MSDA
MEDICAID | MEDICARE | CHIP
SERVICES DENTAL ASSOCIATION



2025 ANNUAL **REPORT**

"Celebrating Growth, Advancing Policy"

www.medicaiddental.org

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About MSDA

The Medicaid|Medicare|CHIP Services Dental Association (MSDA) is the national membership organization representing all state Medicaid dental programs, including directors and staff, as well as all individuals, providers, dental support organizations, and corporate vendors from across the nation that share in its vision of oral health equity for all Medicaid, Medicare, and CHIP members. MSDA aims to realize this vision through leadership, innovation, program improvement, advocacy, and policy development. By collaborating with federal, national, state, and local partners, the MSDA Board of Directors has firmly established its place as a national leader in government sponsored oral healthcare programs for our nation's most vulnerable people.

The Medicaid/SCHIP Dental Program Representatives Association (MSDA) was founded In May of 2004, in Los Angeles, California by a small group of state Medicaid and State Children's Health Insurance Program (SCHIP) dental program administrators. At this historic meeting, the twelve participating state attendees voted to form an association to support state Medicaid dental program administrators, promote Medicaid dental policy, and advance evidence-based oral health care services for Medicaid and SCHIP enrollees. MSDA was established later that year as a 501(c)(3) non-profit corporation under the California Secretary of State, Office of the Attorney General, and Internal Revenue Service.

MSDA operates today as the Medicaid|Medicare|CHIP Services Dental Association. In FY2025, all fifty states plus the District of Columbia were active regular members of MSDA with approximately 180 government employees participating in a wide range of organization activities and events. MSDA's associate membership is made up of individuals who also share in the vision and mission of the organization. This branch of membership is relatively small, as just under 25 individual members were enrolled in FY2025.

In 2014, Board of Directors established the MSDA Corporate Round Table in

response to the increased number of commercial organizations entering the Medicaid market and contracting with state Medicaid programs. This new administrative strategy marked a new era in public-private partnerships for government dental programs. MSDA soon recognized the gap in knowledge and practice among new contractors and those entering the government healthcare market. Since that time, MSDA has broadened its scope to include education, training, networking, and technical assistance to our new corporate constituency. In FY2024, twenty-five organizations, including six dental schools, and 71 individual affiliates made up the MSDA Corporate Round Table. The MSDA Corporate Round Table convened twice this year to discuss trends and emerging issues. MSDA encourages meaningful discussion during these meetings as the diversity of the group offers wide-ranging solutions that may be shared for the betterment of all. In FY2024, 55 Round Table members participated in the fall assembly.

MSDA Board of Directors

Executive Officers

Margaret Delmore, DDS, MD	President
Elizabeth Pitts, RDH, MS	Vice-President
Heather Miller, RDH, BS	Immediate Past-President
Michele Griguts, DDS	Secretary-Treasurer
Mary E. Foley, MPH	Executive Director

Directors

Shahram (Sean) Shamloo, DDS	State Member-Pennsylvania
Medicaid Jennifer Wiser, MBA	State Member-Utah
Amanda Fahrendorf, BS	State Member-Missouri
Samantha Jordan, DDS	State Member-Michigan
Scott Cashion, DDS	AAPD Representative
Mark Doherty, DMD	Associate Member, CAMOHS
Michael O'Connor, EdD, MPA	Academic Member-NYU, CDM
Kevin Thomas, BA	Corporate—Elevate Oral Care
Mindy Broda, DDS	Corporate—CENTENE
Steve Higginbotham, MBA	Corporate—Smile America Partners
John Schaak, JD	Corporate—SKYGEN

Staff

Martha Dellapenna, RDH, MEd	MSDA

Vision and Mission

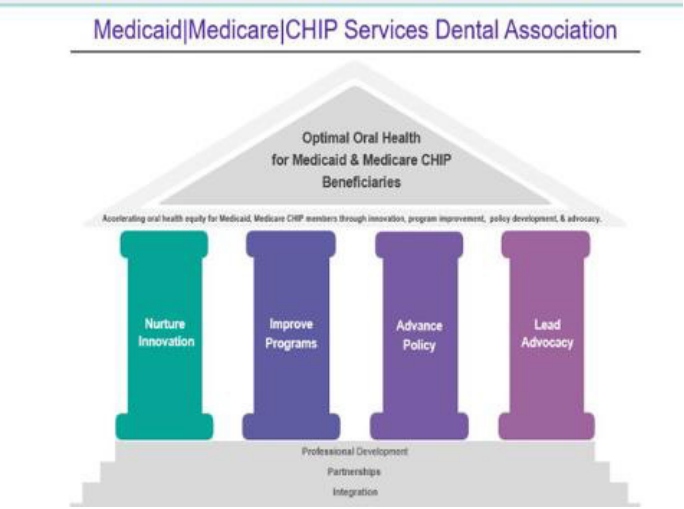
In 2022, the MSDA Board of Directors voted to update the organization's vision and mission statements to better align with federal and state priorities. Organizational leadership agreed that promoting oral health and oral healthcare equity for Medicaid members was an essential next step to improving the quality of services across government programs.

2023 - 2026 Vision

Optimal Oral Health for Medicaid, Medicare, and Children's Health Insurance Program (CHIP) Beneficiaries.

2023 - 2026 Mission

Accelerating oral health equity for Medicaid, Medicare CHIP members through innovation, program improvement, policy development, and advocacy.

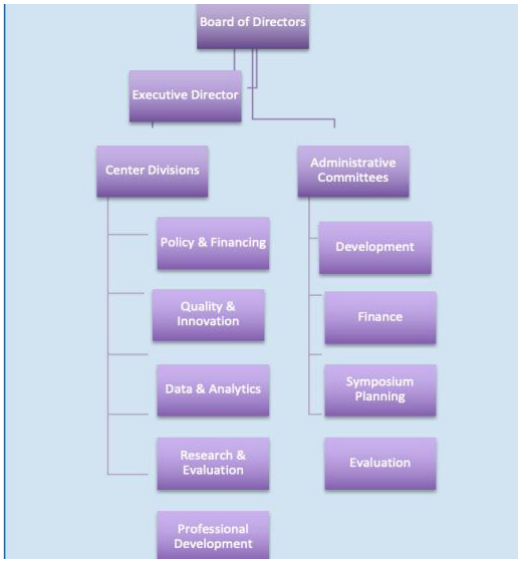


Strategic Pillars

MSDA's strategic pillars were established to guide organization activities. These four pillars have continued to provide strategic direction as the organization evolves, meeting the needs of all members including the states, health plans, commercial vendors policy makers, providers, and Medicaid, Medicare, and CHIP enrollees.

Organization

Since its inception, MSDA has expanded in scope, breadth, and membership. The organization has key staff, that manages the day-to-day tasks. The administrative committees and a Center for Medicaid and CHIP Oral Health Program Quality, Policy and Financing provide the infrastructure for operations.



FY2025 Financials

In FY2025, MSDA received income from membership dues; contractual agreements; symposium sponsorship; and registration for hosted events. MSDA's expenses included personnel; travel; special projects; contracts; and operations. Operational expenses included payroll, rent, Internet, phone services, website maintenance, office supplies, projects, and hosted events. MSDA's budget supported travel by members to meetings of the Board of Directors, the National Symposium, and Annual Business Meeting, the MSDA Corporate Round Table Meeting and external partner meetings. Contractual obligations supported research projects, national learning collaboratives, accounting services, and administrative support.

Financial Information for FY 2025	
Revenue	
Membership Dues	$191,626.00
Annual Symposium	$223,464.00
Special Projects & Research	$773,060.00
Total Income	**$1,188,150.00**
Expenses	
Payroll	$376,089.00
Consulting	$52,866.00
Operations	$193,488.00
Annual Symposium	$111,943.00
Professional Fees	$17,900.00
Travel	$21,259.00
Total Expenses	**$773,545.00**
Net Income	**$414,605.00**

Center Division Reports

MSDA's five Center Divisions form a robust national infrastructure that drives excellence in oral health policy and program administration. Together, the Centers deliver advanced capabilities in policy development, data analytics, financing, quality measurement, evaluation, and professional development—strengthening Medicaid, Medicare, and CHIP programs and expanding access to high-quality, equitable, safe, patient-centered, timely, and appropriate dental care for millions of Medicaid enrollees nationwide.

Through this work, MSDA serves as a trusted convener and thought leader, engaging a broad and diverse range of stakeholders and fostering meaningful public-private collaboration to ensure inclusive, informed, and solutions-oriented dialogue. In FY2025, MSDA's Center for Quality, Policy, and Financing led several high-impact national initiatives addressing emerging priorities in Medicaid dental programs. These efforts included targeted learning sessions to advance oral health policy and program administration for individuals with intellectual and developmental disabilities; strategies to monitor and improve oral health outcomes, medical necessity, and health equity; and policy-driven systems change to promote inclusion across Medicaid programs.

In addition to these initiatives, MSDA produced a comprehensive portfolio of white papers, reports, meeting summaries, publications, and practical tools developed through its national learning collaboratives. Collectively, these resources provide critical guidance and actionable insights for federal and state administrators, providers, corporate partners, and other stakeholders. The following section highlights MSDA's FY2025 programmatic achievements and impact.

1. DIVISION OF POLICY AND FINANCING

The Division of Policy and Financing advances MSDA's vision for a stronger, more equitable oral healthcare system by shaping forward-looking policies that drive quality, value, and sustainability across Medicaid and CHIP programs. The Division serves as a national catalyst for policy innovation—aligning oral health research, financing strategies, and program design to support cost-effective delivery systems that improve outcomes for beneficiaries while strengthening program integrity. Guided by both the MSDA and Centers for Medicare and Medicaid Services (CMS) Strategic Plans, the Division leads the development of an oral health services research agenda and promotes financing policies that translate evidence into action. Through rigorous analysis, continuous research, and strategic information sharing, MSDA equips states, Medicaid health plans,

and providers with the tools and insights needed to advance effective policy solutions and modernize program administration. As a trusted partner to CMS, MSDA maintains close, ongoing collaboration to anticipate federal priorities, accelerate knowledge transfer, and ensure timely alignment between national objectives and state-level implementation. The Division further amplifies its impact through dynamic engagement platforms—including MSDA Coffee Hours, the state member list-serve, national learning collaboratives, and digital resources—that foster collaboration, coordination, and shared problem-solving across the Medicaid dental community.

Rhode Island Executive Office of Health & Human Services (EOHHS) Re-procurement Support Contract — In April 2025, MSDA staff began a sixteen-month contract with RI EOHHS to provide program deliverables and technical support for the re-procurement of the Medicaid managed care dental carve-out program, RIte Smiles. These strategic procurement activities support the re-procurement and expansion of the RIte Smiles Dental Program, including potential integration of adult dental services. MSDA is providing policy and technical expertise and has developed a Request for Information (RFI), Request for Proposals (RFP), and a model managed care contract; conducted comprehensive policy, data, and program reviews; facilitated cross-agency planning and concept development. In the coming months, MSDA staff will support proposal evaluation and managed care readiness activities. This work is strengthening procurement infrastructure, aligning program design with current policy and practice, and supports implementation planning to enhance access, quality, and program performance within Rhode Island's Medicaid dental system.

Technical Assistance (TA) — Throughout FY2025, MSDA served as a national center of excellence for Medicaid dental technical assistance—delivering high-impact guidance, education, and program management support to a diverse and expanding network of members, clients, and partners. MSDA's TA work reached federal and state agencies, providers, educators, researchers, and new entrants to the Medicaid market, strengthening capacity across the oral health ecosystem and accelerating the adoption of best practices nationwide. In parallel, MSDA provided targeted technical assistance and training to third-party contractors— including Managed Care Organizations (MCOs), health plans, and Dental Support Organizations (DSOs)—to deepen understanding of Medicaid policy and program operations. This work helped build the industry-wide knowledge base necessary to inform strategic decision-making, promote program integrity, and support the long-term sustainability of Medicaid dental delivery systems.

MSDA's FY2025 technical assistance portfolio spanned a comprehensive and forward-looking set of focus areas, including legislation, regulation, and policy

development; dental benefit design; financing and budget strategy, including reimbursement models; data analytics and performance insights; innovative program administration and emerging technologies; program monitoring, measurement, and evaluation; and initiatives to strengthen dental service delivery and access to care for individuals with intellectual and developmental disabilities (I/DD). Together, these efforts positioned MSDA at the forefront of policy-driven innovation and continuous improvement in Medicaid oral health programs.

MSDA's expertise was further amplified through collaborative technical assistance engagements with leading public and private organizations, including the American Dental Association (ADA), American Academy of Pediatric Dentistry (AAPD), National Academy of State Health Policy (NASHP), Association of State and Territorial Dental Directors (ASTDD), American Public Health Association (APHA), American Academy of Developmental Medicine and Dentistry (AADMD), Dental Quality Alliance (DQA), multiple Delta Dental organizations and foundations, Special Care Dentistry Association (SCDA), the Health Resources and Services Administration (HRSA), Centers for Medicare & Medicaid Services (CMS), Centers for Disease Control and Prevention (CDC), and academic partners such as New York University College of Dentistry, Western University of Health Sciences College of Dental Medicine, and other university-based dental institutions.

Looking ahead, MSDA remains committed to expanding the reach, depth, and impact of its technical assistance—anticipating emerging policy and delivery challenges, supporting innovation, and helping partners translate evidence into action to improve oral health outcomes for Medicaid beneficiaries nationwide.

2. DIVISION OF QUALITY AND INNOVATION

The Division of Quality and Innovation advances MSDA's commitment to transforming Medicaid and Children's Health Insurance Program (CHIP) oral health systems through forward-looking, evidence-based policy and practice. Serving as a national incubator for innovation, the Division collaborates with a broad and diverse network of stakeholders to design, pilot, and scale models that measurably improve program quality, operational efficiency, and service delivery for beneficiaries.

Through strategic partnerships with government agencies, educators, researchers, payers, providers, funders, and advocates, MSDA identifies emerging best practices and rigorously tests solutions that strengthen Medicaid oral health policy and program performance. The Division maintains continuous, two-way engagement with MSDA members and stakeholders—actively convening

the field, sharing insights, and inviting the submission of policies, practices, strategies, and service models that demonstrate meaningful improvements in quality, access, equity, and outcomes. By translating innovation into actionable guidance, the Division of Quality and Innovation positions MSDA and its partners at the forefront of system transformation—driving continuous improvement today while shaping the future of Medicaid and CHIP oral health programs nationwide.

Rhode Island Executive Office of Health & Human Services (EOHHS) Quality Improvement Initiative - MSDA partnered with the Rhode Island Executive Office of Health and Human Services (EOHHS) to conduct a comprehensive stakeholder engagement initiative examining the RIte Smiles children's managed care dental program, the adult Medicaid dental program, and services for special populations. The goal of this 2025 quality improvement initiative was to gain input, knowledge, and understanding from Medicaid program consumers, providers and community partners regarding their attitudes, perceptions, and satisfaction with the administration and services provided by the RIte Smiles managed care dental program, the adult Medicaid dental program, and the potential for transitioning the adult program into a dental managed care plan. The project convened multiple in-person and virtual engagement sessions with consumers, providers, community organizations, and health system partners to assess program administration, access to care, and stakeholder satisfaction, and to inform potential policy changes, including consideration of an adult dental managed care model. MSDA developed a facilitation guide, synthesized stakeholder input, and produced three reports outlining key findings and actionable quality improvement recommendations aimed at strengthening access and program performance across Rhode Island's Medicaid dental programs.

Systems Change for Improving Oral Health -- Through a CDC-funded subgrant from Special Olympics, MSDA continued leading a multi-year Medicaid policy initiative focused on advancing systems change to support inclusive oral health and improve outcomes for vulnerable populations. Launched in FY2024, the multi-state Learning Collaborative—*Demonstrating Improved Oral Health Outcomes Across the Medicaid Oral Healthcare Delivery System*—uses a phased Continuous Quality Improvement (CQI) approach. Year 1 advanced knowledge and adoption of ICD-10 diagnostic coding in dentistry among Medicaid/CHIP programs and partners. Year 2 piloted strategies to assess oral health outcomes and strengthen documentation of medical necessity using ICD-10 codes across providers, health plans, and payors. In Year 3, MSDA convened a national coalition to advance the sustained use of ICD-10 coding in dentistry and Medicaid/CHIP programs, evaluated the systemization and operationalization of the coding framework, and incorporated annual health assessment findings to

inform quality improvement strategies and improve beneficiary outcomes. The initiative continues to position participating partners as national models for data-driven systems improvement and for closing critical gaps in measuring population oral health and access to care.

Dental Quality Alliance (DQA) — The Dental Quality Alliance (DQA) serves as the national authority for the development and standardization of dental quality measures, advancing consistency, accountability, and evidence-based practice across the profession. Since 2009, MSDA has actively engaged with the DQA, serving as both a steering committee member and public observer, providing ongoing leadership and technical expertise. MSDA plays a pivotal role in supporting State Medicaid and CHIP Oral Health Programs, as well as their vendors, in understanding, implementing, and leveraging DQA measures to improve program performance and oral health outcomes. Beyond implementation, MSDA contributes to the broader development of reliable dental quality measures by identifying and mobilizing subject-matter experts, delivering targeted technical assistance, and fostering education and knowledge-sharing within the DQA community. Through this sustained engagement, MSDA advances the use of data-driven quality metrics, promotes best practices across public and private dental programs, and helps shape a future in which dental care is measurable, accountable, and continuously improving at the system level.

3. DIVISION OF DATA AND ANALYTICS

The Division of Data and Analytics serves as a cornerstone of MSDA's vision to modernize and strengthen Medicaid oral health systems through data-driven insight, innovation, and equity-focused decision-making. By transforming complex data into actionable intelligence, the Division empowers federal and state Medicaid programs to advance evidence-based oral health policy, expand access to care, and improve outcomes for diverse beneficiary populations. Guided by a commitment to transparency, equity, and scalability, the Division focuses on three strategic priorities: 1. advancing the effective use of data to inform oral health policy and access initiatives across Medicaid programs; 2. identifying, curating, and sustaining high-value data sources and analytic topics that meet the evolving needs of MSDA members and stakeholders; and 3, partnering with peer organizations to strengthen data quality, interoperability, standardization, and information systems across the oral health ecosystem.

In FY2025, the Division's work concentrated on collecting, analyzing, and translating critical data to support thoughtful, timely, and equitable decision-making by Medicaid dental program administrators. These efforts laid the groundwork for scalable analytic approaches that not only address current program challenges but also anticipate emerging needs—positioning MSDA and

its partners to leverage data as a powerful catalyst for continuous improvement and system transformation.

Measuring and Advancing Oral Health Outcomes Through Data Innovation — In 2023, MSDA launched a national Learning Collaborative to support state Medicaid and CHIP dental programs and their partners in strengthening documentation of medical necessity and improving oral health outcomes through enhanced data strategies. More than 50 state and health plan representatives participated in this initiative, which focused on expanding the use of standardized ICD-10 diagnostic codes in dentistry and integrating meaningful performance metrics into program oversight.

In FY2024, MSDA advanced this work through the development and application of interactive data dashboards designed to support continuous quality improvement, program integrity, and accountability. By examining how diagnostic coding and measurement frameworks are utilized in medical care—and comparing them to current dental practices—the Collaborative identified structural gaps in the oral health delivery system and opportunities to modernize data infrastructure. The initiative demonstrated how real-time data analytics, performance reporting, and population-based insights can equip administrators to strengthen care coordination, improve outcomes, and promote fair and consistent access to medically necessary dental services.

As federal priorities and terminology evolve, MSDA remains steadfast in its commitment to advancing data-driven program improvement and outcome-focused care. Whether described as advancing health equity, promoting access and accountability, strengthening quality measurement, or improving population health management, the underlying objective remains the same: ensuring that Medicaid beneficiaries receive appropriate, high-quality dental care based on documented need. The Collaborative's framework is scalable and replicable nationwide. As a direct result of this work, several state Medicaid programs and their managed care partners have implemented ICD-10 diagnostic coding and enhanced reporting capabilities.

MSDA continues to provide technical assistance to member states and, in Spring 2025, launched a National ICD-10 Coalition to sustain momentum and further align dental programs with broader healthcare data modernization efforts. Regardless of shifting terminology or policy emphasis, MSDA's work in strengthening measurement, transparency, and program performance will continue to support states in advancing their strategic initiatives and improving oral health outcomes for Medicaid populations nationwide.

MSDA National Profile of State Medicaid and CHIP Oral Health Programs —The

Division of Data and Analytics is responsible for the collection, assessment and publishing of state, regional and national Medicaid and CHIP Oral Health program information and data.

MSDA continued to advance its National Profile as a leading data and analytics resource, providing policymakers and stakeholders with timely, comparative national, regional, and state-level information through a redesigned, user-friendly online platform. The Profile offers registered users free access to current and archived data, specialized reports, and direct links to state resources, and it remains widely utilized to inform publications and policy development. MSDA implements a phased dissemination strategy for the National Survey, expanding available content across General, Benefits, Policy, Management, and Administrative domains, and integrating federal EPSDT program reports to strengthen analytic capacity. In 2025 MSDA released the Annual Survey's Administration Section Questionnaire, highlighting evolving administrative models, third-party arrangements, contracting structures, risk models, credentialing timelines, and fee-for-service approaches across Medicaid and CHIP dental programs. The corresponding Administration Section Profile Report will be finalized and published in mid-2026 to support ongoing data-driven decision-making and future program innovation.

In FY2025, MSDA strengthened its role as a trusted national resource by delivering responsive, high-value technical assistance and producing tailored national, regional, and state-level analyses to inform strategic decision-making. Building on its data and policy expertise, MSDA proactively supported state leaders, federal partners, and key stakeholder organizations with customized reports and insights designed to guide program improvement, advance innovation, and support evidence-driven Medicaid dental policy development nationwide.

4. DIVISION OF RESEARCH AND EVALUATION

The Division of Research and Evaluation advances MSDA's role as a national leader in strengthening Medicaid and CHIP oral health delivery systems through rigorous, evidence-driven inquiry. By expanding the scientific foundation of oral health services and financing, the Division generates actionable insights that inform policy, guide program design, and support sustainable, high-quality care for beneficiaries. Anchored in a forward-looking research agenda, the Division focuses on advancing oral health services research, shaping a robust evidence base for healthcare financing, and testing dental benefit structures and payment policies that align scientific rigor with real-world program needs. In FY2025, the Division launched and advanced a portfolio of research and evaluation initiatives that deepen understanding, inform decision-making, and position Medicaid oral

health programs for continuous improvement. These projects are highlighted in the sections that follow.

EXPLORING POLICY SOLUTIONS THAT SUPPORT THE DELIVERY OF GENERAL ANESTHESIA SUPPLEMENTAL SERVICES ASSOCIATED WITH DENTAL CARE — In May 2024, with support from the Delta Dental Foundation of Michigan, Ohio, and Indiana, MSDA launched a year-long national research initiative, *Exploring Policy Solutions that Support the Delivery of General Anesthesia Supplemental Services Associated with Dental Care*. The project examined how state Medicaid programs regulate, reimburse, and oversee the safe delivery of general anesthesia (GA) for dental procedures—particularly for children, individuals with intellectual and developmental disabilities, and those who are medically compromised. Guided by an expert advisory panel, MSDA conducted a comprehensive mixed-methods analysis across four core policy domains—Scope of Practice, Location of Services, Medical Necessity, and Reimbursement—to assess whether current Medicaid policies promote access to GA-supported dental care while ensuring safety and program integrity.

The study revealed a highly variable policy landscape across states, with significant differences in provider authorization, site-of-service rules, documentation standards, prior authorization requirements, and reimbursement methodologies—all of which directly influence access, timeliness, and care coordination. While most states permit GA in hospital and ambulatory surgical center settings when medically necessary, office-based anesthesia remains more restricted, and medical necessity criteria vary widely in specificity and administrative burden. Published in Fall 2025, the Final Report outlines actionable recommendations for state Medicaid programs and managed care plans, including standardizing medical necessity definitions, aligning credentialing and supervision policies, responsibly expanding access to outpatient settings, and strengthening anesthesia-related data collection. Collectively, these strategies offer a forward-looking roadmap to reduce barriers, improve safety, and expand equitable access to complex dental care for Medicaid beneficiaries nationwide.

EXPLORING THE IMPACT OF DENTAL PROVIDER REIMBURSEMENT RATES ON PROVIDER PARTICIPATION IN MEDICAIDFEE-FOR-SERVICE AND MANAGED CARE

In FY2024, MSDA was selected by the Oral Health Funders' Group—including West Health, Delta Dental of Iowa, Delta Dental of South Dakota, Delta Dental, Maine Oral Health Funders, ARCORA, and the Washington Dental Service—to lead a multi-state research initiative examining the impact of Medicaid dental

reimbursement rates on provider participation in both fee-for-service and managed care delivery systems. Guided by a Research Advisory Team, the project sought to strengthen the evidence base regarding how reimbursement levels influence dentist participation, identify promising practices that incentivize engagement, and develop actionable recommendations to support network adequacy across Medicaid programs nationwide.

Drawing on multi-year administrative data from representative states and health plans, as well as insights from Medicaid dental program administrators, the study analyzed changes in overall provider participation and the number of "significant providers" submitting $20,000 or more in annual claims. Findings confirm that reimbursement levels are a critical, though not singular, driver of participation. States that implemented targeted fee increases—particularly when paired with administrative simplification and provider engagement strategies—were more likely to see measurable and sustained gains in active participation. At the same time, results underscore that reimbursement policy must be part of a broader, coordinated strategy to address workforce capacity and operational barriers. Released in June 2025, the Final Report provides data-informed best practices and forward-looking recommendations to help states and managed care plans strengthen provider networks and improve access to oral health care for Medicaid beneficiaries.

Orange County Local Oral Health Program (LOHP) - Since being awarded a contract with the Orange County Health Care Agency's Local Oral Health Program in January 2020, MSDA has played a strategic role as an Independent Evaluator, supporting the program in aligning local initiatives with State and County oral health goals. In FY2025, MSDA continued this work under a contract that is in place through SFY 2027, reinforcing a long-term partnership that advances evidence-based planning, implementation, and program evaluation.

MSDA's engagement provides critical technical assistance and evaluation expertise, enabling LOHP professionals to strengthen program strategy, track outcomes, and integrate local efforts with broader State Medicaid initiatives. In FY2024, MSDA conducted a comprehensive evaluation of the LOHP's annual program activities and prepared a detailed report for submission to the California Department of Public Health, Office of Oral Health. Additionally, MSDA offered guidance on implementing, reporting, and evaluating the 2023–2027 Local Oral Health Program Strategic Plan, supporting continuous quality improvement and fostering data-driven decision-making. Through this collaboration, MSDA not only enhances the effectiveness of local oral health initiatives but also contributes to scalable insights and best practices that can inform the integration of public health and Medicaid dental programs more broadly, positioning both

Orange County and California to achieve measurable improvements in oral health outcomes.

Evaluation — The MSDA Evaluation Committee serves as a key mechanism for ensuring evidence-based rigor and objective assessment of publications, reports, and data releases that have the potential to influence Medicaid dental policy and programs. As charged by the MSDA Board, the Committee systematically reviews external documents, analyzes their implications, and disseminates findings to relevant stakeholders to inform discussion, reflection, and evidence-driven decision-making.

In FY2025, the Evaluation Committee maintained its readiness and capacity to conduct critical assessments, though no formal reviews were undertaken during the year. The Committee's ongoing structure and expertise ensure that MSDA is prepared to respond promptly to emerging data and research, reinforcing the organization's commitment to transparency, accountability, and the continuous advancement of Medicaid dental programs.

5. DIVISION OF PROFESSIONAL DEVELOPMENT

The Division of Professional Development advances MSDA's mission by strengthening the people and systems that power Medicaid and CHIP oral health programs nationwide. Focused on workforce excellence and sustainable capacity-building, the Division equips program administrators, contractors, staff, and stakeholders with the knowledge, skills, and tools needed to navigate evolving policy landscapes, implement best practices, and lead continuous improvement. Guided by a commitment to learning, collaboration, and scalability, the Division pursues two core objectives: expanding the expertise of the Medicaid and CHIP oral health workforce and building durable infrastructure that supports effective program administration over time. Over the past year, MSDA delivered a wide range of high-impact learning opportunities designed to enhance professional competencies, foster peer exchange, and strengthen state program capacity. These efforts are outlined in the sections that follow.

Learning Collaboratives — MSDA's Learning Collaboratives serve as a flagship professional development offering, providing a structured, virtual environment where state programs, partners, and subject-matter experts come together to exchange knowledge, address shared challenges, and advance innovation in Medicaid and CHIP oral health programs. Designed to foster collaboration at scale, these Virtual Learning Collaboratives leverage interactive technology and facilitated peer engagement to create a dynamic, outcomes-focused learning experience.

For MSDA members and partners, Learning Collaboratives expand access to national expertise and diverse perspectives while reducing the cost and logistical barriers traditionally associated with in-person convenings. Participants benefit from real-time problem-solving, applied discussion, and peer-to-peer exchange that strengthens professional competencies and builds lasting programmatic capacity.

Most MSDA Learning Collaboratives are structured as ten- to twelve-month programs and are designed to accommodate broad participation across states and organizations. Sessions are held monthly and feature a curated curriculum developed by MSDA, with national experts invited to present, facilitate discussion, or collaborate directly with participants. Core features of MSDA's Learning Collaboratives include:

Virtual Access: Hosted on a digital platform to support broad, remote participation.

Shared Purpose: Participants work toward common goals, such as strengthening program administration, improving practices, and addressing emerging policy and operational challenges.

Peer-to-Peer Engagement: Active exchange of insights, experiences, and best practices across states and sectors.

Structured Facilitation: MSDA-led facilitation ensures focused dialogue, progress toward objectives, and meaningful outcomes.

Resource Exchange: Access to curated materials, including research, case studies, toolkits, and recorded sessions.

Continuous Improvement: Built-in feedback loops and progress tracking to support learning, adaptation, and measurable impact.

Community Building: Opportunities to develop relationships and professional networks across diverse geographies and disciplines.

Participation in MSDA's Learning Collaboratives remains strong, with an average of more than 20 state programs and numerous corporate partners represented in each collaborative, and total participation often exceeding 50 individuals per program. Consistently positive participant feedback underscores the value of this model and affirms MSDA's commitment to expanding collaborative, peer-driven learning opportunities in the years ahead.

Webinars — MSDA's webinar series complements its Learning Collaboratives by providing timely, accessible education on emerging issues, research findings, and policy developments relevant to Medicaid and CHIP oral health programs. Each webinar is thoughtfully planned and developed to reflect current priorities, respond to member needs, and highlight innovative practices and lessons learned from the field.

To extend their impact beyond live participation, webinar recordings and materials are archived and made available through the MSDA website, ensuring ongoing access to knowledge and serving as a lasting resource for members and stakeholders. Together, MSDA's webinars and Learning Collaboratives form an integrated professional development framework that supports continuous learning, informed decision-making, and system-wide improvement.

National Symposium — The 2025 National Medicaid, Medicare, and CHIP Oral Health Symposium, hosted by MSDA in Alexandria, Virginia (May 4–6, 2025), convened federal partners, state Medicaid and CHIP dental program leaders, industry experts, providers, and stakeholders to explore strategies for strengthening oral health policy and program administration. The Symposium serves as MSDA's premier annual professional development and policy forum, providing a multidisciplinary platform for knowledge exchange, technical learning, and national collaboration. By bringing together state and federal agencies, providers, vendors, advocates, and researchers, the event supported the development of innovative policy solutions and strengthened the integration of oral health within broader healthcare systems. The event's theme—"Engaging Partners to Foster Excellence in Medicaid Program Administration"—emphasized collaboration across public and private sectors to improve access, quality, and cost-effectiveness of oral healthcare delivery for Medicaid and CHIP populations.

Overall, the two-day Symposium focused on advancing oral health equity, expanding access to care, improving data systems and reporting, integrating oral and primary healthcare, and strengthening care coordination and community partnerships. Sessions also addressed emerging clinical evidence, federal policy priorities, and innovations in program management designed to enhance system performance and beneficiary outcomes.

The Symposium agenda brought together policy, administrative, clinical, and operational perspectives to support strong state program leadership and meaningful stakeholder collaboration.

Federal Policy, Innovation, and Program Management sessions opened with a keynote highlighting federal priorities and policy updates shaping Medicaid and CHIP dental programs. Additional presentations explored AI-enabled patient

experiences, innovative approaches to improving program performance, and strategies to better align partners in ways that enhance administrative efficiency and strengthen provider engagement.

Under **Access, Reimbursement, and Care Coordination**, discussions focused on emerging models of care coordination and case management, advancements in credentialing processes, and the relationship between dental reimbursement rates and provider participation. Participants also examined policy considerations influencing access to sedation and other supplemental services within Medicaid programs.

The **Quality Measurement, Clinical Innovation, and Evidence** track addressed approaches to demonstrating medical necessity and measuring outcomes in alignment with national quality frameworks. Clinical leaders shared perspectives on minimally invasive dental care and emerging treatment protocols, highlighting their implications for program policy and operational practice.

Finally, **Strategic Partnerships and Future Directions** sessions featured industry leaders and policymakers reflecting on program evolution, key lessons learned, and opportunities to further strengthen Medicaid oral health systems. Structured networking activities, roundtable discussions, and collaborative forums fostered peer learning and multi-sector engagement, reinforcing the Symposium's role as a catalyst for forward-looking dialogue and system improvement.

The full agenda and presentations may be viewed at 2025 MSDA Symposium.

Corporate Round Table — The MSDA Corporate Round Table continues to serve as a premier forum for strategic dialogue across the Medicaid dental landscape. Each year, more than twenty-five leading organizations representing diverse sectors of the dental industry convene to shape policy conversations, elevate shared priorities, and identify actionable solutions that strengthen Medicaid dental programs nationwide. Designed as an inclusive, high-engagement platform, the Round Table ensures that every participant contributes to meaningful dialogue on federal and state policy developments and their impact on providers and beneficiaries alike.

As the Medicaid environment evolves, the Corporate Round Table remains a distinctive and high-value member experience—anticipating emerging trends, fostering collaboration, and advancing innovation across the dental industry.

The Fall 2024 convening in Alexandria, Virginia, centered on advancing oral health equity for Medicaid members. Featured discussions included a federal program update from then–Chief Dental Officer at CMS, Dr. Natalia Chalmers, as

well as presentations on Oral Health Equity an ICD-10 Coding Initiative, Artificial Intelligence in Dentistry, the Adult Medicaid Dental Benefit, Medicaid unwinding and continuity of care for treatment medical-dental integration, provider engagement challenges, and the expanding role of Silver Diamine Fluoride.

Looking ahead, the Corporate Round Table will continue to drive forward-thinking dialogue and strategic alignment to support sustainable, equitable, and data-informed Medicaid dental policy nationwide.

Centers for Medicare & Medicaid Services (CMS) Oral Health Technical Advisory Group (OTAG) — In FY2025, MSDA continued to play a vital leadership role within the CMS Oral Health Technical Advisory Group (OTAG), reinforcing its position as a trusted national voice for state Medicaid oral health programs. MSDA's Executive Director, Mary Foley, provided regular updates during OTAG's monthly meetings, ensuring that state priorities, emerging challenges, and field-based insights remained central to national discussions.

As OTAG membership and representation evolve over time, MSDA staff served as a stabilizing and strategic resource—supporting continuity, facilitating communication, and elevating the needs and perspectives of MSDA members, including states, health plans, and other key vendors. This work included identifying and advancing nominations for new representatives, surfacing emerging policy and programmatic issues, supporting meeting preparation, and maintaining ongoing communication with OTAG Regional Representatives and stakeholder participants. Through sustained engagement with OTAG, MSDA helps strengthen alignment between federal priorities and state-level implementation, contributing to informed policymaking and advancing a coordinated, forward-looking approach to improving Medicaid oral health programs nationwide.

Member Engagement and Communication— MSDA prioritizes active, ongoing engagement with its members and stakeholders to ensure that policy, program, and operational insights are timely, relevant, and actionable. In FY2025, MSDA employed a multi-pronged approach to facilitate communication, collaboration, and knowledge exchange across its national network.

Coffee Hours – MSDA's regular Coffee Hours provided a dynamic forum for state members to share ideas, discuss emerging challenges, and collaborate on innovative solutions. These informal, yet highly focused, discussions foster candid dialogue and problem-solving, enabling members to address pressing policy and programmatic issues in real time. The sessions demonstrated strong engagement and commitment, with approximately 70% of invited participants attending each event, reflecting their clear value to the community. MSDA continues to prioritize topics that are current, relevant, and forward-looking to

support the evolving needs of state members.

Listservs – MSDA maintained two active listservs to support ongoing member communication and peer-to-peer learning. The State Member-only listserv facilitated consistent engagement among MSDA members and the broader Medicaid stakeholder community, while the Public listserv, though used less frequently, remains a valuable channel for broader discussion and inquiry. Both platforms allow members to pose questions, share insights, and contribute to dialogue on Medicaid, Medicare, and CHIP dental policy, programs, and services. MSDA staff track responses to key topics, compiling results into reference reports and publicly accessible knowledge resources that support professional development and informed decision-making.

MSDA Website – The MSDA website (www.medicaiddental.org) continues to serve as the organization's central hub for resources, announcements, and tools developed by the Center for Quality, Policy, and Financing. It provides members and stakeholders with immediate access to research, policy updates, learning materials, and other actionable information, reinforcing MSDA's role as a trusted, national resource for Medicaid oral health programs.

Through these engagement channels, MSDA strengthens connections across its membership, promotes knowledge sharing, and ensures that members are equipped with the insights and tools needed to drive innovation and improve outcomes within Medicaid and CHIP dental programs nationwide.

Administrative Committee Reports

PLANNING COMMITTEE

In FY2024, the MSDA National Medicaid, Medicare, and CHIP Oral Health Symposium reconvened as a face-to-face meeting at the Belle Haven Country Club in Alexandria, VA. The theme of the Symposium was *Embracing Innovation: Strategies Medicaid Programs are Using to Improve Administration, Access and Oral Health Equity.* The three-day event provided an opportunity for MSDA members and stakeholders to learn how technologies are working toward improving efficiency and effectiveness in Medicaid dental program administration. A copy of the 2024 MSDA Agenda, a list of speakers and their presentations may be found on the MSDA website at https://www.medicaiddental.org/content.asp?contentid=167.

DEVELOPMENT AND MEMBERSHIP COMMITTEE

MSDA is the premier national membership organization representing all State Medicaid and CHIP dental program administrators and their representatives. In 2014, with the move to managed care by many state Medicaid programs, MSDA broadened membership and established the Corporate Round Table. MSDA's Corporate Round Table is open to operations, organizations, and institutions that have an interest in Medicaid dental policy, programs or services. In 2025, MSDA expanded Membership further to include Dental Support Organizations (DSOs). The following table represents MSDA's membership structure in FY2025:

MSDA FY2025 Membership				
State Members		**Associate**	**Corporate Round Table**	
51 States	180 Affiliates	18 Individuals	23 Corporations	64 Affiliates

MSDA's Corporate Round Table

American Academy of Developmental Medicine and Dentistry American Academy of Pediatric Dentistry

Avesis Dental

Blue Cloud

Centene

Delta Dental Foundation

Delta Dental of Iowa

Delta Dental of South Dakota

Elevate Oral Care

Harvard University, College of Dental Medicine

Hawaii Dental Service

Health Net

Liberty Dental

Offor Health—SmileMD

Overjet

New York University, College of Dental Medicine

SKYGEN

Smile America Partners

University of Pennsylvania, College of Dental Medicine

University of the Pacific

University of Texas, HoustonHealth

vVardis

Western University, College of Dental Medicine

MSDA's Partners

American Dental Association
American Academy of Pediatric Dentistry
American Academy of Developmental Medicine and Dentistry
Association of State & Territorial Dental Directors
Avesis Dental
Bedford Healthcare Solutions
Blue Cloud
California Department of Public Health, Office of Oral Health
Centene
Centers for Disease Control and Prevention
Centers for Medicare and Medicaid Services
Delta Dental Foundation
Delta Dental of Iowa
Delta Dental of South Dakota
Dental Quality Alliance
DentaQuest
Elevate Oral Care
Harvard University, College of Dental Medicine
Hawaii Dental Service
Health Resources and Services Administration
New York University, College of Dental Medicine
National Institute of Dental and Cranio-Facial Research
Office of the Surgeon General
Offor Health—SmileMD
Orange County Health Care Agency
Overjet
PreViser
SKYGEN
Smile America Partners
Project Accessible Oral Health Special Olympics
Rhode Island Executive Office of Health and Human Services
The Santa Fe Group
United Health Care
University of Pennsylvania, School of Dental Medicine
University of Pittsburg, School of Dental Medicine
University of Texas, Houston
vVardis
Western University, College of Dental Medicine

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