



...access to a dental home for those in need.



Values Driven, Safety-Net Services: How organizational culture drives patient outcomes



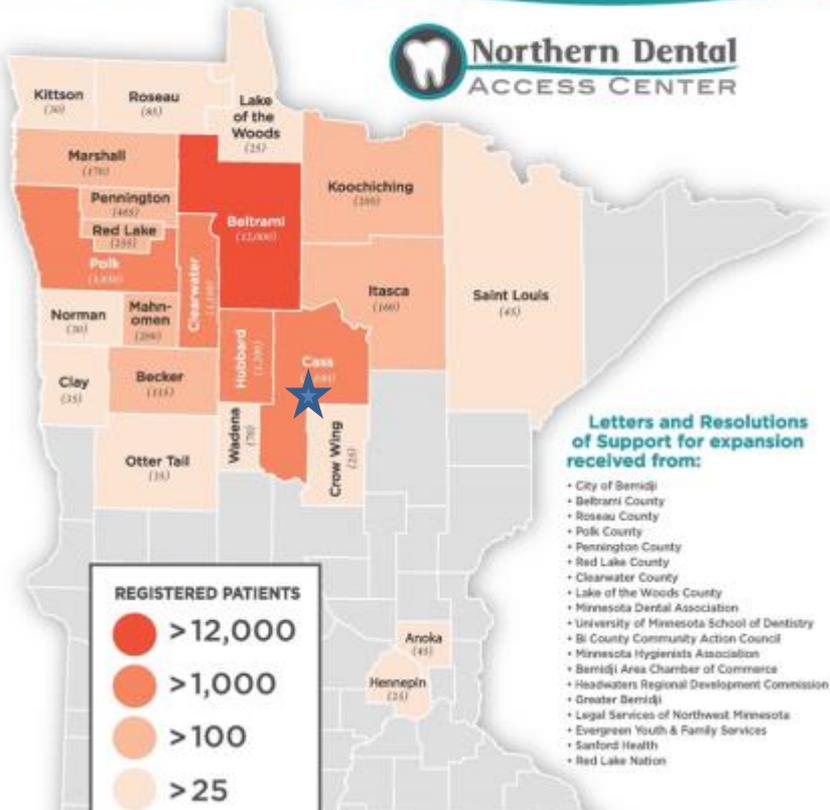
Jeanne Edevold Larson, M.S.
Northern Dental Access Center Executive Director

Erica Lundberg
Northern Dental Access Center Director of Operations



June, 2016

PATIENTS BY COUNTY

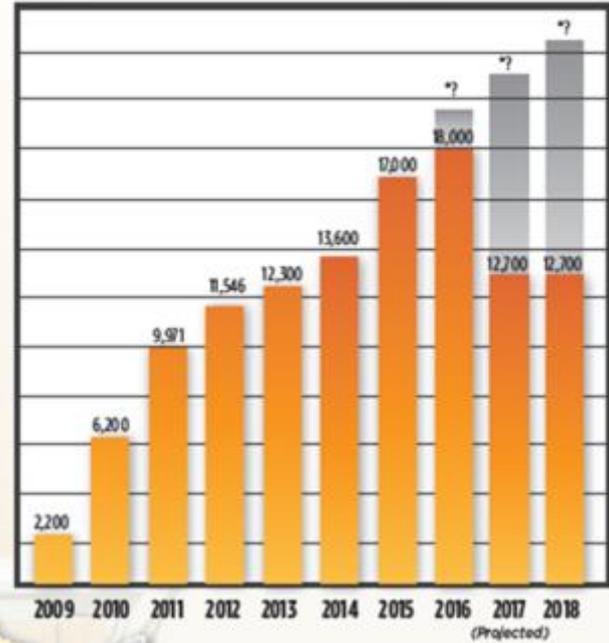


Letters and Resolutions of Support for expansion received from:

- City of Bemidji
- Beltrami County
- Roseau County
- Polk County
- Pennington County
- Red Lake County
- Clearwater County
- Lake of the Woods County
- Minnesota Dental Association
- University of Minnesota School of Dentistry
- Bi County Community Action Council
- Minnesota Hygienists Association
- Bemidji Area Chamber of Commerce
- Headwaters Regional Development Commission
- Greater Bemidji
- Legal Services of Northwest Minnesota
- Evergreen Youth & Family Services
- Sanford Health
- Red Lake Nation

Annual Patient Encounters

* This pace of growth is not sustainable. Without funding, current space limitations will cause a reduction in capacity.



Opened in 2009
 Worst economic times in generations
 Scarcity was the norm
....but wasn't going to serve us well



Goal is to address *“Barriers to Care”*

- Transportation Assistance
- Insurance Counseling-Enrollment Navigation
- Mental Health screening and referral
- Patient Advocacy
- Child and Teen CheckUps
- Street Outreach – Homeless Youth
- Health care outreach and referral
- Patient Advisory Group
- On site Headstart Screenings
- School Based program
- Medical-Legal partnership





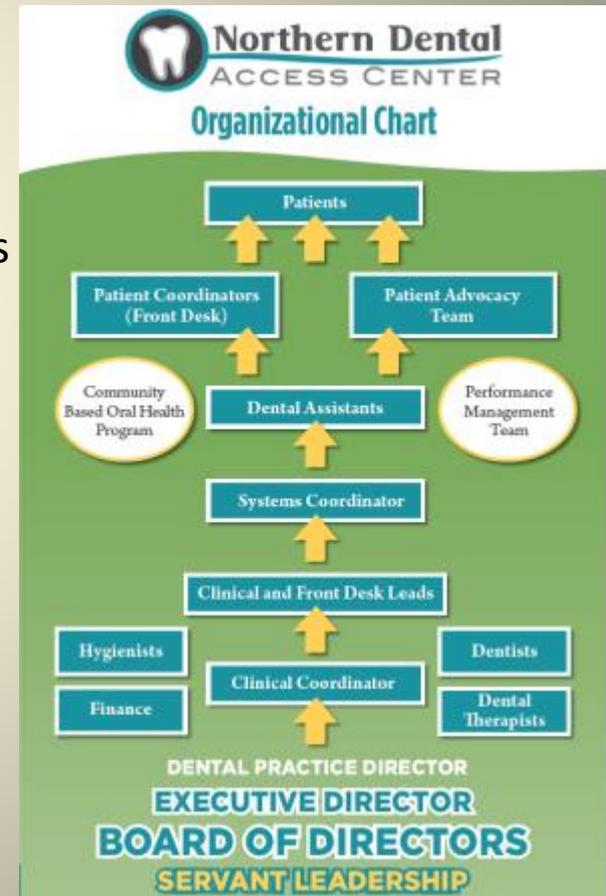
Values driven—not-to-do list
Continue to listen to patients
Fail early, fail often: Succeed Sooner!
Core Values must be our touchstones
Measure, Measure, Measure



Reframe language/Turn status quo on its head:

Meet patients where they are at; no lectures, no strike outs
Organizational chart; walk the talk
Utilization rates, not patient failure rates
Chart notes
Harm reduction, rather than prevention

“Changing the way we think has changed the way we serve...”



What makes us special

- ☞ Cultural Competence
- ☞ Shift in language-reframing issues
- ☞ Positive work environment
- ☞ Patient centered-Patient Advisory Group
- ☞ Leveraging partnerships for patients
- ☞ Agility-Creativity-Tenacity (*make lemonade*)
- ☞ Breadth and Depth of Dentists
- ☞ “It’s just paper” mentality
- ☞ Economic Impact
- ☞ Professionalism – challenge and mentor young women and men
- ☞ Performance Measurement Team – a disciplined approach, data driven
- ☞ Values based – core values
- ☞ Organizational Chart



Core Values

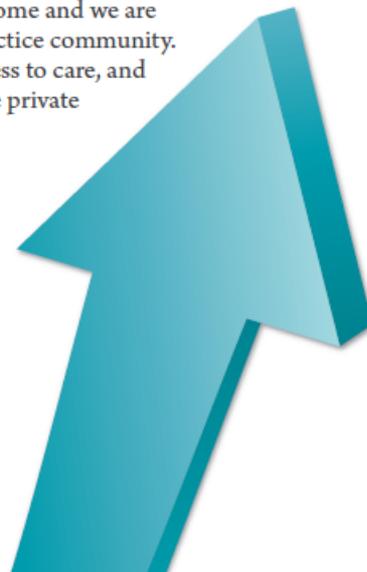
*Core values are the beliefs and actions that embody the character of our organization.
Core values remind us of who we want to be, in the very best of circumstances.
Core values are the touchstones, against which we gut-check our actions.*

- ① A culturally-competent approach to services is key to our identity. Rooted in the Ruby Payne Framework for Understanding Poverty, we strive to **understand**, accept and meet patients where they are and provide a nonjudgmental and welcoming place for them to receive care.
- ① Our approach to public health requires that we treat more than just a person's mouth—that we **honor** their circumstances and personal stories to identify any barriers to success, and we then provide linkages to resources to overcome those barriers.
- ① We believe that partnerships with **community** people, agencies, policy makers, educational institutions and employers bring strength to the services we can provide to the people we care about. We remain open to new partnerships that will ultimately benefit our patients and the community.
- ① Our role in the professional development of health care professionals is very important to us. We allow **future** dentists, dental assistants, nurses and others to observe, shadow, intern and practice here whenever possible.
- ① We are especially attentive to children, helping them to feel comfortable here, to have fun while they wait, and to listen when they speak. Motivating them to **break the cycle** of oral neglect requires our full attention and compassionate education.
- ① We believe that everyone has a right to a **dental home** and we are committed to not competing with the private practice community. We are here to serve people who do not have access to care, and we encourage people of means to work within the private practice dental community for their care.
- ① We believe in abundance. That when we work together within our community, there will be adequate resources to get the job done. Fear, competitiveness or a sense of scarcity only breeds further scarcity and we will not forget the lessons we have learned about the **wealth** of resources that collaboration brings to the table.
- ① We hold firm to the business practice of buying local whenever possible, to **support** our local and regional community to the best of our ability.
- ① We believe poverty is a condition of economics, not race or ethnicity.

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← Official

Unofficial



Together we can achieve more, don't care who gets the credit

There's plenty of need to go around

Organizational Culture

Culture will eat strategy for lunch, every time

It's only paper

If its an endurance competition, we will win

Walk the talk

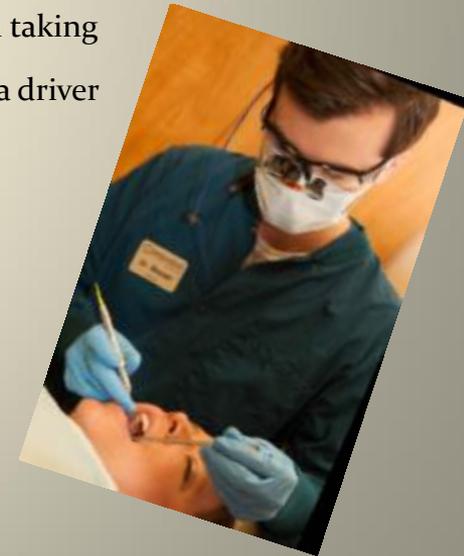
No meeting is more important than a patient

We proceed on our terms

Some money not worth taking

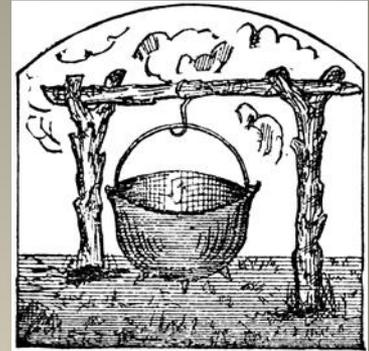
Money is an outcome, not a driver

Zero tolerance for toxicity





Stone Soup



Once there was great famine and people thought they had to hoard food to survive. One day two soldiers returning from war arrived in a village asking for a meal, but the villagers refused.

"Then we will make stone soup," one of the soldiers said mysteriously. They asked only for a big cauldron and water to fill it. They set it in the middle of the village square and built a large fire underneath. Then one of the soldiers placed three very ordinary stones into the water.

When a crowd gathered with curiosity, the soldier said, *"A good soup needs salt and pepper."* Since that was not so much to give up, one of the peasants sent his daughter to fetch some salt and pepper.

Then the other soldier said, *"Oh, I do love stone soup, but stone soup with carrots...that's hard to beat."* Another villager sent his son home to fetch a carrot hidden in the cellar – after all, it was just a carrot, not really that much.

"Magnificent, thank you!" exclaimed the soldier. *"You know, I once had stone soup with salt beef as well, and it was fit for the king!"* So the village butcher managed to find a little salt beef. And so it went, until soon there were onions, potatoes, barley, cabbage, and milk for the soup.

"A great soup would be even better with bread and cider," a villager volunteered, and brought them forth. Now it was a feast, which the soldiers happily shared with the villagers. Everyone agreed they had never before tasted anything as good, and sang and danced and celebrated well into the night.

Our Stone Soup



It's not a linear process....it's a culture





MANAGEMENT RESOURCES

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Collins, James C., *Good to Great and the Social Sectors: Why Business Thinking Is Not the Answer: A Monograph to Accompany Good to Great: Why Some Companies Make the Leap--and Others Don't.* Boulder, Colo.?: J. Collins, 2005.

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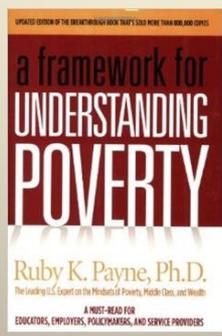
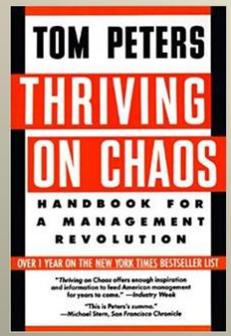
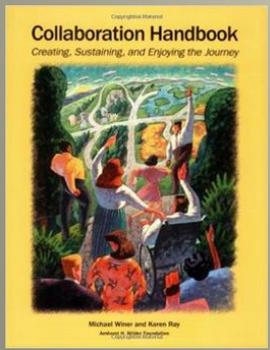
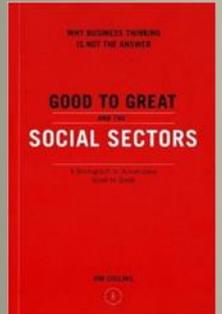
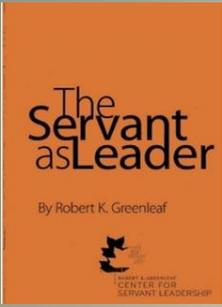
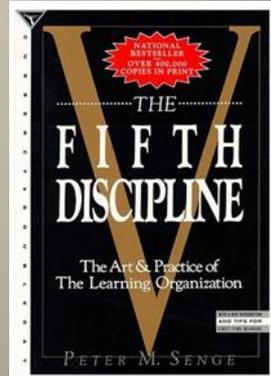
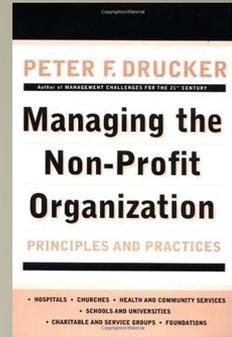
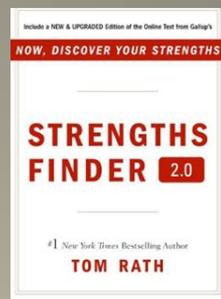
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Greenleaf, Robert K. *The Servant as Leader.* Indianapolis, IN: Robert K. Greenleaf Center, 1991. Print.



It's not our job to educate people so they learn to start thinking and acting like the dominant culture.

Our job is to provide care successfully, so we must adapt what we do.

That's the only way we will stop being frustrated by the very people we say we care about

Organizational Chart



Patient outcomes:

- external referrals for specialty care (*involving long distance travel*) have been reduced by more than 40% since 2013
- 50% reduction (*since 2012*) in patients reporting using the Emergency Room for dental emergencies
- 28% of children are enrolled in the Cavity Free Club



In 2015:

- 1145 people received MNSure navigation or enrollment assistance
- Over 400 people were helped with transportation to appointments
- More than 75 people have received legal assistance
- Over 600 patients received one-on-one assistance in addressing barriers to care
- 98% of patients responding to exit survey questions:
 - ~ rate the quality of their dental care as good or excellent;
 - ~ rate the facility as having a welcoming environment as good or excellent;
 - ~ report our staff being friendly, knowledgeable and helpful;
 - ~ would recommend Northern Dental to a friend or family member; and
 - ~ are likely to return for their next appointment.



“Duh” Moments

Patient Advisory Group

Logistics

- Meets quarterly
- 8-10 patient participants
- Independently facilitated
- Half day; includes full meal, transportation assistance (prepaid gas card), \$50 Walmart gift card, and childcare assistance
- Full cost: between \$1200-\$1500 each.

Findings:

- What we think we know, is not always true
- How we want people to get care, isn't always how patients want to get care
- We sometimes worry about things we don't need to

Highlights

Participants were asked to comment about traffic at the front desk. Is the front desk traffic problematic? Do you wait a long time to check in? Are you concerned about hearing others or having others hear your private information? Are staff too busy on the telephone to help you? **Team members unanimously agreed that the front desk didn't present problems. No one had a suggestion for making it better, as no one had a complaint.**

What would you change about the clinic?

“I don't like all the open doors and the lack of curtains. Given the quantity of people in the building, I don't want people walking by see me with my mouth hanging open. (This comment caused all participants to nod and verbally agree)

Have appointment times been an issue?

All indicated that they have experienced a wait time for visits and wished wait times were shorter. However, they also expressed an understanding of the wait times and that it was clear that staff were doing the best that they could. ***They added that the friendliness of the staff and the good humor that was expressed freely within the clinic made the time they do spend at the clinic enjoyable.***

What about added health care services (i.e., FQHC-style)?

“My experience is that when an organization gets broader and more complex...you lose the personal connection and suddenly common sense is lost”

“I already avoid the doctor's office when it is flu season or some virus is making its rounds. I really don't like the idea of having my dental care provided in the same place that sick people are coughing, sneezing, etc....keep it separate”

“The idea of an FQHC immediately makes me think of institutions...institutions mean poor quality care...I don't like that idea at all.”

It was unanimous: no one would vote for mental health service delivery on site at the dentist office!

Would expanded hours at NDAC be helpful to you? (Evenings, Saturday's)

Group consensus: not really. As appointments get further and further out...this seems like a method of dealing with high patient loads...but given that blue collar working hours are all over the place...Saturday's and weeknights aren't really more available than typical Monday-Friday hours.

Partnerships in the first 7 years of operation include service providers & funders—all dedicated to improving access to dental care:

American Dental Association
 Beltrami Area Service Collaborative
 Beltrami County Commissioners
 Beltrami County Health and Human Services
 Beltrami County Veterans Services
 Bemidji Jaycees
 Bi-CAP
 Blue Cross Blue Shield of MN Blue Plus
 Clearway Minnesota
 Community Resource Connections
 Delta Dental Foundation of Minnesota
 Dentists—dozens statewide
 Eide Bailly
 Evergreen Youth and Family Services
 First National Bank Foundation
 Fourth & Robbins Fund
 George W. Neilson Foundation
 Healthier Minnesota Community Clinics Fund
 Higher Education Institutions
 (Bemidji State University,
 Northwest Technical College,
 Central Lakes College,
 Normandale College,
 Herzing University)

Legal Services of NW Minnesota
 Mardag Foundation
 Medica Foundation
 Minnesota Dental Foundation
 Minnesota Department of Health
 Minnesota Department of Human Services
 Minnesota State Operated Services Clinics
 Mutual of America Foundation
 National Health Service Corps
 North Country Snowmobile Club
 Northwest Minnesota Foundation
 Otto Bremer Foundation
 Patterson Foundation
 PrimeWest Health
 Region 2 Arts Council
 Ruth Edevold Endowment for Excellence
 Sanford Health of Northern MN
 Sanford Health Foundation
 Schools—more than 25 schools in the region
 Sunrise Rotary
 United Way of Bemidji Area
 University of Minnesota
 US Department of Agriculture
 US Department of Health





Northern Dental Staff



Board of Directors

Robert Enger - Board President
Attorney, Legal Services of Northwest Minnesota

Warren Larson - Board Vice President
Sanford Health Bemidji

Scott Turn - Board Treasurer
Security Bank

Marcia Syverson - Board Secretary
Retired, Social Worker-MN Dept. of Health

John Lueth, DDS - Founding President
North Country Dental

Scotty Allison
Beltrami County Veterans Service Officer

Michael Finnegan
Patient

Cathy Gunvalson
Hygienist, Red Lake Comprehensive Health Services

Marsh Muirhead
Dentist



Northern Dental
ACCESS CENTER

John Parkin
Physician, Wildgen-Wilimek

Joan Tronson
Operations Manager, Northwestern Mental Health

Linda Yourczek
RN, Retired

Kevin Williamson
Owner, Super 8 Motel

Tim Flathers
Director, Headwaters Regional Development Commission

James Eliassen
Dentist

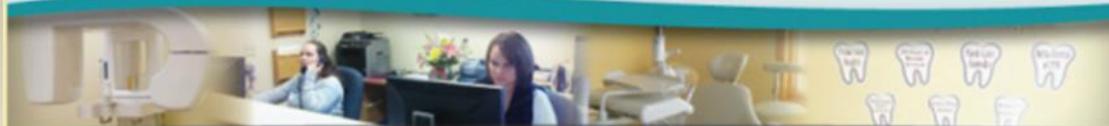
Jeanne Edevold Larson, M.S.
Executive Director

Visit us anytime!

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Providing access to a dental home for those in need...



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Welcome! Boozhoo!

This non-profit, community agency is operated by the Mississippi Headwaters Area Dental Health Center - a consortium of community stakeholders who share a commitment to assuring access to oral health by children and families in Northern Minnesota.



Our Vision - a regionally-based, community focused dental center of excellence

Our Mission - to provide access to a dental home through oral health education, emergency and comprehensive dental care, for those in need

Assistance, Minnesota Care, General Assistance Medical Care, etc. Dental care is also available for discounted cash rates to people who meet income guidelines. Located in Bemidji, we will serve people in surrounding counties (Beltrami, Cass, Clearwater and others). For information on your eligibility, contact our office.

Current Dental Services Available:

- Exams and Cleanings
- Fillings
- Extractions
- Root Canals
- Dentures (under eligibility guidelines)
- Referrals for advanced care needs

Legal Services Now Available

