

# Cover Sheet: Request 11228

## DEN8321 Dental Practice Management

### Info

Process	Course Modify Ugrad/Pro
Status	Pending
Submitter	Abare,Censeri P cabare@dental.ufl.edu
Created	11/1/2016 10:31:06 AM
Updated	11/8/2016 11:12:15 AM
Description of request	Evolving economic factors have contributed to the change in dental practice models from a clinical model to a business model. With additional changes in the legal environment, legislation, population shifts, reimbursement reductions, digitization and overhead costs it is important dental students understand the business side of dentistry.

### Actions

Step	Status	Group	User	Comment	Updated
Department	Approved	DEN - Operative Dentistry 313405000	Dilbone, Deborah Ann		11/7/2016
Added DEN8321-syllabus.pdf					11/1/2016
College	Approved	DEN - College of Dentistry	Sposetti, Venita J		11/8/2016
No document changes					
University Curriculum Committee	Pending	PV - University Curriculum Committee (UCC)			11/8/2016
No document changes					
Statewide Course Numbering System					
No document changes					
Office of the Registrar					
No document changes					
Student Academic Support System					
No document changes					
Catalog					
No document changes					
College Notified					
No document changes					

# Course|Modify for request 11228

## Info

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**Form version:** 1

## Responses

**Current Prefix**DEN

**Course Level**8

**Number** 321

**Lab Code** None

**Course Title** Dental Practice Management

**Effective Term** Earliest Available

**Effective Year** Earliest Available

**Requested Action** Other (selecting this option opens additional form fields below)

**Change Course Prefix?**No

**Change Course Level?**No

**Change Course Number?**No

**Change Lab Code?**No

**Change Course Title?**No

**Change Transcript Title?**No

**Change Credit Hours?**No

**Change Variable Credit?**No

**Change S/U Only?**No

**Change Contact Type?**No

**Change Rotating Topic Designation?**No

**Change Repeatable Credit?**No

**Change Course Description?**Yes

**Current Course Description**Changes in economic factors, the delivery system, payment processes and the demand for dental care within different segments of the population require future dentists to develop effective management and business skills. This course focuses on six fundamental areas of management necessary for successful dental practice.

**Proposed Course Description (50 words max)**Evolving economic factors have contributed to the change in dental practice models from a clinical model to a business model. With additional changes in the legal environment, legislation, population shifts, reimbursement reductions, digitization and overhead costs it is important dental students understand the business side of dentistry.

**Change Prerequisites?**No

**Change Co-requisites?**No

**Rationale**With ongoing changes in dental practice management this updated course description better reflects the focus of this course.

## DEN8321: Dental Practice Management

### Fall 2016

#### Course Description:

Evolving economic factors have contributed to a broader range of dental practice models than in the past. With additional changes in the legal environment, legislative arena, population shifts, reimbursement reductions, the digital era, and skyrocketing overhead costs, it is more important now (more than ever) that dental students understand the business side of dentistry. This course will provide senior DMD students with a foundation of the principles of Dental Practice Management as a critical component of their dental education.

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#### I. General Information

Course Director: Annelise Driscoll  
 Office:  
 Email: [adriscoll@dental.ufl.edu](mailto:adriscoll@dental.ufl.edu)  
 Phone: 1 407 2520471  
 Course Credits: 2  
 Semester: Fall

#### Contributing Faculty

Maria Silva [mariasilva@ufl.edu](mailto:mariasilva@ufl.edu)

#### Support Staff

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#### II. Course Goals

This course will be grounded on theories and practices of business management which will develop dental students' professional business skills, acumen and leadership. With the goal of producing well-rounded dental students with both clinical and business excellence, this course will better prepare dental students to become both clinicians and business men and women.

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#### III. Course Overview

Course Director: Annelise Y. Driscoll, MBA, PhD  
 Office: Tampa (not in Gainesville)  
 Office Hours: (via Skype, FaceTime or Cell) Mon.-Thurs. 4pm-7pm  
 Weekend hours by appointment in advance  
 Email: [adriscoll@dental.ufl.edu](mailto:adriscoll@dental.ufl.edu)  
 Alternate Email: [DrAnneliseDriscoll@gmail.com](mailto:DrAnneliseDriscoll@gmail.com)  
 Cell: 407-252-0471  
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 FaceTime: 407-252-0471  
 LinkedIn: [www.Linkedin.com](http://www.Linkedin.com) Annelise (Ydstebo) Driscoll  
 Website: [epmfordentists.com](http://epmfordentists.com)

#### Course Overview:

This course includes lectures, guest speakers, independent reading, team-based case study review, the use of in-class technologies, and assignments, to include:

1. Construction of a Personal Debt Profile and Financial Plan
2. Cultivating a Professional Identity through a CV, Cover Letter and LinkedIn Profile
3. Construction of a Practice Purchase Decision Matrix Project
4. Case Study Review of Laws & Legal Compliance in the Dental Practice
5. Case Study Review of an Associateship Agreement
6. Senior Professional Day with 6 Guest Speakers (Dentists) sponsored by UF's Continuing Dental Education office
7. Preparing a Practice Emergency Preparedness Plan for Disasters

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#### IV. Course Outline

DEN8321 is designed to create an engaging learning environment in which contemporary dental practice management foundational principles are taught through 14 fundamental areas. These 14 areas (listed below) will provide the necessary information for dental students to become more effective private practitioners and business men and women.

The 14 fundamental areas are:

##### FALL

1. Personal Finance-Debt, Credit Scores & Impact
2. Professional Identity & Reputation Management
3. Dental Career Models & Legal Entity Choices
4. Associateships-Types, Agreements & Negotiations
5. Insurance (Personal & Professional) & Practice Models
6. Dental Leadership
7. Senior Professional Day-6 Guest Speakers
8. Buying, Building, or Renovating (with Leaseholder Improvements) a Dental Practice
9. Florida Dental Practice Act, Laws & Rules

##### SPRING

10. OSHA & HIPAA for Dentistry and Disaster Preparedness Planning
11. Dental Practice Marketing
12. Human Resources & Staffing
13. Practice Financials & Operational Overhead
14. Employment Law for Dentists

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#### V. Course Material

All students will be required to purchase the textbook for this course and will bring it to class with them by the first lecture (L-1).

It is: *Business Basics for Dentists*, by David O. Willis, Wiley-Blackwell Publishing, ISBN-13: 978-1-1182-6606-9/2013 Cost: \$41-\$59

LINK: <http://www.wiley.com/WileyCDA/WileyTitle/productCd-EHEP002770.html>

**Optional resource:**

HSC Dental Library Guide

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## **VI. Course Objectives**

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The course objectives are designed to provide a foundation of business knowledge, acumen and leadership skills that will increase the dental student's education in a more comprehensive manner. Teaching dental students dental practice management from an academic, business-based curriculum should enable the graduating student to become a more confident, professional, decisive, and effective dental practitioner and potential business owner. While this is the main objective of this course, each of the 14 fundamental areas (see Course Outline) to be taught, contain their own topic-specific objectives.

## **Den8321 Fall & Spring Semester**

### **Fall Semester Schedule**

#### **Lecture 1 (L-1): Personal Finance-Debt, Credit Scores & Their Impact**

##### **Lecture Curriculum to Focus on:**

- Introduce the concepts associated with Personal Finance to include savings, spending, debt, and wealth accumulation
- Introduce & define Credit Score & Credit Report; review the components of what makes up an individual's Credit Score & Credit Report
- Discuss the impact of Credit Scores & Credit Reports on DMD Student's current financial position, educational debt and their future impact on the ability to obtain credit and loans for practice purchases
- Review the 3 credit agencies; Experian, Trans Union and Equifax
- Use of the three credit agencies and/or Credit Karma.com site to calculate each student's current credit score
- Use of UF's "1.uf.edu", student administration and the National Student Loan Database System information to calculate current educational loan and future completed educational loan amounts
- View the dental loan organizer capabilities at [www.aamc.org/GoDental](http://www.aamc.org/GoDental) or [https://www.nslds.ed.gov/nslds/nslds\\_SA/to](https://www.nslds.ed.gov/nslds/nslds_SA/to) calculate total monthly school loan payment
- Discuss Personal Budgeting
- Discuss Net Worth Establishment
- Use of Mint.com App or Budget Documents provided
- Full calculation of current and total dental school debt w/residency & debt @conclusion of all schooling
- Strategies to maintaining good credit scores

##### **Objectives:**

- Given 3 credit agencies, correlate the importance of credit scores and their relation to your future finances by viewing the information on future loans/credit ratings and interest rates charged
- Comprehend the differences between Good Debt versus Bad Debt through the use of case studies examined in class
- Calculate your current and total educational debt through obtaining access to the University's SIS (Student Information System) online
- Analyze barriers to wealth accumulation and summarizing strategies for successful financial planning through the use of materials, resources and tools provided
- Create a personal budget through the use of contemporary or traditional budgeting tools supplied
- Define and quantify your individual net worth through interpretation of your personal budgets
- Compare financial strategies presented to establish a "best fit" per individual student to increase their net worth

##### **Measurable Outcome- Assignment:** Construction of a Personal Debt Profile and Financial Plan to include:

- 1)total debt at conclusion of all dental education
- 2) monthly loan repayment amount(s)

- 3) future strategies for maintaining healthy credit scores, an accurate credit report, a positive financial plan, & increasing net worth

Reading: Business Basics for Dentists, Section 1, Ch. 1-5, Pg. 1-58, And Any Additional Materials in L-1 Folder in ECO

## **Lecture 2 (L-2): Professional Identity & Reputation Management**

Lecture Curriculum to Focus on:

- Introducing Professional Identity as it relates to their role as a soon-to-be dentist
- Discussing the attributes of Professional Identity and Competitive Advantage
- Exhibiting Professional Identity through building expertise, identifying individual strengths, building a positive reputation & having the necessary tools available
- Revealing contemporary methods for promoting a Professional Identity using developed online professional profiles to market each individual DMD student
- Attracting Associateships, Residency Opportunities and future patients through the use of their professional profiles
- Cultivating a Professional Identity through traditional and contemporary methodologies
- Illustrating the correlations of the above as 21st century individual Professional Identity tools
- Describing Reputation Management as a marketing tool for building and maintaining a Professional Identity

Objectives:

- Apply components, attributes & behaviors associated with Professional Identity through presented examples
- Illustrate the impact of poor professionalism, self-marketing or self-branding on future goals & potential Associateship(s) through actual situational cases
- Introduce concepts of individual competitive advantages and reputation management as it relates to a Professional Identity (DMD Senior 4th Yr.)
- Utilize a contemporary social media platform to market and brand D4s by viewing LinkedIn
- Utilize the technology tools viewed above (digital CV and LinkedIn), to create contemporary marketable individual professional profiles
- Illustrate the impact of poor professionalism, self-marketing or self-branding on future goals & potential educational or career opportunities through review sites
- Develop a positive Professional Identity through self-analysis, illustration of individual strengths and competitive advantages in sample CV, Cover Letter and LinkedIn profile

Measurable Outcome: Assignment: Create a Comprehensive Professional Identity through the development of various contemporary Social Media platforms to include:

- 1) Completion of a Professional CV and Cover Letter in digital form
- 2) Creation of a Professional LinkedIn Account Online
- 3) Optional placement of Professional Identity into UF's online "Find An Associate" webpage for the senior Associate Matching Program at UFCD

Reading: Business Basics for Dentists, Section 2, Ch. 12, Pg. 141-146, And Any Additional Materials in L-1 Folder in ECO

## **Lecture 3 (L-3)- Dental Career Models & Legal Entity Choices Lecture**

Curriculum to Focus on:

- Introducing each dental practice models: Private Practice, Corporate, Public Health, Health Corp, Military, Loan Payback Dental Clinics, Indian Health Services, Federal/VA
- Provide & review links used to find additional information
- Include each setting's breakdowns of salaries, benefits and/or loan repayment opportunities
- Introduce & review the Pros and Cons of each legal entity type for dentists & their practice models -S or C Corp, LLC, PLLC, P.A., Partnership or Sole Proprietor
- Discuss the various levels of legal asset protection for each legal entity type and its tax implication.
- Describe the process of incorporating individual DMD students through the use of the website Legalzoom.com

Objectives:

- Compare and contrast career options available to dentists through different models
- Illustrate the options for loan repayment programs offered post-graduation
- Analyze the anticipated compensation packages associated with different career options

- Synthesize the above information with the legal entity types the IRS offers dentists, their levels of asset protection both personally & professionally
- Assert the importance of incorporation for DMD students and encourage their individual incorporation\*

#### Measureable Outcome- NO ASSIGNMENT

- Optional: \*DMD students will be encouraged to incorporate themselves prior to graduation to avoid exposure to liability upon beginning career as Associates.

Reading: Business Basics for Dentists, Section 2, Ch. 6, Pg. 61-72, Ch. 11 Pg. 129-140 & Section 4, Ch.23-25, Pg. 353-378, And Any Additional Materials in L-3 Folder in ECO

### Lecture 4 (L-4)-Associateships-Types, Agreements & Negotiations Lecture

#### Curriculum to Focus on:

- Changes in dentistry through the ACA (Affordable Care Act)
- IRS Requirements for Associateships
- Employment vs Independent Contractor Status
- Legal Entity Review for both new dentist and seasoned dentist
- Buy-In with or without equity and its impact on both dentists
- Strategies for negotiating win-win agreements
- Sample Agreements &/or Case Study Review

#### Objectives:

- Discuss the advantages and disadvantages of Associateships
- Illustrate the IRS' legal requirements & impact of ACA on Associateships
- Structure an agreement through communication and negotiation
- Clarify the necessary aspects of negotiating fairly, & creating win-win relationships that lead to successful Associateships
- Analyze & evaluate agreements for legal compliance to IRS requirements

#### Measureable Outcome- Assignment:

- IN-CLASS: Review of an Associateship Agreement with in-class discussions
- IN-CLASS: Review of communications for negotiating DMD D4 needs/desires of Associateships

Reading: Business Basics for Dentists, Section 4, Ch. 26, Pg. 379-394, And Any Additional Materials in L-4 Folder in ECO

### Lecture 5 (L-5) - Insurance & Practice Models Lecture

#### Curriculum to Focus on:

- Define Insurance and its purpose for protecting the insured
- Illustrate the concept of shared or pooled risks & underwriting
- Introduce different insurance policies/products dentists have choices to purchase
- Discuss the value & cost of each insurance product for individual dentists
- Review Professional Insurances available & recommended per individual dentist
- Define the different insurance models in dentistry that employers or patients purchase
- Discuss Practice Insurance Models & how they function (HMO, PPO, Indemnity, Fee For Svc, Disc. Plans, Medicaid, etc.)
- Pros and Cons of each type of insurance product dentists can contract with in their practice
- Present Different Dental Practice Models for each Insurance Type: HMO, PPO, Indemnity, Fee For Svc, Disc. Plans, Medicaid, etc.

#### Objectives:

- Recommend insurance products available for individual dentists to purchase
- Assess the cost estimation of choosing different types of individual insurance policies for a dentist
- Apply the above information to the DMD student's budgeted expenses currently & post-graduation
- Compare and contrast the different contracting options for insurances to accept within a dental practice
- Analyze the pros and cons of the reimbursement structure of each insurance type
- Apply the reimbursement structure to the cash flow within a practice



- Formulate an image of which insurance type correlates with what dental practice model
- Describe the professional practice model best suited with its associated insurance model

Measureable Outcome: NO ASSIGNMENT

Reading: Business Basics for Dentists, Section 3, Ch. 16-17 & 21, Pg. 199-228 & Pg.277-318, And Any Additional Materials in L-5 Folder in ECO

**Lecture 6 (L-6) Dental Leadership**

Curriculum to Focus on:

- Defining leadership, leadership styles, types, and traits
- Define the differences: Leader versus Manager
- Responsibilities and roles of dentists as leaders of the oral health team
- Theory X and Theory Y Management
- Transformational versus Transactional Leadership
- Emulated behavior and communication of dental leaders
- Dental leader as team builder for accomplishing goals, mission, vision, and values

Objectives:

- Correlate effective leadership with engaged team through theoretical models and case examples
- Illustrate the impact of leadership styles, types and traits through evidence-based studies and data
- Review communication strategies for team effectiveness
- Align dental leadership and communication strategies with positive patient experiences which lead to enhanced, large treatment case acceptance
- Correlate the above with practice financial viability and growth through experiential learning & evidence-based data

Measureable Outcome-NO ASSIGNMENT

**Lecture 7 (L-7)- Dr. Frank Collins Senior Professional Day Lecture**

Curriculum to Focus on:

- Four to Six different speakers speaking to the DMD students
- Each speaker discusses unique perspective of "real world dentistry"
- Each speaker's biosketch to include their background, dental practice location, & chosen speaking topic

Objectives:

- Discuss the pros & cons of post-graduation dental practice
- Integrate the information into DMD D4s future post-graduate practice plans
- Encourage self-directed learning plan to further each D4s aspirations of post graduate opportunities.

Measureable Outcome- Assignment:

- Required Attendance
- Required completion of Evaluation Form for each speaker

**Lecture 8 (L-8): Buy, Build or Renovate (Leaseholder Improvements) a Dental Practice Lecture**

Curriculum to Focus on:

- Introduce 4 practice purchase opportunities- Buy, Build, Renovate, Leaseholder Improvement
- Compare cost estimates for each model
- Conduct online searches for commercial properties using various web tools
- Discuss project cost estimation using excel spreadsheet provided & Google as search mechanism for commercial properties
- Address "Best Fit" scenario after residency
- Use Decision Matrix for mapping out & organizing different options illustrated
- Discuss the loan & indebtedness levels for potential correlation

Objectives:

- Propose different opportunities for buying, building or renovating a dental practice through 4 presented options
- Quantify the cost estimation of varying practice purchases through the use of a Practice Decision Matrix Table spreadsheet
- Increase the student's business & financial skills through the use of an MS Excel tool
- Compare and contrast practice purchases in relation to educational indebtedness
- Analyze the best case scenario for different levels of affordability (based on prior modules' debt loads)
- Synthesize all information into one decision choice

Measurable Outcome- Assignment: Complete a Practice Purchase Decision Matrix Project with the data provided on various practice acquisition opportunities, which should also include:

1. Completed Decision Matrix Table with cost estimates completed for 4 different practice purchase opportunities
2. Choosing one practice from the Table that is a best fit for each student
3. A written rationale for the practice opportunity chosen
4. A written estimated cost of the total chosen practice project
5. A brief description of how the comparison of the chosen exercise aligns with the DMD student's actual future desired practice purchase and student loan indebtedness

Reading: Business Basics for Dentists, Section 2, Ch. 13, Pg. 147-158, And Any Additional Materials in L-8 Folder in ECO

### Lecture 9 (L-9)-Fl. Dental Practice Act & Laws and Rules Lecture

Curriculum to Focus on:

- Review Florida Dental Practice Act, Laws, Rules & Administrative Codes
- Statutes governing Florida Dentistry including overseeing agencies
- Board of Dentistry & Board of Pharmacy-Their roles & impact on dentists
- Advertising Rules for dentistry
- Risk Management & Informed Consent
- Dental Recordkeeping & Charting
- Delegable Duties
- PDMP (Prescription Drug Monitoring Program) in Florida
- Dentists' Most Frequently Sanctioned Rule Violations
- Demonstrate How to Look Up a Dentist's Profile (Including Actions, Sanctions, License Limitations & Prescribing Capability) on the Board of Dentistry's Website

Objectives:

- Utilize the Laws, Rules, Statutes & Acts that apply to Dentists
- Apply Required Legal Compliance Standards Related to Dentistry to Dentists' & DMD Students' Clinical Practicing
- Discuss & Incorporate the Minimum Standards for Dental Charts Into Clinical Practicing
- Discuss & Incorporate the Minimum Standard for Advertising
- Discuss & Incorporate the Required Recordkeeping Dentists Must Keep on Every Patient into Clinical Practicing
- Introduce the Governance Capability from the Board of Dentistry & Board of Pharmacy
- Integrate Various Informed Consents into Clinical Practice
- Comply with Delegable Duties for RDH's and DA's
- Discuss opportunities of leadership for the dentist in a health care team
- Introduce and Assimilate the PDMP Program into the Prescribing Aspect of Post-Graduate Clinical Practice
- Apply Principles of Risk Management to Clinical Practice to Mitigate Risks of Litigiousness
- Synthesizing the Above Objectives, DMD Students will Identify Dentists' Most Frequently Sanctioned Rule Violations

Measureable Outcome- Assignment:

- Case Study Evaluations-Open Book with Access to Links of Laws/Statutes/Act
- Team-Based Case Study with Multiple Choice and Short Answer Questions

Reading: Business Basics for Dentists, Section 2, Ch. 8, Pg. 97-100, And Any Additional Materials in L-9 Folder in ECO

## **Have a wonderful Holiday Break!**

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# Spring Semester Schedule

## Lecture 10 (L-10) - OSHA & HIPAA for Dentistry & Practice Disaster Planning

### Curriculum to Focus on:

- OSHA Standards for Compliance in Dentistry
- Agencies Overseeing OSHA Standards: Dept. of Labor & Centers for Disease Control & Prevention
- OSHA Standards for Staff vs Dentists
- Annual Training Components-OSHA, Bloodborne Pathogens, Exposure Control Plan, Injury Logs, Needlestick Logs, Hepatitis B Records, CPR & AED Compliance & Infection Control
- Materials Safety Data Sheets System vs Globally Harmonized Symbols
- Handling Random OSHA Office Audits
- Review Federal vs State-Specific Compliance
- Differences in State Owned Educational Clinic vs Private Practice Setting
- Designated OSHA Coordinator Status & Role
- Recordkeeping Standards
- Define HIPAA (1996), HITECH Act (2010) & Omnibus Rules (2013)
- Review Governance: Overseen by Dept. of Health & Human Services
- Introduce Legal Requirements for Dentistry
- Illustrate HIPAA in Educational Dental Clinics, Non-Profit Clinics, Govt. Owned Clinics, & Private Practice
- HIPAA Privacy Compliance vs HIPAA Security Compliance
- Explain Annual Training Protocols & Documentation
- Review HIPAA Breach: Dental Practice PHI (Protected Health Information) Breach & Repercussions: DHHS Breach Website, Breach Fines & Impact on Practice's Reputation
- Illustrate Protective Measures for Patients' PHI
- Establish a Practice Contingency Plan for Emergency Preparedness During Disasters

### Objectives:

- Recognize Legal Compliance to OSHA Standards, Requirements, Practices & Protocols
- Differentiate the Roles & Responsibilities for OSHA Compliance as DMD Associate Employee vs Dentist Owner
- Correlate OSHA Compliance to Practice Safety, Patient Safety, and Financial Savings Through Discussion of Harvard Business Review Study on OSHA Compliance as a Practice Cost Saving Strategy
- Defend HIPAA Standards, Requirements, Practices & Protocols
- Differentiate the Roles & Responsibilities for HIPAA Compliance as DMD Associate Employee vs Dentist Owner
- Correlate HIPAA Compliance to Practice Security, Patient Privacy, and Financial Savings Through Discussion of HIPAA Breach Website Review as a Practice Cost Saving & Reputation Management Strategy
- Review The FDA's Emergency Preparedness Manual for Creating a Practice Contingency Plan

### Measureable Outcome- Case Study Evaluation-

- In Class Activity-Develop a Disaster Plan Using the FDA's 5 Steps
- Open Book with Access to Links of OSHA, HIPAA Laws/Statutes/HITECH Act, & Omnibus Rules & CDC Guidelines, Requirements & Regulations
- Team-Based Case Study with Multiple Choice and Short Answers

Reading: Business Basics for Dentists, Section 2, Ch.8, Pg. 87-100, Section 3, Ch.22, Pg. 319-352 & Section 4, Ch.22, Pg. 319-352, And Any Additional Materials in L-10 Folder in ECO

## Lecture 11 (L-11)- Dental Practice Marketing

### Curriculum to Focus on:

- Principles of Marketing, Sales & Branding
- Primary, Secondary & Tertiary Markets of Patients to Target
- Industry Benchmarks for Population per Dentist
- Target Marketing, Market Segmentation, & Patient Demographics

- Internal Marketing vs External Marketing
- Traditional Strategies vs Contemporary Strategies
- Social Media Marketing Applications
- Professional Dental Practice Branding
- Industry Benchmarks for Marketing Outcomes Through Tracking Monthly New Patient Activity
- Reputation Management for the Dental Practice

Objectives:

- Apply Marketing Principles Necessary for Successful Dental Practices
- Construct Dental Practice's Marketing through the 5 P's of Marketing
- Develop Strategies for Target Marketing to Primary, Secondary, & Tertiary Patient Markets
- Analyze Market & Patient Demographics for Best Practice Location & Potential Patient Base
- Apply Marketing Strategies to Create Effective Marketing Plans
- Synthesize the Information Presented to Best Fit DMD Students' Practice Preferences
- Correlate Reputation Management with a Dental Practice's Goodwill

Measureable Outcome- NO ASSIGNMENT

Reading: Business Basics for Dentists, Section 1, Ch.7, Pg.73-88, And Any Additional Materials in L-11 Folder in ECO

**Lecture 12 (L-12) - Human Resources & Staffing Lecture**

Curriculum to Focus on:

- Introduction to Human Resources
- Legal Requirements for HR Documentation in the Dental Practice
- Staffing Positions & Roles in the Practice
- Staffing Ratios for Proper Staffing Levels in the Practice
- Salary/Benefits Analysis using online tools (www.salary.com & www.payscale.com)
- Job Descriptions-Evaluation Tools & Impact on Unemployment, Lawsuits, & Practice Efficiency
- Effective Hiring
- Behavioral Interviewing-What Can & Legally Cannot be Asked
- Employee Performance Evaluations & Coaching
- Progressive Discipline & Termination
- Staff Conflict Resolution Strategies
- Staff Morale & Employee Retention

Objectives:

- Determine Post-Graduate Staffing Needs for Various Dental Practice Sizes & Types
- Apply the Documentation Needs with the Legal Requirements of the Human Resources Aspect of the Dental Practice by the Dentist as Employer
- Conduct a Salary Analysis-Market Review of Salaries & Benefits
- Synthesize the HR & Staffing Needs with the DMD Students' & Dentists' Leadership Role in Managing Teams

Measureable Outcome- NO ASSIGNMENT

Reading: Business Basics for Dentists, Section 3, Ch. 15 & 18, Pg. 173-198 & Pg. 229-240, And Any Additional Materials in L-12 Folder in ECO

**Lecture 13 (L-13)- Practice Financials & Operational Overhead**

Curriculum to Focus on:

- Flow of money into and out of a dental practice-"cash flow"
- Review cash flow, accounts receivables (A/R), & accounts payable (A/P)
- View Financial Statements of dental practices: Balance Sheet, Income Statement (PL) & Statement of Cash Flow
- Illustrate Dental Software Reports for Key Indicators of Practice Success
- Define dental practice 'overhead'
- Describe the financial components of dental practice overhead composition & industry benchmarks
- Discuss healthy overhead vs unhealthy overhead
- Illustrate the combination of the above information as it relates to practice overhead & it's impact on dentist's compensation

Objectives:

- Illustrate cash flow in a dental practice
- Compare and contrast the differences between 3 types of practice Financial Statements
- Analyze dental practice's financial health through Financial Statement analysis
- Evaluate successful dental software key indicators in a dental practice
- Synthesize the financial statements to the practice's dental software outcomes
- Determine healthy %'s of practice overhead based on industry benchmarks
- Illustrate the impact of overhead %'s on dentists' compensation

Measureable Outcome- Assignment:

- Evaluation of Financial Statements of 3 Dental Practices (in Teams)
- Provide required feedback via IN-CLASS discussions

Reading: Business Basics for Dentists, Section 2, Ch. 9-10, Pg. 101-128 & Ch. 14, Pg. 159-172, Ch.19. Pg 241-246, And Any Additional Materials in L-13 Folder in ECO

**Lecture 14 (L-14) - Employment Law: Dentists as Employers Lecture**

Curriculum to Focus on:

- Define the New Role of the Dentist as the Employer and Leader of Oral Health Care Team
- Review all legal requirements for employers (dentists) in dentistry
- Describing the Role of the Dept. of Labor as Pro-Employee, not Employer
- Discuss the Scope of the Agencies Overseeing Employment Law: Dept. of Labor, Internal Revenue Service, Equal Employment Opportunity Commission, National Labor Relations Board, & the U.S. Dept. of Justice Civil Rights Division as Related to the Dental Practice
- Introduce all of the Laws, Acts, & Rules that Apply to Dentists as Employers
- Discuss Strategies for Risk Minimization and Legal Compliance
- Review Dept. of Labor's App for Reporting Employer Violations

Objectives:

- Define the New Role of the Dentist as the Employer and Leader of Oral Health Care Team
- Apply Employment Laws into the Practice for Dentist Employers
- Extend Legal Protection to Post-Graduate Dentist Employers
- Discuss minimization of Risk of Audit or Lawsuit for Dentist Employers
- Compare the Rights of Dentists as Employees in Associateships
- Contrast the Above with the Responsibilities of Dentists as Employers

Measureable Outcome- Case Study Evaluation-

- Open Book with Access to Links of Employment Laws/Statutes/Agencies
- Team-Based Case Study with Multiple Choice and Short Answer Questions

Reading: Business Basics for Dentists, Section 3, Ch. 20, Pg. 247-276, And Any Additional Materials in L-14 Folder in ECO

**Final Competency Exam- See schedule**

**Den8321 End of Spring Semester**  
**Congratulations! You Did It!!**

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## **VII. Course Competencies**

**This course contributes to teaching to the following competencies.**

- **Domain I:** Professionalism – Apply standards of care in an ethical and medicolegal context to assure high quality patient care, appropriate informed consent, risk management, quality assurance and record keeping and delivered within the scope of the dentist's competence in a patient-centered environment that interfaces with diverse patient populations.
  - **2.Legal Standards:** Apply legal standards (state and federal regulations) to professional practice.

- **Domain II:** Health Promotion and Maintenance - Educate patients and the community, based upon scientific inquiry, critical thinking and outcomes assessments, about the etiology of oral disease. Promote preventive interventions and effectively work with patients and other health care professionals to achieve and maintain a state of optimal oral health through evidence-based care.
  - **6.Practice Management:** Apply business principles, human resource skills, and the human and technologic resources to evaluate and manage oral health care delivery models and function as the leader of the oral health care team.

This course certifies the following competencies.

- **Domain II:** Health Promotion and Maintenance - Educate patients and the community, based upon scientific inquiry, critical thinking and outcomes assessments, about the etiology of oral disease. Promote preventive interventions and effectively work with patients and other health care professionals to achieve and maintain a state of optimal oral health through evidence-based care.
  - **6.Practice Management:** Apply business principles, human resource skills, and the human and technologic resources to evaluate and manage oral health care delivery models and function as the leader of the oral health care team.

## VIII. Evaluation

Evaluation of each student will be based on the successful completion of:

### Fall

1. Personal Finance-Debt, Credit Scores & Impact-Written Assignment - **10% of final grade**
2. Professional Identity & Reputation Management- Written Assignment - **10% of final grade**
3. Dental Career Models & Legal Entity Choices-NO ASSIGNMENT
4. Associateships-Types, Agreements & Negotiations-NO ASSIGNMENT
5. Insurance & Practice Models-NO ASSIGNMENT
6. Dental Leadership - NO ASSIGNMENT
7. Senior Professional Day-**Mandatory Attendance** **10% of final grade**
8. Buying, Building, or Renovating (with Leaseholder Improvements) a Dental Practice-Written Assignment - **10% of final grade**
9. Florida Dental Practice Act, Laws & Rules-Case Study 10% of final grade

### Spring

10. OSHA & HIPAA for Dentistry-Case Study and Emergency Preparedness Plan **10% of final grade**
11. Dental Practice Marketing - NO ASSIGNMENT
12. Human Resources & Staffing - NO ASSIGNMENT
13. Practice Financials & Operational Overhead-NO ASSIGNMENT
13. Employment Law for Dentists-Case Study **10% of final grade**
14. Final Exam-**20% of final grade**
15. **Attendance** for Fall and Spring Semester Classes-**10% of final grade**

**TOTAL = 100%**

Students on rotation are expected to view the recorded class on mediasite and complete the individual and group projects as instructed.

There is mandatory attendance for Senior Professional Day and attendance will be taken. In the event of a documented emergency the student will be expected to complete a 5 question essay, minimum of 5000 words.

**Students cannot pass the course without attending the classes, attending/or successfully completing the Senior Professionalism Day requirements,successfully passing the Final Competency Exam or make up exam).**

Final course grades will be calculated with a .05 tolerance (example: a score of 94.95 or above would round to 95%.)

**Course Remediation**-if a student does not pass this course they must meet with the Course Director and complete a 5000 word essay. The questions will be based on Course Director Discretion.

**Competency Remediation**-if a student does not pass the final exam competency they must attempt another competency examination within the week. **If a student does not pass a/one final exam competency question, they must attempt, and pass, another competency exam question within a week in order to pass the course and graduate.**

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## IX. Administrative Practices

Administrative practices for all UFCOD courses are universally applied. Exceptions to or deviations from these practices are stated in the individual syllabi by the course director. When not individually stated in the syllabus, course administrative practices default to those identified under "Administrative Practices" in the ECO sidebar for each electronic syllabus. These practices include: Professional Behavior, Student Responsibilities in the Classroom, Attendance, Dress Code, Email Policy, Tutoring, Academy Honesty and the Student Honor Code, Student Accommodations, Post-exam Review, Grading System, Remediation, Student Evaluation of Instruction, Student Complaints, University Counseling Services and Mental Health Services and Electronic Course Material and Social Media.

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## X. Grade Scale

DEN8321 Grade Scale

Method	Letter Grade
Scale	100
Tolerance	0.05 (Final letter grades within this range will be rounded up.)
A	95 - 100
A-	92 - 95
B+	88 - 92
B	84 - 88
B-	80 - 84
C+	76 - 80
C	70 - 76
E	0 - 70