

# How Value-Based Care Will Change Dentistry's Future

CareQuest Institute Continuing Education Webinar

October 21, 2021

# Housekeeping

- All lines will remain muted to avoid background noise.
- We will send a copy of the slides and a link to the recording via email after the live program.
- We will also make the slides and recording available on [carequest.org](http://carequest.org).

## To receive CE Credits:

- Look for the evaluation form, which we'll send via email.
- Complete the **evaluation** by **October 29**.
- You'll receive a certificate soon after via email.

**We appreciate your feedback to help us improve future programs!**



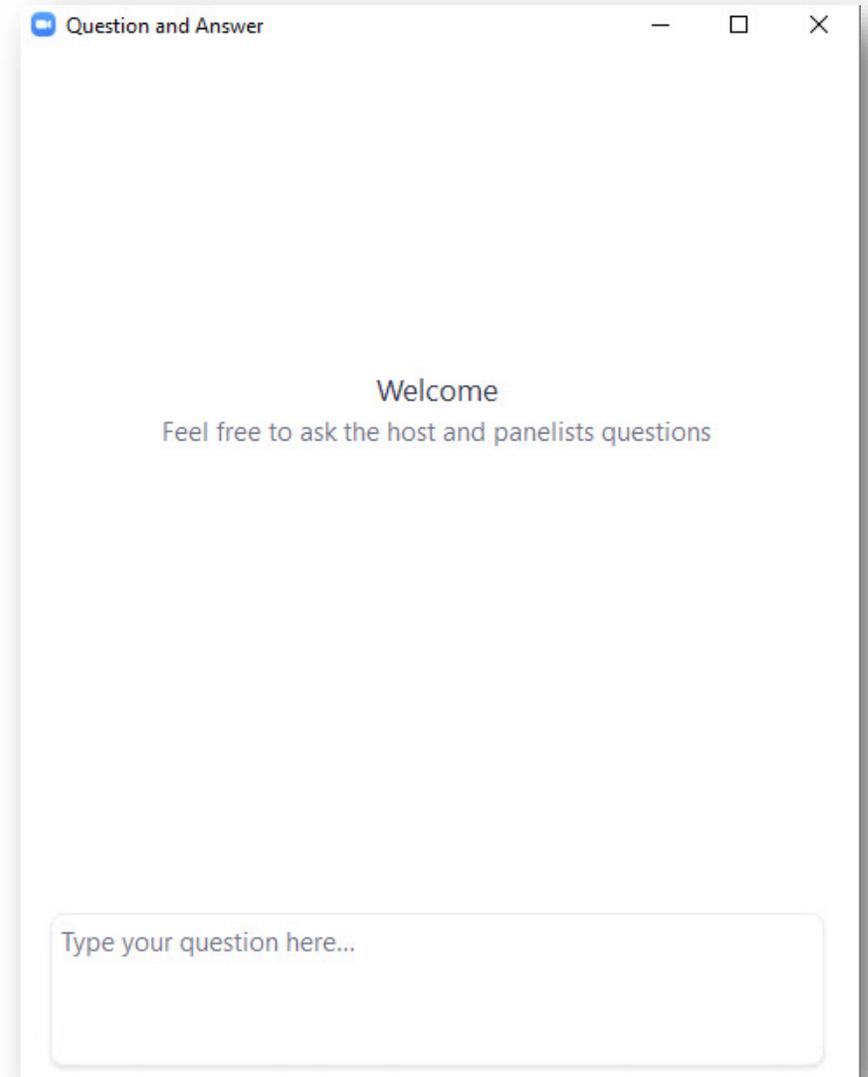
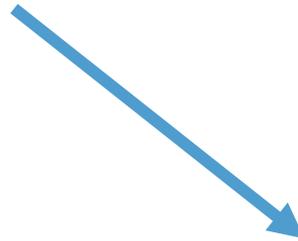
The CareQuest Institute for Oral Health is an ADA CER-P Recognized Provider. This presentation has been planned and implemented in accordance with the standards of the ADA CER-P.

\*Full disclosures available upon request



# Question & Answer Logistics

- Feel free to enter your questions into the **Question & Answer box** throughout the presentations.
- We will turn to your questions and comments toward the end of the hour.



# Learning Objectives

**At the end of this webinar, you'll be able to:**

- Explain the principles of value-based care.
- Identify the components of CareQuest Institute's Three Domain Framework.
- Discuss how the COVID-19 pandemic highlighted the strengths of value-based care models.
- Explain how clinical data can inform population-based care decisions.
- Recognize how creating community-based interventions that focus on prevention and disease management can improve health outcomes.

# Our Strategy

## **Vision**

A future where every person can reach their full potential through optimal health

## **Mission**

To improve the oral health of all

## **Purpose**

To catalyze the future of health through oral health



# Today's Presenters

## How Value-Based Care Will Change Dentistry's Future



**WEBINAR | Thursday, October 21, 2021 | 1 p.m. (ET) | ADA CERP Credits: 1**

**MODERATOR & PRESENTER**



**Danielle Apostolon**

Training Specialist, Oral Health  
Value-Based Care, CareQuest  
Institute for Oral Health

**PRESENTER**



**Rebekah Mathews, MPA**

Director of Value-Based Care,  
CareQuest Institute for  
Oral Health

**PRESENTER**



**Brianna Hillier, DMD**

Director of Dental Services,  
Chiricahua Community Health  
Centers, Inc.

# Principles of Value-Based Care

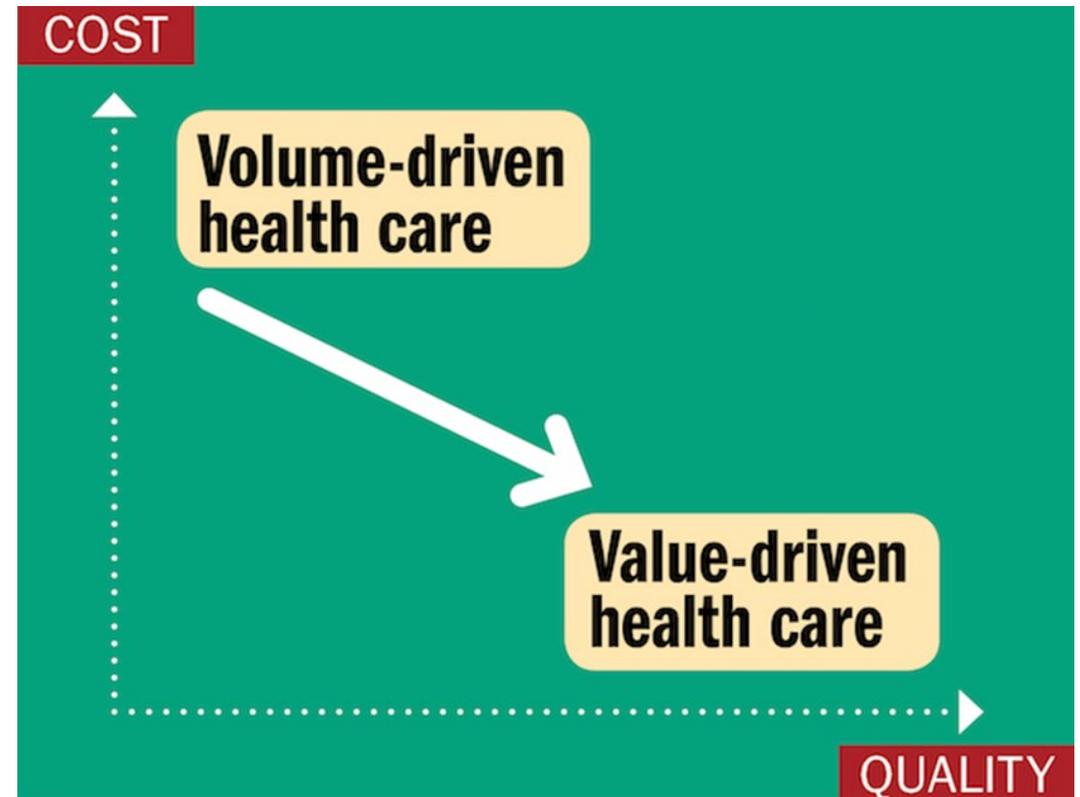
Danielle Apostolon  
Training Specialist  
Oral Health Value-Based Care



# How Do We Define Value?

$$\text{Value} = \frac{\text{Quality}}{\text{Cost}}$$

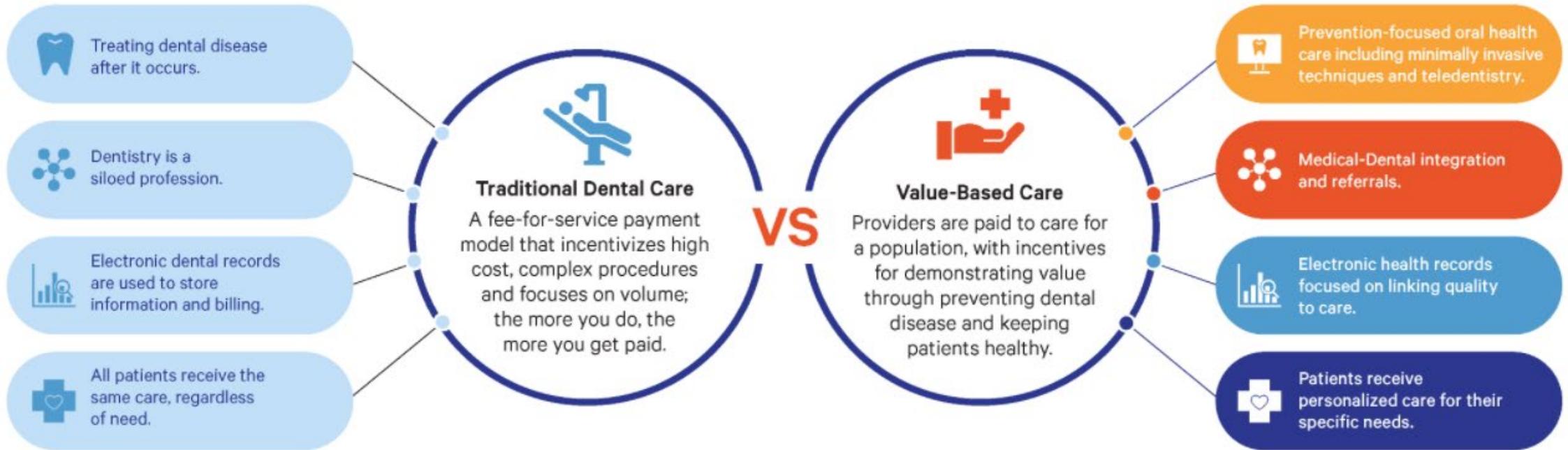
- Value is realized when quality and outcomes improve while cost of care decreases or remains the same.
- In oral health, value-based care aims to prevent dental disease vs. reacting to dental disease.
- Reimbursement design can be a facilitator or barrier to value-based care.

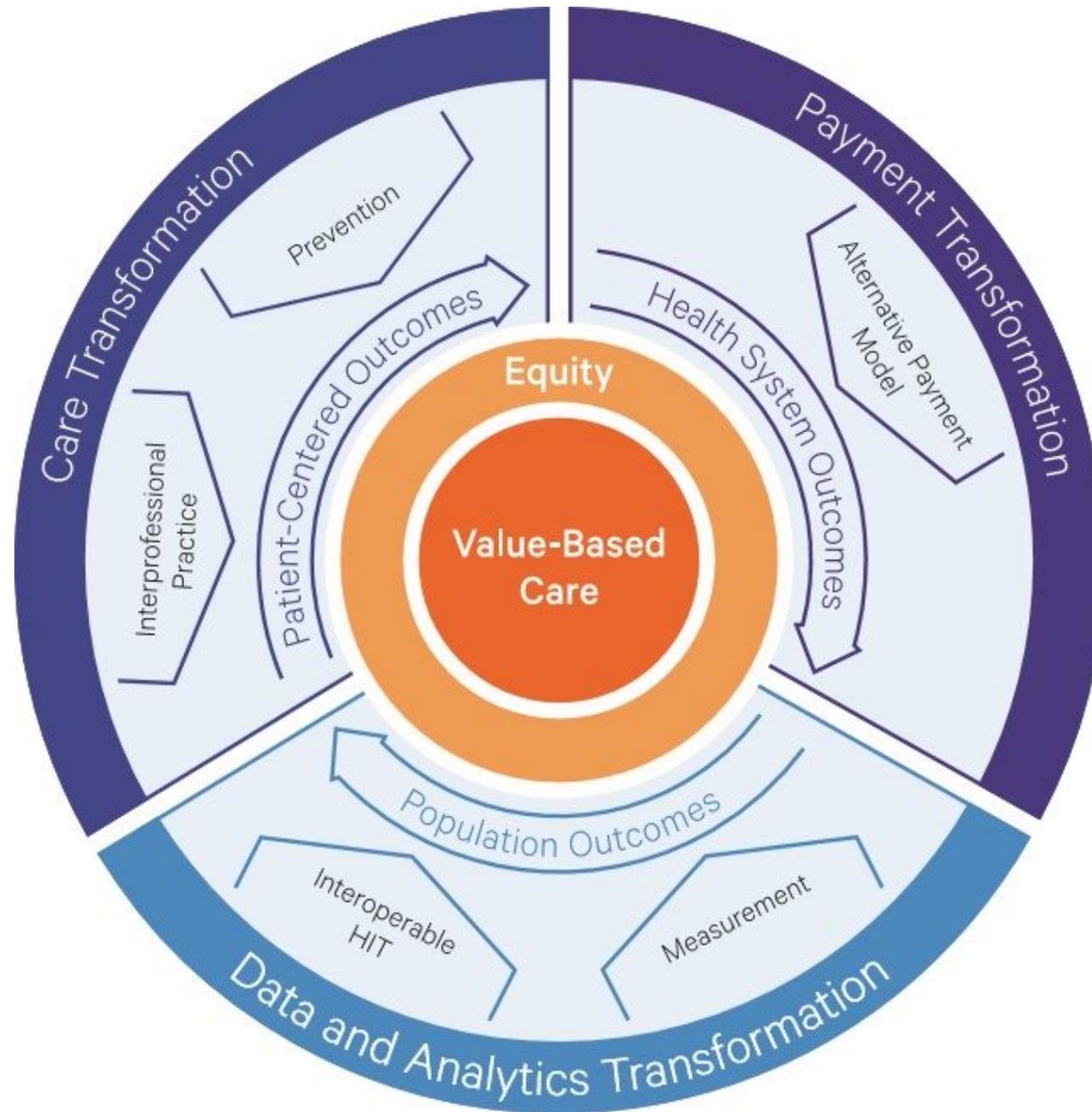


# Improving the Patient Care Experience

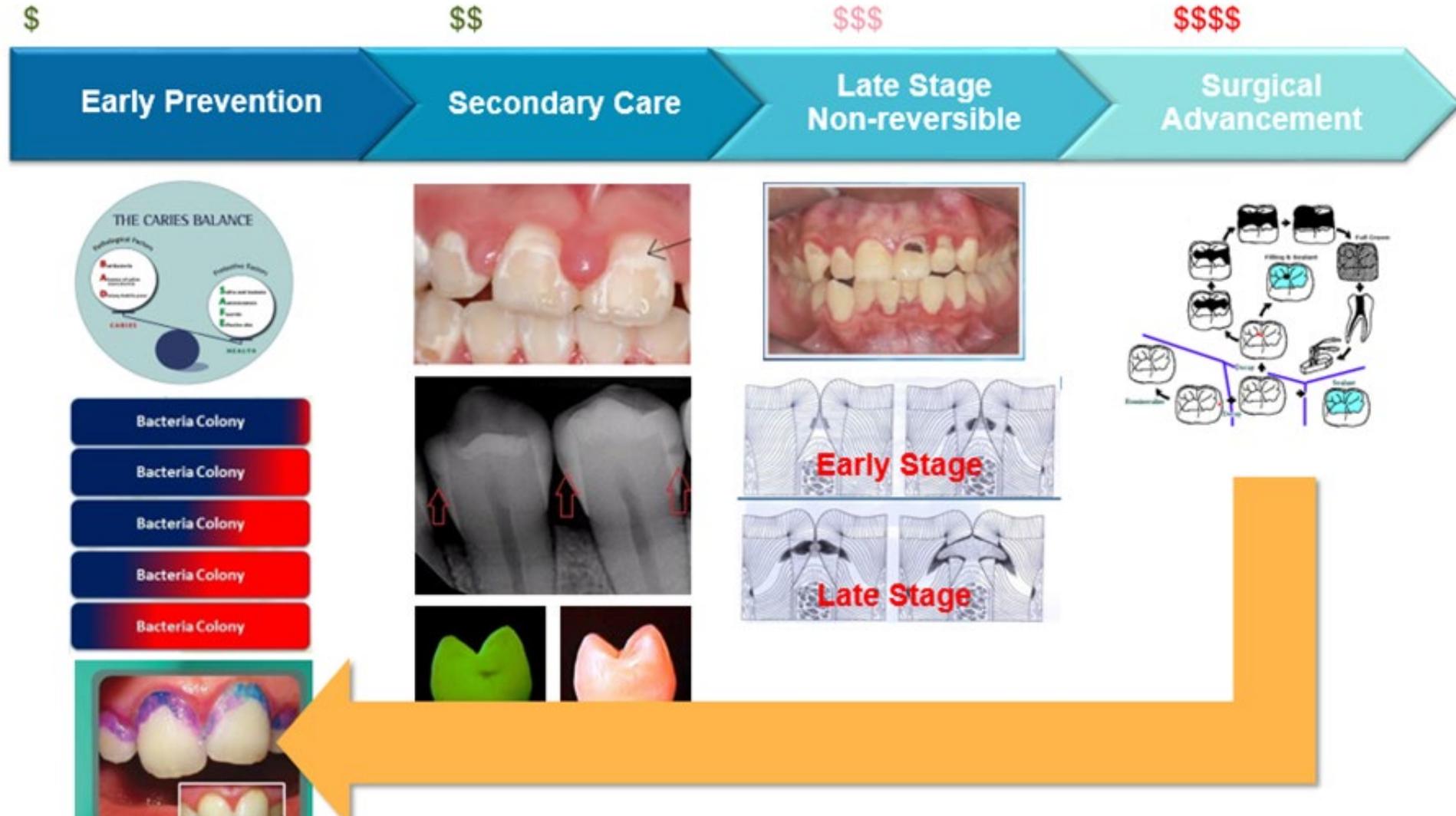
For more than two centuries dentists have practiced in a fee-for-service (FFS) reimbursement environment. Workflow, care delivery, business plan, staffing, documentation, health information technology, scheduling billing, goals, productivity, policies and procedures, and communication have all been designed and implemented around a care and financing model that emphasizes volume over value.

The transition to value-based care (VBC) has the potential to change each of those areas in a significant way.

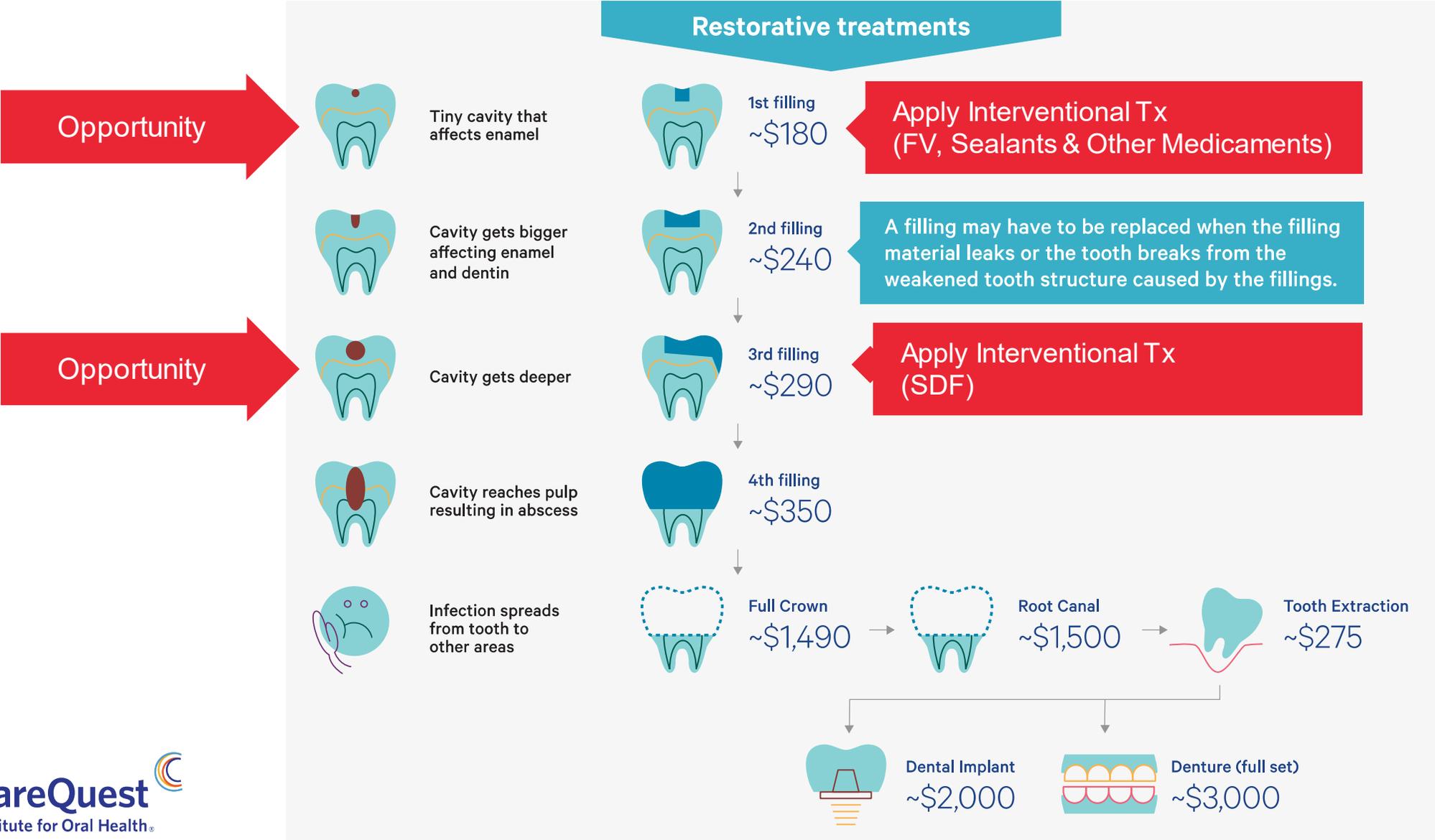




# Care Transformation: Early Prevention



# Care Transformation: Minimally Invasive



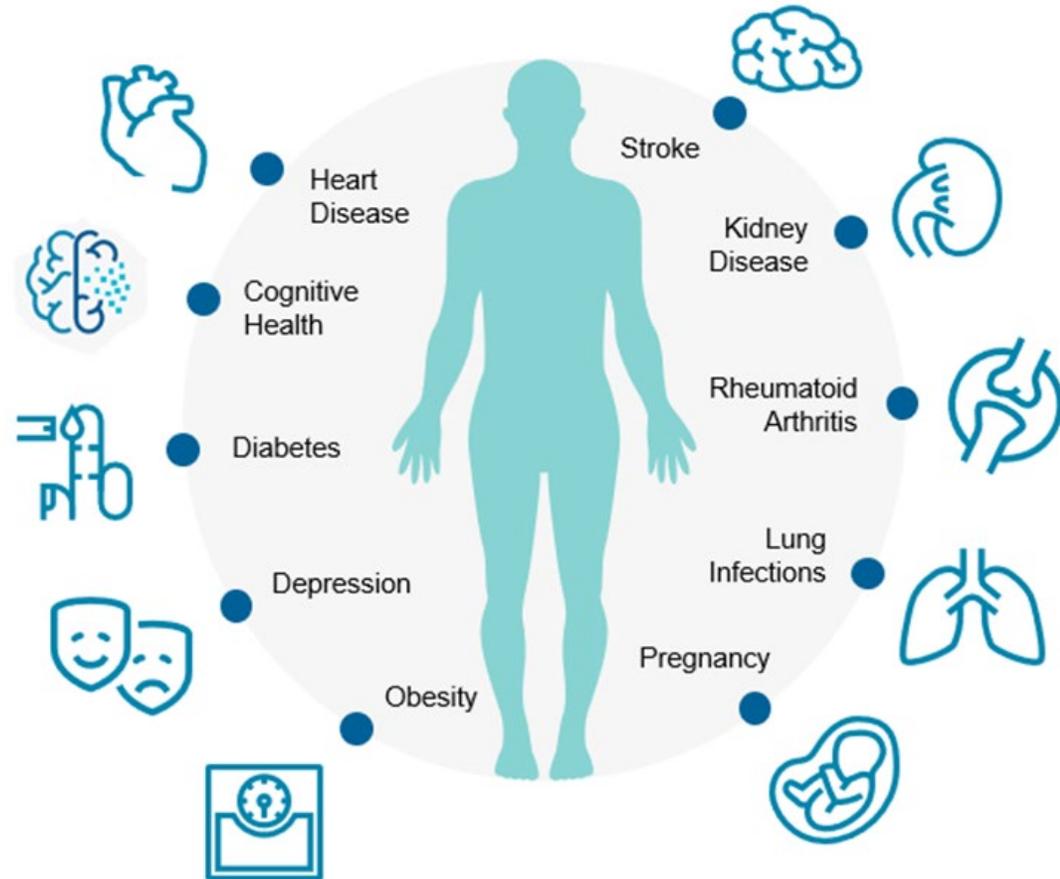
# Care Transformation: Medical-Dental Integration

The health care system could save up to

# \$100M

each year if dental offices performed screenings for **diabetes, high blood pressure, and high cholesterol**

**Medical-dental integration** between **oral health** and **chronic disease prevention programs** benefits patients and saves money.



# Growth of Value-Based Care

## States/Territories with VBR Programs



# Examples of Payer Efforts toward Integrated Care

## Oregon Care Coordination Organizations (CCOs)

- Accountable Care Structure (subcontract with Dental Care Organizations (DCOs))
- Children & Adults
- Common Outcome Measures
- Capitated payment model

## Kaiser Dental Associates

- Integrated care
- Integrated EHRs
- Children & Adults
- Health outcome, patient satisfaction, cost components of measurement
- Capitated payment model

## First 5 LA Local Dental Pilot Project

- Care coordinators support referrals & engagement by CBOs
- Medical Fluoride Varnish Application
- Referral processes/platforms (LA Dental Registry & Referral System (LADRRS))
- FFS Reimbursement

## Iowa Dental Wellness Plan

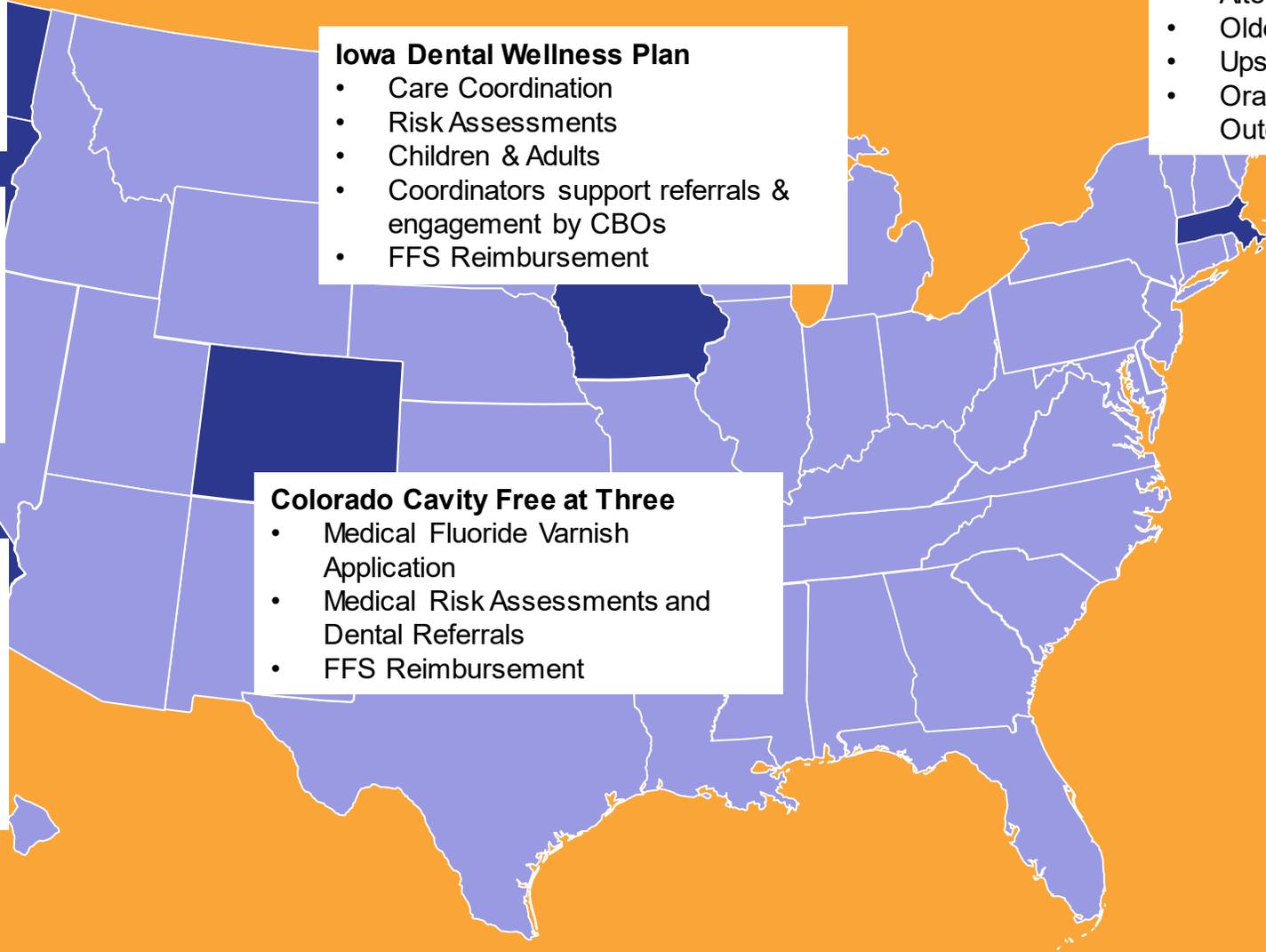
- Care Coordination
- Risk Assessments
- Children & Adults
- Coordinators support referrals & engagement by CBOs
- FFS Reimbursement

## Colorado Cavity Free at Three

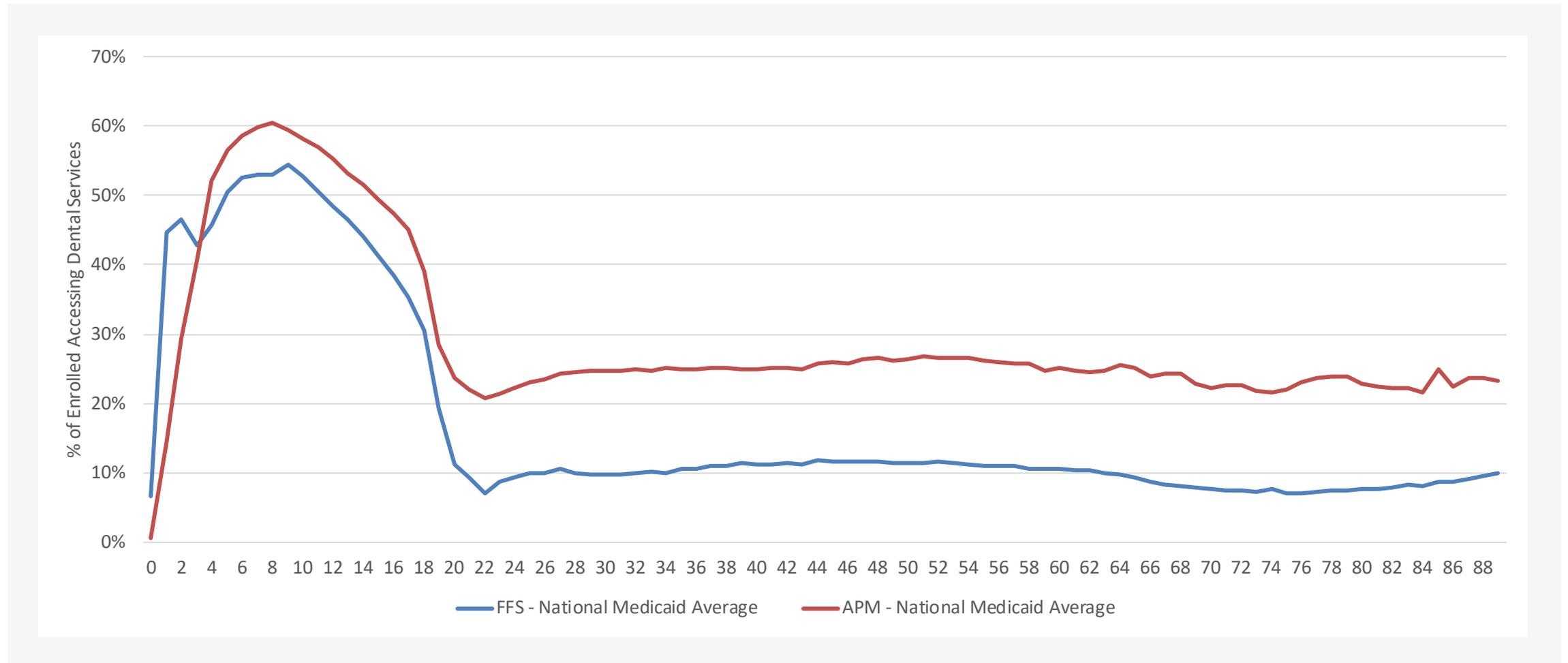
- Medical Fluoride Varnish Application
- Medical Risk Assessments and Dental Referrals
- FFS Reimbursement

## BCBS Mass and 42 North

- Alternative Quality Contract
- Older Adults
- Upside Financial Risk
- Oral Health & Overall Health Outcome Measures



# Dental Service Utilization Rate, by Age and Plan Type, 2017



# Payment Transformation: CMS Vision for Advancing Value-Based Care

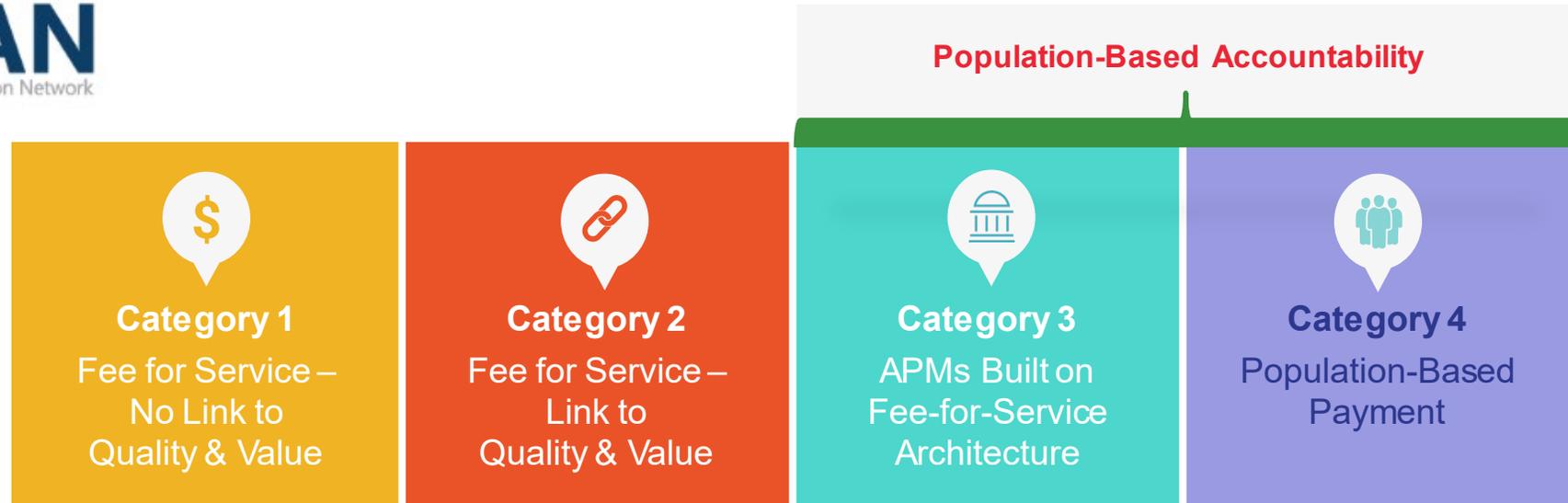


## Key Themes

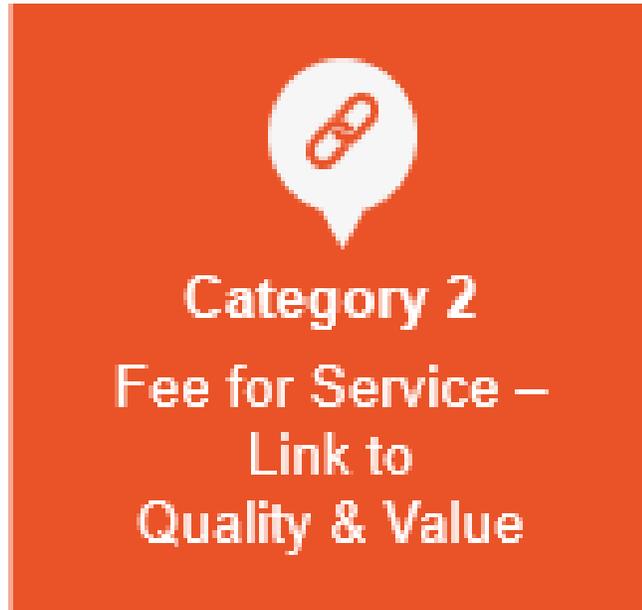
- Evaluated lessons learned within first ten years of Innovation Center
- Intend to announce streamlined but scaled model testing and evaluation approach
- Recognize need to center on equity

# Value-Based Care Payment as an Enabler

## Alternative Payment Models



# Value-Based Payment Example in Several States



## Reimbursement Model

- Fee-for-service with P4P performance bonuses paid quarterly or annually for achieving agreed upon operational and clinical goals
  - % children needing sealants receiving sealants
  - % assigned/attributed patients receiving a CRA

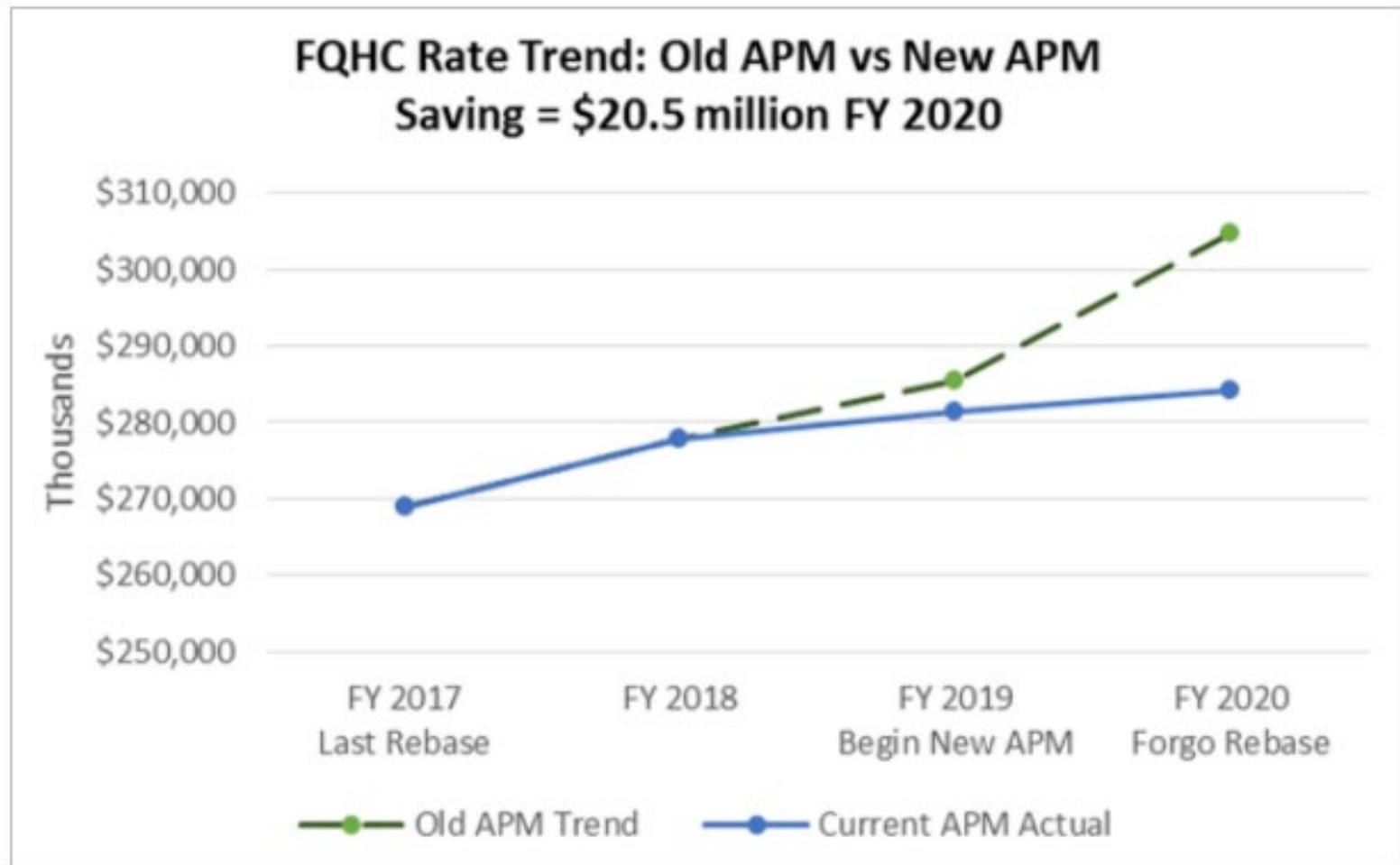
# Value-Based Payment Example: Arizona Medicaid



## Reimbursement Model

- Encounter rate adjusted annually based on performance against 3 quality metrics
- Colorectal cancer screening
- HbA1c scores among patients with diabetes
- Child and adolescent weight assessment and counseling
- Applies to all medical, behavioral, and dental face-to-face encounters

# Can dental programs play a role in a population-based VBP?



Clinical Data	2017	2018	2019
Weight Assessment and Counseling for Nutrition and Physical Activity for Children and Adolescents <sup>14</sup>	68.73 %	69.88 %	77.77 %
Diabetes: Hemoglobin A1c Poor Control <sup>13</sup>	33.16 %	34.43 %	31.87 %
Colorectal Cancer Screening <sup>4</sup>	45.96 %	45.27 %	43.33 %



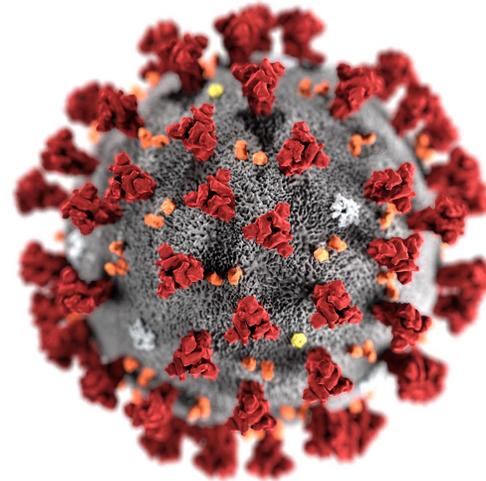
# Oral Health During COVID-19

Challenges & Opportunities

Rebekah Mathews, MPA  
Director of Value-Based Care

# Oral Health During COVID-19: Challenges & Opportunities

Dentistry changed rapidly amid the pandemic, revealing new opportunities for transforming and strengthening the oral health care system.



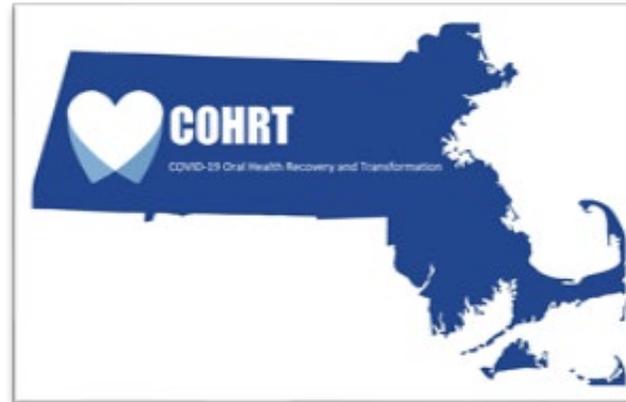
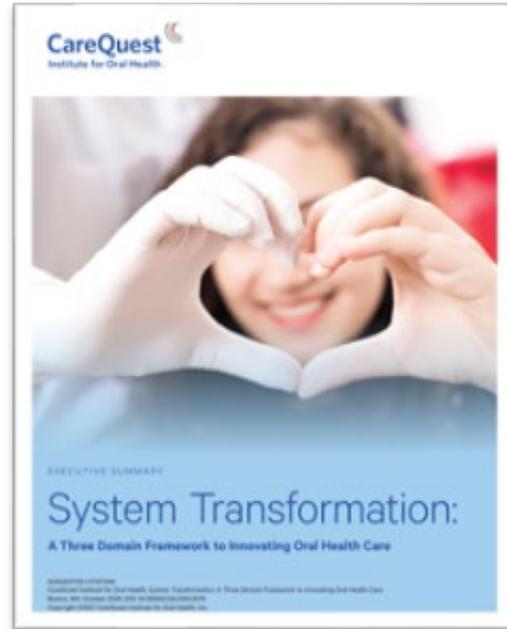
# Practice-Level Changes Due to COVID-19

- Varying patient volumes
- Decreased clinical capacity
  - Longer workflows
  - Stricter infection control needs
  - Staff recruitment and retention
- More costs due to increase need for infection control
- Reduction in aerosol producing invasive procedures
- More need for medical management of dental disease

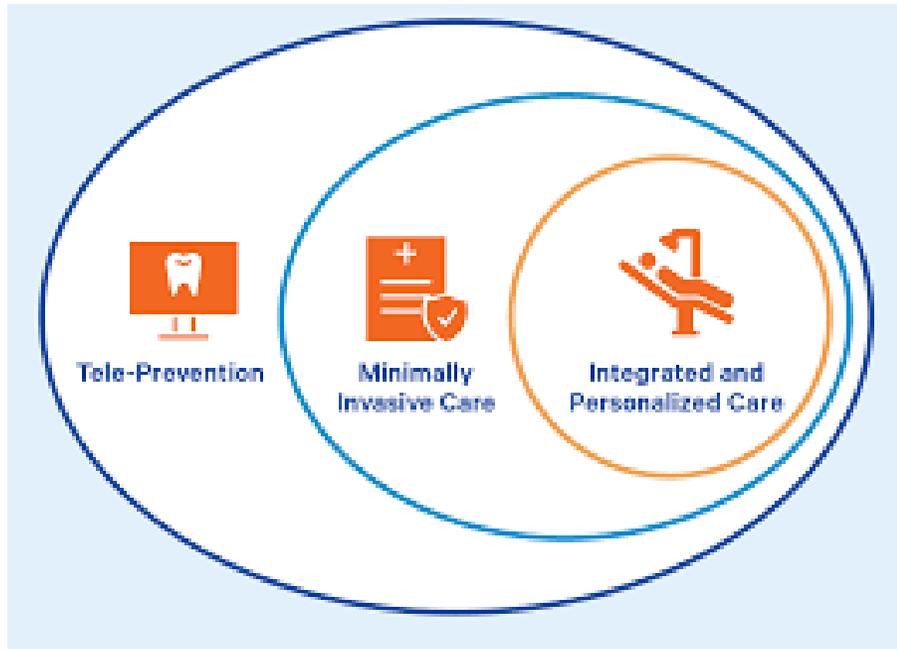




# Designing Community Oral Health Transformation



# Community Oral Health Transformation (COrHT Initiative)



Assist dental teams in weathering financial challenges



Support adoption of technologies such as teledentistry



Enhance adoption of disease management strategies

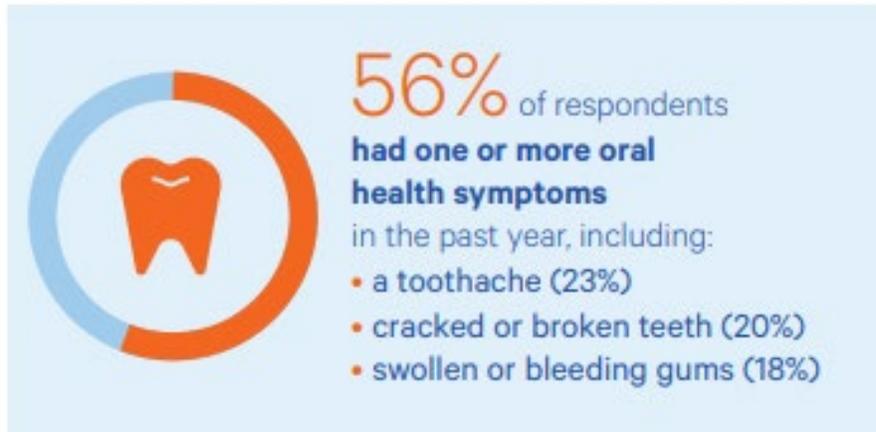


Foster safe and effective care and new infection control guidelines



Support emerging business models that are happening due to COVID-19

# Patient Perspective: Challenges and Opportunities for Access



# Patient Perspective: Challenges and Opportunities for Access



Nearly 1 in 3 consumers would like their dental and medical services co-located.

87%

of people, across income levels, support dental payment aligning with prevention and management of disease, key elements for value-based care

A **value-based system** can improve shared vision for oral health **access** and **equity**.



Provide the right care

- Evidence-Based
- Person-Centered



To the right people

- Equity & Access
- Risk-Based
- Alternate Settings



For the best outcomes

- Focus on Prevention
- Whole Health
- Interprofessional Practice
- Measurement
- Incentives

# Story in Motion

Brianna Hillier, DMD  
Director of Dental Services Chiricahua  
Community Health Centers, Inc.





memegenerator.net

“Health system leaders now have evidence that was not around five years ago showing (that) investing in dental care can have offsetting medical care cost savings.”



**- Marko Vujicic, Chief Economist and Vice President,  
American Dental Association's Health Policy Institute**

# What, If Any, Quality Dental Measures Exist?

Uniform Data System (UDS) Sealants?

HEDIS Annual Dental Visit (ADV)?

Diabetic Periodontal Disease?

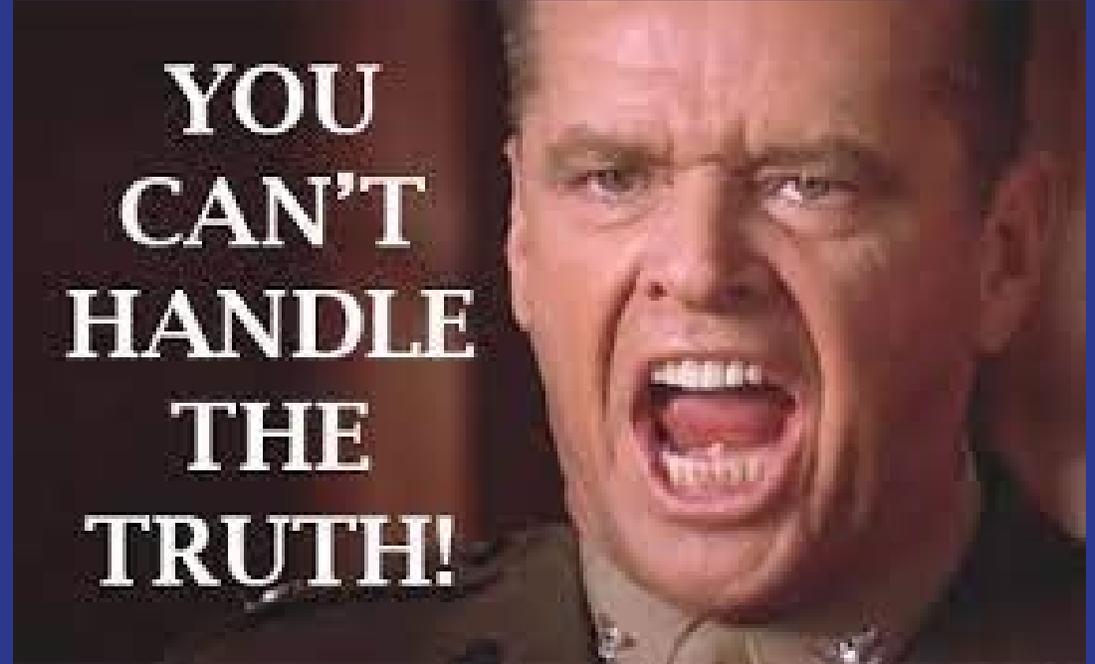
Prenatal Preventive Visits?

Caries at Recall?

**I WANT THE TRUTH**



**YOU  
CAN'T  
HANDLE  
THE  
TRUTH!**



# The Truth?

It depends on your state . . .



# The Who, Who, and When

## Who Will This Affect?

- Most likely Medicaid & Medicare contracts first\*\*  
(\*private practice sooner than we realize if Medicare Dental Benefit passes??)

## Who Defines "Value"?

- Managed care organizations; organized dentistry; YOU!

## When?

- Some states already ongoing, some in discussion
- Value-based payments lag due to claims lag

# How Can I Get Started?



Utilize the peak of support staff's license potential

Explore options for staff advancement and development

Network with Fellow Dental Programs and Your State Primary Care Association (PCA)

Explore Population Health Management and Quality Improvement Solutions

Don't Be Afraid of Change.. Embrace It!

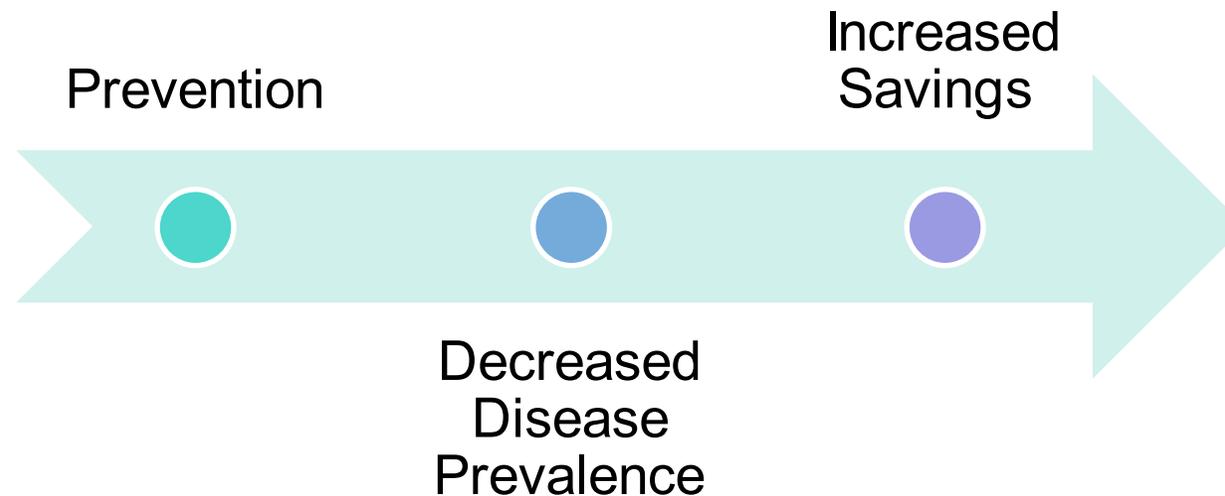


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# I'm a Value-Based Care Newbie . . . Help!

**PREVENTION 🙌 IS 🙌 KEY 🙌**

- Learn from our medical colleagues: majority of VBC is prevention-based



Now, a story . . .

A tale of teledentistry and medical-dental integration . . .

## **How One Health Center Changed Course and Incorporated VBC Into Its Daily Routine**

# HEDIS Annual Dental Visit (ADV) Quality Measure

The screenshot shows the NCQA website interface. At the top left is the NCQA logo with the tagline "Measuring quality. Improving health care." To the right are navigation links: "Shop Our Products", "Contact Us", and "Log in", along with a search bar. Below this is a main navigation menu with items: "Our Programs", "HEDIS", "Contract & Professional Services", "Report Cards", "Education & Training", and "About NCQA". A breadcrumb trail reads "Home / HEDIS / HEDIS Measures and Technical Resources / Annual Dental Visit". The main content area features a large heading "Annual Dental Visit (ADV)" and a yellow box containing the text: "Assesses Medicaid members 2 – 20 years of age with dental benefits, who had at least one dental visit during the year." On the left side, there is a vertical menu with the following items: "HEDIS" (highlighted in blue), "HEDIS Measures and Technical Resources", "Using HEDIS Measures", and "Data Submission".

# Challenges to Overcome

## Workforce Shortage

Not enough providers to be in two places at once



## Telehealth

Allooooo of those telehealth visits are in my denominator



## Convincing the C-Suite

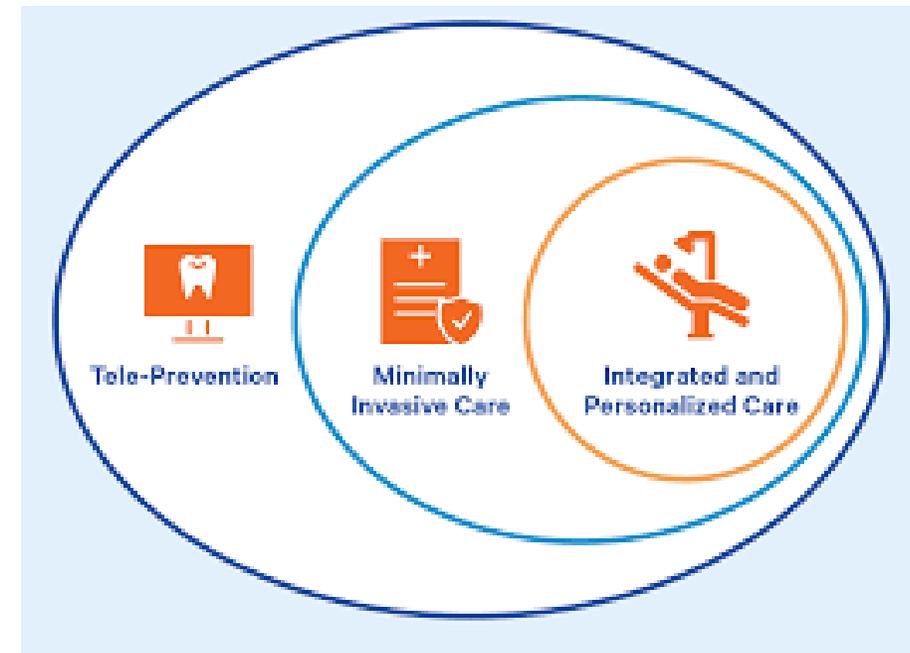
Major paradigm shift for our profession:  
Quality > Quantity



# Enter the Integrated Dental Model

Affiliated Practice Dental Hygienist (APDH) may *initiate* care on patients

## Teledentistry-Assisted Affiliated Practice Model



# Who Benefits from the Value?

- **Patients**
  - “One-stop shop,” increased buy-in from parents
- **Colleagues**
  - "Buys time" during the visit, increased rapport
- **Health care systems**
  - Savings, decreased caries prevalence

FIGURE 1: THE QUADRUPLE AIM



Thomas Bodenheimer & Christine Sinsky (2014)<sup>(6)</sup>

-  CMP
-  Reports
-  Dashboards
-  Measures
-  Registries
-  Admin

MEASURE ANALYZER

DETAIL

Targets & Metrics

SELECTED

62%

14% ↑

Baseline

June 2020

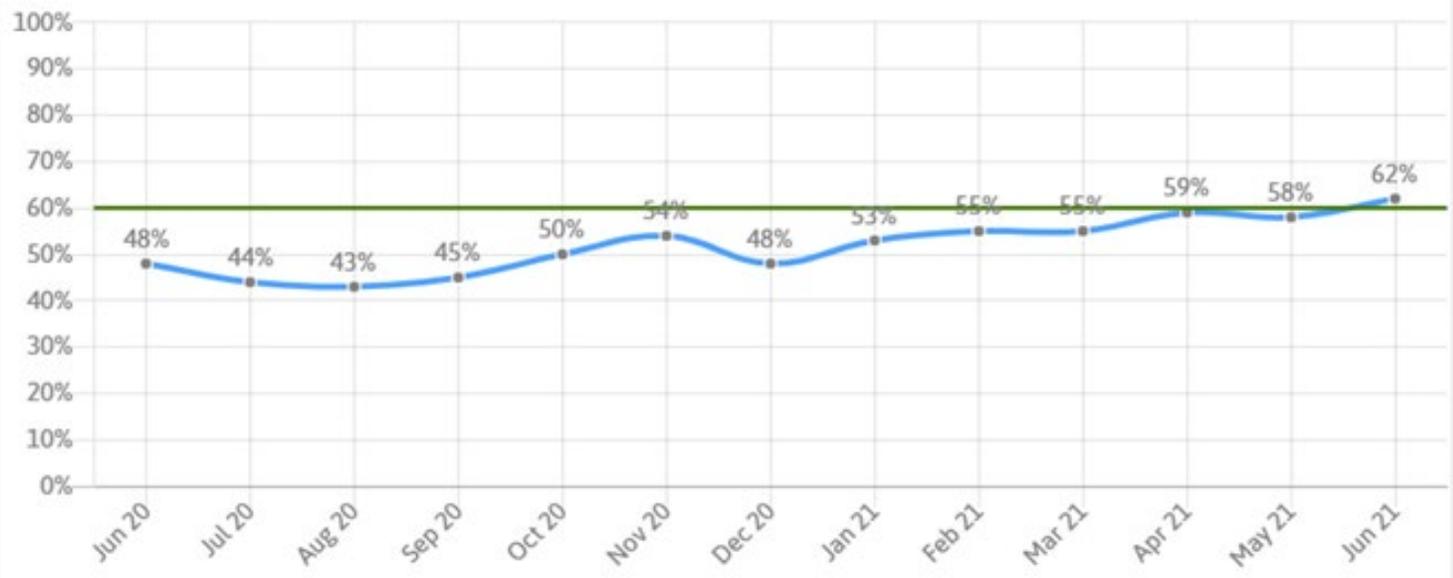
1,431 / 2,295

864

Gaps

Jun 21

GROUP BY None



## **The Team's Favorite Part . . .**

- Established workflows

*This may shock you... but not all providers work the EXACT same way*

## **Corporate Compliance's Favorite Part . . .**

- Established policy & procedure

## **CFO's Favorite Part . . .**

- Mission & margin in one visit

## **My Favorite Part . . .**

- Patient, parent, and provider buy-in!



## Contact Information

### **Danielle Apostolon**

Training Specialist

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### **Rebekah Mathews, MPA**

Director of Value-Based Care

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### **Brianna Hillier, DMD**

Director of Dental Services

Chiricahua Community Health Centers, Inc.

[bhillier@cchci.org](mailto:bhillier@cchci.org)

# Questions

# To Explore More Industry-Leading Research

## Resource Library

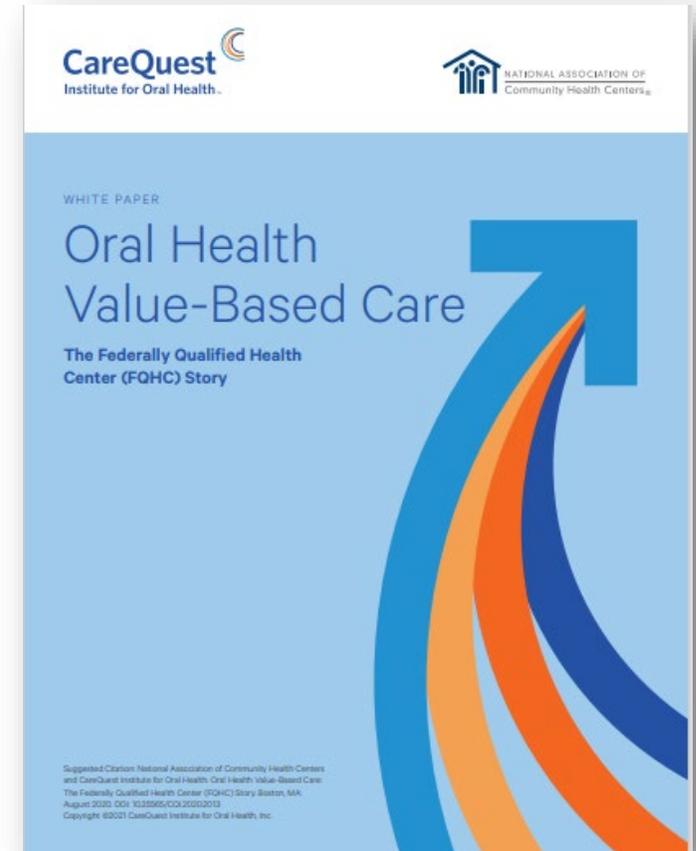
We publish white papers, research reports, briefs, articles, posters, infographics, and tools on topics ranging from adult dental benefits to teledentistry. Use the filters below to find resources by type or topic.

Search by Title Filter by Type Filter by Category

Enter keywords - All - - All - Search

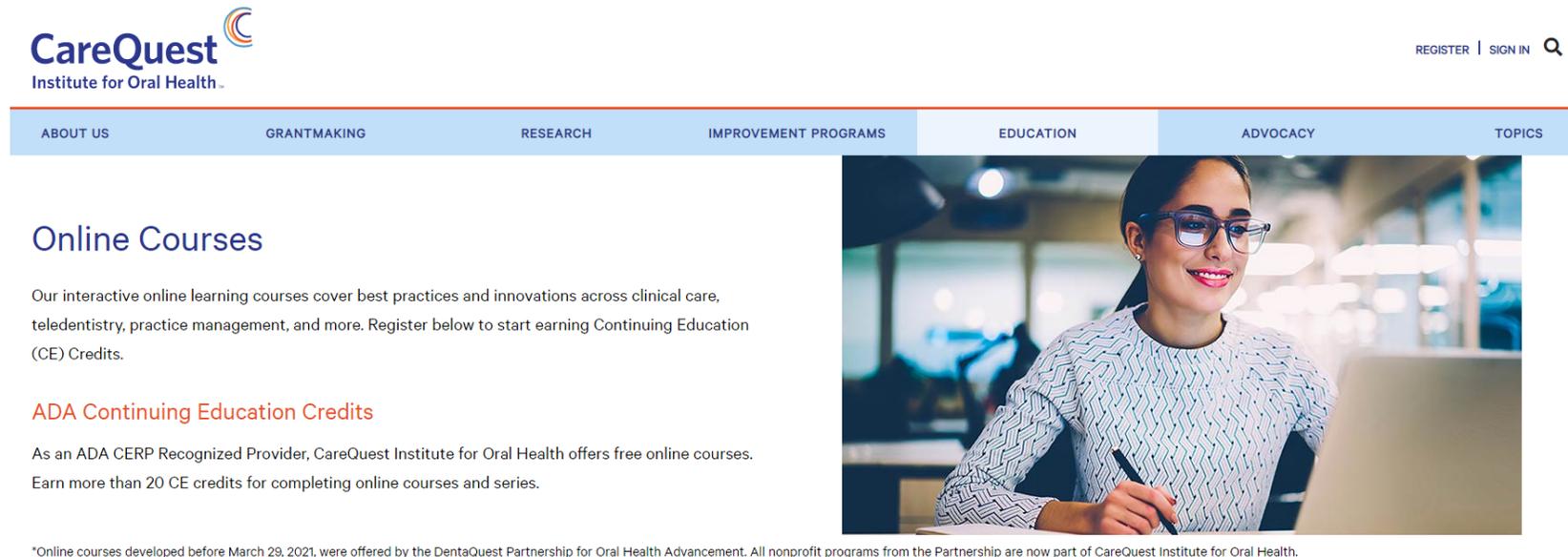
1 of 7 Next >

Title	Category	Type	View
Caries Risk Conversation	General	Video	📺
An Open Ended Question During A Caries Risk Conversation	General	Video	📺
Emergency and Urgent Dental Visits Among Medicaid Enrollees from 2013 to 2017	General	Article	📄
A systematic review of dental-related emergency department visits among Medicaid beneficiaries	General	Article	📄
Dental Visits during Pregnancy: Pregnancy Risk Assessment Monitoring System Analysis 2012-2015	General	Article	📄
The Effect of Well Child Visit Location on Preventative Dental Visit	Research	Article	📄
Teledentistry: Removing Barriers and Moving Toward Implementation	General	Infographics and Dashboards	📄
Teledentistry Use Beyond the Pandemic	General	Infographics and Dashboards	📄



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- Visit our website to access past webinar recordings and earn CE credits upon completion of the online learning modules. We also have a growing collection of other online learning modules and various resources.
- Sign up for our newsletter to get more information on upcoming webinars.
- <https://www.carequest.org/education/online-courses>



The screenshot displays the CareQuest Institute for Oral Health website. The header includes the logo and navigation links for REGISTER, SIGN IN, and a search icon. A blue navigation bar contains links for ABOUT US, GRANTMAKING, RESEARCH, IMPROVEMENT PROGRAMS, EDUCATION (highlighted), ADVOCACY, and TOPICS. The main content area features the heading 'Online Courses' and a paragraph: 'Our interactive online learning courses cover best practices and innovations across clinical care, teledentistry, practice management, and more. Register below to start earning Continuing Education (CE) Credits.' Below this is a sub-heading 'ADA Continuing Education Credits' and a paragraph: 'As an ADA CERP Recognized Provider, CareQuest Institute for Oral Health offers free online courses. Earn more than 20 CE credits for completing online courses and series.' To the right is an image of a woman with glasses working on a laptop. A small CareQuest logo is in the bottom left corner of the screenshot area.

CareQuest  
Institute for Oral Health

REGISTER | SIGN IN 🔍

ABOUT US GRANTMAKING RESEARCH IMPROVEMENT PROGRAMS EDUCATION ADVOCACY TOPICS

## Online Courses

Our interactive online learning courses cover best practices and innovations across clinical care, teledentistry, practice management, and more. Register below to start earning Continuing Education (CE) Credits.

### ADA Continuing Education Credits

As an ADA CERP Recognized Provider, CareQuest Institute for Oral Health offers free online courses. Earn more than 20 CE credits for completing online courses and series.

\*Online courses developed before March 29, 2021, were offered by the DentaQuest Partnership for Oral Health Advancement. All nonprofit programs from the Partnership are now part of CareQuest Institute for Oral Health.

# Webinar Evaluation

<https://www.carequest.org/node/229297>

*\*Deadline is **October 29** in order to receive CE credit*

## *Upcoming Webinars:*

- **Seven Recommendations to Boost Oral Health Advocacy Efforts**
- **November 18, 2021**

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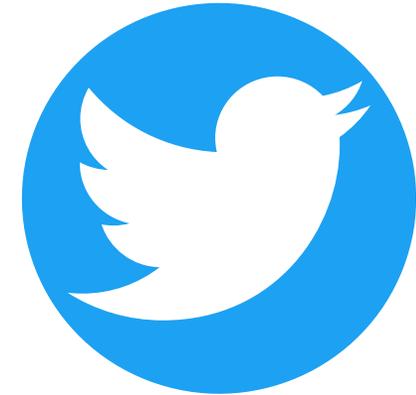
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