



American Dental Association  
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# **American Dental Association Strategic Plan: 2007-2010**

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**The ADA Strategic Plan is not a policy document. It is a management tool for the ADA Board of Trustees. All related actions will be interpreted in accordance with ADA policy, which is set by the ADA House of Delegates.**

1 INTRODUCTION

2  
3 Dedicated members, represented by thousands of volunteers, are the purpose of the ADA. The  
4 Association’s decisions are informed by listening to the public, devoted providers of care and the various  
5 communities that serve and support the health care environment. Informed members and volunteer leaders  
6 supported by valued and flexible staff, all willing to engage the issues of our time, is the way our Association  
7 can be successful under conditions of constant change. The key challenges for the ADA in the future include  
8 the evolving health care marketplace, changing membership demographics, globalization and the redefinition  
9 of the role of associations in the information age. In order to remain the relevant and vital organization it is  
10 today, the ADA must focus on those services and activities that it can provide better than other professional  
11 or commercial organizations, *i.e., its core competencies*.

12  
13 The five major 2007-2010 ADA goals and their respective objectives, listed in this plan, are formulated to  
14 support ADA’s core competencies and to provide rapid response and valued services to the public and the  
15 dental profession. Goals and objectives are long-term strategies developed by the leadership; strategies and  
16 action items are the purview of Association agencies and may change annually. The working definition for  
17 each is below.  
18

- Goals What “businesses”<sup>1</sup> do we need to be in for the next 3 years?
- Objectives What do we want to accomplish in each of these?
- Strategies How do we get there?
- Action Plans: What steps do we need to take to accomplish the strategies?

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21 EXECUTIVE SUMMARY

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23 **ADA Vision Statement:** The American Dental Association: The oral health authority committed to the  
24 public and the profession.  
25

26 **ADA Mission Statement:** The ADA is the professional association of dentists committed to the public’s  
27 oral health, ethics, science and professional advancement; leading a unified profession through initiatives in  
28 advocacy, education, research and the development of standards.  
29

30 **ADA Goals: 2007-2010**

31 **Achieve Effective Advocacy** for both oral health and the dental profession, within the health care, public  
32 and policy communities.  
33

34 **Build Dynamic Communities** to collaborate through new, cost effective ways on strategic initiatives and  
35 policies.  
36

37 **Create and Transfer Knowledge** to improve oral health, being the most trusted source for information.  
38

39 **Lead in the Advancement of Standards** that are essential for the safe, appropriate and effective delivery of  
40 oral health care.  
41

42 **Attain Excellence in Operations** through progressive and efficient business management practices.

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<sup>1</sup> For the purposes of the ADA Strategic Plan, the term “business” is used in the sense of the regular not-for-profit activities of the ADA, and not “business activity” as that term is commonly understood in the for-profit sector.

**GUIDING PRINCIPLES, VALUES AND BELIEFS**

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- The American Dental Association believes that . . .
1. . .optimal oral health is essential to the quality of life.
  2. . .optimal oral health is an integral component of overall health.
  3. . .the strength of the dental profession is directly linked to the improvement of the public’s oral health.
  4. . .the integrity of the patient-doctor relationship is critical to positive health outcomes.
  5. . .oral health care must be based on scientific principles and clinical judgment.
  6. . .prevention is the cornerstone of oral health care.
  7. . .oral health care is best provided by a coordinated team led by the dentist.
  8. . .a properly educated and adequately sized workforce is critical to the delivery of quality oral health . . .care.
  9. . .strong support of excellence in dental education and lifelong learning is critical to the future of the . . .profession.
  10. . .the ADA principles of ethics are the hallmarks of professionalism in dentistry.
  11. . .all dentists should be members of the ADA and follow its principles of ethics.
  12. . .strong stable membership is critical to the Association’s effectiveness.
  13. . .the tripartite organization relationship is vital to the ADA’s ability to achieve its goals.
  14. . .an inclusive environment that values and embraces membership diversity is essential.
  15. . .access to leadership positions should be open to all members in accordance with their talents and . . .interests.
  16. . .the Association must attract, employ, retain and recognize skillful and dedicated staff.
  17. . .ADA membership is a foundation of a successful practitioner.

**GOALS AND OBJECTIVES: 2007 - 2010**

The following pages include five strategic ADA goals for the years 2007 - 2010. Objectives for each of these goals are listed as measures to guide the progress of the Association, and are intended to cover the three year period unless noted otherwise. Strategies and action plans to achieve the objectives are the responsibility of ADA agencies and are subject to ADA Board of Trustees approval.

**Goal: Achieve Effective Advocacy**

for both oral health and the dental profession, within the health care, public and policy communities.

**Objectives<sup>2</sup>**

1. Preserve the dentist as the leader of a team which provides comprehensive oral health care services in any health care system.
2. Advocate for innovations that measurably increase access to care for all segments of the population.
3. Maintain the trusted professional image of the dentist among the top three professions.
4. Achieve full geographic practice mobility for licensed dental professionals nationally by 2008 and explore international mobility issues by 2010.
5. Advocate for the small business interests of the dental office.

**Goal: Build Dynamic Communities**

to collaborate through new, cost effective ways on strategic initiatives and policies.

**Objectives**

1. Achieve a net growth in membership market share of at least 0.5% annually with an ultimate goal of 75% by 2010.
2. Explore new categories of ADA membership addressing oral health care team members, other related populations and the international community.
3. Establish at least three innovative mechanisms that enhance collaboration across all communities of interest within dentistry, the global health care community and the public.

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<sup>2</sup> The objectives are not in ranked priority order but are numbered for ease of reference.

**Goal: Create and Transfer Knowledge**

to improve oral health, being the most trusted source for information.

**Objectives<sup>3</sup>**

1. Increase the Association’s value to the public through the transfer of timely, relevant and emerging oral health information, annually.
2. Increase the understanding of oral health by the public, other health professions and legislators by developing at least one initiative specifically tailored to each group every year.
3. Increase the Association’s value to the profession annually, through the transfer of timely science and practice information based on data, new knowledge and emerging theory.
4. Participate in at least three initiatives that develop and advance clinical dental practice research.
5. Advance the culture of lifelong learning in the dental profession by developing at least four new mechanisms that address the unique learning needs of the various demographics of the profession

**Goal: Lead in the Advancement of Standards**

that are essential for the safe, appropriate and effective delivery of oral health care.

**Objectives**

1. Promote adherence to the *ADA Principles of Ethics and Code of Professional Conduct* through at least one initiative annually, for the safe, appropriate and effective delivery of care.
2. Promote annually, through various forums, current U.S. educational standards; innovation; and lifelong learning curricula in dental and auxiliary programs in order to meet changing patient treatment needs.
3. Participate, annually, in the leading national and international standards development organizations effecting standards for oral healthcare products, equipment, materials, and informatics.
4. Collaborate on dental education standards through new initiatives to continuously improve dental education with interested international dental schools.
5. Increase the understanding and incorporation of evidence based dentistry in the clinical judgment of practitioners by providing at least three products, services, or educational opportunities annually.

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<sup>3</sup> The objectives are not in ranked priority order but are numbered for ease of reference.

1                                   **Goal: Attain Excellence in Operations**  
2                                   through progressive and efficient business management practices.

3  
4                                   **Objectives<sup>4</sup>**

- 5           1. Achieve a 2% real growth annually in non-dues revenues in order to minimize dues increases.  
6  
7           2. Explore and implement at least three new and innovative means to achieve direct member and/or  
8           potential member input and leadership development that is representative of the demographics of the  
9           profession.  
10  
11          3. Gather and utilize appropriate information and market research for major ADA initiatives and target  
12          all new ADA products, services and activities with greater acknowledgment of the diversity of the  
13          membership across generational, cultural and professional perspectives.  
14  
15          4. Examine and optimize the ADA processes, management and governance structures annually to  
16          focus all resources to achieve the Association’s strategic goals.

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<sup>4</sup> The objectives are not in ranked priority order but are numbered for ease of reference.

**THE ADA PLANNING PROCESS**

The Strategic Plan of the American Dental Association charts the ADA's future as a strong and progressive organization. The Plan addresses issues that will affect the future of the profession and the ADA. It directs the ADA to allocate resources to essential core initiatives. The Plan acknowledges that change is constant and that the Association must position itself to anticipate, take initiative and respond to these changes. For this reason, the Plan is a dynamic document, updated annually. A committee, with members from the Board of Trustees and the general membership, guides that process of continual review. The planning process recognizes the importance of ongoing self-study through analysis of trends, member needs and Association accountability and performance.

Through its Strategic Plan, the Association communicates its purpose as expressed in its Vision and Mission Statements. The common convictions and heritage that unite the dental profession are presented in the Plan's Guiding Principles, Values and Beliefs. Prioritized goals set future direction. Specific strategies to achieve the goals are set annually by the Board of Trustees.

Meeting membership needs and responding to key environmental trends are the underpinnings of the ADA Strategic Plan for the years 2007 - 10. In preparation for developing the strategic plan, an environmental assessment study<sup>5</sup> was completed in response to the ADA Board of Trustees' request. The study gathered relevant information from within the ADA as well as from the world at large—both within and outside of health care. The topics of investigation were identified under categories customarily defined for this purpose in environmental scans: socio-demographics; technology—both communication and clinical; economic—including healthcare financing, labor and health care delivery trends; environmental and the political—focusing on global and standard-setting issues. Additional data from the American Society of Association Executives as well as trends in the practice of dentistry, and member perceptions were examined. The ADA Member/Non-Member Opinion Surveys completed in 2004 provided information on the immediate needs of dentists. The analysis of all this information is the basis for the ADA Strategic Plan: 2007-2010. All of this information was utilized in a unique process of scenario development to explore plausible futures the ADA may be facing and for which it must be prepared in order to be successful. The House of Delegates and other agencies, including tripartite staff and volunteers are being engaged in a continuous dialogue about the findings of the research and the resultant Plan to ensure ongoing refreshing of the information as the ADA moves forward.

**IMPLEMENTATION AND UTILIZATION OF THE ADA STRATEGIC PLAN:**

The ADA's Strategic Plan was developed to shape its future. It is paramount that the Plan be fully integrated into its operational structure. To make certain that the Plan is utilized to the fullest possible extent, the following practices will be instituted:

1. A strategic planning committee, made up of Board of Trustee members and other ADA members and staff, will continue to review the dental profession's environment by analyzing trends, assessing membership expectations and other valuable data. Based on their annual review, recommendations shall be made to the Board of Trustees annually regarding Plan action items for the year ahead. Further, the committee will monitor the implementation of the Plan by the agencies of the ADA.
2. The Strategic Plan will be integrated throughout the ADA's agencies, councils, and programs by having the Plan and its updates provided to these groups as they execute their own annual planning processes. ADA programs, services, and projects must move the Association toward the established mission statement and objectives.
3. The guiding principles and objectives contained in the Strategic Plan and its updates shall provide the primary basis for the annual budget development by agencies, staff and the Board of Trustees. Financial resources shall be shifted toward areas of greatest priority.

The above-stated practices make clear the intent of the Strategic Plan, and its annual updates shall be the statement of the strategic direction for the ADA.

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<sup>5</sup> The Forbes Group of Alexandria, VA, an independent firm, conducted the study.

## American Dental Association Strategic Plan: 2007 – 2010

### ACKNOWLEDGEMENTS

- 1  
2  
3 The 2004, 2005 and 2006  
4 Strategic Planning Committee Members:  
5
- |   |  |
|---|--|
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| 7 Dr. Robert M. Brandjord, president-elect; 2005      | 24 Ms. Beril L. Basman, director, Office of Strategic        |
| 8 Dr. Kathleen Roth, president-elect; 2006            | 25 Planning and Consulting                                   |
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| 14 Dr. Kevin Seidler, (chair), Texas                  | 31   |
| 15 Dr. Kim U. Jernigan, Florida                       | 32 <i>The Committee gratefully acknowledges the</i>          |
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| 17 Dr. Gregory A. Stoute, Massachusetts               | 34 <i>and agencies as well as communities of interest</i>    |
| 18 Dr. K. David Anderson, Alabama                     | 35 <i>that provided information to the Committee for its</i> |
| 19 Dr. Greg Liberatore, New York                      | 36 <i>deliberations and in the ongoing implementation</i>    |
| 20 Dr. Teri Barichello, Oregon                        | 37 <i>of the ADA strategies.</i>                             |
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