

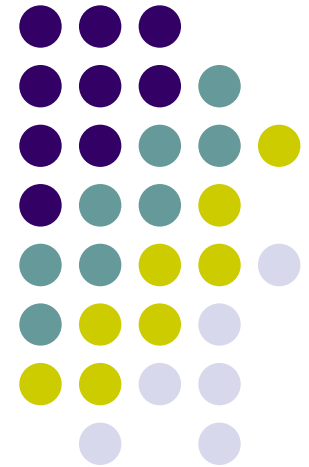


# Community and Migrant Health Center (C/MHC) Dental Practice Planning & Expansion in the 21<sup>st</sup> Century

community**health**  
Hudson River HealthCare, Inc.

**Clifford Hames, DDS**  
Dental Director/CDO/CICO  
Hudson River HealthCare, Inc.

July 25, 2007



# Distinguished Panel of CHC Dental Directors



- Janet Bozzone, DMD, FAGD
  - Director of Dentistry, Open Door Family Medical Centers
- Juris Svarcbergs, DMD, MPH
  - Dental Director, CamCare Health Corporation
- Janet Lavandeira, DMD
  - Director of Dental Services, North Hudson CHC

# Community and Migrant Health Center (C/MHC) Dental Practice Planning & Expansion in the 21<sup>st</sup> Century



- Since the U.S. Surgeon General's report card on the state of oral health in the U.S. in 2000, all health center expansions have been mandated to include oral health as part of the process.
- FINALLY, we are off the bench and on the playing field!

# Community and Migrant Health Center (C/MHC) Dental Practice Planning & Expansion in the 21<sup>st</sup> Century



- Today's discussion:
  - The Journalist's 6[+2] Questions:
    - WHO? WHY?
    - WHAT? HOW?
    - WHEN? HOW?
    - WHERE? HOW?

# Community and Migrant Health Center (C/MHC) Dental Practice Planning & Expansion in the 21<sup>st</sup> Century



- **WHO** will benefit from the expansion of your dental practice in 2007?
- **WHAT** will YOU need to do BEFORE, DURING, and AFTER your expansion to improve your odds of success?
  - Planning, staffing, organizing, communicating
- **WHEN** should you consider expanding?
- **WHERE** should you consider expanding?

# Community and Migrant Health Center (C/MHC) Dental Practice Planning & Expansion in the 21<sup>st</sup> Century



- **WHY** would you want to expand your dental practice?
- **HOW** do you seek funding to expand your dental practice?
- **HOW** will your role change as dental director **AFTER** the expansion of your dental practice?
- **HOW** do you delegate and manage your time better during and after the expansion of your dental practice?

# Community and Migrant Health Center (C/MHC) Dental Practice Planning & Expansion in the 21<sup>st</sup> Century



- Take some time to get in touch with YOUR vision
- Visit friends and colleagues for IDEAS
- We ALL are graduates of the school of hard knocks
- There are many excellent resources available
- YOU ARE THE DENTAL EXPERTS in the sea of community health care services!



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# WHO will benefit from the expansion of your dental practice in 2007?



- Importance of this question with regards to grant funding opportunities
- Know your audience (i.e. community)!
  - What are the demographics of the area?
  - Have you done a needs assessment for dental?
- Target specific groups in need:
  - Children, Diabetics, HIV
- Gather the data to back your need
  - 3<sup>rd</sup> next available appointment for routine care
  - Backlog of appointments/provider

# WHAT will YOU need to do BEFORE, DURING, and AFTER your expansion to improve your odds of success?



- **BEFORE:**

- Work with your CEO, CFO, COO and Capital Improvement Committees as an active member
  - Be an active contributor to the process
  - You know **FIRST HAND** what is best and what works!

- **DURING:**

- Visit the construction site and review the plans with the Office Planner and construction crew to assure what you see on paper is what is being delivered.

# WHAT will YOU need to do BEFORE, DURING, and AFTER your expansion to improve your odds of success?



## ● AFTER

- Create a punch lists of items that will need to be corrected in order to fulfill the original plans.
- Make sure you are satisfied with the end result
- Create a list of suggestions for improvements to the space
- Keep in touch with the construction crew in the event they are needed to correct items caught after all is said and done.

# WHEN should you consider expanding?



- Look closely at your appointment book!
  - Are NS/BA increasing because it is more difficult to schedule next visits?
  - Do you want to hire a dental hygienist or dentist but have no space for them?
  - Are the number of new patients significantly increasing but you cannot accommodate them quickly enough?
- Expand when there is demand!

# WHERE should you consider expanding?



- Proximity to main C/MHC site?
- Convenience to public transportation?
- Walking distance?
- Visibility? L!L!L!
- Parking?
- Handicap Access?
- Competition?
- D/HPSA (NHSC, HRSA funding, etc.)



# Adding more locations

- Evaluate access to:
  - The building
  - The dental department
  - The treatment room
  - The dental chair
- Translate preliminary layouts of space into bubble diagrams separating:
  - Reception/Waiting Space
  - Business Area
  - Clinical Area



# WHY would you want to expand your dental practice?



- Original space too small
- # pts/DDS has grown
- Original space cannot be renovated to larger size to be more compliant with 2007 standards.
- Increase access to care (more space, more docs/RDHs/CDAs)
- The need for an EDR/EHR

# Setting the stage for going digital



- Basic concepts, vision, and mission remain the same for patient care.
- Whatever worked on paper should have a digital counterpart.
- Be aware of work flow changes to maximize digital technology.
- Modify job descriptions with new changes
- A “chartless” office is NOT “paperless!”

# HOW do you seek funding to expand your dental practice?



- HRSA renewal application
  - Data Collection (part of DHP SA)
  - # of DDS in community accepting Medicaid, SCHIP, FHP (public insurance)
  - Needs assessment from oral health screenings in schools
  - % of people at or below the poverty line
- Grant Opportunities (IT; Peds; Diabetes; HIV)
- Partnering with Oral Health Companies

# HOW will your role change as dental director AFTER the expansion of your dental practice?



- # of sites, # of chairs, # of staff vs. direct care
- Standardize protocols and procedures
  - Know site specific exceptions
  - Equipment; patient populations & practice hours
- Time to meet with staff at sites
- Peer review from afar and onsite

# HOW do you delegate and manage your time better during and after the expansion of your dental practice?



- ASK for Admin Time to reflect expansion
- Hire providers and support staff you can trust
- Let staff play an active role in the expansion process!
  - Get their input from day 1.
  - Nothing beats ideas from those directly involved!
  - Show staff plans/construction as they develop
- Communicate with CEO, CMO, COO, CFO!

# HRHC (my case): 5 Fixed Locations



- **Peekskill** (since 1978)
  - Oldest site with 5 dental treatment rooms
  - School-Based Fluoride Rinse & Sealant Program since 1985
- **Goshen** (since 1990) [2 treatment rooms]
  - Started with only portable dental equipment
- **Beacon** (since 2001) [5 treatment rooms]
  - Started with less than 500 square feet of space.
- **Walden** (since 2005) [4 treatment rooms]
- **Poughkeepsie** (since 2007) [3 treatment rooms]
- **Mobile Dental Vehicle** (2007) [2 treatment rooms]

- From THIS:

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# To THIS:

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# HOW much will it all cost?

- Look for grant opportunities to fund the expansion and upgrade to digital
  - Be creative in your thinking process
  - Know your costs up front and itemize your needs to see what your grant will need to cover.
- With computerization, you become more efficient in operation but more time is required to convert paper documents to digital via scanning.

# HOW much will it all cost?

- Establishing your budget:
  - Capital Improvements (Architect, Plumbing, Electric, Carpentry, HVAC)
  - Office furniture for staff and patients
  - Large Equipment Needs (Dental & IT)
  - Small Equipment Needs (Dental & IT)
  - Dental Supplies
  - Extra Personnel

# C/MHC

## Dental Practice Planning & Expansion in the 21<sup>st</sup> Century

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- Coordinate all the players with periodic meetings where everyone involved is present
- Make sure everyone is openly communicating with each other, especially when expanding outside home base.
- It's your canvas upon which to create!





# Some excellent resources...

- Dr. Harry Demaree; THE Design  
<http://www.thedesign.com/about/harry.php>
- Dr. Michael Unthank; Dentist & Architect  
<http://www.unthank.com/main.html>
- Dr. Larry Emmott;  
<http://www.drlarryemmott.com/>
  - “Emmott on Technology,” Dental Products Report
- Dr. Barry Freydberg;  
<http://www.hitech2thdoc.com/>
- Dr. Dale Miles; <http://www.learn.digital.net/>

# Dr. Harry Demaree; THE Design

<http://www.thedesign.com/about/harry.php>

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The screenshot shows a web browser window displaying the website for 'THE Design Total Health Environments'. The browser's address bar shows 'http://www.thedesign.com/about/harry.php'. The website has a dark blue and black color scheme with yellow accents. The main navigation menu includes 'Home', 'Contact Us', 'Client Login', and 'Site Map'. A secondary navigation menu includes 'About', 'Events', 'Galleries', 'Services', 'Affiliates', and 'Library'. The 'Galleries' menu item is highlighted. Below the navigation, there is a section titled 'Office Design Galleries' with a sub-section 'Office Photo Galleries'. This section lists various office design categories: Exteriors, Reception Areas, Front Desks, Corridors, Consultation, Operatories, Restrooms, and Tray Preparation. There is also a section for 'Office Photo Galleries' with a brief description and a link to sign up for a conference. At the bottom, there are two image thumbnails labeled 'Exteriors' and 'Reception Areas'. The browser's status bar at the bottom shows 'Done' and 'Internet'.

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**Dr. Michael Unthank; Dentist & Architect**

<http://www.unthank.com/main.html>

**D E S I G N I N G   S O L U T I O N S**  
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*"Michael Unthank knows office design like Pankey knows occlusion!"*  
- Dr. Mark Morris, Chicago, IL

*"This was the most interesting, best organized, most fully resourced and most professionally presented seminar that I have attended in my 27 years in dentistry!"*  
- Dr. James Eldersveld, Grand Rapids, MI

**"It costs just as much to build it wrong as it does to build it right!"**

For more information, phone 402-423-3300 or [email](#)

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Academy of General Dentistry  
**PACE**  
Preferred Access to Care

Done Internet



# More ways to learn....

- CHC Online Dental Tools:
  - **Safety Net Dental Clinic Manual**
    - <http://www.dentalclinicmanual.com/>
  - **Mobile-Portable Dental Clinic Manual**
    - <http://www.mobile-portabledentalmanual.com/>
  - **National Network for Oral Health Access**
    - <http://www.nnoha.org/>
  - **Dental Management Coalition**
    - <http://www.dentalmanagementcoalition.org>
    - **NEW WEB ADDRESS:** [www.dmcnet.org](http://www.dmcnet.org)

# Planning for a “chartless” office



- Work closely with the Information Technology group in your organization and realistically plan your expansion budget
  - Consider your needs and # of connections for:
    - Telephone Communication
    - Computer Networking within your location as well as outside your location
    - Computer Servers for your electronic dental record as well as image management
  - Plan for IT staff to meet with the electrician.

# Planning for a “chartless” office



- Review your daily operations step-by-step from the moment staff walk in the door in the morning to when staff leave at night.
- Realize the paradigm shift in going digital and chartless will affect other areas of your CHC
  - Gradually removing the paper comprehensive chart will impact other services including:
    - Medical Records staff and how they pull charts
    - Other clinical services and how you share information with them as well as how they share information w/you

# Planning for a “chartless” office

- Questions to consider for your office space:

- How many computer stations will you need in total?

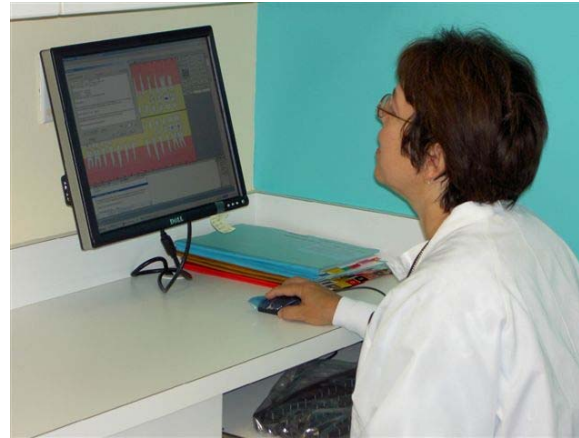
- Business Area?
- Reception Area?
- Clinical Areas?
  - Dental Treatment Room
  - Dental Sterilization Lab/Room
  - Dental Radiograph Processing Room
  - Doctor’s Offices
  - Director & Office Manager’s Offices



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# Planning for a “chartless” office



- More questions to think about:
  - What type of computers do I need to function?
    - Thin clients (virtual desktops) versus “fat” clients (CPUs)
  - How will our offices be networked?
    - Internally and externally?
  - Where will the servers be housed? Back up plan?
  - How will the distance between your sites affect the flow and speed of digital information?
  - How do you handle no electric, phone/cable/fiber?



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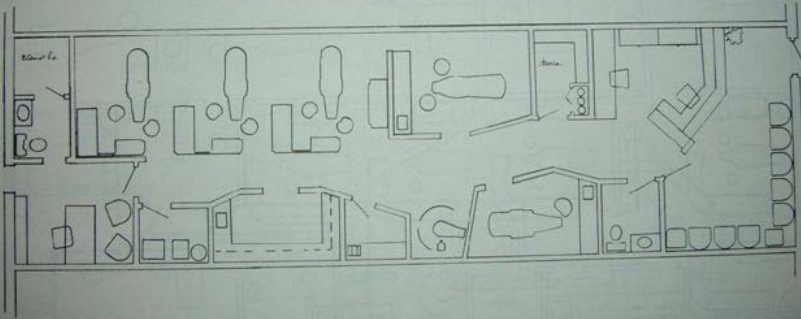
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# Planning for a “chartless” office



- Questions to consider for the treatment room:
  - Where will I place my computers in the dental operatories? Behind? Front? Side? Of patient?
  - Do I need new cabinets or do I have space for a computer cart?
  - Where should I place the keyboard, mouse, and monitor for best viewing by staff and patient?
  - Are wireless peripherals better than cables?
  - How can I protect my computer from water spray?

Floor plan approximately 1,470 sq. ft.  
To eliminate the "bowling alley" look of this long narrow space, some of the interior walls were angled. In addition, free-standing equipment is used to help achieve a feeling of openness.



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# Planning for a “chartless” office



- Digital Radiography

- Evaluate the advantages and disadvantages of digital radiograph processing (digital x-rays) BEFORE becoming “chartless”.

- ADVANTAGES:

- No more chemicals, waste disposal, film storage/processing “darkroom”, equipment maintenance.
- Opportunity to lay down the hardware infrastructure in preparation for adding the EDR in the future
- Less expensive up front than starting out with an EDR
- Great way to educate the patient with large x-ray images
- Easier way for dentists to consult from remote locations.

# Planning for a “chartless” office



- Digital Radiography
  - DISADVANTAGES:
    - Difficult to “retrofit” (transfer) previous digital images into integrated EDR image software even though DICOM compliant; thus, need to maintain former database of images.
    - Doing Digital Radiography first requires:
      - an additional local server at each site to store/retrieve digital radiographs within a database, or
      - a central server to store all patients from all sites.
  - YOU choose which digital system best suits the needs of your office....Sensors vs. Plates

# Thank you!

## Remember: PLAN AHEAD!



- ANY QUESTIONS?

