

NOHC
National Oral Health Conference
THE PREMIER MEETING FOR DENTAL PUBLIC HEALTH

THE LEADER REGARDING HOW DENTAL PUBLIC HEALTH

**KEYS TO A SUSTAINABLE MODEL:
*The Apple Tree Experience***

FORTH WORTH, TEXAS
APRIL 29TH, 2014

THANK YOU!

GEORGE TAYLOR
DMD, MPH, DRPH



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APPLE TREE DENTAL

Dr. Michael Helgeson
Chief Executive Officer
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DISCLAIMERS

- I'm among some of the most knowledgeable national and international experts in dental care and oral health.
- I'm of Norwegian heritage and live in Minnesota...




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FROM MONDAY...

- Marko Vujcic, PhD - Keynote Presentation
- The environment is changing and dentistry must adapt. The hockey puck is moving!
- Children's access to care has improved
- Access for working adults is getting worse
- About 8 million low income adults will be receiving Medicaid benefits
- There are tremendous needs and opportunities

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sus·tain·abil·i·ty
| suh-stey-nuh-bil-i-tee |

noun

1. the ability to be sustained, supported, upheld, or confirmed. How biological systems endure and remain diverse and productive.

Oral health delivery systems should be designed for sustainability to maintain the oral health of vulnerable populations across the lifespan.

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WORLD ECONOMIC FORUM, 2013

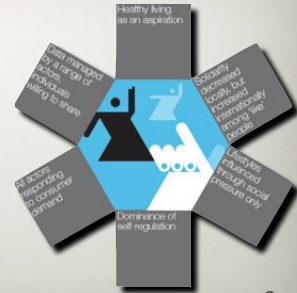
A diverse group of health system leaders across five countries was asked to describe their ideal health system in 2040.



http://www3.weforum.org/docs/WEF_SustainableHealthSystems_Report_2013.pdf

Shared Visions

The preferred health system of the future is strikingly different from the national healthcare systems of today, with empowered patients, more diverse delivery models, new roles and stakeholders, incentives and norms.



Common Themes



... creating a financially sustainable health system requires a major re-orientation towards value and outcomes, the involvement of a broader set of stakeholders in a more effective governance structure, and greater engagement and responsibility of patients and citizens.

Innovation Secrets

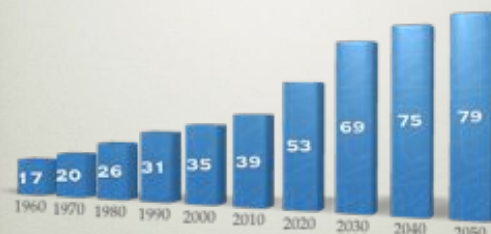
- Get close to the patients and follow their established behaviour patterns
 - Lower distribution costs
 - Improve adherence to clinical protocols
- Reinvent the delivery model by using proven technologies disruptively
 - Extend access to remote areas
 - Increase standardisation
 - Drive labour productivity
- Confront professional assumptions and 'right-skill' the workforce
 - Reduce labour costs
 - Overcome labour constraints
- Standardise operating procedures wherever possible
 - Eliminate waste
 - Improve labour and asset utilization
 - Raise quality
- Borrow someone else's assets
 - Utilize existing networks of people or fixed infrastructure
 - Reduce capital investment and operating costs
- Open new revenue streams across sectors
 - Share costs
 - Capture additional revenues
 - Enable cross-subsidization

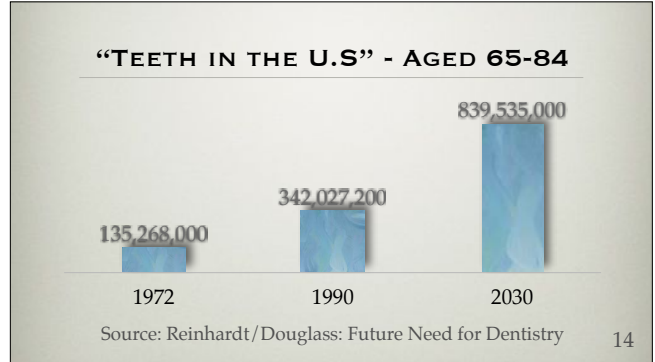
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WHY IS ORAL HEALTH IMPORTANT ACROSS THE LIFESPAN?

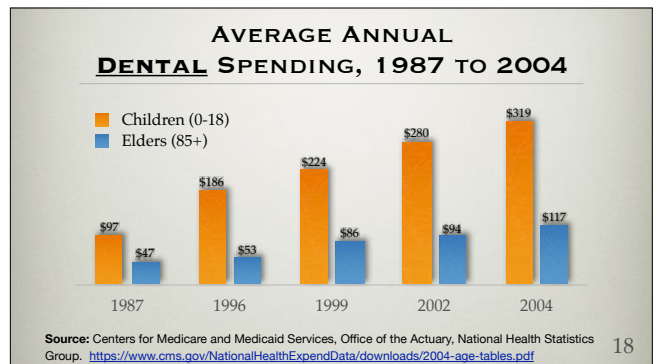
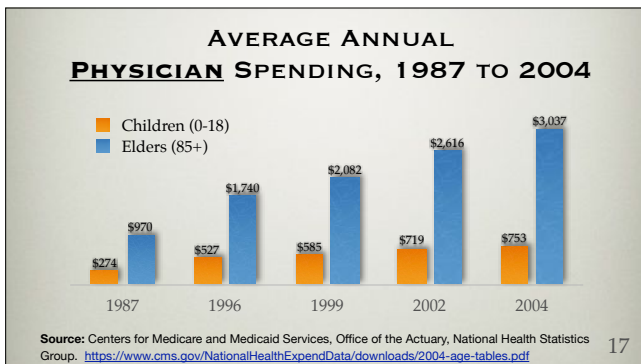
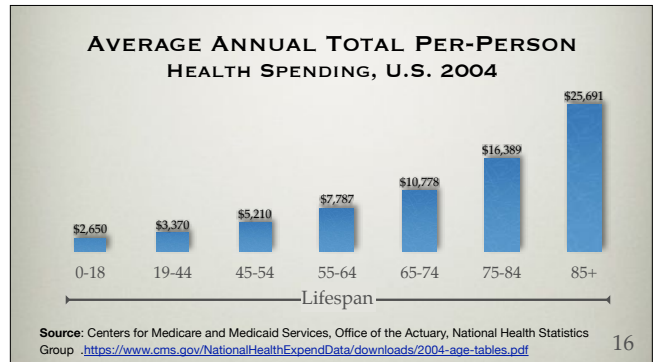
THE AGE WAVE IS COMING...

GROWTH OF U.S. ELDERLY (IN MILLIONS)





**CAN THE U.S. AFFORD
DENTAL CARE**
Across the Lifespan?



DISPARITIES IN DENTAL CARE *Across the Lifespan*

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- Both public and private dental benefits emphasize coverage of children and working adults.
- Dental benefits for disabled adults and the frail elderly have been a low priority, despite higher than average dental needs
- The U.S. spends more per-capita on health care than any other nation, yet money is seemingly unavailable for essential services like dental care.

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SO WHAT IS THE PROBLEM?

We need a health care system that is *accountable* for:

1. Improving health care delivery across the lifespan
2. Improving health outcomes for individuals and populations
3. Optimizing the *value of health care* across the lifespan

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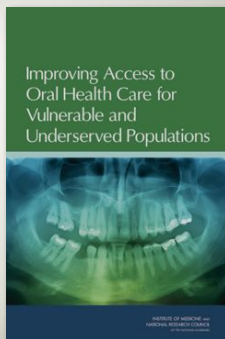
22



INSTITUTE OF MEDICINE AND
NATIONAL RESEARCH COUNCIL
OF THE NATIONAL ACADEMIES

www.iom.edu/oralhealthaccess

IOM (Institute of Medicine) and NRC (National Research Council). 2011. *Improving access to oral health care for vulnerable and underserved populations*. Washington, DC: The National Academies Press.



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INSTITUTE OF MEDICINE'S
VISION FOR IMPROVING
ACCESS....

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The oral health delivery system will ...

- Eliminate barriers that contribute to oral health disparities;
- Prioritize disease prevention and health promotion;
- Provide oral health services in a variety of settings;

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- Rely on a diverse and expanded array of providers who are competent, compensated, and authorized to provide evidence-based care;
- Include collaborative and multidisciplinary teams working across the health care system; and
- Foster continuous improvement and innovation.

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The Minnesota Accountable Health Model
SIM Minnesota

TESTING AND IMPLEMENTING THE MINNESOTA ACCOUNTABLE HEALTH MODEL
FEBRUARY 2014

MINNESOTA MDH DEPARTMENT OF HEALTH

health reform MINNESOTA
A Better State of Health

Minnesota Department of Health Services

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The Minnesota Accountable Health Model
SIM Minnesota

TESTING AND IMPLEMENTING THE MINNESOTA ACCOUNTABLE HEALTH MODEL
FEBRUARY 2014

MINNESOTA MDH DEPARTMENT OF HEALTH

health reform MINNESOTA
A Better State of Health

Minnesota Department of Health Services

Goals include...

- Savings of \$111 million to Medicaid, Medicare and commercial market
- 1.7 million Minnesotans included in the Minnesota Accountable Health Model. This would be an increase of 500,000.
- 67% of primary clinics providing patient-centered, coordinated care, health care home, behavioral health home or similar model

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Accountable Care Organizations [ACO's]

An ACO represents the notion of a group of health care providers with collective responsibility for patient care that helps providers coordinate services – delivering high-quality care while holding down costs

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2

THE APPLE TREE DENTAL DELIVERY SYSTEM MODEL

APPLE TREE DENTAL WAS INSPIRED BY THE MAYO CLINIC...

IN ROCHESTER, MINNESOTA

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THE MAYO CLINIC



- The Mayo Clinic is the oldest and largest integrated, not-for-profit group practice in the world. It began in the mid-1800's during the Civil War.
- Over 3,000 physicians and scientists and 46,600 allied staff work at Mayo Clinics in Minnesota, Florida and Arizona. The Mayo Clinic is also the largest private employer in Minnesota.
- The Mayo Clinic has been improving healthcare delivery, measuring and improving outcomes and driving down total healthcare costs for more than a century.

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WHY NOT FOLLOW?

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APPLE TREE DENTAL



In our
29th Year!

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APPLE TREE ...

- Was inspired by the values and practices that were pioneered at the Mayo Clinic, and seeks to improve quality, access and outcomes *by adapting the Mayo model to dentistry*
- So Apple Tree is structured as an independent, nonprofit, staff model, group **dental** practice continuously *innovating in the areas of oral health care delivery, clinical education, practice based research and policy development.*

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WHAT ARE SOME OF THE KEYS TO SUSTAINABILITY?



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NONPROFIT STRUCTURE

*aligns accountability
with Apple Tree's mission.*

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NONPROFIT MISSION AND GOVERNANCE



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NONPROFITS

*There were 1,080,1300 charitable and religious
tax-exempt organizations in the U.S. as of the
fiscal year ending September 2012.*

Source: Internal Revenue Service (IRS) Data Book for 2012, see Table 25.

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NONPROFITS

- *Employ more than 7% of the U.S. workforce*
- *Reported approximately \$1.4 trillion in revenue*
- *Reported holding nearly \$2.6 trillion in assets*

Source: Congressional Research Service, 7-5700 www.crs.gov R40919, November 2009

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Apple Tree's mission is to improve the oral health
of people with special access needs
who face barriers to care.

41

BOARD OF DIRECTORS



42

BOARD OF DIRECTORS



- Interdisciplinary Board Members
- Sets Mission and Vision
- Conducts Strategic Planning
- Creates a Culture of Innovation

43

A **STAFF MODEL**
BUILDS A TEAM WITH
SPECIAL EXPERTISE

44

EXAMPLES OF STAFF EXPERTISE...

- Geriatric, pediatric, public health and special care dentistry
- IV sedation, oral medicine, hospital dentistry
- Prosthodontics, oral surgery and implantology
- Dental education, clinical student rotations
- Fundraising and nonprofit development
- Public policy leadership and advocacy

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1

Safety

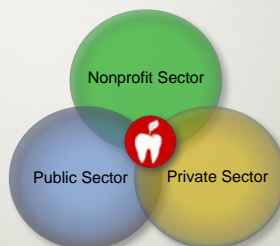
safety |'sāftē| noun

1 the condition of being protected from or unlikely to cause danger, risk, or injury:

patient safety is essential in dental care

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FORMING SUSTAINABLE PARTNERSHIPS



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WHO WOULD ENJOY A CAREER
AT APPLE TREE?

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STAFF RETENTION

- Promote icreativity
- Provide career opportunities
- Be flexible and plan your "staff experience" along with your patient's.
- Create a culture of team work and innovation

 A row of five green apples with smiling faces, arranged in a slightly curved line. The number 51 is in the bottom right corner.

3

WHAT'S BEEN ACCOMPLISHED?

 The number 52 is in the bottom right corner.

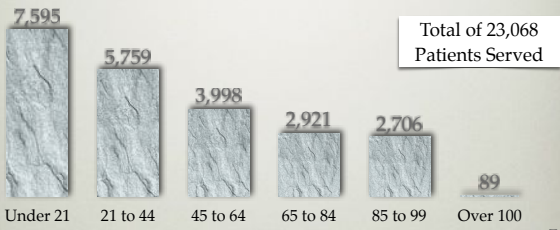
A map of the United States with four locations highlighted: California (CA), Minnesota (MN), Louisiana (LA), and North Carolina (NC). Text labels indicate the duration of programs in each state: California (Late 2014), Minnesota (29 Years), Louisiana (13 years), and North Carolina (18 and 16 years). The logo "APPLE TREE PROGRAMS AND REPLICATIONS" is at the bottom left. The number 53 is in the bottom right corner.

Minnesota Programs

- Low income children and their families
- Adults with disabilities
- Seniors and elders in long-term care
- Urban and rural communities

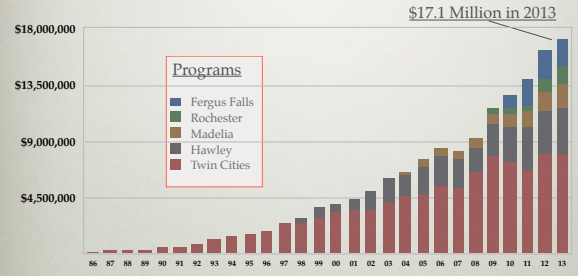
 A map of Minnesota with several counties highlighted in different colors and numbered 1 through 6. A legend on the right lists the locations: 1. Cook County, 2. Hennepin, 3. Marshall County, 4. Rochester Area, 5. Faribault Area, 6. Mankato Area. The logo "APPLE TREE DENTAL CENTERS FOR DENTAL HEALTH" is at the top right. The number 54 is in the bottom right corner.

AGE DISTRIBUTION, 2012



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Dental Care and Oral Health Value



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\$150 Million in Dental Services Value

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COLLABORATIVE PRACTICE



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COMMUNITY
COLLABORATIVE PRACTICE



Collaborating to deliver oral health services where people live, go to school, or receive other health and social services

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PROACTIVE VS. PASSIVE

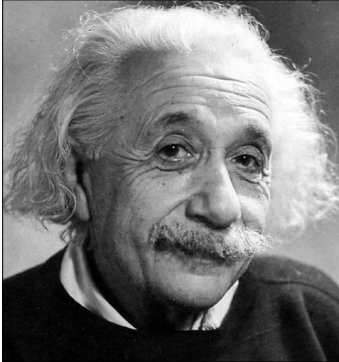
proactive |prō'aktiv|

adjective

Creating or controlling a situation by causing something to happen rather than responding to it after it has happened :

Apple Tree is proactive in identifying and preventing mouth infections in individuals and high risk populations.

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Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted.

Albert Einstein

WE DESIGN OUR PROGRAMS TO BE...

- Proactive and patient centered
- Focused on prevention and outcomes
- Geographically distributed
- Collaborative and interdisciplinary
- Tele-health enabled

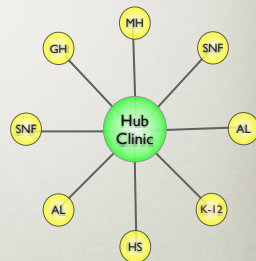
APPLE TREE'S INNOVATIONS CENTER

- Dental Care Delivery Pilot Projects
- Clinical Dental Education Innovations Projects
- Policy and Advocacy Programs
- Clinical Dental Research Projects and Publications

"HUB AND SPOKE" CLINICS

HUB AND SPOKE CLINICS

- Clinic and Care Coordination Center is the "Hub Clinic"
- On-Site Clinics in the community are the "Spokes" at Skilled Nursing Facilities (SNF), Mental Health Campus (MH), School (K-12), Head Start (HS) etc.
- We believe this is an optimal delivery system for people facing barriers to care



ORAL HEALTH AND DENTAL CARE TEAMS

Oral Health Team



- Led by the Collaborative Practice Hygienist, who uses lightweight equipment and travels in a car or minivan. It is linked to the dental care team.

Dental Care Team



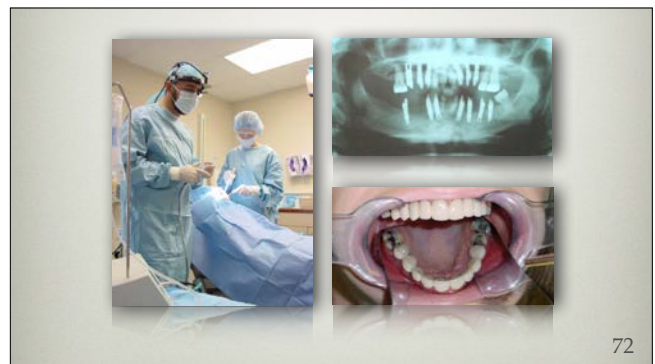
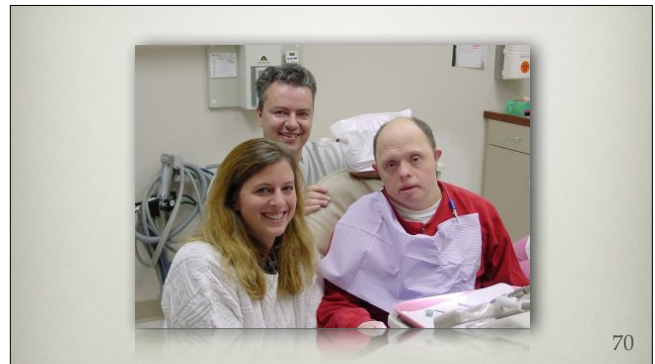
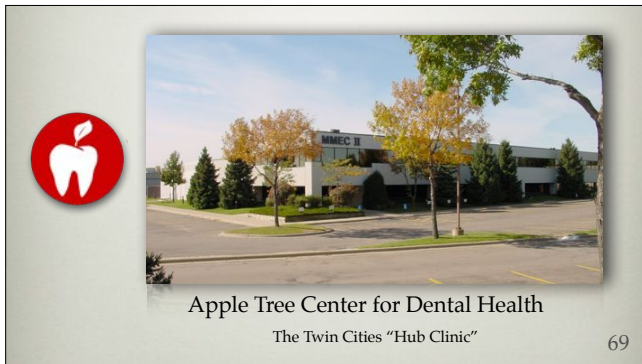
- Led by the On-Site Dentist, it uses the Apple Tree Mobile Dental Office and includes dental therapists, hygienists, dental assistants, and others.



Cloud-Based Electronic Health Record

- Apple Tree has entered into Phase II meaningful use with our customized EHR
- Our databases have been used for several research projects including a PhD in Epidemiology

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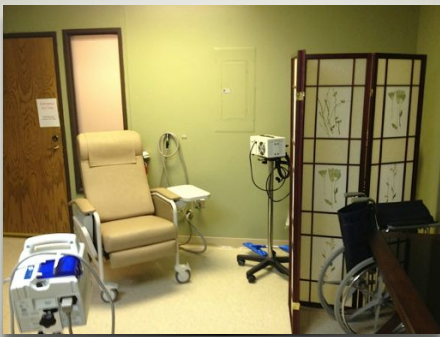


73



IV SEDATION
(CRNA)

74



75

\$62/MIN
\$22-\$133/MIN

\$15,000



76



77

3

Patient-centered

patient |'pāSHənt| noun

*Alpation is a recipient of delays, and services: suffering
patients in the service only extend to the outside of patient, your
Dentist will see you soon.*

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APPLE TREE "MULTI-SITE DELIVERY VEHICLE"

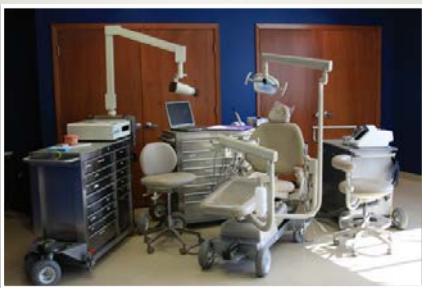
79



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81



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Treatment in Wheelchairs



85

Patient Safe Handling



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LET'S STRETCH FOR 20 SECONDS....

Take Out Your False
Teeth Daddy....



Margie Day

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NEW WORKFORCE ROLES



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**HOW ARE SERVICES
DELIVERED IN A
NURSING FACILITY?**

89

NURSING FACILITY PROGRAM



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ORAL HEALTH SERVICES AGREEMENT



Contract Topics....

- Dental Director Role
- Oral Health Team Roles
- Community Partner Roles
- Space Agreement
- Health Records
- Regulatory Compliance
- Liability

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THE DENTAL DIRECTOR & COLLABORATIVE PRACTICE HYGIENIST

92

ORAL HEALTH TEAM ROLES



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DENTAL DIRECTOR'S ROLES

- Based on the roles of the nursing facility's Medical Director or Pharmacy Director
- Part of the organizational structure of the facility providing oversight of oral health policies and procedures *for all the facility's residents.*
- Works with on-site and tele-dentists, collaborative practice hygienists, and community care coordinators and with the Dental Liaison and other nursing staff members.

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6

Equity

equity |'ekwītē| noun

1 the quality of being fair and impartial:

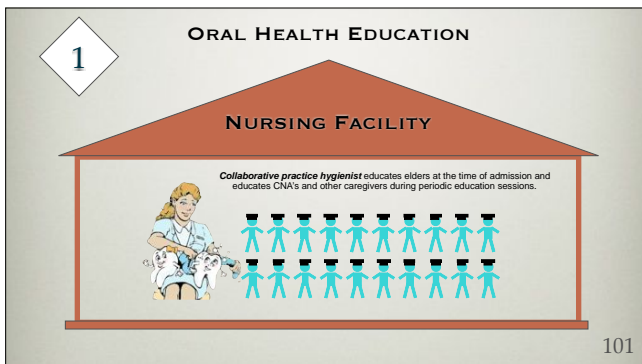
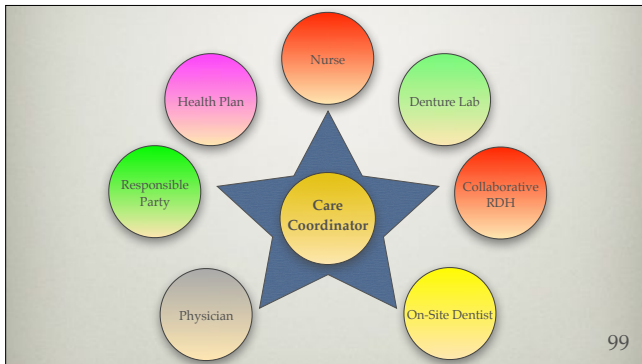
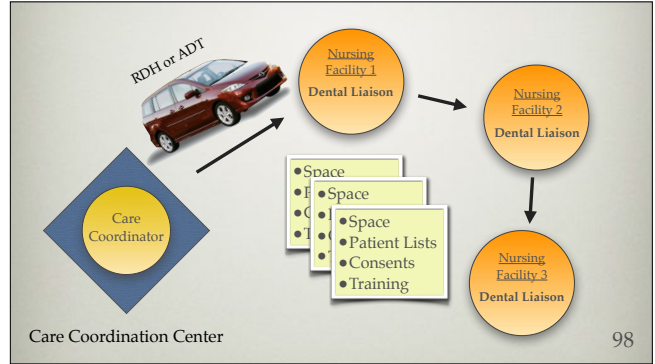
The Dental Director is a workforce role that assures equitable access to care without discrimination based on their ability to pay, enrollment in Medicaid, level of disability, or advanced age.

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COLLABORATIVE PRACTICE HYGIENISTS' ROLES

- They serve as the "front-line clinician" at community sites.
- They are official members of the nursing facility's admission screening team, visiting at least monthly to complete admission or re-admission oral health screenings.
- They collaborate with Community Care Coordinators, Dental Liaisons, on-site and tele-dentists and nursing staff.

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Mount Olivet Rolling Acres Study: The rate of cooperation among the participants improved from a 31% cooperation level in an office setting to 96% cooperation in a group home setting. 103



2

Effectiveness

effectiveness |i'fektivnis| noun
 the degree to which something is successful in producing a desired result; success:
the effectiveness of on-site care is supported by scientific evidence.

3

DENTAL SCREENING (MDS)



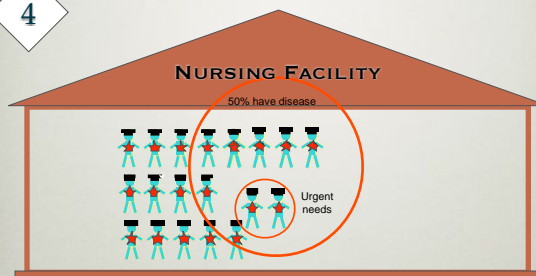
DENTAL SCREENINGS (MDS)

- Collaborative Practice Hygienist
- Minimum Data Set
- Admission, re-admission, annually
- Identify dental problems immediately
- Triage referrals for dental care
- Minimal Equipment



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TRIAGE AND CARE COORDINATION



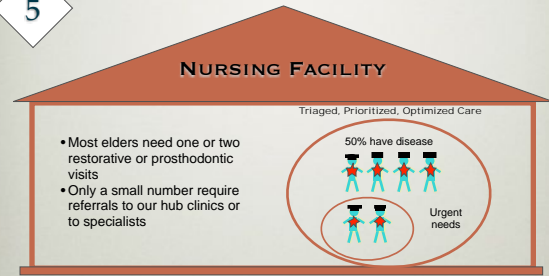
4

Timeliness

timely |'tɪmlē| adjective
 done or occurring at a favorable or useful time;
 opportune:
a dental visit in time saves nine.

5

COMPREHENSIVE DENTAL CARE



5

Efficiency

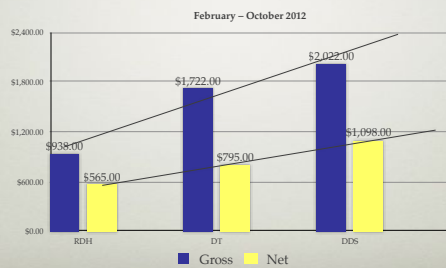
efficiency |i'fɪSHənsē| adjective
 Efficiency in general, describes the extent to which
 time, effort or cost is well used for the intended task or
 purpose:
*delivering on-site care reduces transportation costs, increasing the
 efficiency of dental care delivery dramatically.*

WE EMPLOY FIVE DENTAL THERAPISTS...

- Four ADT's and one DT have been integrated into our interdisciplinary staff model
- Patient and staff acceptance of the new team members has been excellent
- Clinical productivity and restorative care outcomes have also been excellent



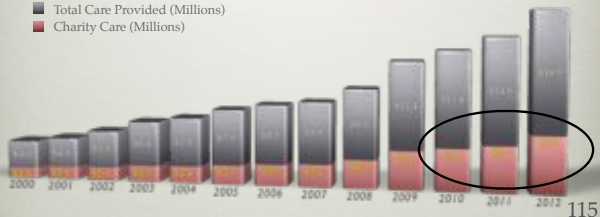
COMPARING GROSS AND NET DAILY PRODUCTION



HOW IS APPLE TREE SUSTAINED?

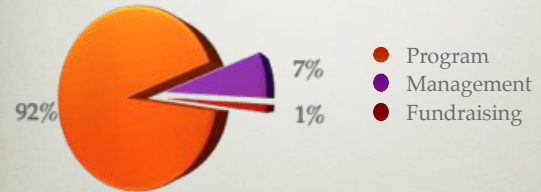
UNCOMPENSATED CHARITY CARE

■ Total Care Provided (Millions)
■ Charity Care (Millions)



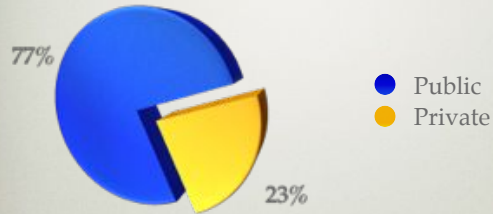
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2012 EXPENSES



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PUBLIC - PRIVATE SERVICES*



* Percent of Gross Services Revenue, 2012

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FINANCIAL SUSTAINABILITY



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FINANCIAL SUSTAINABILITY...

- Controlling expenses, focusing on programs
- Maintaining a mix of public and private patients
- Serving all age groups and special needs
- Reaching urban and rural geographic locations
- Delivering a full range of services from basic to advanced

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IN CLOSING...

120

I believe that teaming up
is critical to reforming
oral health care
delivery...

*Because some things can
only be done by a well
directed team...*



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THANK YOU AGAIN!

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