“Best in Class”

Distinguishing Characteristics of CHCs that are .......
What are we talking about?

• Policies
• Operations Management
• Systems
• Concepts
• Leadership Styles
• Motivational Tools
• Accountability Tools
Accurate
Timely
Meaningful
DATA
DATA

Accurate
Timely
Meaningful
meaningful  accurate  timely
Data

• Meaningful
• Accurate
• Timely
What Should We Measure?

- Number of Visits
- Gross Charges
- Net Revenue
- Expenses
- Revenue per Visit
- Cost per Visit
- # of Services (CDT)
- Services per Visit
- No-Show Rate
- Emergency Rate
- # of Completed Treatments
- % Children seen Receiving a Preventive Service
- A/R out 90 days
What Should We Measure?

- Gross Charges
- Net Revenue
- Expenses
- Number of Visits
- Revenue per Visit
- Cost per Visit
- # of Unduplicated Patients
- # of New Patients
- # of Transactions
- No-Show Rate

- Emergency Rate
- # FTE Providers
- # FTE Billing Staff
- # of Completed Treatments
- # of Children Receiving Sealants (under 21)
- # of Sealants Applied
- % Children seen Receiving a Preventive Service
- A/R out 90 days
Understanding Your Capacity
Scheduling Strategically
Scheduling Strategically
A Policy for Everything!
Manage Everything

Decisions  Goals  Team  Projects
Operational Excellence  Development
Executive Presence

ART OF MANAGING

Strategy  Coaching  Quality  Decisions  Mentoring
Communication  Motivation
Managing=Control
Clarity

• Our Program Goals are___________
• My Goals are___________
• My Role is___________
• My Responsibilities are___________
• Your Goals, Roles, and Responsibilities are___________
• We need to get this done by___________

And .....by the way: This is how we are evaluated!
"MISS WILCOX, SEND IN SOMEONE TO BLAME."
Accountability
Attain results

Establish accountability

Generate commitment

Encourage healthy team conflict

Secure trust
Establish Trust

• Trust is the foundation of real teamwork and leadership

• The best way to build trust is to overcome our need for invulnerability

• Great teams are unafraid to air their dirty laundry. They admit mistakes, weaknesses and express concerns without fear of reprisal

• Trust cannot be achieved overnight. It requires “shared experiences over time”
The Role of the Leader in Building Trust

• To demonstrate and share **vulnerability** first and don't make it up!
• To create an environment that doesn’t punish vulnerability
• **Credibility**—“do what you say you will do”
• Team building—“**We**” are a “**Team**” not a staff
The Role of the Leader in Overcoming Fear of Conflict

• Demonstrate **restraint** when people engage in conflict. **Guide and resolve it.** Encourage debate and discussion

• Allow resolution to occur **naturally**

• Personally **model** appropriate conflict behavior. Be **fair** and **open-minded.** Encourage team members to express their views
Commitment

• Commitment equates to buying into decisions
• Commitment subdues ambiguity
• Resolution of conflict opens the door to commitment—reasonable people need to be heard which demonstrates respect
• Commitment is a function of clarity and buy-in
• Great teams make clear and timely decisions and move forward with complete buy-in
• Two causes of lack of commitment are: desire for consensus and the need for certainty
• Don’t be afraid to experiment and take risks
The Role of the Leader in Commitment

- Maximize clarity
- Resist the lure of consensus or certainty. Move!
- Create and use clear deadlines for decisions
- Discuss contingency plans and worst-case scenarios for decisions being debated
- Most important, be comfortable with the prospect of making a decision that may ultimately be wrong
- Nothing is etched in stone. All decisions can be changed.
Accountability

• Once you achieve commitment, clarity and buy-in, peer accountability follows

• Accountability yields high standards of performance and of behavior

• Willingness of team members to call peers on performance or behavior

• Great teams improve their relationships by holding one another accountable through respect and high expectations

• Peer pressure is the most effective means of maintaining high standards of performance
“Accountability lies at the core of any effort to improve quality, satisfy customers, empower people, build teams, create new products, maximize effectiveness and get results”

- A **thin line** separates success from failure
- Below the line lies: **excuse making**, **others**, **confusion** and **helplessness**
- Above the line lies a **sense of ownership**, **commitment**, **solutions to problems** **determined action**
The Role of the Leader in Accountability

• Be the ultimate arbiter of discipline when the team itself fails. **Take the responsibility**
• **Clarify publicly** what the team needs to achieve
• **Acknowledge** team achievement
• **Reward** team achievement
• Create a team with a:

  “**culture of accountability**”
Creating a Culture of Accountability

- **Train** everyone at every level about the relationship between accountability and results
- **Coach accountability**. Continuous feedback must be part of the team culture
- Ask **“above the line”** questions: “What can we control, what can’t we control?”
- **Reward** accountability
- Then: **Hold people accountable**
Top Priorities for Dental Success

1. **Data**: Accurate, Meaningful, Timely
2. Understanding your **Capacity**
3. Use the Dental **Schedule Strategically**
4. Have a policy for “**Everything**”
5. Actively **Manage**: No-Show/Last Minute Cancellations; Self Pay Patients; Front Desk; Payer Mix; Customer Service; Billing; Emergencies; priority populations; scope of service
6. **Set Clear Goals, Roles Timelines**; Access, Quality, Financial, Productivity, Outcomes
7. Create a culture of **Accountability**
8. Exercise a **Continuous Quality Improvement** System
9. Leadership
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