

# DEPARTMENT OF HEALTH AND SOCIAL SERVICES (DHSS)



## Delaware Health Care Commission **Commissioners Strategic Retreat**

*Developing a strategic approach to improve the  
health care workforce*

November 16, 2023

Facilitator:

Dr. Devona Williams  
Goeins-Williams Associates, Inc.  
[www.goeinswilliams.com](http://www.goeinswilliams.com)



# Welcome and Introductions

*Dr. Nancy Fan*

# Agenda

- Welcome and Introduction
  - Icebreaker: Strategic role of commissioners
- DHCC Review and Refresh
- DHCC Updates
- Public Comments
- Healthcare Workforce
- Healthcare Workforce Strategy for the DHCC
- Wrap Up and Future Actions
- Adjournment



# Purpose and Objectives

## Purpose:

- To mark progress and reach agreement on a Healthcare Workforce Strategy, future focus and priorities of the DHCC for the next year.

## Objectives:

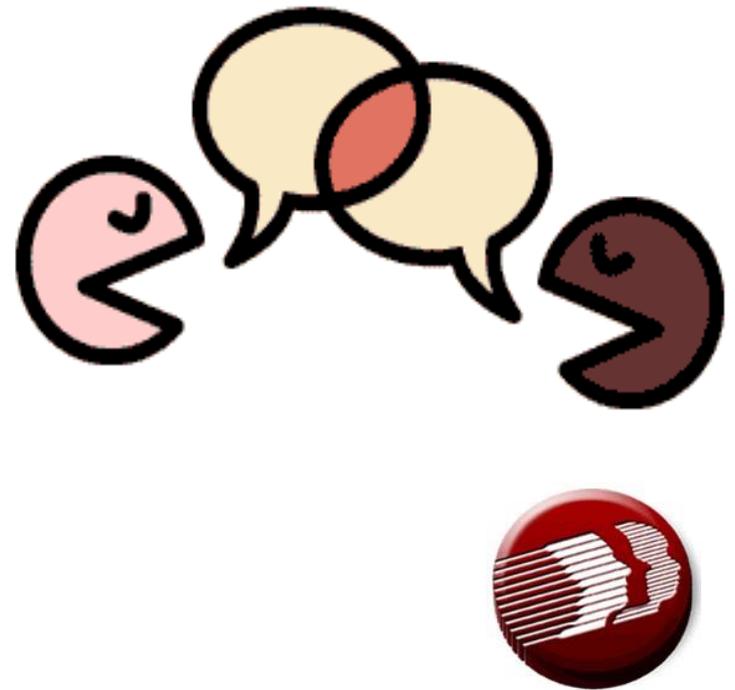
1. Review the core mission and status of DHCC programs and ways to advance DHCC programs and initiatives.
2. Review and discuss the current state of the health care workforce, critical issues and trends, and mini-SWOT of Delaware's health care workforce.
3. Discuss and reach agreement on workforce strategy for the DHCC, policy recommendations and focus for the coming year.





# Ground Rules

- No right or wrong
- Everyone participates
- Brainstorming – let ideas flow
- Respect others' opinions
- Bucket list for tangents
- Expect unfinished business



# Icebreaker: Strategic Role of Commissioners



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What is your strategic role or value as a Commissioner with the DHCC?



# Strategic Role of Commissioners



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- **Thought leadership**
- Strategic, forward thinking
- Transformational
- Provide guidance to staff
- Share expertise and perspectives from professional backgrounds
- Take on key issues that add value to Delaware's health care system





# DHCC Review and Refresh

# 2022 Focus, Priorities, and Principles

## 2022 Focus and Priorities

- DEI
- Workforce

## Principles (how we should operate)

- Affordable care overall.
- Patient centered.
- Services integration with emphasis on mental health, continuum of care.
- Social determinants of health.



# Diversity/equity/inclusion Health Care Policy

## Mission Statement

*The DHCC strives to foster initiatives, design plans, and implement programs that promote equitable access to high-quality affordable care, improve outcomes for all Delawareans, and foster collaboration among the public and private sectors regarding health care.*

## Roles, Responsibilities and/or Goals:

- Collaborate with other state agencies, instrumentalities, and private sector
- Convene stakeholders
- Initiate pilots
- Analyze the impact of previous and current initiatives, especially on diverse and underserved populations
- Recommend policy changes to support improved improving equitable access to high-quality, affordable care



# Major Accomplishments - 2022



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## Refresh:

# Duties and Authority of the Commission

- Develop pilot health access projects, consult with public and private entities, assign implementation to the appropriate state agency, and monitor and oversee program progress to ensure that each pilot program is evaluated by an outside, independent evaluator § 9903
- Administration of the Delaware Institute of Medical Education and Research (DIMER) § 9903(c) and the Delaware Institute for Dental Education and Research (DIDER) § 9903(d) which serve as advisory boards to the Commission



# Refresh:

## Duties and Authority of the Commission

- Collaborate with the Primary Care Reform Collaborative to develop annual recommendations that will strengthen the primary care system in Delaware § 9903(a) and § 9903(f)
- Administration of the Delaware Health Insurance Individual Market Stabilization Reinsurance Program and Fund § 9903(g)
- Administration of the Health Care Provider Loan Repayment Program § 9903(j)
- Administration of the Health Care Spending and Quality Benchmarks § 9903(k)





# DHCC Updates



# Benchmark Update

*Frederick Gibson*

# OVERVIEW OF BENCHMARKS

- Originated from Delaware's State Innovation Model grant.
  - Intended to promote awareness and discussion of Delaware's historically high health care expenditures and relatively low quality/outcomes scores.
  - Calendar year (CY) 2018 was the 'baseline' year.
- The spending benchmark is the annual change in total health care expenditures measured on a Statewide per capita basis.
  - Spending benchmark is a goal, not a predictor of health care spending.
  - For calendar year (CY) 2022, the spending benchmark was set at +3.00%.
- There are currently 10 quality benchmarks that will be reported on for the CY 2022 through 2024 cycle.
  - Commercial and Medicaid markets.
  - Including ER use, adult obesity, cancer screenings, opioid use, and opioid deaths.



# OVERVIEW OF BENCHMARKS

- Spending data is collected from all major payers in Delaware:
  - Commercial carriers (by line of business including self-insured)
  - Medicaid managed care plans
  - Medicare (federal government and Medicare Advantage plans)
  - State Medicaid Agency
  - Veterans Administration (on-line report)
  - Benchmark spending data was designed to be high-level, summary data to simplify the data collection process of minimize concerns with data privacy.
- Quality data is collected from Commercial and Medicaid health plans and on-line data sources.
- HAI/HB442 makes submission of benchmark data mandatory.
  - DHCC expects all payers to submit complete and accurate data for all respective lines of business applicable to Delaware residents.



# OVERVIEW OF BENCHMARKS

- DHCC and DEFAC share responsibility for administering/operationalizing the benchmarks:
  - DEFAC Subcommittee is responsible for the annual spending benchmark methodology and annual target.
  - DHCC is responsible for selecting the quality benchmarks (3-year cycle), collecting data, issuing guidance/instructions to payers, and producing reports.
  - Public input is requested.
- DHCC produces the annual Benchmark Trend Report.
  - Hardcopy
  - Online benchmark dashboard
- More information available at: <https://dhss.delaware.gov/dhcc/global.html>



# DIDER Advancement

*Dr. Lou Rafetto*

## DIDER

- Update
- *What are the best ways to advance DIDER goals and strategies to align with our strategic direction?*



# DIDER BOARD MEMBERS

- **Louis Rafetto, DMD, Med., Chair**  
*Delaware State Dental Society*
- **Theodore Becker, Jr.,**  
*Delaware Health Care Commission*
- **Jeffrey Cole, DDS, MBA, FAGD**  
*ChristianaCare*
- **Nicholas Conte, DMD, MBA**  
*State of Delaware*
- **Vincent Daniels, DMD**  
*Public Representative*
- **Christine Stinton, DMD**  
*Federally Qualified Health Center*
- **Lisa Goss, RDH, BS**  
*Delaware Dental Hygienist Association*
- **Andrew Swiatowicz, DDS**  
*Delaware State Board of Dentistry and Dental Hygiene*
- **Brian McAllister, DDS**  
*Department of Education, Higher Education Office*
- **Ray S. Rafetto, DMD**  
*State Dental Society*
- **Erika L. Williams, DMD**  
*Delaware State Dental Society*



# SPRING MEETING WITH STUDENTS



# 2022-2023 ADMISSIONS CYCLE FINAL NUMBERS

- 8 DE residents in D1 class
  - 3.31 BCP UG GPA
  - 3.59 BCP G GPA
  - 20.2 AA DAT
  - 19.6 TS DAT
- 23 Total Applicants
  - 5 Declined offers



# 2023-2024 ADMISSIONS CYCLE

## AS OF 10.6.23

### 21 TOTAL APPLICANTS

- Different stages of the application process
  - Incomplete
  - Complete, awaiting supplemental application
  - Under review
  - Offered Interview
  - Interview Complete
- 16 from University of Delaware or Wesley College
  - No representation from Del. St.



# General Practice Dentistry 2023-2024



**Jeffrey M. Cole, DDS, MBA**  
Program Director



**Christian Brown, DMD**  
GPD-1



**Elinor Brown, DMD**  
GPD-1



**Michael Cleary, DMD**  
GPD-1



**Elizabeth Dennis, DMD**  
GPD-1



**Madeline Fournier, DMD**  
GPD-1



**Chloe Philip, DDS**  
GPD-1



**Jordan Taub, DMD**  
GPD-1



**Kaiden Williams, DDS**  
GPD-1

# Oral Maxillofacial Surgery 2023 - 2024



**Barry Boyd, DMD, MD, FACS**  
**Program Director**



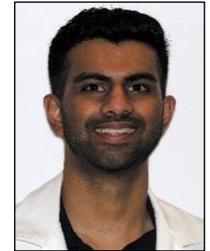
**Jacob Gribb DMD**  
**OMS-4**



**John Wheelock DDS**  
**OMS- 4**



**Minsung Kim DDS**  
**OMS -3**



**Arjun Kulandaivelu DDS**  
**OMS - 3**



**Brett Becker DMD**  
**OMS-2**



**Jose A. De La Guerra DMD**  
**OMS-2**



**Marc Colby, DDS**  
**OMS- 1**



**Christopher Monaco, DDS,**  
**OMS-1**



**Harrison Heise DMD**  
**OMS-1**

# COST/DEBT OVERVIEW

- Avg. Dental School Debt ~\$300,000
- Avg. Small Dental Practice Startup Costs ~\$500,000
- Avg. Small Business overhead 10-35%
- Avg. Dental practice overhead cost (median 75%) 60-80%
- Avg. Medical practice overhead cost mean 56.0% 30-60% (Overall)

- Mean overhead was 54.7% in U.S. surgical practices, 56.3% in nonsurgical practices, and 56.9% in multispecialty practices, Health Care Administrative Costs in the United States and Canada, 2017 – published 2020 - Annals of Internal Medicine



# RECENT DENTAL LICENSES ISSUED

## ■ Dentists

### ■ 2021

- 28 dental licenses issued
  - 8 from DE based residency
  - 14 from out-of-state residencies
  - 6 via reciprocity pathway

### ■ 2022

- 36 dental licenses issued
  - 10 from DE based residency
  - 18 from out-of-state residencies
  - 8 via reciprocity pathway

## ▶ Hygienists

### ▶ 2021

- ▶ 41 Hygiene licenses issued
  - ▶ 22 by examination pathway
  - ▶ 19 by reciprocity pathway

### ▶ 2022

- ▶ 32 Hygiene licenses issued
  - ▶ 21 by examination pathway
  - ▶ 11 by reciprocity pathway



# GOALS OF RECRUITMENT

- Make it easier for those who already want to come without decreasing quality of care
- Reach out to and education those who may not have considered dentistry in DE yet
  - Students in state
  - Dentists and students in other states
- Incentivize keeping dentists in the state after they begin practicing here – generally easier to retain than to recruit initially



# CHALLENGES TO RECRUITMENT

- Delaware population growth skewed to those over 50
  - Challenges to staffing

How old is the population in Delaware?

Among six age groups — 0 to 4, 5 to 19, 20 to 34, 35 to 49, 50 to 64, and 65 and older — the **65+** group was the fastest growing between **2010** and **2021** with its population **increasing 55%**. The **35 to 49** age group **declined the most dropping 4.2%** between **2010** and **2021**.

## Population by age in Delaware



Month

August 2022

Location

All

Ownership Status

All

Practice Size

All

DSO Affiliation

All

Race/Ethnicity

All

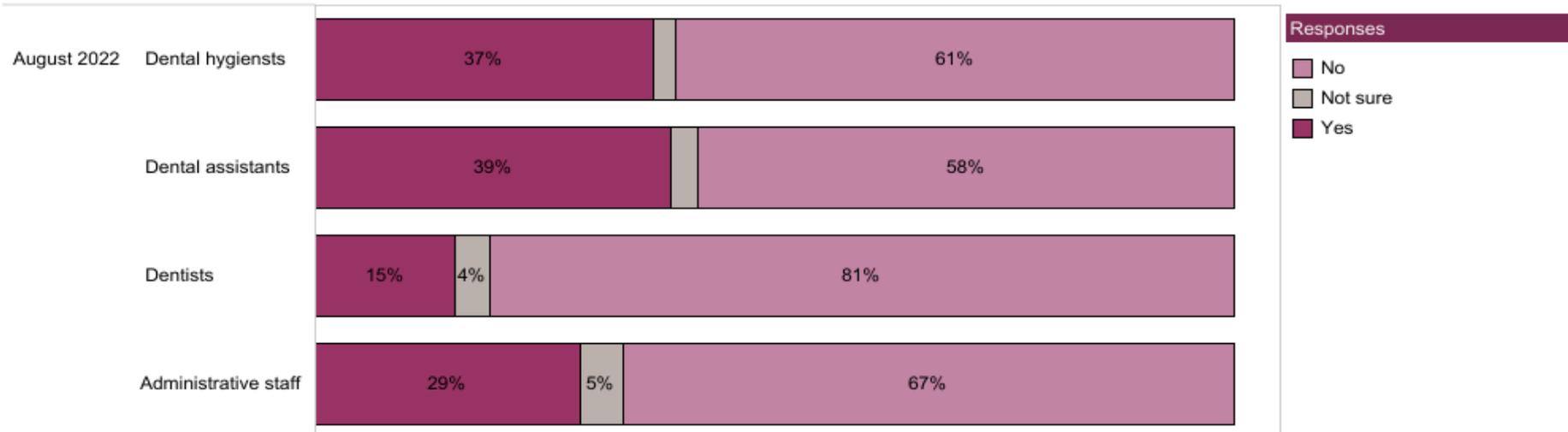
Sex

All

Reset View



### Have you recently or are you currently recruiting any of the following positions in your dental practice?



Month

August 2022

Location

All

Ownership Status

All

Practice Size

All

DSO Affiliation

All

Race/Ethnicity

All

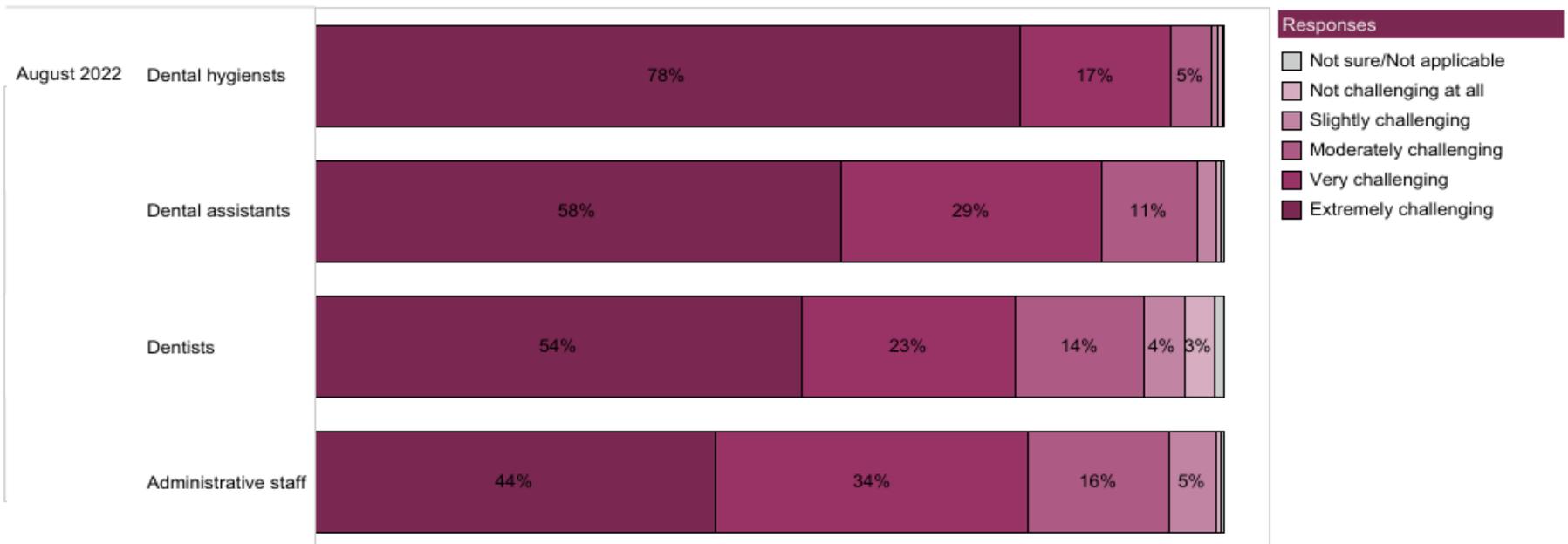
Sex

All

Reset View



### How challenging has it been to recruit the position(s) below?



#### Responses

- Not sure/Not applicable
- Not challenging at all
- Slightly challenging
- Moderately challenging
- Very challenging
- Extremely challenging

# RECRUITMENT OPPORTUNITIES

- Dental Residencies as recruiting tool
  - Educational aspect is first priority, but residency does help to recruit and familiarize dentists with the state
  - Christiana Care Health System – OMFS, General Dentistry
  - Nemours Al duPont – pediatric dentistry
- Student Loan Repayment Programs
  - NHSC (Federal) (State – currently not available for dentistry)
  - Grants to open new dental practices
- Early recruitment at high school, university, and dental school level
  - Target particular groups of students if in line with goals



# MISCELLANEOUS MATTERS

- Recruitment PowerPoint Presentation
- University of Delaware Center for Health Profession Studies
- Lack Funding for New Initiatives



*THANK YOU*





# Public Comment



## Healthcare Workforce

*Tim Gibbs, Public Health Association*

Dr. Kathy Matt and Rick Geisenberger,  
DHCC Workforce Subcommittee

# Critical Issues and Trends

*Tim Gibbs, Delaware Public Health Association*



# Healthcare Workforce Strategy for the DHCC

*Dr. Devona Williams*

- Based on the current state, data, trends, and recommendations what should the primary strategy be over the next 2 to 3 years?
- Can we reach agreement on a primary strategy or strategic goal?
- Based on this strategy/goal, what policy recommendations should we pursue for this strategy?





# Strategic Direction 2023



# Wrap up and Future Actions

# Wrap up and Future Actions



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- What advice do we want to give the new administration in 2024?
- Summary
- Action item summary, timetable, and responsibility
- Reflections



# Questions



# Thank you!

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