

Training, Technical Assistance, and Resources for Health Centers

Oral Health Service Expansion

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| GENERAL OPERATIONS | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Manual | <p><u>Operations Manual for Health Center Oral Health Programs</u> NNOHA’s “Operations Manual” is a premier resource for running effective and efficient Federally Qualified Health Center Oral Health Programs.</p> <ul style="list-style-type: none"> • Chapter 1: Fundamentals • Chapter 2: Leadership • Chapter 3: Financials • Chapter 4: Risk Management • Chapter 5: Workforce and Staffing • Chapter 6: Quality | <p>National Network for Oral Health Access (NNOHA)</p> <p>Please contact NNOHA at (303) 957-0635 or email info@nnoha.org for more information.</p> |
| Manual | <p><u>Safety Net Dental Clinic Manual</u> The manual helps safety net dental clinics with all aspects of clinic development and ongoing operations. It was a collaboration between the Ohio Department of Health, the Indian Health Service, and the Association of State of Territorial Dental Directors.</p> | |
| Technical Assistance | <p>Clinical Operations Issues NNOHA answers questions on clinic operational issues and identifies the best expert to answer your question.</p> | |
| Fact Sheet | <p><u>Characteristics of a Quality Oral Health Dental Program</u> This fact sheet lists eight characteristics of successful Health Center oral health programs.</p> | |
| Manual | <p><u>Best Practice Manual for Safety Net Dental Programs</u></p> | <p>DentaQuest Institute’s (DQI) Safety Net Solutions (SNS)</p> |
| Manual | <p>Clinic Policy & Procedure Manual</p> <ul style="list-style-type: none"> • Infection Control Manual • Maintenance & Sanitation Manual | <p>Contact the DQI SNS team at</p> |

| GENERAL OPERATIONS | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Online Courseware | <p><u>Practice Management Series</u></p> <ul style="list-style-type: none"> • Developing Billing Excellence: Getting Paid for What You Do • Fee Schedules, Sliding Fee Scales, & Management of the Self-Pay Patient • Financial and Productivity Goals: Predict and Monitor Financial Performance • Front Desk Customer Service • The Front Desk: Creating Your Dream Team • Managing Chaos in the Dental Program • Scheduling by Design | <p>info@dentaquestinsitute.org for information on obtaining these resources</p> |
| Webinar | <p><u>Maximum Access with Minimum Risk</u></p> | |
| Resources for New Dental Clinics/Start Ups | <ul style="list-style-type: none"> • Sample Pro Forma Templates <ul style="list-style-type: none"> ○ Portable Oral Health Program ○ Fixed Clinic ○ FQHC ○ Non-FQHC ○ Three Year Plan • Equipment Lists <ul style="list-style-type: none"> ○ Capital Equipment List ○ Equipment List for a 4-Chair Clinic ○ Equipment List for a 3-Chair Clinic ○ Portable Equipment List • <u>New Start Evaluation Checklist</u> • Comparison of Different Start Ups • <u>Sample Dental Project Plan & Timeline</u> | |

| GENERAL OPERATIONS | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Sample Policies/Best Practices | <ul style="list-style-type: none"> • Clinical Protocols • Blood Pressure Policy • Scripting for Community Health Dental Programs • Scripting Tips • Scope of Service Policy • Marketing Best Practices • Patient Check in –Check out Flow Chart • Determining Eligibility Flow Chart • How to Analyze Front Desk Operations • Serious Incident Policy • Self-Assessment Tool | |
| Additional Support/Assistance | New Start Assistance <ul style="list-style-type: none"> • Business Planning • Staffing Models • Environmental Assessment | |
| White Papers and Presentations | <ul style="list-style-type: none"> • Managing for Success: Steps for Building & Maintaining a Strong Safety Net Dental Program • Sustainability in Dental is Achievable • Strategic Planning to Increase Oral Health Access & Financial Sustainability • Preparing for HRSA Operational Reviews • Maximum Access for Minimum Risk | |
| Networking/Support | Local/state networking and peer support | Contact your local Primary Care Association (PCA) |

| FORMS | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Online Link to Multiple Forms | <p>Forms Library Forms shared with NNOHA from safety net clinics throughout the country for use in your dental program in 5 categories:</p> <ul style="list-style-type: none"> • Consent Forms • Dental Practice Policies and Procedures • Guidelines and Instructions • Human Resources Forms • Quality | <p>National Network for Oral Health Access (NNOHA)</p> <p>Please contact NNOHA at (303) 957-0635 or email info@nnoha.org for more information.</p> |
| Sample Dental Clinic Forms | <ul style="list-style-type: none"> • Health History Forms <ul style="list-style-type: none"> ○ Spanish & English ○ Pediatric • Patient Satisfaction Survey • Informed Consent Forms • Dentures • Oral Surgery • Papoose Board • Referral Form | <p>DentaQuest Institute's (DQI) Safety Net Solutions (SNS)</p> <p>Contact the DQI SNS team at info@dentaquestinsitute.org for information on obtaining these resources</p> |

| HEALTH INFORMATION TECHNOLOGY/EHR/EDR | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Online Link to Multiple Resources | <p>Health Information Technology NNOHA continues to assess the EHR needs of safety-net programs and makes recommendations in selecting technology solutions that support health care teams to work efficiently.</p> | <p>National Network for Oral Health Access (NNOHA)</p> <p>Please contact NNOHA at (303) 957-0635 or email info@nnoha.org for more information.</p> |
| White Papers and Presentations | <ul style="list-style-type: none"> • Dental Systems Technology: Look Before You Leap | <p>DentaQuest Institute's (DQI) Safety Net Solutions (SNS)</p> <p>Contact the DQI SNS team at info@dentaquestinsitute.org for information on obtaining these resources</p> |

| WORKFORCE/STAFFING/PROVIDER RECRUITMENT AND RETENTION | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Report | <p><u>An Analysis of 2013 Health Center Oral Health Provider Recruitment, Retention and Job Satisfaction Survey Results (includes salary survey)</u> This paper summarizes and interprets the results of a national survey that provides information and analysis on oral health provider salaries, oral health provider satisfaction, and recruitment and retention strategies at Health Centers throughout the country.</p> | <p>National Network for Oral Health Access (NNOHA)</p> <p>Please contact NNOHA at (303) 957-0635 or email <u>info@nnoha.org</u> for more information.</p> |
| Interactive Tool | <p><u>Employer Compensation Analysis – Interactive Tool</u> Allows side-by-side comparison of the value of working in a Health Center compared to independent contracting or self-employment.</p> | |
| Fact Sheet | <p><u>Dental Recruitment Tips for Human Resources and Dental Directors</u> This document compiles recruitment and retention tips for programs attempting to build a strong, high-quality dental workforce.</p> | |
| Fact Sheet | <p><u>National Health Service Corps Fact Sheet for Dental Students, Dentists & Dental Hygienists</u> Contains information on National Health Service Corps (NHSC) Loan Repayment or Scholarship Program for dental providers.</p> | |
| FAQ | <p><u>Health Center Dental Employment Frequently Asked Questions</u></p> | |
| Report | <p><u>The NNOHA Survey of Health Center Dental Salaries: Trends and Analysis</u> Discusses the results of NNOHA’s salary survey in 2009 to provide information and analysis on dental salaries, provider satisfaction, and recruitment and retention salaries.</p> | |

| WORKFORCE/STAFFING/PROVIDER RECRUITMENT AND RETENTION | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Job Bank | <p><u>NNOHA Job Bank</u> NNOHA coordinates a job bank to help connect Health Center and other safety-net dental openings with candidates looking for a career in service to underserved patients. The service is free of charge, and postings are viewable to anyone without prior registration.</p> | |
| White Papers and Presentations | <p><u>Dental Hygienists: Innovations in Practice Settings</u> (A large file. Takes a few minutes to download.) This presentation, given at the 2015 NNOHA Annual Conference, describes a model for implementing virtual dental home technology in the health center setting, and the role of the hygienist and dentist.</p> | |
| Fact Sheet | <p><u>Resources for Recruiting Dental Providers</u></p> | National Association of Community Health Centers (NACHC) |
| Sample Policies/Best Practices | <p>Best Practices for Commission Based Remuneration for Providers</p> | DentaQuest Institute's (DQI) Safety Net Solutions (SNS) |
| Sample Staffing Policies & Procedures | <ul style="list-style-type: none"> • Job Descriptions • Performance Evaluations • Dentist Contract • Dental Director Offer Letter • Staffing Models • Duties for Assistants without Providers • Duties for Floaters • Incentive Plans • Staff Bonus Plan • Staff Satisfaction Survey • New Employee Orientation Policy • Compensation Comparison Template (Salaried vs. Self-Employed/Independent Contractor) • Morning Huddle Agenda • Successful Staff Meeting Guidance | <p>Contact the DQI SNS team at <u>info@dentaquestinstitute.org</u> for information on obtaining these resources</p> |

| FINANCE | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Webinar | <p><u>It's All in the Numbers: Financial Planning and Financing for Your Dental Expansion (Jan 2016)</u> Covers the operational planning elements when forecasting a dental expansion and possible sources of capital financing.</p> | National Network for Oral Health Access (NNOHA) Please contact NNOHA at (303) 957-0635 or email <u>info@nnoha.org</u> for more information. |
| Online Link to Multiple Resources | <p><u>Financial Management for Health Center Oral Health Programs Parts I & II</u> Provides the basics of financial management including FAQs for effectively operating Health Center oral health programs.</p> | |
| Sample Policies/Best Practices | <ul style="list-style-type: none"> • Revenue/Production Goals Strategic Template • Payment for Dental Care Policy • Payment Agreement for Uncovered Services • Managing the Self-Pay Patient Implementation Plan • <u>Billing Process Flow Chart</u> • <u>Billing Performance Improvement Team Charter</u> • <u>Profit & Loss Budget Variance Tool</u> • Profit & Loss Statement Guide | DentaQuest Institute's (DQI) Safety Net Solutions (SNS) Contact the DQI SNS team at <u>info@dentaquestinsitute.org</u> for information on obtaining these resources |
| Support/Assistance | <ul style="list-style-type: none"> • Fee and Sliding Fee Scale Analysis • Develop Financial and Productivity Goals • Feasibility Studies • Creation of Pro Forma Statements | |
| White Papers and Presentations | <ul style="list-style-type: none"> • <u>Fee Schedules/Sliding Fee Discount Schedules</u> | |

| SCHEDULING/APPOINTMENTS | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Sample Policies/Best Practices | <ul style="list-style-type: none"> • Broken Appointment Policy • Broken Appointment Tracking Template • Will Call List • Emergency Policy • Emergency Triage Form • Scheduling Policy • 5 Week Scheduling Implementation Plan • Scheduling Template • Designated Access Scheduling Guide • Best Practices for Determining Eligibility • Best practices for Reducing No-Shows • New Patient Visit Policy | <p>DentaQuest Institute's (DQI) Safety Net Solutions (SNS)</p> <p>Contact the DQI SNS team at info@dentaquestinsitute.org for information on obtaining these resources</p> |
| Support/Assistance | <ul style="list-style-type: none"> • Scheduling Template | |
| White Papers and Presentations | <ul style="list-style-type: none"> • Call Center White Paper • Impact of No-Shows • Scheduling by Design • Strategies to Reduce No-Shows • Strategies for Managing Emergencies | |

| QUALITY/DASHBOARD | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Tool | <p><u>NNOHA Dental Dashboard</u> This interactive online data collection tool was designed for Community Health Centers to use as part of their quality improvement efforts to more effectively monitor and measure quality and drive performance within their dental programs. Data is entered into an Excel spreadsheet and imported into a chart presentation tool to easily view graphs of 15 selected measures.</p> | <p>National Network for Oral Health Access (NNOHA)</p> <p>Please contact NNOHA at (303) 957-0635 or email <u>info@nnoha.org</u> for more information.</p> |
| Tool | <p><u>NNOHA Dental Dashboard User's Guide</u> The User's Guide is a companion to support the implementation and use of the Dental Dashboard. The Guide details how measures were selected, explains numerators and denominators, codes to track measures, tips to collect data, and how to access the online template.</p> | |
| Online Link to Multiple Resources | <p><u>HRSA UDS Sealant Measure</u> This material explains why the UDS sealant measure for at-risk children between the ages of 6-9 years was selected, describes how the numerator/denominator are calculated, and introduces quality improvement strategies. It also provides answers to 28 FAQs asked during a NNOHA training and technical assistance webinar.</p> | |
| Presentation | <p><u>Creating a Health Center QA/QI Program- Where We Are and Where We Are Going?</u> A review of potential aspects of a dental quality program in the Health Center setting (i.e., peer review, satisfaction surveys, utilization reviews, adverse incident analysis, quality improvement activities).</p> | |

| QUALITY/DASHBOARD | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Presentation | <p><u>FTCA Deeming Process and Risk Management for Health Center Oral Health Programs</u> Details the Federal Tort Claims Act (FTCA) and the deeming process. Also includes common situations in dental clinical interactions that increase the risk for malpractice claims; the importance of thorough, complete documentation of dental encounters; steps dental providers should follow in case of undesirable clinic outcomes and potential malpractice claims; and HRSA’s review process.</p> | |
| Sample Policies/Best Practices | <ul style="list-style-type: none"> • Quality Management Policy • Sample Chart Audit Form • Quality Assurance Policy • DQI’s Definition of Quality • Performance Measures • Dental Performance Evaluation Tools • Patient Satisfaction Survey | <p>DentaQuest Institute’s (DQI) Safety Net Solutions (SNS)</p> <p>Contact the DQI SNS team at <u>info@dentaquestinsitute.org</u> for information on obtaining these resources</p> |
| Webinar | <p><u>Creating Dashboards to Monitor your Oral Health Program</u></p> | |
| White Paper and Presentations | <ul style="list-style-type: none"> • The PDSA Cycle • <u>SNS ICD-10 Webinar</u> • <u>Phase One Treatment and Capacity</u> | |

| INTEGRATION | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Online Link to Multiple Resources | <p><u>A User’s Guide for Implementation of Interprofessional Oral Health Core Clinical Competencies: Results of a Pilot Project</u> Provides a structure, options, and suggestions to help Health Centers develop programs to implement oral health competencies to integrate oral health care into primary care practice, increase access to oral health care, and improve oral health status of the populations Health Centers serve.</p> <p><u>Oral Health and the Patient-Centered Health Home: Action Guide</u> This action guide explains the characteristics and organizational factors of pre-identified early adopter Health Centers that facilitated medical-dental integration and established the Patient-Centered Health Home, along with barriers that hinder this achievement.</p> <p><u>Oral Health Disparities Collaborative Implementation Manual</u> Describes the 2005-06 pilot study aimed at developing comprehensive oral health care system change, based upon the Planned Care Model and evidence-based concepts to generate improvements in measures for Early Childhood Caries prevention and treatment and Perinatal oral health.</p> | <p>National Network for Oral Health Access (NNOHA)</p> <p>Please contact NNOHA at (303) 957-0635 or email <u>info@nnoha.org</u> for more information.</p> |

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| Manual | <p><u>Oral Health Disparities Collaborative Implementation Manual</u></p> <p>Describes the 2005-06 pilot study aimed at developing comprehensive oral health care system change, based upon the Planned Care Model and evidence-based concepts to generate improvements in measures for Early Childhood Caries prevention and treatment and Perinatal oral health.</p> | |
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| PORTABLE/MOBILE ORAL HEALTH | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Sample Policies/ Best Practices | <ul style="list-style-type: none"> Portable Oral Health Program Coordinator Sample Job Description | <p>DentaQuest Institute's (DQI) Safety Net Solutions (SNS)</p> <p>Contact the DQI SNS team at <u>info@dentaquestinsitute.org</u> for information on obtaining these resources</p> |

| SCHOOL-BASED ORAL HEALTH | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Report | <p><u>Survey of School-Based Oral Health Programs Operated by Health Centers: Descriptive Findings</u></p> <p>Results from a 2013 national online survey of Health Centers about school-based oral health programs.</p> | <p>National Network for Oral Health Access (NNOHA)</p> <p>Please contact NNOHA at (303) 957-0635 or email <u>info@nnoha.org</u> for more information.</p> |

| TELE-DENTISTRY | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Presentation | <p><u>Virtual Dental Home- Tele-dentistry</u></p> <p>Describes the logistics of implementing virtual dental home technology, the role of the dentist/dental hygienist, and how to maintain fiscal sustainability.</p> | <p>National Network for Oral Health Access (NNOHA)</p> <p>Please contact NNOHA at (303) 957-0635 or email <u>info@nnoha.org</u> for more information.</p> |

| PARTNERSHIPS | | |
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| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Report | <p><u>Partnering with Academic Institutions and Residency Programs to Develop Service Learning Programs: Strategies for Health Centers</u></p> <p>This paper provides background on how Health Centers can foster interest in Health Center careers among the next generation of oral health professionals. Different collaboration models and suggestions about issues for Health Centers to consider before launching a program are also discussed.</p> | <p>National Network for Oral Health Access (NNOHA)</p> <p>Please contact NNOHA at (303) 957-0635 or email <u>info@nnoha.org</u> for more information.</p> |

| DISEASE MANAGEMENT | | |
|---------------------------|---|--|
| Type of Resource | Title of Resource/Link to Resource | Who to Contact for Resource |
| Courseware | <p><u>Disease Management Series</u></p> <ul style="list-style-type: none"> • Implementing a Culture of Disease Management • Caries as a Chronic Disease • Caries Risk Assessment • Caries Management by Risk Assessment: CAMBRA • Dental Caries Management: Perinatal • Dental Caries Management: Newborn to Age 5 • Dental Caries Management: Age 6 through Adult • Interim Therapeutic Restoration <p><u>Special Topic Series</u></p> <ul style="list-style-type: none"> • ECC Management for the General Dentist • Potty Mouth | <p>DentaQuest Institute's (DQI) Safety Net Solutions (SNS)</p> <p>Contact the DQI SNS team at <u>info@dentaquestinsitute.org</u> for information on obtaining these resources</p> |