

ANNUAL REPORT 2018



Our mission is to improve oral health, especially of vulnerable populations, through innovation, research, education and advocacy.

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WHO WE ARE

Our Vision has remained unchanged since our founding in 1985: Oral Health for All

History

The Center for Oral Health (COH) was founded in 1985 as The Dental Health Foundation.

The organization was envisioned by the late Dr. John Green, former Assistant Surgeon General of the United States and Dean of the University of California San Francisco (UCSF), School of Dentistry; Dr. Robert (Bob) Isman, former Dental Director of California; Dr. Ernest (Ernie) Newburn, an internationally recognized expert on fluoridation, an expert consultant to the FDA, the National Institute of Dental and Craniofacial Research and the American Dental Association (ADA), a distinguished cardiologist and published author; and Dr. Joel Boriskin, an avid community water fluoridation advocate who successfully lead the campaign to fluoridate the East Bay Municipal Utility District. These four extraordinary men provided the foundation to what the Center for Oral Health has become. Initial funding to launch the organization was provided by a grant from Knight Ridder.

After its inception, COH soon became the leading oral health organization in California. It provided leadership in advocacy, education, and public policy. It led the efforts to increase community water fluoridation, which increased from 15.7% to 63.7%; resulting in nearly 25 million Californians receiving optimally fluoridated drinking water, CDC 2014.

In 1993, the organization completed the first ever Oral Health Assessment for the State of California, documenting the oral health status of children in our state. The study was repeated in 2005 and published under the title of **“Mommy it Hurts to Chew”**. COH also promoted the prevention of dental disease through community-based interventions, encouraged the integration of oral health and primary health care, and improved access to care for under-served populations by pioneering oral health programs at WIC sites, and public schools. In 2012, COH launched a comprehensive school-based dental care model, considered a best practice.

For its first 25 years, the Center for Oral Health was located in the San Francisco Bay Area. In 2012, COH relocated its headquarters to Southern California as a result of an affiliation agreement with Western University of Health Sciences. This milestone collaboration has provided a unique opportunity to support common goals between the two entities; by bringing together expertise in education, advancing care and research, and providing unparalleled opportunities for oral health care innovation and access to care. This partnership has strengthened COH’s presence statewide and has allowed the organization to efficiently respond to the needs of vulnerable populations.

In 2015, COH launched its signature program Early Smiles, in partnership with First 5 San Bernardino. The Early Smiles program provides preventive dental services and connects communities with dental homes. In 2016, three Medicaid Managed Care Dental Plans chose the Early

Smiles model to serve its school-aged beneficiaries in Sacramento. The Early Smiles model has undergone strict evaluation methods and has demonstrated that it effectively increases dental service utilization, improves health outcomes, and helps establish a dental home.

In 2017, the organization was asked to bring innovative oral health solutions nation-wide. COH broadened its reach outside of California, and opened its first office in Tampa, FL. There, COH introduced a new care delivery model, which seeks to achieve a triple aim by improving the experience of care, improving the health of populations, and reducing per capita costs of health care.

In early 2018 COH released **“A Healthy Smile Never Gets Old: A Report of the Oral Health Status of Older Adults”**, a first of its kind, and provided hard data on the impact of the oral disease epidemics amongst our older adult citizens. It also released the report **“Sacramento Smiles: An Evaluation of the Early Smiles Sacramento Program”**, which demonstrated the effectiveness of preventive school-based interventions in helping Medicaid recipients to improve access to care and establish a dental home.



Also, in 2018, the State of California approved its first ever Oral Health Plan. COH has been called upon to assist the State of California and numerous counties with the development of a baseline oral health assessment, and the formulation of county-level oral health strategic plans. COH continues to prove itself a valuable partner and content expert for many stakeholders in and outside of California.

WHAT WE DO



Innovation

The Center for Oral Health is focused on the development of innovative, cost effective and equitable community-based solutions to improve access to oral health care and reduce disparities in access to health. Through innovation, Center for Oral Health has become a leader in oral health care delivery outside of traditional delivery models. For example, our Early Smiles Programs provide care where the need is, changing the Access to Care paradigm. And our Big Bear Clinic provides care, in part through a Virtual Dental Home model (VDH), bringing dental care resources to rural communities through Registered Dental Hygienists (RDHs), Dentists, and Technology.

Research

The Center for Oral Health continues to play a key role in the development of public health surveillance methods in documenting the oral health status, especially with traditionally underserved communities. Our approach to documenting oral health status has been based on Needs Assessment methodologies.

COH Oral Health Needs Assessments, 1993-1996 and 2005-2006, were part of the impetus to advance community water fluoridation and improve school-based preventive services in California. More recently, an ongoing work to document the oral healthcare needs among older adults has helped initiate discussions to include dental in Medicare benefits, which Medicare has excluded since its inception.

Education

Advancing knowledge about oral health with the purpose of improving health outcomes requires the engagement of a broad spectrum of health professions. Center for Oral Health provides various platforms for dissemination of knowledge and provides educational opportunities for health professionals through an annual symposium, healthcare inter-professional education seminars and web-based seminars.

Advocacy

Recognized as a thought leader in the field of public oral health and an independent voice that represents the public's best interests, COH serves as a trusted source of scientific knowledge for oral health policies. Policy makers, public health officials, foundations, regulators, and dental plan administrators have acknowledged the work of COH.

The organization is a key source for current thinking as well as research data on oral health statistics, access to care solutions, and upstream preventive services. COH is a respected source for evidence-based recommendations in public policy and institutional policies.

MESSAGE FROM THE CEO



It is an honor to serve as the *President & CEO* of the Center for Oral Health, and to continue the legacy of the founders of The Dental Health Foundation, now The Center for Oral Health. I have the privilege to work with an intelligent, dedicated, and compassionate team of professionals that give the best of themselves to improve access to oral health for all.

Accessing dental care remains a distressing and hard-to-afford challenge for millions across the globe. The Center for Oral Health is challenged each year with serving better and serving more individuals, in more communities. It is a difficult test for organizations that, like ours, depend on the generosity of private foundations, the trust of our governmental institutions, and the confidence of our business partners to support our work through donations, grants, and contracts. We meet this challenge with great pride in our mission and continue to strengthen our work by building a stronger infrastructure, one that enables our team to do their work better.

In Fiscal Year 2017-2018 we met this challenge by augmenting more than twice the number of individuals directly served. We expanded the reach of the Center for Oral Health beyond California. We opened our first clinic in the State of Florida, where our services and innovative approach were requested by our partners. The new clinic is dedicated solely to serve those in need; it introduced a new care delivery model that seeks to achieve a triple aim by improving the experience of care, improving the health of populations, and reducing per capita costs of health care. We also expanded access to preventive dental care to nearly 21,000 school-aged children through our signature program Early Smiles, in Sacramento and San Bernardino counties.

On the research and public policy front we released “A Healthy Smile Never Gets Old: A Report of the Oral Health Status of Older Adults”. We also released the report “Sacramento Smiles: An Evaluation of the Early Smiles Sacramento Program”, which demonstrated the effectiveness of preventive school-based interventions in helping Medicaid recipients to improve access to care and establish a Dental Home. We also continued to call attention to the inequality that exists in our healthcare system by working with diverse communities, participating as a content expert in oral health forums nationwide, and informing the California Legislature.

We are extremely grateful to our staff for their dedication and their relentless contributions to a better world; to our community partners, for their support to our work; to those who spread the voice about our work; to those who advocate on our behalf; to those who provide direct and indirect service to our clients; and to our esteemed Board of Directors, who share their time and expertise with us, selflessly. You all are part of our success.

Looking ahead, we will continue to build a stronger Center for Oral Health, to expand our reach by executing the COH 2020 Strategic Plan approved by the Board of Directors, and by being accountable to the values we uphold. I ask that you support our work by contributing with capital to expand what we do, and with ideas to improve how we do.

A handwritten signature in black ink that reads "Bartzaga".

Conrado E. Bartzaga, MD
President & CEO

INNOVATION/EDUCATION



Early Smiles First 5 San Bernardino

Early Smiles San Bernardino (ESSB) aims at addressing and alleviating barriers to optimal oral health for children ages 0-5, and pregnant women throughout San Bernardino County. ESSB utilizes a system-change approach to integrate oral health into a variety of settings such as preschools, parenting programs, community health centers and family resource centers.

Key successes this year include developing a strong and diverse community network dedicated to improving oral health prevention and access in San Bernardino County. On August 24th, 2017, the Center for Oral Health was recognized with a Community Partner Award by San Bernardino County Preschool Services Department (PSD) during their 8th Annual Conference. ESSB was commended for its support and efforts to partner with PSD in their mission to: Improve the Well Being of Children, Empower Families and Strengthen our Communities.



To increase access to pediatric dental providers, the Center for Oral Health partnered with Borrego Health Foundation to add four pediatric dental clinics to the Early Smiles Referral Network. This success increased the Early Smiles referral network by 7 pediatric providers located in Hesperia, Apple Valley, Victorville and San Bernardino and helps address the program barrier of low access pediatric providers that accept Denti-Cal.

ESSB continues to foster community partnerships and expand services to other school districts and community sites and develop partnerships with dental providers as referral points across the county.

Testimonials

“The Early Smiles Program has increased oral health awareness within our community and has provided crucial intervention and support throughout our county. The Early Smiles staff are wonderful and our children love the classroom dental screening experience!”

*~ Health Education Specialist,
San Bernardino County
Preschool Services
Department*

“For children that have not had a dental exam yet it proves to be a positive and enjoyable experience. Not being afraid of the dentist is very important for children and their future dental care.”

*~ Generalist at Hesperia
Head Start*

OUR IMPACT

on children and pregnant women



9,238

Dental Screenings



8,015

Fluoride Varnish Applications



3,805

Parents Provided with Oral Health Education



50+

Number of Sites



1,261

Navigated to a Dental Home

School Based Comprehensive Oral Health Centers

Initially funded by a grant from The Health Resources and Services Administration (HRSA) in 2012, COH developed a school based model to promote the integration of comprehensive oral health care into an existing School Based Health Center (SBHC). This model focused primarily on early childhood and elementary to middle-school aged children. This fiscal year, the program operated in two locations within the Los Angeles Unified School District: Murchison Street Elementary School and Evergreen Avenue Elementary School. Combined, the two schools have approximately 2,000 students. The program also conducted dental screenings within nine LAUSD, combined these schools have approximately 4,500 students.



OUR IMPACT

Academic Year 2017-2018



556

Patients Served in Clinic



1,236

Patients Served at Dental Screenings



1792

Total Patients Served in Program (Clinic and Screenings)



\$257,937

Value of Services (Based on Denti-Cal rates)



Big Bear



Access to care is a well-documented challenge in many communities across the United States of America. Moreover, it is nationally recognized that within the U.S. health care system, there are rapidly increasing costs and disparities in access to oral care, particularly in rural areas. In 2016, COH signed an affiliation agreement with the Bear Valley Community Healthcare District, to open and manage a dental clinic within their Rural Health Clinic. The clinic exclusively serves Big Bear's Medi-Cal population. This strategy fits with COH's goals to improve access to care, improve the oral health needs of the most vulnerable populations, and reduce the cost of health care.

Access to care is a well-documented challenge in many communities across the United States of America. Moreover, it is nationally recognized that within the U.S. health care system, there are rapidly increasing costs and disparities in access to oral care, particularly in rural areas. In 2016, COH signed an affiliation agreement with the Bear Valley Community Healthcare District, to open and manage a dental clinic within their Rural Health Clinic. The clinic exclusively serves Big Bear's Medi-Cal population. This strategy fits with COH's goals to improve access to care, improve the oral health needs of the most vulnerable populations, and reduce the cost of health care.

What makes this project special is the introduction of a new and unique way to improve access to oral health care. We have endorsed the Virtual Dental Home model (VDH), created by the Arthur A. Dugoni School of Dentistry and lead by Dr. Paul Glassman. This initiative is led by COH's Dental Director, Dr. Stephen C. Noble, DDS and Dr. Alison Perez, DDS.

OUR IMPACT

July 2017 to June 2018



2875

Patients Served



\$1,244,493

Value of Services (Based on Denti-Cal rates)

INNOVATION/EDUCATION

Testimonials

"Having direct access to the plans and having someone who can come out and actually do the treatment (preventative care - FV application) and then navigation, is life-changing for our kids and our families".

~ School Nurse

"Not only have Early Smiles Staff gotten them dental treatment that same day, (but) they have gotten them transportation and have been able to translate through the language line. We have never had that kind of access for our families and children".

~ Director of Programs, School District



Early Smiles-Sacramento

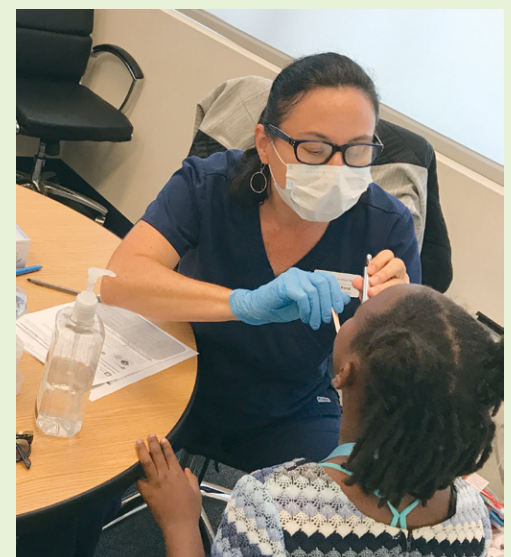


Early Smiles Sacramento (ESS) is an innovative program that aims to improve oral health outcomes for the youngest and most vulnerable children in Sacramento County. ESS provides evidence-based preventive dental services and helps navigate every child screened to a dental home in a timely, culturally and linguistically competent manner.

ESS works closely with the Geographic Managed Care (GMC) dental plans in Sacramento (Liberty, HealthNet, and Access) to identify providers and provide additional assistance, such as transportation and translation services. ESS also connects non-GMC, privately insured and uninsured children to relevant organizations and providers to ensure their insurance status changes if uninsured, they receive needed care, and a dental home is established.

FIRST 5 SACRAMENTO In May 2018, First 5 Sacramento joined the effort, providing new matching funding to expand the Early Smiles Sacramento and to facilitate the Center for Oral Health's acquisition of Sacramento County's Smile Keepers program. This expansion added the goal of providing a minimum of 7,000 dental encounters for children between the ages of 0 and 5 at public preschool sites, Head Start, and Early Head Start programs in Sacramento County, increasing the total goal of serving an estimated 20,000 children each school year.

In January 2018, The Center for Oral Health released an evaluation of ESS to present findings of a one-year evaluation of Early Smiles Sacramento. Findings from this report show that within the first 12 months of the program, nearly 6 out of 10 GMC clients (57%) had a dental visit after receiving screening and navigation services from ESS. In its first two years, more than 15,000 high-risk children were served, 60% of which were Medi-Cal eligible.



OUR IMPACT

July 2017 to June 2018



12,089

Dental Screenings



10,518

Fluoride Varnish Applications



70+


Number of Sites



7,984

Navigated to a Dental Home

Integrated Delivery Systems

Center for Oral Health  In fall 2017, COH opened a state-of-the-art oral health care center in Central Florida, Tampa. This is the first of many COH general dentistry and multi-specialty clinics in the State of Florida. To fulfill its mission, COH will provide services to Medicaid beneficiaries with the goal of 85% of its clients being children under the age of 18. With the help of generous partners like Liberty Dental Plan, Henry Schein, and the DentaQuest Foundation, COH plans to open six dental health clinics, in the State of Florida, through 2020.

The clinics will provide quality, timely care in general dentistry, pediatric dentistry, oral surgery, and endodontic services, as well as IV sedation dentistry, for adults and children with disabilities. By providing comprehensive and specialized services under one roof, it will allow COH to efficiently respond

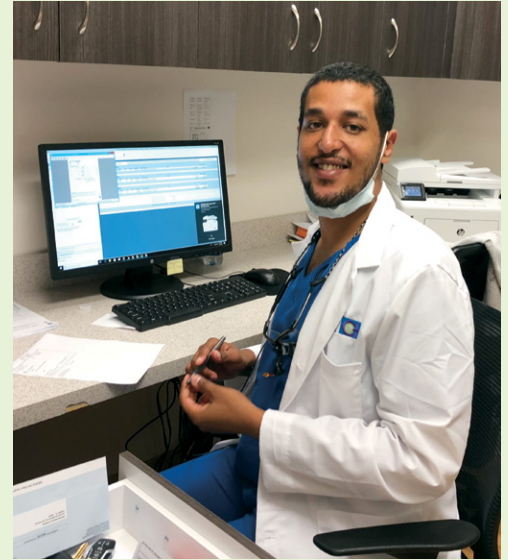
Testimonials

“While most Americans have access to the best oral health care in the world, low-income children suffer disproportionately from oral disease.”

*~ Michael K. Simpson,
Idaho House of Representatives*

to the needs of local communities and its underserved populations.

Our second clinic, Lakeland Hills, broke ground in March 2018 and opened July 1, 2018. This new, state-of-the-art facility will serve children and adults in the city of Lakeland and its surrounding counties, by providing general and pediatric dentistry as well as oral surgery and emergency care.



OUR IMPACT

August 2017 to June 2018
Tampa Clinic



1,547
Patients Seen



\$989,500
Value of Services
(Based on UCR rates)



\$503,280.46
Free Care

ADVOCACY/RESEARCH



Oral Health of Older Adults

COH successfully published the first-ever report of its kind on the oral health of older adults in California. The report, titled **“A Healthy Smile Never Gets Old: A California Report on the Oral Health of Older Adults”** and related materials can be found here: <https://centerfororalhealth.org/clinics/healthy-teeth-healthy-smiles-2-2-2/>.

Study Summary: Between January 2016 and September 2017, COH conducted oral health screenings on 2,372 older adults in California. Screenings were conducted at 36 skilled nursing homes and 51 community sites that included congregate meal sites, adult day care centers and senior centers. COH used the Basic Screening Survey developed and standardized by the Association of State and Territorial Dental Directors for this study, which includes protocols for basic examination of key oral health indicators. Assessments in both settings were intended as observational to provide an overview of oral health needs of older adults. Screeners collected data on various indicators including tooth loss, condition of natural teeth (mobility, root

fragments), presence of dentures, ability to chew, tooth decay, gum (gingival and periodontal) health, dry mouth and suspicious oral lesions. Demographic information collected included age, gender, race/ethnicity, and whether the participant was in a rural or urban location.

COH also continues to engage in efforts to advance policies that support good oral health for older adults nationally. Some of the policy recommendations advanced through this report are as follows:

- Breaking down health care silos by increasing cross-professional communication and training and adopting an integrated approach to improve health of older adults.
- Expanding the use of innovative practices in oral health including using Silver Diamine Fluoride for dental disease prevention among frail older adults at high-risk of dental caries and using mobile systems of dental care delivery to eliminate barriers of transportation.
- Prioritizing older adults’ access to care and ability to pay for services through inclusion of benefits in Medicare, and increasing reimbursement rates and prioritizing preventive services in Medi-Cal.
- Including older adults in pilot dental programs and oral health initiatives aimed at healthy aging and convening a statewide partnership or advisory committee of stakeholders to focus on oral health needs of older adults.
- Promoting specialized education programs in the oral health care of older adults, for all oral health professionals during their training.

Role in Implementing the California Oral Health Plan

In 2017-18, the Center for Oral Health continued to support the implementation of the California Oral Health Plan (COHP) in several tangible ways. The California Oral Health Plan, 2018-2028 was published in early 2018. This plan is a 10-year framework for addressing oral health disparities in local communities and statewide, built to align with the four focus areas of the California Wellness Plan: healthy communities;

Key Findings

- *Large numbers of older adults suffer from untreated tooth decay*
- *Untreated tooth decay leads to high prevalence of tooth loss in older people*
- *Many older adults in California suffer from inability to chew due to poor contact between teeth*
- *Many older adults need treatment for tooth decay and/or gum diseases*
- *Older adults living in rural areas are worse off than those living in urban areas*

optimal health systems linked with community prevention; accessible and usable health information; and prevention sustainability and capacity. The program is spearheaded by the California Department of Public Health, Office of Oral Health with funds generated as results of passage of the California Healthcare, Research and Prevention Tobacco Tax Act of 2016 (Proposition 56 Tobacco Tax).

Our role in the implementation of the plan is summarized on the on the next page:

COHP Advisory Committee:

The Center for Oral Health has been an active member of the Advisory Committee that guided and supported the development of the COHP. As the plan enters its early implementation phase, members of COH's leadership continue to participate, not only in the advisory committee, but also on relevant subcommittees (e.g. Data and Surveillance subcommittee) to share their expertise and support this work.

Local Oral Health Program - Consulting Role:

In January 2018, in fulfillment of one of the strategies outlined in the COHP, a Local Oral Health Program (LOHP) was established in 56 local health jurisdictions. These county programs aim to work in alignment with and towards achieving goals and objectives outlined in the California State Oral Health Plan, 2018-2028. LOHPs are tasked with improving oral health, especially of vulnerable and high-risk populations, through assessment, planning, health promotion and education, population-level disease control and prevention, and capacity-building. These programs will also focus on coordinating county-wide efforts and building partnerships.

During the first year of this grant, LOHPs have been charged with conducting a comprehensive community oral health needs assessment, and development of a stakeholder-informed strategic plan, and evaluation plan.

COH has been contracted by the following Counties at varying levels of engagement to support the Local Oral Health Program.

- Orange County
 - Conducting the Comprehensive County Oral Health Needs Assessment
 - Development of a Stakeholder-driven Strategic Plan/ Health Improvement Plan and Work Plan - Development of an Evaluation Plan



- San Bernardino County
 - Conducting the Comprehensive County Oral Health Needs Assessment through a subcontract from the Western University of Health Sciences, support the following functions:
 - Development of a Stakeholder-driven Strategic Plan/ Health Improvement Plan and Work Plan
 - Development of an Evaluation Plan
- Alameda County
 - Conducting a Quantitative Oral Health Needs Assessment
 - Support the development of a Stakeholder-driven Strategic Plan/ Health Improvement Plan and Work Plan
 - Co-chair the Surveillance and Evaluation Workgroup
 - Development of an Oral Health Surveillance Plan



Local Oral Health Program - Advisory role:

Center for Oral Health Leadership has also been working closely with the following counties in an advisory role.

- Los Angeles County
- Riverside County
- Sacramento County

Dental Transformation Initiative (DTI)

Funded by the Department of Health Care Services (DHCS), the Local Dental Pilot Project - Inland Empire (LDPP-IE) brings together and leverages resources from Riverside County and San Bernardino County to achieve greater impact for the region.

First 5 Riverside and First 5 San Bernardino formed a consortium of key stakeholders to integrate and coordinate innovative oral health interventions by creating an integrated system involving community health centers, early care and education centers, schools, and home visitors. LDPP-IE will implement two innovative strategies known as the Virtual Dental Home (VDH) and Early Childhood Oral Health Assessment (ECOHA) to provide preventive oral health services in the locations where children go to school and where families receive social services.

The Center for Oral Health (COH) convened the first LDPP-IE Workgroup meeting attended by 30 LDPP-IE partners to discuss the next steps for VDH implementation, community engagement and Interim Therapeutic Restoration (ITR) training. The Center for Oral Health in partnership with OHAC-IE will continue to convene the LDPP-IE participating agencies, through a series of workgroup meetings and trainings to discuss current project activities, align efforts and foster collective impact across participating entities.

ADVOCACY/RESEARCH

Testimonials

“OHAC-IE gathers the right partners around the table to discuss strategies of aligning resources and expanding collaboration to drive change.”

~ Anonymous

“OHAC-IE provided a platform for stakeholders to share information, network, and collaborate to meet the common goal of improving oral health in the Inland Empire.”

~ Anonymous

Oral Health Action Coalition - Inland Empire (OHAC-IE)



OHAC-IE is a non-partisan coalition of oral health advocates dedicated to improving the oral health of vulnerable populations in the Inland Empire region. The coalition convenes health care providers, institutions and advocates for peer-to-peer learning and to leverage resources to collectively impact oral health programs and policies in the region.

During September 2017, California State Dental Director Dr. Jayanth Kumar discussed the State Oral Health Plan to approximately 40 OHAC-IE members and provided essential information about funding for local health jurisdictions, the role of coalitions in this initiative and what this means for Inland Empire.

The Center for Oral Health has continued to work closely with First 5 San Bernardino and Harder+Company to understand and document the

process and progress of the coalition's development; identify opportunities and challenges to help guide the work of the coalition; and understand the oral health systems landscape and goals the coalition seeks to accomplish. The OHAC-IE New Member Application, Membership Roles and Responsibilities and OHAC-IE Fact Sheet were launched to expand, diversify and sustain OHAC-IE membership.

During February and July 2018, the Center for Oral Health partnered with Children Now, the California Primary Care Association (CPCA) and Dr. Susan Fisher-Owens to lead two webinar-based primary care provider trainings on the importance of oral health in pediatric age and incorporating the use of oral health screening into the primary care practice. The two webinars combined were attended by over 350 attendees that included dental providers, primary care providers, and healthcare administrators.



APPROACHING MILESTONES

COH 2020: New Strategic Plan

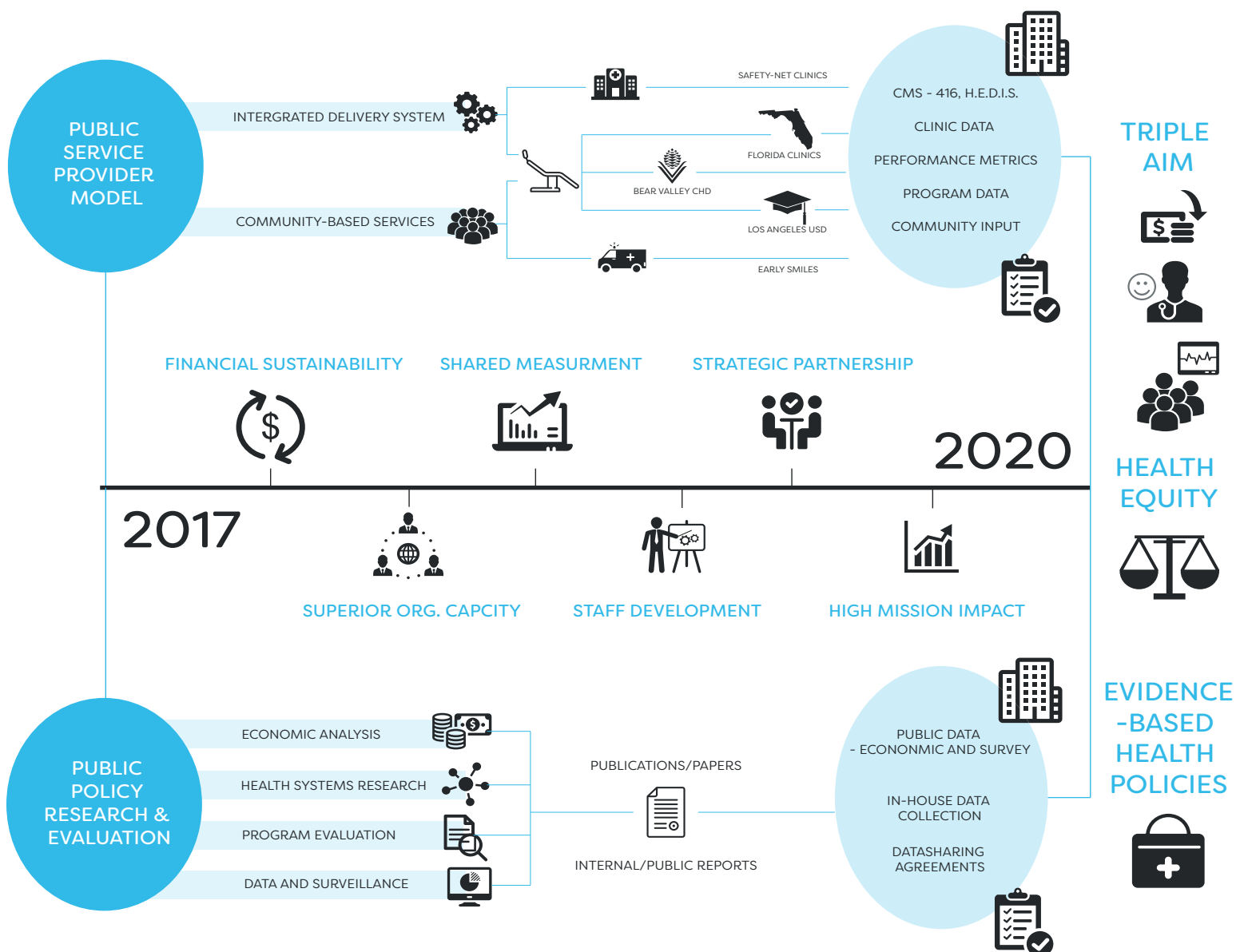
A new Strategic Plan to guide the Center for Oral Health's work over the next five years was approved by the Board of Directors in May 2017. This plan reflects the thoughtful contributions from members of Center for Oral Health staff and

directors, and sets forth three strategic goals:

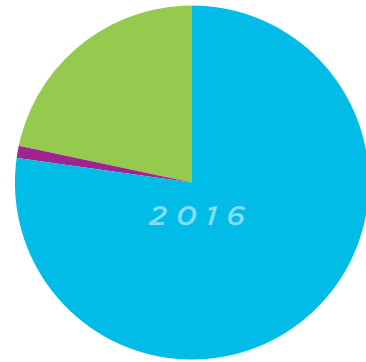
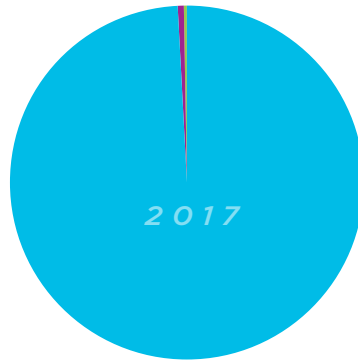
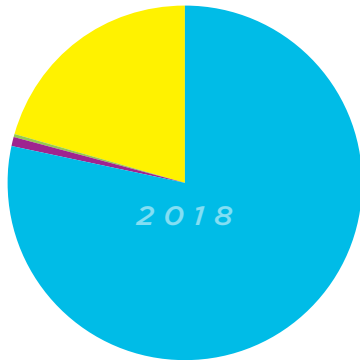
1. Strengthen Financial Stability
2. Build a High-Performance Organization
3. Deliver Responsive Programs and Services

Together, these goals form the vision for how The Center for Oral Health will contribute to improving oral health outcomes

for all, to meet the needs of our constituents, strengthen our healthcare system, and ultimately gather the necessary resources to sustain our mission; to improve oral health, especially for vulnerable populations, through innovation, research, education and advocacy.



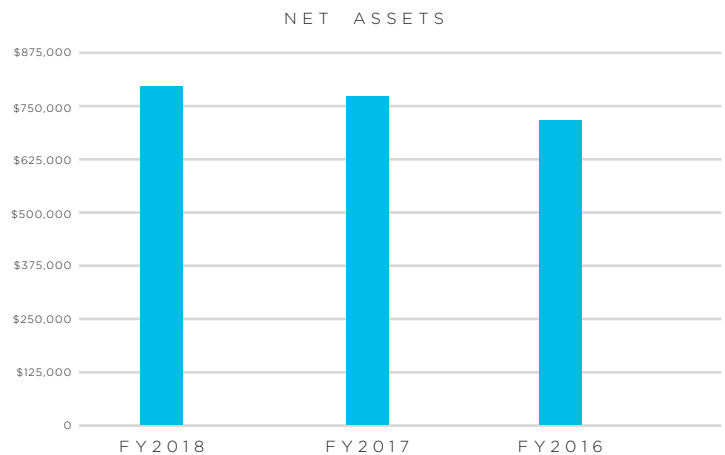
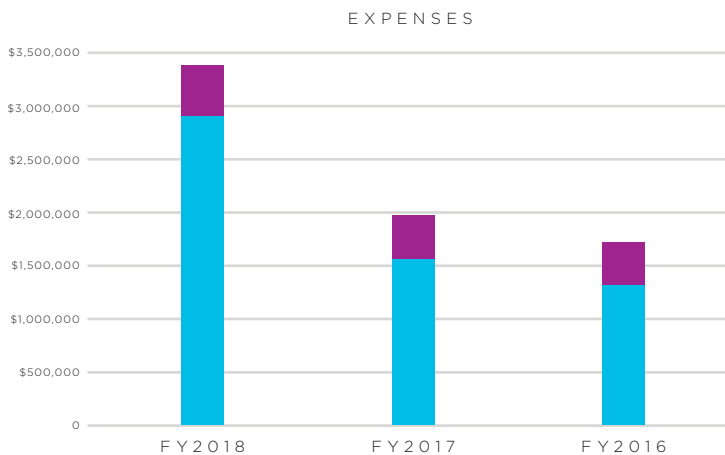
FISCAL REPORTING



REVENUE	FY2018	FY2017	FY2016
GRANT	2,648,614	2,061,734	1,374,532
SALES	30,959	11,224	24,391
CONTRIBUTIONS	5,036	1,896	380,979
FEE FOR SERVICE	692,410	N/A	N/A
INTEREST INCOME	366	387	219
OTHER INCOME	0	0	0
TOTAL INCOME	3,377,385	2,075,241	1,780,121

EXPENSES	FY2018	FY2017	FY2016
PROGRAM SERVICES	2,863,929	1,592,878	1,338,559
MANAGEMENT & GENERAL	480,379	417,064	380,091
TOTAL EXPENSES	3,344,308	2,009,942	1,718,650

ASSETS	1,851,484	1,296,987	1,122,977
LIABILITIES	1,065,299	523,437	435,726
NET ASSETS	786,185	773,550	687,251



LEADERSHIP

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Taryn Peters
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Rachel Dagbovie
Data and Evaluation Specialist

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Tania Quenga
Registered Dental Hygienist

Elie Gould
Registered Dental Hygienist

Dr. Alison Perez, DDS
Dentist

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