Workforce and Staffing: Utilizing Your Resources to Fulfill Your Mission

Nick Pfannenstiel, DDS
Ernest Meshack-Hart, DDS FAGD
2018 NNOHA Annual Conference
Learning Objectives

• Understand statistics and issues around the current HC workforce to inform recruitment methods and strategies
• Develop an effective hiring process
• Foster a positive work environment to maximize retention
• Develop ideal staffing and equipment ratios for your program
• Understand how students, dental hygienists and new dental team members might be effectively utilized
Workforce: A Challenge for Health Center Oral Health Programs

- 44.4% of Health Centers have at least 1 dentist vacancy
  - An Analysis of the 2018 NNOHA Health Center Workforce Survey Results

- Nationwide there is a growing shortage of dentists, with more dentists retiring or leaving the profession than graduate each year.

- 5,616 Dental Health Professional Shortage Areas (HPSAs) as of Sept 2017
  - http://www.hrsa.gov/shortage/
Health Professional Shortage Areas (HPSA) - Dental Health

HPSA Facility Clinician Priority Scores

HPSA Scores are developed for use by the National Health Service Corps in determining priorities for assignment of clinicians.

Scores range from 1 to 26.
Higher scores equal greater priority.

Source: Health Resources and Services Administration (HRSA), Bureau of Health Professions (BHP), October, 2015.

Note: Alaska and Hawaii not shown to scale
Analysis of the 2018 NNOHA Health Center Workforce Survey Results
2018 NNOHA Workforce Survey – Dentist Vacancies

- 2018: **44.4%** reported having at least one dentist vacancy
- 2018: **19.8%** reported having at least 1 dental hygienist vacancy

“...And as the Minister in charge I can assure the public there is no shortage of NHS dentists.”
Top 3 Reasons for Choosing a Health Center Career

• Dentists:
  • *Felt a mission to serve the dentally underserved population (51.6%)*
  • Loan repayment was available in Community Health Center practice (12.1%)
  • Attracted by work schedule/leave policies/fringe benefits (9.3%)

• Dental Hygienists:
  • *Felt a mission to the dentally underserved population (53.3%)*
  • Attracted by work schedule/leave policies/fringe benefits of Community Health Center practice (18.3%)
  • Wished to practice dentistry/dental hygiene in a community-based setting (13.3%)
2018 NNOHA Workforce Survey

70.6% of dentists and 87.0% of dental hygienists indicated intent to remain in Health Center practices.
Putting It All Together...

- Characteristics of satisfied oral health providers
  - More experienced providers
  - Providers who had been employed by the Health Center longer
  - Providers who felt they had full autonomy
  - Sufficient clinical, administrative, clerical support and adequate facilities and equipment
  - Sense of mission
## Reasons for Choosing Health Centers

<table>
<thead>
<tr>
<th>Reason</th>
<th>Dentist (N=182)</th>
<th>Dental Hygienist (N=60)</th>
</tr>
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<tbody>
<tr>
<td>Felt a mission to the dentally underserved population</td>
<td>51.6%</td>
<td>53.3%</td>
</tr>
<tr>
<td>Wished to offer oral health care within an interdisciplinary environment</td>
<td>4.4%</td>
<td>0%</td>
</tr>
<tr>
<td>Wished to practice dentistry/dental hygiene in a community based setting</td>
<td>7.7%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Did not want to invest capital in a private practice or borrow money for a private practice</td>
<td>3.8%</td>
<td>0%</td>
</tr>
<tr>
<td>Attracted by work schedule/leave policies/fringe benefits of Community Health Center practice</td>
<td>9.3%</td>
<td>18.3%</td>
</tr>
<tr>
<td>Loan repayment was available in Community Health Center practice</td>
<td>12.1%</td>
<td>5.0%</td>
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<tr>
<td>Sold private practice, or retired from government service</td>
<td>4.9%</td>
<td>0%</td>
</tr>
<tr>
<td>Unsatisfied with associate/employee dentist or dental hygienist arrangements currently available</td>
<td>5.5%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Was unsure about next career steps</td>
<td>0.5%</td>
<td>8.3%</td>
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Recruiting, Hiring and Retaining Providers
Who’s in YOUR office?
Factors to Consider When Beginning the Recruitment Process

- Mission alignment
- Scope of services and patient population
- Cultural competency and sensitivity
- Language considerations
- Productivity expectations
- Economic landscape

“If you’ve seen one health center…”
Recruitment Strategies

• National Health Service Corps
• NNOHA Job Bank
• 3RNet
• Academic Institutions
• Primary Care Associations
• State and Local Dental Associations
• LinkedIn
• Recruiters
• Word of mouth
Recruitment Strategies

- Match your need to your source
- Include the Team
- Be Creative
- Ongoing
Retaining Good Providers

- Work environment
- Salaries and Benefits
- Incentive Programs
- Continuing Education and Training
Work Environment

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

- What is our Corporate Culture?
Work Environment

- Clarity of Mission
- Open Communication
- Build Value in All
- Creating a positive work environment
- Focus on the team
Work Environment

• Adequate number and quality of auxiliaries
• Adequate administrative support & time
• Up to date equipment, instruments and supplies
Salaries and Benefits

- Look at the Total compensation
  - Salary, Insurance, Retirement, PTO, LRP*, etc
- Review Compensation reports
  - NACHC, Primary Care Associations
- Fixed, Variable or Both?
Salaries and Benefits

Incentive Programs

- Simple, easy to understand and manage
- Based on a target “goal” that directly influences the organization’s income
- Achievable and attractive
- Frequent (e.g. monthly or quarterly rather than annually)
2018 Dentist Compensation
2018 Dental Hygienist Salaries

- <$30,000: 1.80%
- $40,001-$50,000: 10.90%
- $50,001-$60,000: 21.80%
- $60,001-$70,000: 27.30%
- $70,001-$80,000: 25.50%
- >$80,000: 12.70%
Salaries and Benefits

• Average CE money
  • Dentists - $2163/yr
  • RDH - $1208/yr

• Median Vacation Days – 20 days

• >95% health centers offer a retirement plan

• >84% health centers offer a retirement match
“Take care of your employees, and they will take care of your business”

- Richard Branson
The “HUMAN Resource”...

- Your team is your greatest asset
- There is always a demand for good team mates.
Staffing Recommendations

One size does NOT fit all. HRSA guidelines are just that – guidelines. They are good ones though.

• Consider:
  • Mission of the program
  • Scope of services
  • Patient demographics and patient mix
  • Expectations for growth
  • Efficient productivity and maximal use of facilities
  • State practice regulations and flexibility of dental workforce
Staffing Recommendations

• For Health Centers, NNOHA recommends 2.0 or more full-time dental assistants per 1 full-time dentist for optimum service.
  • 1 DA per operatory

• Dedicated dental front desk staff
  • Cross train in integrated practices
Equipment Ratios

• 2 – 3 operatories per FTE Dentist EXCLUDING chairs used for hygienist

• Preferably, dental hygienists should have a separate and dedicated operatory
Encounter Rates & Productivity Standards

Factors to consider:

• Patient mix
• Procedure mix and scope of service
• Experience level of providers
• Emergency patient load
• Practice act allowances for auxiliaries
• Scheduling efficiency
Productivity

- 2017 UDS Data
  - 2,599 visit/FTE/Year/Dentist
  - 1,179 visit/FTE/Year/RDH
  - 901 visit/FTE/Year/Dental Therapist

- 2.4 pts per clinical hour (Dentist)
- $430K in gross charges/yr/1.0fte Dentist

- Relative value units (RVUs)
- More on productivity standards: [http://www.dentalclinicmanual.com/docs/Productivity_measures.pdf](http://www.dentalclinicmanual.com/docs/Productivity_measures.pdf)

- Avg cost per dental visit = $200.31
- 2.56 visits/yr/patient
Exploring Scope of Practice
Changing Roles of Dental Hygienists

- Direct reimbursement from Medicaid
  - https://www.adha.org/reimbursement
- Direct access to dental hygienists
  - https://www.adha.org/direct-access
- Facts about the Dental Hygiene Workforce:
- Current UDS ratio of .5 RDH/1DDS/DMD
Other Emerging Dental Team Members

- Expanded Function Dental Assistant (EFDA)
- Advanced Dental Hygiene Practitioner
- Community Dental Health Coordinators (CDHC)
- Dental Therapists/Advanced Dental Therapists
- Patient Navigators/Community Health Workers
Other Providers:
Students and Residents, Volunteers and Contractors
Students and Residents

- Potential recruitment
- Positive retention tool
- Clinical productivity
- NNOHA Academic Partnership Paper
Students and Residents

- Operatory space
- Auxiliary support
- Sufficient patient/procedure pool
- Engaged Providers/Educators
- Organizational commitment to hosting student/resident
- Good working relationship with School or Residency Program
What Should You Expect from the School or Residency Program?

• Effective and frequent communication before and during rotations through a specific program contact for all administrative and clinical issues
• Clear requests for site and provider information
• Send prepared, competent and educated students
• Professional liability coverage for the students
What Should You Expect from the School or Residency Program?

• Communicate specific clinical procedure requirements
• Adequate length of rotations
• Housing expectations
• Revenue sharing expectation
Other Benefits to the Site

- The dental staff has the opportunity to share their expertise and experience.
- The experience that the student receives at the site can be a very effective recruiting tool.
- In most cases, all revenue produced by the student is retained by the site.
- The organization has the opportunity to be a partner in educating future dental professionals about cultural, societal and health issues unique to the communities they serve.
Benefits to Students

- Real World Clinical Practice
- Exposure to Alternative practice models
- Mentorship
Non-Traditional Staffing

- Contract Dentists
- Internal Development
- Volunteers
Thank You!

• For additional support related to workforce:
  • Read Chapter 5 of the Operations Manual
  • Explore: http://www.nnoha.org/resources/access-to-care/workforce/
Questions?

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Leadership:
The Path To Excellence as a Health Center Dental Director

Scott Wolpin, DMD
Tena Springer, RDH, MA
2018 NNOHA Annual Conference
The Concept of Dental Leadership

Dental Leadership is really about you knowing where you are going and how you are going to lead your team there.

“Extreme ownership requires leaders to look at organization challenges through an objective lens, without emotional attachments to agendas or plans. It mandates that a leader set ego aside, accept responsibility for failures, tackle the challenges, and consistently work to build a better and more effective team. Such a leader, however, does not take credit for his or her team’s successes but bestows that honor upon rising leaders and team members.”

Nancy J. Stern, CEO
Eastern Shore Rural Health Systems, Inc.
Health Centers with new or rapidly growing oral health programs may have dentists who assume leadership roles before they’ve had an opportunity to fully develop their skills as both good dental clinicians and leaders.
Who are you?

I am a new dental director for a CHC dental program

I am a seasoned dental director spending much, if not all, my professional career in HC dentistry

I am not quite sure and hoping this conference might validate that I belong in community-based practice
Transition from Dental Provider to Effective Program Administrator

Major Program Focuses

• Population Health
• Patient Centered Medical Home
• Medical-Dental Integration
• Quality Metrics/Assurance
• Finance/Grant Management
• Mission/Vision
How to Build a Knowledge Bank

A Health Center Dental Program should not be managed the same as a private practice, nor as the medical program at your health center.

Valuable online resources:
www.nnoha.org
www.dentaldental_programmanual.com
# Sociology of Dental Directors

<table>
<thead>
<tr>
<th>Dental Clinicians</th>
<th>Administrators</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Doers</td>
<td>A. Designers</td>
</tr>
<tr>
<td>B. 1:1 interactions</td>
<td>B. 1:n interactions</td>
</tr>
<tr>
<td>C. Reactive personalities</td>
<td>C. Proactive personalities</td>
</tr>
<tr>
<td>D. Seek immediate gratification</td>
<td>D. Accept delayed gratification</td>
</tr>
<tr>
<td>E. Decision-makers</td>
<td>E. Delegators</td>
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Transition from Dental Provider to Effective Program Administrator

Asked to serve as an Expert and Consultant of…

- Financial management
- Public health
- Government functions
- Clinical Competencies
- Organizational structure
- Legal issues
- Ethical issues
- Management information systems
- Quality improvement
WE WEAR MANY HATS.
# Sociology of Dental Directors

<table>
<thead>
<tr>
<th>Dental Clinicians</th>
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</tr>
</thead>
<tbody>
<tr>
<td>F. Value autonomy</td>
<td>F. Value collaboration</td>
</tr>
<tr>
<td>G. Independent</td>
<td>G. Participatory</td>
</tr>
<tr>
<td>H. Patient advocate</td>
<td>H. Advocate for the community, organization</td>
</tr>
<tr>
<td>I. Identify with profession</td>
<td>I. Identify with organization</td>
</tr>
<tr>
<td>J. Independent</td>
<td>J. Interdependent</td>
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</table>
A Master of Negotiation

• I want, I need…
• I don’t know why the numbers don’t add up…
• My staff can’t meet those targets/the targets are not realistic…
• My staff said they can not work any harder!
As Administrator...

- Be prepared for meetings, think of how an issue may affect the dental program, regardless of what it is.
- Take effort to understand the budget and productivity measures.
- Connect with other more experienced Dental Directors, take Digging Deeper sessions at NNOHA Conference.
- Strive to increase your Emotional Intelligence.
Roles and Responsibilities

**Board of Directors**

- Participation
  - Ask to present to the Board at least quarterly and share quality metrics, program developments
  - Attend all meetings and contribute to your CEO:s monthly report

- Advisor and educator
  - Be prepared to respond to questions and educate board members on dental clinical matters. They need to understand how medical and dental programs are alike and how they are different.
“The Health Center Dental Director must function as the “eyes and ears” of the Executive Director in all oral health related activities and constantly scan the environment for possible problems and opportunities for the Health Center.”

Always “talk teeth” at every meeting and opportunity.
The health center dental director should review relevant oral health and health policy publications to track trends and updates in environmental and dental program practice knowledge.
The Benefits of Good Data: Internal and Network Use

• Helps in the planning process
• Provides information on the challenges ahead
• Allows for tracking changes and corrections in strategic outlook
• Compliance with federal rules
• Improves quality of care
• Helps to know the territory and makes for more predictable outcomes!
Management Decisions are Based on Information

• Monitoring quality of care - basic outcome measures
  • Peer review protocols
  • Patient satisfaction surveys
  • Community needs assessment
  • Efficiencies in treatment applications

• Financial Management
  • Cost control and supply utilization
  • Revenue and service cost tracking
  • Provider productivity tracking
Use your Vision to Plan your Future

• What are your short term (2 years) and long term (> 5 years) plans for yourself and the health center’s dental program?

• Have a “growth mindset”
Set Your Priorities Right!

Build a **realistic** vision with service priorities based on the needs of your community:

- availability of resources
- space and design of dental program
- service prioritization
- size of the target population
- dental disease prevalence and types
- demand of the population
Attributes Needed

• Trust defined as “vulnerability”
Dare to take a risk and let someone on your team help you

• Creativity; “I have more ideas, than good ideas, I will share them if you tell me which ones are good and which ones are not”

• Commitment to a common purpose

• Accountability – write down what you wish to do better or differently (i.e. Listening.) Chart Pluses versus Delta

• Emotional Intelligence: ability to manage yourself as well as relationship with others
Teamwork

“A team is a small number of people with complimentary skills who are committed to a common purpose, a set of performance goals, and an approach for which they hold themselves mutually accountable.”

Teamwork – “the why”

- Better outcomes
- Enhance efficiency
- Reduced turnover
- Lower cost
- Less waste
- Enhance professional satisfaction
Leadership Strategies for Managing Conflict

• Reframe conflict
• Honor the value of different perspectives
• Actively solicit from those who don’t speak up
• Use “what if(s)” to explore options and views
• Establish clear rules and expectations
• Know that sometimes resolution is not possible
Coaching

**COMPLIMENT**
“THIS IS ON THE RIGHT TRACK”

**FEEDBACK/PROBLEMS**

**COMPLIMENT**
“GOOD JOB”
Using effective communication strategies

• Be cognizant of body language
• Listen attentively (don’t interrupt)
• Make and receive repair attempts
• Stay with “I” versus “you” messages
Some of my other favorite Leadership Tools
Meeting Guidelines

• No egos, no whining
• Contribute at least one solution for problem you identify
• No sidebar communications
• Assume that everyone on the team wants to be there
• Leave with a sense of accomplishment (purpose) and Action Steps
The Five Fundamentals of Service
A-I-D-E-T (Clint Studer)

- **A** = Acknowledge the patient
- **I** = Introduce yourself, your position/experience
- **D** = Duration - describe the procedure and how long it may take
- **E** = Explanation - Explain the pain involved (be very honest) and what happens next. Connect AIDET with patient safety and excellent care (i.e. explain why you are asking them their name and birthdate more than one time)
- **T** = Thank you – “Thank you for choosing our health center”
Rounding for Outcomes (Clint Studer)

• Employee satisfaction, retention, relationships
  (39% of staff leave their job because of relationship with supervisor)

What staff are looking for from their supervisors:
1. A good relationship
2. Approachability
3. Willingness to work side by side
4. Efficient systems
5. Training and Development
6. Tools and equipment to do the job
7. Appreciation
Rounding for Outcomes

• Start with a personal question then…
• Tell me what is working well today?
• Is there anything we can do better?
• Are there any individuals whom I should be recognizing?
• Do you have the tools and equipment to do your job?
• Is there anything I can help you with now?
How can I better evaluate the performance of my staff?

• Recognize and retain your high performers \textit{first}
• Recognize and develop skills for your middle performers
• Confront low performers, outlining specific steps to improvement (it’s up or out)
GREAT LEADERS DON’T SET OUT TO BE A LEADER... THEY SET OUT TO MAKE A DIFFERENCE. ITS NEVER ABOUT THE ROLE ALWAYS ABOUT THE GOAL.

LisaHaisha.com
10 Thoughts about Leadership....Jon Gordon

1. People follow the leader first and the leader's *vision* second -
2. TRUST is the force that connects people to the leader and his/her vision
3. Leadership is not just about what you do but what you can inspire, encourage and empower others to do.
4. A leader brings out the best within others by sharing the best within themselves.
5. Just because you're driving the bus doesn't mean you have the right to run people over
6. “Rules without Relationship Leads to Rebellion”
7. Lead with optimism, enthusiasm and positive energy, guard against pessimism and weed out negativity.
8. Great Leaders know they don't have all the answers - Rather they build a team of people who either know the answers or will find them.
9. Leaders inspire and teach their people to focus on solutions, not complaints.
10. Great leaders know that success is a process not a destination
Building your dental team

- Hire the right person – strive for the “right person in the right seat”
- Provide structure for your team
- Hold regularly scheduled but effective and short meetings
  - Get to the point!
- Facilitate, delegate, obligate
- Team building exercises, professional development
6 Traits of a true professional....Studer group

- Specialized knowledge
- Competency
- Honesty, Integrity
- Accountability
- Self-regulation (emotional intelligence)
- Look the part
Hiring the Right People

• The right people for staff positions require more than technical skill.
  • Positive attitude, willingness and flexibility, takes initiative, supports supervisor’s decisions, dependability.
  • Aligned with Health Center’s and dental program’s mission.

• Best thing you can do to organize your team—Accurate job descriptions.
  • Responsibility: the job to do
  • Authority: the permission to do it
  • Accountability

• A break in these 3 links results in inefficiency and ineffectiveness
Providing structure for your team

• Clear communication is the key
  • Clear chain of authority and reporting
    • Delegation
    • Empower
  • Written protocols and procedures
  • Verify understanding of priorities and requests when given
    • In the absence of information, people will make it up
    • Our brain won’t live with a void, so it fills in the blanks. When we do this, we believe what we made up to be true. Because we are wired for survival, most of what we make up is negative.

• Giving and receiving feedback
• Provide training and evaluation
## Giving and Receiving Feedback

### Four Key Steps in Giving and Receiving Feedback

<table>
<thead>
<tr>
<th>GIVING</th>
<th>Describing behavioral observation</th>
<th>Explaining effects on you and the organization</th>
<th>Pausing and listening to clarifying questions</th>
<th>Giving specific suggestions</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECEIVING</td>
<td>Listening without interrupting</td>
<td>Avoiding arguing or defending</td>
<td>Probing for understanding</td>
<td>Acknowledging what you heard; considering next steps</td>
</tr>
</tbody>
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Staff Meetings

• Send agenda to staff in advance.

• As the Dental Director, you may serve or assign a facilitator to keep the meeting on topic, and on time – creates empowerment and engagement.

• Assign tasks and hold staff to date and time for completion.

• Assign someone to take minutes, provide copy to those who were absent.

• Use tools to help deliver your message
Sample Agenda for Monthly Dental Staff Meeting

1. Reports from the various clinics on issues that have surfaced – 30 min.

2. Overall state of the Dental Department – examining quality improvement measures, successes and problem areas – 15 min.

3. Training topics such as risk management, incident reports, outreach, scheduling, evidence-based dentistry, cultural sensitivity, etc. – 45 min.

4. Individual achievements of staff members – 15 min.

5. Reports from staff members who have taken CE courses – 15 min.
## Communication Update

<table>
<thead>
<tr>
<th>What?</th>
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<tr>
<td>Why?</td>
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<td>When?</td>
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<tr>
<td>Additional</td>
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<td>Follow-up Items</td>
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<td>Lead</td>
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<td>Communicator</td>
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# Staff Supervisions, 1:1’s

**Primary Health Care, Inc.**  
**Staff One-to-One Meeting Agenda**  
Employee: _____________________  
Date: ________________

| **Leader Feedback**  
(Feedback on Individual Performance, Development, etc.) |
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| **Review of Results**  
(How is our unit performing? Data, etc.) |
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| **Employee Feedback**  
(What is needed from supervisor, areas for improvement, resources needed, training needed, etc.) |
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Vision + Skills + Incentives + Resources + Action Plan = Successful Change

http://online.creighton.edu/edd/doctorate-leadership/resources/5-ingredients-for-change
Group Activity!
Your tools

3
1st Sheet of Paper

• Make a paper airplane in 2 minutes!
• Be creative – make it the best airplane you’ve ever made!
2nd Sheet of Paper

- Put your airplane to the side
- In 2 minutes, write directions on how to recreate your paper airplane
Pass it on!

- Put your paper airplane below your seat – do not share it with anyone!
- Pass your directions onto someone near you.
- Get someone else’s airplane directions.
3rd Sheet of Paper: Recreate!

• Using your partner’s airplane directions, use them to recreate their paper airplane.
• Do not help your partner, do not show your airplane!
• Do not ask for help!
• You have 2 minutes!
Share! (5 min)

- Show your rendition of your partner’s paper airplane with your partner.

1. How different are your airplanes? Were you close in recreating your partner’s airplanes?

2. How were your directions? How were your partner’s directions?

3. How does this activity relate to leadership?

Discuss!
Lessons Learned

• What would have helped?
  • More time – as a leader take time to communicate with your team
  • Hands on assistance – as a leader, you may need to sit with your team and work together to reach goals
  • Ability to ask questions – as a leader, communication channels must be open!
  • Clearer instruction – as a leader, you must make sure your communication with your team is clear and understandable

• Communication is key in being a leader
  • Must be clear in your communication
  • Communication and teaching is better when you know your audience!
    • Change your communication strategies based on your audience
Conclusion

- Your role and responsibilities as a Dental Director in a Health Center
- Working effectively as part of the administrative team
- The importance of vision as a powerful tool in leadership
Conclusion

• The importance of learning financial management and fiscal oversight as an effective Dental Director
• How to set good priorities in data monitoring and evaluate the conditions of your dental program
• Basic principles in developing staff and building a team

• P.S. Please recycle/throw away your airplanes!
Leadership Resources

• NNOHA Operations Manual
  • Chapter 2: Leadership
• National Oral Health Learning Institute
Questions?

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Director of Dental Operations
Primary Health Care, Des Moines, IA
tspringer@phcinc.net
**Breakout Sessions: Napoleon A/B**

<table>
<thead>
<tr>
<th>Topics</th>
<th>Lead</th>
</tr>
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<tbody>
<tr>
<td>Fee Schedule/Sliding Fee</td>
<td>Janet B</td>
</tr>
<tr>
<td>Governance/FTCA</td>
<td>Mark D</td>
</tr>
<tr>
<td>No Shows</td>
<td>Nick P</td>
</tr>
<tr>
<td>Medical/Dental Integration</td>
<td>An N</td>
</tr>
<tr>
<td>Infection Control</td>
<td>Ethan K, Tena S, Debby Myers</td>
</tr>
<tr>
<td>Managing Pts Experiencing Substance Abuse</td>
<td>Scott W</td>
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<tr>
<td>Peer Review</td>
<td>Lisa K</td>
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<tr>
<td>Health IT</td>
<td>Ernest M</td>
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<td>Workforce</td>
<td>Ryan T</td>
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