

Building healthier
communities one smile
at a time.



Northeast Delta Dental
2016 annual report

Every day, Northeast Delta Dental strives to contribute meaningful work to the businesses we serve and the communities in which we live.

our vision

To be a world-class benefits company that is community focused.

our mission

To advance the oral health and overall wellness of our customers and the general public by providing innovative benefits and professional partnerships through diversified strategic business and philanthropic initiatives.

our values

We believe that effective **communication** is essential for our continued success as a great place to work and a stellar place to do business for all customers, service providers, and employees.

We believe that **teamwork** is key to working effectively toward our mission, being committed to giving 100%, and to working collaboratively with shared responsibility and accountability.

We believe that **quality** is a core value that enables us to strive continually toward reaching our mission and goals, and to achieving excellence in all that we do, resulting in our consistent feeling of pride in our work at Northeast Delta Dental.

We believe that **integrity** is a crucial value that enables us to be respectfully honest and responsive to internal and external customers.



◀ Pictured from left to right: Dmitriy Belous, Web Developer; Shanty George, Developer; Tom Raffio, President & CEO; Vandna Sharma, Software Developer; Sue Allen, System Test Designer; and Bill Lawson, Developer; enjoy the Northeast Delta Dental Employee Appreciation Day.



Letter from Tom Raffio President & CEO

Performing meaningful work in the communities we serve is in our corporate DNA! Whether through volunteering, enabling greater access to oral health care, or expanding the dental workforce through education, we work every day to give our members, employers, and providers more reasons to smile.

As a not-for-profit company, one way we're helping to improve access to oral health care is through our partnership with Tufts Health Freedom Plan in New Hampshire. This exciting relationship provides opportunities to help improve the health of our respective members through integrated medical and dental care. It's the ideal complement to our Health *through* Oral Wellness® (HOW®) program, which brings enhanced preventive benefits to those most at risk for oral diseases that could impact their overall health.

As the owners of PreViserSM Corporation, inventor of the software tools powering HOW®, we also offer Population Oral Health Manager software nationwide. Now, across the country, more dentists than ever can take advantage of tools to design evidence-based treatment plans for their patients.

Our outreach is extensive and diverse, but our most meaningful work is closest to our mission. For example, we invest in continuing education for dental auxiliary staff, we fund programs for attracting more dentists to work in underserved areas, and we offer financial incentives to dental school graduates to round out their training in community clinics and local hospital trauma centers.

In addition, our employees continually look for ways to help our neighbors, whether volunteering to serve meals at a community kitchen, participating in fundraising events for important local causes, or serving on the boards and advisory committees of nonprofits.

A vital part of any community relationship is listening to what our members and providers need. Feedback helps us tailor our plans, and make decisions about dental programs in which to invest. Input from the community provides insight into ways we can help make oral health education and dental services available to more people.

In this report, we share some highlights of the many ways our company and employees have found to bring more healthy smiles to our communities. We hope that includes you!

Input from the community provides insight into ways we can help make oral health education and dental services available to more people.

▲ Pictured from left to right: Tom Raffio, President & CEO; with Brian Wells, President, Tufts Health Freedom Plan.

Message from the chairs strengthening ties

Each state made impressive strides in 2016, bringing vital dental coverage to more people than ever, but also strengthening our close ties with the communities we serve. Through important work, including volunteerism, efforts to improve oral health, and supporting education to help expand our dental workforce, we enjoyed many accomplishments as an organization and as individuals.

Maine employees brought many smiles to our local communities by participating in The Color Run™ to raise funds for the Barbara Bush Children's Hospital, Maine's only full-service children's hospital. We're also proud of our ongoing support of the New York University College of Dentistry Global Student Outreach Program and our investment to develop a scholarship and loan repayment program for University of New England College of Dental Medicine students and graduates. The grant supports a strategic initiative to build an intentional pipeline of dentists to designated rural and underserved areas of Maine.

Our New Hampshire team continues to focus on the needs of the community by participating in the Rock 'N Race, an annual fundraiser to benefit Concord Hospital's Payson Center for Cancer Care. We partnered with Frisbie Memorial Hospital in Rochester, New Hampshire, to help expand their Frisbie Smiles School-Based Dental Health Program to better meet existing community needs. We helped promote oral health with Mid-State Health Center by funding a new school-based program in the Plymouth area. And our partnership with Tufts Health Freedom Plan is helping to improve the oral and overall health of our respective members.

In Vermont, we experienced excellent new sales and outstanding group subscriber retention at 98.7%. We continue to build community relationships through our partnership with Vermont State Dental Society and Vermont Donated Dental Services program by providing funding for the dental care of individuals who are disabled, elderly, or medically fragile and cannot otherwise afford or access treatment. Also, employees volunteer with the Special Olympics each year to bring vital oral health information and guidance to help these athletes stay healthy.

We collaborated with Tufts University School of Dental Medicine to establish an endowed scholarship fund, creating a pipeline of high-quality oral health practitioners to strengthen the workforce in our region.



Each state made impressive strides in 2016, bringing vital dental coverage to more people than ever, but also strengthening our close ties with the communities we serve.



▲ Pictured above from left to right: Michael W. Pardue, Chair, Board of Directors, Delta Dental Plan of Maine; J. Michael Degnan, Chair, Board of Directors, Delta Dental Plan of New Hampshire; and Paul A. Averill, DDS, Chair, Board of Trustees, Delta Dental Plan of Vermont.

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Christopher E. Parkinson
Subsidiary COO

Thomas Raffio, FLMI
President & CEO

Linda J. Roche
Director, Account Services & Strategic Projects

Connie M. Roy-Czyzowski, SPHR, CCP
Vice President, Human Resources



835,000

Number of total subscribers in
Maine, New Hampshire, and Vermont

Volunteerism

community involvement

Many employees volunteer time and energy to bringing smiles where they're needed most. And we encourage it! Through the Employee Community Involvement Grant (ECIG), we award up to \$200 to an organization with which an employee is actively involved. Plus, the Volunteer Involvement Pays (VIP) program offers employees 7½ hours of paid volunteer time annually.

Our employees in New Hampshire participated in the annual Rock 'N Race to raise funds for Concord Hospital's Payson Center for Cancer Care. This event attracts more than 6,000 runners and walkers, and since 2003 has raised more than \$4 million to support programs and services for the Cancer Center. Through our participation, we help make it possible for cancer patients to receive necessary treatment and support services close to home. Employees also collectively spent approximately 250 hours preparing and serving nearly 1,000 meals at The Friendly Kitchen. The only soup kitchen in the Concord area, The Friendly Kitchen provides more than 53,000 meals each year.

Vermont employees put their community spirit to work at the Special Olympics' Summer Games, an annual event in the Burlington area for more than 15 years. In partnership with the Vermont State Dental Society, our staff and more than a dozen dentists, hygienists, and dental students from area colleges work in the Special Smiles booth where they greet and register the athletes, perform an oral evaluation, and provide guidance for maintaining good oral health. Every athlete also walks away with a medal we sponsor, which brings smiles to the athletes and volunteers alike.

In Maine, we sponsored and participated in Camp Sunshine's annual Pumpkin Festival and fundraising event held at L.L. Bean's flagship store in Freeport. This event helped raise funds for the camp, a retreat for children with life-threatening illnesses. Nearly 20,000 people attend the festival each year to support Camp Sunshine's mission of providing respite, recreation, and support in its beautiful setting on the shores of Sebago Lake. We were also delighted to join in The Color Run™, in South Portland, a unique paint race that celebrates health, happiness, and individuality while raising funds for the Barbara Bush Children's Hospital, Maine's only full-service children's hospital.



Many employees volunteer time and energy to bringing smiles where they're needed most. And we encourage it!



63

Participants—one third of our workforce—in at least one run/walk event



2,200

In-kind hours contributed by our management team on nonprofit boards



550

Patio Breakfast Sandwiches purchased by employees to raise funds for Easter Seals, Granite United Way, and The Friendly Kitchen



▲ Pictured above from left to right: Employees Grant Alois, Manager, Network & Technical Services; Heather Tucker, SharePoint Administrator; and Elena Preston, SHRM-SCP, Human Resource Specialist; participated in the Rock 'N Race to support Concord Hospital's Payson Center for Cancer Care.

Improving access to oral health care healthier communities

We believe that a healthy community is a happy community, and that it all starts with good oral health care. Last year, our work to promote the importance of good oral health spanned everything from sponsoring dental students to volunteering in an American Indian community to providing pre-operative dental assistance for surgery patients.

In Maine, we were the lead funder for Community Dental with a \$300,000 gift to help provide a new dental center in Portland, adjacent to Maine Medical Center. This location helps facilitate an integrated approach to patient care, furthering our mission to promote the connection between oral health and overall health and wellness. In addition, the Maine Oral Health Funders, a collaboration of foundations of which we are a member, collectively awarded grants to six community groups to improve oral health in children ages 0-9. The goal of this four-year initiative is to reduce the incidence of tooth decay in these children by 10% through focused, coordinated efforts.

New Hampshire's work to improve oral health brought a school-based program to the Newfound Area School District through the Mid-State Health Center. With our financial support, Mid-State's Oral Health program provides oral health education and hygiene to children in grades K-10. We also helped to extend oral health education and service into Concord-area schools through support for the Concord Dental Sealant Coalition. Now in its ninth year serving elementary students in five schools, the Coalition delivers comprehensive oral disease prevention and care coordination to decrease the incidence of dental disease among children who have limited access to regular dental care.

Vermont Head Start programs are utilizing Registered Dental Hygienist Tooth Tutors to promote positive oral health practices for Head Start and Early Head Start children and their families, as well as improve access to preventive oral health care for this population. Through the work of the Tooth Tutors, 1,034 Vermont children were referred to a dentist. Our support enabled dental hygiene students from Vermont Technical College to work with physicians at The University of Vermont Medical Center to ensure the oral health of the patient prior to undergoing surgery.



We believe that a healthy
community is a happy
community, and that it all starts
with good oral health care.



▲ Pictured above: **Tram Ho**, Sterilization Technician, proudly shows the sterilization room at the open house celebration of Community Dental's new location in Portland, Maine.



1,034

Children in Vermont with a dental home thanks to Vermont Head Start Tooth Tutor oral health program



\$244,000

Awarded to six Maine communities through collaboration of the Maine Oral Health Funders



\$4.66

Average amount per tooth paid by the Tooth Fairy according to The Original Tooth Fairy Poll by Delta Dental

Expanding the workforce through education

As the demand for dental professionals continues to grow in northern New England, we are helping to expand the dental workforce through education by providing much needed scholarships, loans, and program grants. We've also created incentives to encourage new dental school graduates to remain in the region as a vital professional service to our local communities.

In Vermont, Certified Dental Assistants can pursue professional advancement as an Expanded Functions Dental Assistant (EFDA), which not only means higher wages, but also a more cost-effective dental practice for their employers. We helped make this opportunity possible for six highly qualified Dental Assistants by providing each with a \$2,000 scholarship to attend a nationally accredited EFDA training program at the Center for Technology, Essex.

We also helped graduates of the College of Dental Medicine at the University of New England in Maine gain a financial foothold for establishing their practices in the region. Through a \$600,000 commitment from Delta Dental Plan of Maine, College of Dental Medicine graduates may receive up to \$80,000 in loan repayment assistance based on the number of years they serve areas of high need in Maine. In addition, dental students may apply for \$10,000 scholarships if they complete their fourth year clinical rotations in areas of high need. Fifteen of Maine's 16 counties are federally designated as Dental Health Professional Shortage Areas.

In collaboration with the Tufts University Financial Aid Initiative, we established a \$1 million endowed scholarship in 2015 for students with strong connections to Maine, New Hampshire, and Vermont. The goal is to create a pipeline of healthcare practitioners from dental school to community dental practices in rural northern New England, ultimately helping to improve access to quality oral healthcare for those most in need. We also provided support to the New Hampshire Oral Health Coalition, so public health hygienists, dentists, physicians, nurses, program managers, health center staff, policy-makers and students could participate in a Fall Forum focused on Medical-Dental Integration. This forum is an important way for attendees to receive continuing education credits that support their ongoing professional development.



As the demand for dental professionals continues to grow in northern New England, we are helping to expand the dental workforce through education.



▲ Pictured above from left to right: Northeast Delta Dental Scholars from Tufts University School of Dental Medicine Darren Smith, Christopher Ford, Meagan Bossie, and Timothy Ahern.



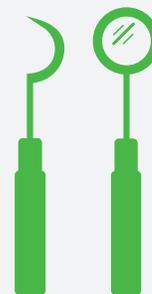
27

Dental students/professionals who received scholarships or loans through our investments



\$710,000

Invested in scholarships, dental loan repayment programs, and residency programs



36%

Dental students enrolled at the University of New England College of Dental Medicine are residents of Maine, New Hampshire, and Vermont

Marketing our brand in the community

We continue to market the Delta Dental brand with the newest Smile Power™ campaign, brought to communities across the region via television, print, online, video, and billboard media. The campaign showcases the power of a healthy smile in a unique and memorable way, conveyed through a diverse cast of relatable people.



We now have 98% of groups enrolled and nearly 80% of dentists registered for HOW®. This has been one of our most successful programs, designed to help members maintain optimal oral wellness through education, risk assessment, and evidence-

based care models. We also provide dentists with a version of **myDentalScore.com** to use on their practice websites to help patients assess their oral disease risk. In addition, we provide a version to employers so they can educate their employees on good oral health. And, of course, we offer “My Dental Score” directly from the Health *through* Oral Wellness® (HOW®) section of our website.



To make it easier for everyone in our communities—providers, employers, and individuals alike—we enhanced our smart phone app. Now it's even easier for people to get the most out of their dental benefits, whether it's searching for a dentist, checking on a claim, or digitally accessing their ID card.



Our partnership with Tufts Health Freedom Plan in New Hampshire exemplifies our mission to bring oral health and overall health to the forefront of the

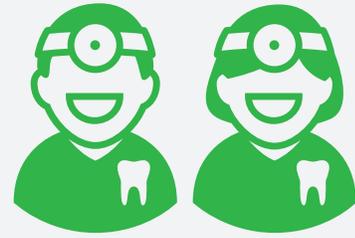
communities we serve. This unique partnership provides opportunities for better care coordination to improve the oral and overall health of members. Our joint advertising created many opportunities to promote our collaboration.



Our partnership with Tufts Health Freedom Plan in New Hampshire exemplifies our mission to bring oral health and overall health to the forefront of the communities we serve. ▶



- ◀ The Delta Dental Smile Power™ campaign showcases the power of a healthy smile.



80%

HOW® registered dentists



12 M

Smile Power™ ads were seen by consumers across Maine, Vermont, and New Hampshire

- ◀ We enhanced our smart phone app to make it easier for people to get the most out of their dental benefits.



98%

HOW® business group participation

Financials

maine

Maine Dental Service Corporation, D/B/A Delta Dental Plan of Maine

Statutory Balance Sheet — December 31, 2016, and 2015

Admitted Assets:	2016	2015
Cash and investments	\$ 50,652,939	\$ 45,938,186
Accounts receivable	3,201,325	3,342,655
Other assets	61,673	—
Total admitted assets	\$ 53,915,937	\$ 49,280,841
Liabilities and Surplus:		
Accounts payable and accrued expenses	\$ 1,084,564	\$ 1,404,963
Subscribers' claims payable and related accrued expenses	2,692,145	2,363,816
Unearned revenue and advances	2,994,391	2,729,830
Total liabilities	6,771,100	6,498,609
Surplus	47,144,837	42,782,232
Total liabilities and surplus	\$ 53,915,937	\$ 49,280,841

Schedule of Gross Amounts Billed, Gross Expenses Incurred, and Changes In Surplus for the Years Ended December 31, 2016, and 2015

Gross Amounts Billed:	2016	2015
Gross billings	\$ 113,967,940	\$ 111,589,819
Net investment revenue	697,959	573,439
Total revenues	114,665,899	112,163,258
Gross Expenses Incurred:		
Professional services	96,544,772	94,141,629
Operating expenses	14,639,064	16,105,028
Total gross expenses incurred	111,183,836	110,246,657
Net income	3,482,063	1,916,601
Change in net unrealized gain on investments	851,058	(788,519)
Change in statutory nonadmitted assets	29,484	(4,105)
Increase in surplus	4,362,605	1,123,977
Surplus, beginning of year	42,782,232	41,658,255
Surplus, end of year	\$ 47,144,837	\$ 42,782,232

The financial statements of Maine Dental Service Corporation, d/b/a Delta Dental Plan of Maine, as of, and for the year ended, December 31, 2015 were audited by the firm of Baker Newman & Noyes LLC. As of the date this report was published, the 2016 financial statements were still in the process of being audited by the same firm. The amounts reported in the final 2016 audited financial statements may be different than the amounts reported here. Complete audited financial statements are available upon request by writing to: Northeast Delta Dental, Marketing Department, One Delta Drive, PO Box 2002, Concord, New Hampshire 03302-2002.

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Financials

new hampshire

Delta Dental Plan of New Hampshire, Inc.

Statutory Balance Sheet — December 31, 2016, and 2015

Admitted Assets:	2016	2015
Cash and investments	\$ 51,441,582	\$ 47,343,440
Accounts receivable	5,011,184	4,581,221
Fixed assets, net and other assets	5,751,426	6,010,312
Total admitted assets	<u>\$ 62,204,192</u>	<u>\$ 57,934,973</u>
Liabilities and Surplus:		
Accounts payable and accrued expenses	\$ 5,742,720	\$ 5,654,116
Subscribers' claims payable and related accrued expenses	2,378,345	2,041,347
Unearned revenue and advances	4,977,747	5,175,278
Notes payable	1,680,000	1,890,000
Total liabilities	<u>14,778,812</u>	<u>14,760,741</u>
Surplus	<u>47,425,380</u>	<u>43,174,232</u>
Total liabilities and surplus	<u>\$ 62,204,192</u>	<u>\$ 57,934,973</u>

Schedule of Gross Amounts Billed, Gross Expenses Incurred, and Changes in Surplus for the Years Ended December 31, 2016, and 2015

Gross Amounts Billed:	2016	2015
Gross billings	\$ 327,048,629	\$ 315,558,587
Net investment and rental real estate income	781,734	824,481
Total revenues	<u>327,830,363</u>	<u>316,383,068</u>
Gross Expenses Incurred:		
Professional services	290,387,545	280,383,113
Operating expenses	32,979,989	31,268,632
Other expenses	1,094,908	1,020,903
Total gross expenses incurred	<u>324,462,442</u>	<u>312,672,648</u>
Net income	3,367,921	3,710,422
Change in net unrealized gain on investments	158,003	(454,635)
Change in statutory nonadmitted assets	725,224	(329,190)
Increase in surplus	4,251,148	2,926,597
Surplus, beginning of year	43,174,232	40,247,635
Surplus, end of year	<u>\$ 47,425,380</u>	<u>\$ 43,174,232</u>

Gross amounts billed include claims and expense reimbursements from Delta Dental Plan of Maine and Delta Dental Plan of Vermont.

The financial statements of Delta Dental Plan of New Hampshire, Inc., as of, and for the year ended, December 31, 2015 were audited by the firm of Baker Newman & Noyes LLC. As of the date this report was published, the 2016 financial statements were still in the process of being audited by the same firm. The amounts reported in the final 2016 audited financial statements may be different than the amounts reported here. Complete audited financial statements are available upon request by writing to: Northeast Delta Dental, Marketing Department, One Delta Drive, PO Box 2002, Concord, New Hampshire 03302-2002.

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Financials

vermont

Delta Dental Plan of Vermont, Inc.

Statutory Balance Sheet — December 31, 2016, and 2015

Admitted Assets:	2016	2015
Cash and investments	\$ 26,972,745	\$ 24,870,235
Accounts receivable	1,820,371	1,750,612
Other assets	73,784	65,085
Total admitted assets	<u>\$ 28,866,900</u>	<u>\$ 26,685,932</u>
Liabilities and Surplus:		
Accounts payable and accrued expenses	\$ 832,495	\$ 873,854
Subscribers' claims payable and related accrued expenses	1,389,645	1,208,316
Unearned revenue and advances	1,786,228	1,843,577
Total liabilities	<u>4,008,368</u>	<u>3,925,747</u>
Surplus	<u>24,858,532</u>	<u>22,760,185</u>
Total liabilities and surplus	<u>\$ 28,866,900</u>	<u>\$ 26,685,932</u>

Schedule of Gross Amounts Billed, Gross Expenses Incurred, and Changes In Surplus for the Years Ended December 31, 2016, and 2015

Gross Amounts Billed:	2016	2015
Gross billings	\$ 74,537,690	\$ 71,749,358
Net investment revenue	536,380	1,835,668
Total revenues	<u>75,074,070</u>	<u>73,585,026</u>
Gross Expenses Incurred:		
Professional services	64,141,815	61,930,538
Operating expenses	8,646,191	8,612,807
Total gross expenses incurred	<u>72,788,006</u>	<u>70,543,345</u>
Net income	2,286,064	3,041,681
Change in net unrealized losses on investments	(200,483)	(1,911,976)
Change in statutory nonadmitted assets	12,766	(7,344)
Increase in surplus	2,098,347	1,122,361
Surplus, beginning of year	22,760,185	21,637,824
Surplus, end of year	<u>\$ 24,858,532</u>	<u>\$ 22,760,185</u>

The financial statements of Delta Dental Plan of Vermont, Inc., as of, and for the year ended, December 31, 2015 were audited by the firm of Baker Newman & Noyes LLC. As of the date this report was published, the 2016 financial statements were still in the process of being audited by the same firm. The amounts reported in the final 2016 audited financial statements may be different than the amounts reported here. Complete audited financial statements are available upon request by writing to: Northeast Delta Dental, Marketing Department, One Delta Drive, PO Box 2002, Concord, New Hampshire 03302-2002.

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Volunteerism

Pictured left to right: Tim Vartanian, RHU®, REBC®, Senior Account Manager; Sarah Thayer, GBA, Senior Account Manager; Robin Shalek, Senior Marketing Specialist; and Jeff Landa, Manager, Vermont Market volunteer their time at the Vermont Special Olympics Special Smiles booth. ▶



Improving access to oral health care

◀ New operator at Ammonoosuc Community Health Services' Dental & Oral Health Center in Littleton, New Hampshire.



Expanding the workforce through education

Students at the Center for Technology, Essex advanced their careers through the Expanded Functions Dental Assistant (EFDA) program. Pictured left to right: Michele Cannon, Stephanie Trayah, Janelle Hodgdon, Nancy Quintin, Holly DeCamp, and Elizabeth Haffly. ▶



Foundation stronger than ever

The Northeast Delta Dental Foundation is central to driving our mission of advancing oral health and overall wellness. Now in its 21st year, our Foundation is stronger than ever, providing philanthropic support to important organizations and programs that enrich our communities and help bring oral health awareness and services to those most in need.

Every state we serve benefits from the Foundation. In total, our Foundation contributed \$375,659 to special causes, organizations, and events to further our mission. From local nonprofits to colleges and universities, and across the spectrum of community dental centers and school-based programs, we provided vital funds to strengthen our communities, enhance access to oral health care, and expand the dental workforce in underserved areas.

Through Foundation support for the New York University College of Dentistry Global Student Outreach Program, we enabled dental students, faculty, and staff to conduct a free dental clinic in Machias and at the Passamaquoddy American Indian community in Perry, Maine. This included a school-based tooth brushing and oral health education program at the Beatrice Rafferty school.

Our Foundation helped the Dental and Oral Health Center at Ammonoosuc Community Health Services in Littleton open its doors as the first dental center in the North Country of New Hampshire to provide access to affordable oral health care for local residents. The Center serves more than 10,000 people in 26 rural communities with a focus on providing integrated oral health care that considers overall medical and behavioral health, which means treating the whole patient.

For four years, we've been supporting the Windsor Smiles Program which is a school-based dental program working with the Upper Valley Smiles Program. The program addresses the population health concern that consistently ranks within the top three unmet health needs of the area. The Vermont Donated Dental Services program was established in 2013 with the endorsement of the Vermont State Dental Society and funding from Northeast Delta Dental. To date, over \$156,000 in dental care has been donated by a growing network of 30 volunteer dentists and five labs.



The Northeast Delta Dental Foundation is central to driving our mission of advancing oral health and overall wellness.



▲ Pictured above: A grant enabled New York University dental students, faculty, and staff, to conduct a free dental clinic in Machias and in Perry at the Passamaquoddy American Indian community at Pleasant Point Reservation.



13,000

Oral health education materials circulated in communities across all three states



\$1.2 M

Total philanthropic contributions made to improve oral health through Foundation and corporate grants benefiting organizations across our communities



78%

Percentage of Foundation giving directed to dental care for Medicaid and uninsured patients

Northeast Delta Dental

maine

Delta Dental Plan of Maine

1022 Portland Road | Suite Two
Saco, Maine 04072-9674
207-282-0404 | Fax 207-282-0505

new hampshire

Delta Dental Plan of New Hampshire

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