
From: Dr Andrew **Matta** <[REDACTED]>
Sent: Wednesday, January 15, 2020 11:44 AM
To: Greenblatt, Mark <[REDACTED]>
Cc: [REDACTED]; Ken Cooper <[REDACTED]>
Subject: RE: [EXTERNAL] RE: Follow up

[EXTERNAL SENDER]

Mark and David:

Thanks for your detailed questions. Sorry for delay in getting back to you. I have been with patients.

As I'm sure you can appreciate, NADG is a private company and we're not going to delve into our financial details. However, I also would caution you that some of the figures you're using are inaccurate. Of course, we don't know your source for this information but you are in danger of publishing false information if you proceed with these assumptions.

I would emphasize that NADG pays its debts – and we do so while also insisting on the best health care practices from our supported dentists.

As we said in a previous email, at NADG, debt is incurred and held by our management company, which is separate from the dental practices. In many private practices, doctors have personal liability for that debt. In the NADG model, doctors are sheltered from that risk – and the pressure that inevitably comes with it. NADG then uses debt to help equip its supported practices with resources such as modern equipment and technology needed to deliver quality patient care.

I also want to repeat this from our previous email: Our mission is to deliver best-in-class patient care to every patient at every visit. The Professional Dental Alliance, or PDA, and the doctors in the organization will always have 100% autonomy in their clinical decision making.

We understand that it's an easy – and perhaps attractive – hypothesis to imagine that dentists are motivated or pressured to drive up revenue to satisfy debt loads by talking patients into unnecessary care or cutting corners. In fact, NADG and the PDA are set up, top to bottom, to prevent that from happening. As described to you in detail previously, we have checks and balances to assure high ethical standards and high quality care. Indeed, that's better business. When our doctors, armed with the best, most modern equipment provide topnotch care, the patients come back, more patients learn of the quality dental care we provide, and the practices grow and become more productive as a result. That's how it should work.

I believe we also mentioned in prior discussions that we have been in collaboration with the Cleveland Clinic around their Communicate with Heart Program. We have been working with them to customize a program that centers around empathetic relationships with patients. This is a direct output of our core values into action. Providers looking to do understand the patients needs and provide the care that is the best fit for each individual.

Please let me know if there is anything further you would like to connect on.

Best,

Andrew