



2023 ANNUAL REPORT

NORTHEAST DELTA DENTAL  
**Living our values.**



On our cover: Northeast Delta Dental leadership hosts a Patio Breakfast Sandwich event to thank employees for supporting Helping Hands, an employee and community assistance program. Left to right: Joe Kasper, Director, Corporate Services; Ryan King, VP, Human Resources; Leslie Cartier, Eligibility Manager; Courtney Morin, VP, Actuarial & Underwriting; Joe Errante, DDS, VP, Provider Network and Clinical Strategies; Mike Bourbeau, VP, Information Systems.

## Our mission, vision and values

### Our mission

To advance the dental health and overall wellness of our customers and the communities we serve.

### Our vision

To be recognized as the dental and wellness benefits company that provides innovative products and timely service to all our stakeholders and that brings healthy smiles to everyone in our communities.

### Our values

We believe that effective **communication** is essential to earning the continued designation as one of the best places to work and being a valued business partner for all customers, dentists, brokers, non-profits, and service providers.

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 necessary to effectively deliver on our mission and goals, achieve excellence in all that we do, and foster a consistent feeling of pride in our work.

We believe that **integrity** is imperative to building and maintaining the trust, respect, and admiration of all our stakeholders.



Most wins on the Best Companies to Work For list: Northeast Delta Dental

2023 marked the 11th year—plus five in the Hall of Fame—we were honored to be listed by Business NH Magazine as one of the Best Companies to Work For.



## Senior management

**Laurie Bienefeld**, Vice President, Finance

**Michael D. Bourbeau**,  
Vice President, Information Systems

**Sara M. Brehm**,  
Director, Board Relations & Executive Team

**Michel E. Couret, DDS**,  
Chief Dental Officer

**Brian Duffy, Esquire**,  
Vice President & General Counsel

**Joseph V. Errante, DDS**, Vice President,  
Provider Network & Clinical Strategies

**Benantonio Forgione, GBDS, REBC**,  
Subsidiary COO

**Jodie Hittle**,  
Vice President, Sales & Marketing

**Ryan King, PHR, SHRM-CP**,  
Vice President, Human Resources

**William H. Lambrukos**,  
Senior Vice President, Operations

**Courtney M. Morin, FSA, MAAA**,  
Vice President, Actuarial & Underwriting

**Thomas Raffio, FLMI**, President & CEO

**Eugene Shimelfarb**, Subsidiary CEO

# A message from Tom Raffio

Our values of communication, teamwork, quality and integrity are more than words—they are the core of who we are as people and how we operate as a business. I believe living these values is how we succeed. Our success is exemplified in many ways—from growing our membership to over 1,055,000, to achieving a 99% customer retention rate, to garnering repeated recognition as one of the Best Companies to Work For, to creating impact on oral health through our philanthropic work. Northeast Delta Dental is thriving as a business and a community partner.

I am proud to share our 2023 annual report. I hope you enjoy a look back at our successes throughout the year. Unquestionably, the implementation of dental care benefits for New Hampshire adult Medicaid recipients in April was profoundly important to me. After 25 years of advocacy, we proved that persistence pays off, resulting in over 90,000 adult Medicaid recipients being afforded coverage for oral health care. But we know this is a race without a finish line. Now, we have turned our focus to building a network of providers that adequately meets the needs of our community. I have taken a personal interest in this effort and remain committed to ensuring care is available to all who need it.

A key part of ensuring the availability of care is addressing the workforce challenges experienced by our providers in northern New England. Last year, Northeast Delta Dental made a three-year, \$6 million commitment to student debt repayment awards. In 2023 over \$1.3 million of that contribution funded sixteen dental loan repayment awards in Maine, New Hampshire and Vermont with the goal to attract more dentists to the region. More funding will follow in the coming year. This is just one of the impactful ways our team is furthering our mission, and you'll read about several others in the following pages.

Another important example of living our values is continued support for veterans across the tri-state region. Through our ongoing financial contributions, we are providing a vital safety net of funds for not-for-profit organizations in Maine, New Hampshire and Vermont to support veterans who otherwise are not eligible to get the oral health care they need. Our Foundation and corporate giving contribute to a broad range of programs including oral health services, women empowerment events, initiatives to end homelessness and food insecurity, disease research and the arts.

I also want to express my sincere gratitude for being named this year's Garden Party Honoree by The Moore Center. Their mission of "creating opportunities for a good life" for people with intellectual, developmental and personal challenges inspires me in my work to improve our community's overall health by increasing access to oral health care. The reason is simple: everyone deserves a healthy smile.

Thank you for helping Northeast Delta Dental live our values and enabling us to advance our work to improve health, wellness and quality of life for people across the tri-state region.



Thomas Raffio, FLMI, President & CEO



Left to right:  
Janet Bamberg, President & CEO of The Moore Center; Tom Raffio, President & CEO of Northeast Delta Dental; Joyce Craig, Mayor of Manchester, NH.

**>1,055,000**  
MEMBERS HAVE DELTA  
DENTAL COVERAGE IN  
MAINE, NEW HAMPSHIRE  
AND VERMONT.



Left to right: Northeast Delta Dental board chairs Jeffrey R. Walawender, DDS, Delta Dental Plan of Maine; David B. Staples, DDS, Delta Dental Plan of New Hampshire; David B. Solomon, DDS, Delta Dental Plan of Vermont.

## Turning talk into action across our communities

WE ARE PLEASED TO REPORT THAT 2023 WAS ANOTHER SUCCESSFUL YEAR FOR DELTA DENTAL PLANS OF MAINE, NEW HAMPSHIRE AND VERMONT.

Each of our companies realized a net gain in primary members, with Maine adding 21,179 members, New Hampshire 11,465 members and Vermont 8,974 members. While there is much to celebrate in these positive business results we are just as proud of how our organizations continue leveraging our financial successes to fulfill our company mission and values. The following summaries highlight just some of the ways we exemplify the finest in communication, teamwork, quality and integrity across the tri-state region.

### Living our values in Maine

Our ongoing financial support for the University of Maine at Augusta (UMA) will enable the expansion of the current UMA Lewiston Center Dental Clinic and increase enrollment of dental assisting and expanded functions dental assisting students. Additionally, we supported our veterans in Maine with a \$200,000 grant to the Maine Veterans' Dental Network (MVDN), which enables Maine's veterans to get the oral health care they need. New York University's College of Dentistry once again offered services to dental patients in rural Maine thanks to Foundation funding. Lastly, our partnerships throughout Maine continue to enable us to support age-one oral health care through vital programs.

### Living our values in New Hampshire

Our New Hampshire team is supporting the pilot of a program named My Smile Buddy, similar to the one in Maine, which raises awareness and enables more proactive treatment of caries in young children. We presented four Federally Qualified Health Centers (FQHCs) with a check for \$500,000 to continue the impactful work they are doing in the community. In an annual celebration of teamwork, our sponsorship of the Delta Dental Mount Washington Road Race raised funds for Coös County Family Health Services, which provides health care, social services and dental care to the rural residents of northern New Hampshire. We are also proud of our work supporting New Hampshire veterans with the financial assistance and connections to access dental care they might otherwise forego. Additionally, we highlight the excellent work of the Northeast Delta Dental Foundation. Through grant funding, Greater Seacoast Community Health is able

86%

OF DENTISTS IN MAINE,  
NEW HAMPSHIRE AND  
VERMONT ARE IN  
OUR NETWORK.



From far left: Jeffrey Walawender, DDS, David Staples, DDS, Tom Raffio and David Solomon, DDS, at a 2023 Tri-State Board Meeting.

to help people struggling to afford or access care in Somersworth and Portsmouth area communities with its dental care programs. Finally, Northeast Delta Dental partnered with DentaQuest and Solvere to arrange mobile dental units throughout New Hampshire to increase access to dental care to those newly eligible for the adult Medicaid dental benefit.

### Living our values in Vermont

We are proud that our organization is helping bring more dentists to Vermont by offsetting their expenses with dental loan repayment programs, scholarships and grants. In Vermont, we also supported our veterans with the initial funding of a new program through which not-for-profit dental clinics and Federally Qualified Health Centers will provide dental services to qualifying veterans. Another valued program in Vermont, the Vermont Head Start Association's Tooth Tutor program, received a grant to help Tooth Tutors (registered dental hygienists) reach more children and families with education and dental care to improve their oral health. A Foundation grant is helping Windham County Dental Center provide accessible and affordable oral health care for uninsured and Medicaid patients across 23 Vermont towns. Notably, the Dental Center reaches patients in need who represent diverse populations, informing them of available services to improve their oral health and overall well-being in a supportive, respectful, and compassionate environment.

## Building connections through communication



Northeast Delta Dental President & CEO Tom Raffio with one of the mobile dental vans, which are spreading smiles to adult Medicaid recipients across New Hampshire.

COMMUNICATION IS FUNDAMENTAL IN RAISING AWARENESS OF ORAL HEALTH ISSUES AND HELPING OUR COMMUNITIES CONNECT WITH THE DENTAL SERVICES THEY NEED.

### Adult Medicaid coverage comes to New Hampshire

After 25 years of advocacy we are proud that dental care coverage has been extended to adult Medicaid recipients in New Hampshire. With the passage of that landmark legislation, we started spreading the word—and the smiles.

To support the roll-out of Medicaid coverage, which started April 1, 2023, Northeast Delta Dental and its partners, DentaQuest and Solvere Health, held mobile dental clinics exclusively for Medicaid recipients ages 21 and older with multiple stops across New Hampshire throughout the year.

Additionally, we continue to actively encourage participating dentists in New Hampshire and the surrounding areas to become Medicaid providers, especially providers who have already been serving children with Medicaid benefits and those outside our network who are dedicated to serving Medicaid patients in their community.

### Reaching more families with early-childhood dental care

Our communication initiatives and efforts to live our values extend across the tri-state region. In all three states we are focusing on the early childhood disease caries—typically a behavioral and nutritional disease that is entirely preventable. Central to our effort is supporting programs that instruct a wide range of health care workers on how to treat infants and toddlers for caries and help young parents recognize the need for year-one exams.

In Maine, we are working with several local organizations to expand training in age-one oral health care. The Justice and Equity Dental Initiative (JEDI) - Age One Dental Program includes both instructional and clinical training for dental students, dental hygiene students, medical students, pediatricians, and their ancillary staff. To date, more than 190 children have been seen for screenings and preventive care. This includes home care instruction and nutritional counseling for the parent or guardian, application of fluoride, and referral to a dental home for any needed restorative follow-up care.

In New Hampshire, we support the Nashua Department of Health and Human Services and Columbia University on piloting a similar program—My Smile Buddy—designed to enhance recognition among Community Health Workers in the etiology of caries and in anti-caries strategies for young families. The program is delivered in the community member’s native language and is culturally sensitive to the diet and norms of the culture.

Once the pilot has concluded in Nashua, it may be replicated in Vermont as part of the state’s plan to deliver early childhood caries mitigation training.

Northeast Delta Dental is partnering with dental professionals and community healthcare groups to launch anti-caries educational and preventive programs for infants, young children and their parents.



**\$4.7 Million+**

COMMUNITY SUPPORT  
FOR NOT-FOR-PROFIT  
ORGANIZATIONS,  
VETERANS, ORAL  
HEALTH CARE SERVICES,  
EDUCATION AND MORE.

## Leveraging the power of teamwork

BRINGING VITAL ORAL HEALTH CARE SERVICES TO OUR COMMUNITIES IS A TEAM EFFORT. THAT'S WHY, BEYOND OUR OWN TEAM OF DENTAL BENEFITS PROFESSIONALS, WE COLLABORATE WITH AND SUPPORT NUMEROUS OTHER ORGANIZATIONS ACROSS THE TRI-STATE REGION.

### Addressing workforce challenges in the dental industry across northern New England

To address the workforce challenges being faced by our providers in northern New England we contributed \$665,000 to the University of Maine at Augusta (UMA) to expand its Lewiston Center Dental Clinic. This will allow increased enrollment of dental assisting and expanded functions dental assisting students, as well as provide dental hygiene students with another location for clinical rotations.

We also help dentists with student loan repayment awards, including incentives to stay and practice in northern New England. In 2023, we funded 16 dental loan repayment awards in Maine, New Hampshire and Vermont, totaling over \$1.3 million. These funds came from Northeast Delta Dental's \$6 million contribution in 2022, administered by the Recruitment Center at Bi-State Primary Care Association (Bi-State) and awarded to dentists in northern New England over three years.

### Running for a cause to the top of Mount Washington

Few activities exemplify teamwork better than sports, and through sports Northeast Delta Dental works to further our mission. In 2023, we supported the 62nd running of the Delta Dental Mount Washington Road Race, which raised \$62,000 for Coös County Family Health Services, to support their work providing vitally needed dental care to the rural residents of northern New Hampshire.

We also have a long-running partnership with the New Hampshire Fisher Cats baseball organization, presenting the 2023 Oral Health Challenge to children 12 or younger. Children who compete in the Challenge document they have brushed twice and flossed once daily for seven consecutive days, earning them two free tickets to one of four NH Fisher Cats games. The Portland Sea Dogs also teamed up with us for a special Tooth Fairy event at each home game, where one lucky child had the opportunity to wear tooth fairy wings and brush the bases with an oversized toothbrush.

>\$8 million

INVESTED IN ADDRESSING  
WORKFORCE SHORTAGE.

Through our funding programs with UMA, Northeast Delta Dental is helping to fill the gap in dental services across Maine.





**250+**  
LOCAL NOT-FOR-PROFIT  
ORGANIZATIONS WITH  
WHICH NORTHEAST  
DELTA DENTAL  
COLLABORATES.



The Mount Washington Auto Road and Northeast Delta Dental proudly presents Coös County Family Health Services with \$62,000 raised from the Delta Dental Mount Washington Road Race.



Joseph Gray, one of the country's few elite-level African American trail runners and the only athlete of color to represent the U.S. at the World Mountain Running Championships, is first to finish the 62nd Delta Dental Mount Washington Road Race.

“I am very thankful for the Northeast Delta Dental award and the positive impact it has to increase access to quality dental care in areas where communities need our help the most.”

— Dr. Colin Boswell

2,099,035

CLAIMS PROCESSED

WITH AN AVERAGE

SPEED OF

1.24 DAYS.



## Prioritizing quality in everything we do

FEW THINGS CONTRIBUTE MORE TO OUR SUCCESS AS A BUSINESS THAN THE QUALITY OF WORK ACHIEVED BY OUR PROFESSIONAL EMPLOYEE COLLEAGUES.

### Driving excellence in serving our members

In 2023, we reached over 1,055,000 members thanks to the professionalism of our employees and broker partners. Additionally, we are proud that 86% of dentists in Maine, New Hampshire and Vermont are in our network.

It also speaks volumes that of the two million-plus local claims processed in 2023, our team processes each in an average of 1.24 days. Moreover, when someone calls to speak with a live customer service representative, they get through in just 30 seconds on average. This commitment to excellence has resulted in a 99% customer retention rate and a 92% member satisfaction rating.

### Promoting quality dental care at home

Northeast Delta Dental continues to promote quality dental care throughout our network and communities. Health *through* Oral Wellness®, or HOW®, is our unique, patient-centered oral health program which promotes good oral and overall health. In 2023, we partnered with PreViser® and Philips on a new feature for qualified members, the HOW® Home Care Offer, designed to help keep members on the path toward healthier lives.

Members who have HOW® as part of their dental benefit already receive free, customized oral health tips designed around their specific oral health needs. Now, through the HOW® Home Care Offer, qualified members can purchase Philips Sonicare products, including an electric toothbrush, at a significant discount. Because using an electric toothbrush makes it easier to brush more consistently and access hard-to-reach places, we are confident this new feature of HOW® will help improve the quality of home dental care and spread more smiles across our communities.



Northeast Delta Dental's Claims Edit Department.

Back row, left to right: Kathryn LaBonte, Chantal Beaudin, Heidi Knight, Maryann Lewis, and Natalya Dilullo.

Front row, left to right: Kim Smith, Diane Baron, Ruth Healey, Joey Chism, Monique Lycett, and Kim Shepard.

Missing: Marty Pereira, Laura Bemis, and Christine Johnson.

**92%**  
MEMBER  
SATISFACTION  
RATING.

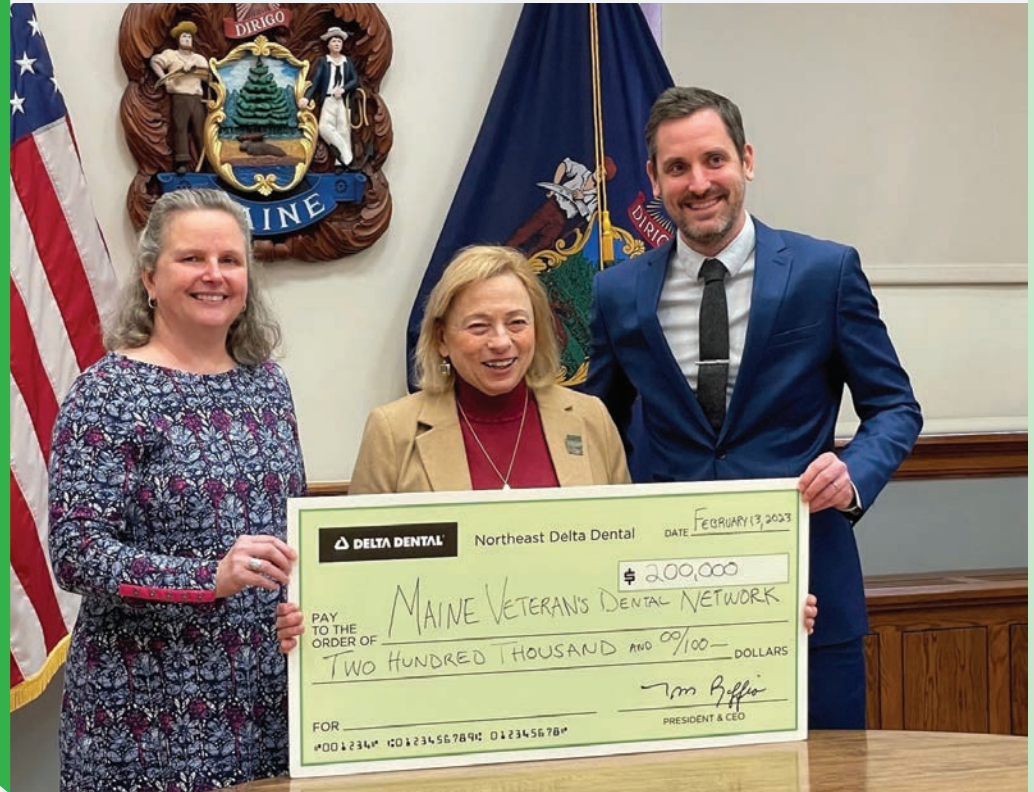


A registered dental hygienist reviews the HOW® and PreViser® report with a patient.

# \$200,000

TO MAINE VETERANS' DENTAL NETWORK (MVDN) TO PROVIDE A VITAL SAFETY NET OF FUNDS TO SUPPORT MAINE'S VETERANS.

Left to right: MVDN Founder Sarah Sherman, Maine Governor Janet Mills, and Northeast Delta Dental Maine Board Chairman Jeffrey Walawender, DDS.



## Living corporate and personal integrity

GENUINELY LIVING OUR VALUES REQUIRES A COMMITMENT TO INTEGRITY IN EVERYTHING WE DO INSIDE AND OUTSIDE OUR BUSINESS. ONE WAY WE DO THAT IS THROUGH CONTINUING TO BUILD ON OUR SUPPORT FOR VETERANS ACROSS MAINE, NEW HAMPSHIRE AND VERMONT.

### Enabling the underserved to get the oral health care they need

In 2023, we awarded a \$200,000 grant to Maine Veterans' Dental Network (MVDN) to provide a vital safety net of funds to support Maine's veterans who otherwise are not eligible to get the oral health care they need. Through the MVDN, dental services are provided by a network of 22 not-for-profit dental clinics, Federally Qualified Health Centers (FQHCs) and Maine dental teaching schools. Additionally, we invested \$200,000 to fund an informal program in New Hampshire that connects each qualifying veteran with a dental office where care is provided. In Vermont, we've recently received support to create a program similar to the MVDN, beginning with a \$100,000 commitment to recruit not-for-profit dental clinics and FQHCs into the program.

Significantly, our Foundation and corporate giving programs assisted many other populations facing economic hardship. A \$45,000 grant was awarded to Vermont Head Start/Early Head Start programs to support the Vermont Head Start Association's Tooth Tutor program. Head Start registered dental hygienists work with low-income families to help improve oral health outcomes for their children. This work includes locating dental homes for children, providing oral health activities and education that help children become comfortable going to the dentist, and working with local dental practices in their treatment of Head Start children.

## Supporting more equitable opportunities for diverse populations

For integrity to permeate an organization, it must be modeled at the top. Northeast Delta Dental President & CEO Tom Raffio continues to exemplify this point. In 2023 Tom was recognized as The Moore Center's Annual Garden Party Honoree for his numerous contributions to the greater Manchester, New Hampshire community, both personally and professionally, that further the organization's mission to serve people with intellectual, developmental and personal challenges while helping them create opportunities for a good life.

In line with Tom's example, doing the right thing for our employees and our community extends across a broad range of initiatives, from increasing access to oral health services in northern New England, to supporting youth services, disease research, prevention programs to end homelessness and food insecurity, as well as culture and the arts. It's all part of our mission to improve health, wellness and quality of life for people across the tri-state region.

To carry out this mission with integrity, we provide ongoing employee training on various topics to help us recognize where inequities may exist and ensure our initiatives promote acceptance and inclusion.

We are also committed to ensuring our website meets national accessibility standards. Sensitive to the range of needs our members may have when visiting our site, we added features to improve navigation and enhance search functionality, along with customized sections to better serve every one of our members.

Vermont Head Start/Early Head Start programs bring vital oral health care to young children from low-income families who do not have a dental home.



~\$60,000

GIVEN BY NORTHEAST  
DELTA DENTAL TO  
PROGRAMS THAT  
SUPPORT BIPOC, LGBTQ+,  
DISABLED AND WOMEN  
EMPOWERMENT  
COMMUNITIES TO  
FURTHER OUR  
COMMITMENT TO DEI.



In Machias, Maine, New York University College of Dentistry students, in collaboration with local partners such as Washington County Children's Program (part of Sunrise Opportunities), are providing critically needed dental care and education to those who would otherwise go without.

## Spreading more smiles through our Foundation

THE NORTHEAST DELTA DENTAL FOUNDATION PROVIDES A VITAL FINANCIAL ENGINE FOR LIVING OUR VALUES THROUGH PHILANTHROPY.

In 2023, our Foundation awarded grants totaling \$1,335,104.81 to 62 oral health programs, including \$592,659.95 in Maine, \$559,558.86 in New Hampshire and \$182,886 in Vermont. These funds go to organizations and initiatives in the three states that provide oral health education and dental care to uninsured and underserved communities.

### Bringing vital oral health services to children in rural Maine

Thanks to a \$50,000 Foundation grant, New York University (NYU) College of Dentistry returned to Machias, Maine, to conduct its 14<sup>th</sup> NYU College of Dentistry's Global Student Outreach Program, which provides vital oral health services to children in rural Maine. In particular, Washington County residents have historically faced profound barriers in gaining access to affordable, quality oral health services. These barriers include poverty, lack of dental insurance, high-cost co-pays and limited access to dentists.

**>\$1.3 million**

IN FOUNDATION GRANTS  
AWARDED TO MAINE,  
NEW HAMPSHIRE, AND  
VERMONT ORAL  
HEALTH PROGRAMS.

### Better supporting the underserved in New Hampshire

In New Hampshire, our Foundation awarded \$5,000 to The PLUS Company to offer dental health education to the over 400 adult clients with disabilities. Adults with disabilities often encounter many health challenges, not the least of which is with their oral health. Research has shown that this population encounters more barriers in maintaining recommended oral health routines and tends to have a higher percentage of disparity in meeting their oral health needs. This program reinforces the importance of good oral health.

### Helping at-risk patients connect to services in Vermont

Through their grant-funded outreach efforts, Battenkill Valley Health Center (BVHC), has helped to reduce dental fear, provided oral health education, and connected people with a dental home.



An instructor from The PLUS Company conducting a preventive oral health class.



A toddler learning the value of good oral health care at Battenkill Valley Health Center.

## Making a difference through non-oral health community giving

EXPANDING ACCESS TO DENTAL CARE MAKES SENSE FOR OUR COMPANY FOR OBVIOUS REASONS, BUT WE BELIEVE THAT WE SHOULD ALSO SUPPORT SOCIAL ISSUES AFFECTING OUR LOCALE BEYOND THE INDUSTRY THAT WE WORK IN, TO BETTER OUR COMMUNITIES.

### Driving excellence in serving our members

In 2023, Northeast Delta Dental supported hundreds of organizations with over \$1,500,000 in contributions to non-oral health initiatives. These ranged greatly in size and substance.

>\$1,500,000

CORPORATE GIVING TO SUPPORT HUNDREDS OF ORGANIZATIONS FOR NON-ORAL HEALTH INITIATIVES.

In Maine, we co-sponsored the 19th annual Cares for Kids Radiothon in support of The Barbara Bush Children's Hospital. The Barbara Bush Children's Hospital at Maine Medical Center is one of the country's leading children's hospitals, committed to enhancing the lives of children through excellence in patient care, research and education.

The Cares for Kids Radiothon in Maine raised over \$500,000 for The Barbara Bush Children's Hospital.



This year in New Hampshire, four federally qualified health centers (Amoskeag Health, Ammonoosuc Community Health Services, Inc., Lamprey Health, and Greater Seacoast Community Health) faced critical financial shortfalls. Northeast Delta Dental responded to the call for emergency funds with a \$500,000 gift to stabilize the network and ensure continuity of integrated health care services.

Northeast Delta Dental responded to the call for emergency stabilization funding with a \$500,000 gift.

Through our financial support, we are helping Capstone Community Action in Barre, Vermont, lift individuals and families out of poverty and open doors for them to pursue stabilizing economic opportunities. Our \$5,000 gift to Capstone was part of \$25,000 in total giving toward 2023 Vermont Flood Disaster Relief, which included additional \$5,000 contributions each to Vermont Foodbank, Prevent Child Abuse Vermont, Red Cross Vermont and the Vermont Community Foundation.

Northeast Delta Dental presents a \$5,000 contribution to Capstone Community Action of Barre, VT. Left to right: Sarah Thayer, Director, Vermont Sales & Account Management, Northeast Delta Dental; Alison Calderara, Chief of Programs and Advancement, Capstone Community Action.





## Maine Dental Service Corporation, d/b/a Delta Dental Plan of Maine

### Statutory Balance Sheet—December 31, 2023, and 2022

Admitted Assets:	2023	2022
Cash and investments	\$ 78,225,639	\$ 70,877,690
Accounts receivable	5,264,453	4,658,986
Other assets	8,647	70,555
Total admitted assets	<u>\$ 83,498,739</u>	<u>\$ 75,607,231</u>
Liabilities and Surplus:		
Accounts payable and accrued expenses	\$ 2,309,116	\$ 2,176,454
Subscribers' claims payable and related accrued expenses	2,299,065	2,292,980
Unearned revenue and advances	3,419,963	3,170,721
Total liabilities	<u>8,028,144</u>	<u>7,640,155</u>
Surplus	75,470,595	67,967,076
Total liabilities and surplus	<u>\$ 83,498,739</u>	<u>\$ 75,607,231</u>

### Schedule of Gross Amounts Billed, Gross Expenses Incurred, and Changes In Surplus for the Years Ended December 31, 2023, and 2022

Gross Amounts Billed:	2023	2022
Gross billings	\$ 178,099,075	\$ 163,537,311
Net investment revenue/(loss)	6,565,797	587,947
Total revenues	<u>184,664,872</u>	<u>164,125,258</u>
Gross Expenses Incurred:		
Professional services	153,378,540	138,844,633
Operating expenses	23,452,304	21,380,437
Total gross expenses incurred	<u>176,830,844</u>	<u>160,255,070</u>
Net income/(loss)	7,834,028	3,900,188
Change in net unrealized gain on investments	(327,257)	(6,337,667)
Change in statutory non-admitted assets	(3,252)	454,544
Increase in surplus	7,503,519	(1,982,935)
Surplus, beginning of year	67,967,076	69,950,011
Surplus, end of year	<u>\$ 75,470,595</u>	<u>\$ 67,967,076</u>

The financial statements of Maine Dental Service Corporation, d/b/a Delta Dental Plan of Maine, as of, and for the years ended, December 31, 2023 and December 31, 2022, were audited by the firm of Baker Newman & Noyes LLC. 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.

### Board of Directors

**Kristine A. Avery, SPHR, SHRM-SCP**  
SVP & Chief Human Resources Officer  
Kennebec Savings Bank  
Augusta

**David J. Daigler**  
President, Maine Community College System  
Augusta

**Melissa Haidu-Sylvia, DDS**  
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**Marcia Minter**  
Co-Founder, Indigo Alliance  
Portland

**Bruce G. Nickerson, CPA**  
CFO, Cross Insurance  
Holden

**Scott Normandeau**  
Consultant/Owner  
Kennebunk Cyber Systems  
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Brewer

**C. Bradford Rand, DDS**  
Brewer

**Burton L. Rankie, DDS**  
Naples

**Kathy L. Reynolds**  
System Director, Governance Operations  
Northern Light Health  
Brewer

**Jennifer L. Thompson**  
Executive Director, NAMI Maine  
Brewer

**Jeffrey R. Walawender, DDS**  
Augusta

### Officers

**Jeffrey R. Walawender, DDS, Chair**

**Kathy L. Reynolds, Vice Chair**

**Thomas Raffio, FLMI, President & CEO**

**Bruce G. Nickerson, CPA, Treasurer**

**Benjamin E. Marcus, Esq., Clerk**

## Delta Dental Plan of New Hampshire, Inc.

## Statutory Balance Sheet—December 31, 2023, and 2022

Admitted Assets:	2023	2022
Cash and investments	\$ 76,951,364	\$ 70,831,522
Accounts receivable	7,485,490	6,103,713
Fixed assets, net and other assets	5,010,465	4,912,121
Total admitted assets	<u>\$ 89,447,319</u>	<u>\$ 81,847,356</u>
Liabilities and Surplus:		
Accounts payable and accrued expenses	\$ 8,821,873	\$ 7,457,371
Subscribers' claims payable and related accrued expenses	2,305,965	2,235,880
Unearned revenue and advances	5,560,449	5,789,235
Total liabilities	<u>16,688,287</u>	<u>15,482,486</u>
Surplus	72,759,032	66,364,870
Total liabilities and surplus	<u>\$ 89,447,319</u>	<u>\$ 81,847,356</u>

## Schedule of Gross Amounts Billed, Gross Expenses Incurred, and Changes In Surplus for the Years Ended December 31, 2023, and 2022

Gross Amounts Billed:	2023	2022
Gross billings	\$ 455,006,263	\$ 423,023,747
Net investment and rental real estate income/(loss)	2,302,943	47,270
Total revenues	<u>457,309,206</u>	<u>423,071,017</u>
Gross Expenses Incurred:		
Professional services	404,850,784	374,724,170
Operating expenses	46,563,274	44,497,544
Other expenses	1,978,358	1,476,506
Total gross expenses incurred	<u>453,392,416</u>	<u>420,698,220</u>
Net income/(loss)	3,916,790	2,372,797
Change in net unrealized gain on investments	1,793,819	(4,414,191)
Change in statutory non-admitted assets	683,553	681,866
Increase in surplus	6,394,162	(1,359,528)
Surplus, beginning of year	66,364,870	67,724,398
Surplus, end of year	<u>\$ 72,759,032</u>	<u>\$ 66,364,870</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 years ended, December 31, 2023 and December 31, 2022, were audited by the firm of Baker Newman & Noyes LLC. 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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## Delta Dental Plan of Vermont, Inc.

## Statutory Balance Sheet—December 31, 2023, and 2022

Admitted Assets:	2023	2022
Cash and investments	\$ 40,007,217	\$ 36,512,201
Accounts receivable	2,553,175	2,549,122
Other assets	154,540	196,434
Total admitted assets	<u>\$ 42,714,932</u>	<u>\$ 39,257,757</u>
Liabilities and Surplus:		
Accounts payable and accrued expenses	\$ 1,583,940	\$ 1,481,961
Subscribers' claims payable and related accrued expenses	1,386,665	1,295,980
Unearned revenue and advances	1,660,055	1,858,928
Total liabilities	<u>4,630,660</u>	<u>4,636,869</u>
Surplus	38,084,272	34,620,888
Total liabilities and surplus	<u>\$ 42,714,932</u>	<u>\$ 39,257,757</u>

## Schedule of Gross Amounts Billed, Gross Expenses Incurred, and Changes In Surplus for the Years Ended December 31, 2023, and 2022

Gross Amounts Billed:	2023	2022
Gross billings	\$ 102,735,893	\$ 97,640,428
Net investment revenue/(loss)	835,952	752,554
Total revenues	<u>103,571,845</u>	<u>98,392,982</u>
Gross Expenses Incurred:		
Professional services	89,439,500	84,073,026
Operating expenses	12,238,315	12,455,841
Total gross expenses incurred	<u>101,677,815</u>	<u>96,528,867</u>
Net income/(loss)	1,894,030	1,864,115
Change in net unrealized gain on investments	1,567,936	(2,236,566)
Change in statutory non-admitted assets	1,418	(11,790)
Increase in surplus	3,463,384	(384,241)
Surplus, beginning of year	34,620,888	35,005,129
Surplus, end of year	<u>\$ 38,084,272</u>	<u>\$ 34,620,888</u>

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## Promoting smiles across the tri-state area

To address why businesses and consumers should choose Delta Dental, we launched the **Why Delta Dental** ad campaign to communicate key reasons for selecting Delta Dental, such as the fact that 86% of the dentists are in network in the tri-state area. Complementing this campaign we continued our successful **“We have a plan for every smile.”** promotion for individuals and families.

### Delta Dental Plan of Maine

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

### Delta Dental Plan of New Hampshire

One Delta Drive | PO Box 2002  
Concord, New Hampshire 03302-2002  
603-223-1000  
Fax 603-223-1199

### Delta Dental Plan of Vermont

12 Bacon Street | Suite B  
Burlington, Vermont 05401-6140  
802-658-7839  
Fax 802-865-4430



Delta Dental has more satisfied clients

86% of dentists in network in the tri-state area

**DELTA DENTAL**

[www.nedelta.com](http://www.nedelta.com)

Source: 2021 Delta Dental data



THE  
“I’m a parent”  
smile

Prepare with **100%** preventive care.  
Individual and family plans to fit every smile.



Find your plan today!  
[DeltaDentalCoversMe.com](http://DeltaDentalCoversMe.com)

