

# Introduction for New Dental Directors

Clinical Directors Network

April 7, 2005



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THEIR PARTICIPATION DOES NOT PRESENT  
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# 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.
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- ▶ 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!
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- ▶ 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
- ▶ Dentist administrators – expert or consultant
- ▶ Organization of the dental director's role
- ▶ Dental director roles and responsibilities



You have to know  
the right Questions to ask!



THEN...you can go find the  
answers!



# Dental Administration - Why?

- ▶ Your knowledge of clinical dentistry is paramount as oral health is an essential component of the organization's mission
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- ▶ Your professional training and experience provide you ample skills to contribute positively

# 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

## 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 maldistribution of workforce
  - Competitive salary and benefits
  - Reasonable work environment

# 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



# Dentist Administrator: Expert or Consultant

## Personnel management:

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

# Dentist Administrator: Expert or Consultant

## Marketing

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





# Dentist Administrator: Expert or Consultant

## Organizational structure

- Not – for - profit
  - FQHCs and sliding fee scales
- 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

- Fiscal
- Scheduling
- Patient Records
- Tracking
- Communication
- Reminders

# Dentist Administrator: Expert or Consultant

## Public health

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

# 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

## Management concerns

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



# 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

- **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



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