Reflections on the 2015 NNOHA Annual Conference

Philip Thompson
NNOHA Executive Director

It has been less than a month since 669 of us gathered in Indianapolis for the NNOHA Annual Conference. While the experience is still fresh in our minds, I would like to reflect on a word that was used often and carries with it a powerful message for our association: Partnership. There were many partnerships on display during the week, partnerships that made the conference itself possible, and partnerships that define much of our ongoing work at NNOHA.

NNOHA welcomed its largest audience ever this year at the Annual Conference in Indianapolis, November 15-18, 2015.

For me it started on the Saturday before Conference, with an afternoon meeting among the partners that comprise the National Oral Health Integration and Innovation Network (NOHIIN). With funding from DentaQuest Foundation, NOHIIN brings together partners from 13 primary care associations, 23 community health centers, NACHC, NNOHA, and DentaQuest Institute. Many of these partners were present to learn how to start supporting oral health at state-level primary health associations. Case studies from Ohio, Pennsylvania, New Hampshire, and Vermont were presented.

NOHIIN will build on the outstanding work accomplished over the past three years by the partners in the Strengthening the Oral Health Safety Net (SOHSN) program. The SOHSN partners met on Sunday to review what those partnerships have accomplished and how PCAs, CHCs, and their partners can overcome barriers to providing support to CHC dental programs. Case studies were presented from California, Alaska, Iowa, and Tennessee.

Also on Sunday, an ambitious new program was unveiled, Your Oral Health Program: Strategies for Success. The product of a partnership between NNOHA and DentaQuest Institute, this all-day seminar was designed for community health center operational and financial executives to provide them with—you got it—strategies for success. Over 130 community health center leaders met that day and heard from seven experts on subjects ranging from scheduling to billing to staffing to quality measurement and improvement. You will hear more from this program and its sponsoring partnership
The Coffee House, which was sponsored by Dental Health & Wellness, offered a self-serve buffet for caffeinated breaks as well as reinvigorating massages (new this year).

Speaking of HRSA, NNOHA was honored to have as our opening session speaker the acting administrator of HRSA, Jim Macrae. Early Monday morning, the largest-ever NNOHA audience received strong encouragement from Mr. Macrae about his agency’s goals to enhance the work of community health center oral health departments. He offered proof of that encouragement through $93.9 million in support for oral health in 2014 and 2015, and we learned Tuesday afternoon that in 2016 HRSA will make available another $100 million for 285 health centers to expand or begin oral health services.

During the Conference NNOHA presented over 50 educational sessions totaling nearly 75 hours of CE credits. These high-caliber sessions were made possible through our partnerships with our many generous session sponsors (see full list on page 3). These partners helped us identify outstanding faculty in subjects of interest to our audience and then provided financial support to bring them to the conference. Many of these partners are members of NNOHA’s Corporate Advisory Committee (CAC) and provide NNOHA staff and board with information from their contacts with community health center customers around the country. In return, NNOHA provides our CAC partners with insights into industry developments and an opportunity to present information, discounts, and services to NNOHA members. We want to give a special thank you to CAC member Dentrix Enterprise for sponsoring the boisterous, fun, and delicious opening reception on Sunday evening. What a great start to the conference, and what a joy to see so many new friends meeting and old friends reconnecting. Thanks also to Dental Health & Wellness for sponsoring the new and very popular Coffee House (and massage chairs).

Of course, national conferences are not just about the sessions, exhibits, speakers, and meals; they are also about contacts, connections, and building networks and support. As you read this newsletter and look through the photos, I hope you will be reminded of someone you met at Conference this year, someone you haven’t
DentaQuest Institute presented the John Rossetti Memorial Center of Excellence Award to the following organizations for their exemplary safety net dental programs. Presenting each award on behalf of DentaQuest Institute (and pictured at the far right in each photo) was Mark Doherty, DMD, Executive Director of DentaQuest Institute’s Safety Net Solutions program. Congratulations to all!

Robert Dennison, DMD, MPH  
Chief Dental Officer  
Thunder Bay Community Health Service  
Atlanta, MI

Robin Langston-Smith, DDS  
Ginger Melton, RDH, BS  
Barbara Willis, MSA  
Hampton Roads Community Health Center  
Norfolk, VA

Ryan Tuscher, DDS  
Robert Urso, MD, MPH  
Paul Luning, MD  
Primary Care Center Community Wellness  
Chicago, IL and Berwyn, IL

Travis Shearer, DDS  
Dental Director  
Southern Missouri Community Health Center  
Thayer, MO and West Plains, MO

seen since last year, or someone you only see occasionally. Keep in touch with them. NNOHA provides its greatest value as a network. It’s in our name! So become involved. Read the NNOHA Digest and Newsletter. Take advantage of the discounts offered to the health centers that are organizational members. Send in a question to the NNOHA ListServ, or provide a response to a posted question. Join a committee. (Don’t know how? Email Amy Derrick.) Encourage a dental director to apply for the National Oral Health Learning Institute (NOHLI) (see page 11). Keep advocating for oral health access. And make plans now to join us for NNOHA’s 25th birthday party at next year’s Conference in Denver!
Dr. Rene Rosas is modest about this recognition: “It’s not about me, it’s really about the clinic and the people we have the opportunity to serve... about our duty to instill professionalism and ethics in the next generation of healthcare providers... about doing something good for the community.”

—Dr. Rene Rosas

Lifetime Achievement Award: Dr. Rene Rosas

NNOHA was deeply honored to present its 2015 Lifetime Achievement Award to Dr. Rene Rosas on November 15, 2015, at the NNOHA Annual Conference in Indianapolis, IN.

Dr. Rene Rosas’ career path to dentistry began while he was serving as an advanced fighter jet pilot instructor in the U.S. Marine Corps. While he was stationed at Chase Field Naval Air Station in Beeville, TX, two of his friends were Navy dentists. Observing their work, Rosas got interested in the intricate world of dentistry, which he considered “being an engineer in the mouth.”

After graduating from the University of Texas School of Dentistry at Houston and spending 32 years in private practice in his hometown of El Paso, TX, Rosas sold his dental practice in 1994 to enjoy a life of retirement. Two weeks later, he was hired as the Chief Dental Officer of Centro de Salud Familiar La Fe in El Paso, a position he agreed to hold initially for two years. More than 20 years later, he is still serving at La Fe... and says it has been the most meaningful period in his career. The clinic treats underserved patients with the mission to “serve the quality of life, health care, and total well-being needs of our people—all while keeping our community’s dignity, traditions, and cultural values at heart.”

Rosas says, “When I was in the private sector, it was like practicing with blinders on. I decided to stay [after the initial two years] because I really felt the need. It is really nice working with the patients here. I can feel their appreciation. They get off the chair to say thank you. They respect me. So I get energized every day to come down here.”

Recruitment was a major issue Rosas faced in his early years at La Fe. In addition to the shortage of dentists reported throughout the country, he found that many students preferred to stay in urban areas after attending dental schools in cities like Houston or Dallas, rather than relocating to smaller communities like El Paso. To solve this dilemma, Rosas initiated a Summer Externship Program for senior students at Baylor College of Dentistry so they could get hands-on clinical experience in a small, local...
setting. In return, Baylor appointed dentists at La Fe as Adjunct Assistant Professors in the Department of Public Health Science so they can monitor externs in compliance with the dental practice law of Texas.

Dr. Rosas has also built an important partnership with the private sector. The relationship between private practice dentists and community healthcare providers had been strained before he joined La Fe in 1994. He recalls, “I asked to be on the agenda at an El Paso District Dental Society meeting to assure them I was not going to recruit patients from the private sector, or sign up patients for discount dental plans by undercutting their fees. In turn, I wanted them to endorse and support La Fe in the legislature and also be a source for specialty referrals. This has been working exceptionally well for the last 15 years.” For Rosas, delivering quality dental care is truly about building partnerships.

Through the Summer Externship Program, La Fe accepts 12 dental students annually, who serve a two-week rotation in groups of four. The amount of chair time students receive yields great teaching and mentoring opportunities. Students who participate in the program always rave about their experiences, and, in fact, the La Fe positions are among the first to fill. This has increased the number of patients receiving care and has given the staff dentists more time to attend to walk-in patients. Rosas’ good relationship with El Paso dentists in private practice has also contributed to La Fe’s ability to deliver comprehensive services with increased productivity.

Dr. Rosas has received numerous awards, including the 2006 Texas Dental Association Gold Medal Award for Distinguished Service, and has also served in various leadership capacities across organized dentistry, including Treasurer of the American Dental Association. He continues to give back to his colleagues by serving as a NNOHA Board member (2006-2015) and as Board treasurer for the last six years. Thanks for your service, Rene, from all of us at NNOHA!
Dr. Hannah Maxey has been a champion for oral health throughout her career. As a registered dental hygienist for 15 years, Maxey practiced for 9 years in FQHCs. She empowered patients to engage in their own oral health care, and she was dedicated to improving the quality of oral health care at her clinic. She also worked as a dental outreach program coordinator at the Marion County Health Department, serving to improve oral health access to all Marion County patients, particularly the underserved.

However, she realized that her dream for improving oral health in America required changes at the system level, which led her to pursue not only a Masters of Public Health but also a doctorate in Health Policy and Management (input from NNOHA was even incorporated into her doctoral thesis). Since receiving her PhD in August 2014, Maxey’s passion for oral health has only increased, making her a natural leader in oral health. In both of her pivotal roles at Indiana University, she provides expertise in health workforce research in hopes of improving population health.

Dr. Maxey was invited by the National Association of Community Health Centers to author a monograph on the integration of oral health in community health centers. She also worked to develop a model for integration of oral health with primary care, which she calls “Putting the Smile into Primary Care.” Her model achieves true integration through the utilization of oral health and primary care professionals to the full extent of their training.

With Maxey’s unique background of both clinical and administrative knowledge of oral health, she has been an enthusiastic leader in the oral health field, working tirelessly to identify and correct disparities in oral health care delivery and access.

Dr. Eva Poulson’s journey to a lifelong career in treating underserved populations began when she was a 4-year-old girl who had moved to the U.S. from Germany and spoke no English. Because that was before the existence of Community Health Centers, Poulson received her healthcare at the Los Angeles County Health Department. She recalls it was very intimidating because the language barrier prevented her from understanding what was said to her. This poor experience stuck with Poulson, so that when she entered Dental School at UCLA, she already knew that her ambition was to help underserved populations have a better experience than her own.

Dr. Poulson’s passion only grew after she participated in UCLA’s migrant program. There she became the team leader for a mobile unit that provided care for migrant children on weekends throughout California’s Central Valley. After she completed a GPR and worked in private practice for several
Congratulations to these NNOHA award winners on the honors they have received!

Dr. Hannah Maxey
Oral Health Champion

Dr. John Caron
Outstanding Leadership

Dr. Eva Poulson
Outstanding Clinician

Dr. Rene Rosas
Lifetime Achievement

Years, Poulson realized her lifelong ambition, and in 1986 she began her impactful career with Salud Family Health Centers in northeastern Colorado.

While focusing on direct patient care, Poulson has made numerous important contributions to help Salud achieve its mission. Poulson has demonstrated her commitment and leadership skills by serving as the dental director for multiple clinics, heading the dental accreditation committee, and fulfilling many administrative roles. Poulson has also excelled in working with dental students and residents, having served as a preceptor for four different dental schools. While taking on these additional duties, Poulson was still able to dedicate the majority of her time to treatment of patients. Due to her exceptional clinical skills and efficiency, Poulson was selected to orient and mentor many of Salud’s new dentists. She has been vital in training and professionally developing the many dentists, hygienists, and dental assistants that are needed to provide treatment to Salud patients.

Outstanding Leadership Award
John V. Caron, DMD, MPH, FAGD
Chief Dental Officer, HealthPoint
Renton, WA

Dr. John Caron has had a distinguished 40-year career in dentistry. In his current work at HealthPoint in suburban Seattle, he works tirelessly to educate the future community health workforce. He passionately believes that the best way to encourage others to choose a career in community health is to directly train medical students, dental students, and residents in the nation’s community health centers.

Dr. Caron is always excited to share his knowledge of dentistry and public health with everyone who will listen. At HealthPoint, he has led the charge to integrate services across the organization by advocating to staff the dental department proportionate to the medical department. So far his plan has successfully been implemented in the majority of the clinics, and he continues to work to increase dental access organization-wide. Caron also worked diligently to help each member of the executive leadership team share his vision of fully integrated care. Because of Caron, HealthPoint is more capable than ever to address the comprehensive medical and dental needs of every patient.

In addition to his active leadership, Caron has built a loyal dental team committed to delivering exceptional care to patients. In the words of his friend and mentee, Dr. Mary Jennings, “He has always been a steady, sane mind in the midst of chaos, the strong arm one can always count on. He’s my encyclopedia of community health, my mentor, my hero!”

Dr. John Caron
Hydroxyapatite is formed from the chemical combination of calcium and phosphate salts. The crystalline material so derived is widely used in analytical and preparative biomolecule research, as well as in industrial production of biologically active substances.

In 2013, I was introduced to a new biocompatible hydroxyapatite based on universal desensitizing chemistry. At first, I assumed it was just another product based on ACP (Amorphous Calcium Phosphate), which has been in use for many years. My experience with ACP-based fluoride varnishes and most of the desensitizers on the market was that they got the patient out the door but then re-application was necessary on their next visit. This all changed when I began to utilize this new hydroxyapatite chemistry in a powder-liquid, hydrophilic-based formulation.

This new compound does not require special isolation, curing, or air drying and is indicated for restorative as well as hygiene procedures. Its unique hydroxyapatite chemistry enables it to set quickly and become very hard and durable. Plus, it does not wash out when patients drink acidic beverages like wine, coffee, or juice.

A one-year clinical study published by *The Dental Advisor* in 2014 indicated that 85% of patients reported mild to no sensitivity. This piqued my interest since nothing I had used gave me this length of clinical efficacy except a bonding system (self-etching is my preferred adhesive).

This new desensitizer is called Teethmate. After using the new hydroxyapatite product for about 18 months, I finally feel I have a solution for sensitivity that works quickly and effectively. I can confidently treat my patients right then and there, knowing I will get results. It also has an edge over the other products I have used in the past because of both immediate and long-lasting results. One of my patients with a history of cervical sensitivity commented, “Wow! This is much better. I can’t believe it!”

In the past, I reluctantly used glutaraldehyde-based desensitizers because I was concerned about irritation and chemical effects. But the hydroxyapatite material eliminated those concerns because of its biocompatible inorganic ingredients. Also, it does not interfere with my adhesives since they are made to bond to hydroxyapatite.

In my practice, I use Teethmate Desensitizer for everything from hygiene to Class Vs and cervical lesions, as well as immediately after crown preparations, under temporaries, and before and after bleaching. Since using it,
I don’t worry about sensitivity when taking off temporaries. In many cases, I have used it in lieu of giving anesthetic injections during seating appointments and even on trauma cases when patients requested no shot.

In addition, my hygienists use this product with immediate effectiveness and good long-term results. We prefer to use it before any fluoride treatments, anticipating that the fluoride would create fluorapatite when interacting with the Teethmate. It has also been very effective in mitigating the intense sensitivity sometimes experienced with bleaching.

Mixing & Application

Here are 3 important clinical tips that can lead to success or failure:

1. **Mixing:** To mix the compound properly, first dispense the liquid into the mixing well, then add the appropriate amount of powder (determined by the dispensing spoon). After mixing for 15 seconds, it should have a slurry consistency (not a paste). If it is pasty, discard and mix again… and make sure full drops of liquid are dispensed by holding the liquid bottle completely upside-down and not at an angle.

2. **Application:** Clean the dentin or entire tooth with gauze, apply the slurry with a rubbing motion for 30 seconds per tooth in the areas you are trying to desensitize (usually the cervical area). Rinse and apply again a second time for 30 seconds to ensure all tubules are sealed.

3. **Post-Operative Instructions:** The patient should refrain from all eating and drinking for 45 minutes following treatment.

This article is sponsored by Kuraray, a NNOHA Corporate Advisory Committee member.
What is Collaborative Learning?
Debra Schmidt, MPH, CHES
NNOHA Project Coordinator

As announced in the Summer newsletter, NNOHA has been awarded a two-year National Cooperative Agreement (NCA) with HRSA to conduct training and technical assistance activities. The Conference session and recent webinar on the HRSA UDS sealant measure are two recent NCA activities. NNOHA will soon begin another NCA project, the pilot phase (January-June 2016) of itsDashboard Quality Improvement Learning Collaborative. The Collaborative’s aim is to enhance the quality of oral health care provided to health center patients through the implementation of evidence-based, clinical, preventive, and operational practices.

By definition, collaborative learning requires working together toward a common goal. It seems simple enough but, in reality, the outcomes are much more valuable as individuals also learn from one another. Peer-to-peer learning often has a longer lasting impact than simple instruction.

Five teams will learn and apply the Model for Improvement (from the Institute for Healthcare Improvement Breakthrough Series Collaborative methodology) to create the foundation for monitoring, reporting, and improving a specific and quantifiable set of dashboard measures. Examples of such measures include the HRSA sealant measure, treatment plan completion, risk assessments, caries at recall, and self-management goal setting. Materials, techniques, and methods developed during the pilot phase will provide input for a broader second phase to begin in July 2016 with 20 health centers.

Team requirements are defined in the application. Participating teams are expected to:
- establish an active, committed improvement team
- participate in kick-offs calls, training calls, and three in-person learning sessions (February, April, and June)
- perform and submit assigned pre-work activities
- work with other team members to select/plan recommended interventions
- perform tests of change
- collect required measures to support strategies
- transparently share information, data, tools, and resources with other teams
- receive and seek coaching and technical assistance
- participate in public relations activities to promote learning

Benefits to participating in this pilot include direct access to national experts in oral health quality improvement, support to implement the HRSA sealant measure, training, and professional development. Support for travel costs is provided for up to two team members from each health center (like the dental director and operations/financial administrator) through the generous contribution of DentaQuest Institute.

To learn more about the Learning Collaborative, contact Collaborative Director Colleen Lampron or Coordinator Debra Schmidt.
NOHLI Celebrates and Advances

All work and no play is not the recipe for success, which is why celebration took center stage at the NNOHA Conference in Indianapolis. Having graduated three cohorts of scholars with the National Oral Health Learning Institute (NOHLI), NNOHA had much to celebrate indeed.

A special reception for NOHLI scholars past and present, along with NOHLI faculty and sponsors, was hosted by NNOHA as one of the featured Conference events. About 50 attendees celebrated NOHLI’s past and future at this first gathering of its kind. The assembly reflected the great number of professionals who have benefitted from NOHLI’s programming, as well as the tremendous energy, passion, and momentum the program has nurtured.

The NOHLI Cohort 4 scholars assembled for the first time during the Conference; this cohort session will continue through 2016. Scholars will engage in multiple formats of learning throughout the year, including webinars, self-paced online presentations, interactive peer-led discussions, and in-person classes at the annual NOHLI Boot Camp. Cohort 4 will graduate at next year’s NNOHA Conference in Denver.

Applications for Cohort 5 will be accepted beginning summer 2016. For more information, contact Amy Derrick, NNOHA Project Director.

NOHLI Cohort 4 scholars Dr. Jami Cokley and Dr. Kristi Thomas look forward to a great year.
NNOHA Board: Good-bye & Hello
Janet Bozzone, DMD, MPH, FAGD
President, NNOHA Board of Directors

It looks like the older I get, the more rapidly time flies by. It is hard for me to believe a new year is just around the corner. It seems like only yesterday we left Indianapolis after our wonderful Annual Conference, which was attended by a record number of health professionals and vendors. Plans have already begun for the 2016 meeting in Denver, where we will celebrate NNOHA’s 25th anniversary as a national organization. Mark your calendar now for November 6-9. You won’t want to miss it!

The end of the year is usually a time to reminisce about what has come and gone in our lives. Although many of us have faced challenges both personally and professionally, 2015 has proven to be an amazing year for NNOHA.

Under the leadership of my predecessor, Dr. Huong Le, NNOHA said a grateful farewell to some former staff members and welcomed a few new ones on board (see page 14). We graduated another cohort of young dental leaders from our National Oral Health Learning Institute and initiated the process for our fourth class. As part of the HRSA cooperative agreement with NNOHA, which was awarded in September, we will be starting the pilot phase of the Dashboard Quality Improvement Learning Collaborative in January 2016. Our outreach and advocacy efforts will continue, and our Practice Management Committee will focus on helping us all improve our oral health programs.

Please help us continue to serve you by keeping your personal memberships current and encouraging your centers to become organizational members. Remember that NNOHA offers many valuable online resources that are only a few clicks away.

I am honored to serve as president of NNOHA’s Board for the next two years and wish you good health, peace, and prosperity throughout 2016.

Welcome, New Board Members

Ethan Kerns, DDS is Vice President of Dental Services at Salud Family Health Center with nine locations in Colorado, after having recently served as Dental Director of its Frederick, CO site. Ethan has been an active NNOHA member, serving on the Practice Management, Conference Planning, and Award Selection Committees. He has also been a Conference presenter and a NOHLI Pod Advisor.

An Nguyen, DDS, MPH is Vice President of Dental Services at Clinica Family Health in Lafayette, CO. She has served on NNOHA’s Practice Management Committee for two years and has presented at NNOHA’s Annual Conference for the past 3 years. With the Colorado Dental Association, An has been a vocal advocate for the safety net oral health community across her state and region.

My sincere thanks to immediate past president Dr. Huong Le, who served as NNOHA Board president 2013-2015.
“Barefoot” Management Training: Part I

Kelcy Workman
NNOHA Membership Coordinator

NNOHA presents a multi-part series that examines different ways to improve your management style and increase job satisfaction for both you and those around you. Part I appears here; watch for additional topics to be covered in future NNOHA newsletters.

If you’re like many professionals today—wanting to grow your management skills but not having the time for formal management education—perhaps you should consider “barefoot” training techniques.

“Barefoot” learning means taking in small bits of new information at a time, and immediately putting them into practice in an intentional way in your daily life and work. The goal is to practice the new skills until they become natural to you, and then move on to the next stage of information. At each stage you have the opportunity to learn and grow a little more, incorporating each new step into what you have previously mastered. The magic comes in the daily doing of the newly learned skills, which grows your confidence and repertoire by building upon each previous stage.

What motivates people

Most managers assume that motivation comes from monetary rewards—salaries, benefits, and bonuses. However, it’s been scientifically proven that this is not the case (Chamorro-Premuzic, 2013).

While getting paid is certainly the motivation for employees to show up daily, it is not what motivates better performance or innovation. Understanding motivation is critical if you want to create a progressive work environment, happier workforce, and more successful business overall.

There is no magic formula for what motivates people. Everyone views the world through their own specific lens, and that shapes who they are and what they do. In order to encourage someone, it’s imperative to find out about them and identify their specific motivators. Here are a few:

Recognition is often a huge factor in work performance. Things such as pay increases and performance based bonuses are nice, but recognition can take a simpler, no-cost form too, like saying “Thank You” or creating an Employee of the Month prime parking spot at your location.

The more recognition can be tailored to the recipient, the better. Offer a gift card to a favorite restaurant or retailer, flexible work schedules, or lunch for the whole team to create a more personalized atmosphere of loyalty and respect.

Discipline and praise are also huge factors in motivation. Sure, some people behave in ways that help them avoid disciplinary action, but discipline can also be an effective coaching tool. When offered in a respectful way (in a private setting and non-confrontational manner), discipline shows your genuine desire for an employee to learn and grow.

Praise, on the other hand, can and should be done in front of peers. Give employees recognition for doing a great job and let others know you are pleased. Not only
does that offer a moment of pride for the one being recognized, but it becomes motivation for those who witness the recognition. Note: If you choose a “routine” setting like a staff meeting, keep your praise specific and succinct. Recognize the employee and the work enthusiastically and directly, thank the employee, and then move on with business.

**Opportunity** is another thing people often value in the workplace—the chance to do or learn something new. Any departure from the routine, like a change of scenery or daily tasks, can be viewed as a welcome opportunity and thus motivational.

By cultivating an opportunity culture, you can motivate people to work toward a shot at the next new opportunity. You may not even have to look too hard to create those opportunities! Here are a few examples:

- working on a special project
- attending a professional meeting
- taking the lead on client or vendor interactions
- enrolling in a CE or skill-building course
- participating in an important presentation or business trip

**Sincere interest** is perhaps most critical of all. Showing people you care—and truly care about them as individuals—can go a long way toward motivation too. Get to know them, what they like, what they dream about, what makes them tick. If you get to know the people around you on a more personal basis, you’ll have a much easier time finding ways to help motivate them. Learning about people is a great way to gain insight into how best to support them and help them grow, and of course what will motivate them to perform their very best. And if you can’t figure it out on your own, it’s ok to ask.

In understanding motivation, it’s just as important to know what not to do as it is to know what you should be doing. If you are in a position of authority yet continuously remind everyone of your status or power, you will lose respect and loyalty by creating a gap between you and the people around you. Behaving in ways that are rude, petty, selfish, or demoralizing can affect motivation or remove it altogether. Treating those around you with respect is essential. Remember it’s your collective output—and teamwork—that makes the business run. And the best leaders work hard alongside those they supervise.

By creating a work environment where staff motivation is a prime focus, you’ll create a more efficient and more successful business. Happy employees do good work, and good work means more success for everyone.

The key to motivating people lies in getting to know them, treating them with respect, and influencing motivation in an appropriate manner. In the end, remember, it takes all parts of a machine to make the whole unit work efficiently… and caring for each part goes a long way to maintaining the whole machine.
NNOHA's mission is to improve the oral health of underserved populations and contribute to overall health through leadership, advocacy, and support to oral health providers in safety-net systems.