

# **Membership Matters**

A publication of the Oregon Dental Association • August 2023

# **PRACTICE MANAGEMENT**

Also Inside CE Calendar, page 9 | OHSU 2023 Graduates, page 21



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Incredibly busy 6 operatory practice on the Northern Oregon Coast is looking for a friendly and hard working dentist to become a partner. The practice is currently collecting 2.2m with one doctor and three hygienists. The setting is gorgeous, the office sits on the edge of the water with beautiful views of the bay and the ocean. The partnership buy-in will be structured as a phased transition with an initial associateship period and a contracted buy-in date. For more information contact Adam at adam@mydentalbroker.com or 541.520.5507.

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### **INSIDE THIS ISSUE**

# **FEATURES**

- 11 HOT TOPICS IN EMPLOYMENT LAW FOR DENTISTS By David Briggs
- **13** THE OREGON DENTAL ASSOCIATION'S ENDORSED PARTNERS
- 18 HUMAN RESOURCES IN DENTISTRY By Wendy Reifer
- **21 OHSU SCHOOL OF DENTISTRY GRADUATES**
- 21 ODA STUDENT LEADERSHIP AWARD 2023
- 23 WOMEN IN DENTISTRY WINE AND PAINT NIGHT By Lora Mattsen
- 24 DOES MEMBERSHIP MATTER? By Yolanda Ho

# **DEPARTMENTS**

- **5** FROM THE EDITOR
- **7** NEW MEMBERS
- **9** EVENTS AND EDUCATION
- **26** CLASSIFIED ADS
- **26 INDEX TO ADVERTISERS**





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# FROM THE EDITOR





By Alayna Schoblaske

SO FAR IN MY LIFE, I have lived in 8 cities and 13 buildings. One of those cities was Tacoma, where I completed my undergrad at University of Puget Sound. During my time there, the president was Dr. Ronald Thomas, whom we all affectionately called "Ron Thom." At the beginning of each school year, he welcomed new students to campus with a speech at Convocation. He was known for including the word "home" as many times as possible in those speeches (we're talking at least 50 times in a 10-minute speech). While my fellow Loggers and I joked about Ron Thom's overuse of the word home, his persistence undeniably set a tone for our college experience. Tacoma became one of my many treasured homes.

This past April, Ron Thom passed away, so I have been thinking a lot about his legacy...and about home. Because I have had the chance to live in so many places, I often say that my home is scattered all around the world. Home is the lush, mossy forests of Mt. Hood, and it is also the fields of oak, manzanita, and madrone in the shadow of Mt. McLaughlin. Home is a bite of charred beef brisket in

The opinions expressed in this editorial are solely the author's own and do not reflect the views of the Oregon Dental Association or its affiliated organizations. the way-too-hot Texas sun, and it is also a sip of a Burgerville blackberry milkshake. Home is my childhood bedroom in Tigard, and it is also the view of Arthur's Seat out of my dorm window in Edinburgh. Home is laying my head on the soft belly of all my favorite dogs I have loved: Sammy, Lucky, Marley, Willow, Elmo, and Gus. And, of course, home is my family – both biological and chosen.

Ron Thom loved to quote a poem by Ursula K. LeGuin that ends by saying, "be always coming home." What that means to me is that I will always be cultivating a sense of self-awareness and intuition so that I carry the calm and comfort of home with me wherever I go. You have probably practiced this cultivation, too, as you moved for your education, whether that was undergrad, dental school, or residency training.

We talk often about dentist wellness and resiliency. My personal wellness equation includes having the tools to walk - as Ms. Le Guin said - carefully, mindfully, and fearlessly. For me, this means dedicated time to read and journal each week. It means deleting social media apps from my phone on Sundays. It means always packing running shoes when I travel so I can sneak in a quick workout. It means quality time with my parents, my boyfriend, and my close friends. It means therapy. And it means learning about practices to make my own brain and body - the home I

carry with me – an enjoyable place to spend time.

One tool I use to do that is one I learned while reading Burnout: The Secret to Unlocking The Stress Cycle by Emily Nagoski and Amelia Nagoski. The Nagoski sisters write about the importance of helping our bodies and minds process our daily stress. They explain that we do not have to remove the stressors (the traffic jam on the way to work, or all those chart notes, for example) to effectively process the stress. By doing a few simple things, we can work through the stress response and come home to a calm state of internal homeostasis. The most effective tool for processing stress is 20 to 60 minutes of daily exercise. If exercise is difficult for you, another option is to lay down and intensely contract all of your muscles for 10 seconds and then release the tension with a big exhale. Other ways to process stress include hugging someone you love for 20 seconds, crying (or laughing so hard you cry), breathing deeply (focus on longer exhales than inhales), and engaging in a creative outlet such as singing, dancing, or painting. Each of these allows our body's cortisol levels, blood pressure, and heart rate to decrease, and contribute to an increased level of physical and mental wellness. They make our homes a more beautiful place.

Whatever home means to you, I hope that you are able to tend to the home within yourself this month.

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**WELCOME TO OUR NEWEST MEMBERS!** Please reach out to these new members and welcome them into the ODA community.

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Michelle Priester, DMD Washington County Dental Society

Spencer Tippets, DDS Southern Oregon Dental Society

Victor Tran, DMD Marion Polk Dental Society



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# CONTINUING EDUCATION

# Events & Education Component CE Calendar

Calendar provided by Mehdi Salari, DMD This calendar is current as of July 12, 2023.

### Please visit the host dental society website for the most up-to-date information.

Date	Dental Society	Course or Event Title	Speaker	CE	Location	More Information
08/05/23	Lane	LCDS Family Picnic	-	-	Eugene (Alton Baker Park)	Register: www.bit.ly/LCDSEVENTBRITE
09/14/23	Lane	Hop Valley Dentist Social	-	-	Eugene (Hop Valley Brewing Co.)	Register: www.bit.ly/LCDSEVENTBRITE
09/14/23	Multnomah	Fall Kick Off Tailgate Event - Multi-Component Event	-	-	Wilsonville (ODA Parking Lot)	Register: www.multnomahdental.org
09/14/23	Southern Oregon	Integration - a deep dive into the modern dental laboratory	Mark Hiddle	2	Medford (West Orthodontics)	Info/Register: sodentalsociety@gmail.com
10/06/23	Lane	Improve the Health of Your Practice	Dr. Joshua Austin and Dr. Michael Shirtcliff	5.5	Eugene (Lane Community College)	Register: www.bit.ly/LCDSEVENTBRITE
10/12/23	Southern Oregon	Pearls for Exodontia & Infection	Dr. Bryan Clevenger & Matt Myers	1	Medford (West Orthodontics)	Info/Register: sodentalsociety@gmail.com
11/09/23	Multnomah	New Dentist Social	-	-	TBD	Register: www.multnomahdental.org
11/16/23	Southern Oregon	Extraction versus Non-Extraction Orthodontic Treatment	Dr. Dana Schmidl & Dr. Keyon Botsford	1	Medford (West Orthodontics)	Info/Register: sodentalsociety@gmail.com
12/08/23	Lane	Refreshing Your Pediatric Dental Knowledge and Skills	Dr. Greg Psaltis, DDS	6	Eugene (Lane Community College)	Register: www.bit.ly/LCDSEVENTBRITE
12/13/23	Multnomah	3D Imaging Interpretation: You only see what you know	Saulo Sousa Melo, DDS, MS, PhD	2	Portland (OHSU-SOD)	Register: www.multnomahdental.org

Find this calendar online at **www.oregondental.org**. Click "Meetings & Events" > "Calendar of Events". Looking for additional ways to get CE? The American Dental Association has a large collection of webinars and on-demand video learning opportunities available, many of which are free to members. Visit **adaceonline.org** to catch up on the latest offerings on your own schedule.

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# Hot Topics in Employment Law for Dentists

EMPLOYMENT LAW

By David Briggs

### I KNOW, I KNOW. EMPLOYMENT

LAW? What could possibly be interesting about this article? But you will find there is a lot going on that will have a significant impact on how dental practices conduct their hiring and operations.

### **Non-Competes**

The non-competition agreement was reported in England in 1414 when an employer brought suit against his apprentice. The employer apparently failed to turn up for the hearing. And a good thing too, as the judge reportedly said that if the employer had shown up, the judge would have sent him to prison for including the restriction in the agreement.

Non-compete law has eased remarkably in the last 600 years. However, it seems that federal agencies are now about as hostile to non-competes as the court was centuries ago. Although you likely won't have to worry about going to prison, employers should be aware of these proposed changes and be ready to adapt if the changes are put in place. Both the Federal Trade Commission (FTC) and the National Labor Relations Board (NLRB) are trying to restrict employers' abilities to obtain and enforce non-competes.

The FTC has issued a proposed rule that declares non-competes an "unfair method of competition" and would create a federal ban on non-competes. Likewise, the NLRB's General Counsel has issued a memo opining that many non-competes violate federal labor



laws by infringing on an employee's rights to self-organize, join labor organizations, and engage in "other concerted activities."

The NLRB has argued that non-compete agreements improperly deny an employee's ability to quit or change jobs, which limits their future employment opportunities. But, there may be "special circumstances" that allow some non-compete agreements to be enforceable. We just don't yet know what those "special circumstances" may be.

Even though most employed dentists are not unionized, the NLRB guidance would be binding.

It is difficult to tell what the landscape of the law surrounding non-competes will be in the next couple of years. In the meantime, talk to your attorney if you have questions about the enforceability of a non-compete or non-solicitation agreement.

### **Paid Leave Oregon**

Paid Leave Oregon ("PLO") is on the horizon for Oregon employers and employees. Soon, every Oregon employee will be entitled to up to 12 weeks of paid leave for qualifying absences. Qualifying absences include serious health conditions for the employee or their family member. Examples include:

- Taking time off every couple of weeks because of migraines;
- Caring for your mother-in-law after in-patient surgery;
- Moving to a new home after being threatened by an ex-partner; and
- Taking time off to bond with a new child.

PLO is supposed to go into effect on September 3, 2023. However, the Legislature has given the Employment Department authority to push out the effective date to January.

In assessing how PLO will impact a practice, you should know what workers will be paid. Lower-income workers (typically dental assistants and front office staff) will be paid close to their full wage while they are out on PLO. Higher-waged workers (like associates and hygienists) will receive a more significantly reduced amount of their regular pay when out on leave.

Also, regarding PLO, we expect that many practices will see higher absenteeism rates among dental assistants and front office staff. For smaller offices, losing these employees to unpredictable absences will have a significant impact on productivity.

Keep in mind that employees who take time off for PLO will have a right to be reinstated to their old position. That makes backfilling individuals on leave very difficult.

In another job climate, we would be advising practices to try adding staff soon to help weather some of the absences that may be coming.

### Wage and Hour Issues

While wage and hour law has not changed much, we continue to see dental practices struggle with ensuring that employees are paid properly and timely. A few notes:

- If you insist on doing a working interview when hiring someone, if the person is doing any productive work for the practice, then they need to be paid for that time. That pay should almost certainly be W-2 wages, not as an independent contractor.
- If you require staff to attend training or CE, you will likely have to pay them for that time.
- Some staff can be salaried. But they are probably not exempt. So, you need to pay for overtime (if

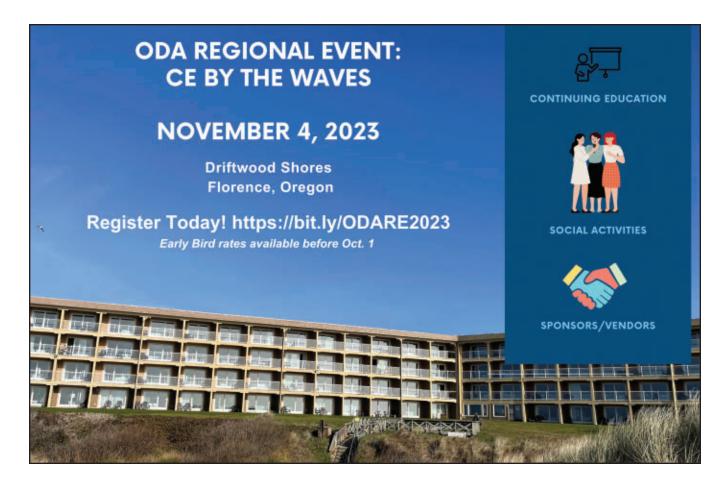
there is any) and ensure meal and rest breaks.

 Final paychecks should be paid before the person leaves on their last day. There are very specific rules about when to pay last paychecks. But, if you give employees their last paycheck before they leave, you have met all requirements.

### Conclusion

Laws change quickly. It is good to consult with your attorney on a regular basis to make sure that you – and your practice – are protected.

David Briggs is a partner with Saalfeld Griggs PC and focuses his practice on advising businesses and dentists on employment, non-compete, and board matters. Nothing in this article should be construed as legal advice. If you have a situation where you may need legal advice, contact David or your attorney.



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We appreciate your continued ODA membership and look forward to continuing to serve the dentists of Oregon.

Marka Mille 210 MGD

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# Laurel Road

I refinanced my dental school student loans in 2020 right before the pandemic using Laurel Road. At the time, I made a good decision. I compared multiple companies with the Nerd Wallet tool. I sought out Laurel Road, SoFi, Chase, and Bank of America. At the time, in December 2019, many banks were offering rates as low at 2.99%. With my credit score, I was getting rates from 4.5 – 5.5%. SoFi and Laurel Road came in close, at 4.5%. But with the ADA's business relationship with Laurel Road, I was able to get an additional 0.25% off my rate. Every 1/100th matters! I'm currently on a 15-year program with an autopay monthly payment. The program with Laurel Road has been straightforward ever since.

Although I refinanced at a very inconvenient time (right before all federal loans were on deferment from the pandemic) I've been very comfortable with the rate and maturation date Laurel Road gave me. Knowing that the ADA has an endorsement with Laurel Road gave me the confidence that refinancing was the right choice for me, and with the additional quarter percentage off the rate, I know I got a good deal.

# Columbia Healthcare Banking

I loved working with Bonnie, Sarah, and "The Heidis" at Columbia Bank. The process was easily 25x faster, smoother, and more personable than working with another bank. I cross-shopped my building purchase with two local credit unions and two other national banks – hands down CB was better at every single turn. For being such a large lending institution, the process felt very personal and "old-time small-town" in all of the best ways. I would recommend CB to all of my friends without hesitation.

# CyraCom, TDIC, and Harris Biomedical

- CyraCom I use CyraCom to provide interpreter services as needed in my
  office. It's great because now it removes communication barriers. I can tell
  it adds comfort for these patients knowing they can communicate. And I
  understand their concerns. They charge per minute, which is helpful considering
  I use them only a handful of times a year. They are available via phone or iPad
  and prompt to get an interpreter on the line when contacted. I used CyraCom
  more recently to convert all my office forms into Spanish and will continue to use
  them for both live interpretation as well as document interpretation.
- 2. TDIC TDIC has a portal, and you can access things such as consent forms to use in your office, check on your insurances, premiums, and payments due. They also provide consultations with lawyers should you have any concerns, which I've used three times that I recall. It is reassuring to know when it comes to liability you have a resource. They were prompt in getting me to the right person each time, and I avoided any unnecessary stress. None were big deals, but having a lawyer guide you when drafting a letter that will be public, or a dismissal letter, or guide you in managing a patient complaint is one less stress we need to be assuming, and it has been worth my premium payments for sure!
- 3. Harris Biomedical I recently switched from another company to Harris Biomedical. They did a great HIPAA/OSHA training with my staff and helped make the transition as simple as it can be. My staff tell me they have been very responsive to questions and updates, which is probably the most important feature about a company like this...when you need them, you want to be able to reach them.

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# Human Resources in Dentistry

HUMAN RESOURCES

By Wendy Reifer

# TODAY'S HEADLINES ARE

**REPLETE WITH NEWS** of ongoing changes in the employment market and the impact on every sector of business. Unfortunately, most of what we read offers little more than unsubstantiated opinions, vague projections, and generally commiserates about the current condition. We know all too well that the dental field has been deeply affected by economic factors and workforce changes, making it challenging to stay ahead of the curve and provide the care our patients need. Practices seeing success in this regard focus on these vital components in their approach to HR.

- Allocate adequate resources to the HR needs of the practice.
- Pivot from hiring to ongoing recruitment.
- Consider the action of building and strengthening your team as an ongoing endeavor.
- Make staff retention a priority. Many practices find themselves short-staffed and, in response, engage in inadequate measures to remedy the problem. It isn't enough to post an ad and hope that one dream hire will make the practice different overnight. Just one vacancy on a team can take dozens of hours and thousands of dollars to fill, and often must be addressed while navigating a busy patient schedule. You may also go through dozens of applicants to garner just one truly qualified candidate.

We like to differentiate between active and passive recruitment phases

for a practice. In a passive phase, you may not have an immediate hiring need, but acknowledge this is an ongoing necessity, and use that time to build your HR resources.

To avoid the mistakes that can happen when we are desperate for solutions and prone to making ill-advised hires, develop an ongoing action plan for coverage when an employee is absent or a position is vacant. Sometimes family members, previous employees, or part-time employees in other offices or fields are able to fill in. Maintaining an ongoing relationship with various temp agencies gives offices an opportunity to grow temp relationships and make them more workable when help is needed. Offering internships in your practice gives you exposure to students entering the field, helps you refine your own training methods, and often results in direct hires for your practice.

Taking the time to determine who can, formally or informally, best fill the role of HR administrator and allocating a specific schedule for this type of work every day makes all the difference. You may find that one team member (or a recruiter, former employee, family member, or independent contractor) can write and place ads, screen applicants, and schedule interviews. This allows a manager and/or practice owner to focus on conducting interviews, making employment offers, and planning start of work for a new employee. Over time, HR administrators



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accumulate the ad drafts, job descriptions, onboarding plans, training schedules, and knowledge of successful sequences that keep hiring actions moving as swiftly as the market demands.

Practices should have at least five outlets for advertising open positions. The use of mainstream job-posting sites, hiring services, social media announcements, staff incentives for recruitment, maintenance of an internship/temp pool, and networking activities should remain ongoing efforts for the practice.

Be prepared to act quickly. Delays in gathering information and making decisions can cost practices quality hires. You can avoid the frustration of having a candidate consider or accept another position simply by swiftly moving through initial steps and taking a concise approach. Consider condensing interviews and working interviews into one appointment. Have an offer letter and the details of a total compensation plan prepared in advance, so you can adjust a few details based on the terms discussed and proceed right away. Have resources in place for initial testing, background checks, and reference checks so these vital steps can be completed in hours, not days.

When a practice owner makes resource building a priority in a passive HR phase, the result is the ability to deploy successful methods that have been honed right when they are needed. This brings composure and results to an otherwise frantic activity.

When you do hire, your team will be impacted. Looking forward to the relief of having more staff is motivating, but we all know it can get worse before it gets better. Onboarding and training new team members takes a toll. In this regard, the best defense is a good offense.

Be sure to properly assess the training task before you. It is workable to hire less experienced staff with the right personality and attitude, but you will need to rely on better training materials and techniques. Practices that have a clear vision, employee handbook, job descriptions, procedure guides, protocols, onboarding plans, training checklists, and performance review processes get new team members contributing to the needs of the practice and the patients quickly and efficiently.

These same tools help practice owners to support existing team members. We routinely conduct surveys of employees in dental practices and identify the factors that motivate them, drive performance and contribute to longevity. Over and over, they tell us they want *clarity* and *consistency*. Team members respond to:

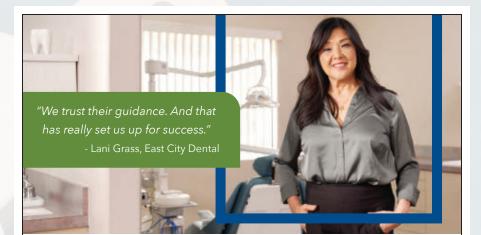
- Transparency they end up doing what they were told they'd be doing at the time of hire
- Feedback positive or even timely/corrective communication about performance
- Support the ability to request and receive training if objectives can't be achieved independently
- Simplicity known tasks and responsibilities with the tools and coordination needed to make things work

In today's market, retaining staff must remain a focus and a priority in every position in every practice. It can be tempting to address this through lowered expectations or arbitrary pay raises, hoping staff will just "stick around." In the long run, practices that use these tactics spend more money and see below-average staff retention rates, not to mention the frustration and wear and tear experienced by management and the remaining team.

Our firm's clients are guided through steps that closely monitor and enhance staff development and oversight efforts. Dental practices often underestimate the need for continuous follow up and coaching of staff that will strengthen infrastructure and lie at the heart of practice growth. We train managers on the specific areas of the practice to address and how to objectively measure improvements. When the team can rely upon healthy and consistent communication about individual and group goals, strategy, and outcomes, you will see them respond with more initiative and responsibility.

It takes leadership and planning to incorporate the necessary management and HR processes into everyday practice life. Doctors must have managers and/or outside resources they can work with on effective recruitment, proper training, and staff retention strategies. The time and effort that go into building these systems pay off many times over, and practice owners see far fewer hiring and retention issues, even in the most difficult employment climates.

Wendy Reifer works in Portland and is VP of client management at ePractice Manager, a consulting firm providing HR and total practice solutions for dental providers throughout the U.S. She can be reached at wendy@epracticemanager.com.



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# SAVE THE DATE FOR THE 2023

**ODA House of Delegates!** 





The 2023 ODA House of Delegates will take place virtually on September 23, 2023. All ODA members are welcomed and encouraged to attend — mark your calendars and plan to serve as a delegate for your local component society. We look forward to "seeing" you there!



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# 2023 OHSU School of Dentistry Graduates

OHSU

**THE ODA WOULD LIKE TO CONGRATULATE** the 2023 OHSU School of Dentistry graduates on your significant accomplishment! We look forward to supporting you and being a part of your individual journeys.

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# ODA Student Leadership Award 2023

**CONGRATULATIONS TO THIS YEAR'S OREGON DENTAL ASSOCIATION'S** Student Leadership Award recipient, Dr. Helen Zagorodny. Dr. Zagorodny served as the ASDA Student Trustee to the ODA Board of Trustees for the 2021-2022 term. During her term as trustee, she provided the Board with invaluable insight and served as a liaison to OHSU and ASDA leadership. Thank you for all your work, and congratulations on the 2023 Student Leadership Award!



Dr. Helen Zogorodny with ODA President Dr. Mark Miller

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# Women in Dentistry Wine and Paint Night

# COMPONENT HIGHLIGHT

By Lora Mattsen, Executive Director Multnomah Dental Society

### IT WAS A GREAT EVENING OF FELLOWSHIP AND FUN.

Multnomah Dental Society hosted its first (hopefully annual) *Women in Dentistry Wine and Paint Night.* The event was held at Bottle and Bottega, in Portland. The ladies had an opportunity to paint a beautiful canvas, with help from an instructor, while enjoying wine, charcuterie, and each other's company. There was plenty of laughter and lightheartedness the entire evening. One of our goals for encouraging member engagement has been to create events that are smaller and more focused. We want to provide opportunities for more casual conversations with peers who may not typically attend the more traditional CE meetings that we offer. This was our maiden voyage, and it was a huge success! The group was made up of members, nonmembers, residents, and sponsors.

While we will continue to provide our traditional CE courses, meetings,

and events, we will be planning more of these smaller focus groups in a variety of settings to build camaraderie, and showcase member benefits and the value of being part of organized dentistry. Look for more of these types of events to be scheduled throughout the year. We encourage participation!

A special thank you to our sponsors, BNK Construction, Heritage Bank, TDIC, and the ODA. We are only able to provide these events with their generous support.



# **Does Membership Matter?**

COMPONENT HIGHLIGHT A Washington County Dental Society Reflection Piece By Yolanda Ho, Washington County Dental Society President Elect



### AS YOU SIT HERE, HOLDING A

**COPY** of *Membership Matters* in your hands, I would like to ask you a couple of questions. What drives you to continue your membership with the ODA? What leads you to open this magazine and peruse its contents?

Is the ODA a means to complete mandatory continuing education credits? Are we part of this organization in support of organized dentistry's work with dental legislation? Do we stay because of a sense of community? The Washington County Dental Society (WCDS) board has been wrestling with these questions, as of late.

At our Annual Year End Celebration at Big Al's – an event that historically

drew a sizable crowd – we had less than 20 attendees. This poor turnout may well be a microcosm of a larger problem at hand. In the past year, we have observed and heard about feelings of disconnection within organized dentistry. The problem may be multifactorial.

For one, COVID suppressed in-person meetings, which may have been enough to shake us out of attending routine events. Time spent at home may have revealed to us that our personal time is a commodity. We are not going to attend activities that do not provide value. Mandatory CE requirements may be met online.

Secondly, now more than ever, we face mounting pressures as providers

within dental clinics. With office staff shortages, meager dental insurance reimbursements, overhead costs rising with inflation, and increasingly irritable patients, work may become a primary source of ire. Our adaptive mechanisms push us to seek reprieve elsewhere.

While work compartmentalization is understandable, one outcome should be considered: If you seek joy elsewhere, and work becomes a means to an end, do we inevitably snuff out any passion left in our field?

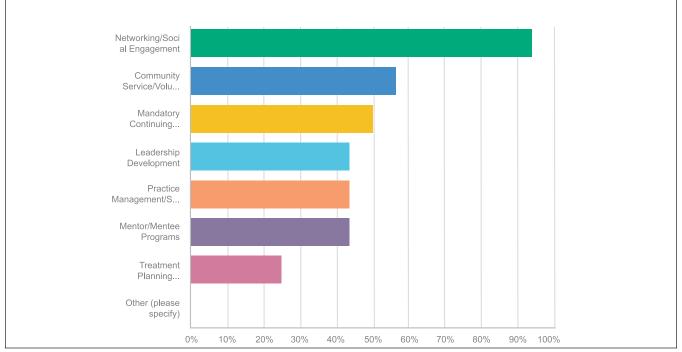
You know it – this is where I shamelessly and invariably make a case for organized dentistry:

Organized dentistry should hearken to a time when we were full of hope, entering dental school.



Which of the following services/resources would like to see the WCDS provide? (Please check all that apply.)

Answered: 16 Skipped: 0



How many of us wrote in personal statements that we want to be dentists to help others? How many hours were spent volunteering, where the joy sparked from helping others lent us a sense of appreciation for our capabilities as health care providers? When we faced struggles, we turned to classmates for shared commiseration and assistance. Even social outings forged a sense of communal strength.

This is the renewed hope we have for reinvigorating our Washington County component once more.

While the turnout at Big Al's was numerically disappointing, we felt a palpable sense of excitement from attendees. The more intimate setting allowed for deeper dialogue of what we hope to see with the organization going forward. We circulated a survey to capture what our members would like our organization to provide them – to provide you. The bar graph shows a ranking of interest. A majority (93%) of participants indicated an interest in networking and social engagement. Two close seconds were community service/ volunteering and mandatory CE credits. We have included a QR code for you to take the same survey, answers of which will be directed to your corresponding component leaders. Members' feedback is integral for us to get a bigger picture of what our community is asking for.

We recognize communication has been a problem in the past, so we are making every effort to facilitate transparency. We have created a new WCDS website that will act as our communication hub; email addresses to executive board members will be present and accessible. The overall email address of the executive director will also start anew on a new platform, addressing technological issues with the previous server.

We hope that as communication is bridged, interest will be stirred

within the dental community, and dental school-like hope can take root. We have new WCDS dentists participating in the ODA Leadership Academy, preparing themselves to take the lead within our community. New board members have joined the organization to help support efforts in moving forward. Ample funds are available. There are revitalization efforts stirring within WCDS.

We understand that times are hard. But there is strength in community. Perhaps in shared experiences, be it social engagements or volunteering, we'll be able to recover the enjoyment of dentistry and find that, just maybe...membership matters.

### **QR Code for Survey**



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