



Finding a Way Forward: Retaining & Recruiting MAs and DAs in the Changing Workforce Landscape

Part 2: Dental Assistants

This project is supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) as part of an award totaling \$825,000 with 0 percentage financed with non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor an endorsement, by HRSA, HHS, or the U.S. Government. For more information, please visit [HRSA.gov](https://www.hrsa.gov)

ASSOCIATION OF CLINICIANS FOR THE UNDERSERVED



GOALS

- Access to Care
- Primary Care Clinician Support



LENS

- Policy
- Practice
- Workforce



TOPICS

- Medical Care
- Behavior Health / Mental Health
- Vision Services
- Oral Health
- HIT
- Pharmacy
- NHSC

- National Cooperative Agreement awarded in 2014
- Funded by the Bureau of Primary Healthcare
- One of 21 National Training and Technical Assistance Partners (NTTAPs)
- Produces **FREE** Resources, Training, and Technical Assistance

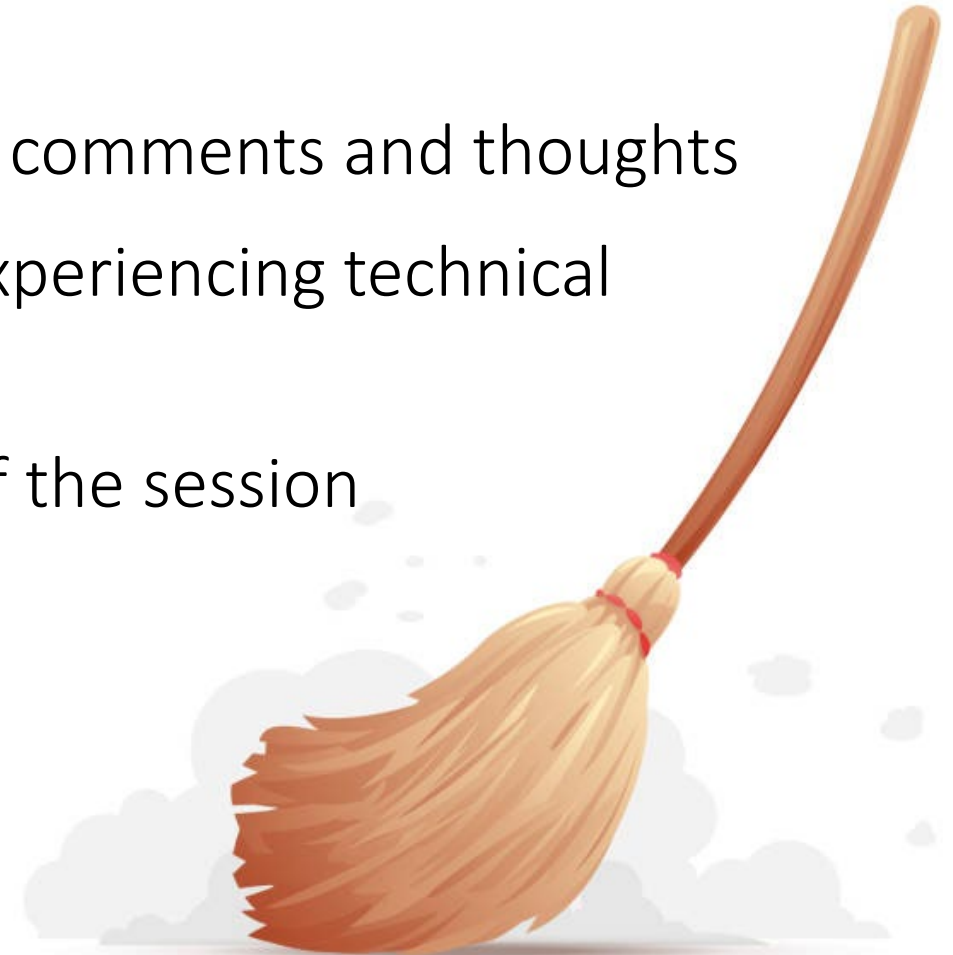
www.chcworkforce.org

Contact us: info@chcworkforce.org

HOUSEKEEPING



- This session is being recorded and the **recording** will be sent via email to everyone who registered
- Use the **Chat** box to ask questions and share comments and thoughts
- Send a message to **Mariah Blake** if you are experiencing technical difficulties.
- Please complete the **evaluation** at the end of the session



TODAY'S PRESENTERS



CANDACE HSU OWEN, RDH, MS, MPH

Education Director

National Network for Oral Health Access (NNOHA)



DR. ETHAN KERNS, DDS

Chief Dental Officer

Salud Family Health Centers

WHAT'S NEW AT THE STAR² CENTER?



- [Definition of a Comprehensive Workforce Plan](#)
- Working with BPHC on the difference between a Comprehensive Workforce Plan and a Strategic Workforce Plan
- New [Self-Care Repository page](#) on our website
- [STAR² Center Talks Workforce Success Podcast](#)
 - Two New Episodes (Season 3) Focused on Employee Wellness
- SO MUCH MORE – stay up to date by signing up for our newsletter!!





Salary and Job Satisfaction in CHC Dental Assistant Workforce

Candace Owen, RDH, MS, MPH

NNOHA Education Director

February 3, 2022

About NNOHA

- Founded in 1991 by FQHC Dental Directors who identified a need for peer-to-peer networking, collaboration, research, and support
- Membership now includes more than 5,000 dentists, dental hygienists, supporters, and partners




HRSA NTTAP Grantee

- Learning Collaboratives
- Annual Conference
- Webinars
- NNOHA Listserv
- NOHLI
- Resources – Operations manuals, dental forms library,

www.nnoha.org or email info@nnoha.org





NNOHA's 2021 Workforce Survey

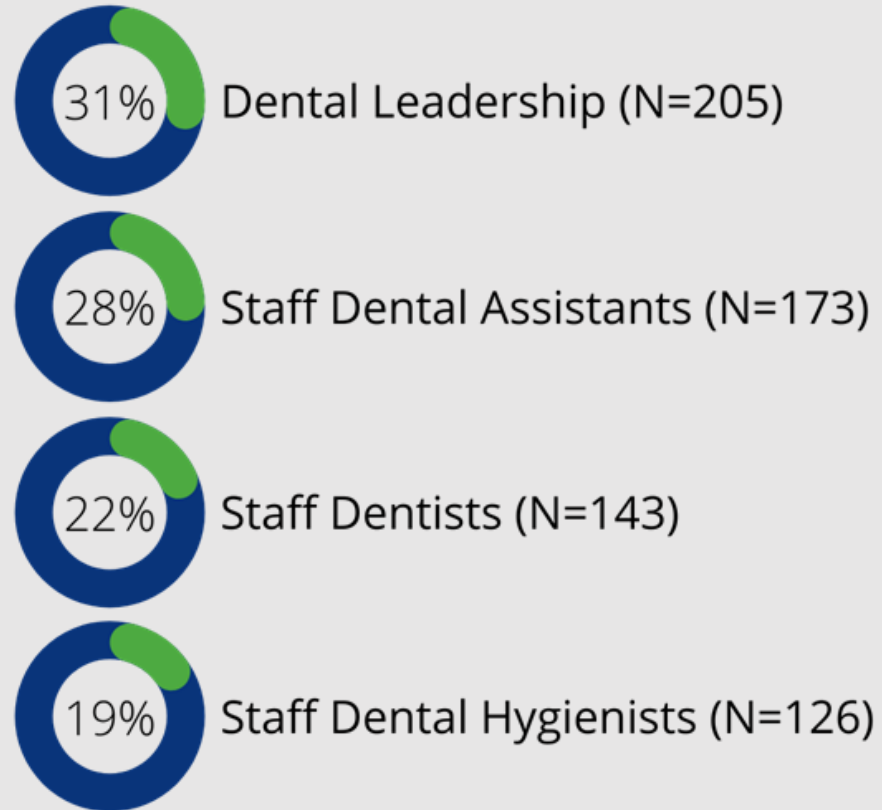


Background

- Measures job satisfaction and salary trends in community health center (CHC) dental programs
- Completed every 3-5 years (2008, 2013, 2018, 2021)
- 2021: first year to include dental assistants as respondents
 - Four separate survey links for different team members
 - Dental leaders, dentists, dental hygienists, dental assistants



Survey Response: 647 responses

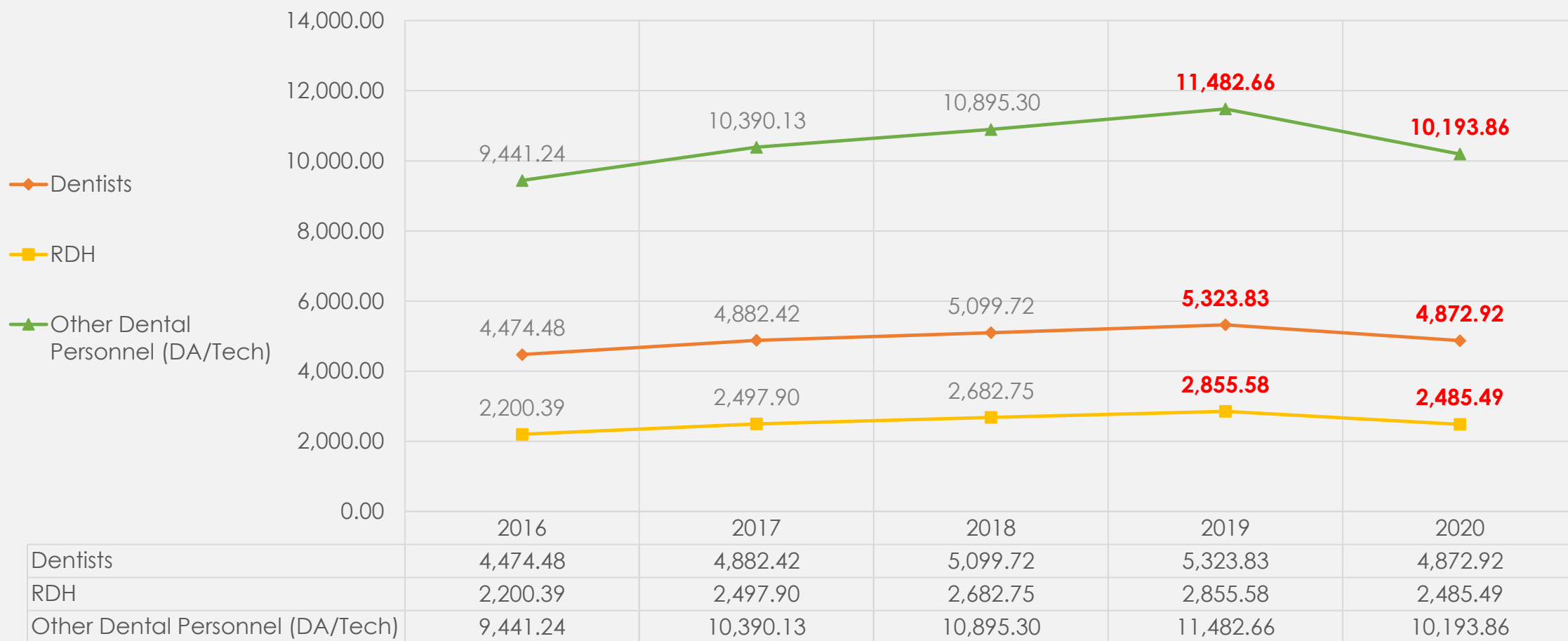


COVID-19 and CHC Dental Programs

- 2020
 - 1,375 health center grantees
 - 28,590,897 total patients served
- 2019
 - 1,385 health center grantees
 - 29,836,613 total patients served
- 10 less health center grantees compared to 2019
- 1.2M less patients served in 2020



Dental Program FTEs 2016-2020

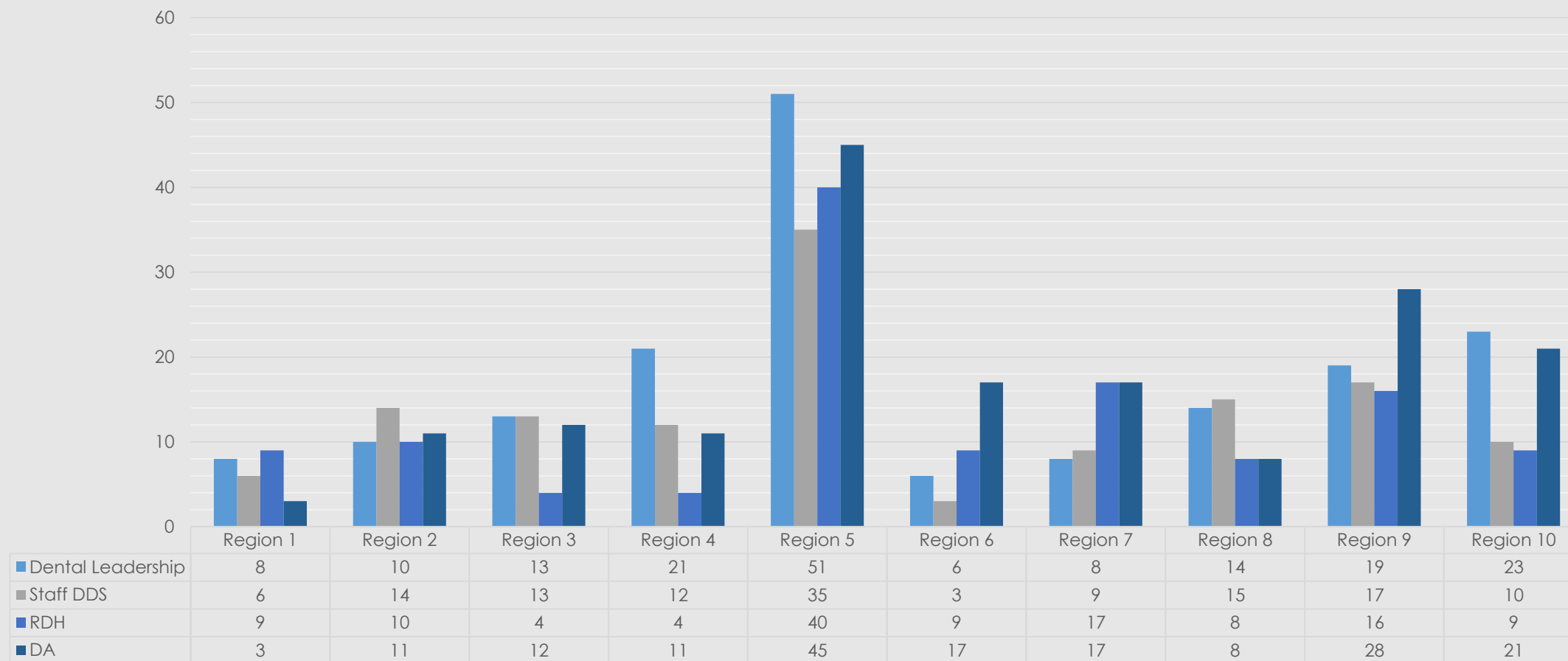


Workforce Impacts from COVID-19

- Across all team member types, the biggest impact experienced from COVID-19 is loss of dental assistants (DA)
- DAs say their greatest challenge while working during COVID-19 is burnout from staffing shortages (45.8%).



Responses by HRSA Region



Activities Before Being a DA

- 29% - private practice employee
 - 27% - DA student
 - 26% - non-dental field
-
- Only 15% of DAs rotated through a CHC before working in one.



Nearly **50%** of DAs said that their primary reason for wanting to work in a CHC was that they **wished to practice in a community-based setting.**

43% of DAs said that they felt a **mission to the dentally underserved.**



Benefits for DAs in CHCs

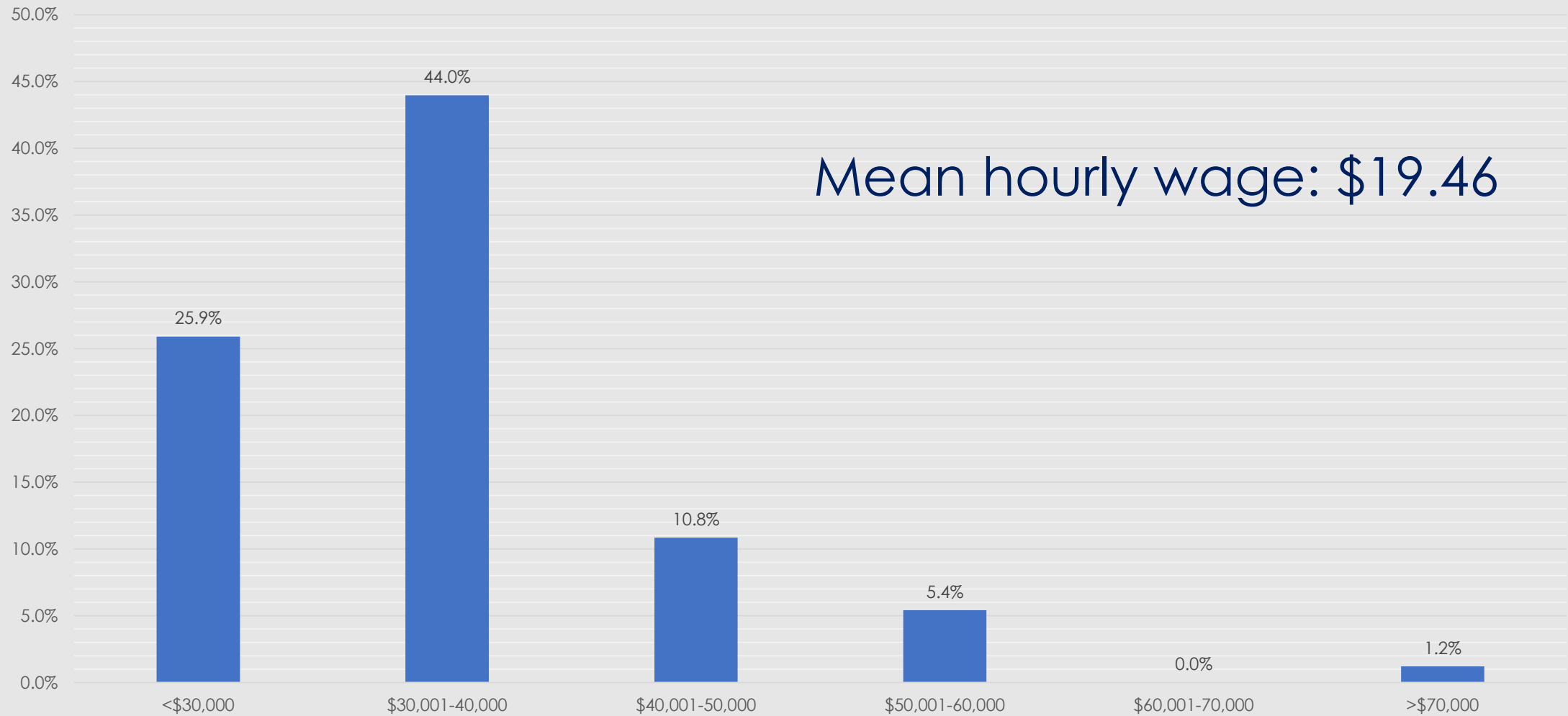
Benefit	Mean	Median
Vacation days	14 days	10 days
Sick days	8 days	4 days
Continuing education reimbursement	\$116.54 per year	\$47.50 per year

DAs receive far less in continuing education reimbursement compared to dental hygienists and dentists (over \$1,000 less per year).

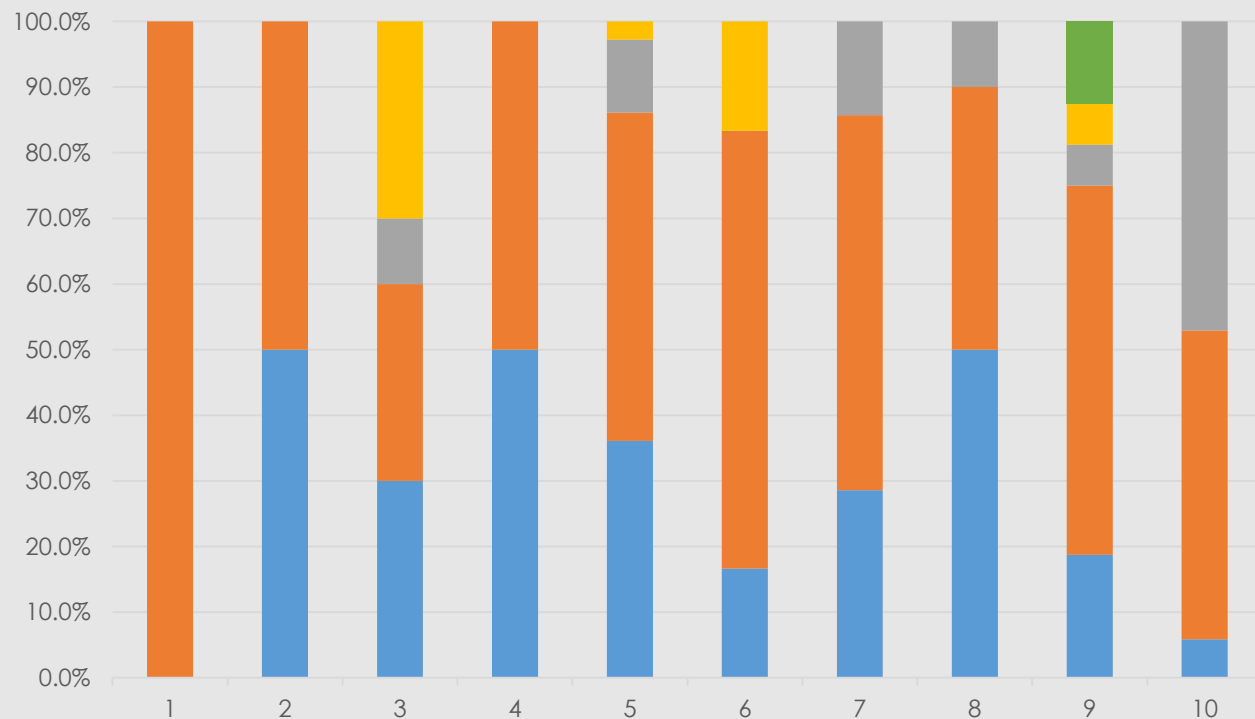
Over 58% of DAs say that the number of vacation and sick days is inadequate.



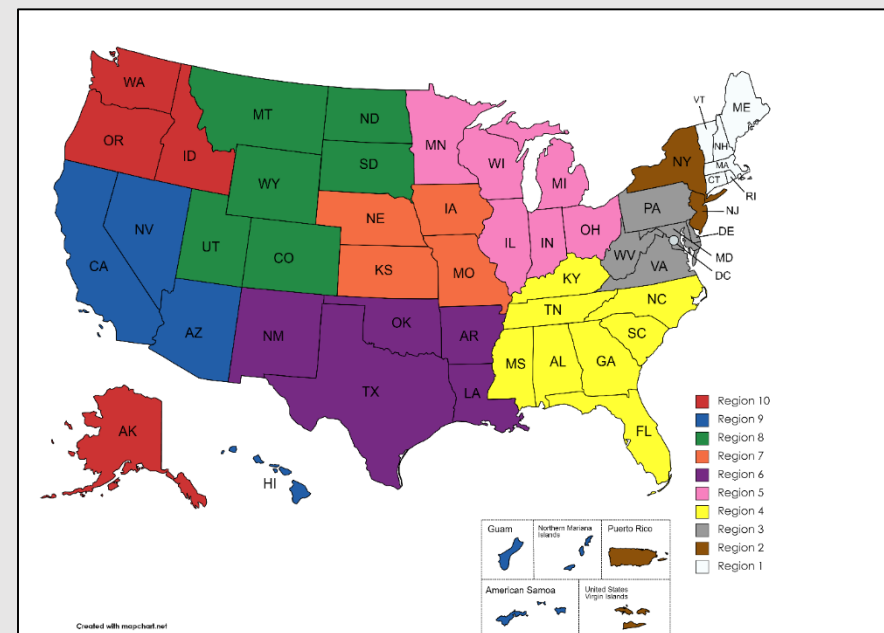
Current DA Salary (N=166)



DA Salary by HRSA Region



HRSA Region 1	N=2	HRSA Region 6	N=6
HRSA Region 2	N=10	HRSA Region 7	N=7
HRSA Region 3	N=10	HRSA Region 8	N=10
HRSA Region 4	N=10	HRSA Region 9	N=16
HRSA Region 5	N=36	HRSA Region 10	N=17



Comparing DA Salaries

- According to NNOHA survey, the median hourly wage for DAs in CHC is \$18.00.
- According to DANB, the median hourly wage is \$19.80.
 - Includes more than CHC DAs.

Dental Assisting National Board. 2020-2021 Dental Assistants Salary and Satisfaction Survey.

<https://www.danb.org/~media/Files/Marketing-Documents/2020-Salary-Survey-visual-report.ashx?la=en>



Job Satisfaction

- Dental clinic staff and support
 - 58.5% respondents said that the number of DAs in the CHC is inadequate
 - 62.8% respondents said that the quality and experience of DAs is adequate

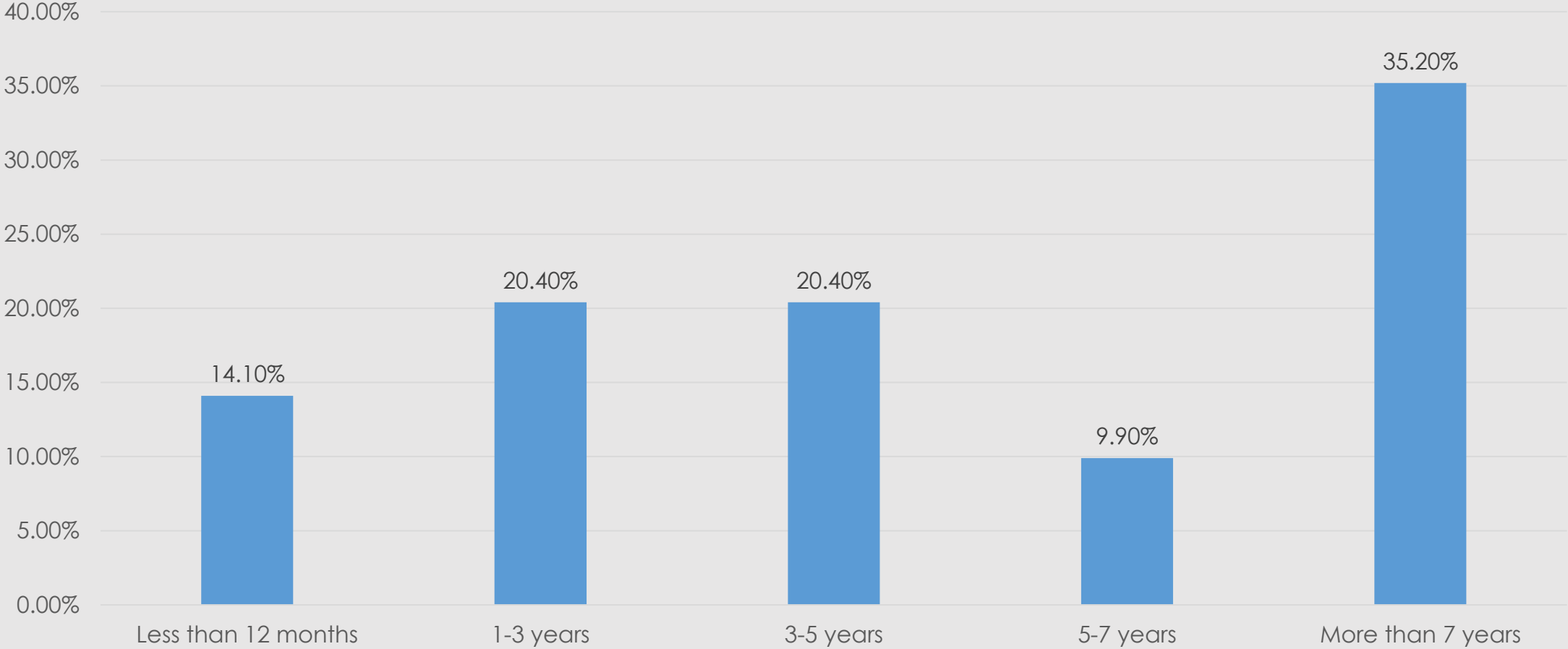


DA to Dentist Ratio

- Recommended DA to dentist ratio is 2:1
 - 56.2% said their ratio is inadequate
 - 54% have an average ratio of 1 to 2 DAs to 1 dentist.
 - **Only 8% have 2 or more DAs for 1 dentist.**



Timeline to Stay at the CHC



Reasons for Leaving in 5 Years or Less

- 56.6% of DAs who plan to leave in 5 years say they need to **increase their income**.
- 24.8% say they plan to leave because of burnout (not related to COVID-19).



Recommendations

- Mission-minded individuals are more likely to want to work in a CHC
- Increased salaries and benefits could help with recruitment and retention
 - Increase continuing education benefits
 - Create competitive salaries
 - Greater investment in DAs may increase retention



Contact Us!



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SALUD CAREER LADDERS PROGRAM

THE EVOLUTION

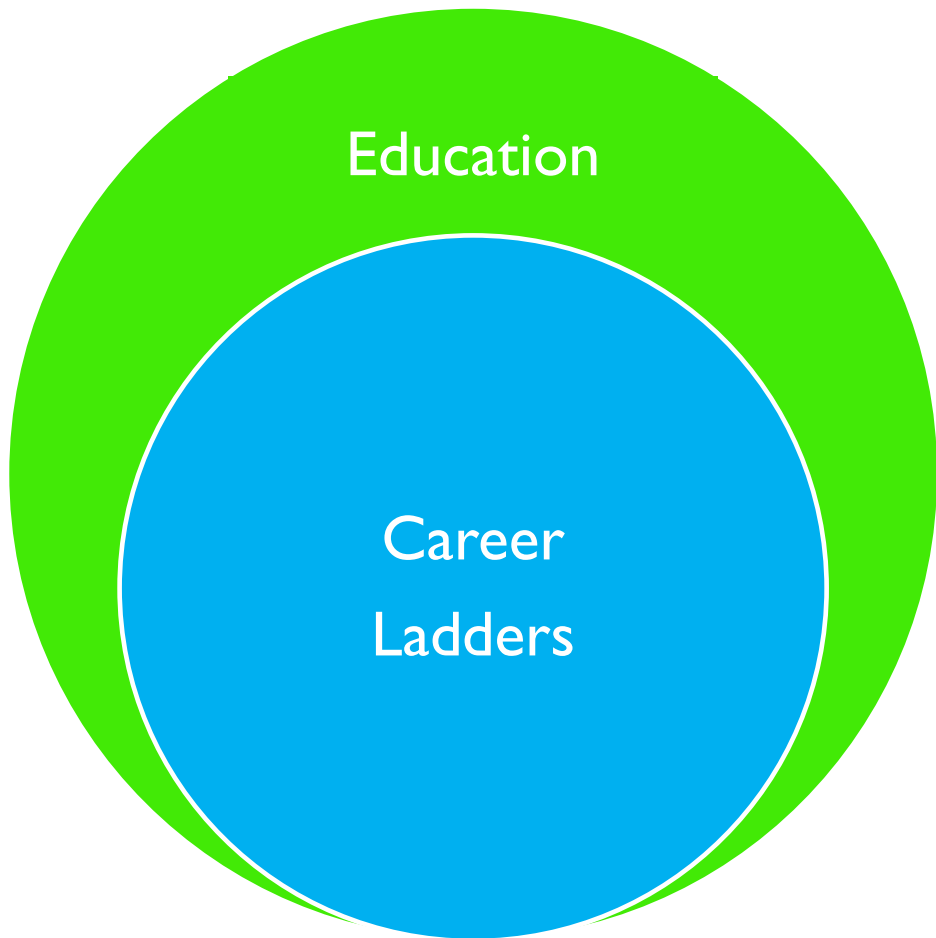
CAREER LADDERS

The graphic features the words 'CAREER LADDERS' in a light blue, sans-serif font, arranged in a staircase pattern. The word 'CAREER' is on the left, and 'LADDERS' is on the right. Three horizontal brown bars are positioned between the words, and three ladders are leaning against them, creating a visual metaphor for career progression.

CAREER LADDERS

- Career Ladders is Salud's development program for our support team members
- Comprehensive curriculum to help develop job-related knowledge and skills
- Commitment to invest in our team members
- Develops confident and qualified front line staff

CAREER LADDERS



- Education
 - All staff have access to Education
- Career Ladders
 - An Education Program for all Front Line Staff

WHY IMPORTANT?

- Want staff to have the support, resources, and training to succeed
- Research shows that people with advanced job knowledge & skills:
 - Enjoy being at work
 - Provide superior service to their customers
 - Customers are more satisfied with their experience
- Career Ladders prepares new team members and refreshes more experienced team members

CAREER LADDER COURSES

- Courses are meant to appeal to a variety of learning styles and relay valuable content
- Contains reading material, multimedia segments, interactive elements, and evaluative measures
 - This content prepares staff to improve their job skills and knowledge as well as to pass their certification exam and competencies

HOW COURSES ARE COMPLETED

- Staff consult with supervisors to identify time during a normal work day
- Coursework is taken online using Salud's Learning Management System (LMS)
- Courses generally take 30-40 minutes
- After completing a course, an exam must be passed in order to receive credit

CAREER LADDER LEADS

- Each Ladder was assigned a LEAD to oversee construction and timeline of development
- These LEADs were generally the Directors of those areas
 - For example, the Chief Dental Officer oversaw the Dental Assistant Ladder
- These LEADs determined what knowledge they wanted their staff to gain from this process
- The LEADs created the content and determined what which levels to assign the courses

DENTAL ASSISTANT CURRICULUM:

Orientation	Apprentice	Level 1	Level 2	Level 3	Level 4
DSS.001	DSS.002	DSS.003	LEAD.101	MGMT.101	MGMT.201
REQUIRED			OPTIONAL		
Dental EHR Introduction to Dental Radiology Dental Chair-side Procedures Pt 1 Dental Instruments & Equipment Pt 1 Medication Management Dental Office Procedures Dental Assistant Clinical Training	Basic Dental Terminology Dental Patient Management & Communication Dental Nitrous Oxide Dental Chairside Procedure 2 Dental Emergency Triage Dental Instruments & Equipment Pt 2 Universal Precautions for the Dental Assistant Dental Radiology Techniques & Applications	Dental Laboratory Skills -Pt 1 Dental Ethics and Professional Conduct Advanced Dental Radiology Dental Management of the Medically Complex Patient Advanced Dental Terminology Dental Materials Hypertension QM AMT Exam Preparation	Healthy Communication Moving From Peer To Supervisor Stress And Time Management Giving And Receiving Criticism/Feedback Time Management Managing Up Employment Law Barriers to Effective Communication Leading a Team	HR 101 Employment Law Recruiting and Selection Performance Mgmt What it takes to Manage Introduction to Management Character and Management Styles The Coaching Habit	CAPSTONE PROJECT

DENTAL CLINIC COORDINATOR CURRICULUM:

Orientation	Apprentice	Level 1	Level 2	Level 3	Level 4
DCC.001	DCC.002	DCC.003	LEAD.101	MGMT.101	MGMT.201
REQUIRED			OPTIONAL		
Dental Electronic Health Records Basic Dental Terminology Medical Dental Integration (MDI) program Dental chair-side procedures Part I Dental emergency Introduction to Dental Radiology Dental Instruments and Equipment, Part 1 Dental Front Desk Management Appointment Scheduling Open Dental Money Handling Check In/Out	Dental chair-side procedures Part 2 Patient Complaints Special Programs Day Ahead Prep Patient Portal Training Billing Questions Insurance and Discounts Dental Radiology Techniques and Applications Dental Instruments and Equipment, Part 2 Dental Patient Management and Communication	Dental Ethics and Professional Conduct Service Matters: Taking Ownership Service Matters: Demonstrating You Care Internal Customer service Managing Stress at Work Ethics for Everyone Active Listening Conflict Management Diversity in the Workplace Email Etiquette Telephone Etiquette	Healthy Communication Moving From Peer To Supervisor Stress And Time Management Giving And Receiving Criticism/Feedback Time Management Managing Up Employment Law Barriers to Effective Communication Leading a Team	HR 101 Employment Law Recruiting and Selection Performance Mgmt What it takes to Manage Introduction to Management Character and Management Styles The Coaching Habit	CAPSTONE PROJECT

HOW THE SAUSAGE WAS MADE

- Salud created ALL of our content for the Career Ladders
 - This involved researching in text books, talking to schools, etc.
 - We created many videos at our clinics
 - We purchased photos from 3rd party vendors to avoid any copyright issues
 - We had Champions review our content and take our exams before rolling out
 - We solicited feedback throughout the process
- Salud considered outside “canned” content, but it didn’t meet our needs

COURSE OBJECTIVES

Learning Objectives:

By the end of this course, you will be able to:

Accurately perform an Ankle Brachial Index test

Identify the equipment needed to perform an ABI test

Perform the calculations needed to interpret the ABI results

VIDEO-BASED LECTURE

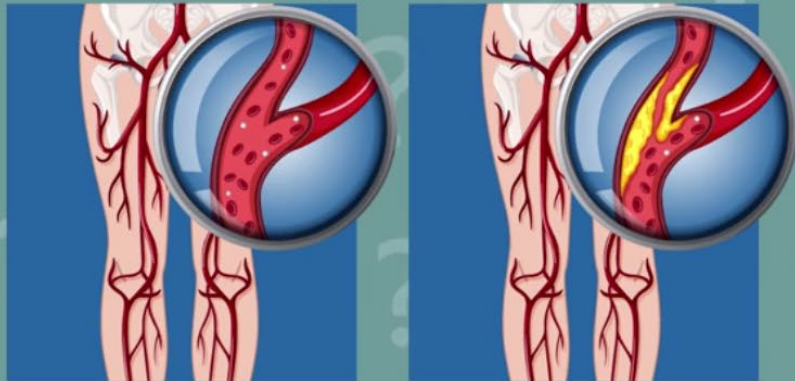
M55.003 Ankle Brachial Index Test - ABI

Ankle Brachial Index Test

RESOURCES

Why do we perform an ABI test?

Peripheral Artery Disease (Arteriosclerosis)



00:39 / 03:09

Speaker icon, Closed captions icon, Navigation arrows

The diagram illustrates the difference between healthy arteries and those affected by Peripheral Artery Disease (Arteriosclerosis). On the left, a healthy artery is shown with a clear, unobstructed lumen. On the right, the artery is significantly narrowed due to the presence of a yellow plaque, which is a characteristic feature of arteriosclerosis. The background of the slide is a light teal color with faint question marks.

COURSE EXAM

1 Question (1/6)

Why is an ABI test performed?

Answers

- A To check for diabetes
- B To check for Peripheral Artery Disease
- C To check for heart disease
- D To check for high blood pressure

Submit your answer

1

2

3

4

5

6

CERTIFICATE OF COMPLETION

Salud Family Health Centers
Certificate of Completion

This is to certify that
Veronica Serna

has successfully completed the Course
MSS.003 Ankle Brachial Index Test (ABI)

Category: Miscellaneous
Credits: 1 CEU

Certificate's Verification

Link : learning.ultipro.com/c70551544

Code : 22c3db8

May 9, 2019



HOW TO ADVANCE TO THE NEXT LADDERS LEVEL

- In order to advance in Ladders, staff must complete the following steps:
 - Complete the course work in Salud's LMS
 - Pass their exam with a score of 80% or better
 - Have a current employee evaluation that is "Meets Expectations" or "Exceeds Expectations"
 - Have no written Employee Counseling Notices ("write ups") from their supervisor within the last 6 months

LANYARDS BY LEVEL

- Apprentice – Teal
- Level 1 – Green
- Level 2 – Orange
- Level 3 – Red
- Level 4 - Purple



TIMELINE

- NEW HIRES:
 - Orientation: Due within 90 days of hire
 - Apprenticeship: Due by end of first year of employment
 - Level I: Due by end of second year of employment
- If not completed on time, supervisor will be notified
- If staff fail to complete their courses and final exam within 30 days, then they will be dismissed from their role

AMERICAN MEDICAL TECHNOLOGIES (AMT) EXAM

- American Medical Technologists (AMT) is a nationally approved certification exam for Dental Assistants (DA's)
 - Salud has established the expectation that all DA's become certified
 - Assistants have a broad and standardized job-specific knowledge base
 - Allows our on-the-job trained dental assistants to become certified
 - Salud has committed to helping all dental assistants maintain their certification
 - Salud has created different types of study materials to help learners

DENTAL AMT DEADLINES

- Three attempts to pass AMT exam
 - If an employee fails the AMT exam, they will have 60 days to retake the exam
 - Upon failure of the third attempt, the employee is given a two week's notification of termination
 - Employees will be able to apply for another open position at Salud

LADDER LEVELS 2-4

Level 2	Level 3	Level 4
Lead.101	MGMT.101	MGMT.201
OPTIONAL		
Healthy Communication Moving From Peer To Supervisor Stress And Time Management Giving And Receiving Criticism/Feedback Time Management Managing Up Employment Law Barriers to Effective Communication Leading a Team	HR 101 Employment Law Recruiting and Selection Performance Mgmt What it takes to Manage Introduction to Management Character and Management Styles The Coaching Habit	CAPSTONE PROJECT

ADVANCED LADDER LEVELS

- The Career Ladders Program offers an optional 'supervisory track' for those who are motivated and qualified
- Level 2
 - Required for LEADs, optional for everyone else
 - 135 employees currently in Level 2
- Level 3
 - Introductory management training
- Capstone Project
 - Still under construction, the committee has been formed to finalize details

CAREER LADDERS AND COMPENSATION

- Upon completing all steps in Ladders Level 1, staff will receive a small increase in base pay*
- Upon completion of all Ladders levels, staff will receive a larger increase in base pay*

*Based on budget considerations

TIPS FOR BUILDING A LADDERS PROGRAM

- Identify areas where staff training is needed
- Identify Subject Matter Experts and Champions
- Hire an instructional designer
- Allow time for development and implementation

THANK YOU!

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