

# ENGAGING DENTAL STAFF IN COVID19 RESPONSE EFFORTS

## NNOHA AND ACU'S STAR<sup>2</sup> CENTER

APRIL 15, 2020

2PM

THIS PROJECT IS SUPPORTED BY THE HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) OF THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) AS PART OF AN AWARD TOTALING \$448,662.00 WITH 0 PERCENTAGE FINANCED WITH NON-GOVERNMENTAL SOURCES. THE CONTENTS ARE THOSE OF THE AUTHOR(S) AND DO NOT NECESSARILY REPRESENT THE OFFICIAL VIEWS OF, NOR AN ENDORSEMENT, BY HRSA, HHS, OR THE U.S. GOVERNMENT. FOR MORE INFORMATION, PLEASE VISIT [HRSA.GOV](https://www.hrsa.gov)

THIS PROJECT IS/WAS SUPPORTED BY THE HEALTH RESOURCES AND SERVICES ADMINISTRATION (HRSA) OF THE U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) AS A PART OF AN AWARD TOTALING \$500,000 UNDER GRANT NUMBER U30CS29051 WITH 0% FINANCED WITH NON-GOVERNMENTAL SOURCES.



# GOOD AFTERNOON



**Candace Owen**  
Education Director  
NNOHA



**Suzanne Speer**  
Director, Workforce Development  
Association of Clinicians for the  
Underserved

# ABOUT NNOHA

- Founded in 1991 by FQHC dental directors who identified a need for peer-to-peer networking, collaboration, research, and support.
- Membership now includes over 3,500 dentists, dental hygienists, supporters, and partners.
- HRSA National Cooperative Agreement grantee – oral health



# ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED

## Access to Care & Clinician Support

## Recruitment & Retention

National  
Health  
Service Corps

Resources

Training

Networking

# STAR<sup>2</sup> CENTER



**STAR<sup>2</sup>CENTER**  
SOLUTIONS TRAINING AND ASSISTANCE  
FOR RECRUITMENT & RETENTION

[www.chcworkforce.org](http://www.chcworkforce.org)

# WEBINAR HOUSEKEEPING

We are  
Recording

Ask  
Questions

Complete the  
Evaluation

# PRESENTERS



**Lisa Bozetti, DDS**  
Dental Director  
Virginia Garcia Memorial  
Health Center  
Oregon



**Pamela S. Sullivan, SPHR  
and SHRM SCP**  
VP of Talent Management  
HealthPoint CHC  
Washington

# PRESENTERS



**Sheela Tummala, DDS, MPH**  
Chief Dental Officer  
Community Health Center, Inc.  
Connecticut



**Amanda Schissel, MPP**  
Program Director/Co-PI  
National Cooperative Agreement  
Community Health Center, Inc.  
Connecticut



**Brianna Hillier, DMD**  
Director of Dental Services  
Chiricahua Community  
Health Centers, Inc.  
Arizona



# Alternate Dental Staffing in the COVID-19 Era



Virginia Garcia Memorial  
**HEALTH CENTER**

Lisa Bozzetti DDS, Dental Director

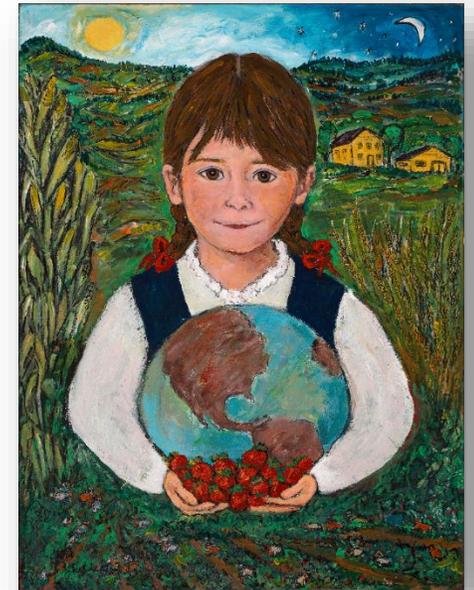
April 15, 2020

# Our Health Center

We serve more than 52,000 patients in Washington and Yamhill counties:

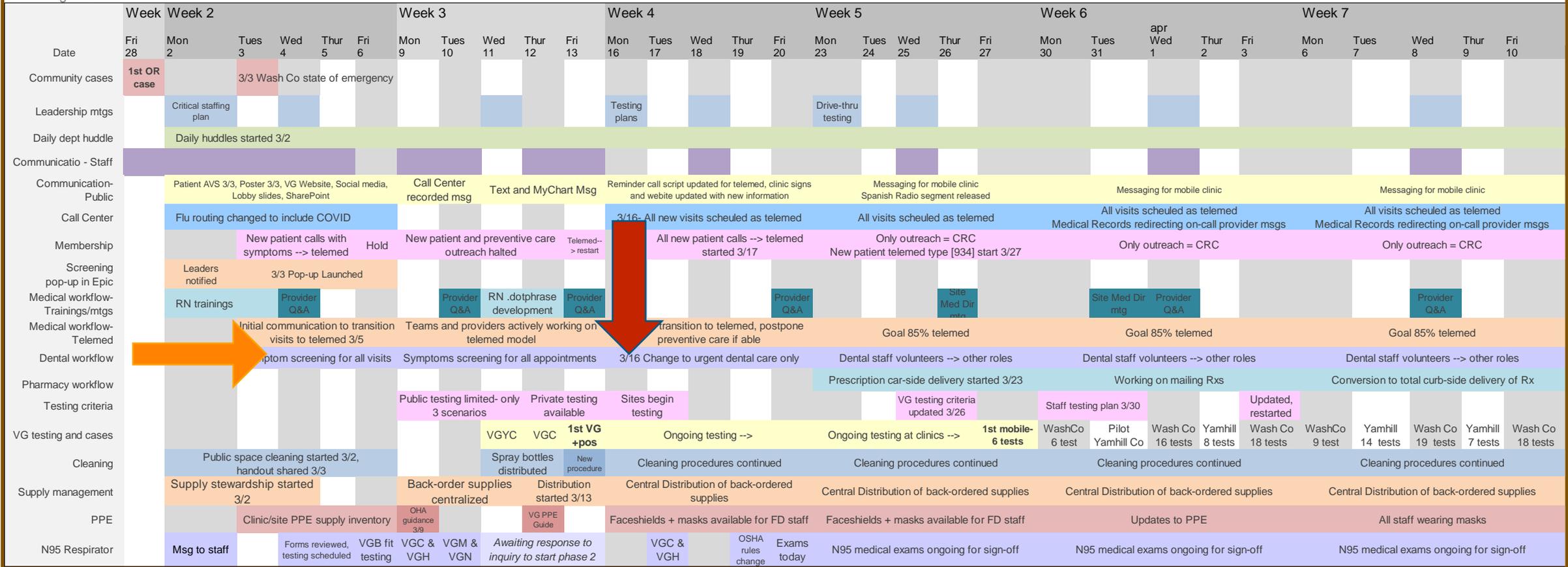
- Six primary care clinics with pharmacies and behavioral health services in Newberg, McMinnville, Beaverton, Hillsboro, Cornelius and Willamina
- Six dental clinics in Newberg, McMinnville, Beaverton(2), Hillsboro and Cornelius
- Four school-based health centers located in Tigard, Hillsboro (Century), Beaverton and Forest Grove and operate a school sealant program
- A Women's Clinic
- A mobile outreach clinic
- A centralized administration building

*Today we serve 1 in every 14 residents in the 2 counties we serve*



# COVID-19 Response plan

First Oregon Case:



Timeline courtesy of Sarah Deines RPh, Director of Quality

## Key Dates:

- First diagnosed case in Oregon - Friday 2/28/2020 – in Washington County
- Symptom screening began immediately
- Urgent only dental care began on 3/18/2020; Teledentistry exams began 4/10/2020



Virginia Garcia Memorial  
**HEALTH CENTER**

# Role as Dental Director

- Conductor in an orchestra / Keep pulse of organization and include dental
- Daily Huddles
  - Exec Team and Dental Leadership
  - Way to elevate issues and address at exec team level, if needed
- Make and Clear Major Decisions impacting Clinical Dental Care
  - Went to urgent only dental care; Establish and update PPE recommendations
  - Challenge of dental staff having less to do, management opposite
  - Combined 6 dental clinics into 3 core sites to best serve our area:
    - One rotating patient care team per clinic



# Responding Quickly

- Reallocate full-time project managers from strategic initiative work
  - Dental Integration PM > teledentistry/virtual visits & alternate dental staffing
  - Teaching Health Center PM > on-site CV-19 testing & drive-thru sites
- Gather and prioritize needs from dental and other depts.
  - Urgent dental care > COVID-19 testing > Pharmacy > Call Center
- Create a tool to track alternative dental staffing
  - To track where our dental staff are and show dental department's impact



Job Role	Description of duties
60 and older welfare check	Call dental patients 60 and older and do a "welfare check-in", refer to PCCCCOWs if they need support/resources
Assemble dental swag kits	Assemble kits with dental swag (tooth brush, tooth paste, etc.) for school lunch and food distribution centers.
Call Center	Fill in at Admin Call Center - Epic registration and scheduling experience required
Clinic greeter/lobby coordinator (medical).	Meet patients, give triage sheet and direct patient flow
COVID-19 Check-in	
COVID-19 Drive-Thru Testing Specimen Collector	Providing assistance at off-site Drive-Thru COVID-19 testing. Roles include traffic controller, runner, greeter, check-in, vitals-taker, or specimen collector. PPE is required for most roles and will be provided
COVID-19 Greeter	
COVID-19 In-Clinic Testing	
COVID-19 PIC	Person in charge of a COVID-19 Drive-Thru testing center
COVID-19 Runner	
COVID-19 Traffic Control	
COVID-19 Vitals-taker	
Create Recall tabs in Epic	For patients from past appointments (weeks/months).
Deactivate paper charts	For those clinics that still have paper charts, follow the process to deactivate the chart and ready it for storage/destruction
Dental - Patient Care	Dental team serving patients with urgent needs
Food Bank	Beaverton - Tualatin Hills Parks & Rec, Cornelius - El Centro, Hillsboro Friends Church
Inventory	Gathering a complete list and count of items, goods in stock, or the contents of an individual dental clinic
Manager Assigned Tasks	Any task a manager chooses to assign, as needed, to a staff member
Pharmacy runner, cashier (medical).	<b>Cashier</b> - scan the prescription barcode to find cost, collect cash/check/card payment. <b>Runner</b> - may be asked to deliver packages to patients waiting in parking lot.
Provider chart audits	
Returned Mail project	Returned mail to be distributed to dental clinics for staff to open, contact patient and update mailing address. Likely to go out to clinics on Fri/Mon.
Sign patients up for MyChart	Call patients from the dental schedules in past days/months, identify those who are also medical patients, and offer them to sign up for MyChart. Visual guide was e-mailed out to all front desk early this week.
Update Epic Health Maintenances	Providers/DAs



# Drive-Thru COVID-19 Testing Teams



Yamhill County

70% of our drive-thru team is Dental including both Site Supervisors

- 63% of our primary staff
- 86% of our back-up staff



Washington County



# Challenges

- In union environment can't just reassign staff or change clinic hours
- Mitigating for staff illness/high-risk status and WFH
- Maintaining social distance – not able to stagger teams
- Quickly changing environment - staying on top of updates
- Maintaining regular hours
- Maintaining connection to teams
- So much communication but still not catching everything
- Staff and Leadership anxieties; listening; it's ok NOT to be ok right now



# Patient Response

When I pulled up at the drive through site at the Hillsboro Stadium location, I was a bit anxious, knowing that the test was uncomfortable and at times painful. When I arrived to the stadium, I was immediately impressed by the lit-up signage, and the organization of the path leading to the VG tent. The “greeter” guided me right away to the VG tent with clear instructions.

As I pulled up, the Virginia Garcia staff was getting ready for the test, and as soon as I stopped my car, the “collector” [Dr. Michael Faber] approached me, ready to start the test. After asking my identifiers, the collector said “It is very nice to meet you”. He explained the procedure. He even ensured that I had placed my car in park mode for safety. He was patient, polite, and compassionate in answering my questions. I immediately felt comforted and for a moment, I even forgot I was there for a Covid-19 test.

Because the staff made me feel so special, it felt as if I was registering for a spa treatment, only to be awoken by the probe going up my nostrils! At this point, the pressure and the burning did not matter much. Most importantly, I was being cared for with respect and healing compassion. During the procedure, the VG “Provider/Collector” was very gentle and thorough. He gave me after care instructions and wished me a very nice day.

I came in with anxiety and came out with a smile on my face.



# Thank You!

Lisa Bozzetti DDS, Dental Director [lbozzetti@vgmhc.org](mailto:lbozzetti@vgmhc.org)



@VGMHC



@VGMHCComunidad (Spanish-only page)



@VirginiaGarcia



@VGMHC



Virginia Garcia Memorial Health Center and Foundation



Virginia Garcia Memorial Health Center



Virginia Garcia Memorial  
**HEALTH CENTER**

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NNOHA  
April 15, 2020



# HealthPoint Workforce COVID Response

# Our Mission

HealthPoint **strengthens** communities and **improves** people's **health** by delivering **quality** health care services, breaking down barriers and providing **access** to all.

# Our Patients

- 60% of our patients have family incomes below 200% of the poverty line
- 16% of our patients are uninsured
- 64% are of a racial or ethnic minority
- 1/3 receive care in a language other than English



# HealthPoint Today



800+ Employees



347,000+ Rx Filled, 314,606 visits



10 health center locations; 3 SBHCs,  
2@ Valley Cities



88,000+ Patients



180+ Learners (future community health  
providers)

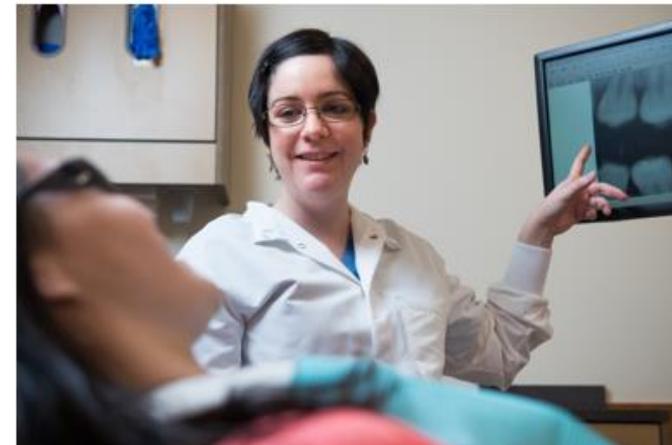


Major primary care system in King  
County (the largest CHC)



# Comprehensive Health Care Home

- Primary medical and dental care for children and adults
- Behavioral health care
- Pharmacy services
- Naturopathic care
- Nutrition counseling
- Interpreter services



## Deliver care beyond our health center walls

- High schools
- Community mental health centers
- Mobile medical van
- Shelters and temporary housing



Tyee Campus Health Center



# Fully Integrated Health Organization

- 2018 changed our model and organizational structure to a fully integrated approach to delivering health care
- Dental, Pharmacy and Medical Leaders in cross functional roles across the organization
  - *Dental Leaders who are Regional and Clinical Leaders for multidisciplinary teams and sites*

# COVID-19 Impact to HealthPoint

- Ransomware Virus in January 2020 significantly impacted our systems and ability to work remotely
- Initiated an internal Coronavirus Taskforce immediately to focus on Patient Care and Staff Care
- Initiated Staff Health Screens
- HealthPoint began deploying people to WFH as quickly as possible
- Dental deemed non-essential until mid-May; greatly impacted our Dental teams (approx. 140 people)
- COVID-19 WA State Stay Home, Stay Healthy Order until May 4<sup>th</sup>, although most likely will be extended

# Role of Talent Management

- Quickly moved into workforce planning deploying basic tools to help managers understand the availability of their existing workforce, i.e.,
  - *ability to WFH*
  - *scope of license, special skills*
  - *willingness to step into new or other roles if needed*
  - *ability to commute to a different location, etc.*
- Researching leaves rules, CARES in WA, unemployment
- Daily huddles with Talent Management Business Partners (employee relations team) to understand workforce supply and demand
- Daily Huddles with Executive Leadership Team regarding workforce decisions and impact to patient care

# Workforce Guiding Principles

- Executive Leadership Team established guiding principles to guide decisions regarding our workforce
  - *Minimize coronavirus spread and risk of spread*
  - *Ensure our staff are healthy and cared for*
  - *Infected or symptomatic staff should not be penalized for being impacted by coronavirus*
  - *Maintain long term sustainability of HealthPoint for our patients, communities and staff, and seize the opportunities to refine our systems and processes for tomorrow*
  - *Optimize the skills and talents of our workforce in service to our Mission, patients and communities*

# Workforce Supply and Demand

- Goal: Keep our dental teams actively working and contributing to patient care
- Needed a way to capture supply and demand of workforce
  - *Strategy to maintain business operations via preparing for a "second and third line of staff" if workforce was absent due to COVID or school closure*
  - *Engaged our Dental Leaders early to explore how to maximize our dental talent outside of "normal" dental work*
  - *Implemented a daily census tracking tool to understand number of staff out due to COVID-19, Covid symptoms (self-isolation), childcare, as well as who needs work*
  - *Created an internal HealthPoint Staffing Co. to manage requests for workforce, track daily census and effectively redeploy staff*

# Deployment of Dental Teams

- **Dentists**
  - *created workflows and are managing testing tents for our patients with dental hygienists and assistants*
  - *leading PPE research and management*
  - *doing telephone triage with patients*
- **Dental Assistants**
  - *obtaining Pharmacy Assist Licenses in order support in-house pharmacies and deliver medications to patients*
  - *producing hand sanitizer*
- **Dental Receptionists**
  - *cross training to front office medical reception and our call center*
- Dental teams rotating and managing urgent dental service needs for our patients
- All dental encouraged to take advantage of available CPE and other learning programs through HealthPoint

# HealthPoint Staffing Co.

- Created internal staffing company in four days with (2) dental supervisors, (3) dental assistants and a talent acquisition specialist
  - *Three roles: Daily Census, Intake and Deployment*
  - *Placed more than 27 people in temporary roles across organization*
  - *Average daily supply (need work) approximately 15 people*

# Everyone Deserves Great Care



# COMMUNITY HEALTH CENTER, INC. (CHCI)



## THREE FOUNDATIONAL PILLARS

- |                                 |                                      |  |
|---------------------------------|--------------------------------------|--|
| <b>1</b><br>Clinical Excellence | <b>2</b><br>Research and Development | <b>3</b><br>Training the Next Generation |
|---------------------------------|--------------------------------------|--|

## CHCI Profile:

- Founding year: 1972
- Primary care hubs: 16; 204 sites
- Staff: 1,000
- Patients/year: 100,000
- Visits/year: 550,000
- Specialties: onsite psychiatry, podiatry, chiropractic
- Specialty access by eConsult to 41 specialties

## Elements of Model:

- Fully integrated teams and data
- Integration of key populations
- Data driven performance
- “Wherever You Are” approach

## Weitzman Institute:

- Formal Research
- Quality Improvement
- Practice Redesign
- Implementation Science
- Clinical Workforce Development

# NATIONAL COOPERATIVE AGREEMENT

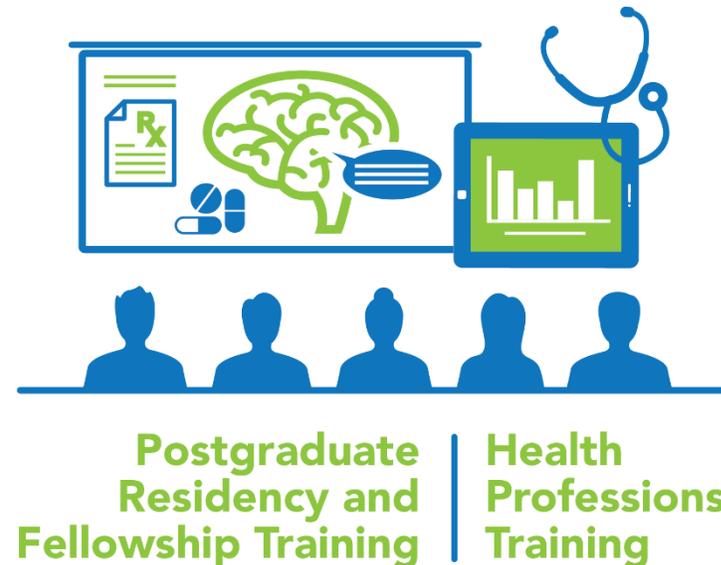
## CLINICAL WORKFORCE DEVELOPMENT

Provides free training and technical assistance to health centers across the nation through national webinars, learning collaboratives, activity sessions, trainings, research, publications, etc.

### Advancing a Model of Team-Based Care



### Training the Next Generation



# COVID-19 RESPONSE LEADERSHIP

- Guidelines are rapidly changing
  - Hosting regular meetings with On-Site dental Directors on updates to guidelines
- Encourage dentist to join continuing education during this time
- Ensure dental staff are connecting with patients

# COVID-19 DENTAL RESPONSE

- Immediate Response
  - Dental staff were redeployed to sites to take temperatures at the front
- Current Response
  - Dentist are deployed to sites to do COVID-19 testing (e.g. testing from car, outside the site)
  - Dental Assistants/Hygienists are deployed to operations team (e.g. referrals, recalls, recalls)
  - All sites have one Dentist and one Dentist Assistant to support for dental emergencies
    - Call Center Team- Triage the emergencies: screens the patients, schedules visits as necessary, ensures continuity of care

# Stepping Back...

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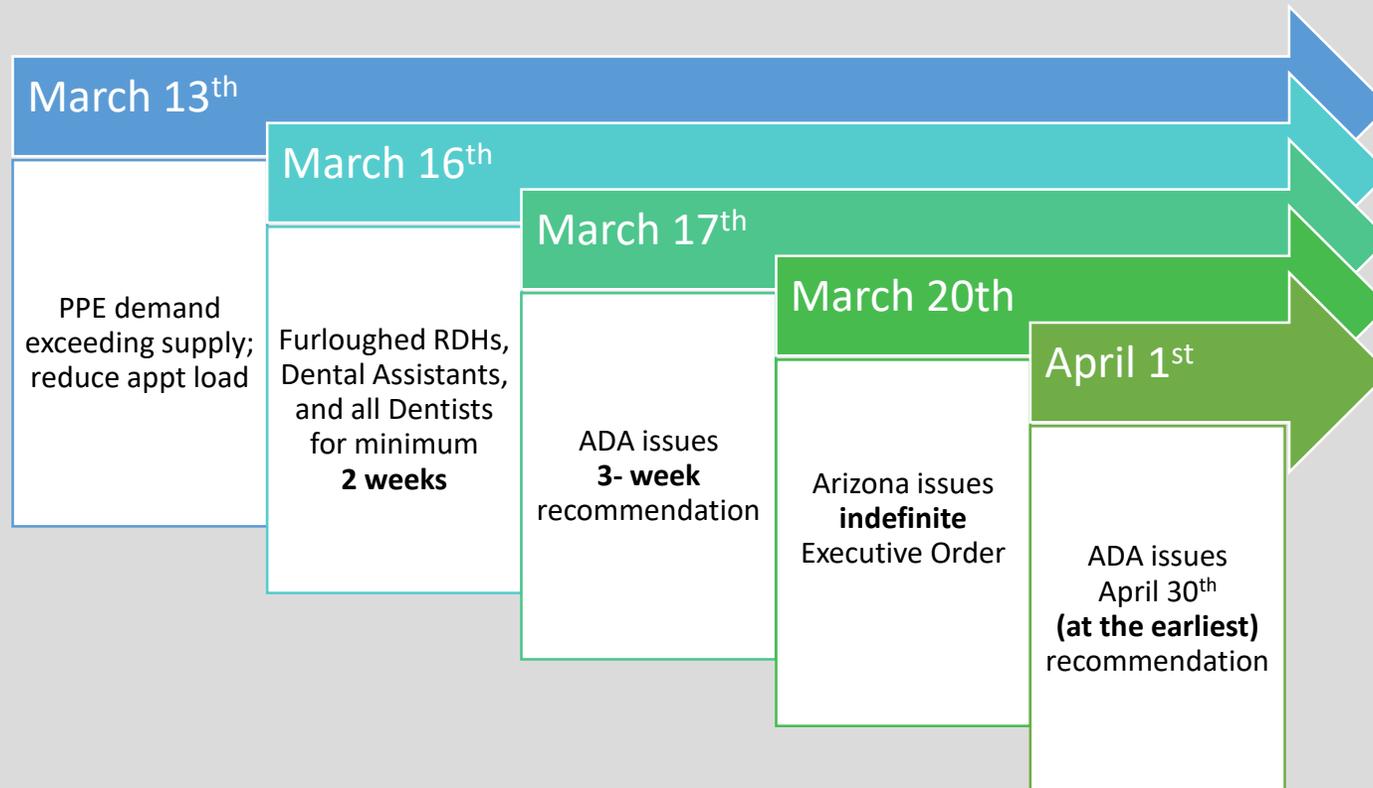
So Others Can Step In

Brianna L Hillier, DMD  
Director of Dental Services  
Cochise County, Arizona



**CHIRICAHUA**  
COMMUNITY HEALTH CENTERS, INC.  
HEALTH FOR ALL

# Things are Changing *FAST*



# Furlough – “temporary leave of absence”

## CAN

- Apply for Unemployment
- Contact Employer regarding Employment
- Attend CE on personal time
  - Catch up on DVR'd episodes of This is Us, Grey's Anatomy, etc.
  - Sleep in
  - Practice social distancing during a global pandemic

## CANNOT

- Work (treat patients, chart, send prescriptions, be on-call, consult about patient care, etc.)
- Respond to Work-Related Emails
- Attend work meetings
- Complete work-related trainings, peer review

FAQs

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PAID vs UNPAID

---

Do I Get to Keep My Benefits?

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Stipends/Other “Perks”

---

Duration

# During the Interim



Keep In Touch



Reach out to local  
offices and specialists



Teledentistry



Outstanding Tasks

# Resuming Operations When the Dust Settles...



*LOTS OF UNKNOWNNS!*



*Slowly but Surely*



Providers



Scope of Services

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**PROUD** of our profession  
for being among  
the first in healthcare to  
step *back* so others could step *in*



# QUESTIONS?

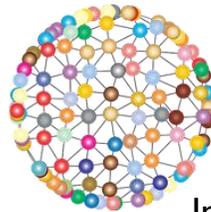


Image by GDJ on pixabay

# NNOHA COVID-19 RESOURCES

- NNOHA Listening Session Findings
  - <http://www.nnoha.org/covid-19-coronavirus/nnoha-listening-sessions/>
- Join the conversation on NNOHA's Listserv
  - <http://www.nnoha.org/resources/nnoha-listserv/>
- NNOHA's COVID-19 Resource webpage
  - <http://www.nnoha.org/covid-19-coronavirus/covid-19-coronavirus-resources/>

# NNOHA CONTACT INFORMATION



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## National Network for Oral Health Access

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Denver, CO 80216  
Phone: (303) 957-0635  
Fax: (866) 316-4995  
[info@nnoha.org](mailto:info@nnoha.org)

# STAR<sup>2</sup> CENTER RESOURCES



- Tools & Reports
- Archived Webinars – Including COVID-19
- Self-Paced Courses
- Individual Technical Assistance
- ...and more in our Resource Library!

# STAY IN TOUCH!

[chcworkforce.org](http://chcworkforce.org)

[info@chcworkforce.org](mailto:info@chcworkforce.org)

844-ACU-HIRE

[nnoha.org](http://nnoha.org)

[info@nnoha.org](mailto:info@nnoha.org)

303-957-0635



THANK YOU!

