

2016 Vision and Strategic Framework for Orthodontists/Orthodontics Specialists

Southern Association of Orthodontists

By The

Institute for Alternative Futures



2016 Vision and Strategic Framework for Orthodontists/Orthodontic Specialists

Major forces of change will create new opportunities for orthodontists to build on their core values and traditions while advancing the specialty in new directions. In this vision of the future, orthodontists will ensure the quality of orthodontic education, educate the public about the specialty, improve access to care, and move into the global community. The Southern Association of Orthodontists (SAO) offers this 2016 Vision and Strategic Framework for Orthodontists to the American Association of Orthodontists and its constituent and component organizations to create a strategic conversation regarding goals for our profession.

Exploring Forces of Change through Forecasts and Scenarios

SAO commissioned the Institute for Alternative Futures (IAF) to stand outside the profession and ask where orthodontists should expect significant change. IAF did an environmental scan of current trends and issues to produce the forecast report, *Anticipating the Forces of Change in Orthodontics*. At a Futures Summit in Phoenix October 22, 2005, 43 orthodontic leaders analyzed these forecasts and started identifying important questions about the future of the specialty. IAF explored these questions in four scenarios in the report, *2016 Scenarios: Future Outcomes for Orthodontics*.

Setting New Direction through Vision and Goals

The SAO Board of Directors and invited leaders from the American Association of Orthodontists worked together March 17-18, 2006, in Atlanta to explore the scenarios. These leaders created a proposed vision for orthodontics and set four audacious goals to guide the profession over the next ten years. For each audacious goal, they identified intermediate goals, next steps and strategies to achieve the goals. They also identified a set of strategic issues appropriate for further strategic conversation by the SAO and the AAO. The participants who helped create this vision and strategic framework are listed at the end of this report.

Committing to Create a Bright Future

This compelling vision and audacious goals will give orthodontists a strategic framework to guide important decisions in the years ahead. The SAO asks AAO members to study this strategic framework and the two reports that preceded it. Tell us what you think. Tell the AAO where you want to get involved. This futures research and planning started in the Southern region, but it will help orthodontists everywhere become informed and hopefully join with us in the hard work to achieve our goals for education, public awareness, quality of care, and access to care.

2016 Vision

We bring smiles into the lives we touch through caring, ethical and expert treatment decisions. We are continually raising the bar through training and lifelong education, research and advances in treatment practices. We honor and reward the educators who are finding new ways to prepare the next generation to sustain the values and quality of the specialty. We attract the best and expect that they accept this obligation to serve patients and the specialty.

The public respects and turns to orthodontic specialists for their contribution to appearance, health and well being. Our patients are our partners in creating and sustaining quality outcomes for a lifetime. We are creating opportunities to make orthodontic care available to anyone who needs and seeks it.

We are called as leaders: as mentors for our young patients, as responsible citizens, and as advocates for our specialty in our communities, nation and the world.

The 2016 Audacious Goals Briefly Stated

- I. Orthodontic residency programs have adequate and excellent faculty, conduct research to advance the scientific knowledge base, and attract the most qualified residents.*
- II. The public will distinguish what an orthodontist is and his/her contribution to health and utilize an orthodontic specialist for care.*
- III. The AAO will lead in improving access to care.*
- IV. The AAO will provide leadership to the globalization of the profession.*

GOAL #1

I. Orthodontic residency programs

Orthodontic residency programs have adequate and excellent faculty with sufficient resources to teach residents and conduct research to advance the scientific knowledge base of orthodontics. We attract the best and brightest residents who graduate with the best possible education and with a dedication to quality patient care and a sense of service to their communities, the orthodontic specialty, and its organizations.

To achieve this 2016 goal, the specialty has these intermediate (18-24 months) goals:

1. All faculty positions will be filled through successful faculty recruitment and retention.
 - Identify various income sources to make teaching financially rewarding;
 - Use technology to enable faculty to train more residents.
 - Use creative funding to attract residents into orthodontic education.
2. Our specialty education programs will attract the best residents.
 - Develop ways to identify and encourage the best dental students to enter orthodontics;
 - Maintain the image and desirability of our specialty.
3. The specialty will enhance its research capabilities.
 - Pursue collaboration with research in other countries;
 - Encourage participation in the AAO Foundation.

Our Strategy: Obtain adequate financial resources.

Evidence of a Successful Outcome: We will see competition for faculty positions. There will be an increased percentage of publications from schools in the United States. Recent graduates will achieve ABO certification and will join the AAO as active participants.

GOAL #2

II. Public Awareness

The public can distinguish what an orthodontist is and can articulate the potential value of orthodontic care by an orthodontic specialist/orthodontist as it relates to appearance, health and well-being.

To achieve this 2016 goal, the specialty has these intermediate goals:

1. By 2010 the public comprehends that orthodontists have two to three years of additional specialty education beyond dental school.
 - Support the AAO House of Delegates resolution that funds a two year public awareness campaign at a \$4 million annual level;
 - Assess the effectiveness of the AAO public awareness campaign by ongoing market research.
 - Enhance the AAO website to include information about how orthodontics works, what an orthodontist is and the commitment that patients must make for a successful orthodontic outcome.
- 2 By 2014 the public recognizes the value of orthodontic care provided by an orthodontic specialist as it relates to their appearance, health and well being.
 - Report back to the AAO membership the benefits to the specialty of maintaining an ongoing public awareness campaign;
 - Fund a public awareness campaign at a \$10 million annual level.
3. By 2016 the public trusts that orthodontic specialists are the recognized providers of quality orthodontic care, appreciates the lifetime benefits of having received that care, and understands that orthodontics is more than just a smile.
 - Fund a public awareness campaign at a \$15 million annual level.

Our Strategy: Educate the AAO membership as to the long-term benefits of promoting and continuing a public awareness campaign.

Evidence of a Successful Outcome: Market research reflects that the public can distinguish what an orthodontist is and is able to articulate the potential value of orthodontic care by an orthodontic specialist as it relates to appearance and health. The public recognizes the AAO as a resource for information on orthodontic care through increased website traffic and calls to the 800 number.

GOAL #3

III. Access to Care

The AAO will have achieved a leadership role in providing access to orthodontic care to anyone who needs and seeks it.

To achieve this 2016 audacious goal, the specialty has these intermediate (18-24 months) goals:

1. Expand the Virginia Brown Foundation/Smiles Change Lives Program nationwide by encouraging the AAO to provide the mechanism to constituent and components to stimulate participation in the program.
 - Create constituent and component chairpersons to promote participation in the Virginia Brown Foundation/Smiles Change Lives Program;
 - Place information on the AAO, constituent and component websites about the program.
2. Provide leadership and cooperate with the American Dental Association to create opportunities to offer some level of orthodontic care to underserved areas.
 - Establish a liaison with the ADA to explore this opportunity.
 - Continue to support the ADA “Give Kids a Smile” program.

Our Strategy: Educate the AAO membership and the general public about access to care.

Evidence of a Successful Outcome: Our hope is that access to care will be a privately funded humanitarian effort.

GOAL #4

IV. Globalization

Globalization has impacted the specialty of orthodontics. The AAO will continue to take the leadership role in recognizing global changes in our environment and educating our membership. For our colleagues abroad, AAO international membership will be highly valued in their professional careers.

To achieve this 2016 audacious goal, the specialty will pursue intermediate goals related to education, health care and organizations.

The specialty will pursue these intermediate goals in **education**:

1. Educate AAO members on globalization trends.
2. Set standards for orthodontic specialty education.
3. Work with the ABO to set standards for board certification which will be recognized internationally and serve as a basis for licensing standards. In the near term, we will communicate with the ABO and actively support their globalization efforts.
4. Become a provider of orthodontic continuing education worldwide through new technologies such as Internet 2. In the near term, we need to educate our members on globalization trends.

The specialty will pursue these intermediate goals in **health care**:

1. Provide guidelines for patient care.
2. Evaluate outsourcing and its potential impact on orthodontic healthcare.

The specialty will pursue this intermediate goal related to **organizations**:

1. Represent orthodontics in national and international forums in dental healthcare, such as the American Dental Association, Commission on Dental Accreditation, Federation Dental International, World Federation of Orthodontists, government, and state licensing boards. In the near term, this will mean fostering membership in these organizations.

Our Strategy: Communicating and educating AAO members and prospective members globally.

Evidence of a Successful Outcome: We will see increased measures of effective recruitment and retention of national and international members.

ADDENDUM

Strategic Issues with Importance for the Specialty

As the workshop participants reviewed the scenarios, they were asked to identify strategic issues these scenarios suggested for the association. IAF uses a three-part test to define a strategic issue:

- Will the issue affect our mission?
- Do we have the ability to intervene and have an impact on how the future unfolds?
- Does this issue speak directly to our leadership and sense of responsibility for the future?

Some of these strategic issues also were developed further into the four audacious goals for the specialty. IAF had participants vote for their top five strategic issues.

Issues Addressed:

Public awareness. While many participants were enthusiastic about the proposed Council on Communications resolution before the House of Delegates in 2006, they also had questions about the PR message, level of investment needed for future campaigns, the need to assess effectiveness, and use of other communication channels such as the website.

Transforming orthodontic education. While the audacious goal captures the scope of this strategic issue, one scenario work group noted the need to get educators on board using Internet 2 and other technologies that AAO is supporting.

AAO as source of knowledge and education. The participants clearly want AAO to invest in creating and maintaining a strong brand for professional education.

Globalization. Individual orthodontists are no longer immune to globalization trends, whether it is outsourcing, trained professionals and educators immigrating to America, research advances in other countries, or even aspects of treatment moving offshore.

Issues to be Addressed

Changing patient markets/demographics. Population changes in society and new patient segments are having a real impact on orthodontic practices.

Inclusivity. Diversity comes in many forms within the AAO membership: gender, racial, ethnic and generational diversity; types of practice structures; and graduates of different education program models. To be inclusive, AAO must embrace these differences and reflect them not only in the membership but also in the leadership ranks.

Defining quality care through standards and ethics. The specialty faces many challenges in setting objective standards of quality as well as the more subjective ethical questions around patient expectations, access to care, and treatment outcomes.

Access to care. This strategic issue ultimately became an audacious goal after key leaders appealed to the participants to make it a priority.

Evidence-based orthodontics. The crux of this issue is whether orthodontists will determine what should be considered evidence-based or whether outside parties will define treatment standards.

Board Certification. About 1/3 of AAO members have board certification although it may become increasingly necessary as a way to differentiate expertise.

Psychosocial aspects of health (holistic). After reviewing the scenario based on holistic health, participants felt more discussion is needed about the psychosocial benefits of orthodontics.

ACKNOWLEDGEMENTS

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2005 Environmental Scan for Anticipating the Forces of Change in Orthodontics Spring/Summer 2005

Thought Leaders:

Mr. Randall Berning, Consultant
Dr. Thomas Braun, Dean of University of Pittsburgh School of Dental Medicine
Dr. Mark Dusek, Orthodontist
Dr. Richard Garlitz, Orthodontist
Dr. Donald Joondeph, AAO President-Elect
Dr. Gaspar Lazzara, Orthodontist and founder of Orthodontic Education Company
Dr. DeWayne McCamish, Orthodontist
Mr. John McGill, Consultant
Dr. James Vaden, Orthodontist, Chair of University of Tennessee Orthodontic Program
Mr. Chris Vranas, AAO Executive Director

Summit Forum

October 22, 2005

Participants:

SAO Board/SAO Delegates

Dr. Robert Calcote
Dr. Watt Cobb
Dr. Jim Donaghey
Dr. Steve Garrett
Dr. Robert Goldie
Dr. John Goodloe
Dr. Greg Inman
Dr. Page Jacobson
Dr. Mark Johnston
Dr. Bill Kochenour
Dr. Richard McClung
Dr. Robert Moss
Dr. John Pryse
Dr. Kim Reed
Dr. Mike Rogers
Dr. Gerald Smith
Dr. J. Randall Smith
Dr. Steve Tinsworth
Dr. Tim Trulove

Dr. David Williams
Dr. Henry Zaytoun Jr.

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Dr. Ed Johnson, University of Louisville
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Dr. Harry Legan, Vanderbilt University
Dr. Steve Lindauer, Medical College Virginia
Dr. Peter Ngan, West Virginia University
Dr. Camilla Tulloch, University of North Carolina
Dr. Jim Vaden, University of Tennessee
Dr. Tim Wheeler, University of Florida

AAO Guests

Dr. Chris Carpenter, RMSO Representative
Dr Don Joondeph, AAO President-Elect
Dr. Brent Larson, Chair, MSO Delegation
Dr. Norman Nagel, PCSO President-Elect
Dr. Chris Roberts, GLAO President
Dr. Larry Tadlock, SWSO President-Elect
Dr. Robert Varner, PCSO Trustee
Mr. Chris Vranas, AAO Executive Director
Dr. Dorothy Whalen, NESO President-Elect

Residents:

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Dr. Emily Howell, MCG

Other:

Dr. Jim Caveney

Vision and Strategic Framework Workshop

March 17-18, 2006

Participants:

SAO Board/SAO Delegates:

Dr. Richard Ballard
Dr Robert Calcote
Dr. Watt Cobb Jr.
Dr. Glen Cowan
Dr. Glenn Dubroc
Dr. Buddy Foy

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Dr. Kim Reed
Dr. Mike Rogers
Dr. Ed Ross
Dr. Ken Starling
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Dr. Tim Trulove
Dr. Jay Whitley
Dr. Mike Williams
Dr. David Williams
Dr. Henry Zaytoun Jr

AAO Guests:

Dr. Mel DeSoto, AAO President
Dr. Ray George, NESO Trustee
Dr. Lee Graber, MSO Trustee
Dr. Richard Kulbersh, GLAO Representative
Dr. Justin Martin, NESO President-Elect
Dr. Norm Nagel, PCSO President
Dr. David Solomon, AAO Speaker of the House of Delegates
Mr. Chris Vranas, AAO Executive Director

Other:

Ms. June Ann Saunty, Antitrust Counsel to the SAO

RESOURCES FOR FURTHER RESEARCH ON THE FUTURE and THE FUTURE OF ORTHODONTISTS

Reports Available (electronic format only) from SAO upon request:

1. The three Institute for Alternative Futures Reports
 1. *Anticipating the Forces of Change in Orthodontics*
 2. *2016 Scenarios: Future Outcomes for Orthodontics*
 3. *2016 Vision and Strategic Framework for Orthodontists*
2. 7-Tensions by O'Neil
3. ADA Branson report
4. Trends in Healthcare

Books:

1. Lancaster, Lynne C. and David Stillman. **When Generations Collide: Who they are. Why they Clash. How to Solve the Generational Puzzle at Work.** (Collins, 2003)
2. Friedman, Thomas. **The World Is Flat,** (Farrar Straus and Giroux, 2005)
3. Fishman, Charles. **The Wal-Mart Effect, How the World's Most Powerful Company Really Works –and How It's Transforming the American Economy.** (Penguin Press, 2006)

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