DEN8321: Dental Practice Management
Fall 2020

Course Description:

Evolving economic factors have contributed to a broader range of dental practice models than in the past. With additional changes in the legal environment, legislative arena, population shifts, reimbursement reductions, the digital era, and skyrocketing overhead costs, it is more important now (more than ever) that dental students understand the business side of dentistry. This course will provide senior DMD students with a foundation of the principles of Dental Practice Management as a critical component of their dental education.

I. General Information

Course Director:
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II. Course Goals

This course will be grounded on theories and practices of business management which will develop dental students’ professional business skills, acumen and leadership. With the goal of producing well-rounded dental students with both clinical and business excellence, this course will better prepare dental students to become both clinicians and business men and women.
III. Course Overview

This fully online course includes lectures, independent reading, team-based case study review, the use of in-class technologies, and assignments, to include:

- Construction of a Personal Debt Profile and Financial Plan
- Case Study Review of Laws & Legal Compliance in the Dental Practice
- Case Study Review of OSHA in the Dental Practice
- Case Study Review of Employment Law in the Dental Practices
- Use of Zoom Meetings for Guest Speaker Presentations in Webinar Format
- Online Quizzes and Final Exam

IV. Course Outline

DEN8321 is designed to create an engaging learning environment in which contemporary dental practice management foundational principles are taught through 14 fundamental areas. These 14 areas (listed below) will provide the necessary information for dental students to become more effective private practitioners and business men and women. This course presents 14 fundamental areas.

The 14 fundamental areas are:
1. Personal Finance-Debt, Credit Scores & Impact
2. Professional Identity & Reputation Management
3. Florida Dental Practice Act, Laws & Rules
4. Dental Career Models & Legal Entity Choices
5. OSHA & HIPAA for Dentistry and Disaster Preparedness Planning
6. Transition to Practice Guest Speaker Series (Formerly Senior Professional Day)
7. Dental Leadership
8. Insurance (Personal & Professional) & Practice Models
9. Buying, Building, or Renovating (with Leasehold Improvements) a Dental Practice
10. Associateships
11. Dental Practice Marketing
12. Human Resources & Staffing
13. Practice Financials & Operational Overhead
14. Employment Law for Dentists
V. Course Material

Required Textbook

All students will be required to purchase the textbook for this course by the first lecture (L-1). It is:

Optional resource:

HSC Dental Library Guide

VI. Course Objectives

The course objectives are designed to provide a foundation of business knowledge, acumen and leadership skills that will increase the dental student’s education in a more comprehensive manner. Teaching dental students dental practice management from an academic, business-based curriculum should enable the graduating student to become a more confident, professional, decisive, and effective dental practitioner and potential business owner. While this is the main objective of this course, each of the 14 fundamental areas (see Course Outline) to be taught, contain their own topic-specific objectives.

DEN8321 Fall Semester Schedule

Module 1 (L-1): Personal Finance-Debt, Credit Scores & Their Impact

Objectives:

1. Correlate the importance of credit scores and their relation to your future finances by viewing the information on future loans/credit ratings and interest rates charged.
2. Comprehend the differences between Good Debt versus Bad Debt.
3. Calculate your current and total educational debt.
4. Analyze barriers to wealth accumulation and summarizing strategies for successful financial planning through the use of materials, resources, and tools provided.
5. Create a personal budget through the use of contemporary or traditional budgeting tools supplied.
6. Define and quantify your individual net worth through interpretation of your personal budgets.
7. Compare financial strategies to establish a “best fit” for you as an individual student to increase your net worth.

Measurable Outcomes:

- Module 1: Personal Finance Activity construction of a Personal Debt Profile and Financial Assignment (Summative Assessment)

Plan to include:

1. Total debt at conclusion of all dental education
2. Monthly loan repayment amount(s)
3. Future strategies for maintaining healthy credit scores, an accurate credit report, a positive financial plan, & increasing net worth

Reading:

Business Basics for Dentists, Section 1 Ch 1-5 Pages 1-58, and any additional materials in Canvas

Module 2 (L-2): Professional Identity & Reputation Management

Objectives:

1. Apply components, attributes & behaviors associated with Professional Identity through presented examples
2. Illustrate the impact of poor professionalism, self-marketing or self-branding on future goals & potential Associateship(s) through situational cases
3. Introduce concepts of individual competitive advantages and reputation management as it relates to a Professional Identity (DMD Senior 4th Yr.)
4. Utilize a professional social media platform to market and brand D4s by viewing LinkedIn
5. Encourage the use of the technology tools viewed above (digital CV and LinkedIn), to enhance marketable individual professional profiles
6. Develop a positive Professional Identity through self-analysis, an illustration of individual strengths and competitive advantages highlighted in sample CV and a Cover Letter

Measurable Outcomes:

There is no assignment for this Module. However, material from this Module will be included in the Final Exam.

Reading

Business Basics for Dentists, Section 2, Ch. 12, Pg. 141-146, And Any Additional Materials in Canvas

Module 3 (L-3)-Fl. Dental Practice Act & Laws and Rules Lecture

Objectives:

1. Utilize the Laws, Rules, Statutes & Acts that apply to Dentists
2. Apply required Legal Compliance Standards Related to Dentistry to Dentists’ & DMD Students’ Clinical Practicing
3. Discuss & incorporate the Minimum Standards for Dental Charts Into Clinical Practicing
4. Discuss & incorporate the Minimum Standard for Advertising
5. Discuss & incorporate the required Record Keeping dentists must keep on every patient into clinical practicing
6. Introduce the Governance Capability from the Board of Dentistry & Board of Pharmacy
7. Review Informed Consents for clinical practice
8. Comply with Delegable Duties for RDH’s and DA’s
9. Discuss leadership opportunities for the dentist in a healthcare team
10. Introduce the E-FORCSE Florida’s Prescription Drug Monitoring Program
11. Apply Principles of Risk Management to Clinical Practice to Mitigate Risks of Litigiousness

Measurable Outcomes:

- Assignments (Summative Assessments)
- Module 3: Laws & Rules Case Study
Module 4 (L-4)- Dental Career Models & Legal Entity Choices Lecture

Objectives:
1. Compare and contrast career options available to dentists through different models and sectors of dentistry
2. Illustrate the options for loan repayment programs offered post-graduation
3. Analyze the anticipated compensation packages associated with different career options
4. Synthesize the above information with the legal entity types the IRS offers dentists, their levels of asset protection both personally & professionally
5. Discuss the option of individual incorporation for DMD students

Measurable Outcomes:
- Module 4: Quiz

Module 5 (L-5) - OSHA & HIPAA for Dentistry & Practice Disaster Planning

Objectives:
2. Differentiate the Roles & Responsibilities for OSHA Compliance as DMD Associate Employee vs Dentist Owner.
5. Differentiate the Roles & Responsibilities for HIPAA Compliance as DMD
   Associate Employee vs Dentist Owner.
6. Correlate HIPAA Compliance to Practice Security, Patient Privacy, and Financial
   Savings Through Discussion of HIPAA Breach Website Review as a Practice
   Cost Saving & Reputation Management Strategy.
7. Review The FDA's Emergency Preparedness Manual for Creating a Practice
   Contingency Plan.

Measurable Outcomes
- Assignment (Summative Assessment)
- Module 5: OSHA Case Study Assignment

Reading:
Business Basics for Dentists, Section 2, Ch.8, Pg. 87-100, Section 3, Ch.22, Pg.
319-352 & Section 4, Ch.22, Pg. 319-352, And Any Additional Materials in Canvas

Module 6 (L-6)- Dr. Frank Collins Senior Professional Day Lecture
- Due to COVID19 Risks and Restrictions, this event will be replaced with a
  Transitions to Practice Guest Speaker Series in a Webinar format using
  Zoom technology.
- List of speakers, dates, topics and Zoom links can be found in Module 15:
  Transitions to Practice

Module 7 (L-7)- Dental Leadership

Objectives:
1. Correlate effective leadership with an engaged team through theoretical models
   and case examples.
2. Illustrate the impact of leadership styles, types, and traits through
   evidence-based studies and data.
3. Review communication strategies for team effectiveness.
4. Align dental leadership and communication strategies with positive patient
   experiences which lead to enhanced, large treatment case acceptance.
5. Correlate the above with practice financial viability and growth through
   experiential learning & evidence-based data.
Measurable Outcomes:

There is no assignment for this Module. However, materials for this Module will be included in the Final Exam.

Readings:

Articles in Canvas

Module 8 (L-8)- Insurance & Practice Models

Objectives:

1. Recommend insurance products available for individual dentists to purchase
2. Assess the cost estimation of choosing different types of individual insurance policies for a dentist
3. Apply the above information to the DMD student’s budgeted expenses currently & post-graduation
4. Compare and contrast the different contracting options for insurances to accept within a dental practice
5. Analyze the pros and cons of the reimbursement structure of each insurance type
6. Apply the reimbursement structure to the cash flow within a practice
7. Formulate an image of which insurance type correlates with what dental practice model
8. Describe the professional practice model best suited to its associated insurance model

Measurable Outcomes:

- Daily Activities (Formative Assessments)
- Module 8: Quiz

Readings:

Business Basics for Dentists, Section 3, Ch. 16-17 & 21, Pg. 199-228 & Pg.277-318, And Any Additional Materials in Canvas
Module 9 (L-9)- Buy, Build, Renovate or Start Up a Dental Practice

Objectives:
1. Propose different opportunities for buying, building, renovating or starting up a dental practice through 4 presented options.
2. Quantify the cost estimation of varying practice purchase.
3. Increase the student’s business & financial skills through the use of an MS Excel tool.
4. Compare and contrast practice purchases in relation to educational indebtedness.
5. Analyze the best case scenario for different levels of affordability (based on prior modules’ debt loads).

Measurable Outcomes:

- There is no assignment for this Module. However, materials from this Module will be included in the Final Exam.

Readings:
Business Basics for Dentists, Section 2, Ch. 13, Pg. 147-158, And Any Additional Materials in Canvas

Lecture 10 (L-10) - OSHA & HIPAA for Dentistry & Practice Disaster Planning

Objectives:

1. Recognize Legal Compliance to OSHA Standards, Requirements, Practices & Protocols
2. Differentiate the Roles & Responsibilities for OSHA Compliance as DMD Associate Employee vs Dentist Owner
3. Correlate OSHA Compliance to Practice Safety, Patient Safety, and Financial Savings
4. Review Study on OSHA Compliance as a Practice Cost Saving Strategy
5. Differentiate the Roles & Responsibilities for HIPAA Compliance as DMD Associate Employee vs Dentist Owner
7. Review The FDA's Emergency Preparedness Manual for Creating a Practice Contingency Plan
Measurable Outcomes:

- Team-Based Case Study with Multiple Choice and Short Answers

Readings:
Business Basics for Dentists, Section 2, Ch.8, Pg. 87-100, Section 3, Ch.22, Pg. 319-352 & Section 4, Ch.22, Pg. 319-352, And

Lecture 11 (L-11)- Dental Practice Marketing

Objectives:
1. Apply Marketing Principles Necessary for Successful Dental Practices
2. Construct Dental Practice's Marketing through the 5 P's of Marketing
3. Develop Strategies for Target Marketing to Primary, Secondary, & Tertiary Patient Markets
4. Analyze Market & Patient Demographics for Best Practice Location & Potential Patient Base
5. Apply Marketing Strategies to Create Effective Marketing Plans
6. Synthesize the Information Presented to Best Fit DMD Students’ Practice Preferences
7. Correlate Reputation Management with a Dental Practice's Goodwill

Measurable Outcomes:
- Marketing Quiz - 10 Questions

Readings:
Business Basics for Dentists, Section 1, Ch.7, Pg.73-88

Lecture 12 (L-12) - Human Resources & Staffing Lecture

Objectives:
1. Apply the Documentation Needs with the Legal Requirements of the Human Resources Aspect of the Dental Practice by the Dentist as Employer
2. Illustrate a Salary Analysis-Market Review of Salaries & Benefits
3. Synthesize the HR & Staffing Needs with the DMD Students’ & Dentists’ Leadership Role in Managing Teams
Measurable Outcomes:

- There is no assignment for this Module. However, materials from this Module will be included in the Final Exam.

Readings:
Business Basics for Dentists, Section 3, Ch. 15 & 18, Pg. 173-198 & Pg. 229-240

Lecture 13 (L-13)- Practice Financials & Operational Overhead

Objectives:
1. Illustrate cash flow in a dental practice
2. Compare and contrast the differences between 3 types of practice Financial Statements
3. Analyze dental practice’s financial health through Financial Statement analysis
4. Evaluate successful dental software key indicators in a dental practice
5. Synthesize the financial statements to the practice’s dental software outcomes
6. Determine healthy %’s of practice overhead based on industry benchmarks
7. Review the impact of overhead %’s on dentists’ compensation

Measurable Outcomes:

- Practice Financials Quiz-10 Questions

Readings:
Business Basics for Dentists, Section 2, Ch. 9-10, Pg. 101-128 & Ch. 14, Pg. 159-172, Ch.19. Pg 241-246

Lecture 14 (L-14) - Employment Law: Dentists as Employers Lecture

Objectives:
1. Apply Employment Laws into the Practice for Dentist Employers
2. Discuss minimization of Risk of Audit or Lawsuit for Dentist Employers
3. Compare the Rights of Dentists as Employees in Associateships
4. Contrast the Above with the Responsibilities of Dentists as Employers

Measurable Outcomes:

- Team-Based Case Study with Multiple Choice and Short Answer Questions
Lecture L-15 Transitions to Practice

Objectives:
1. Provide Guest Speakers to enhance the learning experience for students
2. Engage students in a Webinar Format with a series of dental speakers
3. Encourage students to interact with speakers
4. Allow opportunities for questions and answers and discussion between the speaker and students

Lectures:
- List of speakers, dates, topics and Zoom links can be found in Module 15: Transitions to Practice

VII. Course Competencies

This course will teach to the following competencies in the "Competencies for the New Dental Graduate".

Domain II: Professionalism
4: Ethical Standards: Apply principles of ethical decision making and professional responsibility.
5: Legal Standards: Apply legal and regulatory concepts related to the provision and/or support of oral health care services.

Domain V: Practice Management and Informatics
11: Practice Management: Apply the basic principles and philosophies of practice management, models of oral health care delivery and how to function successfully as the leader of the oral health care team.

This course certifies the following competency(ies):

Domain V: Practice Management and Informatics
11: Practice Management: Apply the basic principles and philosophies of practice management, models of oral health care delivery and how to function successfully as the leader of the oral health care team.
VIII. Evaluation

Evaluation of each student will be based on the successful completion of:

Assignments:

- Module 1: Personal Finance Assignment - 15% of final grade
- Module 3: Florida Dental Practice Act, Laws & Rules Assignment - 10% of final grade
- Module 5: OSHA & HIPAA Case Study Assignment - 10% of final grade
- Module 8: Insurance & Practice Models Quiz - 10% of final grade
- Module 11: Marketing Quiz - 10% of final grade
- Module 13: Practice Financials Quiz - 10% of final grade
- Module 14: Employment Law Assignment - 15% of final grade
- Final Examination - 20% of final grade

TOTAL = 100%

Attendance

Students on rotation are expected to view the recorded classes and complete the quizzes, individual assignments, and group projects as instructed. All students, including students on rotation, are expected to complete assignments on time.

Students cannot pass the course without virtually attending the classes, attending guest lectures, and successfully passing the Final Competency Exam or make up exam). Final course grades will be calculated with a .05 tolerance (example: a score of 94.95 or above would round to 95%).

Course Remediation

If a student does not pass this course they must meet with the Course Director and complete a 5000 word essay. The questions will be based on Course Director Discretion.
Competency Remediation

If a student does not pass the final exam competency they must attempt another competency examination within the week. If a student does not pass a/final exam competency question, they must attempt, and pass, another competency exam question within a week in order to pass the course and graduate.

IX. Administrative Practices

Administrative practices for all UFCD courses are universally applied. Exceptions to or deviations from these practices are stated in the individual syllabi by the course director. When not individually stated in the syllabus, course administrative practices default to those identified under "Course Policies" on the DMD Student Website:

https://dental.ufl.edu/education/dmd-program/course-policies/

X. Grade Scale

DEN8321 Grade Scale

Method Letter Grade
Scale 100
Tolerance 0.05 (Final letter grades within this range will be rounded up.)
A 95 - 100
A- 90 - 95
B+ 86 - 90
B 82 - 86
B- 80 - 82
C+ 74 - 80
C 72 - 74
E 0 - 72