

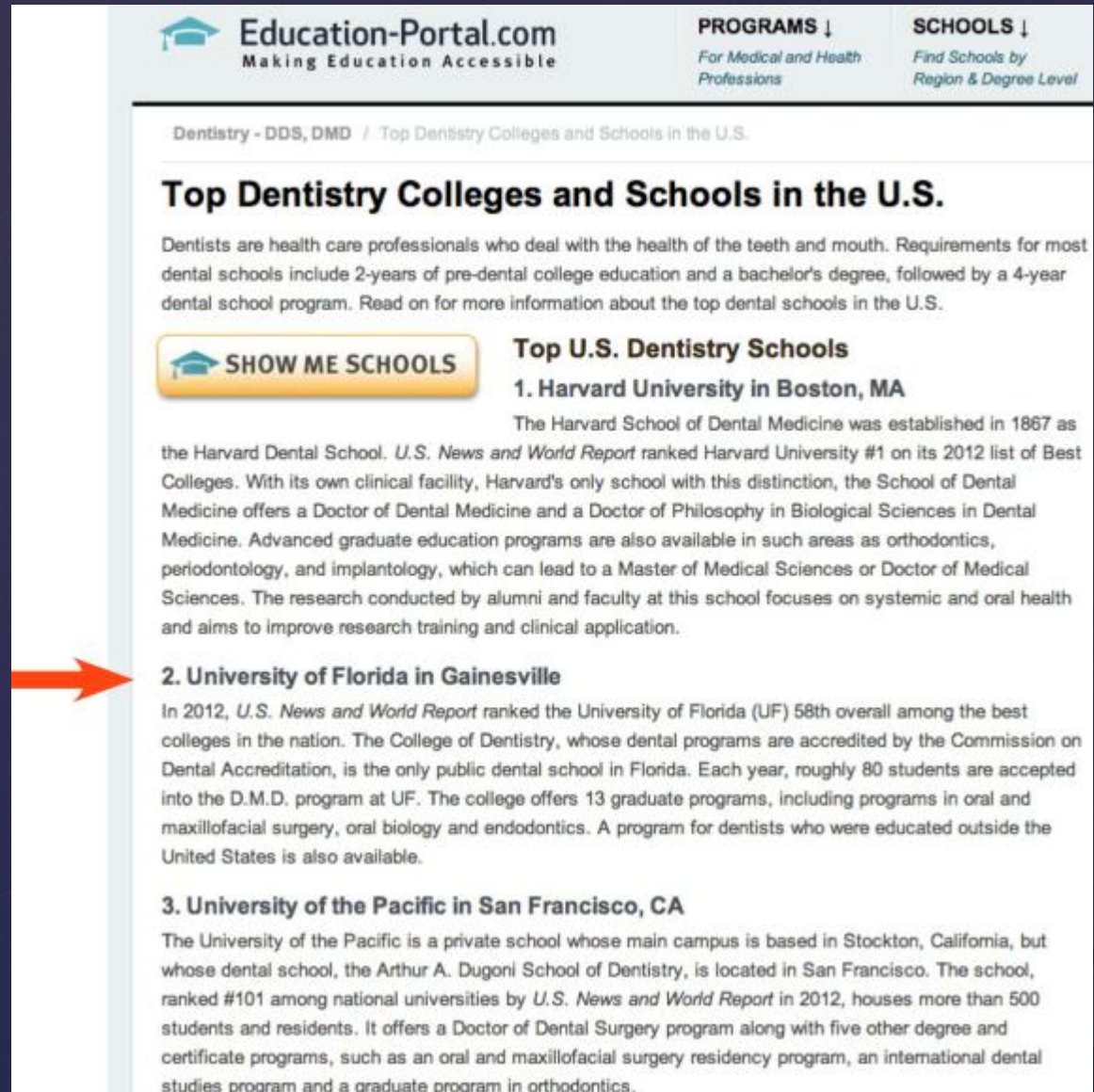
Dean's update


{ to Faculty Assembly

Teresa A. Dolan, DDS, MPH
Professor and Dean

Let's start with
good news...

We're #2!



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Top Dentistry Colleges and Schools in the U.S.

Dentists are health care professionals who deal with the health of the teeth and mouth. Requirements for most dental schools include 2-years of pre-dental college education and a bachelor's degree, followed by a 4-year dental school dental program. Read on for more information about the top dental schools in the U.S.

 **SHOW ME SCHOOLS**

Top U.S. Dentistry Schools

- 1. Harvard University in Boston, MA**

The Harvard School of Dental Medicine was established in 1867 as the Harvard Dental School. *U.S. News and World Report* ranked Harvard University #1 on its 2012 list of Best Colleges. With its own clinical facility, Harvard's only school with this distinction, the School of Dental Medicine offers a Doctor of Dental Medicine and a Doctor of Philosophy in Biological Sciences in Dental Medicine. Advanced graduate education programs are also available in such areas as orthodontics, periodontology, and implantology, which can lead to a Master of Medical Sciences or Doctor of Medical Sciences. The research conducted by alumni and faculty at this school focuses on systemic and oral health and aims to improve research training and clinical application.
- 2. University of Florida in Gainesville**

In 2012, *U.S. News and World Report* ranked the University of Florida (UF) 58th overall among the best colleges in the nation. The College of Dentistry, whose dental programs are accredited by the Commission on Dental Accreditation, is the only public dental school in Florida. Each year, roughly 80 students are accepted into the D.M.D. program at UF. The college offers 13 graduate programs, including programs in oral and maxillofacial surgery, oral biology and endodontics. A program for dentists who were educated outside the United States is also available.
- 3. University of the Pacific in San Francisco, CA**

The University of the Pacific is a private school whose main campus is based in Stockton, California, but whose dental school, the Arthur A. Dugoni School of Dentistry, is located in San Francisco. The school, ranked #101 among national universities by *U.S. News and World Report* in 2012, houses more than 500 students and residents. It offers a Doctor of Dental Surgery program along with five other degree and certificate programs, such as an oral and maxillofacial surgery residency program, an international dental studies program and a graduate program in orthodontics.

A look at our finances

Where we are today

- Our cash flow is of serious concern.
- Daily cash balance has ranged from a negative balance of \$275,000 to a positive balance of \$1.32 million this year.
- But this number is trending downward.
- Our goal is to maintain a minimum of \$3M

A look at our finances

Cash balance through October 31



A look at our finances

What didn't cause this

- No financial mismanagement.
- No rampant spending (renovations largely funded from non-AEF sources).
- No theft.

A look at our finances

AEF Facts FY '12:

- A “clean” financial audit
- 19.1% increase clinical fees
- 0.9% increase in cash balance
- 4.9% increase in accounts receivable
- Expenses went up 9.6% (\$2M)
- Salaries/benefits increased by 7.3% (almost \$1M).

A look at our finances

Why didn't we see this coming?

We did.

- Five years of state budget cuts
- Increased overhead
- RCM model
- Cost transfers, increased expenses
- Five years of economic slowdown affecting patients' budgets and decisions

A look at our finances

Some reasons for cash flow challenge

- Significant increase in salaries charged to AEF this year, forced by \$1.27M cut in state funds.
- Decrease of \$376,928 in clinical revenues during first three months, compared to last year.
- \$100,000 for AxiUm upgrade plus \$20,000 maintenance fee, necessary for Meaningful Use and Medicaid reimbursement.

A look at our finances

Reasons for cash flow challenge *cont.*

- Patient parking charges \$50,000 so far, will be \$100,000 by end of year.
- Faculty promotion and SPP increases totaling \$134,230, paid by college not by UF as in prior years.
- Unpaid research incentive liability of \$475,000.

A look at our finances

What can we do?

- We need to work together to identify ways to increase revenues and decrease expenses.
- I'd appreciate your input and your support as we navigate short-term and long-term strategies for a healthy financial future.
- We are *one college*, and we need to make decisions and develop strategies to reflect that.

A look at our finances

Short-term steps

- Eliminating dean's office catering
- Partial payment of research incentives
- Freezing clinical variable compensations
- Centralized review and approval for filling all vacant faculty and staff positions
- Delaying IT purchases when possible, saving on printing/supply costs.

A look at our finances

Short-term steps *cont.*

- Freeze on new furniture/renovations unless funded thru IDC or foundation funds
- Cap on banquets and celebrations to one/yr with no more than \$50/person.
- Significant reduction on state/AEF funded travel
- Adjust AEF supplements where clinical productivity is below expected levels.

A look at our finances

Long-term steps

- Implement new DMD clinical schedule
- Implement one extended clinic session each week for graduate and faculty practice clinics.
- Focus efforts on mission critical work
- Marketing – underway. Currently focused on direct patient marketing but also need to look at focused referral marketing.

A look at our finances

Workgroups

- Budget steering committee
- Revenue cycle workgroup
- SADS integration
- Clinic 1A integration
- Incentive plan for faculty
- Centralized grants management

A look at our finances

What we have to do

- continue to hire top-tier faculty to maintain a leadership position in dental education, research and service.
- continue to support one another and work as a team, not in silos, to achieve success.
- communicate with one another to ensure we understand the “big picture” and how our work and dedication plays a role in the overall success of the college.