



LEADERSHIP PROFILE

Chief Dental Officer

**Delta Dental of Colorado
Delta Dental of Virginia**



April 2019

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The Opportunity

Delta Dental of Colorado (DDCO) and Delta Dental of Virginia (DDVA) are conducting a national search for a Chief Dental Officer (CDO). To capitalize on several synergies between these two organizations, this position will be a joint hire with a dual reporting relationship to both the DDCO Chief Executive Officer and the DDVA Senior Vice President/Chief Operating Officer.

This executive will be a thought leader on a wide range of oral health topics and responsible for creating and developing consensus for the clinical strategy for the organizations as they transition to value based care. As a key member of both senior leadership teams, the CDO will also work collaboratively to create the strategy for the integration of dental and medical care delivery. In this highly visible position, this executive will serve as the clinical champion for the organizations at the state and national levels.

DDCO and DDVA seek a change agent with a passion for influencing how oral health favorably impacts overall wellness. This executive will have a strong connection with the current realities of practicing dentistry, outstanding relationship management skills and a record of accomplishments that demonstrates his/her ability for collaboration, innovation and driving consensus for key clinical strategies.

This is an outstanding opportunity with a platform to significantly influence the strategic vision and direction of dental health plans for two highly regarded organizations. The following pages provide interested candidates with overviews of DDCO and DDVA and candidate profile information.

Overview: Delta Dental of Colorado and Virginia

Delta Dental of Colorado and Delta Dental of Virginia are the leading dental benefits companies in their respective states and active members of the Delta Dental Plan Association. In addition to sharing the same technology platform, DDCO and DDVA have similar missions, visions and strategies and strive to be at the forefront transforming oral health. Both organizations are highly regarded as innovators in dental healthcare and have outstanding reputations for not only improving oral health in the diverse communities they serve, but also for giving back to these communities. Their respective foundations and community engagement programs reflects each organization's passion for being much more than dental benefit companies. DDCO's and DDVA's community investments are diverse and impactful and a core part of their mission and values.



Delta Dental of Virginia and Colorado by the Numbers

	DDVA	DDCO	
Total Assets	\$175 million	\$141 million	
Total Revenues	\$729 million	\$446 million	
Members	2,096,509	1,351,696	
Total Claims Paid	\$601 million	\$300 million	
Claims Processed for Providers	3.9 million	1.7 million	
Total Procedure Codes Processed	10.6 million	5.9 million	
Percent of Revenue Going to Dental Claim Payments	88%	87%	
Customer Retention Rate	98.7%	98.7%	
Customer Satisfaction Rate	94%	90%	
Delta Dental Premier Network Providers	4,425	3,450	
Delta Dental PPO Network Providers	2,905	2,506	

Delta Dental of Colorado

DDCO is a nonprofit company with a mission to improve oral health in Colorado. More than half of what DDCO earns goes back to the communities it serves. The foundation which DDCO is building is a brighter future for all Coloradans and is structured around three ideas:

- Commitment to a Better Colorado
- A Network Above the Rest
- Service Done Right

Core Values

- Do what's right even when no one is looking
- Delight the people with whom you come in contact
- Make tomorrow better than today
- Find joy in whatever you do
- Growing through learning

Strategic Initiatives and Partnerships

DDCO works with strategic partners throughout the state to educate Coloradans about the connection between oral and overall health and help people understand the value of dental insurance. DDCO has also developed strong partnerships with several Colorado-based healthcare organizations, such as Kaiser Permanente, Denver Health, and the University of Colorado School of Dentistry Medicine. SpringRock Dental, sponsored by DDCO, was launched at the Kaiser Aurora Centrepont Medical office. By co-locating a hygienist in a Kaiser Permanente medical practice in an area with a significant population of Medicaid enrollees, SpringRock is expanding oral health care to traditionally underserved populations and helping fulfill DDCO's mission of improving the oral health care of Coloradans.

Additional information on DDCO: www.DeltaDentalCO.com

Additional information on DDCO Community Engagement and Foundation can be found in Appendix I.

Delta Dental of Virginia

Delta Dental of Virginia is a not-for-profit organization whose mission is to improve the public's oral health. DDVA has more than 50 years of experience administering dental benefits — that's why customers stay with Delta Dental an average of 10 years or more. With the largest market share of all dental carriers, 1 out of 5 people who live in Virginia is a Delta Dental member.

Vision

More smiles and healthier people.

Mission

We create healthy smiles in the community through our people, access to quality oral care and health-related products and services.

Values

- Believe — We believe everyone deserves a healthy smile.
- Learn — We pursue knowledge and embrace new ideas.
- Solve — We go beyond identifying problems to seek solutions.
- Respect — We support each other and embrace teamwork.
- Grow — We encourage each other to take on new responsibilities and celebrate our wins.



Corvesta

Corvesta was formed as a way to commercialize DDVA's expertise in administering dental insurance claims and provide a platform for other complementary businesses. It is currently structured as a non-

stock, nonprofit holding corporation. DDVA benefits from its synergies with its sister companies in the Corvesta portfolio. Two examples of Corvesta portfolio companies include:

- Encara was formed to serve the dental benefits marketplace for individuals and has built out an efficient lead-generation, customer-acquisition and member-servicing engine. Encara also develops market-leading individual dental products.
- Healthentic is an oral health disease management and dental analytics company formed in 2008. They offer products and services to employer groups that allow benefit managers to gain visibility into their populations' oral health and compare it directly against peers by industry and size.

Additional information on DDVA: www.deltadentalva.com



Position Summary

Reporting Relationships

The Chief Dental Officer will have a dual reporting relationship to the Chief Executive Officer of Delta Dental of Colorado and the Senior Vice President and Chief Operating Officer of Delta Dental of Virginia.

Organizational charts for the senior executive teams can be found in Appendix II.

Key Responsibilities

- Engages and builds broad relationships with Colorado and Virginia Delta Dental boards of directors, state dental associations, organized dentistry, dentists, peers, employees, and Delta Dental Plans Association (DDPA).
- Works closely with the professional review and provider relations departments.
- Represents and serves as the clinical champion for the organizations at state and national levels.
- Establishes high level policies for claims processing and utilization management.
- Develops future state value based benefits and value based payment models.
- Supports the fee strategy for the organizations.
- Participates in recruitment efforts for key executives for the organizations.
- Collaborates with the Delta Dental Foundations in Colorado and Virginia on funding initiatives.
- Shapes the clinical quality strategy for the organizations.
- Promotes the organizational policies, the quality of its products and its reputation.
- Provides support to sales and retention of key accounts.

Goals and Objectives

General goals that have been identified as priorities for the first 12 to 18 months of tenure include:

- Establish strong working relationships with internal and external stakeholders including DDPA, state dental societies, national oral health opinion leaders and oral health research driven organizations.
- Develop the value proposition for oral health in the larger context of the medical model and begin to develop pilot programs at both companies to test hypotheses.
- Position the organizations as thought leaders for oral health; be a sought after speaker/influencer on state and national levels.
- Work on a dental fee strategy that creates a competitive advantage for the networks with increased brand loyalty. Develop a timeline for introducing and evaluating the impact of value-based payments for current and proposed network providers.
- To improve access issues within both states, develop a model and strategy that allows all dental professionals to practice to the fullest scope of their licenses.
- Work with senior level staff on a strategy for growth beyond the traditional dental products at both organizations.
- Successfully learn how to pivot and work with both organizations, bringing best ideas/strategies to one another.
- Collaborate with a wide array of key stakeholders to develop a digital strategy and growth in analytics/business intelligence capabilities.
- Partner with each organization's foundations on funding options for key initiatives that will impact oral health clinical innovation and/or access to care.
- Serve as a conduit for disseminating information to leadership regarding the latest trends in dental care, dental care delivery, regional and national policy debates, business climate and legislative activity that affects Delta Dental's business units.

Candidate Qualifications

The following outlines the profile of the *ideal* CDO candidate. These descriptors are not listed in priority order nor is it expected that any single candidate will be strong in each and every area.

Education

- DDS or DMD from an accredited college or university.
- MBA or executive continuing education in leadership, strategy, marketing, branding, operations and/or finance.

Experience

- Clinical practice of dentistry that provides a strong connection with the operational and business realities associated with being a dentist in today's market- whether solo, group or corporate practice;
- An eclectic career path that includes five or more years in senior leadership roles in healthcare consulting, academia, dental professional associations, managed care organizations and/or a health insurance company.

Skills and Attributes

- Strong understanding and appreciation for the changes within the industry (e.g. access to dental care, utilization, dental coverage, value based payment, dental education, Standards of Practice, payor landscape).
- A track record of accomplishments in change management, innovation and clinical partnerships.
- Passionate about how improving oral health contributes to wellness outcomes.
- A driver for continuous clinical innovation with the ability to develop road maps that drive ideas into pilot programs and ultimately into practice.
- A dentist with "street credibility" as a result of a strong connection with the realities of practicing dentistry in a variety of settings.
- Inspirational thought leader who is sought after for his/her expertise.
- Strategic acumen, visionary, growth oriented; a calculated risk taker.
- Ability to collaborate across a wide range of key stakeholders- some with very diverse needs and agenda.
- Not ego driven; strong listening skills; transparent; high emotional intelligence. Outstanding executive presence and ability to be "clinical" face of both organizations.

- An "out and about" orientation; highly visible externally and internally; an uncanny ability to plan and execute over a large geographic territory.
- Able to assess business needs, design and implement programs and evaluate results.
- Strong financial acumen with an ability to incorporate business intelligence and analytics into strategic plans and forecasting.
- Relationship builder able to build consensus with internal and external key stakeholders and drive meaningful and sustainable change. Adept at convening and engaging these stakeholders in key policy conversations.

Corporate Office Locations/Relocation

Corporate offices are located in Denver, Colorado and Roanoke, Virginia. The organizations are both open to candidates who desire to live in a market other than Denver and Roanoke, and can easily commute to these two markets to carry out key responsibilities and be engaged in the realities of market critical strategies.

Both markets offer the candidate of choice a wide variety of cultural and recreational activities- especially those associate with living proximal to either the Rocky Mountains or the Blue Ridge Mountains. Prior to first round candidate interviews there will be extensive discussions with candidates on any relocation needs that will impact a decision before progressing to finalist interviews.

For more information on Denver, visit: <http://www.denver.org> or <http://www.denver.com>

For more information on Roanoke, visit: <https://www.visitroanokeva.com/>

Timeline

- Paper presentation of qualified candidates to Search Committee: June 5, 2019
- Round One interview date: June 18, 2019 (Oak Brook, Illinois)
- Round Two interview dates: July 8 and 9, 2019 (Location to be determined)

Selected candidates should plan to hold the above dates for Round One or Round Two if invited by the committee to participate in these interviews.

Procedure for Candidacy

Please direct all nominations and resumes to David Conner and Melaney Arruda, preferably via e-mail DDCOVACDO@wittkieffer.com. Information that cannot be sent electronically may be forwarded to:

Melaney Arruda
Witt/Kieffer
35 Corporate Drive, Suite 290
Burlington, MA 01830

Delta Dental values diversity and is committed to equal opportunity for all persons regardless of age, color, disability, ethnicity, marital status, national origin, race, religion, sex, sexual orientation, veteran status or any other status protected by law.



The material presented in this leadership profile should be relied on for informational purposes only. This material has been copied, compiled, or quoted in part from Delta Dental of Colorado and Delta Dental of Virginia documents and personal interviews and is believed to be reliable. While every effort has been made to ensure the accuracy of this information, the original source documents and factual situations govern.

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Appendix I

Delta Dental of Colorado Community Engagement and Delta Dental of Colorado Foundation

DDCO is committed to not only improving oral health in the communities it serves but also committed to giving back to the communities it serves. DDCO gives half of what it earns back into the communities through its funding of the Community Engagement Programs and Delta Dental of Colorado Foundation (DDCOF).

Mission Statement

DDCO Community Engagement Program is committed to improving oral health by investing in the communities it serves.

Examples of Delta Dental of Colorado Community Engagement Program Investments

- DDCO contributed more than \$2 million to the CU Heroes Clinic.
- Through the DDCO Fund, a program that fills the gap for low-income Coloradans, more than 13,000 people have been helped with nearly \$4 million of care provided.
- DDCO created the iGive program. This is a program where DDCO periodically gives each employee money to donate to a nonprofit organization of their choice. Over the years of 2008, 2011 and 2015, DDCO donated more than \$389,900 to Colorado nonprofits.

Delta Dental of Colorado Foundation

For more than 15 years, Delta Dental of Colorado Foundation has been working to make good dental health a community priority. As a 501(c) (3) organization, the Foundation is funded by DDCO. The mission of DDCOF is to elevate the oral health of all Coloradans by advancing oral health equity. DDCOF partners and invests in organizations and programs across Colorado to address access to care, prevention and the connection of oral health to overall health for historically overlooked populations. For those who are historically overlooked, health and oral health impacts are exacerbated by health disparities such as income, geography, age and race and ethnicity. DDCOF is a national innovator in advancing oral health equity, through initiatives such as the DDCOF believes new models in dental delivery and medical-dental integration will help address Colorado's oral healthcare gap.



Examples of Delta Dental of Colorado Foundation Philanthropic Investments

- Colorado Medical-Dental Integration program (CO MDI); provide funding to primary care clinics to fully integrate a dental hygienist in team based care.
- Land of Smiles: a live-theater program that has educated and entertained more than 127,000 Colorado elementary students about taking care of their teeth. This program is primarily delivered to Title 1 and rural schools.
- Grant-making: DDCOF partners with dozens of non-profit organizations across Colorado through grant-making to advance oral health access, prevention, policy and connection to overall health.

Delta Dental of Colorado Foundation by the Numbers

- Total Employees: 9
- Total Assets: \$33,300,000
- Total Philanthropy: \$5,000,000

Delta Dental of Colorado Foundation Strategic Priorities

- Access to Care: all Coloradans have access to affordable, accessible, comprehensive oral health care.
- Prevention: effective programs are available for the prevention and early detection of tooth decay.
- Connection to Overall Health: oral health is included as a vital part of overall health.

For more information: <http://deltadentalcofoundation.org>

Delta Dental of Virginia Foundation

The Delta Dental of Virginia Foundation provides grants to Virginia not-for-profit organizations working to improve oral health. Funding allows these organizations to focus on education and access to care for the underserved in their communities.

Eligible organizations include governmental agencies, educational institutions and/or entities holding a 501(c)(3) tax-exemption or who have a 501(c)(3) tax-exempt fiscal sponsor.

In 2017, foundation grant recipients provided dental care and education to more than 107,764 Virginians. Since its inception, foundation grants have provided 63 different organizations a total of 190 grants across Virginia in the past six years totaling \$4.2 million dollars. These grants are designed to improve oral health research, advance education and provide access to care for thousands of adults and children.

Examples of Delta Dental of Virginia Foundation Initiatives

- Fund oral health and education to children who lack dental insurance.
- Provide oral health education for Virginia's elementary school children.
- Support oral health efforts to 501 © 3 organizations to improve oral health in Virginia.

Delta Dental of Virginia Foundation Report Cards

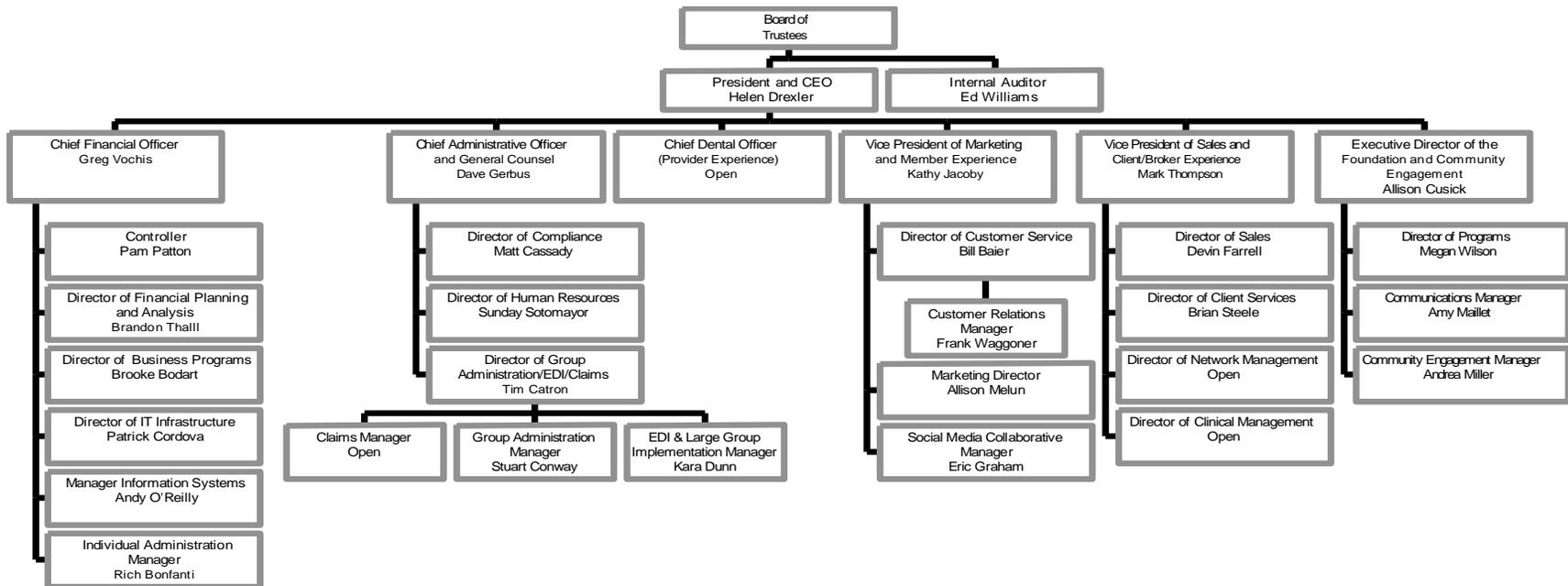
- Smart Smiles®_At the Dentist 2017 Grant Recipient Achievements
 - Children and Adults Received Dental Treatment: 55,813
 - Children Received Oral Health Education: 49,625
 - Children and Adults Received Preventive Dental Care: 2,326

- Smart Smiles®_In School
 - Dental Kits Loaned: 177
 - Students Taught: 29,376
 - School Districts Participating: 57
 - Toothbrushes and Tubes of Toothpaste Donated: 18,232

- Smart Smiles®_In the Community
 - Donated 1,200 toothbrushes, toothpaste and floss to a school nurse from Campbell County to take to Guatemala on a mission trip.

For more information: www.deltadentalva.com/ddvafoundation

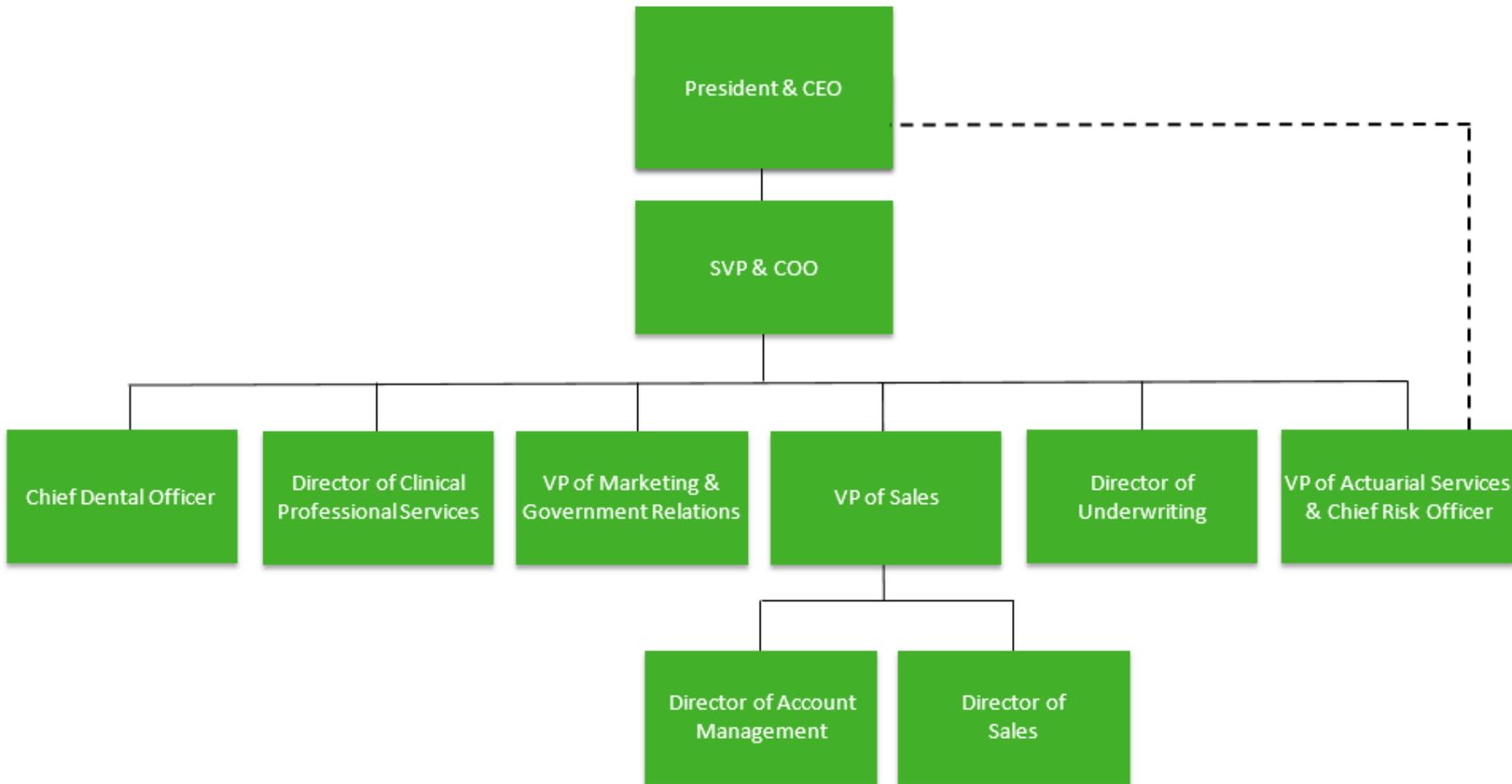
Appendix II



Delta Dental of Virginia

Senior Vice President & Chief Operating Officer

Organization Chart



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