

- 1) The mission of DDWA is: "We disrupt, transform, and revolutionize the oral health industry in order to remove barriers to healthcare and improve overall health." How do you see this mission serving the profession of dentistry and how do you intend to represent our profession within this mission?

The change to the PRM rung model has been a "disruption" in how dentists are paid by DDWA. There has been an additional \$105 million invested in this new payment model to date and an additional \$35 million planned in additional increases this year. Nevertheless, dentists continue to struggle with operational costs. My job on the board would be to provide strong, clear communication between dentist members and DDWA so that dental member reimbursement is as equitable as it can be. DDWA is my favored dental insurance to work with and I'd like to advocate for us to keep it that way. My goal as a board member would be to listen, learn and advocate for member dentists.

The DDWA Board is a powerful lever that can be pushed to "remove barriers" to care. DDWA invested 12 million in a grant to Pacific Northwest University to help educate dentists training to serve in underserved communities. Barriers to care are multifactorial. There are financial, social, managerial, educational and skill based barriers that all get in our way in dentistry. My goal as a board member is to bring awareness to the board of the problems I think they can effectively help with and troubleshoot efforts that aren't working as intended. I come from a community that lacked access to quality dental care and I will bring that lens to this role as we continue to work towards dental benefits that benefit more patients, providers and employers equitably.

The dental industry is "revolutionizing" under our feet and we are all doing our best to navigate uncharted territory. My strategy with this role as well as my personal strategy for remaining successful in this field is to continue to seek education and share my learnings with my patients and colleagues. I collaborate with my peers through my local Spear Study Club and serve on the board of the Thurston Mason County Dental Society. I am well connected in the dental community. I listen, collaborate and work to tease out the highest good in any given decision. I co-own a 13 operator general dental practice and we recently opened a second location that focuses on TMD and airway. When I look at current board leadership I think the perspective of a mid-career dentist who is invested in new technology, education and treating not just smiles but overall health would be invaluable in strategizing how we can "revolutionize" our industry.

- 2) The vision of DDWA is: "All people can enjoy good and overall health with no one left behind." Do you believe frequency limitations, bundling, missing tooth clauses, and waiting periods align with this vision?

How frustrating these things are for all of us. It is maddening to work as hard as we do to provide care that is challenging and costly to deliver and then fight for payment. I have served on the DDWA MOU Policies & Plans Workgroup since its inception and have advocated for reform alongside Dr. Kim Nordberg, Dr. CR Anderegg, Dr. Danny Tremblay, Dr. Katie Hakes and Dr. John Gibbons. For me,

despite the challenges, I am grateful for DDWA because it allows my patients to get the care that they need. Some of them would not be able or willing to pay for their dentistry without the financial support of DDWA. For that reason I choose to be involved and try to move things in the right direction.

- 3) The Washington State Democratic Party supports a Medical (Dental) Loss Ratio of 85%, do you support this position?

I support dental insurance premium dollars going to patient care. Patients need to be protected from insurance companies who are not using premiums responsibly.

- 4) What action would you take if you discovered that a DDWA policy was significantly different than Delta Dentals of other states and other dental benefits carriers, resulting in far lower reimbursement to its dentists?

I would educate myself about why there is a difference, collaborate with colleagues to see how this is affecting our patients and work with our board to see what changes we can make together.

- 5) Do you believe the dental benefits market should be competitive? Do you think one carrier being too large or too dominant is detrimental to patient care?

Patients and employers have different price points that they are comfortable spending on a dental benefit. I think that having room in the marketplace for a variety of types of dental benefits is best for patient access to care. Yes, patients are often frustrated by crumbly dental benefits. However, the patient may never even come in the door without knowing that they have a little dental benefit to help them out. Patients coming in our doors gives us the opportunity to educate and create value in what we do.

- 6) As a Member Director, you are elected by your constituent member dentists of Delta Dental of Washington. How do you plan to provide transparency for your decisions, and how will you represent the voice of member dentists once you have signed a Non-Disclosure Agreement with DDWA?

I will encourage board decision transparency, and honor the non-disclosure agreement. I will remain an engaged member of our dental community. I think that even if we can't share details about board work, when people see and know board members it helps in understanding and remembering

that we are all in this together. It is important to have strong leaders on the DDWA board so that when there is opportunity for collaboration we can use it.

6. Dental benefits are not insurance. Should patients have the right to use their full pre-paid benefit with the dentist of their choice, regardless of network? What responsibility do you believe dental benefits carriers have to honor a patient's choice of dentist?

I would like patients to have freedom to see who they want and use their dental benefit as they wish with fewer restrictions. I look for opportunities to move this direction whenever possible.

7. Dentists and DDWA are often on opposing sides of legislative issues. How would you reconcile this disagreement when DDWA lobbying efforts, policies, or decisions directly conflict with the position of DDWA member dentists, especially when they relate to maintaining a viable dental practice?

I am sure I will not agree with the decisions of the board every time. The question I will continue to ask myself is, "Is my role on this board helping serve our profession and community. Is the feedback I bring from member dentists to the board making a difference?" Again, the whole landscape of dentistry is changing. I think it's important to be at the table to try to make a positive difference. Thanks so much for giving me the opportunity to have this dialogue. I would be honored and humbled to work for our profession in this role.