1. What is the achievement during the last year about which you are most proud?

- **Top five research status.** The UFCD research enterprise now ranks fifth nationally among all U.S. dental schools in NIH funding (according to the Blue Ridge Institute for Medical Research). Representative of that success, our Comprehensive Training Program in Oral Biology received a William J. Gies Awards for Vision, Innovation and Achievement during the American Dental Education Association Annual Meeting in Orlando in March, 2018.

2. Identify 2-3 other important advances/achievements made by your college this year.

- **2019-2024 Strategic Plan.** We completed the strategic planning process with broad participation including faculty, staff, students and residents as well as input from retired faculty, alumni, industry representatives and leaders at UF Health and UF. The new plan will serve as a roadmap and allow thoughtful allocation resources across the college.

- **More Rigorous Peer Review Process.** Our Office of Clinical Affairs and Quality Assurance developed a more rigorous peer review process to achieve greater accountability for faculty, residents and DMD students with respect to outcomes of care and quality measures. This includes increased periodic chart reviews in all patient care areas for accuracy and completeness of clinical information as well as finances, referrals, documentation of mandatory provider training, and documentation of clinical occurrences in IDinc.

- **Increase in DMD Applicants.** While applicants to U.S. dental schools, overall, declined nationally during the 2017-2018 application cycle our DMD program applications increased by five percent. DMD applicants to our school continue to have impressive academic credentials as well as significant research and volunteer experiences.

3. What is the one thing that you would have done differently in retrospect?

- **Faculty Recruitment.** Creating a “pipeline to faculty” strategy (with a loan repayment/forgiveness) would have been helpful to attract a few graduating residents for faculty positions requiring specialized expertise. Recruiting well-qualified faculty with specialty training/credentials continues to be particularly difficult.

4. If your college is involved in patient care, what are the quality metrics that you will use to assess patient care quality under the UF Health Strategic Plan? Where does the college stand on this metric and where do you plan to be in 1 year and 5 years?

   A) **Patient Satisfaction.** UFCD conducts yearly patient satisfaction surveys across all clinical care areas.

   - All DMD student clinics, and four out of six specialty clinics, reached our goal of 60 percent of patients completing surveys this year.

   - About two-thirds (68 percent) of respondents rated the overall quality of dental care they received “excellent” and 26 percent rated it “very good.” About six percent rated the overall
quality of care “good” and less than one percent rated it “fair” (0.5 percent) or “poor” (0.4 percent). This is consistent with the outcomes from the previous year.

- Our target goals for next year is to increase the return rate for patient satisfaction surveys by 15 percent in clinics where the organizational goal of 60 percent was not attained and to reduce percentage of “poor” patient quality of care rating to 0 percent.

B) Patient Complaints

- Logged patient concerns (formal and informal complaints) remain below 0.5 percent of patient visits and continue a downward trend (goal is less than 1 percent/year). The greatest improvement was seen in customer service categories. The percent of unique DMD patients with concerns has ranged from 0.71 percent in 2018 to 1.6 percent in 2013.

- Our goal for the coming year is to continue to maintain a rate of patient complaints under 0.5 percent (formal and informal).

C) Clinical Events

- Reported events (unexpected outcomes) remain below 2 percent of patient visits; this continues a declining trend. The greatest improvement is in reports of unanticipated prosthodontic laboratory results (remakes for fixed and removable prostheses).

- On January 1, 2018, UFCD completed implementation of IDinc for event reporting.

Hospitality & Services Training
In October 2017, UFCD launched the Hospitality & Services training with support from UF Health HR. To date, the training has included all college leadership and about 80 percent of college staff. In summer 2018, the next phase of training begins and includes faculty, predoctoral student and residents.

Other target goals related to improving the quality of patient’s experience include:

- Implementing portal for patient access to their appointment information and patient record forms which need patient input.

- Implementing software for patient appointment confirmation, and patient satisfaction surveys by way of electronic methods. This will add to our current patient satisfaction processes.

Five Year Goals related to Patient Care and Quality

- Validate/implement formal assessments to evaluate patients’ oral-health-related quality of life.
• Enhance UFCD’s ability to analyze clinical procedures and outcomes systematically through axiUm clinical management software.

• Participate in the Consortium for Oral Health Research and Informatics, to strengthen our ability to create, standardize and integrate data using electronic health records.

• Increase adoption and implementation of evidence-based practices and principles in delivering care to ensure the highest-quality outcomes.

5. Are there plans to make significant changes in your educational curricula for undergraduate professional training and/or graduate education? If so, list the three most important changes.

DMD curriculum

• We are planning to integrate professionalism and interdisciplinary service learning courses to more holistically develop students’ professional identity and responsibility; resequence preclinical/simulation lab courses to improve student outcomes, design earlier limited care clinical experiences, and further integrate patient clinical case completion into the curriculum.

• Acquiring psychomotor skills is a critical and challenging part of the DMD curriculum – the learning curve is steep, and there is great variability in how students acquire and progress through the courses requiring perceptual-motor function. A Psychomotor Skills-Building Working Group is evaluating seven preclinical psychomotor stream of courses to identify ways to enhance our teaching in this area.

• A faculty/student workgroup has assessed our instruction in pain management and is finalizing materials to update and calibrate UFCD teaching in this area. The review includes the UF Dentistry Post-Surgical Acute Pain Management Guidelines for Non-Malignant Dental Pain, and The Prescription Guide for Acute Dental Pain Management. This information will be shared with UF Health emergency department prescribing physicians.

6. What is the total amount of research funding (grants and contracts) at your college projected for FY17-18? What is the amount of NIH research funding? What are your goals for total and NIH research funding in 1 year and 5 years.

Research Funding. The total amount of research funding (grants and contracts) for FY18 is projected at $13.2 million, of that amount $11.06 million or 81 percent of all awards received is funded by NIH. Our five year goal of attaining top 5 NIH status has been achieved, future efforts will focus on maintaining the momentum.
The college’s strategic plan identifies the following research goals:

- Enhance recruitment and retention of exemplary faculty to advance the research enterprise,
- Promote interdisciplinary and team science,
- Expand extramural research funding, and
- Increase the quantity of UFCD-wide scholarly activities.

7. List new hires who will begin employment in FY 2018-19, restricting the list to those who will use start-up funds for research.

We expect to hire four positions for 2018-2019, including two allotments for teacher/scholars.

8. Identify the major ranking system for your college (e.g., US News & World Report) and indicate your current rank. What is the ranking that you plan to achieve in 1 year and 5 years? What are the main strategies for getting there?

U.S. dental schools do not participate in the U.S. News & World Report rankings. We rely on the NIH and Blue Ridge Institute rankings for research. (See answer to question 1.) Last year our goal was to achieve top five ranking in the next five years; we are pleased to have achieved that goal. To maintain this status, we must continue to retain and recruit research faculty and complete major renovations in our building to update, modernize and expand research space.
9. Identify those programs within your college that are “top ten.” What investments are you making to maintain or enhance the ranking?

- Although there is no commonly-accepted ranking process for dental professional programs nationally, our recent continued performance on the National Dental Board Examinations Part I and II illustrates the high quality of our DMD educational program. Comparison of dental schools in the U.S. strictly based on US Dental Schools.com metrics, ranks UF College of Dentistry as 4th among 64 dental schools in the U.S. [http://www.usdentschools.com/top_school_rankings/](http://www.usdentschools.com/top_school_rankings/)

10. Identify two or three of your college's programs that are important to the college, but are not yet top ten, and describe your plans to foster their success.

- **Translational and Clinical Research.** Our new strategic plan has, as one of its areas of focus, expanding translational and clinical research. To accomplish this we will need strategic recruitments to attain a critical mass of research-intensive faculty and clinical researchers.

- **Digital and Aesthetic Dentistry.** Our school has invested significantly in digital dentistry, and would be able to solidify its leadership in this field through: 1) a proposed Center of Excellence in Digital and Aesthetic Dentistry through the Go Greater Capital Campaign and 2) leveraging the Center for Research & Education in Technology (CRET - described in question 16).

11. Evaluate the data produced by Academic Analytics. Clarify any findings that you feel are not reflective of your college and indicate areas, based on these data, in which improvement is most needed and achievable.

Oral biology, and oral & maxillofacial diagnostic sciences, or ODS, are the only UFCD departments currently included in Academic Analytics (AcAn). Both departments are mapped to the "Oral Biology and Craniofacial Sciences" taxonomy. While oral biology is a major research unit in the college, the expectations for research of ODS faculty are very modest, with the majority of assignments being clinical.

It would be desirable for AcAn to include faculty with research assignments in other departments commonly found in colleges of dentistry (e.g., oral surgery, periodontology) to allow for comprehensive benchmarking. Also, the AcAn database for oral biology includes research assistant professors who are not required to compete for grants. UFCD's Department of Oral Biology ranks very highly in key metrics, even those that are non-normalized, despite having a smaller faculty than some dental schools.

12. Indicate advances in achieving diversity among faculty, staff, and students within your college.

UFCD received the Higher Education Excellence in Diversity Award for a third consecutive year – a recognition for sustained efforts to foster an inclusive environment and commitment to diversity.
Faculty & Staff Diversity
Since July 1, 2017, 52 percent of faculty hires and 83 percent of staff hires were women. Underrepresentation of black faculty is a serious concern and multiple strategies are needed to improve our track record. These include engaging underserved groups/societies to help identify potential candidates and/or inviting underrepresented minority prospects to guest lecture/visit. We continue advertising in journals such as Hispanic Dental Association, Insight into Diversity, and through the National Dental Association. As we begin to grow a larger cohort of diverse alumni, we seek to engage them in relevant college-wide committees and interest in serving as courtesy/adjunct faculty.

Student Diversity

Since 2013, underrepresented minority, or URM, students have comprised, on average, almost 30 percent of all students, the majority coming from Hispanic backgrounds. Below are the statistics for our entering DMD students for the past five years:

<table>
<thead>
<tr>
<th>Entering Class Year</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Native American</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<td>24</td>
<td>19</td>
<td>23</td>
<td>12</td>
<td>99</td>
</tr>
<tr>
<td>African-American/Black</td>
<td>4</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>9</td>
<td>23</td>
</tr>
<tr>
<td>Hispanic</td>
<td>17</td>
<td>27</td>
<td>24</td>
<td>18</td>
<td>26</td>
<td>112</td>
</tr>
<tr>
<td>White</td>
<td>45</td>
<td>39</td>
<td>34</td>
<td>46</td>
<td>41</td>
<td>205</td>
</tr>
<tr>
<td>Other</td>
<td>6</td>
<td>1</td>
<td>10</td>
<td>4</td>
<td>5</td>
<td>26</td>
</tr>
<tr>
<td>Total Entering Class</td>
<td>93</td>
<td>93</td>
<td>93</td>
<td>93</td>
<td>93</td>
<td>465</td>
</tr>
<tr>
<td>Total</td>
<td>Under-represented Minorities =135/465; 29%</td>
<td></td>
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</tbody>
</table>

Efforts to increase student diversity and ensure a welcoming, supportive environment for all students in our program include:

- Continue to award scholarships to disadvantaged students. The college was awarded one of the HRSA’s Scholarships for Disadvantaged Students in 2016 totaling nearly $2.6 million from 2016-20. To date, $3,793,394 has been awarded to disadvantaged DMD students. The UFCD is the only college on the UF campus to receive this HRSA award for the 2012-16 or 2016-20 grant periods.

- Outreach and recruitment efforts during Academic Year 2018 resulted in a 19.7 percent increase in interactions with prospective applicants and their families, reaching more pre-dental student from diverse backgrounds.

- In April, we convened a new Black Student Advocacy Group to learn more about personal views, experiences, concerns and suggestions about how we can do a better job of
supporting a welcoming and inclusive environment for students. This group is part of a series of college activities intended to cultivate a humanistic environment, enhance a culture of respect and inclusion, and foster a greater sense of community among faculty, staff, students and residents.

- **UF Summer Health Professions Education Program**: This program is beginning its second year through an award from the Robert Wood Johnson Foundation, and matching funds/support from all six Health Science Center colleges and the executive VP’s Office of Research & Education. SHPEP allows 80 pre-health students from across the country to attend an immersive experience to learn more about careers in dentistry, medicine, nursing, pharmacy, public health and health professions, physician assistant studies and veterinary medicine. Students visit UF for six weeks and participate in a wide variety of activities including a white coat ceremony, head and neck tumor panel, disaster response training, StrengthsQuest inventory, Health Career Development and Professionalism Workshop, and “Closer Look” events in participating colleges and programs. The 2018 cohort includes 80 students (52 female/28 male) from 24 states, representing 56 colleges/universities. Of those, 56 identify as black/African American; 20 as Hispanic/Latino; three as American Indian; one as Asian (Guyanese); and one as white. For more information, see **UF SHPEP**

13. **Indicate notable successes in interdisciplinary collaboration in the past year.**

- **3PD Patient Care 8 and Dental Interprofessional Education** (3PD & 4DN students). New for 2018, this experience builds on the 2PD Pharmacy Capstone and Dental IPE from 2017. Non-opioid management of acute dental pain, the Florida PDMP and recent legislative changes regarding opioid prescribing were the subjects of this blended IPE class.

- Interprofessional Opioid Focused experience. We are collaborating with Dr. Amy Blue’s office to develop an interprofessional experience focused on opioid prescribing and addiction. Plans include presenting NIDA evidence based Screening, Brief Intervention, Referral to Treatment training to students as well as application exercises.

- **Ahec Attac-It Program** (1DN, 1MD, 1PA, 3NR, 1PD, and MPH students) 20th year. Created through the support of the Josiah Macy Foundation, the program underwent a major revision using Team Based Learning small groups and online tools. UFCD plays a major role in developing and presenting this tobacco cessation educational program.

- **Early Childhood Caries** (1MD & 1DN students) 6th year, was modified to better align with COM course objectives. Small groups facilitated by UFCD faculty were introduced to the epidemiology, anticipatory guidance for caregivers and foundational prevention strategies for pediatric populations. Hands-on dental fluoride varnish application concluded the class. MedEdPORTAL Publications. https://doi.org/10.15766/mep_2374-8265.10495

- **2PD Pharmacy Capstone and Dental Interprofessional Education** (2PD & 3DN students). This Pharmacy capstone experience used a blended instructional approach consisting of a 1) professional roles and responsibilities online experience, 2) assessment and treatment of a
medically complex live standardized patient and 3) appropriate prescribing practices for acute dental pain in a medically compromised patient.

14. What are your college’s top 3 goals in the next one to three years? Aside from budget, are there major impediments to reaching those goals?

- Growing the UFCD development program to ensure successful achievement of the UFCD Capital Campaign goal of $28 million. The college’s fundraising strategy targets endowed professorships, scholarships and increased alumni giving for DMD and residency programs.

- Achieving measurable success tied to the 2019-2024 UFCD Strategic Plan goals with particular focus for the first several years on: DMD curriculum revision; developing faculty practice and/or AEGD locations outside of Gainesville (e.g. Wildlight, and Orlando area.

15. List current and planned projects to develop alternative revenue streams. Discuss any plans to initiate distance or off-book education programs.

- The plans to join the new Wildlight ambulatory care facility north of Jacksonville. A six-chair dental faculty practice is projected to open in summer, 2019 to include general dentistry, pediatric dentistry and hygiene. Specialty services will also be offered on a rotational basis. Teledentistry may be incorporated into the practice for oral pathology and other consultative services.

- The potential for an international continuing dental education center on the St. Petersburg College campus is being explored. This would involve subletting space from the College of Pharmacy in a building next to that housing the college’s existing Seminole AEGD program.

- An opportunity to partner on a new AEGD program with a health department in Osceola county near Lake Nona with multiple clinical locations is also being examined. It is anticipated that AEGD residents would be part of the program enrolled either through the college’s existing self-funded program or supported by GME funding.

16. List and discuss major future commitments, including include buildings, renovations, infrastructure, major equipment and upgrades, start-up packages, and any other significant items.

- Two faculty will be hired under the teacher-scholar initiative. Start-up packages will be required for each.

- The attached project list shows future commitments for renovations and equipment upgrades. The estimated total need exceeds $21.0 million. Over $14.2 million would be most appropriately funded through clinical revenues. Over the past few years, we completed almost $1.5 million of renovations and equipment upgrades/purchases.

- Discussions are underway with the Center for Research & Education in Technology (CRET), a consortium of 25 companies that donate dental equipment and supplies to outfit
a state-of-the-art clinic with the newest dental technology. CRET partners with dental schools to offer a private practice-like environment where DMD senior students can work with and evaluate equipment from different vendors. CRET would completely outfit operatories, with chairs, radiographic equipment, 3D printers, optical scanners and restoration materials. The college must provide the space, including a separate patient waiting area, check-in, etc. Planning is underway to renovate existing space on the 3rd floor of the dental tower; this will require an investment of at least $450,000 of college funds.

- A new building and renovations of ground through 11th floors in the dental tower totaling $74 million remains on the PECO request list. Many renovations have been delayed in anticipation of this construction and renovation. With little progress on the PECO priority list ranking, major, costly renovations in the existing facility may need to begin. These include clinic renovations that are badly needed in the Endodontics, Oral Medicine and Oral Surgery clinics, as well as the DMD clinics, classroom and conference room renovations and continued replacement of flooring and walls with expensive asbestos abatement as various areas are affected by water intrusion and flooding.

Commitments on start-up packages are shown below. No additional start-up packages have been committed since last year’s program review.

<table>
<thead>
<tr>
<th>UFCD Research Faculty Start-Up Commitments</th>
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<tbody>
<tr>
<td>Calendar Year Fiscal Year</td>
</tr>
<tr>
<td>Preeminence Renovations G Floor UFCD</td>
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<tr>
<td>Preeminence Renovations G Floor HSC</td>
</tr>
<tr>
<td>Toth Start Up DSB</td>
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<tr>
<td>Toth Renovations (ARB)</td>
</tr>
<tr>
<td>Toth Lab Move</td>
</tr>
<tr>
<td>Gibson Start Up DSP</td>
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<tr>
<td>Gibson Renovations DSP (G)</td>
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<td>Gibson Lab Move</td>
</tr>
<tr>
<td>Frias-Lopez DSP ($150,000 ICBR)</td>
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<tr>
<td>Frias-Lopez Renovations DSP (G)</td>
</tr>
<tr>
<td>Frias-Lopez Lab Move</td>
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</tbody>
</table>

17. List key financial opportunities and challenges for the coming year.

Opportunities
- Dental insurance plans offered to Shands and UF employees are currently being reviewed. Although the college currently accepts Eagles Dental/Shands Preferred Eagle insurance, the other dental plans of these two organizations are not accepted on assignment. Those Shands/UF dental plans that will accept teaching permits and that provide acceptable fee schedules will be added to the list of dental insurance plans over the next year to further our ability to attract Shands and UF employees. It is estimated that over 50% of UF employees
and over 30% of Shands employees participate in dental insurance plans for themselves and/or dependents.

- We are meeting with representatives from GatorCare to establish a preventive dental package for select GatorCare health plans. Beyond the initial examination, cleaning and hygiene, GatorCare health plan members may receive some discounting for additional dental procedures under a preferred patient program, encouraging them to become patients of the College of Dentistry.

- Participate in UF’s major capital campaign and increase corporate and large donor gifts. Improve participation rates and gifts from alumni and friends. Maximize use of existing foundation funds in FY19.

- Re-establish a centralized DMD screening clinic and develop an orientation/intake program for potential DMD patients to improve patient recruitment and retention in the DMD program.

Challenges

- Recruitment and retention of faculty. Because of the high cost of dental education due to its labor-intensive delivery and faculty to student ratio, it is hard to fund the salaries required to compete for, and retain, top-notch academic talent. Similarly, recruiting and retaining good dental assistants continues to be a problem.

- Unfunded mandates adversely impact non-state funds. These include merit raises on non-state funded salaries, bonuses and retention offers, mandated shared positions with other colleges, conversion of OPS hires to teams, and direct expenses for various HSC activities.

- Increasing complexity of healthcare delivery, compliance, credentialing and other practice-related requirements.

- The greatest challenge continues to be the status the Gainesville dental sciences building, as well as the Hialeah Dental Center building. There is inadequate small group teaching space and only one classroom sufficient, although not ideal, to house the entire dental class in Gainesville. This classroom, D3-3, is in dire need of total renovation and an expanded footprint. Much of the clinical space including DMD Clinics and specialty clinics are in serious need of updates including at the Hialeah Dental Center. Office space has become a problem as faculty numbers have increased with the growth of various programs. The dental simulation lab requires a full renovation but with the potential for a new building, this project is on hold. Required asbestos abatement and infrastructure improvements make renovations very costly.