

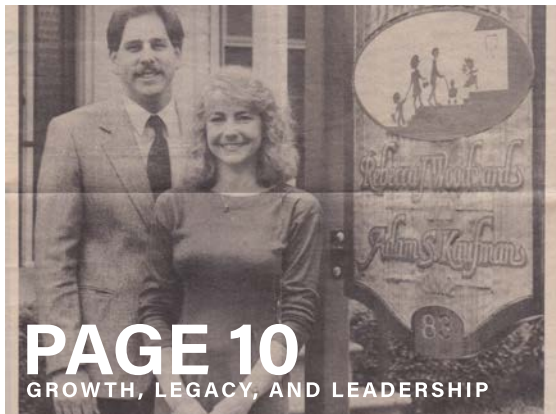


RESOLUTE DENTAL PARTNERS



2024 ANNUAL REPORT

A DOCTOR-OWNED FAMILY OF PRACTICES



WHAT'S INSIDE

The Strength of a Family.....2

Why Resolute isn't a DSO — it's something greater.

Core Value Warriors7

Meet the team members who defined excellence this year.

Growth, Legacy, and Leadership10

New leaders, big transitions, and a legacy continued as we welcome Drs. Woodward & Kaufman into our family of practices.

Resolute Leadership In Action11

Game-changing moments that shaped Resolute's future.

The Care & Dedication of a Life-Long Dentist.....14

Dr. Daren's journey from assistant to a life-long staple in the East Lyme community.

Honoring a Legacy of Excellence & Trailblazing15

Dr. Urbanski's impact on periodontics and women in dentistry.

Taking Control of your Financial Future...16

SmartDollar: A stress-free way to master your finances and find financial freedom.

Strength in Numbers: Centralized RCM Raising the Bar17

How teamwork and strategy created solutions that led to greater financial success for all teams.

Connecting Patients with Care18

Mary Carver and Toni Massungs's secrets to turning "I'll think about it" into yes.

Recognizing the Power of Community & Teamwork19

How a collaboration with the Mission of Mercy lead to recognition for innovation and patient care.

Resolute Day20

Big ideas, bold vision, and a strong future.

Summer Bash22

Celebrating our loved ones who support us.

Year in Review Photos.....24

Your team's comradery all in one place.





ABOUT RESOLUTE

Founded in 2018 with a vision of creating a collaborative model for the future, Resolute Dental Partners capitalizes on the deep history of our dental practices spanning over fifty years in Connecticut communities. Our goal is to develop and nurture a true family of practices working together to raise the standard of care in dentistry. Healthcare has changed dramatically in the 21st century. As we have seen the contraction of medicine and dentistry into larger corporate models, the personalized care patients seek and desire has commonly suffered. In addition, dentists have frequently lost their ability to sustain an independent practice, lost their clinical autonomy, and have been faced with the new complexities of insurance, finance, labor law, and the pressures of competing with big business.

Resolute was built on the belief that there is a better way to serve our dentists, our team members, and most importantly: our patients. We feel that being “doctor-owned” is a critical factor in maintaining our commitment to the delivery of optimal patient care within the communities in which we work and live. Our collaborative model allows us to share resources, technology, clinical intellect and experiences throughout our organization. This synergy cultivates a vibrant atmosphere of personal growth for all of our doctors and team members, and allows us to put our “patients first” at all decision points. We believe the result is the creation of a sustainable dental community which will navigate the ever-evolving tides of change, while never compromising our beliefs, vision and values. This is the legacy of Resolute.

CORE VALUES

GROWTH

We embrace a constantly curious mindset that is never satisfied with the status quo.

DEDICATION

With the spirit of courage and true grit, we dare to achieve excellence and will not waiver in our pursuit of greatness.

INTEGRITY

We are committed to doing the right thing, being impeccable with our words, and accountable for our results.

KINDNESS

We are a united front with a heart of compassion, respect, and the desire to connect.

THE STRENGTH OF A FAMILY

A WORD FROM GT

I don't have any memories of my mother and father being married as they were divorced before my second birthday. They had two children in their short time together including myself and my older brother. I have 4 other siblings including my sister and brother from my father's second marriage, my brother from my mother's second marriage, and my youngest brother from my father's third marriage. Our family didn't look like many of my friends' families growing up who had traditional family units that were "intact". Growing up, the term commonly used to describe us was a "broken family". Teachers would use that terminology, so I adopted it as well. But it bothered me every time I said it. When someone asked me how many siblings I had, I would say I've got 4 brothers and a sister, but we are a "broken family" so we have different parents. And people would nod with supposed understanding.



Chris, Todd, Greg, Doug, Daniel

However, people didn't understand our family because we were anything but broken. I was loved and continue to be loved by my family. I never doubted for a

second growing up that I was supported and cared for. I always considered myself to have five siblings, and never called them a "half-brother" or "half-sister". To their credit, my mother and father figured out their differences through the years and always promoted the importance of family and connection with our siblings. My brothers and sister always looked forward to our time spent together. We all contributed to the culture of a bonded family unit that defied the assumptions of the world around us today. It isn't uncommon to celebrate a holiday or occasion with my mother sharing the table with her present husband, and her two ex's, with any combination of offspring. It doesn't matter because we are all connected. In a very real sense, I am a product of the unique nature of my family. I always felt that I had a force, an army, or a nation behind me and it powered me to be the person I am today. I don't know what to call it, or how to describe my family, but it's not broken.



Greg, Doug, Jacob, Todd, Shannon, Daniel

In many ways, I relate this experience to the story of Resolute. We have laid silent within



Doug, Mom, Greg

our community as we have done the important work of building our practices and learning about ourselves as a young company. Resolute was founded upon an inspiration that we could be unique and different. We were witnessing the destruction of legacy dental practices one-by-one, as each succumbed to the pressure to sell to geographically distant non-dentist investors known as the "DSO"; or Dental Support Organization. Frequently, we saw the quality of care suffer in these practices, as revolving door dentists weren't able to sustain the quality of care the practices benefited from for decades prior. I was concerned for the patients in our communities as I was witnessing the frustration of dental teams, and I was alarmed by the shrinking opportunities for future dentists. Some of you may recall how I exclaimed in the early years that "We will not sit back and watch these events jeopardize the future of dentistry in our community. Instead, Resolute will shape it."

Resolute began to build its portfolio of practices under the premise that we were

an "Emerging and Silent DSO". That's how the industry described us, and we adopted the terminology. However, we believed we were somehow different from the rest. We had a vision for building a dental group that was going to embrace the values of past generations of legacy dentists, but pursue the opportunities to compete in a new and ever changing environment by being forward thinking, technology driven and resource sharing among our doctor owned and doctor led family of practices. Each year we continued to search for who we were, and how we were unique that would allow us to distinguish ourselves in the market. As we all know, the work was hard to build Resolute to where we are today; and all the while Resolute remained a silent force helping support each of our practices to achieve the growth that has gotten us here today. We continued to search to identify our uniqueness and understand why we were a different type of DSO. Yet, I was bothered that we would even be described as a DSO at all. And then it occurred to me.

Resolute is NOT a DSO.

Why did we originally describe ourselves this way? The answer lies in our origins. When we founded Resolute in 2018 we had to form a legal entity. Our legal team provided us with a "DSO Formation Service" which allowed us to craft the important operating agreements that govern how Resolute functions as a growing dental company. From that moment, I just assumed we were a DSO. But when we continued to explore our differences from DSO's, right to the core of our mission and commitment to be

a doctor-owned and doctor-led company, we also realized that what we created was actually not a DSO at all! In fact, there is not a single legal document that uses those terms to describe Resolute. But then, who are we and what are we, and how would we announce ourselves to the world? It was then that we decided from this day forward, we would describe ourselves like this...

Resolute: A Family of Practices.

It was a liberating and empowering moment as we began to explore the concepts of what it means to be a family. Families have legacy – a shared history that shapes the core values that guide each member's decisions and behavior. Growth, Dedication, Integrity and Kindness. Within a family, individual households have their own rhythm and goals, much like each of our practices-- Wells Street, Flanders, Graniteville, Coastal, and Shoreline Perio – each with its own culture, personality and vision. Yet, as an extended family, we support one another, mentor one another, hold each other accountable, and celebrate each other's success. We may not be in constant contact, but when someone needs help, we rally together. This is the essence of what makes a family strong, and there is no better way to describe Resolute than as "A Family of Practices".

A Family of Practices is distinctly different from a DSO.

Starting with the primary purpose of our company, we can all understand the differential. A DSO is majority owned by non-dentist investors and their purpose is to buy and build practices to add profitability which can be captured in a sale to a new investor. Very simply, the primary purpose of the owners of a DSO is to create exponential financial gains through the sale of the business. In contrast, the Resolute Family of Practices exists to preserve the integrity of serving our patients and our teams through our doctor-owned and doctor-led model. In fact, the distinct difference between our Family of Practices is that Resolute has surrendered its ability to sell our doctor's partnership interest in their practice in direct contrast to the DSO model. Resolute was built, designed, and structured to preserve our legacy, not sell it. We are completely unique in the industry in this way.

Another way we are different is that Resolute has a very small, regional footprint. In the digital age where business is done remotely, Resolute still believes in the human touch. We do not reach beyond our

“Resolute was founded upon an inspiration that we could be unique and different. We were witnessing the destruction of legacy dental practices one-by-one, as each succumbed to the pressure to sell to geographically distant non-dentist investors...”

ability to support our practices in the flesh. I love to see the action and hear the stories about how our Strategic Team can rapidly respond and be in any of our practices to support however needed. These things happen daily and are almost automated, but provide our office teams with the peace of mind that they are not alone. They have the Resolute Family standing behind them. I love to see how our practice team members volunteer to help other offices in staff crises. Not personally knowing the team members they are helping, or the specific systems in the other office, our team members are motivated by a family connection to step up in a time of need. I am inspired to see how our business managers have built relationships with one another to share experiences, perspectives, and support one another. I've seen how our doctors have built a professional Resolute community amongst themselves, sharing insight to areas such as patient care, complex clinical challenges, and personal advice on so many different levels. Perhaps, one of the great signs of the health of our family of practices is when we see our team members make career moves within Resolute to find a greater fit for their skill sets or life situation or take advantage of stepping into new roles for growth opportunities. Our family of practices provide unlimited opportunities for our team members to find a best fit career path in dentistry.

There are many ways Resolute stands apart from DSOs, but the most important difference isn't just about structure—it's about purpose. We are not different for the sake of being different; we are different

because our vision demands it. At our core, we believe we are stronger together. Resolute is the common thread that connects and supports us, providing clarity in our goals, resources to help us achieve them, and a family that stands behind each of us when we need it most. Our success isn't measured by transactions or scale—it's measured by the strength of our practices, the growth of our teams, and the trust we build with our patients every day.

“*In contrast, the Resolute Family of Practices exists to preserve the integrity of serving our patients and our teams through our doctor-owned and doctor-led model.*”

When I founded Resolute, it was because I loved the nature of dentistry and the values that we embrace together in caring for our patients that put their trust in us. I wanted to protect and preserve the best of legacy dental practices while helping accelerate the development of high performing clinicians and team members. I wanted to position our doctors and our teams to compete at the top in an ever changing industry, and help differentiate our practices from the rest. In doing so, we would continue to set the bar for the standard of care within Resolute and throughout our communities which would be most beneficial and impactful for our patients. We are doing this every day and gaining clarity on how to articulate who we are. We are going to come out of the shadows in 2025 and explain to the

world exactly who we are and what we believe. We have a profound opportunity through our family of practices to drive a dental delivery model that is truly unique and valuable to patients, to team members and to future generations of dentists. We get to define who we are and the words do matter. In searching for that definition it is clear that just as my family was never broken, Resolute was never a DSO—we are something greater.

**We are
“A Family of
Practices”
Powered by
Resolute**

CORE VALUE WARRIORS

Our core values guide everything we do, shaping not only our approach to patient care but also our culture. This year, several team members went above and beyond to embody these values, making a profound impact on our teams, patients, and practices. From acts of extraordinary kindness to exceptional leadership and personal growth, their contributions reflect the heart of what Resolute stands for. Their stories remind us why we love what we do.



COURTNEY CLOUTIER

Courtney's warmth and kindness extends to everyone she encounters—patients and team members alike. Her ability to make genuine connections shines through, whether it's easing a patient's anxiety with a shared love of meatloaf (which earned her a homemade one in return!) or checking in on consult patients to offer them a drink and answer any questions while they wait. She goes above and beyond to ensure every patient feels cared for and every detail is in place.

Her commitment to growth is just as impressive. After recognizing the need for better organization with surgical cases, Courtney took the initiative to create and manage a Trello board that keeps everyone on track. Since stepping into this role, she has ensured that all necessary items are accounted for a week before every surgical appointment, making a significant impact on the team's efficiency. Courtney's proactive mindset, kindness, and dedication make her an invaluable part of Shoreline's Middletown office.



DIANE CRIDER

Diane's ability to meet patients where they are—both physically and emotionally—is remarkable. When an anxious patient couldn't come into the office, she met them in the parking lot, easing their fears and helping them feel comfortable enough to come inside for their appointment. She's also the first point of contact for many Online Screening patients, listening attentively to their concerns and helping them take the first step toward treatment.

Beyond her daily responsibilities, Diane has stepped up in extraordinary ways. In 2024, she stayed past closing time and spent over two hours securing transportation for a handicapped patient who was left stranded at the office late on a Friday evening. When the patient's rehab facility showed little concern, Diane took matters into her own hands, ensuring they had a safe and appropriate ride home—even covering the cost when no other solution was offered. Diane's kindness and dedication remind us that small acts can make an enormous difference in someone's life.



MORGAN FURHMANN

Morgan has become an essential part of Coastal's daily operations, demonstrating initiative, dedication, and an incredible work ethic. She's often one of the first to arrive and the last to leave, ensuring that every task is completed with care and precision.

In just one year, she has grown tremendously, taking it upon herself to learn the intricacies of Dr. Dibner's implant cases, parts, and pieces—showcasing her commitment to excellence.

Her willingness to help, attention to detail, and determination make her a standout team member. Morgan's kindness and dedication shine through in everything she does, and her growing expertise in the dental field has made a lasting impact.



SARAH GILBERT

While excelling as a hygienist, Sarah is also pursuing a Master's degree, embodying Resolute's core value of growth. Beyond her clinical expertise, she consistently steps up for her team, whether it's troubleshooting IT challenges, improving workflows, or even coming in on her day off to help see patients when the team is short-staffed. Sarah played a key role in onboarding both Jamie and Terese, ensuring a smooth transition by having them shadow her. She always brings a positive attitude, checking in with her team, offering a helping hand, and even sharing homemade sweet treats. Her dedication to growth, teamwork, and uplifting those around her truly sets her apart.



NICOLE GALINDO

Starting with no dental experience, Nicole has grown into an essential part of the team, known for her humor, compassion, and ability to connect with patients. She constantly seeks ways to help, whether it's assisting hygienists, organizing supplies, or even tidying the breakroom during downtime. On her day off, she took a wheelchair-bound patient to the beach, making the patient's dream of seeing the ocean again come true—showcasing her deep empathy and care. Nicole's eagerness to learn led her to transition from general dentistry to the surgical side, proving her dedication to growth. She's the kind of team player who brings in donuts just to brighten everyone's day and will always go the extra mile for her team and patients.



DOMINIQUE LASSELL

Dominique has embraced change with grace and positivity, seamlessly adapting to new systems and strategies while maintaining a deep commitment to patient care. She does everything she can to ensure patients have a positive experience, always fostering an environment of trust and comfort. Her engagement with patients reflects our core values, making them feel valued and at ease from the moment they walk through the door.

Beyond patient care, Dom is a true team player, always stepping up to support her doctors and coworkers. She has no ego—just a genuine dedication to teamwork and collaboration, working well with everyone to keep the office running smoothly. Her kindness, humor, and ability to guide new team members make her an integral part of both the patient experience and the Resolute family. Her adaptability and willingness to go the extra mile ensure that every day is better because of her presence.



JULIE PLANTE

Julie's expertise and patience have been instrumental in driving the RCM team forward, and her dedication to growth, integrity, and collaboration truly set her apart. She consistently goes above and beyond, not only excelling in her role as an Insurance Coordinator but also stepping up to train and mentor new team members, ensuring their success. Her commitment to accuracy and efficiency is evident in the way she meticulously enters all restorative insurance plans into Denticon while keeping Graniteville on track with payments, claims, and collections.

Julie's ability to balance these added responsibilities with grace and precision highlights her unwavering dedication to the team's success. Her problem-solving skills, strong work ethic, and supportive nature make her an invaluable asset to Resolute. She embodies what it means to be a Core Value Warrior, and we are proud to recognize her for the incredible impact she makes every day.



GROWTH, LEGACY & LEADERSHIP

2024 IN REVIEW

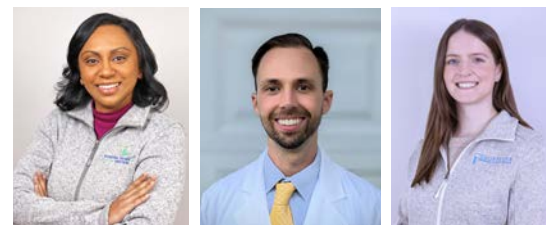
In 2024, Resolute continued to build on its foundation of doctor-led, patient-centered care, welcoming new leadership, strengthening existing teams, and expanding our family of practices. Growth came in many forms—through mentorship, transitions, and a shared commitment to clinical excellence—ensuring our practices remain strong, adaptable, and focused on delivering exceptional care.

One of the most significant milestones of the year was Woodward & Kaufman Family Dentistry joining Resolute. This practice is not just a fixture in Westerly—it is a cornerstone of its dental community, carrying forward a legacy that spans generations. As the longest continuously running dental practice in town, it has served families for decades, passing from one dedicated set of hands to another. Drs. Woodward and Kaufman took the reins in the early 1990s, continuing the tradition of excellence established by Dr. Hotchkiss and those before him. Their commitment to their patients has been unwavering, built on a philosophy of meticulous care, trust, and genuine personal connection. Known for their deep involvement in the Westerly community—from the fire department to youth sports and local organizations—Drs. Woodward and Kaufman have not only cared for smiles but have also played a meaningful role in shaping the town itself. As they transition their practice

into this next chapter with Resolute, their legacy remains the foundation on which the future will be built.

The year also marked transitions across our practices, as doctors stepped into new leadership roles, ensuring continuity and stability for both their teams and patients. At Shoreline Periodontics, Drs. Rajendran and Pearce have embraced the opportunity to carry forward the legacy of Dr. Urbanski, solidifying the practice's reputation as a leader in periodontal care. At Flanders Dental Studio, Dr. Mastrotta took the reins following Dr. Daren's retirement, guiding the practice through a re-brand while continuing its legacy of serving the East Lyme community. We also welcomed Dr. Swank at Graniteville and Dr. Haupage at Coastal. Across Resolute, doctors and teams leaned into change, strengthening the foundation for the next generation of leaders.

As we close the chapter on 2024, we celebrate the resilience and dedication that define the Resolute Family of Practices. With a firm commitment to growth, mentorship, and clinical excellence, we are positioned to expand our impact even further in 2025, ensuring that every patient we serve continues to receive the highest level of care.



RESOLUTE IN LEADERSHIP

LEADERSHIP TRAINING

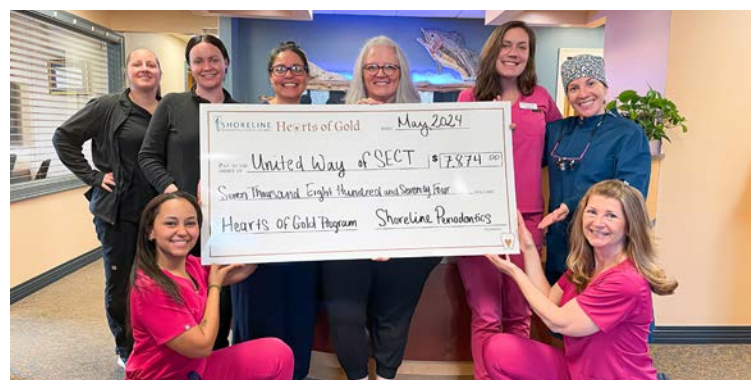
In 2024, we launched our first-ever Leadership Development Groups, marking a significant step in fostering the next generation of leaders within our organization. Designed to cultivate essential leadership skills, this year-long program brought together two groups: lead doctors and business managers, as well as emerging leaders across our teams who currently hold or may grow into leadership roles. Through interactive discussions, experiential learning, and self-assessment, participants explored topics like servant leadership, active listening, coaching vs. managing, and emotional intelligence—all aimed at shaping impactful, people-centered leaders. With leadership meetings held every six weeks, both virtually and in person, this initiative is setting a strong foundation for personal growth, collaboration, and the continued success of Resolute's leadership culture.

HEARTS OF GOLD

In 2024, through the Hearts of Gold program, we proudly donated \$7,874 to the Southeastern Connecticut United Way. This initiative was made possible through the collective efforts of all teams within Resolute, who donated extracted precious metals to support the cause. By coming together in this way, we turned everyday clinical work into an opportunity to give back, reinforcing our commitment to making a difference beyond dentistry. Our contribution helps fund critical community programs, ensuring support for individuals and families in need throughout the region.

ADA & CSDA PRESIDENTIAL VISIT

We had the honor of hosting a pivotal discussion with national and state dental leaders, including Dr. Brett Kessler, President of the American Dental Association (ADA), and representatives from the Connecticut State Dental Association (CSDA). This exclusive meeting focused on some of the most pressing challenges facing the profession today—bridging the gap between dental and medical insurance, addressing labor shortages, and adapting to shifts in educational pathways for future dental professionals. With a shared commitment to innovation and advocacy, this conversation reinforced Resolute's role in shaping the future of dentistry in our community. As Kathlene Gerrity, Executive Director of the CSDA, remarked, "What Resolute is doing is not just a blip on the radar, but the start of a chapter we want to keep building upon."



DENTICON SEMINAR

Attending the Denticon Orbit Conference was a game-changer for Resolute's administrative and insurance workflows. Over three intensive days, Cathryn Wilson and Denise Keefe gained invaluable insights into best practices, software optimizations, and process improvements that are already making an impact. The event provided a unique opportunity to network with dental organizations of all sizes, exchange ideas, and connect directly with Denticon's product designers and key software representatives. These conversations led to solutions for longstanding challenges, deeper integrations, and a clearer road map for refining internal protocols.

Building on these insights, Cathryn and Denise are now working directly with software developers, gathering feedback from team members to streamline Denticon workflows and improve system functionality. Their goal is to enhance efficiency across all practices, ensuring that administrative and clinical teams can work more seamlessly and effectively. This ongoing collaboration reinforces Resolute's commitment to continuous improvement and operational excellence.

FROM PODIUM TO PODCAST

Dr. Gregory Toback took the stage at several prestigious events, sharing insights on leadership, practice growth, and the future of dentistry. He was a featured speaker at the Exclusive Channel 3 event, where he provided expertise on advancing patient care and business strategy in dental practices. At the Keystone Dental Symposium, Dr. Toback engaged with industry leaders, discussing innovations and best practices in implant dentistry. Additionally, he was a repeat guest on a widely recognized podcast, The Heart of Dentistry, where he explored hygiene compensation models and navigating practice transitions, offering valuable perspectives on aligning financial success with patient-centered care. These engagements underscore his commitment to educating and elevating the dental community, reinforcing his role as a thought leader dedicated to shaping the future of the profession.



WATCH
HYGIENE
COMPENSATION
PODCAST



WATCH
PRACTICE
TRANSITIONS
PODCAST



SHAPING FUTURE CLINICIANS AT UCONN

Dr. Daniel Rolotti and Dr. Lavanya Rajendran both serve as faculty at the University of Connecticut School of Dental Medicine, contributing their expertise to educate and mentor the next generation of dentists and specialists. Dr. Rolotti brings his passion for surgical excellence and interdisciplinary care to his teaching, while Dr. Rajendran, a Volunteer Clinical Faculty member since 2022, provides hands-on training and guidance to students refining their clinical skills.

CONNECTICUT SOCIETY OF PERIODONTISTS

Dr. Lavanya Rajendran has been a dedicated leader within the Connecticut Society of Periodontists (CSP), serving as Treasurer in 2022, Vice President in 2023, and now leading the organization as President in 2024! Her commitment to advancing the field of periodontics and fostering collaboration among specialists has been instrumental in shaping the society's initiatives. This year, she is joined in leadership by Dr. Ellen Pearce, who will serve as Treasurer.

CULTURE INDEX SEMINAR

Finding the right people and putting them in the right seats is critical to our success, which is why last September, Jenine, Denise, and Cathryn traveled to Dallas to immerse themselves in a two-day deep dive at Culture Index headquarters. The training provided a comprehensive understanding of employee traits and behaviors, helping us refine our hiring process and enhance leadership insights. By learning to interpret survey results, we can now better align individuals with roles that suit their strengths, leading to stronger teams and improved workplace synergy. Our business managers are already using these insights to understand their teams on a deeper level, ensuring that our people are set up for success from day one.

SOUTHERN ACADEMY OF PERIO

In February 2024, members of the Strategic Team—Dr. Gregory Toback, Austin Toback, Denise Keefe, and Ashley Hanson—were invited to speak at the Southern Academy of Periodontology's Annual Meeting. Their presentation, Mastering the Business of Dentistry, highlighted the evolution of private practice, the impact of strategic growth, and how Resolute is redefining partnerships in dentistry. They shared insights on preserving doctor ownership, navigating industry challenges, and building successful multi-generational practices. This opportunity showcased Resolute's commitment to leading the conversation on the future of dentistry.



THE CARE & DEDICATION OF A LIFE-LONG DENTIST

DR. DEBRA DAREN

Dr. Debra Daren's journey into dentistry began with a personal mission. As a young girl, she faced a challenging dental experience that sparked a determination to reimagine what compassionate patient care could look like. One Saturday, at the age of 15, she was offered the opportunity to assist an oral surgeon. After that moment, she decided to pursue a summer job in dentistry, "I sent out 30 letters looking for a summer job, and Dr. Donald Fales took a chance on me. That opportunity changed everything," she fondly remembers.

Initially, Dr. Daren planned to pursue a career in Dental Hygiene. However, while working for a dentist in Schenectady, New York, he recognized her exceptional skills and drive and encouraged her to consider becoming a dentist instead—setting her on a path to a remarkable career in dentistry.

After graduating from NYU College of Dentistry, Dr. Daren embarked on an extraordinary career that spanned over four decades. Her precision, care, and commitment to excellence earned her the trust and loyalty of countless patients. "I always said, 'I'll never put anything in a patient's mouth that I wouldn't put in my own.' That belief shaped my practice and helped build genuine trust with my patients."

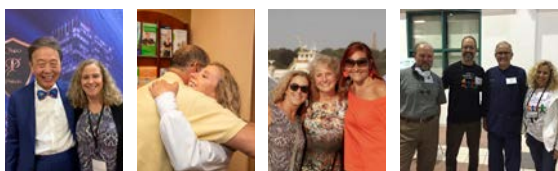
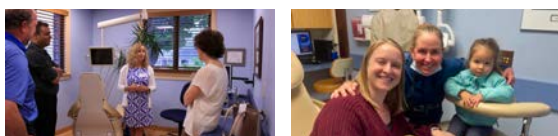
While dentistry has evolved significantly over her career, Dr. Daren's core principles remain timeless: adaptability, empathy, and integrity. "Dentistry is always changing. Keep learning, be

compassionate, and treat your team like family. It's those relationships that create success—not just professionally but personally, too."

Her transition into retirement was as thoughtful as her career itself. "Selling my practice to Resolute Dental Partners before COVID was one of the smartest decisions I ever made. It allowed me to step back gradually and prepare for this next chapter." Now, Dr. Daren is savoring this new season of life—whether it's traveling with her husband, volunteering at a marine life center, or building intricate Lego models with the same meticulous attention to detail that defined her career.

Dr. Daren's impact on her community and the lives she's touched cannot be overstated. "I've been so fortunate to be part of my patients' lives and to have worked alongside incredible colleagues. Dentistry gave me more than a profession—it gave me purpose, connection, and memories I'll cherish forever."





HONORING A LEGACY OF EXCELLENCE & TRAILBLAZING

DR. MARIANNE URBANSKI

Dr. Marianne Urbanski's retirement marks the end of an extraordinary career, leaving an indelible impact on Shoreline Periodontics, the field of dentistry, and the countless patients and colleagues she's touched. A pioneer in her profession, Dr. Urbanski entered dentistry at a time when women were a rare presence in the field and forged a path defined by resilience, innovation, and compassion.

Her inspiration for dentistry stemmed from her grandfather, a dentist in New London, whose family-oriented lifestyle contrasted with her father's demanding career as a physician. Observing her grandfather's love for his profession and the balance it afforded him, Dr. Urbanski knew early on that she wanted to pursue dentistry. "I've wanted to be a dentist ever since I was a little girl," she shared, fondly recalling trips to her grandfather's office with its old-fashioned equipment.

Dr. Urbanski's journey was not without challenges. As a young general dentist, she realized her perfectionism drove her toward mastery in a specialized field. Drawn to surgery and precision, she transitioned into periodontics, where she found her true calling. She also navigated the unique dynamics of being a woman in a male-dominated industry. "It was like an all-boys club," she reflected. "I had to find ways to break in and build connections." Despite these obstacles, Dr. Urbanski emerged as a mentor and advocate for women in dentistry,

striving to empower others to take ownership of their careers.

Throughout her career, Dr. Urbanski demonstrated a commitment to learning and staying at the forefront of advancements in dentistry. From adopting digital dentistry in its infancy to introducing advanced grafting techniques, she consistently sought out the best education and training to provide exceptional care. Her passion for innovation was matched only by her deep care for her patients, who trusted her not just for her expertise but also for her compassionate approach.

After nearly a decade with Shoreline Periodontics, Dr. Urbanski decided to retire, a decision driven by her desire to spend more time with her grandchildren and embrace a new chapter in life. Reflecting on her career, she said, "I wanted to leave on a high note, knowing I gave my best to my patients and the field." Her advice to future dentists underscores her belief in the bright potential of the profession: "Dentistry has a promising future. Stay passionate, keep learning, and never lose sight of the patient-first ethos."

Now, Dr. Urbanski is embracing life to the fullest—traveling, practicing yoga, and cherishing time with family. Her impact as a trailblazer in periodontics and as a role model for women in dentistry will continue to inspire generations to come.

TAKING CONTROL OF YOUR FINANCIAL FUTURE

JENINE TOBACK



Financial stress can be overwhelming, and let's be real—it's something most of us deal with at some point. That's why in April 2024, SmartDollar was introduced as a free resource to help team members take control of their finances and build a more secure future. The goal wasn't just to offer another benefit, but to provide real, practical tools that actually help—because financial peace of mind spills over into every other part of life, and let's face it, we're whole people and that's hard to leave at the door sometimes.

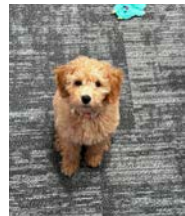
For many, budgeting and saving can feel impossible, but SmartDollar breaks it down into small, achievable steps. It's not about complicated financial lingo or unrealistic expectations—it's about getting rid of money stress, feeling more confident in

your future, and making progress at your own pace.

At the end of the day, this isn't just about money—it's about supporting each other and making sure no one feels stuck when it comes to financial decisions. SmartDollar is available for free into 2026, and if you're looking for a way to reduce financial stress and feel more in control, this is a great place to start.

“The budgeting and debt snowball tools have been game-changers! They make it so easy to track progress and stay on course.” - Jess Hewitt

“SmartDollar helped me see my finances clearly for the first time. Now, I feel confident about my future.” - Steph Rooks



STRENGTH IN NUMBERS: HOW RESOLUTE'S CENTRALIZED RCM TEAM IS RAISING THE BAR

HOW CROSS COLLABORATION HAS
ENABLED A HIGH PERFORMING TEAM



Revenue Cycle Management (RCM) is not for the faint of heart—it requires patience, attention to detail, and a willingness to problem-solve daily. That's exactly why Resolute made the bold decision to centralize RCM at headquarters. Led by Project Manager Cathryn Wilson and Operations Director Denise Keefe, this initiative wasn't just about efficiency—it was about building a team that could work collaboratively, refine processes, and ensure that every dollar earned is collected.

Before centralization, insurance coordinators were spread across individual offices, balancing patient interactions, phone calls, and administrative tasks alongside their RCM responsibilities. The structure was disjointed, with each office handling things a little differently. Cathryn and Denise saw an opportunity to bring the team together, allowing for real-time collaboration, standardizing workflows, and eliminating the constant back-and-forth between other RCM team members that was slowing the process down. "They were already calling and

FaceTiming each other throughout the day," Cathryn explains. "Now, instead of bouncing questions between offices, they can problem-solve together in the same room."

The impact has been undeniable. Collections at practices like Graniteville and Shoreline have exceeded production numbers from the previous year, directly boosting financial health. More importantly, team members now have the dedicated time and space to focus on their work without being pulled in multiple directions. However, the transition wasn't without its challenges—adjusting processes across multiple locations required creative problem-solving. But through cross-training and teamwork, the RCM department has built a system that is adaptable, sustainable, and prepared for growth.

Beyond the numbers, one of the most rewarding aspects of the shift has been the growth of the team itself. Cheryl Cook, who started with no dental background, has flourished under the guidance of Amber Serluca, mastering complex insurance processes. Meanwhile, Nora Ruane, who recently joined, is already excelling in her role thanks to mentorship from Julie Plante. These success stories highlight not only the effectiveness of centralized training but also the culture of support and shared knowledge that has been cultivated within the RCM team.

As Resolute continues to expand, RCM is preparing for its next evolution. Plans for 2025 include creating a comprehensive RCM manual, integrating additional offices, and refining efficiencies to maximize collections further. For Cathryn, this past year has been a whirlwind—but one that has paid off in ways she couldn't have imagined. "I won't lie—at first, I wasn't sure if we'd see results this year or if it would just be chaos," she admits. "But it was 100% worth it. And 2025 will be even better."

Centralizing RCM wasn't just about making processes more efficient—it was about empowering a team, creating a support system, and setting Resolute up for long-term financial strength. With collaboration at its core, the RCM team isn't just collecting payments—they're helping secure the future of Resolute, one claim at a time.



CONNECTING PATIENTS WITH CARE: BRIDGING THE UNSCHEDULED TREATMENT GAP

HIGHLIGHTING THE EFFORTS OF MARY & TONI



MARY CARVER



TONI MASSUNG

In dentistry, unscheduled treatment represents a critical yet often overlooked opportunity. It's where the promise of better oral health can sometimes falter—patients leave with a treatment plan in hand but fail to schedule. Team members like Toni from Shoreline Periodontics and Mary from Graniteville Dental Solutions have elevated the art of unscheduled treatment, ensuring patients get the care they need while making a measurable impact on their practices. Their efforts reveal how a personal touch, combined with persistence and teamwork, can transform not just patient outcomes but also the culture of care itself.

The cornerstone of their success is a focus on connection. Both Toni and Mary understand that behind every unscheduled treatment plan is a patient with unique concerns, fears, and barriers. Toni's approach begins with a simple yet powerful follow-up call. "Patients often leave appointments with so much information that they don't know where to

start," she explains. Her check-ins create a space for patients to ask questions and feel heard, turning potential confusion into clarity.

Mary takes a similarly human-centered approach. Known for her transparent communication, she connects with patients by addressing their concerns head-on. "If I need to collect \$1,000 today, I'll tell you that upfront," she says. "But I'll also work with you to find a solution that fits your needs." Her directness, combined with her warm demeanor, has earned her patients' loyalty and trust. One patient, who had avoided the dentist for 15 years, credits Mary's persistence and understanding for her return to care. "It's about showing patients they're not alone," Mary reflects. "When they feel understood, they're more willing to move forward."

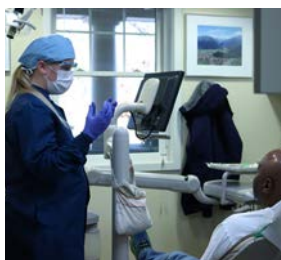
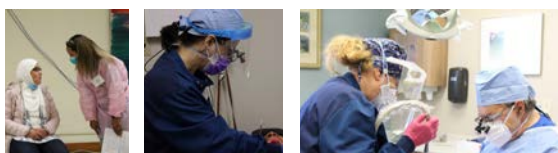
What sets Toni and Mary apart is their ability to blend empathy with action. At Shoreline, Toni collaborates with her team to tailor follow-ups based on detailed notes about each patient's concerns. This teamwork allows her to address specific barriers, whether it's dental anxiety or financial uncertainty. Mary, on the other hand, has streamlined the follow-up process at Graniteville by personally tracking and re-engaging patients whose treatment plans have stalled. Her persistence ensures that no patient falls through the cracks, whether

it's through a gentle reminder or a heartfelt conversation.

Their dedication extends beyond patient care to the practices themselves. By turning unscheduled treatment into completed procedures, Toni and Mary help maintain steady patient flow and support the financial goals of their offices. However, their motivation goes far beyond the bottom line. "It's not just about bringing patients in; it's about making sure they feel cared for and understood," Toni emphasizes. Mary adds, "Helping patients isn't just my job—it's my passion."

Their work also reflects personal growth. For Toni, the reward lies in seeing patients return for life-changing care, knowing she played a role in their journey. Mary, whose own story of resilience inspires her connections, finds fulfillment in helping patients regain their confidence and health. "When patients see that I truly understand their struggles, it makes all the difference," she shares.

Ultimately, the efforts of Toni and Mary underscore the importance of patient-centered dentistry. Their ability to connect and empathize demonstrates the transformative power of personalized care. In their hands, unscheduled treatment is not just an administrative task—it's an opportunity to change lives.



RECOGNIZING THE POWER OF COMMUNITY & TEAM WORK

2024 CSDA ORAL CHAMPION AWARD RECIPIENT

Each year, the CSDA presents the Oral Health Champion Award to recognize the profound impact made when a team comes together to serve the community. Following the challenges brought on by the COVID-19 pandemic, access to dental care for many under-served populations in Connecticut became even more limited. Recognizing this growing need, our team took action—working alongside the Connecticut Foundation for Dental Outreach (CFDO) to relaunch the Mission of Mercy (MOM) initiative in New London County. This effort provided much-needed access to care for individuals who had nowhere else to turn, reinforcing the power of dentistry to change lives.

The event was a true team effort, with dentists, hygienists, assistants, and administrative staff volunteering their time to make an impact. Over 100 patients were treated, with 68 extractions, 45 restorative procedures, and numerous hygiene visits—amounting to more than \$60,000 in donated care. But beyond the numbers, this was about more than just treatment; it was about restoring confidence, easing pain, and showing people that they matter. Patients who had been living with discomfort for years left with relief, and many expressed deep gratitude for the compassionate care they received.

This initiative also strengthened relationships with state legislative leaders, including Senator Somers and Representative Cheeseman, helping to raise awareness about the importance of accessible oral healthcare. By leading with service, we not only contributed to our communities but also reinforced the essential role of dentistry in public health.

Being recognized by the Connecticut State Dental Association with the 2024 Oral Health Champion Award is an honor, but the true reward is knowing the difference we made in people's lives. This is what it means to live out our mission—serving our communities, advocating for better healthcare access, and elevating the standard of patient care.

BIG NEWS!

We're teaming up with the CT Mission of Mercy again in a special Veteran's Day mission! Make sure to sign up. The mission will be held locally on

November 8, 2025

RESOLUTE DAY 2024

MARCH 2024



At Resolute Dental Partners, our people are our greatest asset, and there's no better way to celebrate them than at our annual Resolute Day. This year's gathering was a powerful reminder of why we do what we do—surrounding ourselves with incredible teams, doing meaningful work, and making a lasting impact on our communities.

Dr. Gregory Toback, CEO & Founder of Resolute Dental Partners, delivered his annual State of Resolute address. He explored the challenges and opportunities ahead, referencing Peter Sheahan's "Happy Land" concept, and reinforcing Resolute's mission to preserve the values that make dentistry great while embracing innovation in an ever-changing landscape.

A major highlight of Resolute Day 2024 was our keynote speaker, Michael Hall from Culture Index, who introduced us to "The Platinum Rule"—treat others the way THEY want to be treated. Through his engaging and insightful session, he helped our team discover their superpowers and kryptonite, reinforcing that self-awareness and collaboration are the foundation of high-performing teams. His message was simple yet profound: "It's not about me, it's about we."

At its core, Resolute Day is about connection—reaffirming why we show up every day and how, together, we continue to elevate what's possible in dentistry.





SUMMER BASH

AUGUST 2024



FIRST PLACE
FLYING FRITOS



SECOND PLACE
SKETCHY SLINGERS



THIRD PLACE
BAG WIZARDS



Behind every dedicated team member at Resolute is a family that supports them. That's why our Annual Summer Bash isn't just about celebrating our team, but those people in our lives who make it possible for us to do what we love. We spent the day together with great food, great company, plenty of laughter, and of course our Annual Cornhole Tournament!

In first place, our reigning two-time champion, Dr. Daniel Rolotti, teamed up with the talented Olivia Murphy to form the Flying Fritos. Taking home the second-place trophy were Ethan Toback and Dr. Ellen Pearce, also known as the Sketchy Slingers. Finally, in third place, we had the Bag Wizards—Kristin John, Dr. Josh John's wife, and Steve Pace, Bethany Pace's husband.

We can't wait to see who will take down Dr. Rolotti in cornhole next year and to reunite with all of your families!



BOARD BLAZERS



CORNFUSED



CORNHOLD COMETS



SAMURAI SACKERS



BOUNCING BARBIES



CARAMEL CORNS



FRISKY FLYERS



SLINGLING SHARKS



THE PUNNY TOSSERS



CORN CAPTAINS



CORNHOLE CREW



KERNEL KLINKERS



TOSSING TIARAS



CORN COBRAS



CORN NUGGETS



PITCH PALS



ADDITIONAL TEAM



CORN QUESO



SACK SCULPTORS

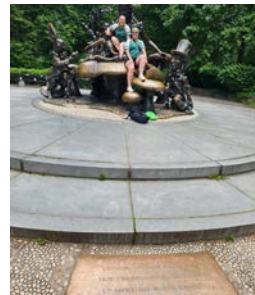


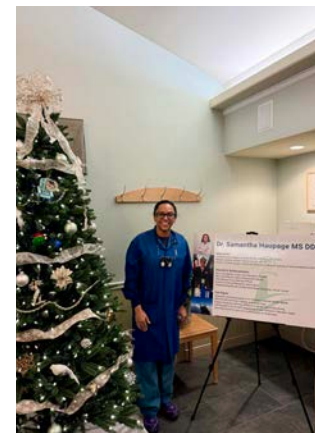
SACK SURFERS



ADDITIONAL TEAM

COASTAL CONNECTICUT DENTISTRY





FLANDERS DENTAL STUDIO



RESOLUTE DENTAL PARTNERS

2024



GRANITEVILLE DENTAL SOLUTIONS



RESOLUTE DENTAL PARTNERS

2024

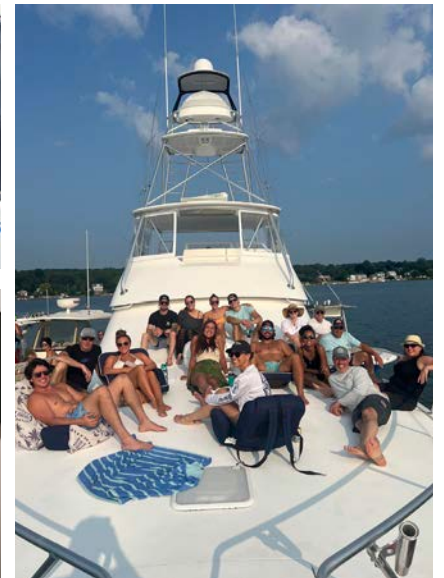


SHORELINE PERIODONTICS



RESOLUTE DENTAL PARTNERS

2024



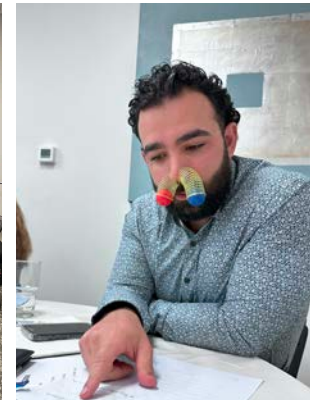
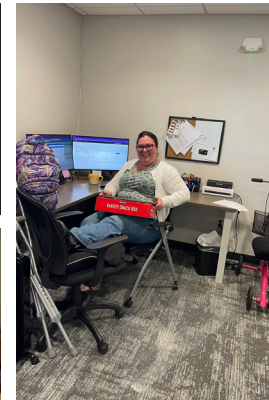
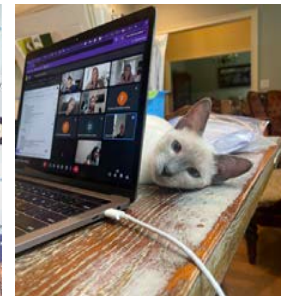
WOODWARD & KAUFMAN

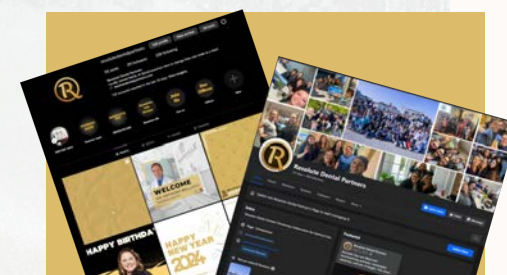




RESOLUTE HEADQUARTERS







JOIN IN ON THE FUN ON
OUR SOCIAL MEDIA!



@ResoluteDentalPartners
www.resolutedentalpartners.com