



Safeguarding Children's Dental Health: *FORBA Quality Initiatives Since 2006*

Since an ownership change in 2006, wide-ranging initiatives have been launched to ensure that FORBA-associated dental centers provide children with the highest quality dental care. While the following includes a snapshot of current and ongoing policies and improvements, FORBA continues to work with employees, its Pediatric Dental Advisory Board, independent experts in pediatric dentistry, and parents to identify new and innovative ways to monitor and improve care.

Initiatives to Ensure Quality Care

- ✓ **Chief Dental Officer.** We created the position of Chief Dental Officer and hired Dr. Steven Adair, a nationally recognized expert in pediatric dentistry. Dr. Adair is a former professor of Pediatric Dentistry at the Medical College of Georgia. He is certified by the American Board of Pediatric Dentistry; has served as editor-in-chief of the American Academy of Pediatric Dentistry Journal and is a member of the AAPD Board of Trustees. Dr. Adair is leading initiatives to ensure high-quality patient care; overseeing efforts to improve the care experience for children and parents at our dental centers nationwide; and is enhancing the educational component of a dental visit.
- ✓ **Pediatric Dental Advisory Board.** We established a Pediatric Dental Advisory Board that assists our Chief Dental Officer and focuses on quality of care initiatives. The board members are:
 - **Dr. Joe Bernat**, Chair, Department of Pediatric and Community Dentistry at the State University of New York-Buffalo School of Dental Medicine.
 - **Dr. Paul Casamassimo**, Chair, Department of Pediatric Dentistry, The Ohio State University and Chief of Dentistry at Nationwide Children's Hospital in Columbus.
 - **Dr. Arthur Nowak**, Professor Emeritus, University of Iowa Colleges of Dentistry and Medicine.
 - **Dr. Anupama Tate**, Director, Pediatric Dentistry, Children's National Medical Center in Washington, D.C. and Assistant Professor at The George Washington University.
- ✓ **Clinical Guidelines.** Formulated by our Chief Dental Officer and Pediatric Dental Advisory Board, our clinical guidelines were developed in accordance with the recommendations of the American Academy of Pediatric Dentistry with regard to treatment for high-risk populations.
- ✓ **Enhanced Training.** We have undertaken several steps to ensure that Small Smiles Dentists and Assistants benefit from the latest training in pediatric dental care, including:
 - **Continuing Education.** FORBA-associated dentists regularly attended continuing education courses to learn about the latest in treatment techniques and care. Our continuing education sessions offer the latest information and guidance on topics such as preventative dentistry, behavior management, trauma patients, and specific dental procedures.



- **High-Risk Population Training.** Dentists are required to take a four-part series of webinars, developed by pediatric dentists, on guidelines for treating the “high risk” pediatric dental population. The series covered topics such as correct oral hygiene instruction, risk assessment, treatment planning, guidelines for high quality dental care, continuity of care and compliance.
- **Tuition Assistance.** For dentists with more than two years of service, FORBA sponsors a competitive program to help support their education goals. Each year, we offer tuition assistance for up to three dentists who apply to a pediatric or orthodontic dental school program.

Ongoing Communication With Parents

- ✓ **Feedback and Communication with Parents.** Several initiatives ensure that parents are involved with their child’s care, including:
 - **800 Number.** We established a feedback line -- 1-877-302-KIDS -- for parents to share experiences directly with the management company, and have posted the number in our dental centers. We investigate any concerns raised by parents and take appropriate action immediately.
 - **Parent Feedback.** Parent satisfaction with care is monitored through comment cards and an automated survey system called NPS. We follow up on specific survey comments, as appropriate, and also analyze the survey results for each dental center and across the company to identify trends and opportunities to improve care company-wide.
 - **Patient Advocate.** Our appointed patient advocate is an important liaison for dental center patients and their parents. The advocate receives comments and concerns from parents and in turn helps ensure that parents are informed of the dental center’s care and quality initiatives. The patient advocate is also a key member of the FORBA compliance department and a member of FORBA’s compliance committee.
 - **"Pledge to Patients, Families, and Communities."** A pledge is clearly posted in our centers to ensure that Small Smiles’ practices and standards are clear and understood by parents and employees alike.

High Standards for Employees

- ✓ **Quality and Compliance Training.** Employees are required to participate in orientation and training programs that ensure adherence to Quality Assurance Protocols and Compliance Guidelines across all FORBA-associated dental centers. FORBA’s quality assurance protocols address issues such as chart documentation, X-ray guidelines, treatment planning, time management, patient accompaniment, treatment time limits, same-day treatments and anesthesia. Protocols are examined through regular internal audits, and are reviewed by an independent organization and monitor.
- ✓ **Employee Code of Conduct.** We require all employees to sign a new code of ethics and business conduct that emphasizes quality of care, professionalism and the duty of every employee to report any type of wrongdoing observed in the workplace.
- ✓ **Employee feedback.** We provide employees with feedback cards and an employee hotline that enables us to quickly identify potential concerns.



Compliance Measures to Ensure Public Trust

Driven by new leadership at the executive level and increased transparency among its associated dental centers, FORBA's compliance program is rigorous and effective. FORBA is committed to the responsible stewardship of public resources dedicated to the dental care of underserved children. Compliance initiatives include:

- ✓ **A Comprehensive Compliance Program.** FORBA maintains a detailed compliance program, employs an experienced Chief Compliance Officer, and runs an expanded Compliance Department to train, monitor, identify, formally track and follow up on all compliance-related issues. Our compliance, quality of care, and training efforts are reviewed by an independent review organization and monitor.
 - ✓ **Compliance Training.** We operate a comprehensive training and education program regarding compliance and quality of care issues for new employees and conduct ongoing training for more experienced staff.
 - ✓ **Compliance Leadership.** FORBA's compliance department is staffed by an experienced team of professionals who -- with assistance from the Chief Dental Officer -- are responsible for auditing, licensing and credentialing. The team is led by Allison Luke, a legal and compliance expert with 18 years of experience. Ms. Luke heads FORBA's Compliance Committee, which includes representatives of several associated dental centers.
 - ✓ **A Top-to-Bottom Approach.** FORBA's compliance efforts are prevalent at all levels. Every FORBA-associated dental center has a compliance liaison, and the FORBA Board of Directors includes a Compliance Committee that meets at least quarterly and certifies FORBA's compliance with the Corporate Integrity Agreement and with its quality of care and compliance mandates.
-