

Enhancing Oral Health Leadership and Management

National Primary Oral Health Care
Conference

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John McFarland DDS

David Rosenstein DMD



The pieces of the puzzle are falling into place!

- Oral health is now an accepted partner within an interdisciplinary approach to patient care.
- Community and migrant health centers are expanding to provide adequate space and staff to support oral health programs.

The pieces of the puzzle are falling into place!

- **Community-based curricula are becoming the norm in dental and hygiene schools.**
- **Our medical colleagues are actively seeking collaboration to promote prevention.**

With progress comes challenge...

- Recruitment and retention remain a priority.
- Productivity and efficiency must enhance the bottom line!
- Chairside dentistry must be balanced with community oral health endeavors.
- Not reinventing the wheel is our goal!

The Role of the Dental Director

- Dental administration – why?
- Issues of concern for community health centers
- Sociology of dentist managers
- Dentist administrators – expert or consultant
- Organization of the dental director's role
- Dental director roles and responsibilities

Dental Administration - Why?

- **Your knowledge of clinical dentistry is paramount as oral health is an essential component of the organization's mission**
- **Your professional training and experience provide you ample skills to contribute positively**
- **Your acceptance and respect from peers**
 - **Facilitates networking**
 - **Enhances collaboration efforts**

Dental Administration - Why?

- Juggling a healthy tension between:
 - Concern for the patient
 - Concern for organization's fiscal health
- Be a leader in a dynamic health care arena...oral health needs to be at the table!
- Your position affords increased opportunities for community and/or legislative advocacy

Issues of Concern for Health Centers

Organizational challenges

- Service delivery model
- Staffing/recruitment
- Dental record keeping
- Scheduling
- Patient flow
- Quality and Utilization management

Issues of Concern for Health Centers

Clinical challenges

- Significant dental disease in the populations we traditionally serve
- Translating the ideal dentistry taught in dental school into the “less than ideal” reality of patients seen in practice
- Community-based practice – addressing the oral health of those who never make it into your chair, but are still your patients

Issues of Concern for Health Centers

How is oral health perceived within your organization?

(Positively)

- As an integral part of an interdisciplinary approach to patient care
- Facilitating active involvement in allocating:
 - Fiscal resources
 - Human resources
 - Funding for future expansion

Issues of Concern for Health Centers

How is oral health perceived within your organization?

(Less than favorably)

- As *elective* by patients, providers, and/or administration ?
- As something to be funded after the “medical” side of the house is balanced ?
- Perennially holder of the “short end of the stick”

Issues of Concern for Health Centers

Environmental/financial challenges

- Less than favorable Payer mix?
- Federal/state regulations/expectations
 - Budget crunch affecting timely Medicaid reimbursement?
- Recruitment and retention issues
 - Inadequate or maldistributed workforce
 - Competitive salary and benefits
 - Reasonable work environment

*How do you see yourself ?
How do others view you?*

■ Clinician

■ Leader

■ Employee

■ Manager

■ Team Player

■ Mentor

■ Loner

Sociology of Dental Managers

Clinicians

- ✦✎ Doers
- ✦✎ 1:1 interactions
- ✦✎ Reactive personalities
- ✦✎ Require immediate gratification
- ✦✎ Decision-makers

Managers

- ✦✎ Planners-designers
- ✦✎ 1:n interactions
- ✦✎ Proactive personalities
- ✦✎ Accept delayed gratification
- ✦✎ Delegators

Sociology of Dental Managers

Clinicians

- ✦✦ Value autonomy
- ✦✦ Independent
- ★✦ Patient/community advocate
- ✦✦ Identify with profession
- ✦✦ Independent

Managers

- ✦✦ Value collaboration
- ✦✦ Participatory
- ★✦ Advocate for the organization
- ✦✦ Identify with organization
- ✦✦ Interdependent

Dentist Administrator: Expert or Consultant

- Financial management
- Public health
- Personnel management
- Marketing
- Government functions
- Organizational structure
- Legal issues
- Ethical issues
- Management information systems

Dentist Administrator: Expert or Consultant

Financial management:

Does this ring true personally?

- Dual DDS/MBA ?
- CPA?
- Ever run a small business?
- Able to balance your checkbook?

The Business of Dentistry

- Most dentists – enjoy clinical aspects
- Most dentists – lack business expertise
- Key Performance Indicators
 - Make sense of the numbers
 - Evaluate overall strengths and weaknesses
 - Which goals are not being met?
 - What additional information do you need?

The Business of Dentistry
JADA, Vol. 134, May 2003

In dental offices, even the most basic systems produce so much data that making sense of it can be overwhelming

The Business of Dentistry
JADA, Vol. 134, May 2003

Key Performance Indicators

- Production
- Collection
- Production/collection ratio
- Number of new patients
- Number of completed patients*
- Total overhead
- Total profit
- Profit percentage
- Relative Value Units*

* Geiermann addition

Key Performance Indicators

- Average production per patient
- Days in account receivable
- Procedure-service mix ratio
- Staff labor % expenditures relative to revenue
- % of scheduled time that results in no-show patients
- % of last minute cancellations

Oral Health Care Costs – 2003 UDS figures

- The cost per dental user was **\$292.**
- The cost per dental user after allocated overhead was **\$197.**
- and per dental encounter was **\$124.**

How do you plan with these figures?

Dentist Administrator: Expert or Consultant

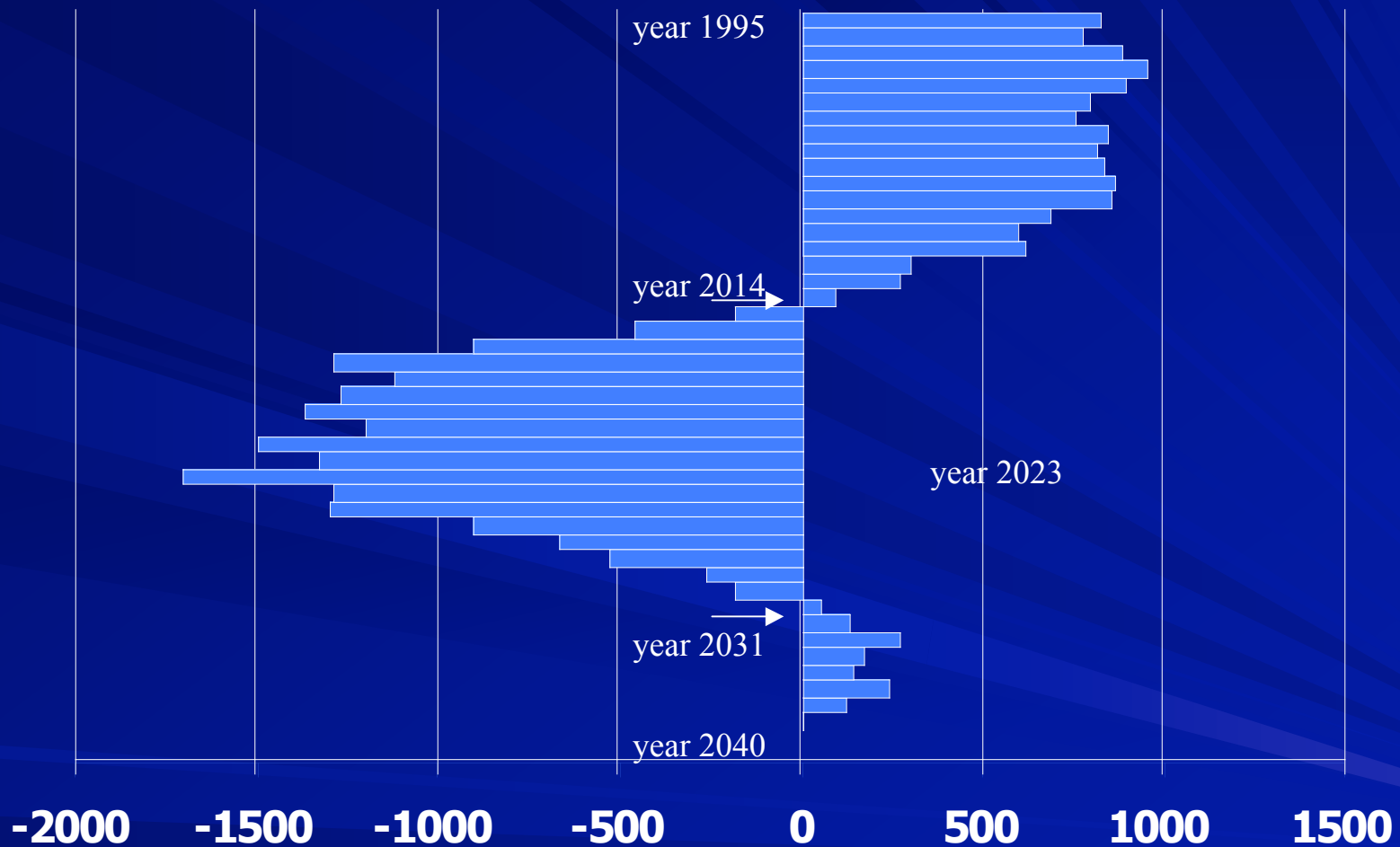
Personnel management:

- **Recruitment/retention**
- **Compensation**
- **Provider reviews**
- **Conflict resolution**

Recruitment and Retention

- 4200 new dentists graduate annually
- 6000 senior practitioners retire annually
- Not just competing with the safety net clinic across town for that new dentist, but with Dr. Jones who says *“work for me for 2 years and I’ll help you buy my practice!”*
- **Money** isn’t enough to draw them in!
- How do you instill a sense of mission?

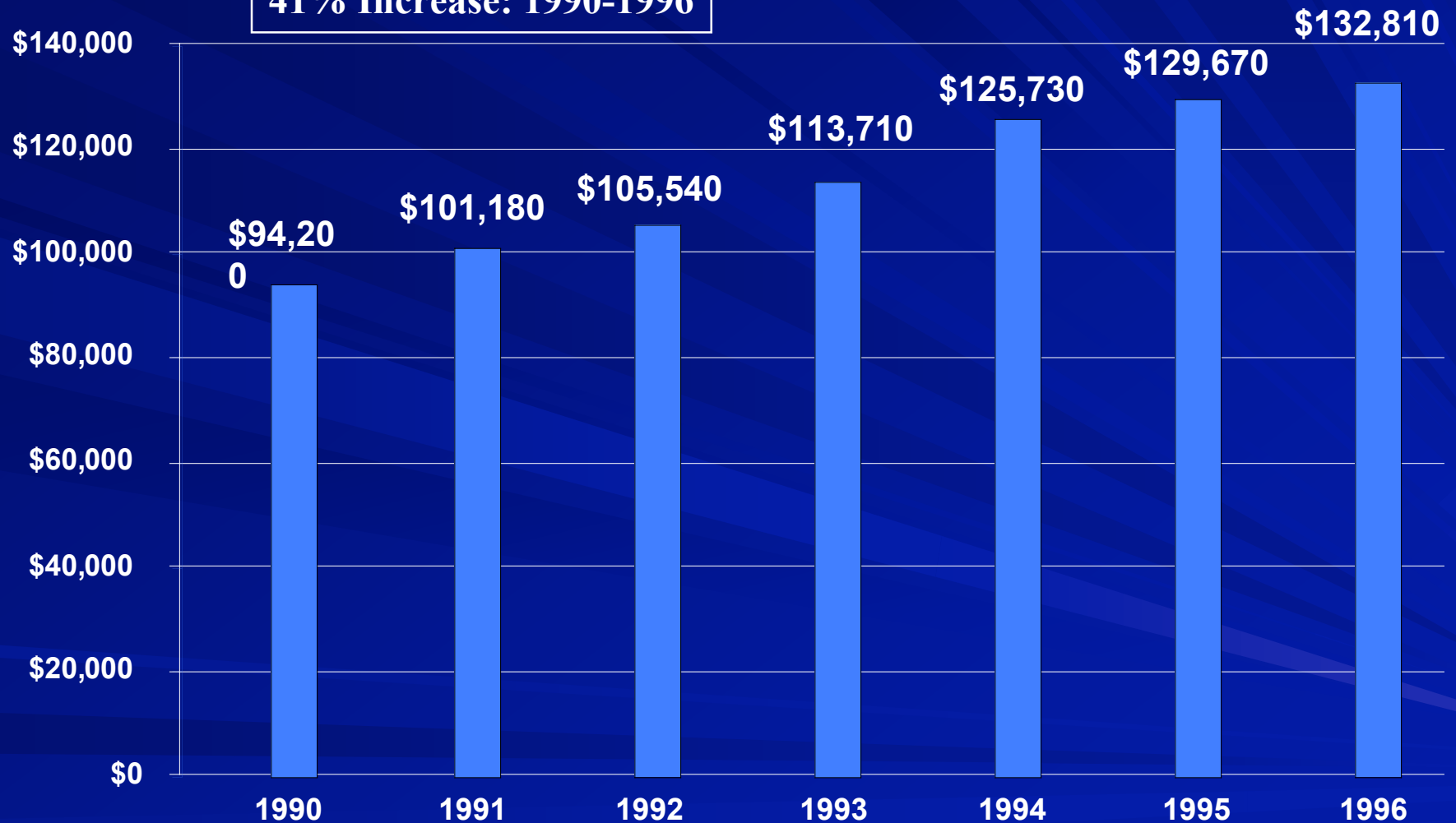
Estimated Additions of Dentists to the Dental Workforce: 1995 to 2040



Assume: -number of graduates remains at 4050
-dentist retirement age of 65

Average Net Income of Full Time, Solo, Private Practice U.S. Dentists: 1990 - 1996

41% Increase: 1990-1996



Source: ADA Survey Center, *1997 Survey of Dental Practice*.

Dentist Administrator: Expert or Consultant

Marketing

- Improvements to payer mix
- Outreach to new populations
- Techniques

Government functions

- Organization...**where do you fit?**
- Lobbying...**what can you legally do?**

Dentist Administrator: Expert or Consultant

Organizational structure

- Not-for-profit
 - **FQHCs and sliding fee scales**
 - **Excess program income?**
- Board of directors
 - **If and when do you report to them?**
- Management structure
 - **Who is your immediate supervisor?**

Dentist Administrator: Expert or Consultant

Legal issues

- FTCA and risk management
- Contracts
- Right to care
- Denial of care

Ethical issues

- Allocation of resources
- Right to refuse care

Dentist Administrator: Expert or Consultant

Management information systems

- **Computerized systems**
 - **Fiscal**
 - **Scheduling**
 - **Patient records**
- **Clinical applications**
 - **Tracking**
 - **Communication**
 - **Reminders**

Dentist Administrator: Expert or Consultant

Public health

- Delivery models for individuals
- Delivery models for communities
- Epidemiology/Assessments
- Quality assurance

Increasing Oral Health Access: Being Community-wise

- Changing the way people in the community think about oral health
- Seeing the bigger picture
- Facilitating collaboration
- Engagement in assessment and dissemination of oral health information

Changing The Way People Think!

- Involvement of the Community in oral health assessment activities
- Focus on prevention
- Causes of oral health problems
- Holistic view of oral health

“The Bigger Picture”

- The involvement of the community can encourage system thinking
- Combining what different stakeholders know about need, resources and perceptions
- Hidden assets
- Reduction in the extent to which organizations work at cross-purposes

Facilitating Collaboration

-
- Meaningful dialogue
- Stimulating different viewpoints
- Overcoming stereotypes

Assessment and Dissemination

- Community partnerships enhance the ability to gather information on hard to reach groups
- Enhance the ability to obtain sensitive information
- Products that don't *sit on the shelf*

Organization of the Dental Director's Role

Areas of Interest:

- Health center relationships
- Administrative vs. Clinical responsibilities
- Development, implementation, and management of systems
- Support and maintenance of oral health issues
- Management concerns

Organization of the Dental Director's Role

Health center relationships

- Executive director
- Executive management team
- Board of directors
- Staff supervision
- Fiscal accountability
- External representation
- Strategic planning

Organization of the Dental Director's Role

Administrative vs. Clinical responsibilities

- Time allocation
- Supervisory responsibilities
- Linkages and partnerships

Development, Implementation and Management of Systems

- Scheduling
- Information system
- Quality management
- Technology
- Staffing ratios
- Incentives
- Inventory
- Dental records

Organization of the Dental Director's Role

Support & maintenance of oral health issues

- Interdisciplinary approach/patient-focused care
- Financial support
- Professional development

The Interface Between Medicine and Dentistry in Meeting the Oral Health Needs of Young Children

Developed by
the Children's Dental Health Project
For the American Academy of Pediatric
Dentistry's
Filling the Gaps Project



Critical Policy Issues Related to Interfaces

- Advantages and limitations of such an interface with our medical colleagues
- Age of first dental visit and its association with risk
- Value and nature of a referral for dental care

Critical Policy Issues Related to Interfaces

- Dental home/medical home concepts
- Team care
- Interprofessional communications
- Dentist's role in overall pediatric health supervision
- Interprofessional education and training

Critical Policy Issues Related to Interfaces

- Current curricula for primary care practitioners
- Public safety/patient protection
- The chasm between dentistry and medicine
- Dental finance/reimbursement issues
- Family issues

Organization of the Dental Director's Role

Management concerns

- Work environment
- Finances
- Rules and regulations
- Support
- Training

Roles and Responsibilities:

An Internal Review

- Personnel
- Daily operations
- Financial
- Participation in management structure
- Quality assurance/quality improvement
- Strategic planning
- Board of directors
- Seeking additional resources

Roles and Responsibilities: An Internal Review

- **Personnel**
 - Recruitment
 - Supervision
 - Periodic review

Roles and Responsibilities: An Internal Review

- **Daily operations**
 - Updated policy and procedures guide
 - Scheduling patterns
 - Staffing patterns
 - Productivity expectations
 - Periodic review

Roles and Responsibilities: An Internal Review

- **Financial**
 - Budget priorities and development
 - Ongoing budget review
 - Productivity
 - Compensation
 - *The wish list*

Roles and Responsibilities: An Internal Review

- **Participation in management structure**
 - Departmental
 - Managers' level
 - Advisor to all

Roles and Responsibilities: An Internal Review

- **Quality assurance/quality improvement**
 - **Planning**
 - **Implementation**
 - **Oversight**
 - **Revision**
 - **Incident/discipline**
 - **Patient satisfaction**
 - **External review**

Roles and Responsibilities: An Internal Review

- **Strategic planning**
 - **New program development and implementation**
 - **Major capital expenditures**

Roles and Responsibilities: An Internal Review

- **Board of directors**
 - Participation
 - Advisor and educator
 - Update activities

Roles and Responsibilities: An Internal Review

- **Seeking additional resources**
 - **Clinical input**
 - **Grant writing**
 - **Listen to which way the wind is blowing!**

Roles and Responsibilities: An External Review

- **Health center representative**
- **Professional and organizational associations**
- **Advocacy**
- **Training programs**
- **Data collection**

Roles and Responsibilities: An External Review

- **Represent health centers**
 - **When it comes to oral health . . .
you're the expert!**

Oral Health in America: A report of the Surgeon General provides a description of the problem(s), data, narrative, and a framework for action that calls for a national oral health plan.

Oral Health in America:
A Report of the
Surgeon General



Department of Health and Human Services

Healthy People 2010

- Shows where we want to go
- **Not** how to get there

Roles and Responsibilities: An External Review

- **Professional & organizational associations**
 - **Primary Care Association**
 - **Dental director group**
 - **Clinical Networks**
 - **NNOHA**
 - **NACHC**

Roles and Responsibilities: An External Review

- **Advocacy**
- **Training programs**
- **Research and data**