



2023 ADEA Sections on Business and Financial Administration  
and Clinic Administration Meeting (ADEA BFACA)

October 22–24, 2023

Pittsburgh, PA

"Sharing Solutions, Promoting Progress"  
Meeting Agenda

**Sunday, October 22**

8:00 – 9:00 a.m.

**ADEA BFACA Planning Committee Meeting**

This meeting is for members of the 2023 ADEA BFACA Planning Committee only.

9:00 – 5:00 p.m.

**Registration and Information**

11:00 – 3:00 p.m.

**Corporate Sponsor Set-up for Corporate Meet and Greet**

Noon – 1:00 p.m.

**Welcome Lunch**

Open to all registered 2023 ADEA BFACA attendees.

1:00 – 1:15 p.m.

**Opening and Welcome Remarks**

1:15 – 1:45 p.m.

**Preparing for Gen Z: Technology, Tech Shame and the Workplace**

Alexander Lee, D.M.D., Western University of Health Sciences  
College of Dental Medicine

Hubert Chan, D.D.S., Western University of Health Sciences  
College of Dental Medicine

According to findings from tech giant Hewlett-Packard (HP), "1 in 5 young office workers feel judged when experiencing tech issues, compared to just 1 in 25 of their more mature peers." HP called this phenomenon, "Tech Shame". As future generations join our clinical operations, we must be aware of their unique relationship with technology and preemptively address the obstacles they'll face. You will learn about "Tech Shame", self-assess your operations in the context of Gen Z's technical expectations and

identify strategies to mitigate this phenomenon within your institution.

Learning Objectives

- Define “Tech Shame”.
- Self-assess operations in the context of Gen Z’s technical expectations.
- Identify strategies to mitigate “Tech Shame” within your institution.

CE Credits: 0.5

1:45 – 2:15 p.m.

**Dental Assistant Pathway Program: A New Approach to Staffing Shortages**

Michael Harner, Ed.D., M.B.A., M.A., CPA, University of Illinois Chicago College of Dentistry

Leticia Sanchez, M.Ed., University of Illinois Chicago College of Dentistry

Dental schools and dental offices across the country have dental assistant staffing shortages. The University of Illinois Chicago College of Dentistry will present how institutional and grant resources were leveraged to contribute to solving the dilemma by creating a dental assistant training program. Participants will learn about the objective, implementation, data and components included in the curriculum and the organizational strategy utilized to implement the program. The results of the initial pilot program and the first cohort of participants will be discussed.

Learning Objectives

- Explore an overview of plan creation, project management and plan implementation.
- Analyze ways to break down silos, leverage institutional resources and maximize interdepartmental interactions.
- Use effective communication (messaging and listening) strategies to overcome barriers.

CE Credits: 0.5

2:20 – 2:40 p.m.

**ADEA Section on Business and Financial Administration Members’ Forum**

This session is open to all attendees; however, only members of the ADEA Section on Business and Financial Administration may vote.

2:40 – 3:00 p.m.

**ADEA Section on Clinic Administration Members' Forum**

This session is open to all attendees; however, only members of the ADEA Section on Clinic Administration may vote.

3:00 – 4:00 p.m.

**Thinking Out of the Box: Lessons Learned and Implemented From the DSO Model**

Micaela Gibbs, D.D.S., M.H.A., UT Health San Antonio School of Dentistry

Eric Day, M.B.A., UT Health San Antonio School of Dentistry

Dental service organizations (DSOs) have disrupted traditional models of care by bringing business management expertise, standardization, technology integration and scalability to dental practices. The best DSOs integrate operational efficiency, standardization, calibration and a business growth mindset to improve access to care and provide consistent, high-quality dental services while maintaining a focus on patient outcomes. This model of care delivery provides an ideal foundation for dental schools as we struggle with funding challenges, faculty shortages and keeping pace with expensive, cutting-edge technologies. This session will introduce how the foundational principles guiding the explosion of DSOs have changed the UT Health San Antonio School of Dentistry model of care delivery and education and how this framework can best prepare our learners for a successful and impactful career in dentistry, while providing the viable business model dental schools need to ensure long-term financial sustainability.

**Learning Objectives**

- Summarize the importance of utilizing real-world business applications to ensure enduring financial sustainability, service excellence and educational relevance in the delivery of patient care.
- Describe specific examples of processes that improve patient access and satisfaction, which can be incorporated into their own clinical enterprise.
- Describe how incorporation of a DSO mindset can enhance clinical outcomes while improving the educational experience of our learners.

CE Credits: 1.0

4:00 – 6:00 p.m.

**Corporate Meet and Greet and Welcome Reception**  
Corporate Raffle (Must be present to win.)

7:00 – 9:00 p.m.

**Welcome Outing (Separate Registration)**

*Sponsored by Komet USA, LLC and NSK America*

Puttery Pittsburgh  
1415 Smallman Street  
Pittsburgh, PA 15222

This isn't your run of the mill mini-golf course! Join your colleagues and industry friends at the Puttery Pittsburgh for a fun outing of networking and miniature golfing. While waiting your turn at the hole, enjoy an assortment of light bites and beverages, provided generously by sponsors, Komet & NSK.

Please Note: Puttery is a "21 and older" venue. Please bring your ID, as you may be asked to show it upon entry.

Location & Transportation: Puttery Pittsburgh is 0.5 miles from The Westin Pittsburgh. Attendees must find their own means of transportation to the venue. Please plan to walk in groups or travel in groups via Uber, Lyft or other ride share.

**Monday, October 23**

7:00 a.m. – 3:00 p.m.

**Registration and Information**

8:00 – 9:00 a.m.

**Networking Breakfast**

9:00 – 11:00 a.m.

**SuperCreativity: Collaboration & Innovation in the Age of AI**

James Taylor, M.B.A., FRSA  
Keynote Speaker, Leadership & Culture Advisor

The world of dental education is changing at the speed of light. Exponential technologies like artificial intelligence, 3D printing and robotics are creating new disruptive business models, opportunities and challenges almost overnight. In this new world, there is one competitive advantage that you and your organization must leverage—your ability to creatively collaborate with both humans AND machines. In this inspiring, tailored, entertaining, interactive and one-of-a-kind keynote and workshop, James Taylor will take you on a journey to discover why curiosity,

creativity, and collaboration are key to understanding the future of innovation in dental education.

#### Learning Objectives

- Explore what disruptive technologies, such as AI mean for you, your team and your organization.
- Define "SuperCreativity."
- Describe the five-step process for developing creative thinking skills to accelerate innovation.
- Use effectively a number of different thinking tools to overcome common challenges, including in customer service, human resources and the cost of dental education.
- Identify ways to deepen collaboration and break down barriers and silos within your team and organization.

CE Credits: 2.0

11:00 a.m. – noon

### **Health Equity: Improving Treatment Outcomes**

Nicole McGlynn, M.S.W., University of Iowa College of Dentistry and Dental Clinics

Ann Synan, B.A., University of Iowa College of Dentistry and Dental Clinics

Nicole Holland, D.D.S., M.S., Tufts University School of Dental Medicine

Dara Rogers, D.D.S., Tufts University School of Dental Medicine

Health equity, defined as the attainment of the highest level of health for all people, is fundamental to the optimal provision of oral health care services. This presentation will define health equity and its relevance to dental education, provide organizational, case-based examples from two peer dental institutions and create opportunities for attendees to discuss successes and challenges in meeting and measuring health equity goals within diverse dental school settings.

#### Learning Objectives

- Recognize the value as well as the challenges of health equity in dental education.
- Apply the concept of an Office of the Patient Experience in your dental school.
- Discuss the value of learning from focused, case-based examples that students can take into their own practices.
- Demonstrate how clinical metrics can play a role in meeting patient needs and CODA standards.

CE Credits: 1.0

Noon – 1:00 p.m.

### **Networking Lunch**

1:00 – 1:30 p.m.

### **Dental Student Clinic Production and Missing Payments**

Shahrzad Aarup, D.M.D., M.A., Western University of Health Sciences College of Dental Medicine

Practice Management is an essential part of dental education and includes the financial aspects of a dental office among other principles. Every service rendered at a dental clinic has a current dental terminology (CDT) code and requires a fee, which is usually paid either by the patient or by a patient's insurance company. It happens too often that the dental clinic does not get paid for a rendered service and the cost has to be adjusted or written off because either the patient disputes payment—or it gets denied by the insurance company, which obviously has an impact on the clinic's production. There are several reasons for missing payments, most of which are provider errors, including use of the wrong CDT codes, missing patients' signatures, missing insurance approval, insufficient documentation, etc. In this presentation, we will discuss the most common reasons for missing payments and will suggest strategies to reduce and minimize these issues.

#### **Learning Objectives**

- Identify the most common reason for missing payments for rendered dental services.
- Define the challenges to achieve better production and minimize the financial loss in student clinics.
- List ideas for better practice management and fewer write-offs.

CE Credits: 0.5

1:30 – 1:45 p.m.

### **ADEA Updates**

Gülsün Gül, D.D.S., M.B.A., M.P.H., M.S., American Dental Education Association

This presentation aims to give an update on ADEA's perspective and action platforms, considering current issues. As The Voice of Dental Education, ADEA is committed to staying current on pressing issues facing oral health education. From advocacy efforts to student recruitment mechanisms; diversity, equity, inclusion and belonging (DEIB) to learning pathways and education modalities; learning conferences to policy and education research, ADEA has been very active in focusing on the issues and guiding members, Member Institutions and the public

on education, policy, advocacy and many more perspectives related to the oral health professions.

This presentation aims to give updated information on the current issues our members have raised and give examples of how ADEA has helped address these issues which include workforce shortages, access to care and oral health provider candidates' and newly graduated oral health providers' perspectives, both in dental and allied communities, thereby establishing collaboration with our community and organizational partners.

#### Learning Objectives

- Describe key issues for the future of dental education and practice.
- Explain how dental education is addressing these key issues, including faculty shortages.
- List ADEA platforms.

CE Credits: 0.25

1:45 – 2:30 p.m.

### **Incident Reporting Protocol and Morbidity and Mortality Meetings at Dental Schools**

Poonam Jain, B.D.S., M.S., M.P.H., A.T. Still University  
Missouri School of Dentistry & Oral Health

Since dental education involves completion of various complex procedures in student clinics, the incidence of untoward outcomes—both incidents and complications—can be expected to be higher than in private practices. This presentation will discuss the various ways of defining incidents and complications and describe the importance of a robust incident reporting protocol. Morbidity and Mortality (M&M) meetings can be conducted following various established protocols. These meetings are held regularly at teaching hospitals. Information on conducting M&M meetings at dental schools is limited. This presentation will describe a protocol for conducting such meetings with the objective of improving systems to prevent or reduce recurrence of incidents and complications. Examples of policy changes instituted through M&M meetings will be discussed.

The presentation will provide information that may be used by dental school clinical administrators to develop and maintain an incident reporting and M&M protocol for quality assurance and training purposes.

#### Learning Objectives

- Discuss the definition of an "incident".

- Describe the importance of regular incident reporting and M&M meetings for quality assurance and education of dental students.
- Compare and contrast various ways of conducting M&M meetings.

CE Credits: 0.75

2:30 – 3:00 p.m.

### **Networking Break**

3:00 – 4:15 p.m.

### **Panel on Challenges and Solutions in Retention and Recruitment of Dental Faculty and Staff**

Panelists:

Elizabeth Andrews, D.D.S., M.S., Western University of Health Sciences College of Dental Medicine

Sandra Phillips, M.P.A., University of Washington School of Dentistry

Leticia Sanchez, M.Ed., University of Illinois Chicago College of Dentistry

Valerie Sikora, M.S.F., University of Maryland School of Dentistry

Moderators:

Michael Harner, CPA, M.B.A., M.A., Ed.D., University of Illinois Chicago

Brian Howe, D.M.D., M.S., FICD, University of Iowa College of Dentistry and Dental Clinics

This panel will expose learners to new ideas and innovation at peer institutions on best practices and successes in dental education. Thought leaders will serve as panelists on relevant, important topics in current issues in dental education entities, including recruitment and retention, building teams and fostering teamwork and creative systems for managing finances and human resources.

#### **Learning Objectives**

- Gain exposure to best practices in HR, finances and innovations in peer dental education entities.
- Understand impact of school culture on recruitment and retention issues and diversity.
- Discover strategies for improving retention and recruitment processes in dental education.

CE Credits: 1.25



5:00 – 7:00 p.m.

**Sponsored Networking Reception and Dinner**

*Co-Sponsored by A-dec and HuFriedyGroup*

Transportation to and from the dinner location will be provided.  
Please meet in the hotel lobby by 4:45 p.m.

**Location:** Church Brew Works, 3525 Liberty Ave., Pittsburgh, PA 15201.

**Tuesday, October 24**

7:30 – 10:15 a.m.

**Registration**

8:00 – 9:00 a.m.

**Networking Breakfast**

9:00 – 10:00 a.m.

**TeamSTEPPS® in Dental Education: A Roadmap Toward Collaborative High-Quality Health Care**

Salma Elwazeer, B.D.S., M.D.S., M.P.H., Texas Tech University Health Sciences Center El Paso Woody L. Hunt School of Dental Medicine

Wenlian Zhou, D.D.S., D.M.D., Ph.D., Texas Tech University Health Sciences Center El Paso Woody L. Hunt School of Dental Medicine

TeamSTEPPS® (Team Strategies and Tools to Enhance Performance and Patient Safety) is an evidence-based, teamwork system aimed at optimizing patient care by improving communication and teamwork skills among health care professionals, including frontline staff. This session will introduce best practices to incorporate TeamSTEPPS® into predoctoral dental education that were embedded into Texas Tech University Health Sciences Center El Paso Woody L. Hunt School of Dental Medicine (Hunt School of Dental Medicine) curriculum. Our model will guide the participants towards the essential steps to implement this curricular component in a comprehensive way, starting from understanding the TeamSTEPPS® tools to applying them through simulation exercises with standardized patients and eventually, creating and role-playing realistic, clinical scenarios while emphasizing the interdisciplinary and interprofessional collaborations. The goal of the session is to provide the attendees with the fundamental tools to implement this evidence-based curriculum into their own institutions with the ultimate goal of building a new generation of oral health providers with collaborative capacities to ensure high quality of care.

Learning Objectives

- Describe the fundamentals of TeamSTEPPS® curriculum and discuss the evidence and the value of using it in health care education.
- Discuss best practices of incorporating TeamSTEPPS® curriculum in predoctoral dental education as implemented at Hunt School of Dental Medicine and explore opportunities of future applications at your respective institution.
- Analyze the value of using the TeamSTEPPS® curriculum to strengthen interprofessional education and interdisciplinary communications.

CE Credits: 1.0

10:00 – 10:30 a.m.

**Are Simulations in Practice Management Courses Advantageous:  
A Students' Perspective**

Kim Capehart, D.D.S., M.B.A., Ph.D., Dental College of Georgia at Augusta University

Elise de Latour, D.D.S., Dental College of Georgia at Augusta University

Kristin Goodell, D.D.S., Dental College of Georgia at Augusta University

John Zyzo, D.M.D., Dental College of Georgia at Augusta University

The Dental Simulation is a web-based simulator that is used in predoctoral and graduate practice management courses at the Dental College of Georgia at Augusta University (DCG at Augusta). The Dental Simulation is a semester-long activity that enhances lectures, activities and textbooks on running a dental practice from the day-to-day decisions needed. Decisions the students must make quarterly include salaries, hiring/firing, loan payments, marketing budget, insurance and many other strategic decisions a private practitioner would make on a daily basis. The students are teamed up, run the practice together and make decisions as a group every quarter for three years. At the end of each year, students create a letter to the bank, updating them on the practice's fiscal viability, justifying the loan as well as preparing balance sheets and profit and loss statements of the practice. Over the past four years, students completed a survey to provide input on the positives and negatives of the simulation. This presentation will summarize four years of responses.

Learning Objectives

- List the areas in dental education where simulation is used.
- Explain potential benefits of utilizing simulation in applying the teachings of practice management.

- Summarize the viewpoint of the simulation activity from the input of over 400 responses.

CE Credits: 0.5

10:30 – 11:30 a.m.

### **Using Dashboards to Drive Improvements in Dental Practice**

Emily Sedlock, M.P.H., UTHealth Houston School of Dentistry

Krishna Kumar Kookal, M.S., UTHealth Houston School of Dentistry

We will discuss three provider and administrative-level dashboards used at UTHealth Houston School of Dentistry (UTHealth Houston SOD), their development process and their impact on clinical practice. The Note Timeliness dashboard highlights the presence of treatment notes, and if they are entered within two business days. This helps clinicians enter notes on time, which helps the administrative personnel process insurance claims in a timelier fashion. The Provider Productivity dashboard addresses the challenge of providing productivity information to providers, offering real-time data to enhance transparency in compensation. The Opioid Prescribing dashboard tackles the persistent issue of opioid prescribing by dentists. Despite studies showing the effectiveness of alternatives like NSAIDs and APAP, opioid use continues. In a pilot trial, the dashboard was found to significantly reduce opioid prescriptions among dental faculty and residents. These dashboards are crucial in improving practice efficiency, transparency and quality of patient care at UTHealth Houston SOD.

#### **Learning Objectives**

- Describe how clinical and business dashboards are developed and implemented.
- Demonstrate value of clinical and business dashboards through interactive cases.
- Apply strategies for incorporating dashboards into clinical and business practices.

CE Credits: 1.0

11:30 – 11:45 a.m.

### **BFACA Meeting Closure**

#### **Get Involved With ADEA BFACA**

Every successful organization requires an active membership to achieve its goals. While not everyone can fill an officer role, service in such a position is a wonderful way to get more involved; work with a great group of BFACA officers and ADEA staff; have a direct voice in the organizational activities of the section, such as planning the Annual Meeting; and give back in return for those who led before us. If you think you would like to serve as an officer or are just curious

about what's involved, please join the current BFACA leadership team for a brief discussion about how to take the next step in influencing the direction of dental education. The rewards far outweigh the investment of time and effort.

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The American Dental Education Association designates this activity for **10.25** continuing education credits.

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All 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.

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