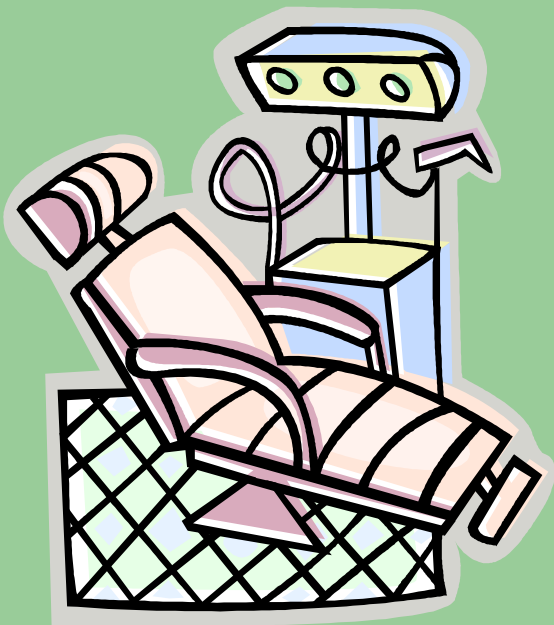


Reversing Financial Loss Within Dental Services at a Community Health Center



19th Annual Health Provider Retreat
Sagebrush Inn, Taos, NM
May 20, 2011
David Rogers, MBA
Sunset Community Health Center
drogers@sunset-chc.org

Presentation Agenda

- Background Information
- CHC Dental Environment
- Keys to financial success

Background

- Sunset Community Health Center
 - FQHC far southwest corner of Arizona
 - 225 employees
 - 106,000 pt encounters per year
 - Dental – 7,400
 - User population of 25,000
 - Dental - 3,321
 - 26 Medical providers, 4 Dental providers
 - County population of 225,000

Our CHC Dental Environment

- 1 stand alone clinic @ Mexico border
- 1 dental clinic inside medical clinic
- 1 dental clinic inside @ medical site in most remote rural clinic
- 4 Dental Providers
 - Dental Director
 - 2 NHSC Dentists
 - 1 new recent graduate

Keys to Success

- Location/hours of operation
- Payer Mix
- Full spectrum of services
- Aggressive Dentists
- Production & Expense
- Relationship building
- Marketing and Advertising
- Internal referrals

Location/Hours of Operation

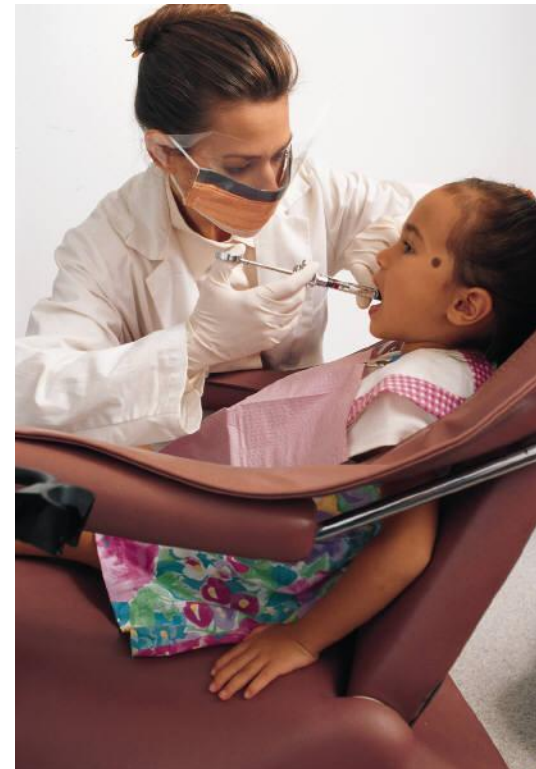
- Priority locations include:
 - Inside medical clinic
 - Close to medical clinic
 - Close to schools
 - High visibility
 - Close to border
 - Flexible hours of operation

Payer Mix

- To maximize margins:
 - 70% Medicaid
 - 15% Private insurance
 - 15% Sliding Fee scale

Mix of Services

- Services should include:
 - Cleanings and fillings
 - Root canals
 - Extractions
 - Crowns & bridges
 - Dentures & denture repair
 - Cosmetic dentistry
 - Veneers
 - Teeth whitening



Provider Panel

- Ideal panel includes mixture of:
 - Experienced Dentists
 - Dental Hygienist
 - Young and aggressive
 - Ability to help market/advertise/educate with public speaking
 - Active in community
 - Different likes and dislikes
 - Relationships with specialists

Production

- Ideal production includes:
 - 3 X annual salary in gross production
 - Mixture of services
 - Ability to treat kids and adults
 - Dependent upon building a good team of front desk staff and assistants
 - Operatories set up for efficiency
 - Follow up with patients/recall systems
 - Keep charge structures current and within market ranges

Expense

- Dentist base compensation
- Incentive pay/profit sharing
- Support staff costs
- Standardized Lab costs
- Automation

Community Relationships

- Key relationships include:
 - School principals and superintendents
 - Participation in civic organizations
 - Medical providers
 - Community center leaders
 - Elected officials

Marketing & Advertising

- Organizational commitment
- Participation at health fairs and community events
- Active in civic clubs, organizations
- TV, print media, radio, door to door
- Medical clinic referrals

Internal Referrals

- Huge key to success of dental
 - Already have patients, just need to move them from medical to dental
 - Must push referrals through word of mouth and with flyers, brochures, etc.
 - Communication between dental providers and medical providers
 - Integrate dental into existing outreach programs

Summary of Success

- Location & convenient hours of operation
- Have the right payer mix
- Aggressive/motivated Dental Providers
- Ability to provide a complete mix of services
- Plugged into the community
- Internal referrals for guaranteed patients
- Don't over commit on salaries; offer fair base compensation and achievable incentive programs
- Manage Costs