Postcards From the Edge
Success Stories and Lessons Learned from Four Years of Technical Assistance

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Opportunity: Health Care Reform
Support to the dental safety net

• **Community Health Centers Fund: $11 Billion 2011-2015**
  – $9.5 billion to expand and bolster 330 operational capacity and improve health services. Includes Oral Health
  – $1.5 billion for construction and renovation of community health centers
  – $250 million new access point funding for up to 350 awards
    - Nov 2010!
    - Jan 1st?...$300 Million???

• **National Health Service Corps: $1.5 Billion**
  – Programmatic improvements and placement of estimated 15,000 primary care providers in shortage areas (includes dental professionals)
Opportunity: Dental Coverage

- Children's OH coverage will be close to universal
  - Paired with the requirement to carry health insurance
  - Estimated 5.3 million additional children will obtain dental coverage
Common Challenges in the Safety Net

1. Capacity Challenges
2. Reimbursement Challenges
3. Operational Challenges
4. Staffing Challenges
5. Challenges unique to dental
Weaknesses

• Preparedness
  ➢ Increase: 3 to 6 million dental patients from 2011-2015!
  ➢ Staffing/Workforce issues
  ➢ Education and training
  ➢ Efficiency and effectiveness
  ➢ Operations, Systems…a PLAN
THREAT: The Economy!
Financial Crisis 2007-2009

• Liquidity shortfall in U.S Banking
• Collapse of large financial institutions
• Bank bailout by national governments
• Downturns in stock markets, housing markets folding with foreclosures, evictions.
• The worst crisis since the Great Depression of the 1930s

All results in more patients seeking subsidized care
Effects on States

- Center on Budget and Policy Priorities sees 46 states threatened with bankruptcy in 2010!
- $41 billion more opened up in the budgets of 42 states. That’s in addition to shortfalls of $48 billion already there!
- Adult dental coverage continues to be optional under Medicaid
  - States continue to drop adult dental benefits due to budget constraints
Short-Term Interest Rates

Source: Federal Reserve Board
http://www.dallasfed.org
Real Value of the Dollar

March 1973 = 100


- Red line: Exchange Value of the US$ (Apr 12 release, Mar=88)
- Blue line: US$ vs Major Currencies* (Apr 12 release, Mar=84)

* Euro Area, Canada, Japan, UK, Switzerland, Australia, and Sweden

Source: Federal Reserve Board

http://www.dallasfed.org
Average Money Market Funds

- Average yield - 0.04%
- Need $125 million to net a yearly income of $50,000.00
What can we do?

How can we Prepare?
SNS to the Rescue!
What are the TA Numbers?

Aggregate Data
22 Sites
12 months
Data Complete
Value of Services Provided

What was the total increase in the value of services provided?

• Gross charges increased from $51,083,439 to $67,627,564 in a 12 month period

32% INCREASE

22 sites 12 months complete data
Value of Services Provided

• Through efficiency and effectiveness the value of dental services provided increased by \$16,544,125

• The average increase in gross productivity per site = \$752,006

Monitoring the true value of quality dental services provided

22 sites 12 months complete data
Patient Access

How many additional patients were provided access to Oral Health?

- Visits increased in a 12 month period from 280,234 to 315,297

13% INCREASE

22 sites 12 months complete data
Patient Access

• Through technical assistance 35,063 more dental visits occurred in the past year.

• The average increase for the # of visits per site out of the 22 sites = 1,594.

Increasing access to oral health
Financial Viability

How much additional net revenue was produced to help create sustainability?

• Net Revenue increased from $29,694,235 to $35,170,172 in a 12 month period

18% INCREASE

22 sites 12 months complete data
Financial Viability

• Through technical assistance the net revenue of dental services provided increased by ....$5,475,937

• The average increase in net revenue per site = ...............$248,906

Balancing Business and Mission

22 sites 12 months complete data
Potential Impact to Grow the Dental Safety Net

• If **100** Sites were provided with technical Assistance:
  – Patient access could increase by **159,400**
  – Value of Services provided could increase by **$75,200,600**
  – Revenues could increase by **$24,890,600**
Potential Impact to Grow the Dental Safety Net

• If **500** Sites were provided with technical Assistance:
  – Patient access could increase by **797,000**
  – Value of Services provided could increase by **$376,003,000**
  – Revenues could increase by **$124,453,000**
SNS Mission

Partnering with safety net oral health programs to provide technical assistance and support that enhances community-based oral health care and creates programs that are mission/quality-driven and financially-sustainable, assuring the long-term viability of the safety net.
Clinical Care Models
Develop and promote clinical care models for prevention-focused care.

Practice Management
Develop and promote personnel, financial, and practice management models that support prevention-focused care.

Technical Assistance
- Tracking analyzing and reporting practice financials
- Scheduling for production
- Managing payer mix
- Optimizing practice management system
- Managing emergencies
- Creating provider accountability
- Managing no-shows
- Improving integration with medical practice
- Staffing practice for improved performance

Quality Improvement
- Safety Net Solutions
- Oral Health Center Disease Management
- Early Childhood Caries
- Sealants
- Expanded Portfolio

Technical Assistance
- Implementing Risk assessment
- Treatment planning to manage risk
- Developing and implementing prevention protocols
- Integrating disease management protocols
- Selecting and prescribing preventive therapies
- Improving patient education
- Tracking and reporting key outcomes of care

QI & TA Program
SNS 2006 - 2010

• 2006 – 4 sites per year in one state
• 2010 – Nearly 100 sites in over 20 states
• Engaging Expert Advisors
• Expanding from Practice management TA into Quality Improvement TA

What have we learned?
Postcard #1
Relationships are the Cornerstone of Successful TA
Case Study – What “Works”

• Jennie Wren Denmark
Postcard #2
Without Supportive Leadership, Change is Stifled
Case Study – What Didn’t “Work”

- Financially distressed mobile program
- Lost significant grant funding and needed to make operations sustainable through program revenue
- TA recommendations provided, but faced leadership and board pushback
- Implementation stalled, few changes instituted
- Program fell deeper into debt and faced closure
Postcard #3
Creating Accountability Yields Better Results
Terry Tate Office Linebacker
Postcard #4

Customer Service Goes a Long Way
Postcard #5
Staff and Leadership Education is Essential During TA

Staff & Leadership Education is Essential During TA
DentaQuest Institute – Goals For the Future

• Measurable impact on practices and patients
• Increase in practice efficiency
  ➢ Improvement in practice metrics and patient oral health outcomes
  ➢ Influencing shift from surgical to prevention/disease management models
  ➢ Increase in the number of providers adopting Institute practice models
Partnering to Strengthen and Preserve the Oral Health Safety Net

A PROGRAM OF THE

DentaQuest Institute

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