

Plan de Salud del Valle
(Valley Health Plan)

1115 Second Street Ft. Lupton, Colorado 80621 857-2771 Metro 892-0004

September 25, 1985

TO: Fellow Selected Dentists and Dental Directors

Thank you very much for taking the time to fill out the recruitment and retention survey. I requested assistance from 31 programs and 28 of us responded, which I think is very good. I will mention a few things which, I hope, will make the report more understandable.

1. The report includes results only and does not make comparisons i.e. do rural programs have more problems with recruiting than urban programs etc.
2. The numbers in parenthesis are the numbers of respondents in each category or question.
3. We attempted to include as many of your comments as possible or at least categorize them.

I hope you find the report helpful and I hope we can keep in touch on future issues which will effect dental programs in CHCs & MHCs. If you have any questions or concerns please write or give me a call.

With best regards,

Sincerely,

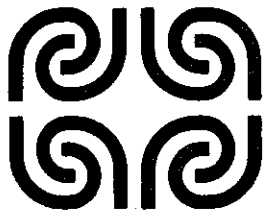
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JWM/pf
enclosure

ACC No: 3461 VF AMRR .M33

Dental recruitment and retention survey of selected migrant
& community health centers

Plan de Salud del Valle (Valley Health Plan)



Plan de Salud del Valle
(Valley Health Plan)

1115 Second Street Ft. Lupton, Colorado 80621 857-2771 Metro 892-0004

July 11, 1985

TO: FELLOW SELECTED DENTISTS AND DENTAL DIRECTORS

As you know from our telephone conversation, I am requesting that you assist in gathering information involving the recruitment and retention of dentists. To properly handle such a complex subject, I need your help. Please fill out the attached questionnaire about how things are done at your program. I will tabulate the results and report the data to you. This is only an initial attempt. If it proves successful, perhaps we can expand the number of health centers included in future surveys, and improve the survey itself.

I NEED THE SURVEYS RETURNED TO ME BY JULY 30, 1985.

I greatly appreciate your help.

With best regards,

Sincerely,

John W. McFarland, D.D.S.
Director of Dental Services
1115 E. 2nd Ave.
Ft. Lupton, Colorado 80621

Encl.

RECRUITMENT AND RETENTION SURVEY

DENTAL WORKING CONDITIONS IN 28 COMMUNITY AND MIGRANT HEALTH CENTERS IN 1985. ANSWERS TO QUESTIONNAIRE COMPLETED BY DENTAL DIRECTORS.

Question

- 1) How confident are you in your ability to recruit new general dentists who are licensed in your state?

Confident	1	2	3	4	5	Not Confident
	(12)	(4)	(7)	(3)	(2)	

- 2) How confident are you in your ability to retain your present staff of dentists?

Confident	1	2	3	4	5	Not Confident
	(10)	(6)	(4)	(4)	(3)	1 blank

- 3) a. What is your legal structure? (private, not-for-profit, hospital department, etc.).

Not-for-profit	(16)
Hospital Department	(2)
Not-for-profit	(2)
Private non profit	(3)
CHC	(3)
MHC	(1)
CHC/MHC	(1)

- b. When did your dental program begin?

- c. When did your medical program begin?

3b. Dental Program Began

3c. Medical Program Began

1966	(1)	(1)
1967	(3)	(4)
1968	(3)	(2)
1969	(1)	(2)
1970	(0)	(2)
1971	(2)	(4)
1972	(1)	(1)
1973	(2)	(4)
1974	(4)	(0)
1975	(2)	(1)
1976	(1)	(2)
1977	(1)	(0)
1978	(2)	(1)
1979	(1)	(1)
1980	(1)	(1)
1981	(3)	(1)

Years Dental Program Began After Medical.

0 Yrs. (14)	1 Yr. (6)	2 Yrs. (1)	3 Yrs. (1)
4 Yrs. (2)	5 Yrs. (2)	6 Yrs. (1)	
Insufficient Data (1)			

4) Where are you located? (large city, small city, town, rural).
(14) (7) (4) (3)

5) Can you describe your relationship with the following;
basically is it supportive, neutral, poor, not near, N.A.

1) Local Health Department

supportive (16)
neutral (10)
poor (1)
not near
N.A. (1)

2) Local Dental Society

supportive (11)
neutral (10)
poor (6)
not near
N.A. (1)

3) Closest Dental School

a. Department of Community Dentistry

supportive (11)
neutral (1)
poor (1)
not near (3)
N.A. (4)
Blank or nearest school
identified but relationship
not stated (8)

b. Dean's Office

supportive (7)
neutral (3)
poor (1)
not near (3)
N.A. (7)
Blank or nearest school
identified but relationship
not stated (7)

c. Other departments

supportive (8)
neutral (1)
poor (0)
not near (1)
N.A. (8)
Blank or nearest school
identified but relationship
not stated (10)

6) State Health Department
(Keep it simple - supportive, neutral, no relationship,
etc.).

supportive (19)
neutral (4)
poor
N.A.
Blank
No relationship (5)

7) What is your entry-level salary for:
a. General Dentists;

24,000-26,000 (1-24,000)(1-24,140)(3-25,000)
26,001-28,000 (1-27,000)
28,001-30,000 (1-28,500)(1-29,000)(1-29,916)(7-30,000)
30,001-32,000 (1-32,000)
32,001-34,000
34,001-36,000 (1-34,500)(2-35,500)(2-36,000)
36,001-38,000 (1-38,000)
38,001-40,000 (1-39,388)
40,001-42,000
42,001-44,000 (1-42,900)
44,001-46,000 (1-44,496)
46,001-48,000 (1-47,808)
Blank or non applicable 1

b. General dentists with general practice residency;

24,001-26,000 (1-24,000)(2-25,000)
26,001-28,000 (1-28,000)
28,001-30,000
30,001-32,000 (1-31,416)(1-31,939)(1-32,000)
32,001-34,000 (1-32,700)(2-33,000)
34,001-36,000 (1-35,500)(2-36,000)
36,001-38,000
38,001-40,000 (1-40,000)
40,001-42,000 (1-40,388)
42,001-44,000
44,001-46,000
46,001-48,000 (1-46,536)(1-47,808)
Blank or non applicable (11)

c. Public Health Dentists;

24,001-26,000 (3-25,000)
26,001-28,000 (1-27,000) (1-27,500)
28,001-30,000 (3-30,000)
30,001-32,000
32,001-34,000 (1-32,700)
34,001-36,000 (2-36,000)
36,001-38,000
38,001-40,000
40,001-42,000
42,001-44,000 (1-42,586)
44,001-46,000
46,001-48,000
48,001-50,000 (1-49,740)
Blank or non applicable (15)

d. Specialists;

34,001-36,000 (1-36,000)
36,001-38,000
38,001-40,000 (1-39,000)
40,001-42,000
42,001-44,000 (1-42,568 - Board Eligible)
44,001-46,000
46,001-48,000 (1-47,029 Board Certified)
48,001-50,000 (1-48,506)
50,001-52,000 (1-52,000)
Blank or Not Applicable (22)

8. What is the top-of-the-salary-range for each of these categories of dentists;

a. General dentists;

30,001-35,000 (1-30,000) (1-32,000) (1-32,660) (1-34,000)
35,001-40,000 (2-38,000) (1-39,144)
40,001-45,000 (1-44,595) (1-45,000)
45,001-50,000 (1-46,617) (1-47,500) (1-48,240) (1-49,166)
50,001-55,000 (1-51,700) (1-52,145) (1-54,544)
55,001-60,000 (1-55,584) (1-56,000) (1-57,262) (1-59,256)
60,001-65,000
65,001-70,000 (1-65,000)
Blank or not aplicable (7)

b. Dental Director;

30,000-35,000 (2-33,000)
35,001-40,000 (1-40,000)
40,001-45,000 (1-43,470) (2-45,000)
45,001-50,000 (1-47,500) (1-47,580) (1-48,240) (1-48,822) (1-50,000)
50,001-55,000 (1-54,300) (1-54,545)
55,001-60,000 (1-57,066) (2-60,000)
60,001-65,000
65,001-70,000 (1-66,400) (1-70,000)

70,001-75,000 (1-71,203)(1-74,220)(1-75,000)
75,001-80,000 (1-80,000)
80,001-85,000 (1-81,540)
Blank or non applicable (5)

c. Public Health Dentists;

30,000-35,000 (1-30,000)(1-32,000)
35,001-40,000
40,001-45,000
45,001-50,000 (1-48,240)(1-49,166)
50,001-55,000
55,001-60,000 (1-57,065)(1-57,262)
60,001-65,000 (1-62,124)
65,001-70,000
70,001-75,000
75,001-80,000
NA or Blank (21)

d. Specialists;

30,000-35,000
35,001-40,000 (1-39,000)
40,001-45,000
45,001-50,000 (1-48,240)
50,001-55,000 (1-52,000)
65,001-60,000 (1-59,026 Board Eligible)
60,001-65,000
65,001-70,000 (1-65,226 Board Certified)
70,001-75,000
75,001-80,000
Blank or N.A. (24)

9. a. Do your dentists have a tax-sheltered pension program?
(aside from Social Security).

Yes (18) No (10)

- b. How much does the C.H.C. or M.H.C. contribute annually
as a % of base pay?

2%
3% (4)
4%
5% (5)
6% (3)
7% (2)

No, Blank, or N.A. (14)

- 10) Does your C.H.C. or M.H.C. pay for the following for
dentists, and if so, for what coverage?

Life Insurances	Yes	No	Amt. of Coverage
	(24)	(4)	1.5 x annual salary (5)

Blank, N.A., No Ans (9)
 10,000 (1)
 20,000 (2)
 24,000 (1)
 40,000 (2)
 50,000 (2)
 100,000 (1)
 Annual Salary (1)
 2 x annual salary (4)

b. Health Insurance?

(26) Yes (2) No Amount of Coverage
 Comprehensive (13)
 80/20 Comprehensive (4)
 Blank (7)
 1,800/yr (1)
 Major Medical Comprehensive (1)
 In House (1)
 Hospitalization (1)

c. Disability Insurance?

(19) Yes (9) No Low Term (1)
 100% (1)
 Blank (6)
 60% of Earnings (6)
 66% of Earnings (3)
 50% of Earnings (1)
 75% of Earnings (1)

d. Malpractice Insurance?

(25) Yes (3) No Organization Self Insured (1)
 100% (5)
 1,000,000 (11)
 Blank (5)
 100,000/300,000 (2)
 300,000 (1)

11) a. Do your dentists have leave-with-pay for educational purposes?

(28) Yes (1) No

If yes, how many hours? (weekly, monthly, or yearly).

15 hrs./yr. (1)
 24 hrs./yr. (2)
 40 hrs./yr. (9)
 50 hrs./yr. (1)
 40-56 hrs./yr. (1)
 56 hrs./yr. (2)
 64 hrs./yr. (1)

80 hrs./yr. (4)
 104 hrs./yr (2)
 208 hrs./yr. (1)
 Not Specified or
 Blank at this time (7)

b. Does your Center pay travel expenses, per diem, and/or tuition for out-of-town Continuing Educational meetings? (If yes, please provide details).

Yes (23)
 No (4)
 Blank (1)
 On Individual Basis (2)
 \$300/year (1)
 \$350/year (1)
 \$400/year (2)
 \$500/year (1)
 \$600/yr. (1)
 \$800/yr. & travel & per diem (1)
 \$900/yr. (1)
 \$1000/yr. (3)
 \$1200/yr (1)
 \$1370/yr. (1)
 Mileage 20 cents/mile per diem 35.00, lodging cost
 10 days all expenses with limits on per diem & lodging (2)
 Amount not stated (2)
 Tuition only (1)
 5 days all expenses with limits on per diem & lodging (2)

12) Working Hours

a. How many hours per week are dentists expected to see patients in the Center?

32	36	(3)
33	37	
34	37.5	(3)
35 (5)	38	(6)
35.5 (1)	39	
	40	(10)

b. What additional patient responsibilities do dentists have for which they are paid by the C.H.C. or M.H.C.? (emergency service coverage, school clinics, mobile vans, nursing homes, etc.)

Emergency Service	(8)	On-call Rotation	(6)
Lectures	(1)	None	(9)
Supervision of residents	(1)	Providing Educ.	(5)
Meetings	(1)		

c. On an average, how many hours per week do your dentists work seeing patients in all areas? (C.H.C. or M.H.C. work).

32 hrs./week	(1)	37 hrs./week	
33 hrs./week		37.5 hrs./week	(1)
33.5 hrs./week	(1)	38	(1)
34		39	
35	(3)	40	(17)
35.5	(1)	41	
36	(3)		

d. For how many of these hours do dentists receive pay?

35 hrs./week	(5)
36	(2)
37	
37.5	(4)
38	
39	
40	(15)
46	(1)
Blank	(1)

e. How many salaried hours are spent weekly not on direct patient care but on activities benefitting the Center? (teaching, research, committees, administrative, etc.)

0	(3)
1 hrs.	(1)
2 hrs.	(5)
3 hrs.	(4)
4 hrs.	(3)
5 hrs.	(1 Dental Director)(1 - 0 to 5 hrs) (1)
6 hrs.	(1)(1 Dental Director)
7 hrs.	(1)
7 1/2 hrs.	(1 Dental Director Only)
8 hrs.	(2)
11 hrs.	(1 Dental Director)
17.5 hours	(1 Dental Director)
24 or < hrs.	(1)
1 Blank	

- 13.) a. How many vacation days do dentists receive?
 b. How many paid holidays?

13a. Vacation

5	
6	
7	
8	
9	
+10	(2)
11	
12	

13b. Holidays

(1)
(1)
(2)
(4)
(7)
(2)
(4)
(3)

	13	(1)	(1)
	14		
(x)(11)	15	(7)	
	16	(1)	
	17		
	18	(1)	
	19		
	*20	(11)	
	=21	(1)	
	22		
	23	(1)	
	24		
	25	(1)	
	26		
	27		
	28		
	29		
	30	(2)	
	Blank	(3)	

*1 program 25 days after 15 years.

+ 1 program 10 days 1st 2 yrs., 15 days 3 & 4 year

20 days beyond 4th year

= range 12-30 days depending on locality

(11) 5 more days if no sick leave used

(x) 15 - 1st 5 years, 20 after 5 years

14) Does your Center have an incentive pay increase system?
If yes, please describe. Yes (7) No (21)

- Comments:
1. Based on relative value units. (2)
 2. 5%/year raise (1)
 3. Merit increases of 4.7%, increment or increase.
 4. Dentists receive 1/2 of earnings over break even point.
 5. 50% of charges in excess of 120,000 minimum not to exceed \$10,000.

15) What sick leave benefits do dentists have (in days/yr)?

9	(1)	16	
10	(3)	17	
11		18	(1)
12	(16)	19	
13	(1)	*20	(1)
14		21	
15	(3)	22	
unlimited	(1)	22.75	(1)
blank			

16) Will you describe the dentists role in your night call system? (If you have one in operation).

G.P. residents	(1)
Weekly rotation	(4)
Everyone on call at all times	(4)
N/A	(4)
No night call for DDS	(9)
Monthly rotation	(2)
Physicians take the call	(3)
Dental director takes all calls	(1)

17) Are dentists' memberships paid for any organizations? (local, state, national associations, ADA, etc.).

No (16) Yes (12)

18) Do you have policies about moonlighting?

No (13) Yes (15)
Policy exists and does allow moonlighting (5)
Policy exists and does not allow moonlighting (10)
10/27 do not allow outside practice

19) a. How many F.T.E. in house dentists are employed in your centers?.

0	
1	(3)
2	(7)
3 to 4	(12)
5 to 9	(3)
10 or more	(3)

b. What is the mean duration of employment of your current dentists - what are the ranges?

<1 year	
1 to 3 years	(12)
4 to 5 years	(7)
5 to 7 years	(4)
7 to 9 years	(2)
10 or more	(3)

c. How many F.T.E. in house physicians are employed in your centers?

1	(1)	15-20	(1)
2	(1)	20-25	(1)
3-4	(7)	>25	(2)
5-10	(11)	No answer	(3)
10-15	(1)		

Dentist/Physician Ratio Per Program

1:1 (7)
1:2 (6)
1:3 (4)
1:4 (5)
1:5 (2)
1:>5 (1)
No response (3)

d. How many out of center F.T.E. dentists are employed by your center (i.e. as consultants, referral dentists etc.)

0 (25)
1 (1)
2 (1)
3 (1)

e. How many F.T.E. in house hygienists are employed in your centers?

0 (7)
<1 (2)
1 (14)
2 (4)
3 (1)
4
5
>5

20) How many of your dentists are currently on National Health Service Corps assignment?

0 (15)
1 (5)
2 (6)
3 (1)
5 (1)

21) Do you have an organized Dental Staff?

Yes (25) No (1) ? (2)

22) Do your dentists participate regularly in a Peer Review System?

Yes (17) No (11) N/A (1)

23) How many of your dentists participate regularly in ongoing committee work at your C.H.C. or M.H.C.?

1 Dentist (13) 5 Dentists (1)
2 Dentists (3) All Dentists (5)
4 Dentists (1) No Dentists (5)

24) Through what channels can your dentists effect needed changes in the policies of your C.H.C. or M.H.C.?

Medical Director (4)
Dental Director (14)
Executive Director (6)
Board (3)
Staff Meetings (1)

25) Do your dentists have direct input to the Board of Directors?

Yes (9) No (18) ? (1)

26) How effective are your support services, good, fair, poor?

a. Dental records available promptly?

Good (23)
Fair (4)
Poor (1)

b. Appointment services well organized?

Good (23)
Fair (4)
Poor (1)

c. Dental assistants and support staff cooperative pleasant and efficient?

Good (28)
Fair
Poor

d. Telephone services adequate?

Good (21)
Fair (4)
Poor (3)

27) Working Conditions? Answer yes, mostly, no, N.A.

a. Office and two operatories available for each dentist?

Yes (14) No (7) Mostly (7) N/A

b. Office and operatory temperatures comfortable?

Yes (20) No (2) Mostly (6)

c. Operatory lighting adequate?

Yes (23) No (2) Mostly (3)

d. Furnishings and equipment current and attractive?

Yes (21) No (4) Mostly (3)

e. Security provided? Security adequate?

Provided:

Yes (20) No (4) Mostly (3) N/A (1)

Adequate:

Yes (21) No (3) Mostly (1) Yes (1)

f. Facilities clean?

Yes (21) No (2) Mostly (5)

28) In your organizational structure, to whom is the dental director accountable? (the executive director, the medical director, the clinical director, the board of directors, etc.).

Hospital President	(1)
Executive Director	(18)
Medical Director	(6)
Clinical Director	(1)
Board	(2)

29) Can you diagram your organizational structure to show the position of your dental director.



Tied in to a school hierarchy (1)

Executive Director

Basic diagram shows DDS not
on even plane with
physician

Medical Director

Dental Director

(6)

No Diagram

(1)

Note that in 19 of 27 programs the dental and medical directors are on equal planes with similar positions in the diagram. These in some cases may be below a clinical manager or business manager but the levels are similar.

In 6 of 27 programs the dental director is below the medical director.

in 2 of 27 programs they are not at all comparable.

30. Do your dentists have any significant gripes not already covered in the above questions?

Poor provider/auxillary ratio. (3)
Dentist/patient ratio, cannot meet the demand (3)
Low salaries (7)
Low standing of dental department within the overall program (1)
Inadequate C.E. (1)
Old inadequate facility (2)

31. Do you have any additional thoughts you'd like to share about the recruitment and retention of dentists?

Due to supply and demand recruitment is not a problem (3)
Total satisfaction (1)
If salaries are not increased then retention will be a problem (5)
Loss of NHSC dentist will make retention and recruitment a problem (5)