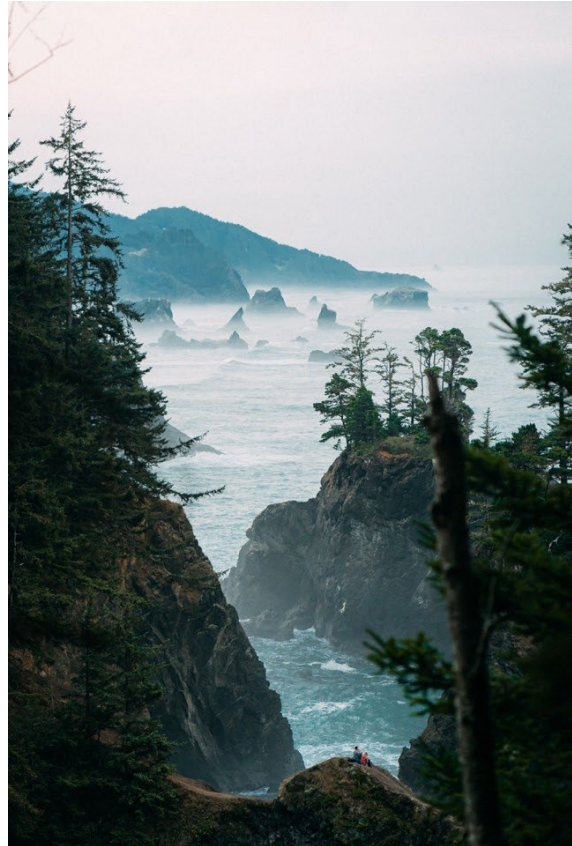


Oregon Board of Dentistry



Strategic Plan 2022-2025

Adopted February 25, 2022



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Oregon Board of Dentistry

2022-2025 Strategic Plan

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Oregon Board of Dentistry

Strategic Plan Overview

The Oregon Board of Dentistry's (OBD) responsibilities and oversight authority is bestowed from the Oregon Revised Statutes Chapter 679 (Dentists), Chapter 680.010 to 680.205 (Dental Hygienists), Oregon Administrative Rules Chapter 818. In addition, direction for Dental Therapists is guided by HB 2528 (2021) and the addition of Interim Therapeutic Restorations, HB 2627 (2021) for Expanded Practice Dental Hygienists. These new statutes task the OBD with regulation and oversight of the practice of dentistry and dental hygiene by enforcing standards of practice established in the Oregon Legislature statutes and rule.

At the end of the previous 2017-2020 planning cycle and after hardships of the COVID 19 pandemic (which has persisted from 2020 into 2022), OBD had established transformative ways of addressing critical issues. Strong relationships with the Governor's office, Oregon Legislature, Oregon Health Authority, peer professional organizations, and national associations gave context and direction, and kept a finger on the pulse of rapid changes in the dental profession, business practices, and operating models.

In mid-2021 the Board and staff of OBD agreed to secure professional, external strategy and facilitation services in the creation of their next multi-year strategic plan, building upon the efforts of the 2017-2020 Plan.

During the planning process, the OBD Board and Staff agreed to update the mission statement to reflect a focus on access to care as well as on integrity. The OBD will implement the strategic plan, adaptively to rapidly changing circumstances, in support of its Mission: to promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.

Through external market research, initial discussions with the Board and Staff, and tabulation of the licensee surveys, a set of priorities emerged. Through the facilitated process between August and October 2021, five key strategic priorities were defined and goals established. Actions needed to meet the strategic goals were drafted and prioritized.

Covered in more detail in the subsequent pages, focus for the next 3-5 years will be on Licensure Evolution (including Dental Therapy legislation implementation),

Dental Practice Accountability, Workplace Environment, Technology & Processes, and Community Interaction & Equity.

This multi-year strategic plan outlines OBD's path and efforts to engage constituents on many levels to upscale practices and processes reflecting the changing environment and statutory responsibilities.

The new strategic plan is built upon a foundation of strength in Staff and Board expertise and experience, as well as positive Licensee sentiment, expressed as 78% positive, following a very tough year with the pandemic and other social impacts (especially on the healthcare industry). In addition, the Board and Staff defined and approved organizational core values of integrity, fairness, responsibility, and community. Combined with a focus on mission, the newly defined core values are a visible lens through which to make decisions and set direction.

At this time, the agency does not anticipate any IT investments during this strategic planning cycle.

Oregon Board of Dentistry **Mission Statement & Core Values**

Mission of the Oregon Board of Dentistry:

To promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.

Oregon Board of Dentistry Core Values:

- Integrity
- Fairness
- Responsibility
- Community

Oregon Board of Dentistry

Organizational & External Influences Analysis

This organizational and external analysis covers the internal factors that will influence the ability to respond to operational needs as well as the external factors that may drive change. The Oregon Board of Dentistry analyzed the social, technological, economic, legal/regulatory, and environmental factors that might affect the practice of dentistry and the OBD's oversight. In addition, the current organizational status was analyzed primarily through staff interviews.

The most significant Strengths, Weaknesses, Opportunities, and Threats that affect the OBD are:

STRENGTHS <ul style="list-style-type: none">• Foundation of known, common values: Integrity, Fairness, Responsibility, Community and commitment to the mission• Skilled, experienced, and dedicated staff• Successful migration and knowledge transfer as new Board and Staff onboarded during previous strategic period• Foresight and proactive succession and onboarding planning• Board composition provides a breadth of perspectives• Member survey shows support in OBD remains high at 78% after problematic pandemic year	WEAKNESSES <ul style="list-style-type: none">• Lack of clear understanding for OBD scope and jurisdiction by public, patients and Licensees• Limited control over budget/funding impact ability to adjust staffing plans to meet overall strategic plan needs• Legislature changes can create significant increases in staff work that are not in alignment with staffing capacity• Low levels of Licensee participation in inputs/surveys. 2020 strategic priorities member survey had 265 responses• Board member turnover creates loss of continuity and historical knowledge
OPPORTUNITIES <ul style="list-style-type: none">• Ability to implement Dental Therapy licensure process• Migration of technology to improve licensee experience, overall processes & efficiency, and provide workplace flexibility• Collaboration with Oregon Health Authority (OHA) to manage public engagement and expectations for language, cultural diversity, equity, and inclusion across OHA partners. (With guidance from the State Racial Justice Council.)	THREATS <ul style="list-style-type: none">• Continued lagging technology infrastructure• Shifts in business operations and managed care pose challenges to dentistry practices and regulation• Insurance maximums dating to the 1960's influence patient care recommendations

In addition to the SWOT items called out above it is important to note that ability to address Opportunities, Threats, and Weaknesses will come from the areas of Strength. For instance, the Engaged Board and Staff expertise coupled with the learnings from the migration and knowledge transfer of the previous period is the key to implementing needed technology infrastructure which in turn drives the hybrid work environment. In a similar fashion, collaboration with OHA and the State Racial Justice Council recommendations will set standards for community engagement, helping clarify OBD scope and public expectations for interaction with the OBD.

STRATEGIC PRIORITY A

Licensure Evolution

In support of providing quality oral care equitably to all, the dental profession must address the issue of communities having access to dental care services. This access may be limited by lack of dental care professionals in certain community areas such as rural areas, lower socio-economic areas, or tribal communities. Solving this problem requires creativity and the evolution of types of licenses granted. As new legislation is created, the OBD must implement rules and standards to govern dental professionals in Oregon.

Goals

- ⇒ Develop and implement rules based on legislation changes
- ⇒ Successfully implement Dental Therapy license

Action Items

- Develop and implement rules in support of HB 2528 (2021) for newly created Dental Therapist license
- Develop and implement communication strategies with communities most impacted by Dental Therapy license implementation
- Engage interested parties to learn more and gather feedback about implementing Dental Therapy practice in Oregon

STRATEGIC PRIORITY B

Dental Practice Accountability

The landscape of dental practices continues to evolve further toward group dentistry practice including ownership by national corporate entities. This in turn, creates challenges and complexity in ensuring the public safety and high standards of practice are upheld. In addition, when complaints are made, establishing appropriate accountability and encouraging improvements to happen is more challenging than in the past.

Goals

- ⇒ Ensure Licensees dictate clinical care provided to patients (in contrast to corporate non-Licensees driving care decisions)
- ⇒ Increase OBD visibility into practice ownership models
- ⇒ OBD jurisdiction over Dental practices in Oregon, regardless of ownership and business operating model
- ⇒ Correlate patient care to level of competency required by practitioners (DT, DMD, DDS, DH); hold entities accountable to the level of licenses within their practice

Action Items

- Implement changes to Licensee Renewal form to capture multiple office/group affiliation
- Gather dental practice ownership and training information
- Analyze complaints by ownership types
- Receive OHSU updated curriculum and include in Board Book
- Evaluate options for strengthening statute related to accountability, ownership, and standards of care

STRATEGIC PRIORITY C

Community Interaction and Equity

The Oregon Board of Dentistry recognizes that systemic inequities exist in our society which have resulted in practices that have not always provided equitable access to dental care across our community.

Protecting the Community has always been at the center of the Oregon Board of Dentistry Mission. Fairness and equity are imbedded in the OBD Values. The OBD believes it can do more to address the systemic inequities that have existed and ensure more fully that our mission and values apply to everyone.

Goals

- ⇒ Communicate and market to reach the diverse communities within Oregon
- ⇒ Increase ease of access to OBD services
- ⇒ Ensure equity exists in Investigation outcomes
- ⇒ Increase OBD Licensee, patient, and community understanding of OBD roles, responsibilities, and services

Action Items

- Align Diversity, Equity, and Inclusion plans to guidance provided by the State of Oregon Racial Justice Council
- Include diversity analysis when developing Marketing or Communications materials; consider diversity in visual representations
- Enable OBD to take complaints in complainant's first language
- Create analysis of prior investigations, findings, and actions across Licensee demographics to frame equity-related data

STRATEGIC PRIORITY D

Workplace Environment

The COVID-19 pandemic, technology advances, talent supply/demand issues as well as numerous factors affecting employee expectations of the work environment are driving the need for changes to work environments worldwide. OBD has previously been limited in ability to offer more flexible work location options due to technological limitations. Those limitations are easing, allowing for secure and effective ways to access needed information while employees work from home or other remote locations. Offering this flexibility will likely increase employee satisfaction while at the same time enabling increased efficiency.

In addition to flexible work arrangements, employees also desire clear expectations and recognition for their work as well as fair and equitable processes for advancing their careers. OBD investments in these areas should result in increased employee retention.

Board succession planning is also critical. Several Board members have terms ending in this next plan horizon. The strategic resource plans extend to the Board as well as employees.

Goals

- ⇒ Establish succession plan for Board members, continuing to represent many viewpoints and experiences in Board composition
- ⇒ Increase workplace flexibility through a hybrid workplace guideline
- ⇒ Increase workplace satisfaction and career development conversations

Action Items

- Define and implement hybrid workplace guidelines
- Evaluate overall workload and staff workload balance, consider adjustments for upcoming fiscal cycles
- Develop succession plans for Board positions coming open and establish effective process for ongoing timely replacement

STRATEGIC PRIORITY E

Technology & Processes

All organizations are affected by technology developments, and Oregon Board of Dentistry and the dental profession is no exception. The OBD has the strategic opportunity to implement processes and tools that will improve efficiency, employee and Board member experience as well as improve the effectiveness of processes for dental professional engaged with OBD. In addition, growing advances in data collection and analysis will enable the ability to continue to ensure fair and equitable outcomes for applicants and Licensees.

Goals

- ⇒ Improve efficiency and resource utilization through online record keeping
- ⇒ Increase ability to complete analytics related to licensees and investigations
- ⇒ Improve investigation case management with archived files

Action Items

- Complete digitization and modernization process for Board Books
- Complete implementation of InLumon system
- Build working digital database of Licensee records
- Create digital archive of investigation files
- Pilot data analysis capabilities



Oregon Board of Dentistry Strategic Plan 2022-2025

Mission: *To promote quality oral health care and protect all communities in the State of Oregon by equitably and ethically regulating dental professionals.*

MISSION-CRITICAL PRIORITIES				
A. Licensure Evolution	B. Dental Practice Accountability	C. Community Interaction & Equity	D. Workplace Environment	E. Technology and Processes
GOALS				
<ul style="list-style-type: none"> Develop and implement rules based on legislation changes 	<ul style="list-style-type: none"> Ensure licensees dictate clinical care provided to patients (in contrast to corporate non-licensees driving care decisions) 	<ul style="list-style-type: none"> Communicate and market to reach the all communities within Oregon 	<ul style="list-style-type: none"> Establish succession plan for Board members, continuing to represent many viewpoints and experiences in Board composition 	<ul style="list-style-type: none"> Improve efficiency and resource utilization through on-line records keeping
<ul style="list-style-type: none"> Successfully implement Dental Therapy license 	<ul style="list-style-type: none"> Increase OBD visibility into practice ownership models 	<ul style="list-style-type: none"> Increase ease of access to OBD services 	<ul style="list-style-type: none"> Increase workplace flexibility through a hybrid workplace guideline 	<ul style="list-style-type: none"> Increase ability to complete analytics related to licensees and investigations
	<ul style="list-style-type: none"> OBD jurisdiction over Dental practices in Oregon, regardless of ownership and business operating model 	<ul style="list-style-type: none"> Ensure equity exists in investigation outcomes 	<ul style="list-style-type: none"> Increase workplace satisfaction and career development conversations 	<ul style="list-style-type: none"> Improve investigation case management with archived files
	<ul style="list-style-type: none"> Correlate patient care to level of competency required by practitioners (DT, DMD, DDS, DH); hold entities accountable to the level of licenses within their practice 	<ul style="list-style-type: none"> Increase OBD licensee, patient, and community understanding of OBD roles, responsibilities, and services 		
ACTION ITEMS				
<ul style="list-style-type: none"> Develop and implement rules in support of HB 2528 (2021) for newly created Dental Therapist license 	<ul style="list-style-type: none"> Implement changes to Licensee Renewal form to capture multiple office/group affiliation 	<ul style="list-style-type: none"> Align Diversity, Equity, and Inclusion plans to guidance provided by the State of Oregon Racial Justice Council 	<ul style="list-style-type: none"> Develop succession plans for Board positions coming open and establish effective process for ongoing timely replacement 	<ul style="list-style-type: none"> Complete digitization and modernization process for Board Books
<ul style="list-style-type: none"> Develop and implement communication strategies with communities impacted by Dental Therapy license implementation 	<ul style="list-style-type: none"> Gather dental practice ownership and training information 	<ul style="list-style-type: none"> Enable OBD to take complaints in complainant's first language 	<ul style="list-style-type: none"> Define and implement hybrid workplace guidelines 	<ul style="list-style-type: none"> Complete implementation of InLumon system
<ul style="list-style-type: none"> Engage interested parties to learn more and gather feedback about implementing Dental Therapy Practice in Oregon 	<ul style="list-style-type: none"> Receive OHSU updated curriculum and include in Board Book 	<ul style="list-style-type: none"> Include diversity analysis when developing Marketing or Communications materials; consider diversity in visual representations 	<ul style="list-style-type: none"> Evaluate overall workload and staff workload balance, consider adjustment for upcoming fiscal cycles 	<ul style="list-style-type: none"> Build working digital database of Licensee records
	<ul style="list-style-type: none"> Analyze complaints by ownership types 	<ul style="list-style-type: none"> Create analysis of prior investigations, findings, and actions across licensee demographics to frame equity-related data 		<ul style="list-style-type: none"> Pilot data analysis capabilities
	<ul style="list-style-type: none"> Evaluate options for strengthening statute related to accountability, ownership, and standards of care 	<ul style="list-style-type: none"> Additional prioritized actions taken from recommendations and resources provided by State Racial Justice Council 		<ul style="list-style-type: none"> Create digital archive of investigation files
	<ul style="list-style-type: none"> Potential for proposed legislative changes 			

Oregon Board of Dentistry 2022-2025 Strategic Plan

Roadmap and Goals

Strategic Priorities		2022-2023	2023 - 2024	2024-2025	Goals
Licensure Evolution		<ul style="list-style-type: none"> Develop and implement rules in support of HB 2528 (2021) for newly created Dental Therapist license 	<ul style="list-style-type: none"> Engage interested parties to learn more and gather feedback about implementing Dental Therapy Practice in Oregon 		<ul style="list-style-type: none"> Develop and implement rules based on legislation changes
		<ul style="list-style-type: none"> Develop and implement communication strategies with communities impacted by Dental Therapy license implementation 			<ul style="list-style-type: none"> Successfully implement Dental Therapy license
Dental Practice Accountability		<ul style="list-style-type: none"> Implement changes to Licensee Renewal form to capture multiple office/group affiliation Gather dental practice ownership and training information Receive OHSU updated curriculum and include in Board Book 	<ul style="list-style-type: none"> Analyze complaints by ownership types Evaluate options for strengthening statute related to accountability, ownership, and standards of care 	<ul style="list-style-type: none"> Potential for proposed legislative changes 	<ul style="list-style-type: none"> Ensure licensees dictate clinical care provided to patients (in contrast to corporate non-licensees driving care decisions) Increase OBD visibility into practice ownership models OBD jurisdiction over Dental practices in Oregon, regardless of ownership and business operating model Correlate patient care to level of competency required by practitioners (DT, DMD, DDS, DH); hold entities accountable to the level of licenses within their practice
Community Interaction and Equity		<ul style="list-style-type: none"> Align Diversity, Equity, and Inclusion plans to guidance provided by the State of Oregon Racial Justice Council 	<ul style="list-style-type: none"> Include diversity analysis when developing Marketing or Communications materials; consider diversity in visual representations 	<ul style="list-style-type: none"> Additional prioritized actions taken from recommendations and resources provided by State Racial Justice Council 	<ul style="list-style-type: none"> Communicate and market to reach the all communities within Oregon
		<ul style="list-style-type: none"> Enable OBD to take complaints in complainant's first language 	<ul style="list-style-type: none"> Create analysis of prior investigations, findings, and actions across licensee demographics to frame equity-related data 		<ul style="list-style-type: none"> Increase ease of access to OBD services
					<ul style="list-style-type: none"> Ensure equity exists in investigation outcomes
					<ul style="list-style-type: none"> Increase OBD licensee, patient, and community understanding of OBD roles, responsibilities, and services
Workplace Environment		<ul style="list-style-type: none"> Develop succession plans for Board positions coming open and establish effective process for ongoing timely replacement Develop and implement hybrid workplace guidelines 	<ul style="list-style-type: none"> Evaluate overall workload and staff workload balance, consider adjustment for upcoming fiscal cycles 		<ul style="list-style-type: none"> Establish succession plan for Board members, continuing to represent many viewpoints and experiences in Board composition Increase workplace flexibility through a hybrid workplace guideline Increase workplace satisfaction and career development conversations
			<ul style="list-style-type: none"> Build working digital database of 		
Technology and Processes		<ul style="list-style-type: none"> Complete digitization and modernization process for Board Books 	<ul style="list-style-type: none"> Licensee records 	<ul style="list-style-type: none"> Create digital archive of investigation files 	<ul style="list-style-type: none"> Improve efficiency and resource utilization through on-line records keeping
		<ul style="list-style-type: none"> Complete implementation of InLumon system 	<ul style="list-style-type: none"> Pilot data analysis capabilities 		<ul style="list-style-type: none"> Increase ability to complete analytics related to licensees and investigations Improve investigation case management with archived files