class 3 restorations, and periodontics. This is a need of 1,065 patients for approximately 355 providers. That is a lot of patients and a lot of stress on the student who must find them and the school who must feed them and provide free care. It is time for us to move to another form of testing for our future providers. My hope is that during my tenure as your President, I will be able to move the needle to make that happen.

There are many other strategic objectives that support the goals of the Dental Society. As I move through my tenure, I will do my best to support all of them, but I will be heavily focused on any items that will help support our young professionals as they transition into our beloved profession. For those of us that were born in the 1950s, 1960s, and 1970s, they are not like us. They have different visions for what is important in their life. They do want better home-life balance, and many are not interested in owning a home or a car, never mind a practice! We must embrace these differences and support them where they are in the choices that they make for their lives. It is not a matter of good and bad. It is a matter of choice. They are entitled to that choice, just like we were. We must engage the DSOs and the type of practice they have created, as that is what this generation is looking for. According to information out of the Health Policy Institute, 8.8% of all U.S. dentists were affiliated with a DSO in 2017. In 2015, it was 7.4%. This is not going to go away, as there are several advantages that this group appreciates when working at a DSO. In addition to being able to go home at the end of the day and play with their children, they want the flexibility to have other interests and move their family across the country when presented with the opportunity to do so.

Yesterday, I was fortunate enough to be able to attend a lecture at Tufts by Dr. Marko Vujicic entitled "The Three Things New Dentists Need to Know About the Future of Dental Practice." I'd like to share a few things with you that I found critically important to make you, our leaders in Massachusetts, aware of.

The first thing he instructed them that they need to know is that there will be "intensified consumerism," which will be led by nine specific drivers. I thought this was so important that I have included the video he showed us to give us all something to think about. I'm sure this has left you with more

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Dr. MaryJane Hanlon's Presidential Address, continued from page 4

questions and concerns, as it did me. Trust me—we will be discussing this now at a future Board meeting and will address this with our members to help support them through this process, rather than waiting for more evidence that these drivers are upon us.

Second is the shifting demographics of women vs. men in the workforce. For the first time in history, there are now more working women than there are men. The other demographics that are changing is the switch of Millennials now being most of the population. The Baby Boomers are beginning to pass away, and this segment of the population will continue to shrink as time moves on.

Third, digital technology in the dental practice is changing faster than we can keep up. Some of us in the Boomer generation still have limited knowledge of computers and their programs! Never mind making us change how we do things in the office! Outside of the office, new businesses are being created more rapidly than ever to meet the increasing demand of the population, including teledentistry, mobile dentistry, and printing dentures.

The bottom line: In order to come to your practice, consumers are looking for these things:

- Convenience
- Ease of use
- Cheaper cost
- On their terms

While I wrap this up, I want to come back to the goals of the Society. While I may be focused on the young dentists' initiatives that I have in mind, please

know that we as a group, as a Board, will be focused on all four of these strategic goals as we move forward. All of you, as the leaders from your District in the state, need to think about these goals and the impact they will have on you. Determine how you fit in and can support us. Working together lightens the load and makes it easier to carry. How can you engage the new dentists in your District? What do they need? I will tell you, most of them need you. They need you to introduce yourself. To make them feel welcome and to encourage them to participate. Even if it is only for an hour or for a virtual meeting. Look at the ways things can be done differently. And, if there are DSOs in your area, please meet the dentists of these practices. While they may not look like you or work like you, they are your colleagues and fellow human beings. This is all that is needed. Embrace the change.

Leaders never become leaders on their own. As Hillary Clinton is fond of saying, "It takes a village." First, professionally, I would like to thank my fellow Board members, past and present, whom I have learned so much from. Many of you have led me through the years with your support, feedback, and guidance. For that, I will always be thankful. I want to especially thank two people in that role that really made a difference in my time here at the MDS: Drs. Howard Zolot and Janis Moriarty. Thank you both. To the team that makes us all look great, the staff at MDS, thank you for all you do. It is amazing to see the vision of the HOD moving to Yankee come to fruition. We know it never would have happened without you.

Finally, the presence of love in our life not only brings us great joy, but it enhances us as human beings. So, first I want to thank my life partner, Steve Turner, who no matter how many meetings, how much work, and how much travel I do, he is always there to greet me with a smile on his face and a warm embrace. My life is enriched beyond measure because you are in it. Thank you, love.

To my son-in-law Dan, who is the rock in my daughter's life and the father of my grandson Gavin, thank you so much for finding Courtney and making her your wife. I love knowing I can worry a little bit less now that you are in her world! To my little love Gavin, I can't wait to see what you become as you get older! Your Mimi will be with you every step of the way in any way she can!

And, finally, to the one person who has been the beat of my heart since the day she was born, my beautiful daughter Courtney. I could not be prouder of the magnificent woman you have become. You are not only a strong woman, you are an amazing businesswoman and leader in your own right. Thank you for giving me the opportunity to become the woman I wanted to be by allowing me the freedom to leave you when you were young. I know you didn't really have a choice way back then, but I want you to know how much I appreciate the time we have now because of all the time we missed when I was in school . . . not to mention all the times I forgot to pick you up at school! I promise I won't do that to Gavin!

Thank you very much.

The MDS Honors 50-Year Practitioners at Annual Session

The following dentists were recognized as 50-Year Practitioners during the House of Delegates:

Marc F. Auger, DDS
Myron S. Bass, DDS
Frederick L. Bayon, DMD
Hans-Christoph L. Beer, DMD
Gerald A. Bloom, DDS
Arthur C. Buckley, DMD
Bruce L. Chall, DDS
John L. Cherkerzian, DDS
Peter G. Cinner, DDS
Herbert I. Cohen, DDS
Howard P. Cohen, DMD
Martin Cohen, DMD
Michael R. Coppe, DMD
Robin R. Cox, DDS
Robert A. Creeden, DMD
Peter T. Cressman, DMD
Frank A. Dahlstrom, DMD
Nicholas M. Dello Russo, DMD
Douglas I. Doben, DMD
Marvin A. Eichner, DDS
Abraham M. Eglander, DMD

Sander J. Fasten, DMD
Craig W. Fischer, DMD
Peter A. Garofoli, DDS
William P. Giesecke, DDS
Christopher M. Goodwin, DMD
George H. Grabe, DMD
Mark Haselkorn, DDS
Edward B. Kaiser, DDS
Alan E. Keliher, DMD
Irwin A. Lakin, DDS
N. Kenneth Lamura, DDS
Joseph W. Langford, DDS
John R. Langston, DDS
Richard Lentini, DMD
Irod J. Lindsay, DDS
Donald R. MacLeod, DDS
Daniel Magalnick, DMD
Bernard C. Maloney, DMD
David W. Manning, DMD
Robert V. Marklin, DDS
John R. McDonald, DDS

Stephen J. McGarr, DDS
Alan E. Merchanthouse, DDS
Theodore A. Midura, DMD
Lawrence J. Monaldo, DDS
Peter A. Morgan, DMD, MSc
Vincent J. Morgan, DMD
H. Robert Nagel, DDS
Donald B. Nelson, DMD
Richard D. Norberg, DMD
Joseph P. O'Donnell, DMD, MS
Lawrence J. Oliveira, DDS
Robert R. Paglia, DMD
Valentina Pasquantonio, DDS
Joseph C. Poras, DMD
Robert C. Preston, DDS
Albert M. Price, DMD
Paul A. Raymond, DDS
John K. Rhicard, DMD
Richard J. Roman, DDS
David L. Rooney, DMD
Robert F. Savage, DDS

Athan Savas, DDS
James A. Sciarretta, DMD
John C. Serijan, DMD
Harvey A. Shaff, DMD
Barry H. Shamus, DMD
Charles L. Silvius, DDS*
Elliott R. Smolensky, DMD
Robert G. Stein, DMD
William E. Sweeney, DMD
Theodore Swerdlick, DMD
Thomas P. Torrisi, DDS†
Robert J. Tuck, DMD
Robert W. Vokey, DDS
Richard W. Waldman, DMD
Sidney N. Whiting, DDS
Malcolm L. Whitman, DMD
Marny L. Williams, DDS
Inara E. Zalitis, DDS
Casmer C. Ziemlak, DDS

* Past President

† Past Speaker of the House

House of Delegates — MDS Foundation



From left: Beth Stehley of the Greater Boston Convention & Visitors Bureau, MDS Past President Dr. David Lustbader, North Shore District Dental Society Trustee Dr. Linda Massod, Merrimack Valley District Dental Society Trustee Dr. John Boss, and MDS Foundation Chair Dr. Robert Lewando

The MDS Foundation Recognizes Donors at Annual Session

- **The North Shore District Dental Society** was honored for reaching the Founder's Society giving level, designated for those whose lifetime donations total \$25,000-\$49,999.
- MDS Past President **Dr. David Lustbader** was welcomed into the DerKazarian Society, named in memory of Dr. Alan K. DerKazarian, the 142nd President of the Massachusetts Dental Society and Past Chair of the MDS Foundation. This giving level recognizes lifetime donations totaling \$15,000-\$24,999.
- MDS Foundation Chair **Dr. Robert Lewando**, the **Greater Boston Convention & Visitors Bureau**, and the **Merrimack Valley District Dental Society** were welcomed into the Salmon Society, named for the first President of the Massachusetts Dental Society. This giving level recognizes donations totaling \$5,000-\$9,999.

It is due to the generous support of its donors that the MDS Foundation is able to fulfill its mission of increasing access to oral care and improving the oral health of Massachusetts through grants and volunteer hours. To learn more about the MDS Foundation and the initiatives it supports, please visit massdental.org/foundation.

The MDS Foundation accepts donations online and by mail. The Foundation also accepts memorial or tribute donations in honor of loved ones or a special occasion. Did you know that a portion of your total purchase price for Amazon orders is eligible to be donated to the MDS Foundation? AmazonSmile allows members to choose "MDS Foundation Inc." as your charity, and Amazon will donate 0.5% of your purchase price back to the Foundation.

To learn more about ways to give, visit massdental.org/donate.



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House of Delegates

Dr. Janis Moriarty Delivers Mid-Year Presidential Report

Good afternoon delegates, student delegates, Officers and Board of Trustees, Past Presidents, Past Speakers, deans, staff, and guests. Welcome to the first ever mid-year Presidential Report to the House of Delegates. As you know, I am only half way through my term as President. In some ways it feels like I've already been here a year, as it has been very very busy. Rather than repeat the report I wrote for the House of Delegates compilation (see massdental.org/hod), I thought I'd instead focus on our *future*. The future is *now* as we sit here at our first House of Delegates held immediately preceding Yankee. The future is *here* as we have officially begun to roll out Phase I of our new governance structure.

It's all about change: realizing the need for it, embracing it, and understanding the inevitability of it. Change by its very nature is beyond our control and while we can't predict what's going to change, we certainly can control how we react and respond.

Change is constant and disruption—as I've found out in no uncertain terms this year—is too. Consumerism. DIY. DSO. Millennials. Third-party issues. Good? Bad? How about Coco Floss? Quip toothbrushes? Mobile dental vans providing cleanings at corporate offices? And how about those Millennials. Threat? Or . . . opportunity! Many in dental leadership feel disruption is the new normal for our profession.

I guess I've been in dentistry long enough to realize that disruption was always a "thing"—we just didn't label it as such. Research shows that industry disruption is a persistent condition, not a short-lived explosion. In terms we as clinicians understand—it is chronic, not acute.

The same things that are disrupting our profession relate directly to organized dentistry: Just as our patients are demanding more personalized and flexible service, so are our members. Gone are the days when membership was a given. Members want clarity on what they will receive for their dues dollars. This typically is mentioned when speaking about Millennials, yes, but recently I have heard from members more seasoned than I that question the same thing: "Is membership in the Tripartite worth it?" Even if I were not heading our Society, I have and always will feel that membership in organized dentistry is essential to our professional success.

In this time of extreme change for the MDS, I can promise you that due diligence and many hours of time on the parts of Committee members and staff will ensure that our biggest changes—Governance Reform and the Executive Director Search—will be poised for success.

Dr. Mina Paul and the Governance Task Force have been working with staff to create not only a solid plan for our immediate future, but a smooth rollout of the new structure.

Dr. Pelly Chang, inaugural Chair of the Trustee Selection and Nominations Committee, and Committee members with representation from all Districts were very conscientious about their task of selecting our first-ever Regional Trustees and At-Large Trustee. Congratulations to all selected.

Our Vice President Dr. Meredith Bailey brainstormed the need for evaluation of our member communications and the Communications Task Force, chaired by Dr. Cameron Shahbazian, is off to a banner start with more than 700 members responding to their initial member survey. But thank you to all who have responded. It shows great interest in the future of our changing Society.

It was an honor to be part of the Executive Director Search Committee, chaired by Past President Dr. David Lustbader. I thank Past President Dr. Howard Zolot for appointing an extremely dedicated and hard-working Committee tasked with presenting one candidate to our Board for approval. Thanks to the dedication and vision of Dr. Bob Boose for the past 18 years, the opportunity to lead the MDS is a highly desired position. As the field of stellar candidates narrowed,

many themes kept being repeated: the MDS is very highly respected nationwide; our market share of nearly 80% is enviable; our financial position is extremely strong; our legislative initiatives are watched by the entire nation; our staff contains many experts in the field; and then, there's this meeting called Yankee [Dental Congress]. I think I can speak for the rest of the Committee by saying all of those compliments were great to hear and made us feel very proud.

While it's strange to think about the MDS without our fearless leader Dr. Bob Boose, all great things must come to an end—only your employment, of course!—and I am very pleased to share with you all today, releasing this information for the first time, that our next Executive Director, Mr. Conor McNulty, will come on board at the MDS on March 9. Conor has been the Executive Director of the Oregon Dental Association for the past six years, and for almost 10 years prior, worked for the largest state Dental Society in the nation—the California Dental Association—as director of membership and director of

member programs. Conor is an entrepreneurial executive with unique experience and passion for collaboration. He has a keen focus on leadership development, establishing a clear and shared organizational vision, and implementing data-driven decision-making processes. He has expertise in strategic planning, communications, crisis management, and serving as an organizational ambassador. While in Oregon, he implemented a new governance model, so he is very aware of the new challenges we can and will be facing. Conor is eager to hit the ground running and plans are already in the works for him to visit as many Districts and attend as many Committee meetings as possible.

I am also pleased to announce that we have recently been informed that our own Treasurer Dr. Tom Trowbridge has been appointed to the Board of Registration in Dentistry (BORID) by Governor Charlie Baker and will be, sadly, resigning from our Board at the end of the week when he is sworn in to BORID. We thank Tom for his many years

on our Board as a Merrimack Valley District Trustee, Assistant Treasurer, and Treasurer, and will miss his presence. We also know that BORID is gaining an excellent board member who will work diligently in that position, and be a great addition to its board.

As we embark on the next phase of governance and leadership at the MDS, two things need to be closely evaluated: our MDS Foundation and Yankee. As the landscape of dentistry continues to change, so too does that of dental meetings and professional trade shows. Yankee will remain positioned as one of the top regional meetings in the country, and to keep it thriving in this time of increased competition for meetings and CE platforms will take critical evaluation and openness to change. I will be appointing a Task Force made up of members, staff, and exhibitors who will be focused on reimagining the Yankee of the future—three, five, and even 10 years down the road. We will gain valuable insight from our new Executive Director, as well.

Regarding our Foundation, the opportunities could be endless. Imagine if we could double the donations and the grants for access to care? Again, critical reflection and evaluation is needed.

If Dr. Boose has taught us anything, it is not to rest on our laurels. As stated so many times previously, Bob's vision and strategic thinking propelled the MDS to where we sit today. He has built a staff of experts and expects nothing less than continued success from our staff and our Society.

So as I stand here exactly midway through my term, I am happy to report that, to quote a past ADA President, the future is bright. There is always work to be done, improvements to be made, and changes to consider, but rest assured the MDS is poised for even more success in the future.



House of Delegates

Executive Director Dr. Robert Boose's Final Address to the House

Thank you Dr. Moriarty. She is doing an outstanding job in her first six months. It has been a joy working with Dr. Moriarty. She's the right President to lead us as we transition into a new governance model and a new Executive Director. (I'll tell Conor [McNulty] to make sure she has enough Diet Coke.) Dr. Hanlon, I'm sorry we won't be able to work together during your Presidential year.

To my fantastic and beautiful wife, Edwina, thanks for all your support and encouragement. You have gracefully endured all the phone calls that come with this Executive Director role—all the urgent calls late at night, during dinners and weekends away, no matter where we were in the world. You have been a great partner to me and an asset to the Society as we represented the MDS at state, regional, and national meetings. You are a terrific Yankee volunteer and ambassador for the Society.

I would like to acknowledge Colleen Chase, a true professional who made my office run more smoothly. Big thanks to [Past President] Dr. David Lustbader. David, we fought the fights together, and we will be friends for life and "Jersey Boys" forever.

I must admit that 18 years ago, we never anticipated the journey my MDS position would lead us on. Yankee Dental Congress 2002 was my first official entrance into a terrific annual experience. It was post 9/11 and people were warned not to come to or attend large gatherings. Yikes. No one would come . . . what luck with my first Yankee Dental Congress!

In my prior career, 15 years as the executive director of the New Jersey School Boards Association, I was responsible for all the school boards in New Jersey, providing training and lobbying services. We had our own annual meeting (a mini-Yankee) for about 13,000 and two House of Delegates meetings annually (don't get that into your heads!). So, I had years of association experience and understood working effectively with boards (I worked with a 44-member board with 22 voting trustees and 22 alternate trustees, and five officers and president).

I fully expected to work in a chief leadership position at the collegiate level, and vice president and dean of the Graduate School at Endicott College was that career move. In time, I realized that I truly missed association work. After jump starting the graduate school with an accelerated MBA degree designed for working executives, expanded course offerings in teacher training, and professional corporate development programs, I accepted this position.

Let's turn the clock back about 18 years. Here's what life was like at the MDS. Yankee was—and still is—*the* goose that lays the golden egg. We were working pen and quill. Staff and volunteers were shuttling cardboard boxes of Xeroxed class materials to the participating hotels and the Hynes Convention Center. We had no core business office staff. One very sweet and loyal administrative person worked with an outside accountant (that I realized shortly after arriving was also your auditor . . . Note to self: not a best business practice!). The budgeting process was so micromanaged and detailed that we destroyed an entire forest annually for the paper to copy it and wasted countless hours talking about pennies. There was no vision or specific strategic plan and budget focused on achieving that plan. The Officers were responsible for managing the pension program for the staff. What an incredible responsibility to place on themselves and on the Society. I could go on.

I encouraged the Officers to engage a management accounting firm to conduct a business and operational review of the Society. Thankfully, they agreed. As a result, 32 major recommendations were given to us. Over the next two years, we implemented those changes. One of those key changes was that we needed a core business function. I said to the Officers early on that I had never worked in a situation where the organization did not have the services or position of a chief financial officer (CFO). One response I got was, "Bob, what would a CFO do?" I interviewed for a part-time CFO consultant: Enter Kathy Boyce. She quickly demonstrated to me



the need for that position to be full time to achieve the recommendations. Thanks to Kathy for helping me throughout my tenure to establish an outstanding business and HR operation.

From a program side, we had no designed program to train our future volunteer leaders. In my New Jersey experience, we conducted required orientation training for all board members, and provided basic and advance leadership programs for those wanting to aspire to voluntary leadership roles. The Society is a business—not a social club—and the roles and legal responsibilities for Board members and District Officers are many. As a not-for-profit entity, the Society and all our Districts must comply with state and federal requirements and follow best business practices.

I remember as though it were yesterday meeting with Dr. Alan DerKazarian, who was President-Elect at the time. He was a tough sell, but I persisted in pitching him a few ideas that I had been discussing with the staff. One was the Leadership Academy. A new class of the Leadership Academy started last night and those participants are here today, in the back. I ask that they stand up and that you turn around and see the future of your Society. Another idea I pitched was the Guest Board Member Program. Another was the women's leadership initiative. Another was the MAC Van. He finally agreed that these were worthy initiatives, and with the assistance of his leadership and those Presidents that followed, the rest is history. These initiatives were significant changes. These initiatives won numerous awards from the ADA. In addition, many state Dental Societies implemented them.

The biggest business challenge for us was the decision to move from the Hynes to the BCEC. There's not enough time to cover the discussions and hard decisions in making that change. (We still have people coming to Yankee driving to the Hynes and wondering where we are: "I just learned how to find the Hynes and now I have to learn how to get to the BCEC!") Our Yankee transition plan was sound. Unfortunately, the emerging economy was not. That set us back a good four years. Today, if you look out from the BCEC, you will see the infrastructure that was expected to be online then is now the reality.

Other significant changes that this Board and previous House of Delegates supported were Governance Reform and the Transition Plan. It has been a lot of hard work. We are now embarking on the first year of a two-year implementation plan. I have great hopes for these changes to make our state and District governance nimble and relevant to meet the current and emerging needs of our members. My caution is that many members need to change their passive attitude toward supporting organized dentistry. The rapidly evolving world and the ever-changing landscape for the practice and business of dentistry seems to be coming at us at warp speed. For example, artificial intelligence is impacting the current and future practice of dentistry. Members cannot continue to be check-paying spectators or Monday-morning quarterbacks. They need to get into the "change game." Everyone needs to be actively aware and able to act at the local, state, and national level. We cannot continue to just rely on 40 staff

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House of Delegates

Executive Director Dr. Robert Boose's Final Address to the House, continued from page 8

members, a Board of Trustees, and Officers to carry the full load for 5,000 dentists. We need to speak as one voice.

To me, the greatest asset the Society has is our staff. I am so proud of them. They make all of us look good. We can look at our financial statements and investment portfolio and take great satisfaction. The final payoff of our office building mortgage this August will add to our current strong fiscal position. This is a huge accomplishment to do 18 years after we finalized the purchase. It's good stewardship of our Society's number-one investment. In the final analysis, the most important asset is our staff. The key to maintaining the Society's effectiveness to serve the membership is effective hiring, training, and retaining of quality staff.

To my fantastic staff, whom I love and respect, thanks for many wonderful memories of working collaboratively. At a recent staff event, each staff read something about another. One staff member stood up and read this about me: "Your approachability is one of your greatest assets. You make everyone here feel welcome and secure. You make it easy for us to provide feedback, troubleshoot, and build solid programs and relationships. Your support for your staff is immeasurable. Thank you." That said it all for me and I will reflect on these words forever.

I am very appreciative of the many mentors and people helping me throughout my life. One mentor would say to me when I would move to a new position: Always leave the organization in a better position than when you found it. I believe the record shows that is what I have done here, but with the assistance of



Dr. Robert Boose and his wife Edwina

18 Presidents, multiple Officers and Trustees, and staff. I have every expectation that my successor, Conor McNulty, will do the same. I told Conor, "we are very good—not great . . . make us great."

I am a periodic viewer of the TV game show "Jeopardy." The host of more than 30 years, Alex Trebek, is battling Stage 4 pancreatic cancer. He is preparing his final farewell to his loyal TV audience. (When you personally have been fighting two different kinds of cancer in the last four years, you listen to and respect those who keep up the fight to beat their cancer.) He told the show's director this: "Time the show down to leave me 30 seconds at the end. I will say my goodbyes. I will tell people, 'don't ask me who is going to replace me, because I have no say in that whatsoever but I'm sure that if you give them the same love and attention and respect that you've shown me for the past 30 years, then they will be a success, and the show will continue being a success. And, until we meet again, God bless you, and goodbye.'"

So, I echo those words to the House today. I will say my goodbyes . . . you know who is going to replace me (I wanted no say in that whatsoever): He is a colleague among the ADA Executive Directors and I could not be happier for him. And I'm sure that if you give Conor McNulty and his family the same love and attention and respect that you've shown me and Edwina over the past 18 years, then he will be a success and the Society will continue being a success. And, until we meet again, God bless you, and see you later!

