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Members of the Board of Directors of Washington Dental Service,

We, the member dentists of Washington Dental Service who provide care for your policyholders have grave concerns about the ability of CEO James Dwyer to continue to lead and represent Washington Dental Service. Mr. Dwyer's recent statements on an evening news broadcast were disrespectful and demeaning to the entire dental profession. His total disregard for the impact of his statements on the very profession on which WDS depends combined with his apparent ignorance of the business of dentistry further validate his inability to govern a company that requires successful collaboration with its members. A successful partnership between WDS and its member dental network is essential in assuring the highest levels of patient care and the fulfillment of WDS's stated social mission.

In good faith, we have exercised every option provided by WDS to improve the relationship between member dentists and WDS leadership. We petitioned for and successfully organized a special meeting with the WDS Board of Directors on November 11, 2011. Mr. Dwyer made a promise to "do better." Nonetheless, Mr. Dwyer ruled valid motions made by member dentists "out of order." This was in clear violation of the very rules WDS chose to govern the meeting. The WDS Board encouraged the membership to recommend reforms to current policy, and member dentists enthusiastically offered well-researched options to improve patient care and the relationship between WDS and its members. These ideas have been ignored and forgotten. To no avail, WDS member dentists continued to voice their concerns through a variety of means, some previously endorsed by WDS. These events illuminate WDS's lack of commitment to a valid working relationship with its member dentists.

We are asking you to re-evaluate Mr. Dwyer's qualifications to lead WDS as the state's largest dental insurer and non-profit membership organization. It is imperative you take action to demonstrate WDS values its relationship with the providers that care for WDS insured patients. We are asking you validate that the success of Washington Dental Service and its social mission is directly related to the quality of patient care being delivered without compromise by dedicated member dentists. This dedication to the highest level of care for WDS patients continues despite the current reduced fee environment and a debilitating economic recession. We fully understand that you, as a member of the Board of Directors, have a fiduciary responsibility for the actions of WDS and its employees. We are asking you take action to remove Jim Dwyer as CEO of WDS.

Respectfully,

The Dentists and Members of Washington Dental Service