



# Harrisonburg Rockingham Dental Clinic

A Non-Profit Fee-for-Service Dental Clinic



## Free Clinic Strategic Goal for 2008 – 2010

- Open a full service dental clinic serving Medicaid and uninsured patients that could be funded long term through fees and not compete for charitable dollars with the Free Clinic



## Creating a Business Plan

- Document the need
- Organizational Plan
  - Operational Plan
- Financial Plan and Cash Flow Projections



## The Need for a new Dental Clinic

- Limited availability of volunteer dentists to significantly expand the free dental clinic
  - 3-month wait for extraction clinic
- No low-cost dental option for adults without insurance
- Only about 40% of Medicaid children receiving dental care



## Organization

- Separate 501(c)(3) to be able to charge fees and accept reimbursement
- Board of Directors with representation from the Free Clinic Board
  - Share Executive Director with FC
  - Rent Space from Free Clinic



## 501(c)(3) Formation

- Articles of Incorporation
  - Employer ID number
- Initial Board of Directors
  - Bylaws
    - DACS registration
- IRS Tax Exempt Status
  - Sales Tax Exemption



## Projected Services

- 70% Medicaid children
- 30% adult insured and uninsured
  - Flat fee scale for uninsured
- Preventative and restorative for children and adults
- Continue the evening free extraction clinic



## Eligibility

- Residents of Harrisonburg City or Rockingham County
- 200% or less of FPL (only use legal dependents to calculate income)
  - No dental insurance





## Uninsured Fee Schedule

- \$30 per visit for preventative, basic restorative
  - \$170 or \$220 for RCT
  - \$250 for Crowns + \$60 build-up fee
- RCT, Crowns referred out through Voucher Program
  - Dentures to Affordable Dentures



## Start-up – July 2008

- Start-up cash available - \$113,700
- Sources – Individuals, businesses, CDBG, Baxter Foundation
- \$70,000 loan for equipment purchases (digital x-ray and electronic charting capability)
- Initial staff - FT Dentist, Dental Coordinator and Dental Assistant



## FT Clinic – October 2008

- Additional funding for equipment - \$5,000
- Funding to pay dentist time while building up Medicaid practice – Virginia Health Care Foundation - \$50,000 in 2009
- Staff - 2 Dentists, 3 Assistants, Hygienist, Dental Coordinator, Accountant, Director



## Next Developmental Steps

- Increase Medicaid children practice – PR efforts in schools, clubs, private practices, SS etc.
  - Build Board to full membership
  - Build donor base in the community
- Purchase additional equipment as possible
  - Recruit FT dentist
- Develop Longer Term Strategic Plan



## To Cover Operations Thru Fees

- Daily Dentist Production
  - 4 uninsured at \$30 per visit
  - 9 Medicaid patients at \$145 per visit
- Daily Hygiene Production
  - 3 uninsured and 7 Medicaid



## Current Operations

- \$30,000 per month operating costs
  - 80% adult, 20% children
    - 67% female
- Clinic hours – 8 am to 4:30 pm Monday through Friday



## Challenges

- Meeting production targets
  - Complexity of patient needs
  - Numbers of adults needing service
  - Educating parents of children with Medicaid
    - No-shows



## Challenges

- Practice Management and Leadership
  - General Administration
  - Fundraising and PR
  - Staff Management and Development
  - Financial and Facilities Management
  - Problem resolution





Thank you for your  
support!

# Harrisonburg-Rockingham Dental Clinic

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