MISSION, MARGIN & LEADERSHIP

Sustaining the Safety Net Dental Practice
May 9-10, 2019
Agenda – Day 2

• Session Five: Measuring Matters
• North Carolina Update: Integration Initiatives & Impact
• Session Six: Oral Health Interprofessional Practice
• Lunch
• Dig Deeper Session
• Closing/Wrap-Up
Let’s talk about goals

“A goal without a plan is just a wish.”
Housekeeping

- Session evaluations & training evaluations
- CE sign-in sheet
Cindy Hannon, MSW
Measurement Systems Director

* I am slightly plagiarizing
Cindy Hannon
Measurement Systems Director
DentaQuest Partnership for Oral Health Advancement (DQP)

Responsible for thinking about quality and safety at the practice level
Oversees DQP improvement portfolio
Passionate about child and adolescent health

Graduate, IHI Improvement Advisor Program
MSW, Boston College
Session Objectives

• Demonstrate an understanding of why measurement matters*

• Recognize how quality improvement tactics and skills can be used within your dental practice
Why Measure?

**Improvement**
- Identifying opportunities for improvement
- Gathering baseline information
- Tracking the implementation of a new process

**Accountability**
- Collect data on outcomes or results without demonstrating how these results were achieved
- Measures what is important for external parties (complications rates, cost of care, etc.)

**Research**
- Often slow, expensive and elaborate

How do you perceive measurement?

• I feel like we are being measured
• I measure and use data to learn
• I am somewhere in the middle
What type of data are you collecting?

How are you using this data?
WHAT ARE WE TRYING TO ACCOMPLISH?
"Better to fix care inside out; not outside in."

• Don Berwick, President Emeritus IHI
Quality

“Quality is meeting and exceeding the customer’s needs and expectations and then continuing to improve.”

• W. Edwards Deming, American Engineer
Two Types of Knowledge

Subject Matter Knowledge

Knowledge basic to the things we do in life. Professional knowledge.

Improvement Science

Combined application of systems thinking, measurement, methods for learning, and psychology.
Subject Matter Knowledge:
Knowledge basic to the things we do in life. Professional knowledge.

QI:
Joins subject matter knowledge with improvement science to develop effective changes.

Improvement Science
Combined application of systems thinking, measurement, methods for learning, and psychology.

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Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

Act

Plan

Study

Do
Measuring for Improvement

• **Outcome Measures**
  • Relate to the Aim, or the clinical outcome
  • The “what”
  • Did we achieve what we set out to do?

• **Process Measures**
  • Relate to the process that change to bring about improvement
  • The “how” it is done
  • Are we going in the right direction?

• **Balancing Measures**
  • Relate to unintended consequences of improvement
Measuring - Caries Management

Process Measures
• % of patients with caries risk assessed
• % of patients with SMG reviewed
• % of treatment plans completed within 12 months of being established

Outcome Measures
• % of initially high-risk patients with new caries lesions
• % of initially high-risk patients with decreased risk status
• % of initially low-risk patients with risk status maintained
MAKE DATA MEANINGFUL
Displaying data over time allows us to make informed predictions, and thus manage effectively.
Average Weekly Ickiness Rating, DM Team


- Lay-off day
- Can't read or write
- Impact group updates
- Training
- Foundation/Institute planning meeting
- Test added

Median: 5

Goal: 4

Team did not provide scores

DentaQuest
Sealants placed 01/01/18 - 4/22/18
in the [redacted] office
2018

Sealants placed 01/01/2019 - 04/22/19
in the [redacted] office

75% WOW!
The Change Process

Community Wide Strategy

Implementation Plan

THEN A MIRACLE OCCURS

Good work, but I think we need just a little more detail right here!
Model for Improvement

**What are we trying to accomplish?**

**How will we know that a change is an improvement?**

**What change can we make that will result in improvement?**

Diagram: **Act** (top left), **Plan** (top right), **Study** (bottom left), **Do** (bottom right)
PDSA Cycle

“What’s next?”:
- Adapt the idea?
- Adopt the idea?
- Abandon idea altogether?

“Did it work?”
Analyze data, compare results to prediction, summarize what was learned

“What will happen if we try something different?”
Include an Objective, Prediction, and clear Plan to carry out test (who, what, when)

“Let’s try it!”
Carry out plan and record observations
Highlight Goals identified in the Session Worksheet:

How can you slight **STRETCH** the goals, to be a bit bigger, bolder, or use IPP?
CREATE YOUR “LOCAL LENS”
Is ABC’s disease management efforts helping patients achieve better health?

Work to improve specific processes and track over time
Is ABC’s disease management efforts helping patients achieve better health?

Focus on oral health outcome
What About Here - Are Patients Getting Healthier?
What About Here - Are Patients Getting Healthier?
What About Here – Is something better happening?
What About Here – Is something better happening?

Exam Visits CRAs (Excludes Undocumented)

- 3-High 45%
- 1-Low 37%
- 2-Moderate 18%
What About Here – Is something better happening?
What About Here – Is something better happening?
How the Oral Health Center is Decreasing Caries Disease

DATA

What are we focusing on?

Setting one SMG for each patient

Questions & Comments:

Star Jar Winners!

The Role of Nicotine in Caries Risk and Development

Caring for Children With DIABETES

Tooth Snack Guide

October Winners

Parent Feedback

Questions & Answers
How the Oral Health Center is Decreasing Caries Disease

DATA

Questions & Comments:

Star Jar Winners!

Caring for Children With DIABETES

October's RDH
Central Awa Robinson Competition

The Role of Nicotine In Caries Risk and Development

Tooth Snack Guide

Questions & Answers

Parent Tip:
They just need to see their peers; they like to be trend. Trust us!
How the Oral Health Center is Decreasing Caries Disease

What are we focusing on?

Setting one SMG for each patient

DATA

Star Jar Winners!

Questions & Comments:

Caring for Children With DIABETES

The Role Of Nicotine In Caries Risk and Development

Tooth Snack Guide

Questions & Answers

Parent Tearaways

Please give your child 1 snack per day.
How the Oral Health Center is Decreasing Caries Disease

What are we focusing on?

Setting one SMG for each patient

DATA

The Role Of Nicotine In Caries Risk and Development

Questions & Comments:

Today's RCH

Central Area Referral Comparison

Caring for Children With DIABETES

Star Jar Winners!

Tooth Snack Guide

Important Prevention Tips

Holiday Fun
How the Oral Health Center is Decreasing Caries Disease

DATA

The Role Of Nicotine In Caries Risk and Development

Questions & Comments:

Star Jar Winners!

Caring for Children With DIABETES

Tooth Snack Guide

October Winners!
How to Start

• What is something you want to improve?
  What is your Goal? Write it down.

• What are 2-3 measures that can help understand progress toward goal?

• Go to lunch with a colleague and brainstorm an idea to try.
Measure & Stretch & Do

**Highlight Goals** identified in the Session Worksheet:

How can you slight STRETCH the goals, to be a bit bigger, bolder, or use IPP?

Measurement: List ideas for making this happen NEXT WEEK:

What would you measure?

Where would you pull data for baseline?

Where would you share internally?
What Can You Do By Next Tuesday?
BREAK
NORTH CAROLINA UPDATE:
INTEGRATION INITIATIVES & IMPACT

Dr. Zachary Brian
Agenda

1.) Why Interprofessional Practice?
2.) How Can it Fit?
3.) Interprofessional Practice in Action
WHY INTERPROFESSIONAL PRACTICE?
INTEGRATED CARE
• An interdisciplinary approach to health care that incorporates specific procedures of other disciplines into daily practice.

COORDINATED CARE
• Using a continual care pathway approach that allows the patient easy navigation and understanding their needs within the health care system.
Which of the following best describes your practice?

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Currently integrating oral health into primary care</td>
<td>Currently integrating overall health into dental</td>
</tr>
<tr>
<td>Coordinating care between primary care and dental</td>
<td>A and B</td>
</tr>
<tr>
<td>A, B and C</td>
<td>Currently no oral health integration or coordination</td>
</tr>
<tr>
<td>Option</td>
<td>Code</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Co-located medical and dental</td>
<td>A</td>
</tr>
<tr>
<td>Medical and dental within the same</td>
<td>B</td>
</tr>
<tr>
<td>organization, NOT co-located</td>
<td></td>
</tr>
<tr>
<td>Stand-alone dental</td>
<td>C</td>
</tr>
<tr>
<td>Other</td>
<td>D</td>
</tr>
</tbody>
</table>
Why Oral Health Interprofessional Practice?

- Health
- Practicality
- Financial
“Are you Satisfied with your Care?”

Convenience, Value, and Integrated Care
INTEGRATED CARE: HOW CAN IT FIT INTO MY ORGANIZATION?
MORE Care Pediatric Pathway

MEDICAL

Oral Health at Well Child Visit
- Review medical/dental histories
- Perform Oral Health Evaluation (HEENOT)
- Document findings and management plan, including referrals
- Apply Fluoride

Disease Management
- Engage in shared decision making to decrease or maintain low oral health risk (risk factor identification)
- Set oral health self management goals
- Follow up and develop referral plan

DENTAL

Cooperative Tasks
- Coordinate care with bi-directional referral system
- Initiate, develop and improve interprofessional communication
- Create shared outcomes through collaborative interprofessional practice
- Develop joint treatment planning and record keeping

Dental Care Appointment
- Review medical/dental histories
- Complete Caries Risk Assessment and assign status (Low/Moderate/High)
- Conduct Preventive Dental Care Appointment
- Create treatment plan focused on disease management

Disease Management
- Engage in shared decision making aimed at prevention and/or stabilization of disease (self-management goals)
- Establish re-care appointments according to patients needs
- Initiate and sustain patient-centered interprofessional communication

Measurement Concepts

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DentaQuest
Integration of OH into Primary Care

• Training PCPs – what to look for, how to apply fluoride
• Risk Assessments
  • Pediatric
  • Adult
• Integration into EHR
• Self Management Goals
• Fluoride
Tools for Success and Communication

Risk-Based Disease Prevention and Management of Early Childhood Caries (ECC)
A partnership between families and care providers

FLIPCHART for Primary Care Oral Health Educators

Periodontal Disease Prevention
A FLIPCHART FOR PRIMARY CARE ORAL HEALTH EDUCATORS
Models and Implementation
Challenges

- Education and training for PCPs - must see the mouth as an integral part of the body
- Time availability in medical - “one more thing”
- Workflow
- Reimbursement/Practice Act limitations
Health Integration – The Dental Practice

Key areas for getting started

• Focus on disease management
• Blood Pressure
• Diabetes testing
• Vaccinations
• Behavioral health screening
• Nutrition
• Smoking Cessation
COORDINATED CARE: HOW CAN IT FIT INTO MY ORGANIZATION?
MORE Care Pediatric Pathway

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66
The Medical/Dental Divide

Medical and Dental Professionals:
- Educated separately
- Licensed separately
- Regulated separately
- Practice independently
- Non-integrated benefits/insurance programs
- PCPs and Dentists traditionally siloed
- Sharing of information rarely occurs
- Seen by the public as separate
Challenges

• Capacity
• Health information technology
• Oral health messaging discrepancies
• Inconsistencies in reimbursement
• Geography/transportation
Coordination of Care

- Dentists in-system
- Dentists in the community
- Introductions
PUTTING IT INTO ACTION
Creating an Interprofessional Oral Health Network

Interprofessional Oral Health Networks

- Oral Health Proprietorship
- Dental Referral Networks
- Transitioning Care Models
- Environment of Improvement
- Health Information Technology
Getting Started

1. Training
   • Smiles for Life/In-State Training
   • Quality Improvement
   • Effective Communication

2. Testing
   • Oral Health Evaluations
   • Oral Health Workflow
   • Referral Communication

3. Sustainability and Spread
   • Policies and Documentation
   • Staff Turnover Plans
   • Consider New Populations
Integration

- Identify high-risk patients
- Tailor education to patient’s risk factors

- Guide patients to set their own goals
- Support healthy behaviors

- Provide preventive treatment

- Patients who need dental care

Coordination

- High-quality and coordinated care to improve patient oral health outcomes

% of patients with documented oral health risk

% of patients with documented oral health self-management goals

% of patients with documented fluoride varnish application in conjunction with assessed risk and self-management goals reviewed

Number of elevated risk/pregnant patients referred to dental
Levels of Integration and Interprofessional Practice

- Not all or nothing!
- Movement toward higher levels of IPP

Resources – National and In-State

https://www.dentaquestinstitute.org/rural-ipp


QUESTIONS/DISCUSSION
Dig Deeper Instructions

• Write down your name and the topic related to your goal, or a topic you’re just interested in talking more about
  • Productivity goals
  • Financial goals
  • Scheduling
  • Broken appointments
  • Emergencies
  • Integration
  • Measurement
LUNCH
CLOSING/WRAP-UP
Training Evaluation
DentaQuest Partnership Resources

- [www.dentaquestpartnership.org](http://www.dentaquestpartnership.org)
  - Online Courseware
  - Resource Library
  - Instructional Webinars
  - Dental Caries Management Virtual Practicum
  - Sample Policies & Tools