Table of Contents


- Purpose ........................................... i
- COVID-19 Resources .......................... ii

CHAPTER I: BUSINESS START-UP, GOVERNANCE AND MANAGEMENT ............. 1
- Types of Practice Models ...................... 1
- Types of Business Formations .............. 2
- Business-related Issues ...................... 3
- Governance and Management .............. 5

CHAPTER 2: STRATEGIC PLANNING .......... 7
- The Environmental Scan: Preparing for the Strategic Planning Session .......... 7
- Elements of the Strategic Plan .............. 8
- Implementing the Strategic Plan .......... 12

CHAPTER 3: DEVELOPING THE OMS TEAM .... 13
- Team Members ................................. 13
- Develop a Job Description .................. 14
- Develop the Pay Scale ....................... 14
- Posting a Job Announcement .............. 14
- Mastering Candidate Interviews .......... 15
- References ..................................... 16
- Verification of Credentials .................. 16
- Background Checks ......................... 16
- Drug Testing ................................... 16
- Making the Offer .............................. 16
- Official Acceptance ......................... 16
- New Employee Orientation .............. 17
- The Employee Handbook ................. 17
- Performance Reviews and Evaluations ... 22
- Performance Recognition ................. 23
- Separation of Employment ............... 24

CHAPTER 4: HUMAN RESOURCES ............. 17
- Communication with Your Team .......... 25
- Managing Team Conflicts ................. 25
- Team Training ................................. 26

CHAPTER 5: MAINTAINING A STRONG, EFFICIENT TEAM ......... 25
- Types of Third-party Payers .......... 29
- Managed Care Credentialing ............. 30
- Understanding the Revenue Cycle: Coding & Billing .......................... 30
- The Revenue Cycle .......................... 31
- Back Office Revenue Cycle .............. 31

CHAPTER 6: THIRD-PARTY PAYERS, CODING AND BILLING ........... 29
- Patient Access to Care ...................... 37
- Cultural Considerations .................. 37
- Pre-appointment ......................... 38
- Post-appointment ......................... 39
- HIPAA Privacy Regulations ............ 39

CHAPTER 7: PATIENT CARE SYSTEM MANAGEMENT .......... 37
- Overview of a Compliance Program .... 41
- Compliance Oversight .................... 42
- Compliance Oversight Responsibilities .. 43
- Governing Board and the Compliance Program ...................... 43
- The Importance of Communications .... 43
- Training and Education .................... 44
- Monitoring and Auditing ................. 44
- Handling Compliance Issues ............. 45
- Common Compliance Program Problems .......... 45
- OSHA Recordkeeping and Reporting Requirements .......... 46
- Health and Insurance Portability and Accountability Act .......... 47
- Radiation Regulations and Standards .......... 47
- Controlled Substance Regulations .......... 48
- Management of Hazardous Waste Pharmaceuticals .......... 48

CHAPTER 9: OPIOID PRESCRIBING AND PRESCRIPTION MANAGEMENT .......... 49
- Opioid Prescriptions: Informed Consent .......... 49
- Prescription Drug Monitoring Program (PDMP) .......... 49
- Drug Enforcement Administration (DEA): National Prescription Drug Take Back Day .......... 50
CHAPTER 10: TECHNOLOGY AND YOUR PRACTICE ....... 51

Choosing a Practice Management System ........... 51
Request for Proposals .................................. 52
Selecting RFP Recipients ................................ 53
Data and System Security ................................ 53
Business Associate Agreements (BAA) ............... 54
What Constitutes a HIPAA Data Breach? ............ 54
HIPAA Complaint Process ............................... 54
HIPAA Penalties for Noncompliance ................. 55
HIPAA Breach Notification Requirements .......... 55
HIPAA Email Encryption Rules ....................... 57
HIPAA Risk Assessment: Know Your Vulnerability to a Data Breach ....................... 57
Steps to Prevent or Minimize the Effects of a Data Breach on Your Practice .......... 58
Payment Card Industry Data Security Standard (PCI DSS) ............................... 59
Data Breach Insurance ................................. 60

CHAPTER 11: RISK MANAGEMENT ............... 61

Professional Liability Insurance ...................... 61
General Liability Insurance ........................... 63
Fire Insurance ........................................... 63
Fiduciary Liability Insurance (FLI) ................... 64
Workers’ Compensation Insurance ................... 64
Fidelity/Surety Bonding ................................ 64
Employment Practices Liability ....................... 64
Umbrella Insurance .................................... 64
Data Breach Insurance ................................. 64
Managing Your Practice's Risk ....................... 64
Accrediting Organizations .......................... 67

CHAPTER 12: EMERGENCY PREPAREDNESS .... 69

Non-clinical Emergencies .............................. 69
Clinical Emergencies .................................. 69
Emergency Drills ...................................... 70
Anesthesia-related Continuing Education for the OMS Team ...................... 70

CHAPTER 13: CONTINUOUS QUALITY IMPROVEMENT ..... 71

What is CQI? .......................................... 71
CQI Impacts Reimbursement Models ................ 71
What is Value-based Reimbursement? ............... 71
The Case for CQI in Your Practice .................. 72
Maintaining a CQI Culture in Your Practice ....... 73

CHAPTER 14: AAOMS OMSQOR® AND DAIRS .... 75

OMSQOR® ............................................. 75
Dental Anesthesia Incident Report System (DAIRS) ........................................ 75

CHAPTER 15: EFFECTIVE COMMUNICATION ...... 77

Communicating with Patients ....................... 77
Building and Maintaining a Referral Network .......... 80

CHAPTER 16: PRACTICE MARKETING AND SOCIAL MEDIA .... 81

The Practice Website ................................ 81
Social Media .......... 82
Managing an Online Reputation .................... 84

APPENDIX A: CHAPTER 1 .......... 85
APPENDIX B: CHAPTER 2 .......... 87
APPENDIX C: CHAPTER 3 .......... 87
APPENDIX D: CHAPTER 4 .......... 88
APPENDIX E: CHAPTER 5 .......... 88
APPENDIX F1: CHAPTER 8 .......... 88
APPENDIX F2: CHAPTER 8 .......... 89
APPENDIX F3: CHAPTER 8 .......... 89
APPENDIX G: CHAPTER 10 .......... 90
APPENDIX H: CHAPTER 12 .......... 93
APPENDIX I: CHAPTER 12 .......... 93
APPENDIX J: CHAPTER 16 .......... 94