Improving lives one smile at a time.

2016 Annual Report
"I have anxiety issues and going to the dentist was very hard for me. I really want people to go to the Cadillac Dental Center. The entire staff is AMAZING! After 15+ years of not being able to smile, they all worked hard to fix my smile and they did! I can’t thank them all enough!"

~ Angela, MCDC patient
Message from the CEO

It is an honor to serve as the President and CEO of My Community Dental Centers a nonprofit 501(c)3. I am truly humbled to lead an incredibly talented, dedicated, and caring staff of professionals. These individuals inspire me. In 2016 they made a profound impact on improving the lives of those less fortunate.

Every year MCDC is challenged with serving more individuals in more communities to improve their overall oral health. 2016 was no different. We met the challenge: opening four new dental centers for a total of thirty one (31), thus, serving more individuals and families in more communities since our inception 10 years ago. Looking to the future, we will continue to meet that challenge by expanding our reach to other areas.

Many thanks to our partners within the communities we serve, all who tell others about MCDC, those who advocate on our behalf, those who provide the care to our patients, and our Board of Directors who give of their time and expertise. You are a valued part of our success.

Looking ahead, we will continue to expand our reach in order to provide the highest level of care for those who have nowhere else to go. We will strive to be the “employer of choice” in order to attract and retain exceptional talent. I ask that you too support us by following us on social media or by making a charitable donation to support the care for those that cannot afford it.

Sincerely,

Gregory P. Heintschel, D.D.S., M.B.A.
President and CEO
My Community Dental Centers, Inc.
Celebrating our 10th anniversary

As of September 2016, MCDC has grown from the original eight Dental Clinics North to 31 centers throughout Michigan, along with the administrative office located in Boyne City, Michigan. We are recognized as the largest non-profit dental providers in the country, and have received multiple awards and recognitions for our successful business model and mission of delivering exceptional patient care. We are fortunate to have a skilled, compassionate, and dedicated work force who will continue to shape MCDC’s future. As we look within our organization as well as to the communities we serve, we should feel a great deal of pride in our ability to partner in our goal to continue improving lives one smile at a time.

2006
8 Dental centers
35,000 Patients served

2016
31 Dental centers
91,875 Patients served
Our Mission

To improve the lives of our patients and enhance community health by setting the highest standard of oral health care.

Our Culture

Continuous improvement in a patient-centered environment.

Our Massive Transformative Purpose

MCDC is continuing on our growth strategy to serve 200,000 patients by 2020. Reflective of that growth, MCDC will begin to cross state lines in years ahead.
Our centers of care: always growing, always improving

Improving more lives in 2016
New dental centers opened in 2016
- Allegan
- Coldwater
- Roscommon
- Engadine
Expanding care in the Upper Peninsula: Engadine

“My hope is to restore services to provide good dental hygiene, as we know it affects one’s overall general health and well-being.”

Dr. Martzke, Michelle Chapman, and Diane Casperson with the first Engadine patients, Charles and Richard

Patient Experience call center

In September 2016, the Patient Experience team moved to its new administrative location in Petoskey. Due to the exciting and rapid growth of MCDC, the move was necessary to accommodate the continued growth of the team.

The new space provides the Patient Experience team the opportunity to offer a better patient experience, as well as expand our services to our patients and the dental centers that we are honored to serve. This positive move for the team leads directly into our culture: continuous improvement in a patient-centered environment.
Working together to improve oral health

The 2020 Michigan State Oral Health Plan provides an excellent framework that is designed to achieve optimal oral health among all Michiganders. The vision for Michigan, by 2020, is all residents will have the knowledge, support, and care they need to achieve optimal oral health. This vision resonates with the MCDC leadership team and Board of Directors. The focus on access to oral health care among underserved and/or hard-to-reach patients aligns with MCDC’s commitment to growth and expanded access to quality oral health care. MCDC looks forward to our continued partnership with the Michigan Department of Human Services, the Michigan Oral Health Coalition, and other stakeholders in our work to improve the lives of patients and enhance community health.
Always improving our facilities

Our dental centers utilize electronic patient records, digital radiography, and state-of-the-art dental equipment including intraoral cameras and CEREC technology. With CEREC technology, we are able to accomplish same-day crowns in several of our dental centers.
“One of our favorite stories involves a single mother who had always smiled with her hand covering her mouth. She was embarrassed to smile and show a crown that was placed several years ago; it was discolored and didn’t fit her smile very well. This patient had a new crown completed that same day using CEREC technology. Immediately upon looking in the mirror at her smile, she started to cry. She walked out and hugged everyone that she came into contact with. She said she was going to finish her schooling and that she was sure she would now find a job with her new smile.”

~ Joan Arkema, Office Manager, Hart
The value of our dental services

MCDC has developed and funds an internal reduced fee program called My Dental Plan (MyDP). This membership plan offers quality dental services at a reduced fee to patients without dental insurance. Under the MyDP program, funds are available to contribute to the cost of care on a sliding fee scale based on the patient’s income.
Patients first: giving back to make a difference

We were able to provide charity care for 9,379 individuals to improve smiles and their overall oral health.

Since 2012, MCDC has partnered with Press Ganey, a solutions and consultant group dedicated to supporting health care providers in understanding and improving the patient experience.

Press Ganey selects patients at random and contacts them by phone to answer questions and provide feedback regarding their visit at an MCDC office. The information gained from these surveys is then utilized to create action plans for improvement in the care we provide our patients.

2016 was a year of accomplishment for MCDC in regards to our efforts to continuously improve upon the patient experience. Not only did MCDC’s Press Ganey score improve in 2016, but we also increased the number of completed surveys by three times compared to 2015.
MCDC Advisory Council: our partners in improving lives

The MCDC Advisory Council provides valuable input to the MCDC leadership team and Board of Directors. The Advisory Council, which meets twice per year, is comprised of the Health Officer or their designee from our health department partners throughout the state. The council is chaired by Dr. Greg Heintschel, President and CEO, and also includes MCDC’s current board chair, and Kimberly Singh, Director of Community and Governmental Affairs. Local health department partners are key to MCDC’s mission to improve the lives of our patients and enhance community health. The Advisory Council provides an ongoing venue for communication and information sharing. In 2016, our health department partners increased to 19 and include the following departments:

- Allegan County
- Barry-Eaton District
- Branch-Hillsdale-St. Joseph Community Health Agency
- Central Michigan District
- City of Detroit
- Delta and Menominee Counties
- District Health Department #10
- Health Department of Northwest Michigan (includes District #2, #4, and Grand Traverse County)
- Luce-Mackinac-Alger-Schoolcraft District
- Kent County
- Marquette County
- Mid-Michigan District
- Monroe County
- St. Clair County
- Washtenaw County
- Western Upper Peninsula District

The Health Department of Northwest Michigan — a valued partner

Dr. Heintschel and Linda Yaroch, Health Officer, Health Department of Northwest Michigan, sign a renewed contract in June 2016. The contract supports a continued partnership to operate Dental Clinics North eight clinics.
Improving the lives of our veterans and their families

On Veterans Day, MCDC was honored to serve 103 patients and complete 402 procedures, rendering $27,447 of care — all at no cost to our patients!

Care was provided at three of our dental centers: Roscommon, Allegan, and Harrison. On this day, patients were welcomed into these centers and treatment was completed at no cost to the patient. Patients were able to receive cleanings, exams, x-rays, fillings, and/or extractions. Due to dedication of our team members, the response from the veterans, and the support from our communities, we were able to provide a tremendous service for many deserving veterans, spouses, and families.

Among the patients welcomed at our Roscommon Center was the Martray family. Joshua Martray served in the U.S. Army for 9 years, 8 months including tours to Afghanistan, South Korea, South America, and many other locations. The Martay family had been in search of a dental home for over a year and were excited to find that MCDC not only provided quality care but financial options to accommodate all. Joshua, his wife Alicia, and his children were all able to receive care at the Roscommon office.

The MCDC team members were grateful to have the opportunity to give back to our veterans and those in need in our communities. There were heroes on both sides of the dental chair that day!

Taking care of those who served

A disabled veteran came into our center as an emergency patient who had never been seen in the past. The severity of his dental needs exceeded $4,000. He was without income, resources, or even a home. We partnered with the community veterans affairs representative and was able to fund his entire treatment case.

“I cannot begin to explain the feeling amongst all parties involved delivering the news to the veteran. Due to the severity, we quite possibly saved his life. Also through connecting him with veterans affairs, he now has a place to call home.”

~ Kris Lifer, Office Manager, Petoskey
On a mission to improve lives in Haiti

For the past nine years, Dr. McMurry has taken a group of people to Haiti to provide dentistry.

“We typically see 300 patients in four days and remove 500-600 teeth. At the end of each trip, I wish I could do more. It has been both rewarding and humbling each day waking up to the alarm clock provided by the roosters outside. Each morning we attended church, followed by a breakfast of plantains, bananas, mangos, sweetened juice, and boiled pasta. The coffee is second to none! The local people have been on the road (walking of course, some in bare feet) for hours by now to get in line to see us. Our humble clinic of four patio chairs is set up in the back of a large church with either two or three dentists providing extractions. There is no suction so we use plastic cups for the patients to spit in and a 4x4 gauze to wipe their mouth. People wait, sitting squished next to each other, waiting for their turn, for hours. It is not that we don’t have room for them. I believe they just want to be closer to the front of the line! Because nourishment is limited, we provide protein bars while they are waiting. We will work with headlamps until we finish or when the priest insists that we stop. It is hard to say, go home and try again tomorrow. My heart breaks that when we leave after four days, as it will be another year until we come back.”

~ Dr. Lori McMurry

Dr. McMurry exemplifies MCDC’s core value and we applaud her efforts in bringing care to the underserved in Haiti. Just recently, MCDC has provided a portable dental unit at a cost of nearly $8,000 which will be used for future trips.
Our journey toward continuous improvement and patient safety

As reflected in MCDC’s vision, we strive to lead the dental profession toward continuous improvement and patient safety. Recognizing that our contribution to the dental profession will be greater by expanding our collaboration to include worldwide leaders in quality and safety, MCDC participates at the Institute for Healthcare Improvement’s (IHI) annual forum.

The IHI 2016 national forum consisted of nearly 6,000 attendees from over 50 different countries. The health care professionals attending the IHI forum convene to encourage collaboration and ongoing education on quality and patient safety initiatives. In 2016, MCDC attendees included several members of our administrative team as well as four of MCDC’s exceptional doctors: Dr. Alison Ladd, Dr. Cassandra Cao, Dr. Paymon Dorri, and Dr. Viviana Vagalau.

In addition to attending the IHI conference, MCDC also sponsored a Dental Collaborative Meeting, in which worldwide leaders in the dental industry convened to network, share challenges and ideas, as well as discuss the potential future direction of a dental quality collaboration.

MCDC remains committed to leading the dental profession towards the highest standard of oral health care and bringing about positive change in the health care profession.
Making a difference for every patient

Veronica, a patient at our Harrison dental center, was ecstatic to receive an upper denture and lower partial, and the staff there was just as thrilled to be able to help.

“Every time I came into the office, everyone made me feel so special. From the phone call reminding me of my appointment until I went to the appointment and was walking out the door, I felt VERY cared for and special. The whole office worked together to try to get me in sooner for my appointments. I couldn’t be happier with my experience at the MCDC in Harrison!”

Valuable relationships

Larry DeGroat, D.D.S., President of the Michigan Dental Association, visits our Petoskey Dental Center.

Pictured with Dr. Viviana Vagalau, Dr. Amanda DesJardins, Michelle Bluthardt, and Sarah Romel
People helping people

“I love working for MCDC because I enjoy being part of an organization that has a positive impact within our local community. I feel a great sense of achievement at work when I observe one of my team members succeeding in helping a patient improve the outlook on their smile. I choose to work for MCDC because I am confident that my organization and I share a commitment in giving back to our community. One of my favorite outreach events that we participated in recently was a Christmas dinner over the holidays at the local food pantry in Alpena. We donated oral hygiene gift bags to spread holiday cheer to those in need. I am proud to have a profession in which I have the privilege of serving others.”

~ Mary Smuda, Office Manager, Alpena
Recruiting great employees to join us in improving lives

A component of our MCDC vision is to recruit and retain exceptional health care talent. MCDC employed over 400 employees during 2016. While every employee is key to our mission, we are especially proud that 2016 was a year of much success in doctor recruitment, with 23 doctors hired and 14 of these doctors accepting full-time positions. MCDC’s vision includes not only recruiting and retaining exceptional talent, but also fostering an environment which encourages the personal and professional growth of our team. As such, MCDC hired seven doctors upon their graduation from dental school and partnered them with a senior MCDC doctor to support mentorship and professional development.

Successful recruitment of doctors is dependent upon the mission, vision, and values of MCDC. In 2016, MCDC began rewarding doctors for exceptional performance in our Venn components of Patient Experience, Clinical Quality, and Sustainability. Doctors demonstrating above average performance in these categories receive enhanced compensation in recognition of their contribution to improving the lives of our patients while supporting our mission, vision, and values.
Our values: what we believe

**Social entrepreneurship**
We believe that visionary innovation and creative thinking will improve upon the delivery of dental services.

**Respect**
We respect all individuals and demonstrate it through consideration, appreciation, empathy, inclusion, and compassion.

**Excellence**
We strive for continuous improvement to exceed the expectations of our patients, staff, and the community.

**Honesty**
We are transparent in our actions by being real, credible, and free of deception.

**Learning**
The pursuit of education strengthens our ability to make well-informed decisions and prepares us to embark upon the best course of action.

**Engagement**
As stated by Ken Blanchard, “None of us is as smart as all of us.” Given that, we will be engaged in our work to the benefit of the organization, our patients, and each other.
"I was treated so very kindly by all of them. My life is a much better one now. I am so very grateful to MCDC and all of their skilled staff members for the healing of my pain and suffering. Such a rare thing it is in this world to feel valued as a patient."

~ Kevan, MCDC patient