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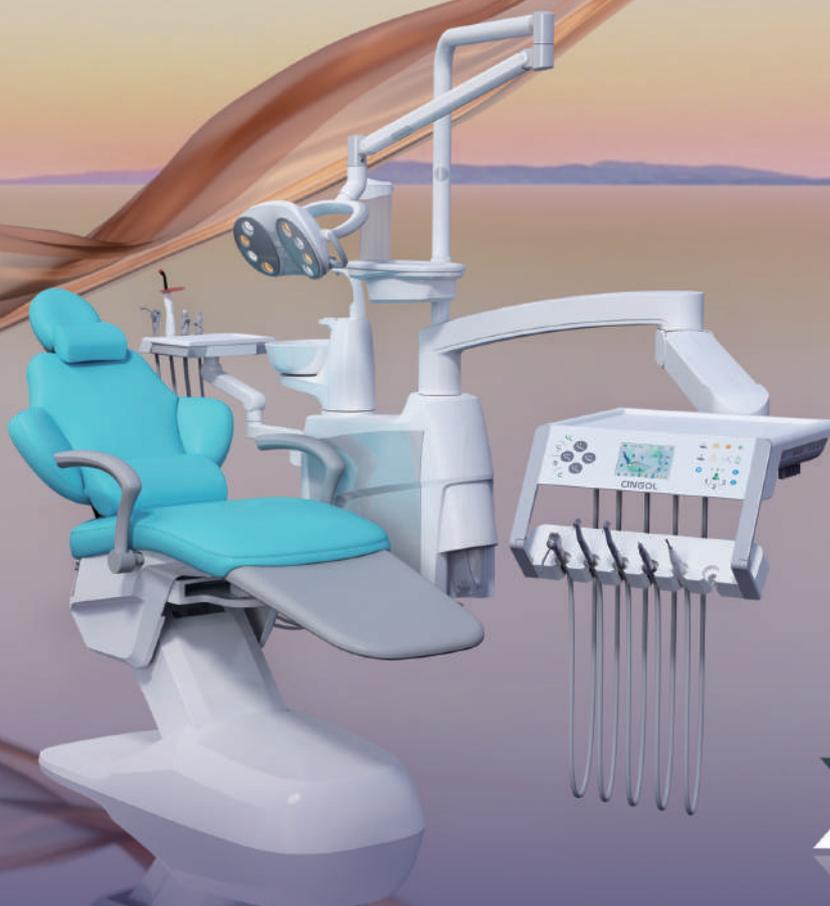


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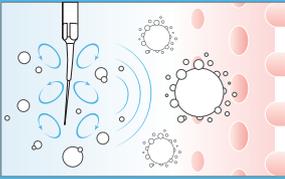


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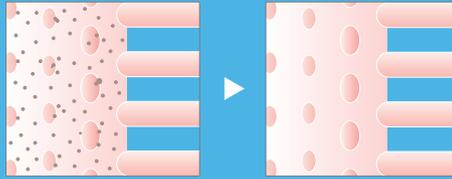


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The Art of Leadership

Great leadership is essential to growing your business. Yes, because the business world is a highly competitive one and, regardless of the type of industry, entrepreneurs must make every effort to stay ahead of the competition. One of the areas that can really make the difference in your business is leadership. Having great, effective leadership is critical for the success of any organization. Great leaders don't just inspire their teams to work harder and achieve more, they also create a positive work culture that fosters growth and development. Moreover, great leadership could potentially double your business's profits.



People have a natural disposition to follow a leader. Regardless of your level of knowledge and experience in a particular field, you can achieve more if there is a higher authority you report to. This is because a leader provides guidance and helps you minimize potential threats that can affect your productivity. A leader doesn't need to be a senior colleague, but they can still improve your chances of success through effective mentorship, accountability, and delegation of duties.

From being able to direct employees to the right tasks, to keeping projects organized, adept leadership can go a long way yet, many organizations struggle to implement the right training. According to Zippia, a U.S. career and jobs website, 83% of businesses believe it's important to develop leaders at every level of the company, but only 5% successfully do. Furthermore, 78% of business leaders actively and regularly focus on engaging with their employees, but only 33% of employees report feeling engaged; 69% of employees say they would work harder if they felt their efforts were better recognized and only 48% of them view their company's leadership as "high quality."

While everyone recognizes the value of having strong leadership at every level of an organization, businesses struggle to find and develop leaders. Only 10% of people are natural leaders, and another 20% show some qualities of basic managerial talent that can be cultivated into high-quality leadership.

Leaders who possess and foster essential skills such as strong communication, collaboration, and motivation have, thus, the power to transform individuals and teams, driving them toward excellence and achievement.

But what is organizational leadership? Leadership is the ability to implement change by creating and communicating a vision to others. Strong leaders can create a vision for the company but, more importantly, they're able to help the team "catch" that vision, to communicate it effectively to their team, and then guide and support the team to make that vision a reality. Effective leaders must consider

what's happening outside and inside their businesses. They must use the art of inspiring and motivating a group of people to achieve a common goal, lead their organizations into the future, anticipate and respond to internal and external threats, pursue opportunities that range from money makers to risky bets, handle crises quickly and assuredly.

Developing high-class leadership is essential for the success of your business. It is a vital management function that helps to direct an organization's resources for improved efficiency and the achievement of goals, it encourages innovation and creativity, and increases the productivity of your team. For this, *Infodent International* is dedicating a special column on "Business Improvement" (page 40). We believe it is essential to learn how to communicate effectively and execute tasks. To be a successful leader, it is crucial to continuously develop your skills, to seek opportunities to grow and adapt. Whether you're already an organizational leader or hoping to become one, you can benefit from pursuing educational opportunities that enhance your leadership knowledge and abilities.

By investing in the leadership of your business, you could see your vision become a reality!

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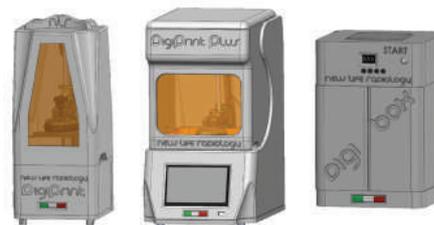
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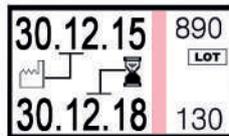
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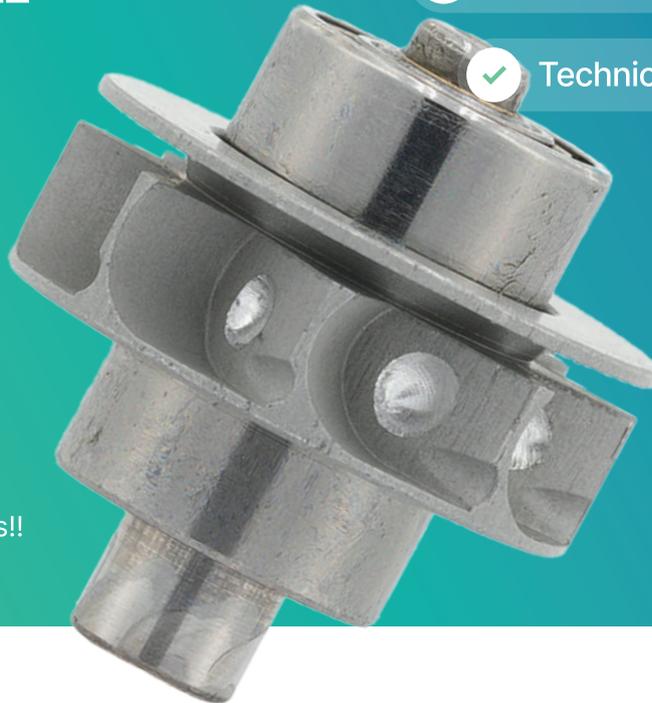
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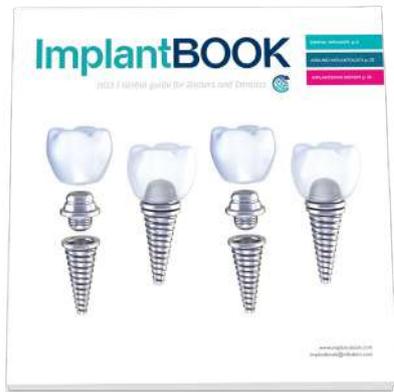
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SHINING 3D

SHINING 3D introduces AccuFab-CEL:
Advancing dental 3D printing at LabDay 2024

SHINING 3D, a global pioneer in 3D digitization and printing solutions, unveiled its latest dental 3D printer, AccuFab-CEL, at the largest dental laboratory event in the United States, LabDay 2024. This **revolutionary printer** propels chairside 3D printing to new levels of speed and accuracy, setting a new standard for performance in the dental 3D printing field.

With a new mainboard and high-performance light panel, **AccuFab-CEL shortens printing time and improves efficiency.** With this printer, users can achieve impressive printing times, such as 14 minutes for orthodontic models and just 20 minutes for surgical guides or implant mod-

els. The printer's **"Collimated Programmable Lithography"** technology ensures uniform light distribution, improving accuracy to up to $\pm 35\mu\text{m}$.

AccuFab-CEL offers the option of small and large ceramic platforms, ensuring safety and preventing residues from attaching to printed products. The ceramic platforms also have a longer lifespan compared to other materials, providing an exceptional user experience.

For more information, please visit our website and connect with us on our social media channels.

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The anodic layer protects the titanium from corrosion, even in adverse conditions (use in the mouth).

✓ **Wear resistance:**

The anodic layer is harder than the base titanium, making it more resistant to frictional wear.

✓ **Better adhesion and surface finish:**

Any overlapping layer of other material (i.e. zirconia) will be easier to fix onto the anodized (titanium) base element.

✓ **Less release of metal ions:**

The titanium oxide layer minimizes the release of metal ions into the physiological environment.

✓ **Appearance:**

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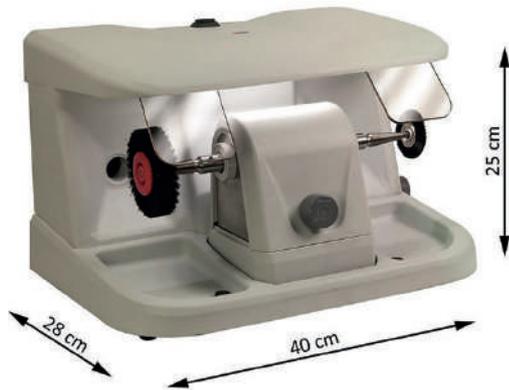
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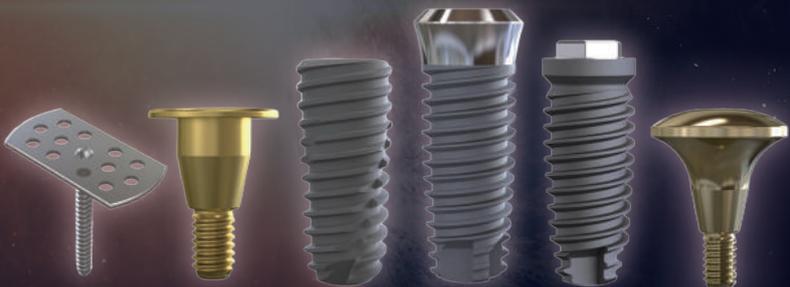
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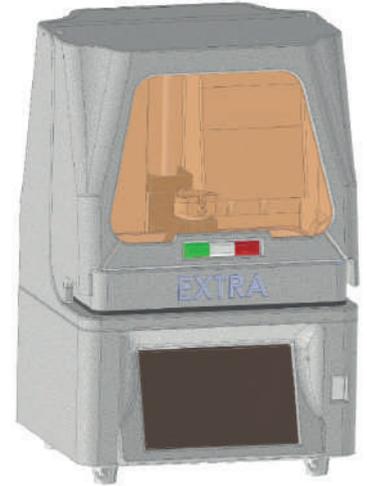
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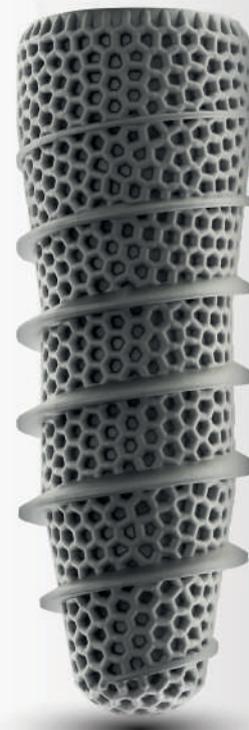
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[1]: D'Ercole, S.; Mangano, C.; Cellini, L.; Di Lodovico, S.; Atalayin Ozkaya, C.; Iezzi, G.; Piattelli, A.; Petrini, M. A Novel 3D Titanium Surface Produced by Selective Laser Sintering to Counteract Streptococcus oralis Biofilm Formation. Appl. Sci. 2021, 11, 11915. <https://doi.org/10.3390/app112411915>

[2]: Gallorini, M.; Zara, S.; Ricci, A.; Mangano, F.G.; Cataldi, A.; Mangano, C. The Open Cell Form of 3D-Printed Titanium Improves Osteoconductive Properties and Adhesion Behavior of Dental Pulp Stem Cells. Materials 2021, 14, 5308. <https://doi.org/10.3390/ma14185308>

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GNI ORTHO is an Orthodontic manufacturing company in South Korea. We introduce the new Zeus-P, the metal passive self-ligating bracket.

Features

- The innovative metal sliding door simplifies wire changes with its reliable mechanism. Its unique lock keeps wires secure, preventing accidental opening or closing.
- Smaller body, stronger resistance, smoother edges, and rounded tie-wings provide excellent intraoral comfort.
- A patented double-layered Mesh-Etched base is designed to strengthen the bonding retention.

Main Characteristics

- The Passive system allows for outstanding rotation and torque control for each case.

- The Passive system decreases friction sliding during treatment.
- Smaller body, stronger resistance, smoother edges, and rounded tie-wings provide excellent intraoral comfort.
- A patented double-layered Mesh-Etched base is designed to strengthen the bonding retention.
- The innovative metal sliding door simplifies wire changes with its reliable mechanism.
- Its unique lock keeps wires secure, preventing accidental opening or closing.
- Color indicator inserted into the slot increases bracket placement precision.

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Andrew Medical, a pioneering startup, specializes in the research, development, and production of **3D Printed Dental Implants**. These implants, crafted from titanium Ti6Al4V-ELI, boast a root form shape with a dense core and an outer porous layer that encourages bone growth.

This design mimics natural bone structure providing a 3D volume, going beyond the ordinary traditional 2D surfaces. The implant's conical connection system and platform enhance performance. In vitro studies show that the implant's surface influences bacteria interaction, potentially preventing peri-implantitis and device infections. Its 3D-printed titanium structure promotes **Dental Pulp Stem Cell (DPSC) adhesion and osteoconductivity**.

Tests reveal that its interconnected pores, similar to bone's internal structure, improve cell adherence and osteogenic properties. The surface design and post-production treatments significantly impact DPSC's adhesion and bone-forming potential.

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Novobone Granules: a new product by B&B Dental



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Novobone Granules is made of bovine-derived hydroxyapatite that has undergone a thorough process of **decellularization and deproteinization at low temperature**.

B&B Dental chose the cold treatment because, compared to the high temperature one, it avoids crystallization (ceramization) of the granules, which become completely biocompatible and resorbable.

Granules have a three-dimensional morphology that guarantees a great porosity and a microrough surface. Also, the conformation of the granule allows for tissue volumization for optimal aesthetic and functional effects.

Novobone is an inert biocompatible material designed to support the dentist in need of the highest quality bone substitute for the resolution of clinical regenerative cases.

It can be used when performing **sinus lift, crestal volume augmentation, periodontal and alveolar regeneration**, as well as post-extraction regeneration.

The average resorption time of Novobone Granules is 6-9 months, and the production chain is entirely Italian.

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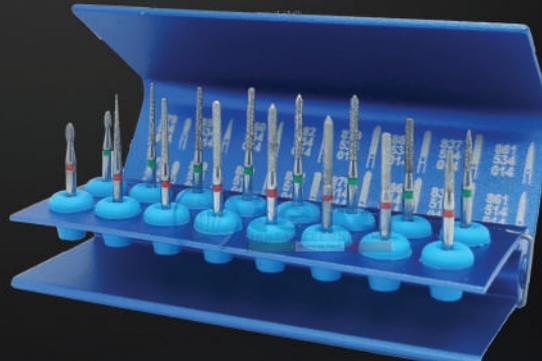


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Digital Denture Day & Digital Dentistry Day

Two-day event to learn about cutting-edge technologies and explore the potential of digitization in dentistry



Digital Dentistry Day

A unique day about Digital Dentistry organized by DGSHAPE a Roland Company, and co-organized thanks to the collaboration with the most famous dentistry player: **3Shape, CIMsystem, Shofu, Ackuretta, and Shenpaz** took place in **Malaysia** after its successful debut in Bangkok last year.

The event was held on Sunday, November 19 at Pullman Kuala Lumpur Bangsar and it saw **significant participation from dentists, dental technicians, universities, researchers, and students.**

High-level presentations by renowned speakers highlighted the benefits of digital technology in the dental industry.

Digital Dentistry Day was an extraordinary event to showcase the latest advancements and innovations and it served as a platform to bring professionals and experts from various fields to exchange knowledge and ideas.

Attendees had the opportunity to learn about cutting-edge technologies, discover new techniques, and explore the potential of digitization in dentistry.

Dental Surgeon **Malaysian Ministry of Health Dr Mas Suryalis** attended the opening ceremony, and it was an honor to have the **Malaysian Rehabilitation Association** presence on stage and in the audience.

Interesting seminars introduced CAD/CAM techniques to help understand how best to use the new technology in the dental industry, thanks to some of the most famous dentists.

DGSHAPE ambassadors revealed some techniques for digital production of the entire workflow to learn how to grow dental business thanks to digital:

- **Dr Lee Soon Boon** from Malaysia presented “*Digital Implantology & CAD/CAM implant dentistry*”,
- **Dr Jaemin Lee** from Korea “*How to implement digital denture in our daily practice*”,
- **Dr PokPong** from Thailand “*10 things must have in Digital Rehabilitation*”,
- **Dr Kelvin Tantono** from Indonesia “*The Coexistence of Digital and Analog*”.

One of the event's highlights was the interactive workshops and live demonstrations to realize Digital Dentures with specific protocol

and where participants could directly engage with the latest digital dental technologies. These firsthand sessions allowed attendees to experience the ease and effectiveness of digital tools, making them aware of the vast possibilities offered by this technology.

The collaboration aspect of Digital Dentistry Day was also significant: DGSHAPE established partnerships with key stakeholders and major players in the dental industry to ensure a comprehensive and informative event.

This collaborative approach gave attendees a holistic view of the digital dental landscape. It also allowed for networking opportunities and the exchange of best practices among industry professionals.

Overall, Digital Dentistry Day in Malaysia was a resounding success. The high turnout of participants, including dentists, dental technicians, universities, researchers, and students, underscored the growing interest and acceptance of digital technology in dentistry.

Digital Denture Day

The day before, Saturday November 18, a unique day about digital denture solution anticipated the Digital Dentistry Day event.

During the lecture, **Dr. Jaemin Lee - DGSHAPE Dental Key Opinion Leader** - showcased the workflow and highlighted the benefits of digital denture production.

As digital technologies continue to evolve, we can expect further innovations in digital dentistry that will improve the quality, safety, and accessibility of dental care.

By showcasing the benefits and potential of digitization, DGSHAPE and its partners have taken a significant step toward **shaping the future of dentistry.**

As the dental industry embraces digital solutions, **events like Digital Dentistry Day and Digital Denture Day will play a vital role in disseminating knowledge, fostering collaboration, and driving innovation in this rapidly evolving field.**

www.dgshape.com

Here the full article:

www.linkedin.com/pulse/digital-dentistry-day-valeria-centorame-sbtxf/



Focus

Thanks to the positive evaluation of the reform path undertaken, in 2019 the World Bank's Doing Business index placed Kazakhstan at 28th place (53rd in 2015).

Kazakh is the state language. Russian has the status of an official language and is the de facto language of administration.

12th place in the world for oil reserves; 14th for gas reserves; 1st for uranium production, and the 2nd for its reserves. Coal, zinc, tungsten, barium, silver, lead, chromium, copper, fluorite, molybdenum, and gold are present in large quantities.

Kazakhstan has an export-oriented economy. It counts China, Italy, Russia, the Netherlands, Uzbekistan, India, Turkey, and France as its main export destinations. Others include Switzerland, Greece, Spain, Romania, South Korea and the US.

Part of the Eurasian Economic Union, together with the Russian Federation, Belarus, Armenia and Kyrgyzstan, an area which has a market capacity of approximately 170 million people and the possibility of exporting, within the Union, without restrictions.

READING TIME
3.36
min

Kazakhstan a Market of Opportunities

Author: Silvia Borriello
Editorial Director
silvia.borriello@infodent.com

Sustained economic growth has transformed Kazakhstan into an upper middle-income economy. Yet, going forward, the country faces formidable challenges to navigate safely into a sustainable growth model. Despite these challenges, Kazakhstan's economy remains the largest in Central Asia, and with unfulfilled potential, that continues to deliver sustained growth, despite its failings.

Situated at the heart of the Asian continent and the crossroads between Asia and Europe, Kazakhstan is the second-largest republic of the former Soviet Union, after Russia, and the ninth-largest country in the world in the territory. It stretches from the Caspian Sea in the west to the Altai Mountains in the east, bordering China and Russia.

The country has an abundance of natural resources - including oil, gas, coal, ferrous metals, copper, aluminum, zinc, uranium, and has exploited these resources to build Central Asia's leading economy. **It is also emerging as a major transport and logistics hub in the region, linking the large and fast-growing markets of China**

direct investments (FDI). **Sustained economic growth has transformed the country into an upper middle-income economy, commensurately raising living standards and reducing poverty. With a growing middle class, Kazakhstan provides trade and investment prospects for firms seeking new opportunities in this growing, emerging market.**

This progress, however, masks vulnerabilities and unevenness in the country's development model, still excessively dependent on price fluctuations of oil and other raw materials, and on trade with Russia and China. Thus, besides the strong political commitment to building a solid reputation as the strongest, most stable, and

” Slowing economic growth, growing inequality and elite capture, and weak institutions reflect the flaws of the resource-based and state-led growth model and raise the risk that Kazakhstan could become stuck in the “middle-income trap”.

	Kazakhstan	Azerbaijan	Russia	Uzbekistan
Population, million	20	10.1	146.2	35.2
GDP per capita (PPP, USD)	26,754.4	14,479.71	29,812	7,734
World Economic Forum Global Competitiveness Index (2019) (out of 141 economies)	55 th	58 th	43 rd	

Source: European Bank for Reconstruction and Development

Kazakhstan GDP Growth Forecast



Source: World Bank

and South Asia to those of Russia and Western Europe by road, rail, and ports on the Caspian Sea. Kazakhstan presents a trade gateway to a market of about 100 million consumers in Caspian Sea countries, 76 million in Central Asia and 350 million in Western China.

Since the 2000s, the country has seen impressive economic growth driven by the first generation of market-oriented reforms, abundant mineral resources extraction, and strong foreign

reform-oriented economy in Central Eurasia, Kazakhstan still faces slow productivity growth, wealth inequality, rising living costs, limited job opportunities, and weak institutions.

Since his election in 2019, President Tokayev (successor of president Nazarbayev, after 29 years in office), has progressively launched a further plan of structural economic reforms, aimed at stimulating economic growth and competitiveness. **In this regard, a special Supreme Council**

for Reforms has been established with main objective to reform the public administration, to incentivize the ecological transition of the domestic productive system, to attract greater FDI and nation branding, with the aim of reaching a 5% growth rate by 2025. These reforms have become even more urgent because of the effects of the pandemic on the Kazakh social level where, especially in rural areas, the country has suffered a clear worsening of living conditions, as certified by the World Bank, with approximately 12% of Kazakh population living below the poverty line. The Government is further committed to a privatization plan, to promote the competitiveness and efficiency of the Kazakh market. Despite the challenges, Kazakhstan recorded 3.2% GDP growth in 2022, according to the World Bank, and is expected to see a moderate increase in growth to 3.5% in 2023 and to 4%

Launched in 2018, the Astana International Financing Center (AIFC) offers special tax, visa, and employment regimes for companies looking to invest in Kazakhstan. The AIFC Court and International Arbitration Center (separate and independent from the Republic of Kazakhstan judicial system) provide a common law court system for the resolution of commercial disputes. AIFC is also actively involved in developing green finance and a green bonds market in the country, as well as other sustainable development programs.

in 2024. The economy is, in fact, benefiting from high global oil prices and supply-chain restructuring away from Russia. However, close political and economic integration with Russia will continue to pose risks. In addition, political instability may spark again due to elevated inflation and worsening socioeconomic conditions.

Market Potentials - A growing middle class and a rise in real incomes have increased demand for quality products and brand names. Inexpensive Russian and Chinese goods flow across Kazakhstan's borders, but Western goods and expertise are also in demand. In some cases, consumers are willing to pay more for imported goods and services that offer higher quality and innovation. The country has much to build on: experienced leaders interested in taking Kazakhstan to the next level; a develop-

ing civil society eager to assist in the reform process; large land area with potential for development of agriculture and renewable energy; a geographical position that places it in the crossroads of regional transportation, and a young, dynamic, and educated work force.

In healthcare, 90% of equipment is imported as domestic manufacturing of medical equipment is limited. The bulk (85%) of medical equipment is purchased by the public sector. Most procurement for public healthcare institutions is done through government-related tenders. More than 37% of medical equipment currently in use is obsolete and the government recognizes the need to update equipment in use in the country's public hospitals. **Local producers of medical equipment are unable to fully supply the market with necessary equipment**

and there are no capabilities to develop a strong local industry in the near-term. Currently, there are about 60 companies in Kazakhstan registered as medical equipment producers, many of which are small businesses with low production volumes. Customer service in Kazakhstan is sometimes lacking. The number of hospitals in Kazakhstan has fluctuated since 2000, increasing from 938 in 2000 to 1,085 in 2006 and then declining to 773 in 2020. **Closure of hospitals has mostly occurred in rural areas and around 56% of rural hospitals were closed between 2013 and 2018. Hospital closures were often accompanied by the strengthening of central district (rayon) hospitals and upgraded technology.** Some hospitals were also restructured to become multi-profile general facilities intended to ensure better access to quality services.

Regional Hospitals	492
Other State Department Hospitals	39
Private Hospitals	242
Total No. of Hospitals	773

Hospital beds per 100 000 pop., 2020	574
Physicians per 100 000 pop., 2020	407
Nurses per 100 000 pop. 2020	752





Ongoing Health Reforms and Public Spending to Improve Health Service Accessibility, Equity and Efficiency

Once member of the former Soviet Union, the world around Kazakhstan has shaped both it and its culture. The exploitation of its natural resources and the migration of surrounding peoples into the country have influenced its development and geography. A new movement to reinstate traditional Kazakh culture has resulted in various reforms in both its society and government, including reforms in healthcare.

With the aims of increasing the coverage and quality of health services and reducing informal and out-of-pocket payments, Kazakhstan has gradually established a Mandatory Health Insurance system. **A Social Health Insurance Fund was set up in 2016, becoming the single purchaser of publicly paid health services in 2020.**

Citizens and permanent residents of Kazakhstan have access to two packages of medical care: the State-Guaranteed Basic Package, which is financed by the state budget, and the Compulsory Social Health Insurance (CSHI) package. The state-guaranteed basic package of health services has thus been complemented by a package of services funded by mandatory health insurance.

Therefore, funds are pooled from three sources: the government (to cover socially vulnerable groups, such as children, older people, pregnant women and the unemployed), and contributions from employers and from employees.

The basket of publicly paid services is relatively extensive, but there is a need for co-payments. Services covered in the State-Guaranteed Basic Package include emergency care and transport; primary care;

specialist outpatient care for acute conditions, tuberculosis (TB), and HIV, noncommunicable diseases and contagious diseases; day care for specific diseases; inpatient care for contagious diseases and specific diseases listed by the Ministry of Health; and rehabilitation and palliative care for specific diseases. Services covered in the social health insurance package include specialist outpatient care, day care and inpatient care for a broader variety of diseases and conditions.

Emergency and routine dental care is also provided, free of charge, in the package of Compulsory Social Health Insurance (CSHI), but only to certain privileged categories:

- *Routine dental care* - which includes x-rays of the jaw or tooth, filling, simple and complex tooth extraction-using anesthesia, is provided for free to children under 18 years of age and pregnant women. In secondary educational organizations, preventive examinations of the oral cavity and closure of fissures is free for students.

- *Emergency care* - includes anesthesia, fillings, tooth extraction

with anesthesia, periostotomy, opening of abscesses for children under 18 years of age; pregnant women; participants of the Second World War; pensioners; disabled people of groups I, II, III and IV; mothers with many children (under the "Kumis Alka" status, mothers raising 6 children, and under the "Altyn alka" status with 7 or more children. These families are entitled to allowances and benefits of different types); recipients of targeted social assistance; patients with infectious, socially significant, and dangerous, diseases for others; unemployed who care for a child with special needs or group I disability people disabled since their childhood.

- Orthodontic care - correction (orthodontic plate) for cleft lip or cleft palate is free for children with congenital maxillofacial pathology. Also, correction for various types of dentoalveolar anomalies (malocclusion, micrognathia of the jaw) is available to children from low-income families aged 6 to 12 years.

A patient can apply to both public or private clinics to receive routine or emergency dental services, so long that the clinic is licensed

“Economic improvements, population growth and rising health and image-consciousness amongst consumers will continue to boost demand for oral care in Kazakhstan in the coming years.

and is a supplier of the Compulsory Health Insurance Fund. Under the CSHI there is no limit for the number of visits to the dentistry.

While the country has a public healthcare system that theoretically provides coverage for dental services, the scheme has become unreliable and dental care is particularly a problem in rural areas,

especially for children who have malformed palates. Thus, dental missions from around the world still play a key role in the country, contributing to making oral care much healthier and easier, especially in rural areas. Economic improvements, population growth and rising health and image-consciousness amongst consumers

will continue to boost demand for oral care in Kazakhstan in the coming years. The high cost of dental services, combined with a general lack of access to doctors, especially those with top credentials, has many of the country's elite traveling to other countries for advanced dental services.

	Kazakhstan	Central Asia (average)	WHO European Region upper middle-income countries (average)	WHO European Region (average of all countries)
Per capita health spending USD, 2019 (adjusted for purchasing power)	765	552	1,338	3,226
Health spending from public sources, 2019	59.9%	37.2%		
Share of out-of-pocket spending as % of total health expenditure, 2019	33.9%	57.1%	44.1%	

Source: WHO European Observatory on Health Systems and Policies

Economic Impact Related to Treatment and Prevention of Oral Diseases (2019)

Total expenditure on dental healthcare (US\$)	61 million
Per capita expenditure on dental healthcare (US\$)	3.3
Total productivity losses due to 5 oral diseases in million (US\$)	695 million

Notes: Total expenditure on dental healthcare in million (US \$); Estimate of total annual national expenditure on dental healthcare in outpatient dental care (public and private) in 2019. Per capita expenditure on dental healthcare (US \$); Estimate of the annual national per capita expenditure on dental healthcare for outpatient dental care (public and private) in 2019. Total productivity losses due to 5 oral diseases in million (US \$); Estimate of total productivity losses in 2019 resulting from combined impact of 5 untreated oral diseases including caries in deciduous and permanent teeth, severe periodontal disease, edentulism, and other oral conditions as defined by GBD. (Data source: Jevdjevic & Listl 2022.)

Source: World Health Organization WHO - Oral Health Country Profile, WHO/UCN/NCD/MND/KAZ/2022.1

In 2021 the proportion of the population covered by social health insurance was 81.3%, a decline from 84% in 2020. According to national data, the 18.7% of the population that is not covered are people of working age who are not registered as employees or as unemployed.

Undergoing reforms aim to shift the country towards universal healthcare however, despite steady growth in funding, healthcare financing is still limited, especially if we consider Kazakhstan's national wealth. Per capita spending on health amounted to US\$ 765 in 2019 (adjusted for purchasing power).

When measured as a percentage of GDP, health spending accounted for only around 2.9% of GDP in 2020 (the latest year for which internationally comparable data are available), in comparison with the global average of 9.89%. Since then, the government has increased public spending on health, and overall spending on health as a percentage of GDP is likely to have increased as well.

Most health spending comes from public sources, which was around 60% in 2019, higher than in Central

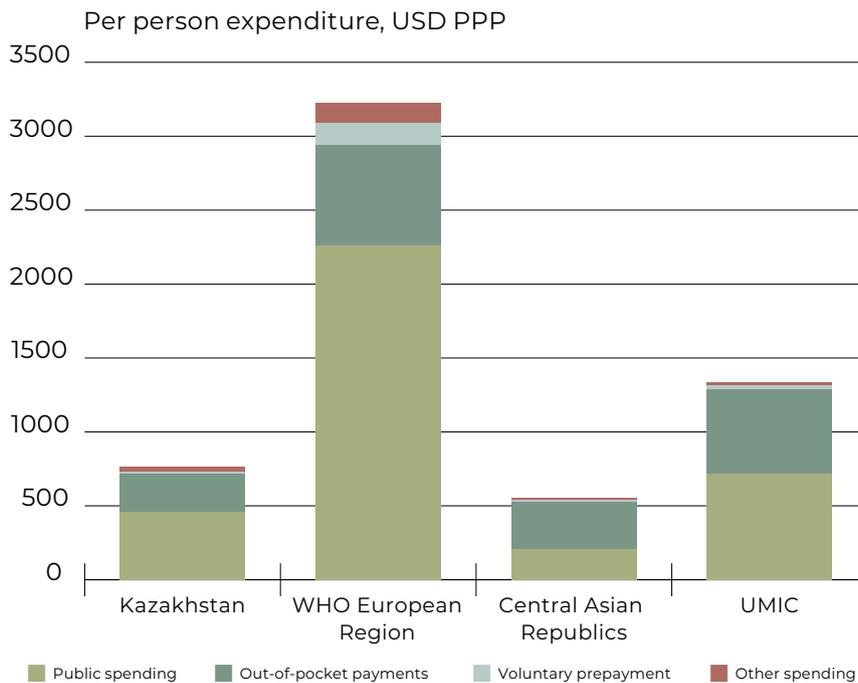
Asian countries, but it has declined from around 75% in 2009. Conversely, the share of out-of-pocket payments as a percentage of health expenditure increased to 33.9% in 2019. Yet, this was still far below the averages for Central Asia (57.1%) and upper middle-income countries (44.1%) and, following recent increases in public spending on health, the share of private spending is likely to have decreased. **Most out-of-pocket payments (66%) are for medicines and medical products and outpatient services, including dental care (26%).** Over the years, the government has steadily increased healthcare funding and reduced the influence of private insurance. Voluntary health insurance accounts for 6.4% of current health expenditure.

Healthcare in Kazakhstan is majorly dependent on its economy. With an average yearly income of \$26,754 per capita, Kazakhstan cannot yet achieve widespread public insurance without further stimulating its economy. While government funding for healthcare is far behind similar countries, the

” When measured as a percentage of GDP, health spending accounted for only around 2.9% of GDP in 2020 (the latest year for which internationally comparable data are available), in comparison with the global average of 9.89%.

steady growth of business and investment will allow it to slowly increase. Unfortunately, many people in Kazakhstan were already struggling with limited healthcare funding, high levels of chronic disease and restricted access to care prior to the COVID-19 pandemic. The pandemic has further exacerbated the problem nonetheless, with steady growth and progress, social reforms, and long-term fundings from world organizations (e.g., the World Bank), Kazakhstan's healthcare system and overall health is expected to improve over time.

Kazakhstan Spends Less on Health Than Countries with Similar Income Levels



Notes: 2019 data. UMIC: upper middle-income countries in the WHO European Region; PPP: purchasing power parity. Source: Global Health Expenditure Database (WHO, 2022a). Taken from: WHO - European Observatory on Health Systems and Policies, 2022 edition



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	2015	2011
Number of dentists	5,089	6,532
Dentists per 10 000 pop. (2014-2019)	2.9	

Sources: Malmö University <https://capp.mau.se/country-areas/kazakhstan/>
World Health Organization WHO - Oral Health Country Profile, WHO/UCN/NCD/MND/KAZ/2022.1

Health Status - Despite several waves of reforms, reliance on hospital care is still prevailing, and governance remains centralized. Healthcare service delivery is fragmented, and quality of care is impaired by the insufficient staffing levels and limited infrastructure of healthcare facilities. Tariff prices for healthcare services are low in Kazakhstan, which results in low salaries for healthcare workers, as tariffs are included in the salary costs. Economic progress has not been reflected in accompanying improvements in the healthcare system, that still retains the hallmarks of a transitional economy undergoing profound restructuring. **Despite improvements, Kazakhstan's health outcomes continue to stay behind those of the OECD countries and reveal some worrying regional inequalities.** In the coming years, the healthcare system should be steered consistently towards more modern arrangements, with a clear focus on improving health outcomes and maximizing efficiency.

Moving towards Universal Health Coverage (UHC) is a high priority for Kazakhstan and this was reiterated in the National Project "Healthy Nation" for 2021-2025. The UHC service coverage index in-

creased from 38.7% in 2000 to 75.9% in 2019, almost reaching the average of the WHO European Region (77.1%). The increased policy emphasis on extending public coverage of services and improving equitable access, has led the country to make major life expectancy gains, in recent years, with all health indicators having improved substantially.

Information on oral health in Central Asia is limited. However, a cross-sectional study titled *"Prevalence and determinants of dental caries experience among adolescents in Kazakhstan: a cross-sectional study"*, on 2,149 schoolchildren aged 11-15 years from 4 regions of Kazakhstan, provides estimates of the mean levels, prevalence, and severity of dental caries. According to the study, conducted between 2014 -2015, the overall prevalence of dental caries was 74%, decayed teeth was found in 44% of subjects, while only 6% had missing teeth and 24% had their teeth treated. The mean DMFT index was 2.48 among 12-year-olds and 3.9 among 15-year-olds.

The caries prevalence experience in the studied population was associated with higher age, geographic region, ethnicity, mother's education, material deprivation, frequent

consumption of sugar-added drinks, age of start brushing the teeth and dental attendance pattern.

However, interesting to note in the study is the higher prevalence of dental caries than in many developed and some developing countries, but the results were very similar to other post-soviet countries. The prevalence of caries among 12-year-olds in Kazakhstan (73.8%) was analogous to Moldova (77.5%), Russia (77.5%) and Georgia (68.9%), and slightly lower compared to Lithuania (85.5%), Belarus (85%) and Latvia (91.2%). The 15-year-olds from Kazakhstan had higher prevalence of caries (77.9%) compared to another Central Asian country Uzbekistan (68%), but lower than Moldova (86.2%), Russia (91.8%), Georgia (82.3%) and Armenia (90.8%).

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	Kazakhstan	Central Asian Republics	WHO European Region, average	EU
Life expectancy at birth, both sexes combined (years), before Covid-19	73.1	73	78.3	80.9
Maternal mortality, per 100 000 live births, est.	15.5	23.6	12.7	6.3
Infant mortality per 1000 live births, est.	9.0	17.7	7	3.5

Notes: EU: the 28 EU Member States until 2020. Source: WHO, 2022b.



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Crisis Management

This new and unique column addresses how business owners, company executives, and sales personnel can improve their communication and business skills to be more successful.

We have interviewed Dr. Robert Edwab on how to handle a business, or personal, crisis.

Welcome Dr. Edwab. It is so nice to speak with you today to discuss how people in the dental and medical industries can improve their talents and be more successful. Briefly, tell us about yourself for those that do not know you.

Dr. Edwab – Hi Silvia. It is great to be here. I have been in the Dental and Medical field for over 40 years both as an Oral & Maxillofacial Surgeon in New York and as the former Executive Director of the onetime largest health-care event in the United States. Plus, I am a full Professor at the Jack Welch Management Institute Online MBA Program. That is why I feel I have so much to offer to help others improve and expand their talents.

Let's begin with a topic you feel affects everyone throughout their careers, "crisis management".

Dr. Edwab – A crisis could challenge us in our workplace and in our personal lives at any time. It could be as serious as something that could close our business down, severe enough to affect a personal relationship with a family member, or close friend, or something simple like sending an email to the wrong person. Following some basic principles could help prepare you, and everyone associated with a challenge, a potential solution and positive outlook for the future.

I never realized handling a crisis, whether personally or at your workplace should be treated the same. Please tell us what to do.

Dr. Edwab – First of all, act quickly. The longer you wait, the bigger the prob-

lem can get. If it is something you did or the company did, apologize sincerely and take responsibility. If something happened that was out of your control, explain what happened. Try to show the audience how important it is for you to find a solution by handling the problem yourself.

Now I see what you are saying. By addressing the problem, yourself, you are showing how important it is to you.

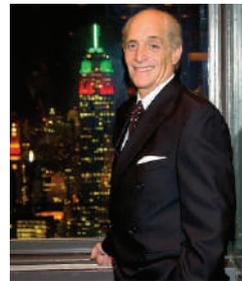
Dr. Edwab – Yes, and be compassionate and empathetic. Make your apology authentic and let your facial expressions and tone reflect how serious you are. Next, if it involves a large portion of your company, assemble a great team who can investigate and identify solutions. Make sure whoever is the spokesman for your company, whether it is you or your designee, answers questions honestly, consistently, and informs everyone that as soon as your investigation identifies causes and solutions, they will be immediately informed.

How would you communicate?

Dr. Edwab – If is one person offended, call them, or visit them. If it is a company challenge you might have to utilize many communication channels, i.e., social media, print, telephone calls, etc. Make sure all stakeholders internally and externally are kept informed.

I can see that once everyone understands what happened, and they begin to trust you again, after demonstrating honesty and transparency, what is next?

Dr. Edwab – Once you have deter-



Dr. Robert Edwab

Successful Global Congress and Exhibitions Organizer; Professor, Jack Welch Management MBA Program; Numerous Board Membership Positions

mined what happened and why, you must introduce a solution to try and rectify the situation. The next and final step is most important; you have to learn from the crisis and make changes so the same crisis never happens again. The key is to learn and teach everyone so you can prevent a similar occurrence.

What can a person or company leadership learn from a crisis?

Dr. Edwab – The key is to reflect and learn. That will allow you to understand what happened, why it happened, and how it happened so you can use the knowledge and experience to prevent it from ever happening again.

Thank you so much Dr. Edwab for your discussion on crisis management. I know we are all looking forward to our next interview and another topic so we all can become better leaders.

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Effectiveness and Efficiency in Dental Management



Luca Gentili
Clinic & Dental Office Manager
lucaagentili@dental-manager.net

Definition of Terms:

- **Effectiveness:** Refers to the ability to achieve the desired or intended result. In the dental context, this could mean providing the best possible treatment for patients, ensuring that the treatment outcome is satisfactory and meets dental health standards.
- **Efficiency:** Concerns the optimal use of resources to achieve the best possible results. In dental management, this might include efficient use of time, staff, equipment, and funds to maximize productivity and reduce costs.

Preamble:

- In my experience, I have found that many dentists are much more concerned with effectiveness, not at all considering efficiency in clinical protocols, but especially in extra-clinical activities and in the management of resources and staff. Here in graphics, a small example of how an action or protocol can be effective but not efficient, and how it would look, again in graphic terms, a behavior that entails both effectiveness and efficiency:

How to Interpret This Graph and Act in an Effective and Efficient Manner:

- Effective dental management requires a constant balance between effectiveness and efficiency to ensure both excellence in patient treatment and the operational sustainability of the clinic.

Balancing Effectiveness and Efficiency:

- It's crucial to find a balance between these two aspects. Too much focus on efficiency can compromise the quality of care, while an excessive focus on effectiveness can lead to inefficiencies and high costs.

Management Strategies:

- Discuss strategies that dental clinics can adopt to improve both effectiveness and efficiency. This could include staff training, investment in technology, time management, and resource optimization.

Conclusions:

Each practice/clinic is unique and there are no magic recipes for solving problems. What I can suggest translates into these daily practices:

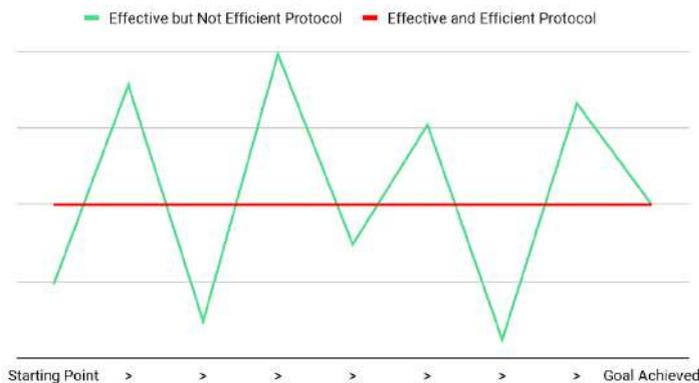
- A management control that takes into account income and expenses is essential to have a real-time analytical balance of the activity. The annual accountant's report is not enough: we must track our results at least monthly.
- Invest in staff training and in new opportunities offered by the market in order to provide a better experience for our patients.
- Work on ourselves and seek simple solutions: often resistance to change and fear of action hold us back. If a resource is not working and creates dissatisfaction within the staff, we must have the courage

to remove it. If the productivity of a resource is above the other members, we must allow it to advance in its career. The reward system is certainly an important incentive to achieve better results.

- A pinch of tenacity and the awareness of doing the right thing will help us manage the changes necessary for the development of the business and the common good; a flourishing activity is made up of members who work in synergy, where each of them is aware of being part of a winning mechanism.
- Write down any idea and manage everything through reminders with 4 levels of priority (urgent, high, medium, low). It is not productive to act on a whim, but rather to establish an action plan for any investment or medium/large project.
- Procrastinating what we can do today is the greatest enemy of success.
- Set a goal or goals and maintain focus on it/them: always keep in mind the balance between effectiveness and efficiency in achieving the set results. If the results do not come and we want to be able to act effectively and efficiently, we cannot think of reversing course by continuing to do the same things.



Effectiveness and Efficiency



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Excitement Builds as IDEM 2024 Emerges as the Pinnacle Event in Dental Innovation for Asia Pacific

- **The fully booked 17,000 sqm exhibition space will feature over 33 exhibiting countries and regions with new exhibiting companies introducing a diverse array of products among over 500 exhibitors.**
- **Unlock knowledge and insights: SDA Masterclass and a diverse array of 30+ sessions await conference attendees.**

IDEM 2024 (International Dental Exhibition and Meeting), the leading dental exhibition and conference in Asia Pacific, is poised to captivate and inspire dental professionals from around the region with its highly anticipated event happening in April at Marina Bay Sands, Singapore. The exhibition is set to present a well-rounded experience for all participants, with over 500 exhibitors from over 33 countries expected to showcase their latest products and innovations, and a comprehensive 3-track scientific conference featuring more than 30 speakers from around the world. "We are delighted to collaborate again with our esteemed partners to present IDEM 2024 to the dental industry. Following the resounding success of IDEM as an in-person event last year, we eagerly anticipate the amalgamation of innovation and expertise that will undoubtedly mould the future landscape of dentistry," said Mathias Kuepper, the Managing Director and Vice President Asia-Pacific of Koelnmesse Pte Ltd.

Anticipated by professionals and enthusiasts alike, the 13th edition of IDEM stands as a cornerstone in the dental community where attendees can learn from an impressive line-up of renowned experts. The **SDA Masterclass** by the father-and-son duo, Dr. David S. Alleman and Dr. Davey Alleman, will kick off the conference programme, offering a half-day conference session and half-day workshop on biomimetic dentistry.

Over 30 conference sessions and workshops will feature a wide range of topics by notable speakers such as Dr. Alberto Miselli covering on the 'Umbrella Concept' and Dr. Andrea Bazzucchi sharing the latest advances in digital workflow synergy. Other conference sessions and workshops include global expert Dr. Roberto Sorrentino's 'Restorative Materials and Luting Agents in Prosthodontics' and Dr. Paulo Monteiro's insights and expertise on 'Anterior Indirect Restorations'. The 5th edition of the **Dental Hygienist and Therapist Forum (DHTF)** will take place from 20-21 April 2024, providing a dedicated platform for dental hygienists and therapists to engage in meaningful discussions and knowledge-sharing, with an interesting variety of topics such as oral ulcers, paediatric patient management, digital workflows, and oral care for older adults.

Dr. Lawrence Yong, President of the Singapore Dental Association, shared, "I am thrilled to welcome dental professionals from around the world to IDEM 2024. This conference is a powerful testament to Singapore's unwavering commitment to advancing dental science and education. I am particularly enthusiastic about the conference sessions, which will delve into burning topics within our field - offering valuable insights that attendees can readily apply in their practices the next day." Attendees can also look forward to the inaugural **'Asian Speaker Series'**, an innovative platform designed to spotlight diverse talents from within the region. A collaborative effort between the regional and national dental associations to offer a more diverse take on the latest developments in dentistry, explore riveting industry topics such as 'Treating the Paediatric Patient', 'Oral Care for the Dependent Older Adult' and delve into complex topics such as 'The Systoles and Diastoles of Implant Dentistry' and 'Prognosticating Periodontal Treatment Outcomes Using Artificial Intelligence'.

The heart of IDEM 2024 lies within its exhibition, spanning a fully booked **17,000 square meters** and hosting **over 500 exhibitors** who will present a diverse range of products and services, showcasing the latest industry innovations. It will host **11 pavilions** (China, France, Germany, Italy, Japan, Singapore, South Korea, Spain, Switzerland, Taiwan, USA), underscoring the wide scope of the dental industry showcased at the event.

Antonio Garcia Rebollar, Trade and Economic Counsellor, Spanish Embassy in Singapore, representing the Spain Pavilion, expressed, "We are thrilled to be part of this dynamic and highly acclaimed dental event. Newly supported by ICEX Spain Trade and Investment this edition, our pavilion is a testament to the

innovation and excellence within the Spanish dental industry. We look forward to engaging with the international community, sharing our expertise, and contributing to the vibrant exchange of ideas that IDEM 2024 represents." This unprecedented gathering of industry leaders and innovators such as GC Asia, Straumann, 3M, imes-icore GmbH, and many more, creates an immersive experience designed to inspire and inform dental professionals. Attendees can expect to engage with the latest industry offerings, witness live demonstrations, and explore groundbreaking solutions that have the potential to reshape the landscape of dentistry.

3M, one of IDEM 2024 sponsors, expressed, "IDEM provides a unique platform for industry leaders to connect, share knowledge, and contribute to advancing dental science. We eagerly anticipate the exciting interactions and collaborations that will unfold. Attendees can look forward to scientific education, new products, and hands-on demonstrations" – Kae Moe Wong, Asia Area Marketing Leader imes-icore GmbH, an innovator in digital and dental CAD/CAM production systems, shares their excitement in their first participation as an exhibitor, "IDEM 2024 is the epitome of international collaboration and innovation. As a first-time exhibitor, we are thrilled to be part of this gathering, showcasing our solutions of the best possible automated and validated workflows to a diverse audience."

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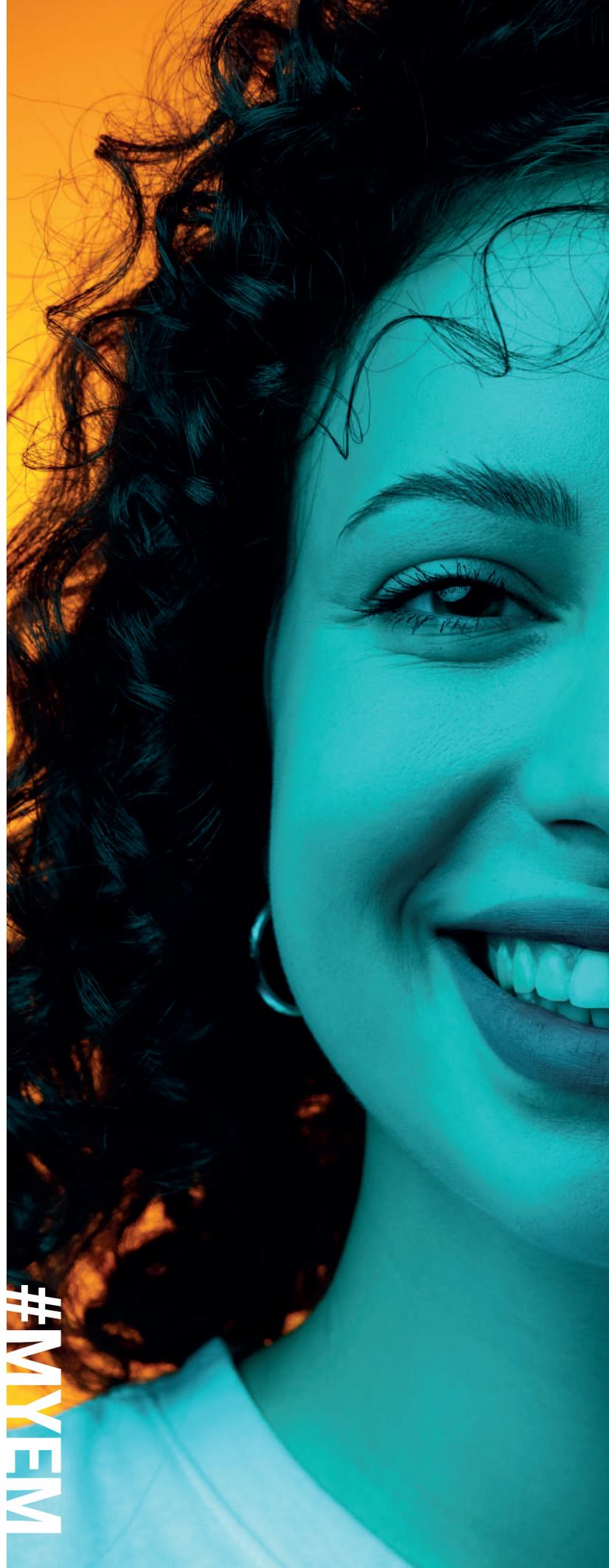
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MARCH

03-06/03/2024

 **Dental South China 2024 International Expo**

Guangzhou - China

Organised by: Guangdong International Science and Technology Exhibition Co., Ltd.
 8th floor, Xinghe Asian Financial Center, 207-213, Dongfeng West Road, Yuexiu District
 Guangzhou, Guangdong Prov. China
 - Visiting Contact: Mabel Mai
 +86 20 83561589 - dentalvisit@ste.cn
 - Exhibiting contact: Cherry Wu
 +86 20 83549150
 Venue: China Import & Export Fair Pazhou Complex, Area C
 980 Xin Gang Dong Road, Haizhu District
 Guangzhou City, Guangdong Prov. China
 Exhibition: COEX Hall C, Hall D

www.dentalsouthchina.com/?_l=en

VISIT US AT HALL 14.2 BOOTH N10


APRIL

19-21/04/2024

 **IDEM 2024 International Dental Exhibition and Meeting**

Singapore - Singapore

Organiser: Koelnmesse Pte Ltd
 Venue: Marina Bay Sands
 Sands Expo and Convention Centre
 Singapore

www.idem-singapore.com

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MAY

08-11/05/2024

 **IDEX 2024 International Istanbul Dental Equipment and Materials Exhibition**

Istanbul - Turkey

Organised by: DIŞİAD Congress and Conference Organisation Limited Company
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 Fındıkzade - Fatih / Istanbul, Turkey

Phone: +90 212 588 15 53
 Email: info@idex.org.tr
 Website: www.dissiad.org.tr

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Dental South China
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06-09/06/2024

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El Jadida - Morocco

Organised by: ATELIER VITA Agency under the aegis of the Ministry of Health

Address: 64, Rue Ennousseur Mers Sultan
Casablanca, Maroc
Website: www.ateliervita.net

Contact info: Mr Zineb OUZZANI
Phone: +212 672 914 377
Email: z.ouazzani@ateliervita.ma

Venue: The Mohammed VI Exhibition Park, El Jadida, Morocco

<https://mdentalexpo.ma/>

JUNE

07-09/06/2024

🇰🇷 SIDEX 2024

Seoul International Dental Exhibition & Scientific Congress

Seoul - Korea, South

Scientific Congress: June 8th – 9th, 2024 / 2 Days
Exhibition : June 7th– 9th, 2024 / 3 Days

Organised by:
Seoul Dental Association (SDA)
Managed by: SIDEX Organizing Committee
2F, 257 Gwangnaruro, Seongdong-gu, Seoul, Republic of Korea
Phone: +82 2 498 9146
Fax: +82 2 498 9148
E-mail: sidex@sda.or.kr
Website: www.sidex.or.kr

Venue: COEX (Seoul Convention and Exhibition Center)
Scientific Congress: COEX Conference Room South 3F, 4F / Auditorium / Conference Room E
Exhibition: COEX Hall C, Hall D, Hall D Lobby, Conference Room E
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A Stranger's Kindness

At 31 years old, Ephraim is proud of the life he has built for his family

Operation Smile

He and his girlfriend, Ldaudzine, are raising their two sons, Nkhosama and Tawananyasha, in Centurion, South Africa, where he works at a natural gas company.

Ephraim was born with a cleft lip. Despite enduring vicious teasing and bullying that led to him leave school at age 7, he has grown to accept himself in the years since. Throughout that time and for most of his adult life, he's become accustomed to being pointed out and laughed at in public. All the while, no one ever told Ephraim that surgery could repair his cleft condition. It wasn't until August 2015 that he learned of this possibility – and that surgery could be provided for free.

An unknown gentleman visited Ephraim's workplace and told him about an organization named Operation Smile, which provides free cleft surgeries. The kind stranger left the phone number for Operation Smile South Africa. The call would prove to be life-changing. Ephraim learned about a surgical program that was taking place the next month in Mbombela.

Ephraim's joy was only tempered by the seven-hour bus trip he had to take alone. Once he arrived at the surgical program site, he saw so many other people who looked just like him.

After Operation Smile medical volunteers conducted a comprehensive



health evaluation to determine if he was healthy enough for surgery, all Ephraim could do was wait to see if he would be cleared and scheduled for an operation. The next morning,

he learned his surgery was scheduled for that very day. Thrilled, Ephraim called Ldaudzine to deliver the good news and learned that she would make the trip to Mbombela after his

procedure to accompany him back home.

After a surgery that can take as few as 45 minutes, Ephraim rested in his room, giving everyone he saw two thumbs up. He couldn't wait to return home to show his sons their father's new smile.

"My family was so surprised when they saw me," Ephraim said of his homecoming from the surgical program. "They said, 'I didn't expect you to look like this now.'"

While Ephraim retains his innate upbeat disposition, he said that life is so much happier as a result of his surgery.

"The biggest change was that be-



fore, when I was talking to a group of guys, if one of them said something about my mouth, I would get

so angry," Ephraim said as he looked back on the 10 months since his procedure. "Now, it's so much better."

What is Operation Smile?

Operation Smile revolutionized cleft surgery globally in 1982. With four decades of experience as one of the largest surgical volunteer-based nonprofits, Operation Smile staff, its private-public partnerships and thousands of volunteers have improved the health and dignity of patients with cleft conditions, helping them to better breathe, eat, speak and live lives of greater quality and confidence.

While one cleft surgery can transform a child's life in as little as 45 minutes, Operation Smile is committed to providing patients with health that lasts by being there to offer patients additional surgeries, dentistry, psychological services, speech therapy and other essential cleft treatments. Its training and education programs elevate local surgical standards and entire health systems, aid safe surgery and enable a global network to reach more people earlier in their lives

www.operationssmile.org

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