Informatics and IT in dentistry: a look forward

Recently, Dr. John O’Keefe, the editor of the Journal of the Canadian Dental Association, interviewed Dr. Titus Schleyer, associate professor and director of the Center for Dental Informatics, University of Pittsburgh, about the development of health information technology in the context of the dental profession.

Dr. O’Keefe: What are the main developments you see in the areas of informatics and information technology (IT) as applied to dental practice?

Dr. Schleyer: We have gone through a tumultuous period of change and development in informatics and information technology over the last 15 to 20 years, so I think many of these trends will continue to evolve. For instance, the Internet has influenced dental practice and life in general. I think we have seen changes that we could barely imagine 20 years ago.

The trends in how we use electronic technology in our lives and in managing information have emerged with the stark reality, and I guess they will continue to mature and generate new surprises. In terms of concrete examples, we see that data and information are much more accessible and available than previously, and they are much better connected. We see patients having access to their medical records, looking at what physicians write about them and what they diagnose, and sometimes arguing about it, and thus taking a much more active role in their care. I think that is a development that will definitely influence dentistry.

We have almost ubiquitous information access. There are dentists who access their practice schedules through their Blackberrys, cell phones and other devices. Some physicians write prescriptions from their hand-held computers. So I think ubiquitous information access will be a strong trend in the future.

Another big development I see accelerating is the move toward paperless practices, paperless being somewhat of a euphemism for “mostly computerized practices.” Paper never really goes away, even in what we traditionally call “mostly computerized practices.”

Typically, people consider the electronic health record as something global that has everything related to a patient’s health in it. An electronic patient record is often used in specific reference to a health care area, for instance, as in an “electronic medical record” and an “electronic dental record.” I prefer the term, “electronic dental record,” for us because it identifies the dental component of a patient’s health. In general, the impact of electronic health records will be very significant.

As you know, the United States is targeting 2014 as the year when most Americans are supposed to have access to electronic health records. This now has been the stated goal of two successive presidents from different political parties, no less. Through this national goal and mandate, so to speak, we will come to a much more transparent way of managing patient information.

As I mentioned earlier, patients now do take a look at their own health records and sometimes argue with the physicians about what’s in them. They detect errors that are in their radiographs or particular areas of concern and sometimes argue with the radiologist about it. The radiologist is targeting 2015 as the year when most radiologists will have the ability to access electronic records. As you know, the United States conceptualizes electronic patient records, we’re not pursuing that concept as a goal in of itself. The idea is to fundamentally improve patient care, as several reports from the Office of the National Coordinator for Health Information Technology have described. How do we do this? Number one, you give caregivers who need access to patient information the ability to access it. Number two, you connect personal health information with basic evidence-based resources in order to make sure that patients get the most appropriate care. And third, as I mentioned, you get the patients involved in their own health care through electronic access to their data.

So I think dentistry is a little bit behind here, but that is not necessarily a bad thing. However, we shouldn’t wait until a wave of patients washes over us when people march into our offices and demand the same kind of access to dental records that they have to their medical records.

Do you think that the patients having access to an electronic health record would have any impact on the relationship of a particular patient with a particular provider? Would it make patients more mobile?

In theory, patients’ mobility will be enhanced by easy access to their health information. But of course, we have to temper that view by asking whether, and to what degree, the difficulty and effort in obtaining records influences a patient’s decision to move to another dentist right now. Typically, if people are unhappy with their dentist, they’ll “pack up and go” to a new dentist. Maybe that will be slightly easier for them if they do not have to worry about getting their radiographs or particular pieces of their patient record to their new dentist. But I’ve never really felt that patients I talked to who switched dentists were particularly inhibited by the fact that they had to get a copy of the latest radiographs, for instance. So in the grand scheme...
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Five of the top 10 reasons why associations fail

By Eugene W. Heller, DDS

The “American Dream” is still to own a home. The “Dentist’s Dream” continues to be the ownership of a practice. Thirty years ago, the dream was to graduate from dental school, buy equipment, hang out a shingle and start practicing. Today the road to ownership is a little different.

Due to extensive debt, most new graduates enter practice as associates to improve their clinical skills, increase their speed and proficiency, and learn more about the business aspects of dentistry. Most hope the newfound associateship will lead to an eventual ownership position. Instead, many find themselves building up the value of their host dentists’ practice, only to be forced to leave. The lone exception is the result of a non-competitive agreement when the promised buy-in/buy-out doesn’t occur.

The following reveal the first five of the top 10 reasons many associateships fail to result in ownership or partnership.

Reason No. 1: purchase price

If the purchase price has not been determined before the commencement of employment, the parties find themselves on different ends of the spectrum as to what the practice is worth and what the buy-in price should be.

When purchase price is established before the commencement of employment, three out of four associateships lead to the intended buy-out or buy-in. If the purchase price has not been determined, nine out of 10 associateships lead to termination without achieving the ownership intended or promised.

Reason No. 2: the details

The more items discussed and agreed to in writing beforehand, the better the chance of a successful equity ownership occurring as planned.

The written instruments should be two specific documents—an Employment Agreement detailing the responsibilities of each party for employment and a Letter of Intent detailing the proposed equity acquisition.

Reason No. 3: insufficient patient base

Approximately 1,000–1,200 active patients are required per dentist in a dental practice. If the senior dentist does not intend to restrict or cut back on his/her number of available clinical treatment hours, then the practice should adopt a two-dentist model to a two-dentist practice requires an active patient base of approximately 1,400–1,600 patients and a new patient flow of 25 or more new patients per month.

Many senior dentists count their number of active patients by counting the number of patient charts on a wall. However, the best way to estimate the active number of patients involves utilizing the hygiene recall count.

Insufficient numbers of patients and/or an insufficient new patient flow signals that all expenses relating to the new dentist are coming directly out of the bottom line. The practice then begins to experience financial pressure.

Creation and maintenance of a patient list is an extremely important aspect of the business. If the senior dentist is nearing retirement with the intent that, within one to two years, the senior dentist will turn over total ownership of the practice and intends to cut back shortly after the beginning of the second dentist’s employment, this problem is not as critical.

Often the senior dentist brings in an associate dentist as the answer to increasing business. A practice with insufficient new patient flow that experiences the addition of a new practitioner may result in termination of employment for the associate.

Reason No. 4: incompatible skills

The incompatibility in clinical skills between practitioners may include the possibility of one practitioner’s skill level being below average, the other above average, or two practitioners’ skill levels differing so much that they are not even comparable. With different skill levels, the practice will be unable to meet the demands of the patient base that the practice should be able to provide.

In general, the senior dentist will tend to have more experience, but the young practitioner will tend to be more forward thinking and have more energy. It is not unreasonable to expect this age gap to result in potential conflicts over what the practice should be.

Reason No. 5: timeframe

The failure to identify when the buy-in or buy-out is to occur and when to execute it can result in failure to achieve an ownership status. The Letter of Intent may have stated that the buy-in was to occur in one to two years, but certain behaviors and signs during the continuing employment relationship might give an indication that the senior dentist is having difficulty honoring the original outlined timeframe. Either the associate does not feel ready to commit or the intended buy-out or that the doctor is having difficulty honoring the intended buy-out or that the associate does not feel ready to commit or that the doctors do not feel ready to commit to the intended buy-out.

The failure to identify when the buy-in or buy-out is to occur and when to execute it can result in failure to achieve an ownership status. The Letter of Intent may have stated that the buy-in was to occur in one to two years, but certain behaviors and signs during the continuing employment relationship might give an indication that the senior dentist is having difficulty honoring the intended buy-out or that the associate does not feel ready to commit to the intended buy-out.

This article has been aimed primarily at a one-dentist practice evolving to a two-dentist practice; however, the issues apply equally to larger group practices. One-to-two-year associateships with the senior dentist retiring at the end of the associateship and a three-to-five-year partnership ending with the new dentist purchasing the remaining equity position of the senior dentist at the end of five years can also benefit from the insights provided in this article.

Unfortunately, nothing can guarantee a successful outcome will occur. However, by identifying the potential pitfalls at the beginning of the relationship, chances of success can be greatly improved.

Look for the remaining five reasons in the next edition of Dental Tribune.

About the author

Dr. Eugene W. Heller is a 1976 graduate of the Marquette University School of Dentistry. He has been involved in transition consulting since 1985 and left private practice in 1990 to pursue practice management and practice transition consulting on a full-time basis. He has lectured extensively to both state dental associations and numerous dental schools. Heller is presently the national director of Transition Services for Henry Schein Professional Practice Transitions. For further information, please call (800) 730-8853 or send an e-mail to hsfs@henry schein.com