DEN8321: Dental Practice Management

Fall 2021

# 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:

Annelise Y. Driscoll, MBA, PhD

Office: Tampa (not in Gainesville)

Office Hours: (via Zoom or Cell) Mon.-Thurs. 12:00pm-4:00pm

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## Support Staff

# 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 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
* Cultivating a Professional Identity through a CV, Cover Letter and LinkedIn Profile
* Case Study Review of Laws & Legal Compliance in the Dental Practice
* Case Study Review of OSHA, HIPAA, and/or Emergency Preparedness Considerations for Dental Practice
* Senior Professional Day with 5 Guest Speakers (Dentists) sponsored by UF’s Continuing Dental Education Office
* Construction of a Practice Purchase Decision Matrix Project

# IV. Course Outline

DEN8321 is designed to create an engaging online 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 covers the first 9 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. Senior Professional Day-5 Guest Speakers

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:

Business Basics for Dentists, by David O. Willis, Wiley-Blackwell Publishing, ISBN-13: 978-1-1182-6606-9/2013 Cost: $41-$59

LINK: http://www.wiley.com/WileyCDA/WileyTitle/productCd-EHEP002770.html

## 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:

* Assignments (Summative Assessments)
* Module 1: Personal Finance Activity construction of a Personal Debt Profile and Financial

#### Plan to include:

1. 1. total debt at conclusion of all dental education
2. 2. monthly loan repayment amount(s)
3. 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. Utilize the technology tools viewed above (digital CV and LinkedIn), to create marketable individual professional profiles (Optional)
6. Develop a positive Professional Identity through self-analysis, an illustration of individual strengths and competitive advantages in sample CV, Cover Letter and LinkedIn profile (Optional)

#### Measurable Outcomes:

Module 2: Professional Identity & Competitive Advantage Activity Assignments (Summative Assessments) (Optional)

Module 2: Professional Identity & Reputation Management Assignment (Optional)

Create a Comprehensive Professional Identity through:

1. Completion of a Professional CV and Cover Letter in digital form

2. Creation of a Professional LinkedIn Account Online

#### 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 health care 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

#### Reading:

Business Basics for Dentists, Section 2, Ch. 8, Pg. 97-100, And Any Additional Materials in Canvas

### 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 (Summative Assessment)

#### Reading:

Business Basics for Dentists, Section 2, Ch. 6, Pg. 61-72, Ch. 11 Pg. 129-140 & Section 4, Ch.23-25, Pg. 353-378, And Any Additional Materials in Canvas

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

#### Objectives:

1. Recognize Legal Compliance to OSHA Standards, Requirements, Practices & Protocols. Review Post-Pandemic COVID-19 PPE and Infection Control alignment to current standards.
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 Through Discussion of Harvard Business Review Study on OSHA Compliance as a Practice Cost Saving Strategy.
4. Defend HIPAA Standards, Requirements, Practices & Protocols.
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 WebsiteReview 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

#### Objectives:

1. Discuss the pros & cons of post-graduation dental practice
2. Integrate the information into DMD D4s future post-graduate practice plans
3. Encourage self-directed D4s aspirations of post-graduate opportunities.

#### Measurable Outcomes:

* Daily Activities (Formative Assessments)
* Module 6: Senior Professionalism Day Attendance
* Module 6: Senior Professionalism Day Speakers’ Evaluations

### 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:

* None for this module

#### 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:

* 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 purchases through the use of a Practice Decision Matrix Table spreadsheet.
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).
6. Synthesize all information into one decision choice.

#### Measurable Outcomes:

* None for this module

#### Readings:

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

# VII. Course Competencies

This course teaches 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:

## Fall 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 6: Senior Professional Day - Mandatory Attendance
* Module 6: Senior Professional Day - Mandatory Evaluation
* 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 Case Study – **15% of final grade**
* Final Exam: **20% of final grade**

TOTAL = 100%

## Attendance

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

There is mandatory attendance for Senior Professional Day in Spring and attendance will be taken. In the event of a documented emergency the student will be expected to complete a 5 question essay, minimum of 5000 words. Students on a pre-excused rotation will "attend" by watching the recorded lectures on Mediasite. Analytics will be pulled from the system to ensure that they have fully watched each video

Students cannot pass the course without attending the classes, attending/or successfully completing the Senior Professionalism Day requirements,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/one 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