

Not Your Typical Faculty Practice: Building New Partnerships in Patient Care

May 1, 2024

 UTHealth[®] Houston
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Today's Speakers



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Disclosure

Speakers agree that neither they nor members of their immediate family have any financial relationships with commercial entities that may be relevant to their presentation.



Does your school have a faculty practice?

Today's Learning Objectives

1. Describe the strategies required to establish a faculty practice enterprise and brand.
2. Identify opportunities for new partnerships in your local community.
3. Evaluate the administrative and operational aspects of an expanding faculty practice.

"Opportunities don't happen,
you create them." - Chris Grosser

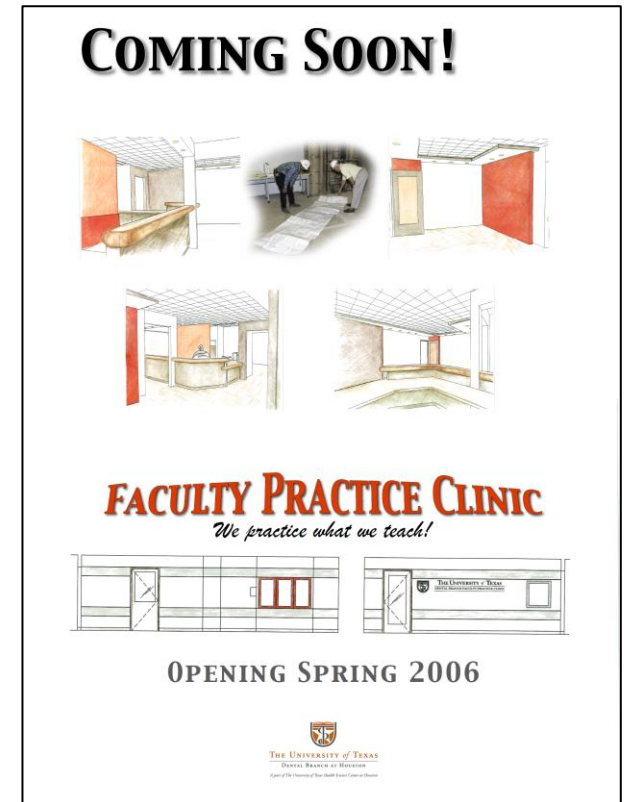
Brief History of Our Faculty Practice

Launch of UT Dentists

- Started in 2006* with Group Practice (intramural only)
- Original start-up funded by new dean's start-up package
- Optional for all full-time clinical faculty, but required for any FT faculty member who generates “professional income”
- Faculty compensated in addition to base salary
- Faculty provided initial \$\$ guarantee in year 1 only

Why We Did It – Plan Goals

- Provide patient care at faculty level
- Enhance faculty teaching skills
- Augment faculty salaries
- Increase school revenue
- Recruit and retain faculty
- Support research
- Enhance relationship with dental community



Start-up Issues

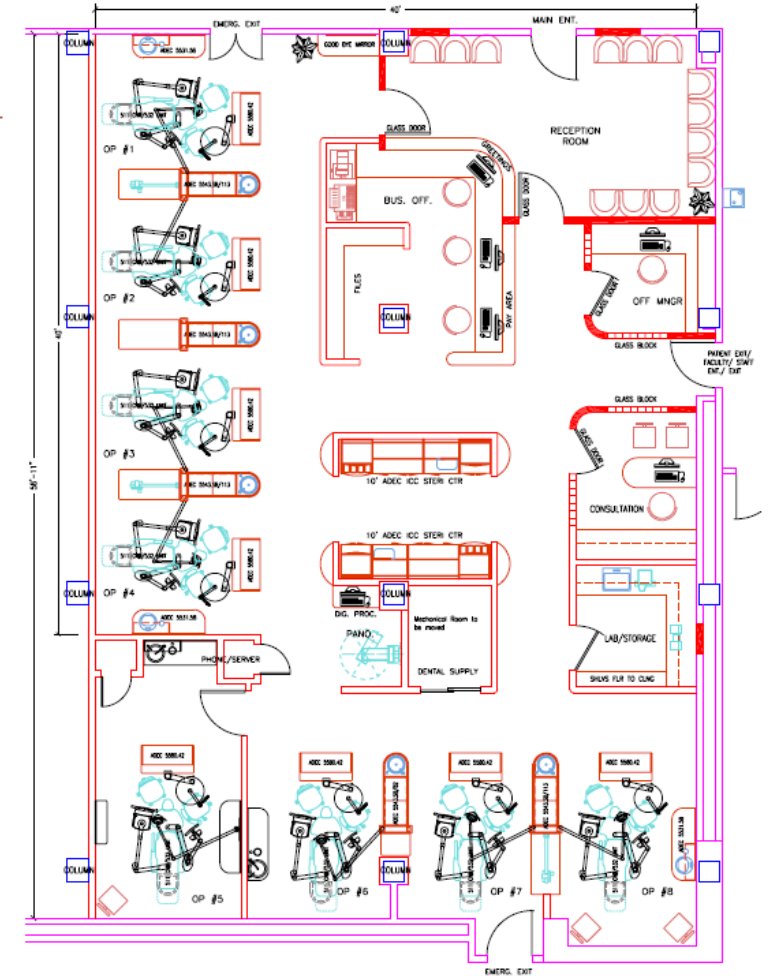
- Response from organized dentistry/practicing community
- Reluctance by some faculty, esp. those with outside practices
- Development of bylaws
- Decision on whether intramural or extramural facility, and subsequent design and construction
- Combating myths (e.g., impact on base salaries)

Typical Faculty Activity (non-OMS)

- Practice minimum of one-half day per week*
- All participating faculty practiced in UT Dentists clinic (except OMS and Pediatric Dentistry)
- Faculty compensated 35% of gross production*
- No assessments for overhead (i.e., PLI, lab fees)
- Hold monthly provider meetings
- Extramural practice option added later (2012)

Initial Practice Facility

- General Practice/Multi-Specialty
- 8-chair clinic initially (now 13)
- Designed/operates as a private practice
- Traditional support staffing (office manager, front desk staff, dental hygienists, chairside assistants)



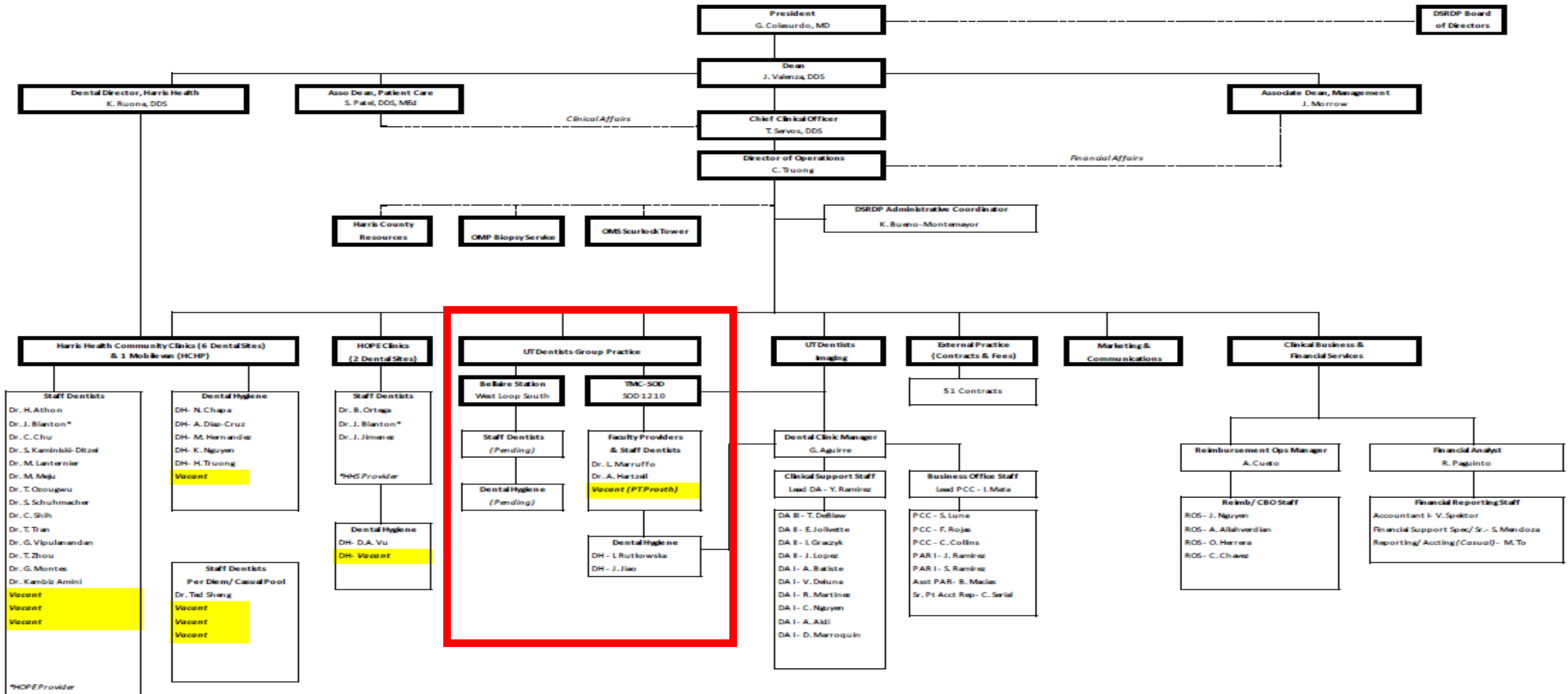
“For all those times we think we can’t,
maybe we should try.” – Simon Sinek

Where We Are Today

Our Current Enterprise

- Group Practice (intramural general & multi-specialty)
- Oral & Maxillofacial Surgery (extramural)
- Oral & Maxillofacial Pathology/Biopsy Service
- Oral & Maxillofacial Imaging Service
- Extramural Practice (associateships in private practices)
- Community Partnerships (hospitals, community health clinics, etc.)





Providers & Services

Providers:

- 48 Clinical faculty
- 19 Faculty in external practice
- 19 Staff dentists
- 9 Staff dental hygienists

Services:

- General dentistry, all recognized dental specialties, sleep apnea, TMD/orofacial pain and more

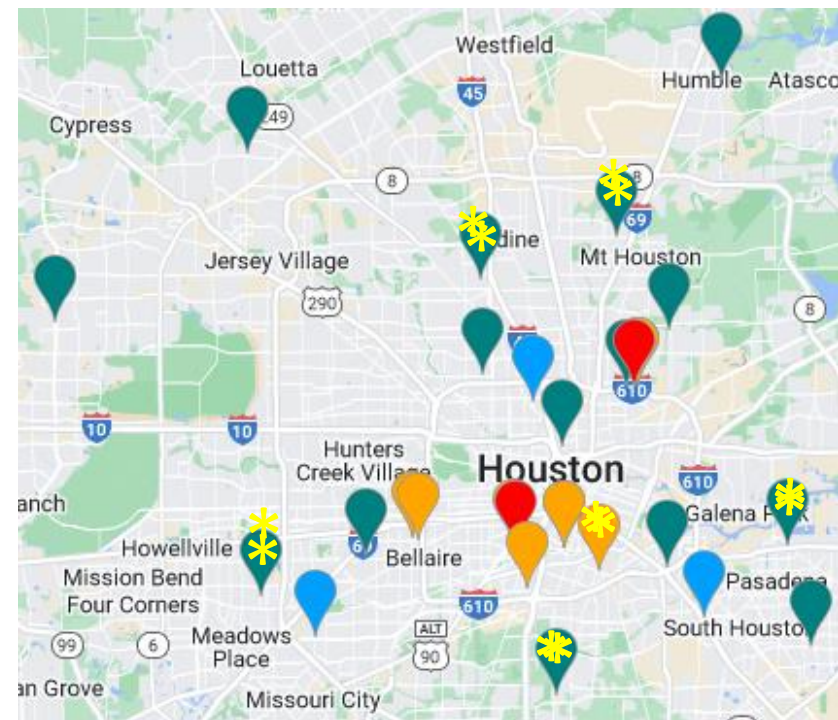


Development of Community Partnerships

- OMS and Pediatric Dentistry in various private and public hospitals in the Texas Medical Center
- Harris County Hospital District/Harris Health System
Community Health Centers
- Houston-area Federally Qualified Health Centers (FQHC)
- Private practices for extramural opportunities

HARRISHEALTH SYSTEM

- Fully integrated healthcare system for all residents of Harris County, Texas
- One of the largest systems in the country
- Includes community health centers, same-day clinics, multi-specialty clinics, a dental center, mobile health units (including dental) and two hospitals



HARRISHEALTH SYSTEM

- Coordinated care with OMS, PCPs, oncology, obstetrics, orthopedic surgery, etc.
- 25,000 patient visits annually at 6 locations
- Implemented Epic Wisdom in 2022
- Student & GPR rotations at the Dental Center





- Federally Qualified Health Center (FQHC) serving over 20K patients and over 100K patient visits/year
- Serves lower socioeconomic patients of Greater Houston area
- UT Dentists provides dental services in 2 sites, expanding to 3 this fall



Administration & Operations

- Board of Directors
- Bylaws per UT System template for medical, dental schools
- Chief Clinical Officer (DDS)
- Director of Operations (MBA)
- Dental Directors (e.g., Harris Health)
- Administrative and clinical support staff



Budget, Revenue & Finance Issues

- FY 2023 total revenue (\$17M) generated by professional fees (30%) and contracts with community partners (70%)
- Consistent positive margin last several years
- Have begun assessing tax on net revenue to support the school, examples include: PT faculty salary increases, various renovation projects, new equipment, software, and other high priority funding needs

“There is nothing wrong with change,
if it is in the right direction.” – Winston Churchill

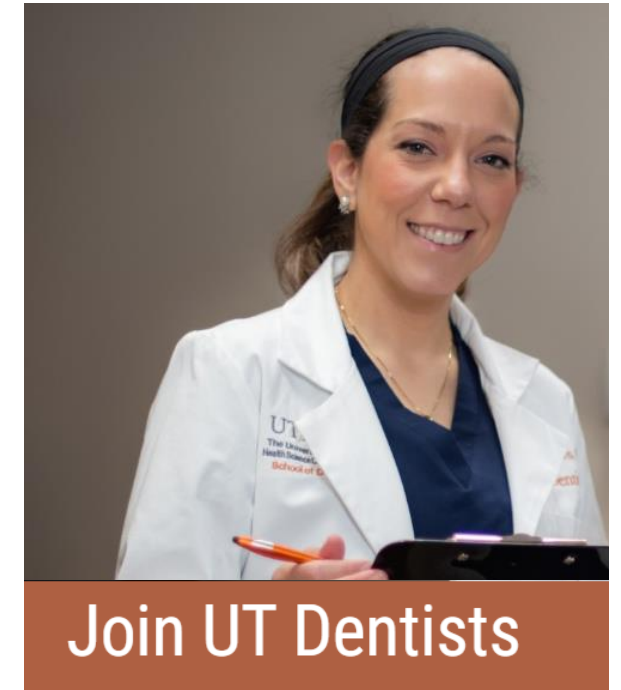
The Future for Our ~~Faculty~~ Clinical Practice

Future Partnerships

- UT Dentists-owned, DSO-operated “private” practices
- Integration with our medical practice plan (“UT Physicians”)
- Other FQHC contracts
- University student health services
- Other medical/physician practice plans and corporate health centers

Future Goals

- Grow brand and revenue via new practice and community sites
- Further develop Imaging Center as referral source for practicing community
- Grow UT Dentists Study Club as premier hands-on benefit for providers and staff



"The way to get started is to quit talking and begin doing." - Walt Disney

Summary / Wrap-up

Impact of Faculty/Clinical Practice

- Reputation and brand recognition
- Support of our missions, including faculty recruitment & retention
- Significant faculty participation (intramural, extramural)
- Successful integration of staff dentists & dental hygienists



What Can Be Improved

- EHR – currently using axiUm[®] but considering other platforms
- Marketing
- Furthering our community outreach
- Increasing alignment with our vision statement:

Improving Oral Health ... Improving Overall HealthTM

Questions?