



IMPROVING
LIVES THROUGH

Oral Health

2023
ANNUAL
REPORT

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Mission Statement

The Santa Fe Group is a 501 (c)(3) action-oriented think tank with a passion to improve lives through oral health. Since its inception 25 years ago, the Santa Fe Group has been instrumental as a neutral convener, communicator, connector, and catalyst to move the needle on critical issues such as oral cancer, dental education reform, children's oral health, improved primary care access, the importance of linking medical and dental health systems, and most recently, expanding oral healthcare for our nation's seniors.

A FEW WORDS FROM THE PRESIDENT

Salutations! It is my honor to present the Santa Fe Group (SFG) 2023 Annual Report. Janus, the Roman god of doorways (as well as beginnings and endings), is usually invoked in remarks about the new year, but 2023 was in its entirety particularly Janusian for the SFG as we spent our time looking both backward and forward.

While the SFG commemorated its 25th Anniversary by the calendar in 2022, the celebration of that milestone spilled over into 2023, culminating with a productive two-day meeting in Santa Fe, New Mexico last September (more on this later). When we were not reflecting on our roots and growth over a quarter century, we were actively leveraging the strength of those foundations to continue to shape the future of health care in our role as a think tank, convener, and catalyst for change.

The fruits of those efforts are highlighted in this Report. Special note should be given to the continued progress adding dental services into Medicare. Additional conditions categorized as “medically necessary” were adopted in 2023 and others are being actively supported by the SFG and other advocates for broader benefits and integration of oral and overall health for our nation’s seniors.

We also proudly secured a grant from the CareQuest Institute for Oral Health to establish a coalition to identify key issues facing the dental profession, prepare policy statements, and develop advocacy strategies to inform key partners about these important topics. The Coalition for Oral Health Policy (COHP), a nonpartisan group of high-impact individuals and organizations, aims to provide unbiased, community-focused, and evidence-based information regarding policies and funding strategies to improve access to preventive and therapeutic oral health care services for the U.S. population.

Carrying on the theme of integrating primary care activities in dentistry established in our 2021 Salon, our project to promote and develop pilot programs for primary care screenings also gained momentum in 2023. This and the many other projects included in this report are all laudable reflections of the Group’s unflagging commitment to “improve lives through oral health” in ways that are both immediately and enduringly impactful.

This mission and its legacy were both celebrated in September when we returned to the birthplace of the SFG in Santa Fe. With the stark beauty of the desert to remind us that we are all very much the “quintessence of dust” we revisited our origins and history, marveled at how far we have come in a relatively short time, and looked with bright optimism toward how we might continue to grow our service in the future. This is a challenge embraced not only by the new leadership of the SFG inaugurated at that meeting, but of each Member, Scholar, and Fellow whose generosity of time, intellect, empathy, and effort have made my time as President one of the most truly rewarding experiences of my professional career.

As I close, I want to express the gratitude of the Group to the members of our Strategic Advisory Council. The unflagging support of these industry leaders allows the SFG to turn ideas into action. My thanks to them, as well as to the like-minded coalitions, organizations, universities, and individuals noted in these pages with whom the SFG was privileged to collaborate in 2023 and at all times in the last 25 years.

I leave you with this: believe. In yourselves. In one another. In the power of principled people to make a difference in this world. Look back to learn from the past. Look forward to imagine the future you want to create. That flash in the periphery of your vision at the edge of the forest? It might be the sun glancing off a waste bin. Or it might be a unicorn.

Believe.

Teresa A. Dolan, D.D.S., M.P.H.
President, Santa Fe Group
Chief Dental Officer, Overjet

Highlights from our

2023 SFG ANNUAL MEETING AND GOAL PLANNING RETREAT

The Santa Fe Group (SFG) had an opportunity to mark an important milestone in its 25+ year history with an in-person meeting at the La Posada Resort, Santa Fe, New Mexico, on September 10-12, 2023. The meeting components included a business meeting and a planning session that honored the history of the SFG, built consensus on several aspects of the organization, and generated ideas for its future. The planning process was developed with and facilitated by Elaine Kuttner of Cambridge Concord Associates.

Special social/cultural experiences surrounded the work sessions, including a luncheon to honor the founders of SFG, an experiential learning event focused on the special culinary history of indigenous people of the region, the works of local artisans, and a group dinner.

A special treat for SFG members and scholars was a reception and gathering hosted by Estelle Meskin, who welcomed members to her home, which is the location of the SFG Founders' meetings. Estelle also surprised us with her discovery of original notes, on the original flip chart pads, that captured the thinking and intentions of the Founders. There was deep appreciation for Estelle's discovery and very importantly for the Founders' ideas that have carried SFG forward for these 25+ years.

The work of the Planning Session set a future vision for the Santa Fe Group that continues its focus on a bold mission, its dedication to oral health as part of overall health, and its commitment to promote collaboration across all sectors that influence the health of the nation. The oral health lens that



SANTA FE
GROUP

September 10-12, 2023
Santa Fe, New Mexico

Santa Fe Groups members use in every deliberation continues to shift to the dynamics and opportunities presented by current needs. Thinking ahead to what is possible is a long-standing signature of the Santa Fe Group. Our partnership with strategic thinkers from industry, academia, health systems, and a diverse set of stakeholders at all levels of community adds so much to our thinking about possibility and the days ahead when equity in health is a reality and oral health as part of overall health is normalized. Our 2023 planning process emphasized that a desired future requires action and a focus on results.





2023 Initiatives

SANTA FE GROUP SECURES GRANT FROM CAREQUEST INSTITUTE TO LAUNCH COALITION TO ADVOCATE FOR ORAL HEALTH CARE POLICY REFORM

The CareQuest Institute for Oral Health (CareQuest) has awarded a grant of \$125,000 to the Santa Fe Group (SFG) to establish a center to identify key issues facing the dental profession, prepare policy statements, and develop advocacy strategies to inform key partners about these important topics. The Coalition for Oral Health Policy (COHP), a nonpartisan group of high-impact individuals and organizations, aims to increase equity and access in oral health care across the United States through policy reform.

In awarding the grant, CareQuest emphasized COHP's mission to "provide unbiased, community-focused, and evidence-based information regarding policies and funding strategies to improve access to preventive and therapeutic oral health care services for the U.S. population." The collaborative effort will seek input from all interested parties, including the dental practice community, consumer/patient advocacy groups, dental insurance companies, other healthcare disciplines, and federal and state legislators and policymakers. Discussions concerning the development of COHP began among SFG members in 2021, spurred in part by misinformation surrounding the debate over the potential inclusion of a dental benefit in Medicare, as included in the proposed "Build Back Better" legislation.

According to Dr. Ira Lamster, former dean of the Columbia University College of Dental Medicine and principal investigator of the grant, "there is a genuine need for an unbiased voice to formally address the issues that will determine the future of the dental profession. The Santa Fe Group, a well-recognized neutral convener for issues involving the dental profession, is the ideal organization to assume this responsibility, and we greatly appreciate CareQuest's support."

"Only through inclusively designed, nonpartisan, and evidence-based policy reform can we finally achieve equity, affordability, and accessibility, defining a system truly built for all," said Dr. Zachary Brian, associate professor at the University of North Carolina at Chapel Hill Adams School of Dentistry and member of COHP. "The establishment of the Coalition for Oral Health Policy represents a true milestone in the effort to collaboratively reimagine the oral health care system in the United States and ensure that all voices are represented in policy development."

MEDICALLY NECESSARY MEDICARE INITIATIVE

The Santa Fe Group has played a national leadership role in advancing access to dental care for the nation's older adults. While our long-term goal is to obtain a Medicare Part B dental benefit, our short-term goal is to catalyze national groups across the health professions to influence authorization of medically necessary dental services for older adults with specific medical conditions. In 2022, the Centers for Medicare and Medicaid (CMS) took the first step when it established an annual process for stakeholders to nominate medical conditions for consideration by CMS for authorization of dental services. CMS clarified in the Physician Fee Schedule for 2023 that Medicare payment was available for dental services in out-patient and in-patient settings that are inextricably linked and integral to the clinical success of Medicare-covered medical services. As of January 2023, CMS specifically recognized payment for dental services related to organ transplant surgery, cardiac valve replacement and valvuloplasty procedures. The Santa Fe Group collaborated with the 245 members of the Consortium for Medically Necessary Oral Health Coverage to build further support for authorization of dental services for additional medical conditions to be included in the 2024 Physician Fee Schedule.

Six SFG members collaborated with Consortium colleagues to present evidence that supported the inextricable relationship between oral health and the successful treatment of targeted chronic conditions. We built an evidence-based clinical case for the importance of preventive dental and oral care to health outcomes in older adults with diabetes, cardiovascular disease, and cancer-related immunosuppression (chemotherapy, radiation, chimeric antigen receptor [CAR] T-cell therapy, high-dose bone modifying agents [anti-resorptive therapy]), and treatment of head and neck cancer. The Santa Fe Group and Consortium, along with multiple consortium stakeholder organizations, submitted nomination letters in February 2023.

We applaud CMS for carefully reviewing these nominations and including in the Physician Fee Schedule final rule for Medicare payment clarification for implementation in 2024, authorization for dental services for people diagnosed with cancer, experiencing cancer-related immunosuppression related to: chemotherapy, CAR-T cell therapy, high-dose bone modifying agents, and treatment of head and neck cancer prior to or concurrent with the administration of these vital cancer care services. This is particularly important since nearly two-thirds of each year's cancer diagnoses are experienced by adults 65 and older. This authorization will have a tangible and meaningful impact on the lives of millions of Medicare beneficiaries and their families.

The Santa Fe Group continues to play a leadership role in advancing the Consortium's strategic advocacy plan that prioritizes Medicare dental benefit expansion, submits additional annual nominations, participates in advocacy meetings, seeks Congressional support for additions to the Physician Fee Schedule, obtains Medicare dental services "success stories", and works to expand public awareness about the importance of improved access to dental and oral health care on overall health and quality of life for older adults.



MEHARRY MEDICAL COLLEGE

ORAL SYSTEMIC INTEGRATION SUMMIT

Next Generation and Accelerating Change to an Enduring Pathway to Health Equity
September 18-19, 2023

This two-day conference was held at Meharry Medical College in September 2023. Participants included multi-generational thought leaders from health care, academia, and industry. The program focused on four areas: prevention, workforce development, oral systemic integration, and health equity. The program opened with “Ignitors”, seasoned experts who gave historical perspectives on health equity, and laid the foundation for future approaches for the next generation. New generational leaders, “Accelerators”, discussed using innovative approaches such as hackathons to identify solutions for achieving health equity.

The hackathon format was used to create interdisciplinary teams that proposed action-oriented solutions. These ranged from incorporating technology, collaborating with multiple disciplines, using social media and increasing visibility on health care platforms. This fast-paced approach allowed participants to identify action-oriented strategies to achieving health equity and oral systemic integration.

Judges selected two proposals as the top winners:

- **C-Match – oral systemic health match makers; connecting patients with health care professionals**
- **Collex: EHR medical-dental cross-coding module that enhances the collaboration and exchange of information between dentists and physicians.**

CareQuest will support the winners with resources to expand on their innovative concept. In addition, CareQuest will provide coaching guidance to the top winner.

Some of the other strategies included increasing workforce through utilization of social media platforms to develop and enhance pipeline programs and innovative approaches to increasing the dental hygiene workforce as an essential member of the healthcare team.

The summit received support from various organizations that included the Sante Fe Group, CareQuest, and Delta Dental of Middle Tennessee.

PROMOTING PRIMARY CARE ACTIVITIES IN DENTISTRY

As a follow-up to the 2021 Santa Fe Group Salon and Continuum series, an initiative to promote primary care activities in dentistry was created to help promote the “other side” of integrated care: integration of overall health/primary care/behavioral health into oral health settings. During 2023, this multi-year initiative succeeded in several key areas:

- Completion of focus groups and individual interviews with physicians, medical staff, dentists with various experience levels, frequent and infrequent dental patients, and chief clinical officers of third-party payers to determine their receptiveness to health screenings in the dental office;
- Presentation to an international audience through the Colgate Oral Health Network, as well as multiple presentations throughout the year to dental school students, professional organizations, and others on integrating specific screenings into dental offices, including but not limited to diabetes, depression, cognitive assessment, immunizations, hypertension, and substance use disorder.
- Initial development of a potential protocol for inclusion of health screenings in dental school curriculum;
- Analysis of state medical and dental practice acts to determine statutory requirements and limitations of implementing primary care screenings by oral health professionals; and
- Proposal of a new CDT code to the ADA Code Maintenance Committee (CMC) for improved reimbursement to dentists, which was supported by multiple organizations and insurers but unfortunately was voted down by the CMC.



THE SANTA FE GROUP RECOGNIZED WITH **WILLIAM J. GIES AWARD** FOR EMINENCE IN ACHIEVEMENT

In October 2023, the Santa Fe Group was honored with the news of receiving the ADEAGies Foundation's William J. Gies Award for "Eminence in Achievement". The celebration took place on March 11, at the 2024 ADEA Annual Session & Exhibition in New Orleans.

The Gies Awards, named after dental education pioneer William J. Gies, Ph.D., honor individuals, institutions, or public/private partners whose work represents the highest order of innovation, achievement, or vision and leadership in oral health care and education. The Gies Board of Directors moved to accepting only one awardee per category this year. In a year during which the ADEAGies Foundation was sent a record number of nominations, we are proud that an esteemed SFG member and the Santa Fe Group were chosen to receive these highly respected awards and the distinction they confer.

This award recognizes the role that Santa Fe Group has had and continues to play for more than 25 years as a national leader, neutral convener, and catalyst committed to driving change and health equity to improve oral health and well-being for populations across the lifespan.

"The tireless work of the 2024 Gies Awardees has resulted in lasting change, extraordinary advances, and vital solutions to current emerging challenges facing oral health and dental education," said Marsha Pyle, D.D.S., M.Ed., President of the ADEAGies Foundation and ADEA Senior Scholar in Residence.

We are also excited to share that Santa Fe Group member Dr. Nader Nadershahi, Dean of the University of the Pacific Arthur A. Dugoni School of Dentistry, received the Gies Award for vision and leadership in dental education. Dr. Nadershahi has led milestone projects such as strategic planning and implementation; the design and implementation of the school's integrated curriculum and competencies, raising \$69.3M in a comprehensive fundraising campaign – the largest in the school's history – that concluded in 2022; development of the university's San Francisco campus facilities and online masters programs; accreditation oversight; and the launch of new health science programs leading to the eventual creation of Pacific's School of Health Sciences. Most recently, he helped spearhead the vision of the Pacific Health Care Collaborative and is leading the team designing and constructing the Collaborative's facilities at the Sacramento Campus.



Strategic Advisory Council Update

On Nov 29, 2023, SFG Strategic Advisory Council (SAC) convened its annual meeting in a hybrid format in New York City. The SAC currently has 14 members and welcomed Tim Rogan, President of Patterson Dental, as the newest member. The SAC also welcomed new representatives: Marti Lolli – Liberty Dental Plans; Karim Khadr-Septodont; Kaz Rafia – CareQuest; Simon Campion – Dentsply Sirona.

SFG President Ralph Fuccillo introduced the new SFG members: Dr. Elisa Chavez, Anita Glicken, David Kochman, Dr. Lisa Simon and Dr. Tim Ricks. He announced that Santa Fe Group has been awarded an ADEA Gies award for Eminence in Achievement for efforts that increase access for oral health care and innovation in dental education.

The SAC reviewed the SFG's current focus on the initiative to expand medically necessary dental benefits in Medicare and the development of a new oral health advocacy group, the Coalition for Oral Health Policy (COHP) (both described below). The group discussed SFG efforts focused on medical-dental integration, oral health equity and the 25th anniversary of the SFG.

SFG Continues Its Success in Expanding Dental Benefits in Medicare

In November 2022, the Centers for Medicare and Medicaid Services (CMS) issued a final rule that it would expand access to dental care for Medicare recipients by providing Medicare coverage for dental services that are “inextricably linked to, and substantially related and integral to the clinical success of, covered medical services”. The Santa Fe Group has played a leadership role in this important population health policy change.

In February 2023, SFG members Ira Lamster, Judi Haber, Mike Alfano and Judy Jones partnered with several other organizations to prepare the scientific evidence necessary for our first submission, working with several members of our SAC. If accepted, these changes would bring needed dental services to many more Medicare recipients.

The powerful evidence submitted to CMS by the Santa Fe Group and the coalition of 240+ supporting partner organizations from the medical, dental, nursing, public policy and consumer advocacy fields made compelling arguments that resulted in authorization of specific medically necessary dental services delivered in both inpatient and outpatient settings that will be covered by Medicare. In 2024, Medicare Part A and B will begin coverage of dental treatment to eliminate oral infection prior to solid organ transplant, cardiovascular valve replacement, and valvuloplasty procedures.

More recently, dental services were authorized in the 2025 Physician Fee Schedule (PFS) to prevent and/or manage and eliminate oral or dental infection(s) before and during cancer treatment. To address the oral-systemic complications of cancer-related immunosuppression, including head and neck cancer, dental services were authorized for patients receiving cancer treatment involving use of chemotherapy, radiation, CAR-T therapy, and high-dose bone modifying agents, or any combination of these.

In February, 2024, our national consortium submitted recommendations to CMS for inclusion of medically necessary dental services for diabetes, autoimmune diseases, and end-stage renal disease services. The Santa Fe Group's submission focused solely on diabetes for which there is very strong evidence supporting its inclusion as a “medically necessary condition”. In June or July, CMS will announce the conditions that are being considered for approval in the 2026 Physician Fee Schedule (PFS). If approved for the final PFS, many more Medicare recipients will receive needed dental services while they are undergoing treatment for their medical conditions.

Coalition for Oral Health Policy Development

At the 2022 SAC meeting, the SAC members had discussed the need for a new organization whose goal was to advocate for “what is best oral health policy for society” rather than “what is best for my dental practice”. The SAC, discussed this at length and determined that the best approach was to build a strong alternative public policy voice in oral health. Accordingly, throughout 2023 SFG discussed this opportunity with various organizations including: state dental societies; dental service organizations; foundations; minority dental associations; dental hygiene organizations and related health professions including nursing, and determined there was interest in forming such a group.



Dr. Ira Lamster has been working with several members of the SAC to create this new entity called, the Coalition for Oral Health Policy (COHP). The SAC members discussed the resources needed to develop this organization. As this group develops its governance, it has jump-started its activity by chartering two position papers on oral health policy. One white paper focuses on “Addition of Dental Benefits to the Medicare Program.” The other paper is titled, “Integration of Dental and Primary Medical Care: Introduction of Primary Care in the Dental Office.” Both manuscripts have been reviewed and accepted for publication.

World Economic Forum and Oral Health Affinity Group

Several SAC members discussed the importance of the World Economic Forum (WEF) recognizing the role oral health can play in overall health. The SFG offered to provide assistance as needed to reinforce efforts in this arena. The plan is to form an Oral Health Affinity Group, the goal of which is to advocate for including oral health on the global health agenda. SAC and SFG members were among those attending the first Oral Health Affinity Group meeting. SAC member Dr. Maria Ryan was a meeting leader. The first output of the Oral Health Affinity Group is a white paper, “The Economic Rationale for a Global Commitment to Invest in Oral Health: A White Paper from the Global Health Equity Network, World Economic Forum.” The paper was launched in June and sent to SAC members.

Health Equity Summit

SFG continued its work in health equity with a summit at Meharry Medical College School of Dentistry in 2023. The Summit was billed as a “hackathon” and brought together leaders in oral health from various organizations. SFG will continue to build on the momentum created by the meeting.

SFG 25th Anniversary

SFG celebrated its 25th anniversary in Santa Fe, New Mexico, where the group was founded. A strategic planning session took place in this historic location, setting forth the initiatives for the future.

Strategic Advisory Council



Maria Ryan, D.D.S., Ph.D.



Stanley Bergman



Stephen Thorne, B.A., M.H.A.



Kaz Rafia, D.D.S., M.B.A., M.P.H.



Robert Ganley;
George Tysowsky,
D.D.S., M.P.H.



Tim Rogan



Simon Campion, Ph.D., M.B.A.



Marti Lolli



Alfred Brennan, Jr.



Mark Nance



Edward Allan Murphy



Karim Khadr, B.A., M.B.A.



Stephen Mason, Ph.D.,
M.R.Sc. (CChem)



Wardah Inam, Ph.D.

Executive Management Committee



TERESA A. DOLAN, D.D.S., M.P.H.
(PRESIDENT)

Chief Dental Officer, Overjet



RALPH FUCCILLO, M.A.
(PRESIDENT-ELECT)

Principal, Cambridge Concord Associates



STEVEN W. KESS, M.B.A.
(IMMEDIATE-PAST PRESIDENT)

Vice President of Global Professional Relations,
Office of the Chairman & CEO, Henry Schein, Inc.



KATHRYN A. ATCHISON, D.D.S., M.P.H.
(TREASURER)

Professor of Public Health and
Community Dentistry, University of
California at Los Angeles



FOTINOS S. PANAGAKOS, D.M.D., PH.D.
(SECRETARY)

Founding Dean, School of Dental Medicine at
Pacific Northwest University of Health Sciences

Board Members

STEPHEN N. ABEL, D.D.S., M.S.D.

Associate Dean for Student, Community, and Professional Initiatives, University of Buffalo School of Dental Medicine.

ELISA CHÁVEZ, D.D.S.

Professor, Diagnostic Sciences and Director, Pacific Center for Equity in Oral Health Care, University of the Pacific, Arthur A. Dugoni School of Dentistry

PETER A. DUBOIS, J.D.

Executive Director, California Dental Association

RAUL GARCIA, D.M.D., M.MED.SC.

Professor and Chair, Department of Health Policy and Research, Boston University Henry M. Goldman School of Dental Medicine

ANITA DUHL GLICKEN, M.S.W.

Executive Director of the National Interprofessional Initiative on Oral Health, and Associate Dean and Professor Emeritus, University of Colorado Anschutz Medical Campus

JUDITH HABER,

PH.D., A.P.R.N., F.A.A.N.

Professor Emerita, New York University Rory Meyers College of Nursing Executive Director, Oral Health Nursing Education and Practice (OHNEP) program

RONALD INGE, D.D.S.

Chief Dental Officer/Chief Operating Officer/ Vice President of Professional Services, Delta Dental Plan of Missouri

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Professor, University of Detroit Mercy School of Dentistry

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D.D.S., M.SC.D.

Principal Associate Dean, Associate Dean for Research, and Professor in the Department of Epidemiology and Biostatistics, School of Public Health, University of Maryland College Park

DAVID KOCHMAN, J.D.

Chief Corporate Affairs Officer, Henry Schein, Inc.

IRA B. LAMSTER, D.D.S., M.M.SC.

Clinical Professor, Stony Brook University School of Dental Medicine; Dean Emeritus, Columbia University College of Dental Medicine

NICHOLAS G. MOSCA, D.D.S., DR.P.H.

Associate Professor, Department of Diagnostic Sciences, Louisiana State University School of Dentistry

NADER. A. NADERSHAHI, D.D.S., M.B.A., ED.D.

Dean, University of the Pacific Arthur A. Dugoni School of Dentistry

LINDA NIESSEN, D.M.D., M.P.H., M.P.P.

Professor and Founding Dean, College of Dental Medicine, and Vice Provost for Oral Health Affairs, Kansas City University

LISA SIMON, M.D., D.M.D.

Faculty member in the Division of General Internal Medicine and Primary Care at Brigham and Women's Hospital, Harvard Medical School, and the Harvard School of Dental Medicine

New Board Members



ELISA CHÁVEZ, D.D.S.

Professor, Diagnostic Sciences and Director, Pacific Center for Equity in Oral Health Care, University of the Pacific, Arthur A. Dugoni School of Dentistry

Dr. Elisa M. Chávez is a Professor in the Department of Diagnostic Sciences at the Arthur A. Dugoni School of Dentistry, San Francisco. She graduated from the University of California San Francisco School of Dentistry and earned her certificate in Geriatric Dentistry from the University of Michigan, Ann Arbor. Dr. Chávez has practiced in private, community health, long-term care, and hospital settings, including Centro de Salud Familiar La Fe in her hometown of El Paso, Texas; the Veterans Administration Healthcare System in Ann Arbor, Michigan; the Jewish Home for the Aged in San Francisco; and On Lok PACE in the San Francisco Bay Area.

She has served on the California Dental Association Medicare Task Force, and as a member of The Santa Fe Group she is an advocate for the oral health needs of older adults nationwide. She currently serves as the Director of the Pacific Center for Equity in Oral Health Care.



**ANITA DUHL GLICKEN,
M.S.W.**

Executive Director of the National Interprofessional Initiative on Oral Health, and Associate Dean and Professor Emeritus, University of Colorado Anschutz Medical Campus

Anita Duhl Glick, M.S.W., Professor and Associate Dean Emerita at the University of Colorado Anschutz Medical Center, has over 35 years of administrative, research and education experience. She was a founding member and now serves as the Executive Director of the National Interprofessional Initiative on Oral Health (NIOH). Since 2009, the NIOH has been a backbone organization and national voice for the interprofessional integration of oral health into primary care. Ms. Glick is an active member of the Santa Fe Group and immediate past chair of HRSA's Federal Advisory Committee on Training in Primary Care Medicine and Dentistry (ACTPCMD). She was Consultant and Chair of the Primary Care Collaborative Advisory Committee that produced the award-winning *Integration of Oral Health in Primary Care Compendium*. She has been a consultant to the National Academies of Medicine Oral Health Integration Workshop and currently serves on the Advisory Group for the CDC funded National Association of Chronic Disease Directors' Medical – Dental Integration Project and the Meharry University Oral Health Equity Project.

Ms. Glick has served on several national expert panels to develop tools and resources supporting workforce research, practice, and policy, including HRSA's National Center for Health Workforce Analysis (NCHWA) on Data and Methods for Tracking, Supply, Demand, Distribution and Adequacy of the Primary Care Workforce, HRSA's 2014 report *Integration of Oral Health and Primary Care Practice*, and the *Qualis Health White Paper, Oral Health: An Essential Component of Primary Care*. Past leadership roles include President of the Physician Assistant Education Association (PAEA) and President/CEO of the National Commission on Certification of Physician Assistants Health Foundation, where she worked with National Center for Health Workforce Analysis to create a database on certified PA practice to inform health policy and workforce planning. A clinical social worker, Ms. Glick's career has focused on healthcare transformation, partnering to create innovative education and care delivery models grounded in interprofessional collaboration and health equity. She was Project Director of an American International Health Alliance PEPFAR contract to create new educational programs to build indigenous midlevel health workforce capacity in South Africa. Ms. Glick is the author of over 100 publications in health care education, workforce and research.



DAVID KOCHMAN, J.D.

Chief Corporate Affairs Officer, Henry Schein, Inc.

David Kochman serves as Chief Corporate Affairs Officer for Henry Schein, Inc., a Fortune 500 Company and the world's largest provider of

healthcare solutions to office-based dental and medical practitioners. In that position he is responsible for the Company's Global Professional Relations, Public Policy, Government Relations, Corporate Social Responsibility, ESG + Sustainability, D&I, and Team Engagement activities, as well as the management and administration of projects and initiatives originating from the Office of the CEO.

Previously, David acted as the General Counsel and Corporate Development Officer for a privately-held company in the regulated consumer products industry, and was a Partner in the New York office of the international law firm Reed Smith. Before law school, David worked in Jerusalem for the Deputy Speaker of the Israeli Knesset.

David is actively involved with numerous charitable organizations focused on health care and criminal justice, and has received many awards recognizing his dedication to public service. He has represented death row inmates in post-conviction proceedings, and serves on the Board of Directors of both MedShare International and The Fortune Society.



**LISA SIMON, M.D.,
D.M.D.**

Faculty member in the Division of General Internal Medicine and Primary Care at Brigham and Women's Hospital, Harvard Medical School, and the Harvard School of Dental Medicine

Lisa Simon, M.D., D.M.D., is a physician, dentist, and health services researcher. She has been involved in the implementation of medical-dental integration projects in both the primary care, dental, and inpatient setting and has published more than 60 peer-reviewed articles on oral health policy and the separation of medicine and dentistry in high-impact journals including the *NEJM*, *Health Affairs*, and *JADA*.

She was named the 2020 "Woman to Watch" by the Lucy Hobbs Taylor Award for women in dentistry, and a 2022 Stat "Wunderkind" for her research and commitment to equity. A proud safety net clinician, she has practiced both medicine and dentistry in federally qualified health centers in the greater Boston area.

Senior Scholars



SOLOMON G. BROTMAN, D.D.S., M.A.G.D.

Vice President, National Clinical Operations, Life and Specialty Ventures; Clinical Instructor, Department of Neural and Pain Sciences, University of Maryland School of Dentistry; Private Practice in General Dentistry and Facial Pain, Jacksonville, Florida



MIRIAM R. ROBBINS, D.D.S., M.S., F.A.C.D., F.I.C.D.

Director, Care Center for Persons with Disabilities, Department of Oral Medicine, Division of Restorative Dentistry, Penn Dental Medicine



CHERAE FARMER-DIXON, D.D.S., M.S.P.H., M.B.A., F.A.C.D., F.I.C.D.

Dean, School of Dentistry, Meharry Medical College



GINA THORNTON-EVANS, D.D.S., M.P.H.

Director, CDC Dental Public Health Residency Program; Dental Officer, Surveillance, Investigations, and Research Team, Division of Oral Health (DOH), National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP), Centers for Disease Control and Prevention (CDC)

Emeritus Members



MICHAEL C. ALFANO, D.M.D., PH.D.



WENDY MOURADIAN, M.D., M.S.



CLAUDE EARL FOX, M.D., M.P.H.



GARY W. PRICE



TERRY FULMER, PH.D., R.N., F.A.A.N.



MICHAEL C. ALFANO, D.M.D., PH.D.



DOMINICK DEPAOLA, D.D.S., PH.D.



ARTHUR DUGONI, D.D.S., M.S.D.



LAWRENCE MESKIN, D.D.S., PH.D., M.P.H.



HAROLD SLAVKIN, D.D.S.

Founders Fellows



PATRICIA A. BRAUN, M.D., M.P.H.



ASTHA SINGHAL, D.M.D., PH.D.



ELISA CHÁVEZ, D.D.S.



ALLEN WONG, D.D.S., ED.D.

In Memoriam

HAROLD C. SLAVKIN, D.D.S.

Harold C. Slavkin, D.D.S. (1938-2023), a founding member of the Santa Fe Group, was an internationally renowned dentist, scientist, educator, and science administrator and a fierce advocate for social justice. Throughout his career, he nurtured multidisciplinary and “transprofessional” collaborations and stimulated multisector alliances to eliminate health and health care disparities.

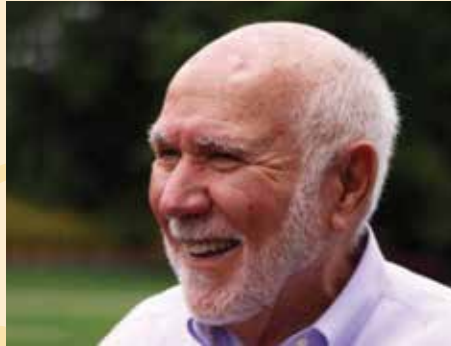


Photo credit: Thomas G. H. Diekwisch

A lifelong learner and educator, Hal loved teaching and mentoring others. The University of Southern California was Hal's academic home. It was there he studied English and dentistry, became a faculty member, served as Dean at the Herman Ostrow School of Dentistry (2000-2008), and founded and led the Center for Craniofacial Molecular Biology. The Center and his team focused their studies on understanding and preventing craniofacial birth defects and used the Center as a platform to provide science education to high school students, work with communities locally and beyond, and communicate the wonders of science to both the public and policy makers.

Hal loved exploring new ways of knowing and delighted in sharing new findings with others. Science and research were Hal's passions, and his tenure as the sixth Director of the National Institute of Dental Research, National Institutes of Health (1995-2000) was transformational. During his leadership, the Institute's name was changed—to better communicate the broad scope of necessary research that was underway—to the National Institute of Dental and Craniofacial Research. A new plan, *Shaping the Future*, was issued, and its development process and title aptly reflected Hal's philosophy. Numerous collaborative research initiatives with other institutes were launched; broad input was solicited from patient advocates, science editors, health care professionals, and other federal agencies; a strategic plan to eliminate racial and ethnic oral health disparities was released; and a website dedicated to emerging craniofacial genes was launched. He also provided a home for the development of the first Surgeon General's Report on Oral Health in America, welcoming broad collaborative advice and scientific contributions from multiple federal agencies and departments, dental specialties and associations, research disciplines, and public health.

Hal believed in the human spirit and its ability to do good for society. He wrote in the introduction of his 2012 book, *The Birth of a Discipline*, that his book was also “a parallel story, a compelling adventure, of how men and women of extraordinary talents and strong personalities collaborated and created the intersection joining diverse disciplines—stimulating creativity, fusion, and unanticipated outcomes from the convergence of interests.” Hal be-

lieved in the power of collective action. As a founding member of SFG, he delighted in convening individuals from different sectors and backgrounds to collectively create new pathways and approaches to promote health and well-being, including oral health, for all.

While Hal played an instrumental role in all SFG's activities, the USC 2006 conference that he led best exemplifies his approach. With a primary focus on the oral health of children and homeless individuals, the meeting incorporated visits to local community programs. Attendees had on-site discussions with preschool teachers, volunteer clinicians, program administrators, and participating individuals and families. The process of seeing the program settings and listening to and learning from community leaders and participants led to enlightened reflections and action recommendations. The visibility created by this conference catalyzed local investments and support for the LA County community.

Hal had the gift of the spoken and written word, excelling in communication of all forms. Woven throughout his exceptional scientific and scholarly works are historical references, vignettes of literature, political and social milestones, and ever-present calls for social justice and health policy action. We are fortunate that he has left us with a wealth of articles, books, and presentations from which to cull his wisdom and continue his legacy.

We are grateful to have benefited from Hal's friendship, vision, leadership, and always positive spirit. We thank his wife of 43 years, Lois Slavkin, and his children, grandchildren, and great-grandchildren for sharing him with us.

Some Closing Remarks

Thank you for your interest in our 2023 Annual Report. Our combined approach of the past year; to look back to move forward has deepened our sense of purpose as an organization. Each activity in this report has reflected our commitment to growing our understanding of the issues, collaborating with other as our source(s) of guidance toward forming priorities, and optimizing the various disciplines represented among Santa Fe Group members, and ultimately, to discover ways to address and act on lingering issues that constrain efforts toward whole person health and wellbeing.

The SFG approach incorporates academic excellence, innovation, concern for human wellbeing, intellectual curiosity, and fairness in public policy, which all began with our founders and continues through our current members. With this passing year, we pay special tribute to our founders and other distinguished members who were instrumental in creating and upholding the Santa Fe Group Mission for many years. They had the foresight to establish this unique thought and action forum, its orientation toward the future, and its impact. Three (3) of our members assumed emeritus status during 2023. We acknowledge and thank Dr. Michael Alfano, Professor, Dean, and Vice President Emeritus of New York University, and our remaining Founder; Mr. Steve Kess, past SFG President and Vice President of Global Professional Relations, Office of the Chairman and CEO, Henry Schein; and Dr. Wendy Mouradian, Professor Emerita at the University of Washington (UW) School of Dentistry and Founding Director of the UW Regional Initiatives in Dental Education (RIDE) Program, for their years of collegial partnership, service to this organization, and leadership in promoting overall health through oral health. We are grateful that each of these individuals will remain close to the organization as emeritus/a members and as friends of the organization.

In the year ahead, we look forward to growing our affiliations and partnerships with organizations that share a mission toward overall health and wellbeing. With ongoing support and insights from our Strategic Advisory Committee, the work of the Santa Fe Group will continue to raise awareness of the opportunities and challenges across the health ecosystem, to remain steadfast in our efforts to be a catalyst for change, and to accelerate systemic advancement of the importance of oral health as part of overall health.

Ralph Fuccillo
President-Elect
The Santa Fe Group



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Improving Lives Through Oral Health

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2023

Was a Year Dedicated To

ACHIEVING ORAL HEALTH EQUITY

TRANSFORMING ORAL HEALTH
EDUCATION AND PRACTICE

FOSTERING HEALTH LEADERSHIP AND
INNOVATIONS



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