

MISSISSIPPI STATE BOARD OF DENTAL EXAMINERS (824-00) FIVE-YEAR STRATEGIC PLAN FOR FISCAL YEARS 2019-2023

1. MISSION STATEMENT

The Mississippi State Board of Dental Examiners (hereinafter "MSBDE" or "the Board") is a 100% special fund, fully lump-sum appropriated agency charged with the responsibilities of examining, licensing, registering, and regulating the practices of dentistry and dental hygiene to ensure competency and ethics among all dental professionals in the State of Mississippi, for the ultimate goal of enhancing the health and welfare of the citizens of this State. The MSBDE consists of one program, Licensure, and it conducts annual clinical examinations and registrations/license renewals of dentists, dental hygienists, and dental assistants who perform radiology procedures; investigates and, when appropriate, prosecutes violators of the *Mississippi Dental Practice Act* (*Miss. Code Ann. §§ 73-9-1 through 73-9-117*); maintains records on dentists, dental hygienists, and radiology permit holders; disseminates information as requested; promulgates policies, procedures, and regulations to effectuate its legislatively and federally-mandated responsibilities; etc.

2. PHILOSOPHY

The Mississippi State Board of Dental Examiners' philosophy is to safeguard and enhance the health and welfare of the citizens of this State by fulfilling its responsibilities of examining, licensing, registering, and regulating the practices of dentistry and dental hygiene to ensure competency and ethics among all dental professionals in the State.

3. RELEVANT TO STATEWIDE GOALS AND BENCHMARKS

- Statewide Goal No. 1 – To protect Mississippians from risks to public health and provide them with the health-related information and access to the quality healthcare necessary to increase the length and quality of their lives.
 - Relevant Benchmarks for Goal No. 1
 - Access to Care – Percentage of population lacking access to dental care.

- Statewide Goal No. 2 – To create an efficient government and an informed and engaged citizenry that helps address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism.
 - Relevant Benchmarks for Goal No. 2
 - Cost of Government - Number of government employees per 10,000 population.

- Government Efficiency – Administrative efficiency: Expenditures on State government administration activities as a percentage of total operational expenditures.
- Government Efficiency – Average wait time for State government services.
- Government Efficiency – Regulatory efficiency: Average length of time to resolution of documented complaints filed with professional licensing agencies.
- Government Efficiency – Number and average cost of regulatory actions taken by regulatory body and type of action.
- Government Efficiency – State dollars saved by providing government services on-line (e.g., document retrieval, issuance of new licenses and permits, and license renewal).

4. OVERVIEW OF THE AGENCY FIVE-YEAR STRATEGIC PLAN

The MSBDE plans to continually evaluate its full-time, permanent positions to ensure job classifications accurately reflect the duties performed by the individuals in these positions and to request reclassification and realignment of such positions as is deemed necessary by the MSBDE. These reclassifications and realignments are necessary to ensure the MSBDE’s salaries are consistent with those paid by other State agencies, both in-state and out-of-state, and the private sector for the same or similar functions. The MSBDE strongly feels its salaries requests and staffing needs most certainly are not out of line with those of other regulatory boards of similar size and scope in this State and other states.

The analysis of salaries will continue during FY 2018 as the legislature provided authorization for two new investigative positions. The length of time necessary to recruit professional staff for these positions will be a determining factor if the compensation is adequate to meet the needs of the MSBDE.

As a component in analyzing the compensation of its staff, the MSBDE has reviewed its total staffing needs. Albeit the 2017 Legislature approved realignment of its Executive Director’s salary range, no specific salary increase was provided insofar as this badly needed realignment to ensure this position’s compensation is more equitable and consistent with salaries paid to other Mississippi regulatory agency directors, out-of-state dental board directors, and companies in the private sector of similar size and scope. For the MSBDE to retain a highly qualified, motivated, and committed Executive Director, not to mention equitably compete for a replacement when its current Executive Director retires, a salary increase MUST be implemented. For example, if there is insufficient salaries funding for “compliance” purposes, as required by the Mississippi State Personnel Board and noted in agency appropriation bills, when the current Executive Director retires, the MSBDE will be completely unable to secure a replacement at a salary other than the position’s current starting salary or the salary at the time the current Executive Director retires, which, as both

now stand, will be insufficient to recruit someone with the requisite experience, training, and skills from an out-of-state or another Mississippi regulatory agency to assume the role as Executive Director without the MSBDE suffering a substantial amount of downtime, disruption, and diminished outcomes during what purports to be a somewhat lengthy transitional period. A 2010 salary survey conducted by the American Association of Dental Administrators (AADA) noted at that time that the MSBDE's then existing salary structure and current Executive Director salary are out-of-line with numerous states across the nation. Although the 2017 Legislature adjusted the salary range of the MSBDE's Executive Director position to be more competitive, no authority was provided for a salary increase, which not only would increase the current Executive Director's salary, but also would increase the MSBDE's "compliance" funding in the salaries category to afford it more flexibility and competitiveness when it comes to recruiting a replacement when the MSBDE's current Executive Director retires in the not-too-distant future. The MSBDE will be prohibited from offering a greater and more competitive starting salary, albeit that salary would be within the newly realigned salary range, because doing so would place the MSBDE "out of compliance" insofar as the Mississippi State Personnel Board and the Board's then existing salaries budget, thus causing a recruitment hardship for the MSBDE.

The MSBDE plans to continue to enhance, automate and upgrade its MS-SQL database of dentists, dental hygienists, and radiology permittees in that the amount and makeup of information will be enhanced and better organized to allow for more timely retrieval and dissemination of that information, as well as to provide an interface with information provided as a result of on-line license/permit renewal and applications processed through the State's E-Commerce portal. Further, the MSBDE will enhance its blast e-mail feature utilized for licensee electronic communications and renewal, on-line applications and forms, electronic transmissions of annual ballots, and continuing education compliance audits, etc.

The MSBDE plans to further upgrade its network, computer system, and software, as necessary, to ensure continued capabilities to meet the increased demands of information processing, retrieval, and distribution.

Furthermore, the MSBDE will upgrade its web site (<http://www.dentalboard.ms.gov>) established in FY 1998, most recently revamped in FY 2010, and planned for redesign to be completed between FY 2019 and FY 2020. The MSBDE also has been informed by ITS that ITS no longer will be supporting the Domino and Apache servers, on which the MSBDE's web site, e-mail, licensee search feature, licensure statistics, and on-line portal are housed; as such, ITS has provided a resource for the MSBDE to contact regarding its web site, etc., and since the web site, etc., has to be moved, the MSBDE will take the opportunity to further enhance and revamp its web site. The MSBDE plans to enhance its statistical page to provide information as to charitable, prison, and FQHC work, as well as providers of Medicaid, MississippiCAN, CHIP, etc. Additionally, the MSBDE will continue implementing its optical imaging system for

its licensure, disciplinary, accounting, and miscellaneous correspondence files to effect a more secure and reliable system of information maintenance and retrieval and also to ensure the ongoing warehousing of critically important and historical files in the event of a catastrophe which would have the potential of completely destroying the MSBDE's files beyond the ability for the MSBDE to retrieve these vital documents.

The MSBDE's newsletter, *The Dental Digest*, and periodic reports and updates will continue to be published at a minimum on an annual basis; continued enhancements will be made to the MSBDE's paperless communications, as well. It is envisioned that as a result of investigations and public awareness of the MSBDE's activities and the role it performs in protecting the interests of the citizens of the State, the MSBDE will see an increase in its publications and electronic communications.

The MSBDE will continue all efforts toward protecting the public by further adopting/amending regulations such as its 08/06/2010 amendment to its Cardio-pulmonary Resuscitation regulation mandating a minimum of one (1) fully functioning Automated External Defibrillator (AED), or equivalent defibrillator, in all dental offices. At its 04/01/2016 meeting, the MSBDE amended its controlled substances regulation to mandate that all licensed Mississippi dentists who currently prescribe/dispense, or who propose to prescribe/dispense, controlled substances shall register with the Mississippi Prescription Monitoring Program (PMP) on or before 07/01/2017. Additionally, further amendments insofar as the prescription of opioids, etc., mandated continuing education regarding the prescription of opioids, and additional reviews of PMP patient profiles by licensees prior to prescribing opioids may be in order because of the Governor's Task Force regarding Mississippi's highly publicized, purported opioid crisis. Current and potentially new mandates certainly will assist the MSBDE and other law enforcement agencies in uncovering, eliminating, and prosecuting doctor shoppers and the ever-increasing illegal use of controlled substances. Furthermore, as noted in the MSBDE's FY 2018 appropriation bill, the MSBDE will begin transferring funds on an annual basis (estimated to be approximately \$27,000 annually based on the MSBDE's number of dental licensees) to the Board of Pharmacy to support the PMP.

Finally, the MSBDE plans to continue to ensure implementation of the Professionals Health Network (PHN) assessments and the timely transfer of these funds to the PHN so that Mississippi licensed dentists and dental hygienists may avail themselves of a sound recovery program which will facilitate their return to the ethical and productive practice of dentistry.

5. EXTERNAL/INTERNAL ASSESSMENT

- Denial of the MSBDE's proposed salary increases, position reclassifications/realignments and requested positions.

- Denial of funding necessary to enhance the computerization and other office procedural changes noted.
- Changes in Drug Enforcement Agency (DEA) policies and procedures.
- Changes resulting from health care reform legislation.
- Changes in Occupational Safety and Health Administration (OSHA) policies and procedures.
- Changes in the Clinical Laboratory Improvements Act (CLIA).
- Increase/decrease in number of licensed dentists, dental hygienists, and radiology permittees in the State of Mississippi.
- Increase/decrease in the number of dentists and dental hygienists requesting licensure through credentialing in the State of Mississippi.
- Increase/decrease in the number of applicants administered dental and dental hygiene examinations.
- Increase/decrease in the number of license/permit registrations/renewals.
- Allowing licensed Mississippi dental hygienists to administer local anesthesia under the direct supervision of licensed Mississippi dentists, which will increase the numbers of permits issued and renewed by the MSBDE.
- Increase/decrease in the number of radiology permit requests and permits issued.
- Increase/decrease in the number of complaints received, investigations initiated, and disciplinary actions issued by the MSBDE.
- Increase/decrease in the number of inquiries for clarification and/or verification and the number of requests for information.
- Increase in the program size and dental graduates for Mississippi's accredited dental school, the University of Mississippi Medical Center School of Dentistry.
- Increase in the program size and dental hygiene graduates for all Mississippi accredited dental hygiene programs (e.g., University of Mississippi School of Health-Related Professions, Department of Dental Hygiene; Northeast Mississippi Community College; Pearl River Community College; Meridian Community College; and Mississippi Delta Community College).
- Increase in the program size and dental assisting graduates for all Mississippi accredited dental assisting programs (e.g., Hinds Community College, Meridian Community College; and Pearl River Community College).
- Increase in the program size for any one of the current seventeen (17) approved radiology seminar providers/locations, which are: Accelerated Dental Assisting Academy at its Biloxi, MS, Brandon, MS, Gulfport, MS, Hattiesburg, MS, Madison, MS, Slidell, LA, and Tupelo, MS locations; Antonelli College at both its Hattiesburg, MS and Jackson, MS locations; Concorde Career College in Southaven, MS; Delta Technical College at both its Horn Lake, MS and Ridgeland, MS locations; Louisiana State University; Meridian Community College; Mississippi Gulf Coast Community College; Northeast Mississippi Community College; and Taylor Dental Assisting School.
- Establishment of new dental or dental hygiene programs in Mississippi which are accredited by the American Dental Association.
- Establishment of new dental assisting programs in Mississippi which are accredited by the American Dental Association.

- Approval by the Board of new radiology seminar providers and locations for those applicants needing to obtain radiology permits.
- Legislation affecting the Mississippi State Board of Dental Examiners (e.g., changes to the *Mississippi Dental Practice Act* and any denturism, tooth whitening, clinical OSCE examination, or alleged access to care initiatives, etc.).
- Legislation concerning mid-level providers or expanded function dental hygienists and dental assistants.
- Legislation affecting the University of Mississippi School of Dentistry, other dental hygiene and dental assisting teaching institutions throughout the State, and other state regulatory and licensing agencies/boards.
- Legislation affecting the National Practitioner Data Bank (NPDB) which may necessitate additional reporting responsibilities by the MSBDE and other Mississippi regulatory agencies, as well as national counterparts.
- Legislation affecting the Healthcare Integrity and Protection Data Bank (HIPDB) which may necessitate additional reporting responsibilities by the MSBDE and other Mississippi regulatory agencies, as well as national counterparts.
- Any future efforts to require additional compliance by the MSBDE with radiation and safety laws passed by the Mississippi Legislature.
- Technological advancements in computer hardware, software, information retrieval and management, etc.
- Increase in required State and federal government paperwork and reporting requirements, thus impacting materially on internal administrative procedures, effectiveness, and performance.

6. AGENCY'S GOALS, OBJECTIVES, STRATEGIES AND MEASURES BY PROGRAM FOR FY 2019-2023:

GOAL A: Enhance access to dental health care for more Mississippians.

OBJECTIVE A.1. License a greater number of dentists, dental hygienists, and radiology permittees in Mississippi, and maintain renewals for all currently and newly licensed dentists, dental hygienists, and radiology permit holders.

Outcome: More professionals to serve communities.

A.1.1. STRATEGY: Make licensing/registration/renewal process easier and timelier for professionals, and more cost-effective for agency, with enhanced on-line access.

Output: Number of annual registrations/renewals.

Efficiency: Average cost per registration/renewal/license.

Efficiency: Time spent registering/renewal by dental professionals.

A.1.2. STRATEGY: Provide information to practicing dental professionals to enhance their knowledge of their professional requirements.

Output: Number of complaints.

Output: Number of disciplinary actions.

Efficiency: Reduced number of professionals removed from practicing.

GOAL B: Operate this legislatively-mandated agency in an efficient manner to serve the citizenry of the state of Mississippi.

OBJECTIVE B.1: Continue implementation of operational and technical improvements to more efficiently conduct the mandated activities of the agency.

Outcome: Change in resolution time of documented complaints to the agency.

Outcome: Change in number and average cost of regulatory/disciplinary actions.

Outcome: Change in services provided on-line to properly utilize self-funded monies to serve the public and dental professional community.

B.1.1. STRATEGY: Receive complaints and perform investigations of regulated dental professionals in order to protect the public.

Output: Number of investigations.

Efficiency: Average time for investigation.

B.1.2. STRATEGY: Enhance on-line licensing system including registration, and other statutory and regulatory requirements.

Output: Number of dentists and dental hygienists utilizing on-line system.

Efficiency: Average cost for licensing.