

# Recruiting and Retaining Oral Health Providers in Rural Communities: Successes from Idaho and Iowa



THURSDAY, MAY 23, 2013, 2:00-3:00 PM EST

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DENTAL OF IOWA & EXECUTIVE DIRECTOR OF  
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FIND

FULFILLING  
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***Fulfilling Iowa's Need for Dentists***

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***Powerful Partnerships Across Iowa***

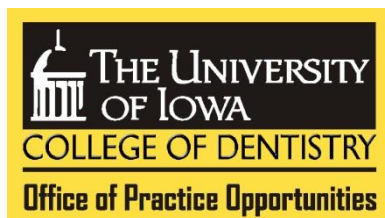
## Presentation Objectives

- Participants will learn more about the FIND (Fulfilling Iowa's Need for Dentist) program that creates a powerful recruitment tool for rural Iowa communities to attract and retain a dentist, which helps maintain health care access within the community and drives economic development.
- Participants will be provided with a variety of unique partners, programs and resources that enhance and/or compliment the FIND program.

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# Since 2008 A Partnership of Collaboration





# Resource & Point of Contact at the University of Iowa



**College of Dentistry**

**Iowa Dental Practice Opportunities**  
Search

## Deb Hoyle, Office of Iowa Practice Opportunities

- Liaison with Students, University and FIND
- Leads the Student Mentor Program
- Assists with Identifying Vacancies & Dental Shortage Areas

# IADG History & Overview



**FIND**

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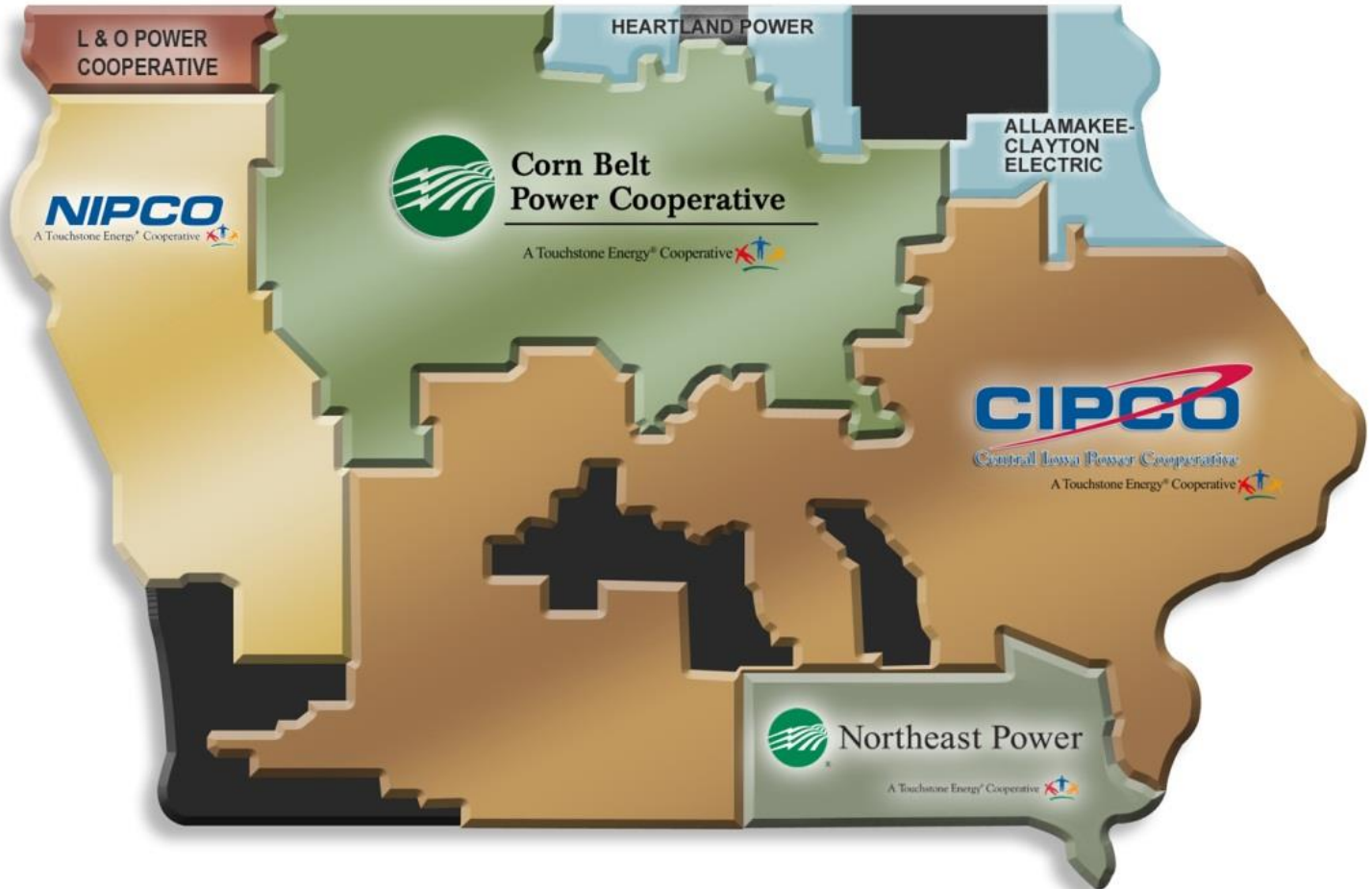
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# Electric Cooperative Service Territory





POWERFUL PARTNERSHIPS

- IADG Partners & Services
  - Electric Cooperatives & Municipals
  - Independent Telephone Companies
  - Services
    - Incentive Financial Packaging
    - Site & Building Location Services
    - Project Management & Technical Support
    - Existing Business & Industry Outreach
    - Marketing Support Efforts / 5-Points
  - Accomplishments & Projects
    - Projects / Jobs / Capital Investment





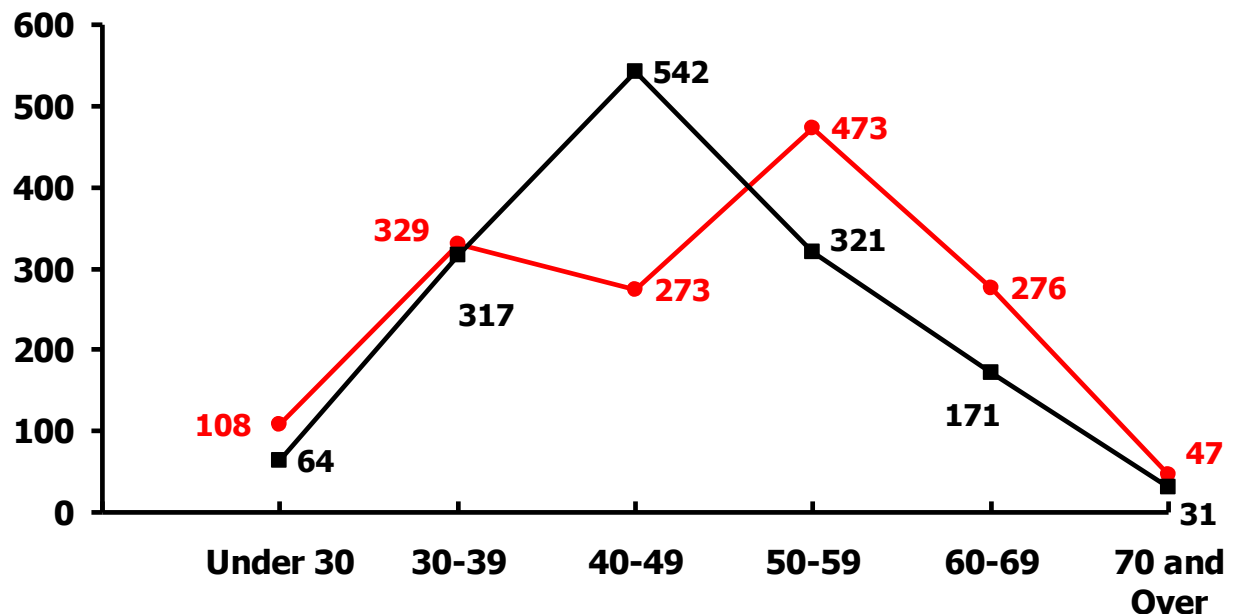
# Connecting Points

- Recognize the Importance of Good Health Care in Rural Iowa for Business & Industry.
- Business & Industry Needs Your Services
- Dental Practice Sales, Retirements, Transfers & Closures
- Incentives, Business Financing & Available Space
- Community Preparedness & Marketing
- Coaching & Support

# All IOWA DENTISTS

## Age Distribution Comparison

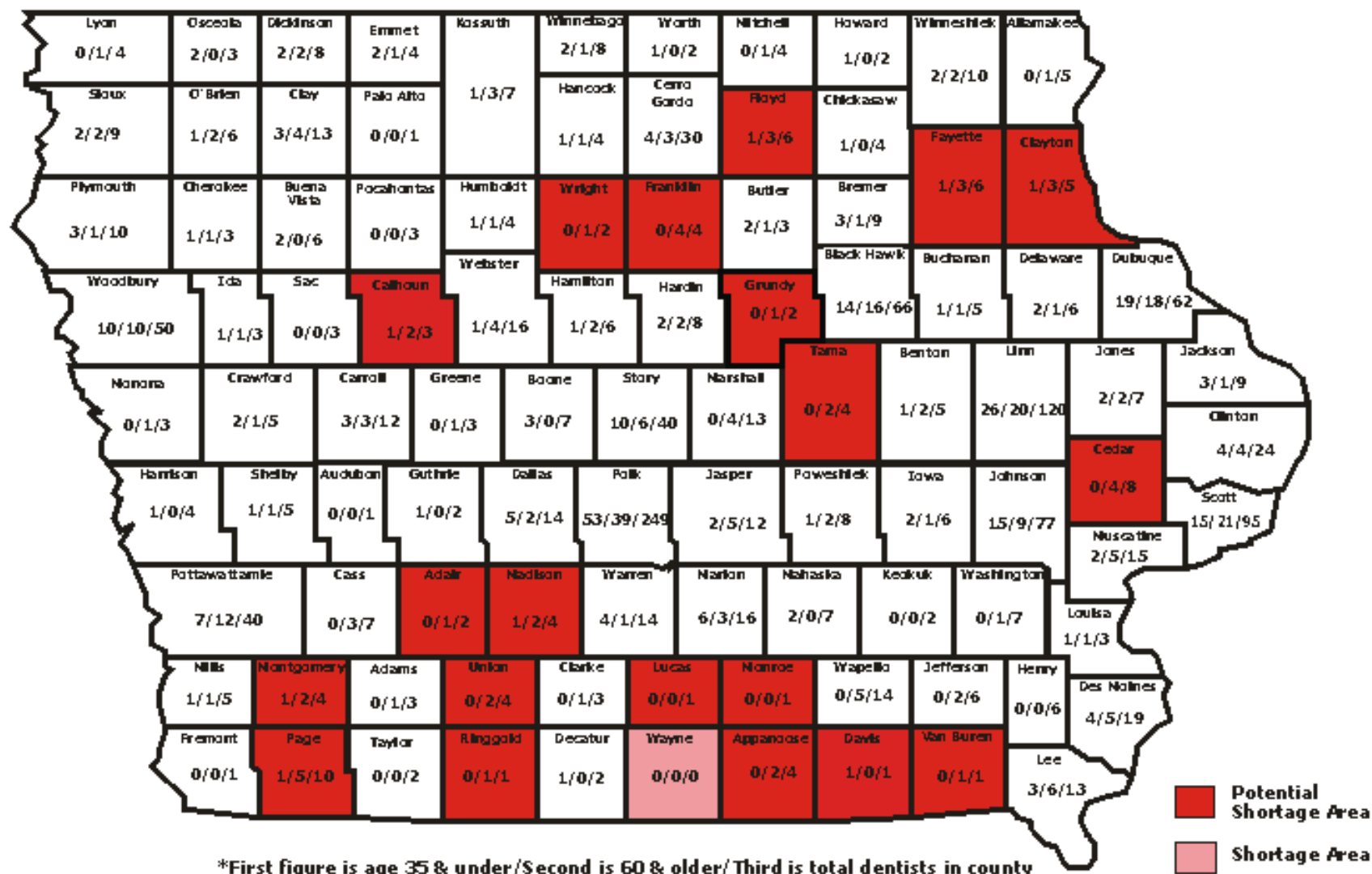
### 1997-2011



5/23/2013

# DISTRIBUTION OF IOWA PRIVATE PRACTICE DENTISTS

## Age Extremes\*



# The Delta Dental of Iowa Dental Education Loan Repayment Program

## ■ Overview

- Grant funds are tax-exempt
- Full-time dentist in one of the Delta Dental designated shortage areas
- \$50,000 over a 3 year period /  
\$100,000 over a 5 year period

## The Delta Dental of Iowa Dental Education Loan Repayment Program

### ■ Ongoing Requirements

- 35% patient load allocated to underserved patients
- Underserved patients include uninsured, Medicaid, people with disabilities, elderly, nursing home residents, refugees, homeless, indigent, etc.



## The Delta Dental of Iowa Dental Education Loan Repayment Program

### ■ Qualifications

- Must have at least \$50,000 / \$100,000 in educational debt
- Must be fully trained, licensed (or in the process) and good standing with the Board of Dental Examiners
- Ownership position in a private practice that is in a designated applicable county

## The Delta Dental of Iowa Dental Education Loan Repayment Program

- Application
  - Application and instructions located on [www.deltadentalia.com/publicbenefitprogram](http://www.deltadentalia.com/publicbenefitprogram)
  - Competitive \$50,000 LRP – only 1 award provided (3 yr commitment)
  - Must be in the process or have received your Iowa Dental license
  - Application is due May 1, 2013







## The Delta Dental of Iowa / FIND Dental Education Loan Repayment Program 2012 - 2013

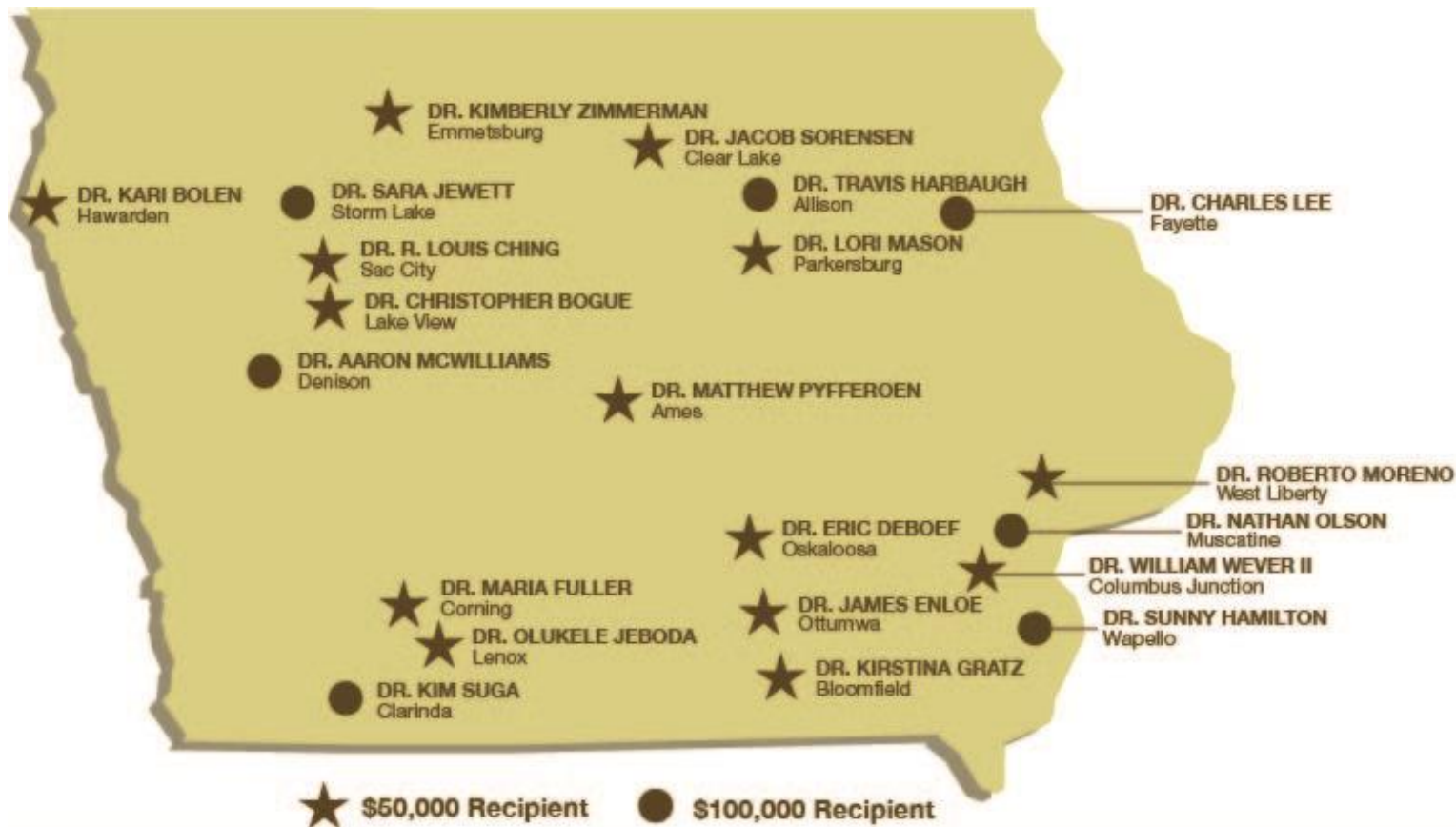
- Current State Appropriation – 2 slots available
- Up to \$100,000 award – repayment of dental education debt (w/community financial commitment of up to \$25,000 to the program)
- LRP commitment of 5 year period
- Must meet the Delta Dental program qualifications and at a minimum the ongoing requirements



## The Delta Dental of Iowa / FIND Dental Education Loan Repayment Program 2012-2013

- Must have a state license before June 15<sup>th</sup>, 2013
- Can apply when the DDIA / Community Foundation of Greater Des Moines community agreement is signed with all parties
- Non-competitive award

# Delta Dental of Iowa Loan Repayment Recipients 2003 -2012



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# Why Rural Iowa ?

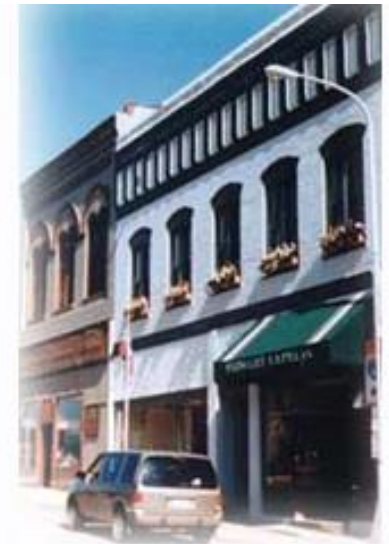




# Why Rural Iowa? Its Opportunities, Assets, Advantages

## *Tangible and Intangible*

- Practice Opportunities
  - Return on Investment
  - Low overhead costs
  - Affordable/dedicated workforce
  - Low to no employee turnover
  - Little to no competition for patient loads





## Why Rural Iowa?



- **Community Assets**
  - Willing business partners found in local government, utility service providers, and others – financial incentives to aid investment in existing or new practice
  - Banking assistance – bankers who know you and care about your business
  - Leadership opportunities in community organizations and institutions

# Why Rural Iowa?

## ■ Family Advantages

- Community leaders sensitive to spousal considerations
- Great school systems
- Housing assistance and affordability
- Safety
- Sense of place
- Short Metro Distances





# Examples of Community Incentives

## Among Others

- Signing bonuses;
- Low interest loans; (RLF / USDA / other)
- Facility purchase assistance;
- Financial assistance for leasehold improvements;
- Existing Practice Purchase Support;
- Community Visitation / Interview Expense Reimbursement;







## Examples of Community Incentives

Continued -

- Employment assistance for spouses;
- Housing assistance;
- School integration assistance for children,  
and
- Delta Dental / FIND Educational Loan  
Repayment!







## *Dr. Maria Fuller*



*Dr. Fuller.* “If you want to be busy in your practice, go to rural Iowa!”

*Beth Waddle*\*: “This was not a textbook method, the project happened by the nature of the unique local leadership of Corning.”

\*Adams County Development



***Dr. George North  
Dr. Travis  
Harbaugh  
Allison, Iowa***

**Placement Highlights:**

- **Mentor Arrangement**
- **Succession Management**
- **Building Customer Base from Dr. North**
- **Hometown Area**
- **FIND Recipient**
- **Local Foundation Match**
- **Other Incentives**



## ***Dr. Louie Ching – Sac City***

### **Placement Highlights:**

- **Native of the Philippines**
- **Had considered Nebraska, BUT...**
- **Decision to locate based on the quality of life in rural Iowa for his family**
- **FIND Recipient**
- **Other factors included-affordable housing, daycare services, and job opportunities for Mrs. Ching**



## ***Dr. Louie Ching***

**Dr. Ching:** *“I chose Sac City because of its openness and welcoming attitude. The local leadership was very accommodating and openly concerned about my wife’s needs in locating to Sac City.”*

**Shirley Phillips, Sac County Development:**  
*“Spin-off you don’t think about - having a dentist in the community prevents retail leakage.”*

# ***Dr. Charles Lee - Fayette, Ia***



## **Placement Highlights:**

- Dr. Lee's Desire for Rural Iowa Practice Ownership
- Community Engagement
  - ❖ County, City, & College Leadership
- Retiring Dentist; Available Facilities
- Motivated Partners
- Dr. Lee Became FIND Recipient
- May consider USDA Financing in the Future

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# Dr. Kirstina Gratz -Bloomfield, Iowa

## Placement Highlights:

- Renting Space
- FIND Recipient
- Local Revolving Loan Funds from REC  
    Helped the project with new equipment
- May consider USDA financing in the future
- IADG assistance with application

**\*\* Project FIND Reaches \$1 Million Mark**



**Bloomfield, Iowa  
Davis County**



***Dr. Larry Spray – Panora, Ia***

University of Iowa Graduate  
June, 2012



**The Path of a Dental Student to Rural Iowa Dental Practice Placement:**

- Timeline: May to September
- EARLY Dialogue with Hoyle / IADG
- Introduced to Downing Construction
- Toured other Practices
- Decision to partner w/Telco Partner: USDA
- Contract with Downing for Panora Project

FIND



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# Dr. Larry Spray Panora, Iowa



## Placement Highlights:

- **New Practice, Developer: Downing Construction**
- **Telco Partner / USDA Application in Process**
- **Working in other practice for early income**

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# New Partners: Downing Construction



- **Great History / Proven Record**
  - 40 Locations in Five Years
- **Partner for the Future**
- **17 Point...Plan of Action**
- **Debt Financing**
- **Path for Ownership**

Downing Construction and Patterson Dental have created a “turn key” approach that is working across the state.



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## Downing Action Plan for “Turn Key” Operation...

- **Vision**
- **Feasibility Study**
- **Site Selection or Remodeling**
- **Financial / Legal**
- **Design**
- **Planning & Zoning**
- **Technology through Patterson**
- **Cost Analysis**
- **Construction**
- **Accounting Services**
  
- **And Much More...**

**Planning / Consultation  
Drawings / Estimates are all free  
of charge prior to construction.**





# FIND

## Partners & Resources

- **REC & Telco Revolving Loan Funds**
- **USDA Rural Development**
  - **IADG / Ripple Effect History**
- **Community / County Foundations**
- **Local Banks**
- **Development Groups**
- **Tax Experts**



Eligible Communities

Practicing in Rural Iowa

Testimonials

Community Resources



FIND is committed to connecting graduating dentists and underserved communities with the resources needed to combat Iowa's dental crisis, so that dental care is close to home for every Iowan.

Every year, FIND provides up to \$100,000 in loan repayment assistance to new dentists dedicated to practicing in an underserved area of Iowa.



## Recent News

### Testimonials

Dr. Sarah Jewett  
Storm Lake

Dr. Maria Fuller  
Corning

### Stay In Touch

Join our email list to stay informed about recent news and updates.

**Sign Up**



Join our group on Facebook



Keep in touch with LinkedIn

### COMMUNITY SPOTLIGHT

Clarinda, Iowa >



### 1 FIND A COMMUNITY



### 2 LOAN APPLICATION





# How to Engage with FIND Partners

For Delta Dental of Iowa Dental Education Loan Repayment Program—

*Suzanne Heckenlaible, Delta Dental,*  
[sheckenlaible@deltadentalia.com](mailto:sheckenlaible@deltadentalia.com),  
(515) 261-5559

*Beth Jones, Public Benefit Coordinator*  
[bjones@deltadentalia.com](mailto:bjones@deltadentalia.com),  
(515)261-5591





# How to Engage with FIND Partners

For Community Assistance--

*Rand Fisher, Iowa Area Development Group*

[rfisher@iadg.com](mailto:rfisher@iadg.com) , (800) 888-4743

*Bruce Hansen, Iowa Area Development Group*

[bhansen@iadg.com](mailto:bhansen@iadg.com) , (800) 888-4743

*Sue Cosner, Ripple Effect*

[scosner@iadg.com](mailto:scosner@iadg.com) , (800) 888-4743



POWERFUL PARTNERSHIPS



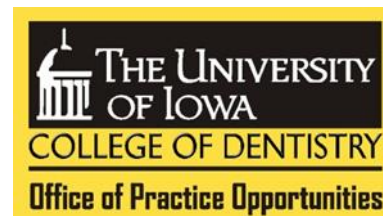


## Practice Opportunities in Iowa --

*Deb Hoyle, Office of Iowa Practice Opportunities,  
The University of Iowa College of Dentistry,*

[debra-hoyle@uiowa.edu](mailto:debra-hoyle@uiowa.edu)

(319) 335-9865



## Dental Demographics and Economic Research of Iowa's 99 Counties

*Dr. Bob Russell, Iowa Department of Public Health,  
(866) 528-4020*

[Bob.Russell@idph.iowa.gov](mailto:Bob.Russell@idph.iowa.gov)



# Recruiting and Retaining Dental Providers in Community Health

Dan Watt, DDS  
Dental Director  
Terry Reilly Health Services

# About Terry Reilly Health Services

- Treasure Valley of Idaho
- Founded in 1971 – received one of the first FQHC grants
- Currently provide:
  - Dental – 7 FT, 3 PT dentists
  - Medical
  - Mental health
  - SANE Solutions (program to help individuals and families heal from the trauma of sexual abuse)
  - Navigation to community resources
- Dental sites:
  - 2 urban
  - 3 rural




# Learning objectives

1. Learn strategies to recruit and retain Health Center oral health providers
2. Understand what oral health providers are looking for in employment opportunities



# What do you have to offer a provider?

- Do you have a have high quality, stable and reputable dental program?
  - What are the aspects of your program that are attractive?
  - Where does your program need improvement?
  - What are you selling points? Not just location.
  - **A quality program will help you promote your Health Center!**
  - **Have a clear vision of who you are and where you want to go!**
- 

# Why a Quality, Stable and Reputable Program?

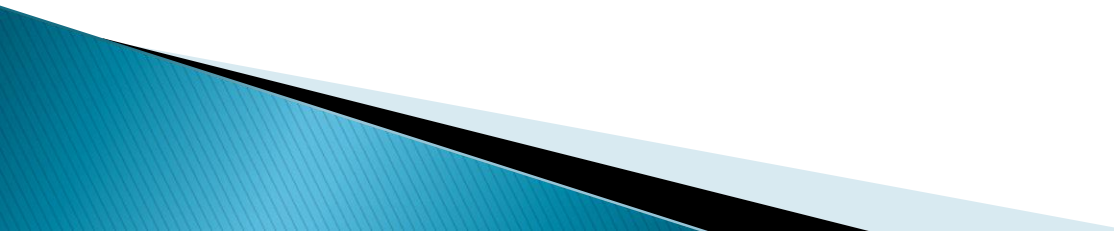
- Most potential providers will probe into your reputation.
- Providers can hear about your Health Center from:
  - Vendors
  - State dental societies
  - Word of mouth among fellow dentists
  - Dental school professors and instructors
  - Current providers
- Quality speaks for itself. Develop strategies to improve your program and work towards your goals! It is far easier to recruit when you have a highly reputable program.

# What are you looking for?

- Experienced dentist or young professional?
- A provider with leadership potential?
- A provider to meet workload or a more career-oriented provider?
- A provider to help make improvements to clinic or contribute to expansion planning?



# Where to Look For Provider Resources

- NNOHA
  - State Primary Care Organizations
  - General Practice Residency programs
  - Dental schools
  - Dental societies
  - Local vendors
  - Current providers
  - ADA Journal
  - State Journals
- 



# Recruitment Strategy: National Health Service Corps (NHSC)

- ▶ Loan Repayment – Must be employed by a NHSC approved site in a Health Professional Shortage (HPSA) area
- ▶ Scholarships – payments during school – must serve 2–4 years in an approved NHSC site.
- ▶ Currently full time clinician may receive up to:  
\$60,000 at a site with a HPSA score 14 or more  
\$40,000 at a site with a HPSA score 13 or less

# Hiring the Right People

- The right people for staff positions require more than technical skill.
  - Attitude, self-control, demeanor, willingness to take direction and dependability.
  - Resonate with Health Center mission and the Dental Director.



# Day-to-Day Retention Strategies

- Monthly trainings
  - The latest technical skills
  - Cultural competency
  - Quality Assurance
  - PDSA cycles

# Day-to-Day Retention Strategies

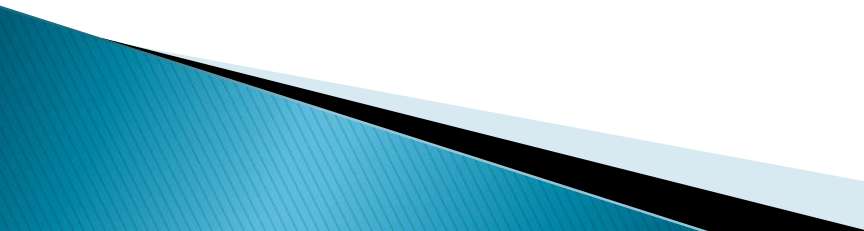
- Friendly competition among dental sites
  - Yearly competition
  - Effectiveness, Efficiency and Effort Award
  - Winning site is announced at annual picnic



# Team Building Exercises

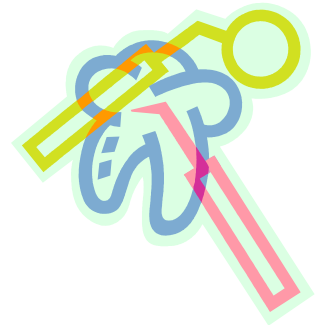
- Builds and fosters interdependence and trust
- Conduct role plays and demonstrations
- Select off-site settings away from the clinic
- Repeat periodically; especially as new staff members join the team
- Conduct exercises within the dental team AND the rest of the Health Center

# Retaining Current Providers

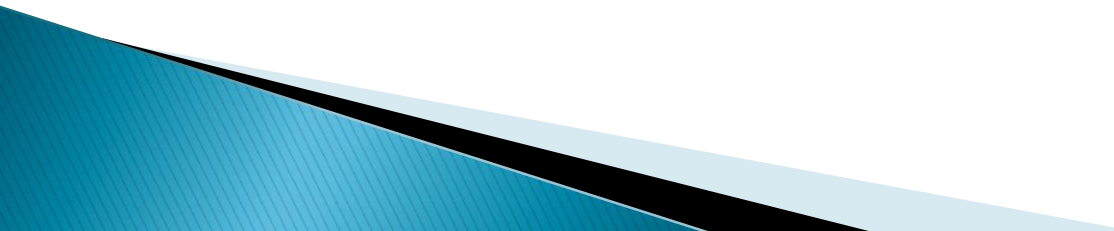
- Money isn't everything: promote benefits and a fair incentive program
  - Involve staff in organization's VISION, budget, and issues. Help providers establish a quality program that emphasizes their talents.
  - Involve providers in attaining a balanced budget.
  - Develop a fair and consistent incentive when over budget.
  - The more engaged in the operations, the more buy-in and willingness to stay!
- 

# What makes a provider stay?

- The daily experience of feeling part of a quality team & providing quality care
- Patient satisfaction
- They providers compensated fairly and not overworked?



# Recruitment & Retention Tool: Integrate Dental into the Patient Centered Health Home (PCHH)

- Advertise PCHH goals & strategies.
  - Engagement in the patient's overall health encourages job satisfaction and promotes retention.
  - The more your providers and staff feel they are contributing to a winning team, the more likely they will stay with you.
- 



# Contact Info

- ▶ Dan Watt, DDS
- ▶ [dwatt@trhs.org](mailto:dwatt@trhs.org)

# NNOHA RESOURCES



- Job Bank
- *Operations Manual for Health Center Oral Health Programs*, Chapter 5: Workforce & Staffing
- Health Center Dental Employment FAQs Factsheet
- Survey of Health Center Oral Health Providers: Dental Salaries, Provider Satisfaction, and Recruitment and Retention Strategies
- [www.nnoha.org](http://www.nnoha.org)

# NOSORH Resources



- State Offices of Rural Health – Find yours – <http://www.nosorh.org/regions/directory.php>
- National Rural Recruitment & Retention Network – (3Rnet) <https://www.3rnet.org/>
- National Rural Health Day - <http://celebratepowerofrural.org/>
- NOSORH website - <http://www.nosorh.org/>



# Questions?



- Please type your questions in the chat box and specify if your question is for Suzanne Heckenlaible or Dr. Dan Watt

# Contact Information



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