

Oregon Board of Dentistry

2017 - 2020



Strategic Plan

Adopted August 19, 2016



## **Oregon Board of Dentistry**

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### **2017 – 2020 Strategic Plan**

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## **TABLE OF CONTENTS**

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OVERVIEW	1
OBD MISSION	2
SWOT ASSESSMENT	2
STRATEGIC PRIORITIES	3-7
STRATEGIC PLAN SUMMARY	8
STRATEGIC PLAN TIMELINE	9



## OVERVIEW

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The authority and responsibilities of the Oregon Board of Dentistry (OBD) are contained in Oregon Revised Statutes Chapter 679 (Dentists), Chapter 680.010 to 680.205 (Dental Hygienists), and Oregon Administrative Rules, Chapter 818. These statutes charge the OBD with the responsibility to regulate the practice of dentistry and dental hygiene by enforcing the standards of practice established in statute and rule.

In late 2015 the board and staff of the OBD discussed and approved a strategic planning initiative. The launch was timely, as the last time the board conducted a strategic planning process and developed a plan was in 2007. All OBD board members joined the board after 2008 and a new executive director was hired in June 2015.

In order to deliver on its statutory obligations and its mission - to promote high quality oral health care in the State of Oregon by equitably regulating dental professionals - the OBD is challenged to address a rapid and accelerating rate of change. Significant shifts are occurring in dentistry practice, organizational structures, business models and markets. As a result the OBD is experiencing increase in the number of complaints submitted, the technical complexity of cases, and litigation in response to patient complaints and resulting investigations.

The OBD is also experiencing internal change. Its small staff of expert and experienced professional investigators and administrative staff will experience a high degree of attrition due to retirements within the upcoming four years.

The OBD sees its mission as elevating the standard of oral health care in Oregon, not solely through regulation but through information, outreach and education. Surveys conducted in 2014 and 2015 indicate an 85% approval rating for the OBD among those returning the surveys; however more remains to be done to ensure that oral healthcare practitioners in Oregon are informed and educated about the Dental Practice Act and the rules and statutes that regulate dentistry in Oregon.

The OBD mission exhorts the agency to ensure high standards and quality of oral health care. However economic forces in general and a widening income-to-cost-of-living gap in Oregon are forcing many to seek lowest-cost dentistry options. Defining “*high quality oral health care*” that is accessible at all income levels while providing clear guidelines for practitioners and for OBD’s investigative staff is a mission-critical challenge. The board was unanimous in adding the word “equitably” to the mission statement, assuring and clarifying that both the public and licensees will be treated fairly in all matters before the board.

This strategic plan outlines the OBD’s approach to exercising its statutory responsibilities while adapting to rapid change. The OBD approaches the challenges outlined in this plan with confidence and commitment to the profession it regulates and the welfare of those receiving dental care in Oregon.



## THE OBD MISSION & SWOT ASSESSMENT

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### The Mission of the Oregon Board of Dentistry

To promote high quality oral health care in the State of Oregon  
by equitably regulating dental professionals.

### Board of Dentistry Strengths, Weaknesses, Opportunities & Threats

#### OPPORTUNITIES

- To continue to build trust with stakeholders through transparency, predictability, effective and updated means of communication, due process, and treating all with respect.
- To implement process improvement including conversion from paper to electronic media prior to the upcoming retirements of experienced staff members.
- To train new staff before attrition limits the opportunity for knowledge transfer.
- To advocate for and ultimately to retain the autonomy of OBD and other Oregon regulatory boards.
- To better involve other entities that have an impact on the practice of dentistry.
- To institute continuous learning for board members beginning with on-boarding and continuing throughout their OBD service.

#### THREATS

- The paradigm shift toward corporate dentistry and managed care creates challenges for regulation of oral health care providers in Oregon.
- Negative perception of the OBD among a small but vocal number of licensees.
- Insufficient flexibility and access to facilitative technologies with the potential to streamline processes and procedures, saving time and cost and offering enhanced decision support.

#### STRENGTHS

- A high level of support among licensees demonstrated by the results of 2014 & 2015 surveys that show OBD approval rating at 85%.
- A diverse, open, ethical, committed board whose members “*put the patient first.*”
- Staff expertise, work ethic and experience.
- A fair and thorough investigative process that results in well-vetted reports, recommendations and decisions.

#### WEAKNESSES

- Lack of control over funding.
- Timeliness limited by staffing level.
- Upcoming staff attrition is not yet addressed with a plan.
- Length of time required to bring new board and staff members up-to-speed.

STRATEGIC PRIORITY A  
**Ensure Patient Safety**

The practice of dentistry is increasingly following trends in the market. In the rush to capture emerging demand some practitioners are offering services for which they do not have the requisite training and expertise.

The volume of complaints submitted to OBD is large (approximately 250/year) due to a variety of problems including a recent increase arising from surgical procedures such as dental implants. This trend can be anticipated to grow as the practice of dentistry becomes increasingly competitive and market-driven. This trend is accompanied by an increase in the number of complaints that are litigated, adding time and complexity to investigative and regulatory processes.

### Goals

- ➔ Reduce patient risk due to implant complications and failure.
- ➔ Strengthen the approach to sedation safety.

### Action Items

#### Implants

- Convene a stakeholder workgroup.
- Analyze and determine minimum training requirements.
- Adopt education requirements to be completed prior to placement of implants.
- Establish implant rules.

#### Sedation

- Review and refine OBD's rules for sedation.
- Audit sedation complaints.
- Establish protocols and an overall approach to ensure sedation safety.

STRATEGIC PRIORITY B

## Manage Change in the Practice of Dentistry

The growth of national corporate entities providing dentistry services in Oregon has complicated the regulatory landscape and is emerging as a challenge to the standards of patient care upheld in Oregon. Linking complaints to a specific office location or practitioner within a large corporate dentistry provider can be difficult. Response to requests for documents and information from such entities is often slow and complicated, fostering delays in the investigative process.

### Goals

- ➔ Enforce the state statute on dental practice ownership.

### Action Items

- Explore and if determined feasible take action on facility permitting.
- Communicate the law requiring dental practice ownership to entities wishing to establish dental practices in Oregon.

STRATEGIC PRIORITY C

## Manage Case Complexity

The number of complaints received by the OBD is growing at between 3% - 5% per year, collateral with an increase in case complexity due to shifts in the practice of and market for oral health care services. Key contributors to increases in complaints and complexity include the growing demand for surgical procedures such as implants, practitioners performing procedures outside of their skill set, and a trend toward case litigation. These trends are straining the OBD's capacity and impacting the time-to-resolution of investigations.

### Goals

- ➔ Reduce time to complete investigations.
- ➔ Reduce backlog.

### Action Items

- Establish a toolkit for process improvement and streamlining.
- Enforce the statute regarding timeframe for licensee response to OBD requests.
- Communicate with and educate licensees on OBD's investigative process.

STRATEGIC PRIORITY D

## Plan for Attrition

A significant percentage of OBD staff is becoming eligible for retirement. This will result in an exodus of expertise and institutional knowledge. Impacts of unfilled positions or lengthy ramp-up time could include stress on remaining staff, added cost, and delay in processing complaints. OBD is endeavoring in this planning cycle to anticipate attrition in key positions and plan for timely and effective succession.

### Goal

➔ Maintain capacity and competency at all levels in the agency.

### Action Items

- Plan and implement cross-training.
- Document job duties and standard work practices.
- Establish a succession plan and contingencies.
- Establish training procedures for new board and new staff members.
- Evaluate and enhance board member on-boarding.

STRATEGIC PRIORITY E

## Retain OBD Autonomy

A mission-critical concern for the OBD is the trend toward consolidation of Oregon regulatory entities into the auspices of large state bureaucracies. The OBD considers its autonomy to be a key factor in the high confidence placed in it by state policymakers and licensees, its capacity to act both nimbly and equitably, and its ability to attract practitioners with the requisite levels of experience and qualifications to serve as board members.

### Goal

➔ Maintain OBD autonomy.

### Action Items

- Establish and deploy a strategy for stakeholder outreach.
- Communicate the value of OBD and the principle of regulatory board autonomy.



# Oregon Board of Dentistry STRATEGIC PLAN 2017– 2020

## OBD MISSION

*The mission of the Oregon Board of Dentistry is to promote high quality oral health care in the State of Oregon by equitably regulating dental professionals.*

### FIVE MISSION-CRITICAL PRIORITIES

A. Ensure Patient Safety

B. Manage Change in Dentistry Practice

C. Manage Case Complexity

D. Plan for Attrition

E. Retain OBD Autonomy

### GOALS

- Reduce risks due to implant complications and failure.
- Strengthen the approach to sedation safety.

- Enforce the state statute on dental practice ownership.

- Reduce investigative window.
- Reduce investigative case backlog.

- Maintain capacity & competency at all levels in the agency.

- Retain OBD autonomy.

### ACTION AGENDA

Anticipated Milestones for the 2017-2020 Planning Cycle

#### Implants

- ➔ Convene a stakeholder workgroup.
- ➔ Analyze and determine minimum training requirements.
- ➔ Adopt education requirements to be completed prior to placement of implants.
- ➔ Establish implant rules.

#### Sedation

- ➔ Review and refine the OBD's rules for sedation.
- ➔ Audit sedation complaints.
- ➔ Establish protocols and approach for sedation safety.

- ➔ Explore and if determined feasible take action on facility permitting.
- ➔ Communicate the law requiring dental practice ownership to entities wishing to establish dental practices in Oregon.

- ➔ Establish a toolkit for process improvement and streamlining.
- ➔ Enforce the statute regarding timeframe for licensee response to OBD requests.
- ➔ Communicate with and educate licensees on OBD's investigative process.

- ➔ Plan and implement cross-training.
- ➔ Document job duties and standard work practices.
- ➔ Establish a succession plan and contingencies.
- ➔ Establish training procedures for new board and staff members.
- ➔ Evaluate and enhance board member on-boarding.

- ➔ Establish and deploy a strategy for stakeholder outreach.
- ➔ Communicate the value of OBD and the principle of regulatory board autonomy.



## Oregon Board of Dentistry 2017-2020 Strategic Plan Timeline & Milestones

STRATEGIC PRIORITIES	2016-2017	2017-2018	2018-2019	2019-2020
<p>Ensure Patient Safety</p> <p><u>Implants</u></p> <ul style="list-style-type: none"> <li>• Stakeholder workgroup convened.</li> </ul> <p><u>Sedation</u></p> <ul style="list-style-type: none"> <li>• Rules for sedation reviewed and refined.</li> <li>• Sedation complaints audited.</li> <li>• Protocols and plan for safety &amp; compliance established.</li> </ul>		<ul style="list-style-type: none"> <li>• Minimum training requirements analyzed and determined.</li> <li>• Audit results reviewed.</li> <li>• Report drafted by staff re "State of Dental Sedation in OR".</li> </ul>	<ul style="list-style-type: none"> <li>• Rules and education requirements in place.</li> <li>• Sedation safety investigations conducted.</li> </ul>	<p>GOAL: Reduced risk of implant complications/failure.</p> <p>GOAL: Approach to sedation safety strengthened.</p>
<p>Manage Change in Dentistry Practice</p> <ul style="list-style-type: none"> <li>• Concept of facility permitting investigated.</li> <li>• State law pertaining to local ownership of dental practices communicated to entities seeking to establish practices in Oregon.</li> </ul>		<ul style="list-style-type: none"> <li>• Facilities permitting, if feasible, planned and implemented.</li> <li>• <i>Ongoing communication about state law re practices in Oregon.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Plan deployed.</i></li> <li>• <i>Ongoing communication about state law re practices in Oregon.</i></li> </ul>	<p>GOAL: State statute on dental practice ownership enforced.</p>
<p>Manage Case Complexity</p> <ul style="list-style-type: none"> <li>• Toolkit for process improvement &amp; streamlining established.</li> <li>• State statute requiring licensee response to request within specific timeframe enforced.</li> <li>• Communication and education for licensees on OBD's investigative process initiated.</li> </ul>		<ul style="list-style-type: none"> <li>• <i>Toolkit in use.</i></li> <li>• <i>State statute enforced.</i></li> <li>• <i>Communication and education on investigative process deployed.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Toolkit in use.</i></li> <li>• <i>State statute enforced.</i></li> <li>• <i>Communication and education on investigative process deployed.</i></li> </ul>	<p>GOAL: Reduce investigative window.</p> <p>GOAL: Investigative case backlog reduced.</p>
<p>Plan for Attrition</p> <ul style="list-style-type: none"> <li>• Cross-training implemented.</li> <li>• Job duties and standard work practices documented.</li> <li>• Succession plan and contingencies established.</li> <li>• Training for staff and board, and board member on-boarding evaluated &amp; enhanced.</li> </ul>		<ul style="list-style-type: none"> <li>• <i>Training and succession strategies deployed.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Training and succession strategies deployed.</i></li> </ul>	<p>GOAL: OBD capacity and competency maintained at all levels.</p>

Retain OBD  
Autonomy

- Strategic Outreach Plan established.

- *Outreach Plan deployed.*

- *Outreach Plan deployed.*

GOAL: OBD autonomy maintained.

## April 2016 Board Members



*Julie Ann Smith, D.D.S.,  
M.D., M.C.R. - President*



*Todd Beck, D.M.D. -  
Vice President*



*Alton Harvey Sr. -  
Immediate Past President*



*James Morris*



*Yadira Martinez, R.D.H.*



*Jonna Hongo, D.M.D.*



*Brandon Schwandt, D.M.D.*



*Amy Fine, D.M.D.*



*Gary Underhill, D.M.D.*



*Alicia Riedman, R.D.H.*

## April 2016 – Board Staff



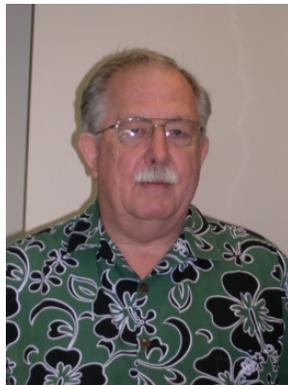
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*Daryll Ross - Investigator*



*Harvey Wayson –  
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*Ingrid Nye – Office  
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*Lori Lindley - Sr. Assistant  
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