

2023-2024

By the **Delta Dental of Arkansas Foundation**
clinic cohort & the **Winthrop Rockefeller Institute**



DENTAL CLINIC PLAYBOOK FOR THIRD-PARTY BILLING

A guide to increase your impact and access to care as a charitable dental clinic serving your community.

In this **PLAYBOOK**

3**Contributing Clinics****4****The Why: Introduction
by Sharon Lanier**

- ☒ The Consequences
- ☒ Why Is This a Goal?

6**How to Use This Playbook**

- ☒ Keywords: Safety-Net Clinics

7**The Numbers****9****Roadmap****11****Making the Case**

- ☒ The Gained Opportunities of Third-Party Billing
- ☒ A Checklist (or Two) to Get You Started
- ☒ Clinic Feature: The Beginnings of Samaritan Dental Clinic
- ☒ The Resource Essentials: Medicaid Enrollment and Credentialing + Billing and Claims
- ☒ Clinic Feature: Advice from Mainline Health Systems, Inc.

15**Frequently Asked Questions****17****Asset Map****18****Next Steps****19****Resource List**

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ArkansasFoundation





The Why: Introduction by **SHARON LANIER**

Maintaining oral health and receiving routine dental care is essential to overall health and well-being. However, Arkansas has a significant population of underserved and vulnerable individuals who struggle to access dental care. While dental health is often overlooked in discussions about healthcare disparities, its significance cannot be underestimated. Arkansas consistently ranks among the lowest in oral health indicators nationwide.

Many cannot get the care they need because there are not enough dental providers in their communities overall or not enough who accept publicly insured patients. While almost one million Arkansans are insured through a public dental plan, such as Medicaid,¹ on average, across counties in Arkansas, only 61% of dentists serve these patients.²

To intensify problems, many Arkansans live in a Dental Health Professional Shortage Area (HPSA), especially in rural areas. The population-to-dental-provider ratio can be as low as 5,000 residents to 1 dentist, and some counties have no dentist at all.³ The nearest dental clinic may be many miles away, necessitating long drives and hours of missed work. As a result, appointments are likely to be postponed or neglected.

The Consequences

✍ **Worsening of Oral Health Conditions:** Untreated dental problems can lead to severe health complications, including infections, pain, and difficulty eating or speaking. Furthermore, oral health is closely

linked to overall health, with conditions like periodontal disease increasing the risk of heart disease, diabetes, and other systemic illnesses.⁴

- ✍ **Burden on Emergency Rooms:** The shortage of accessible dental care significantly burdens hospital emergency rooms.⁵ Individuals with untreated dental problems often turn to the ER as a last resort, driving up healthcare costs and diverting resources from more critical medical emergencies.
- ✍ **Long-Term Costs:** The inability to obtain adequate, regular dental care can lead to more expensive treatments down the road. Preventive dental care is cost-effective compared to treating advanced dental issues.⁶

Safety-net dental clinics play a vital role in bridging this gap, providing essential dental services to underserved communities. Safety-net dental clinics are non-profit organizations at the front line of health care services for many at-risk individuals and families in the state, providing free or low-cost dental care to meet immediate and long-term oral health needs. They are

typically located in areas where access to dental care is limited, including rural and low-income urban communities. These clinics often rely heavily on funding from federal and state sources, grants, and community donations. While the support allows them to offer services at reduced or sliding-scale fees, many safety-net clinics do not bill insurance, thus limiting treatment options and patient access to care.

In 2023, the Delta Dental of Arkansas Foundation (Foundation) partnered with the Winthrop Rockefeller Institute (Institute) to explore ideas on how safety-net clinics could increase their capacity to serve more people. The Institute received a Strategic Initiative Grant to create a playbook detailing best practices for nonprofit dental clinics in Arkansas to begin billing and accepting third-party payments for services, including Medicaid and private insurance.

The Institute and the Foundation convened regular meetings in person and virtual with 10 charitable dental clinics from across the state plus subject matter experts such as lawyers, regulatory and licensing agents, and insurance billing specialists. Through this peer-to-peer learning, they have explored the challenges and opportunities surrounding third-party billing in the dental industry. What worked in the past, what didn't, and why and why not?

Why Is This a Goal?

Why don't many free dental clinics bill already, preferring to rely on grants and donations to fund their operating expenses?

The key reasons have emerged repeatedly in research, conversations, and applications for support.

- ✍ **Free dental clinics tend to operate with limited or volunteer staff and resources and lack the personnel and infrastructure to handle the complexities of the provider credentialing process, insurance verification, claim submission and compliance and regulatory requirements. Because they are stretched so thin with high demands for their services, they may even lack the time and energy to explore creative, innovative ideas.**
- ✍ **They serve patients who might lack proper identification or documentation, making it challenging to meet the requirements of third-party payers.**

✍ **They are worried that an expansion to third-party billing might divert from their mission of serving those in need.**

✍ **And last but not least: They fear losing their 501(c)(3) status—a widespread misconception.**

In animated brainstorming sessions at the Institute's headquarters or in virtual meetings, the clinics have addressed these and other concerns. As fellow practitioners, they are in an ideal situation to appreciate the characteristics of free dental clinics, share relevant resources and learn from each other to help increase capacity.

Meanwhile, our Foundation staff has listened intently and gained new insights into how to support community-driven, innovative efforts to increase the oral health of all Arkansans.

The playbook is one of those innovative efforts and will provide a comprehensive guide that charitable dental clinics can use to implement third-party billing.

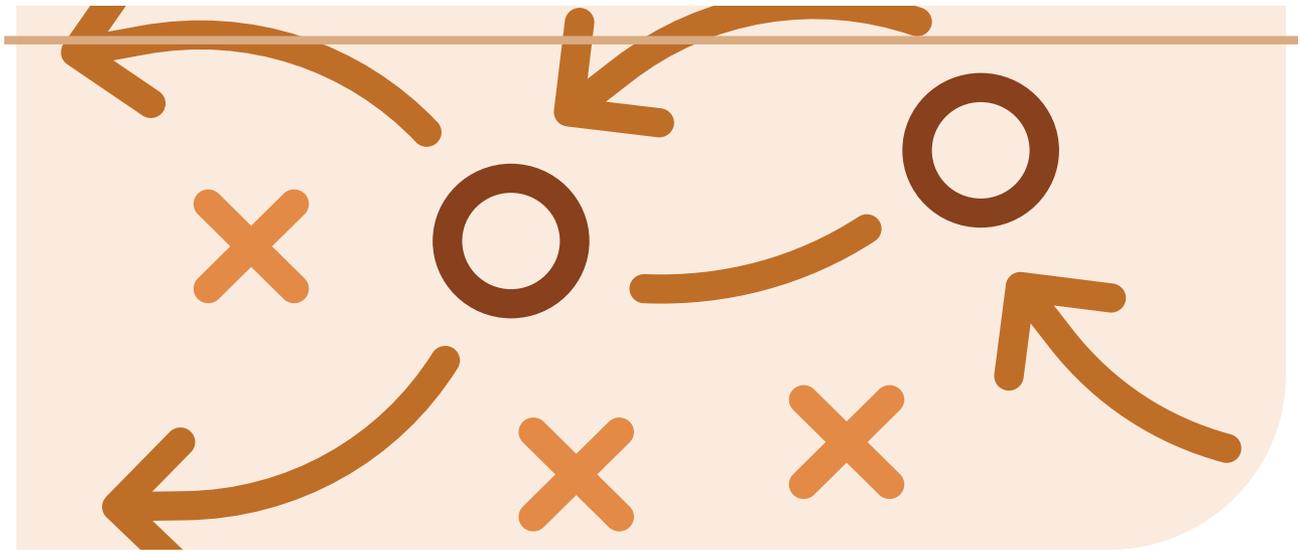
Billing insurance is not just a financial transaction for safety net clinics; it's a lifeline that enables them to fulfill their mission of providing high-quality healthcare to underserved communities. The benefits of billing insurance extend beyond financial stability, encompassing expanded access to care, enhanced quality of services, sustainability, support for preventive care, reduced uncompensated care costs and improved collaboration with local health systems.

The result: More Arkansans would benefit from quality dental care—a systemic change that could quite possibly elevate Arkansas' oral health ranking from near bottom and create a more equitable healthcare system.

We recognize the complexity of this issue, and this playbook is meant to offer best practices and easily accessible resources to both public and private dental clinics seeking to increase access to care as an insurance billing provider. As we strive for a more equitable healthcare system, recognizing and supporting the vital role of insurance billing in safety net clinics is essential for the well-being of our most vulnerable populations.

We hope you use this playbook as a roadmap and resource for your clinics and your communities.


SHARON LANIER, PH.D.
 Executive Director
 Delta Dental of Arkansas Foundation



How to use this **PLAYBOOK**

This playbook is designed to be a roadmap, a step-by-step guide, containing essential resources to help your clinic navigate the opportunities and challenges of third-party billing. Our goal is for it to be hopeful yet realistic, sustainable, and still leave plenty of room for growth for your clinic. We also recognize that the processes and procedures around accepting any insurance, especially Medicaid, are ever evolving. We have included an asset map of the current resources and encourage readers to visit those resources often and check for updates and changes as you consider if third-party billing is a fit for your clinic or not.

As you use and follow along the playbook, you will be guided through several opportunities. In the end, we hope your clinic will see the benefits of third-party billing for your community, but you might also find a couple of options that might best suit you at this time. These additional options could be:

- ✘ We are not in a place to begin the process of expanding to third-party billing, but we are interested.
- ✘ We are maybe interested in the process of expanding to third-party billing. We need some additional steps to get there such as an asset map or support for our clinic and community.
- ✔ Yes! Sign us up! We're ready to start this process and third-party billing is exactly what our clinic and community needs.
- ✔ Yes! We are interested but need some additional support.
- ✔ Yes! We are interested in becoming a hybrid clinic. Meaning we'll keep our free and charitable services, but we would also like to add third-party billing services.

Keywords: Safety-Net Clinics

The clinics that participated in the Dental Clinic Cohort for the playbook are all safety-net clinics. As previously defined, **safety-net clinics provide essential dental services to underserved communities, often non-profits**. Clinic funding comes from multiple sources such as federal and state sources, grants, and community donations. Throughout the playbook, clinics will also be referenced as charitable clinics, community clinics, or community clinics with hybrid services.

- ✔ **Charitable clinics** offer free services or reduced and sliding-scale fees only.
- ✔ **Community clinics** offer third-party billing services through Medicare or private insurance.
- ✔ **Community clinics with hybrid services** offer free services or reduced and sliding-scale fees plus third-party billing services through Medicaid or private insurance.

THE NUMBERS

A Look at the Challenges and Operational Needs

In 2022, the Arkansas Center for Health Improvement (ACHI) released the Utilization of Dental Care Among Arkansas Children and Adults report. This report is a robust look at dental care utilization as reported through the Arkansas All-Payer Claims Database (APCD). While this doesn't include self-funded plans or Medicare data, it does cover 85% of Arkansans with dental insurance, including ARKids, Medicaid, Medicare Advantage, and private or commercial coverage. Looking at claim data from 2019 and 2020, the ACHI report provides an extremely current and comprehensive picture of dental insurance availability and utilization.

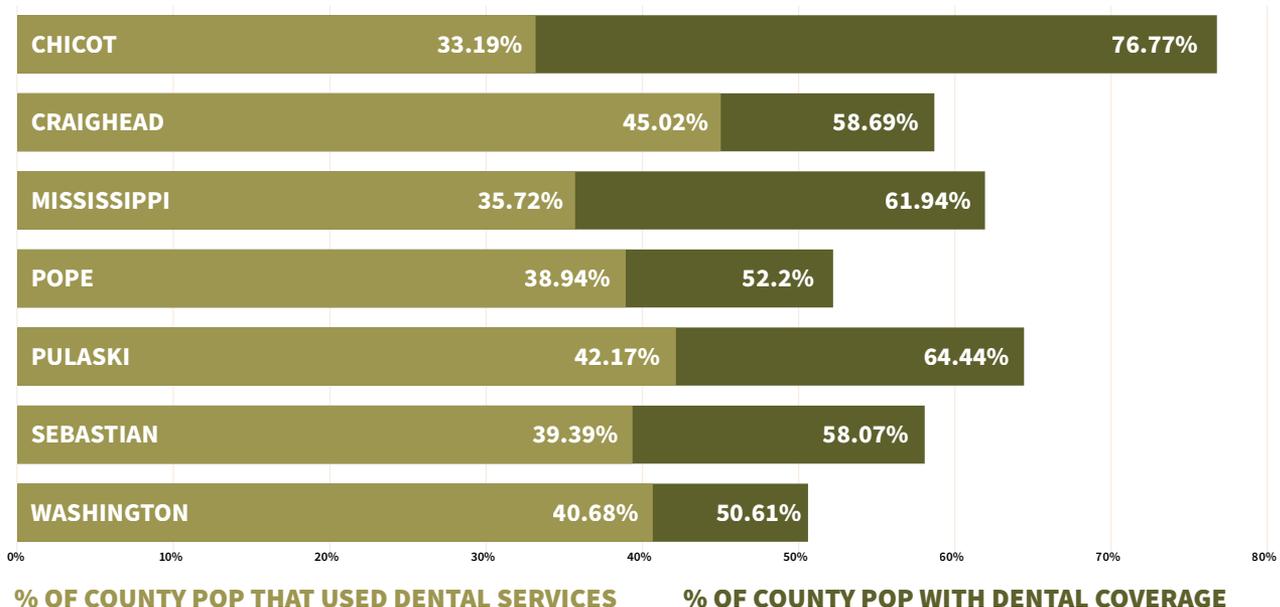
For the purposes of this playbook, we have pulled the data from that report to help highlight the opportunities for third-party billing. The data we have presented below helps quantify the number of potential patients who are under-utilizing their available dental insurance. To do so, we have pulled out the following information:

- ✍ **Dental insurance coverage**
 - ☑ **Medicaid and ARKids First coverage data callout**
- ✍ **Dental insurance utilization percentage**
- ✍ **Residents per provider**
- ✍ **Percent of dentists providing services for children with ARKids or Medicaid coverage**

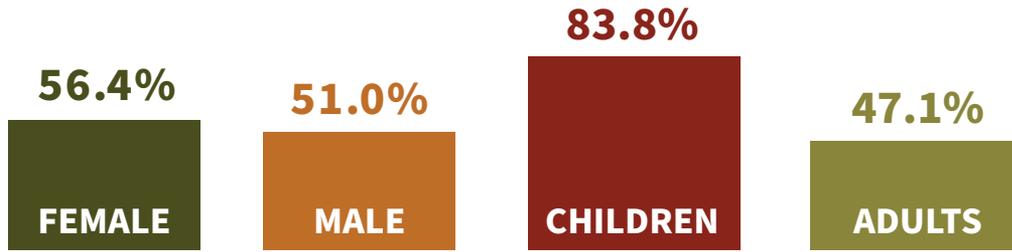
To make the data digestible, seven counties were selected to provide representation of the main regions of Arkansas:

- ✍ **Chicot County**
- ✍ **Craighead County**
- ✍ **Mississippi County**
- ✍ **Pope County**
- ✍ **Pulaski County**
- ✍ **Sebastian County**
- ✍ **Washington County**

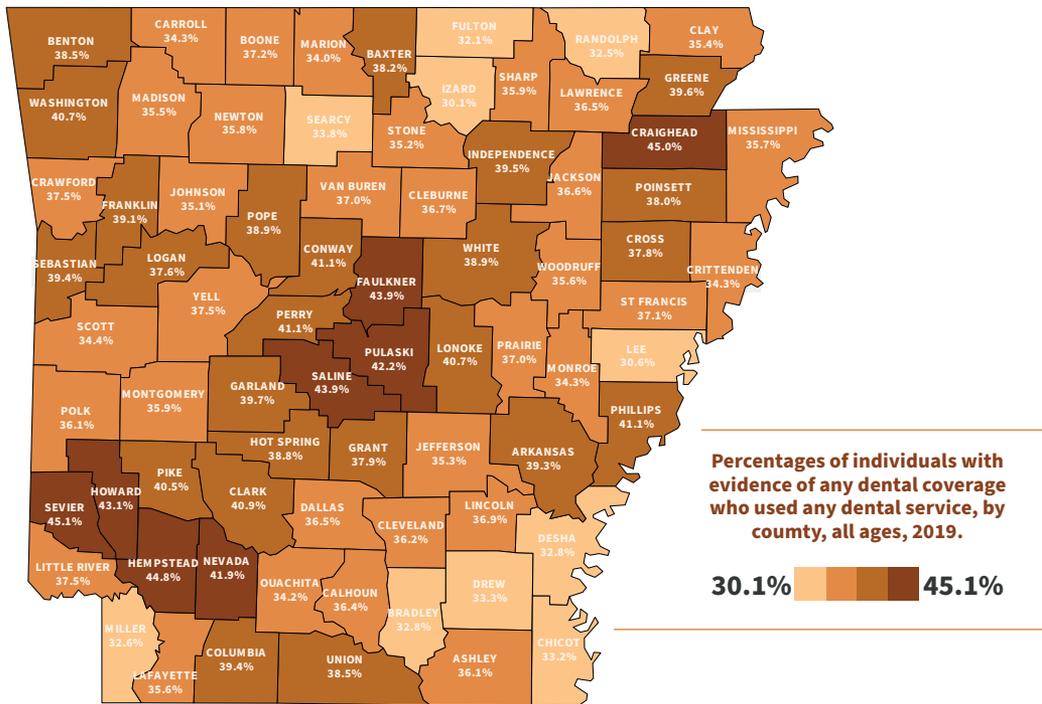
DENTAL COVERAGE VS. UTILIZATION BY COUNTY



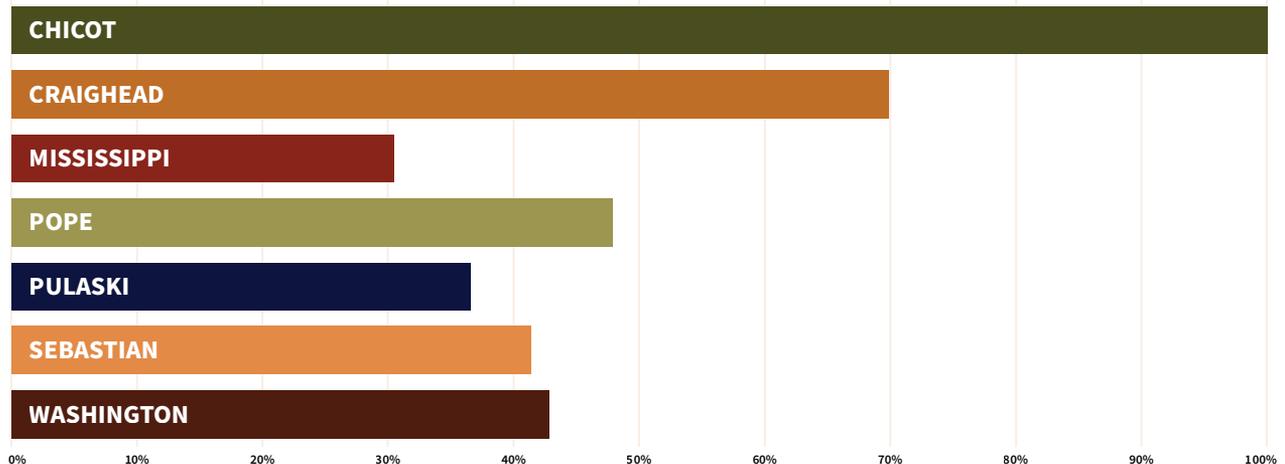
PERCENTAGES OF ARKANSAS RESIDENTS with evidence of any dental coverage in the APCD, by gender and age group, 2019.



The percentages of individuals with any coverage in the APCD by age group were calculated by determining the number of individuals in each age range with evidence of coverage in 2019. These counts were divided by age-group specific population estimates from the 2019 ACS.



PERCENTAGE OF DENTISTS providing any services for children with ARKids/ Medicaid coverage.⁷



ROADMAP

to Third-party Billing for Your Clinic



The process for your clinic to start third-party billing can take time but that is okay. There are many stages from the ideation to the internal strategic planning, to research, the logistics, and finally implementation. And that is okay! With a little patience and with some guidance from the playbook, you'll be on the road to offering third-party billing for your patients before you know it. Here is a roadmap with some of the big steps to get you started.

Phase One: Research

- ☑ Read the “Dental Clinic Playbook for Third-Party Billing” and do your research. Contact or visit one of the cohort clinics to learn or see or they are implementing third-party billing first-hand.
- ☑ Understand and know your nonprofit status with the IRS if applicable.

Phase Two: Concept and Ideation

- ☑ Begin the internal process of determining what incorporating third-party billing into your clinic means and could look like. Start with your own pros and cons list. Identify the stakes, what resources you would need, the gained opportunities, and more.

Phase Three: Making the Case

- ✔ Develop a case statement for your clinic. Include the who, when, where, and why adding third-party billing is important and needed for your clinic, and how this will support the mission and vision of your clinic. Use your case statement to present to your Board of Directors, team, funders, and partners. Getting support early in the process will make for a smoother transition and can give you the support you need to be successful.

Phase Four: Asset Map and Resource Gathering

- ✔ Create an asset and resource map (see page 17) for your clinic. Identify your gaps or potential strategic partnerships needed to be successful. Identify any funding needs and potential grants to aid in the process.
- ✔ Determine how you will work with dentists, dental hygienists, and assistants (volunteers versus employed, etc.)
- ✔ Contact the two Medicaid administrators for Arkansas for enrollment and credentialing (Delta Dental Smiles⁸ and MCNA Dental⁹) they have experts to walk you through the process!
- ✔ Register for the Medicaid Management Information System (MMIS)¹⁰ with the Arkansas Department of Human Services

Phase Five: Implementation Plan

- ✔ Create an implementation plan for your clinic including a timeline, budget, action items, short- and long-term goals. Include in your implementation plans and timelines staff capacity as well as building, equipment, and supplies capacity and procurement.
- ✔ Additionally, as part of your timeline, you'll need to include training and onboarding from the two Medicaid administrators and your MMIS provider.



Phase Six: You Did It!

- ✔ Congratulations and well done! Your clinic now starts third-party billing and providing services to your patients.

Phase Seven: Evaluate

- ✔ Like any new process, there is a learning curve, and you may have a few road bumps here and there. They are learning experiences. Have periodic team check ins and adjust your process and flow as needed. Reach out to other clinics to share experiences and receive advice.

Phase Eight: Sustainability Plan

- ✔ Keep going. You're doing great. You might be ready to expand your services, upgrade your equipment, or increase the number of patients you serve. Take your time and make sure you have a sustainable plan for your clinic.
- ✔ Identify long-term goals and how you will achieve them.
- ✔ Consider the long-term goals for your patients as well.

MAKING THE CASE

and Preparing Your Clinic

The Gained Opportunities of Third-Party Billing

Challenges and barriers were identified by the cohort through lived and practical experiences. The participating dental clinics in the cohort more importantly identified the gained experiences and pros to offering third-party billing, and by far outweighed any cons or perceived challenges and barriers.

"My only regret is that I wish we would have started this process sooner. It has made a huge positive impact for our clinics, patients, and communities we serve."

– Dr. Terri Eubanks, Dental Director for Mainline Health Systems, Inc.

- ✔ Third-party billing adds a revenue stream, and the positive impact could potentially attract other potential donors and grant funders.
- ✔ Allows for billing services for preventative and restorative oral care.
- ✔ Expands the services your clinics provide.
- ✔ Increases the number of patients you can serve.
- ✔ Covers additional costs of services.
- ✔ Helps more patients and opens the door for them to receive more services such as physical or mental health treatment, or for their whole family.
- ✔ Increases the visibility of your clinic.
- ✔ Brings in additional funding and revenue to your clinic to help make up for equipment, operational costs, and staffing.
- ✔ Support from the other dental and community clinics who also accept insurance referrals.

- ✔ Partnerships with local schools to serve and treat school-aged children.
- ✔ The clinics that participate in Medicaid have a greater chance of collectively advocating for positive improvements and increasing access to care for patients and all Arkansans.

The Opportunities are Endless.

A Checklist (or Two) to Get You Started

Paperwork, paperwork, paperwork! It is everyone's favorite and can always take more time than you anticipate. However, Samaritan Community Center captured their learning lessons along the way and here are two to get your clinic started. Throughout the process of enrolling in Medicaid as a provider and clinic, and the credentialing process, essential documents are needed.

Checklist for enrolling your clinic as a Medicaid provider

- ✔ Federal Tax ID Number – Verification of assigned employer identification number (EIN)
- ✔ 501(c)3 status approval – Initial paperwork or current year verification letter
- ✔ National Provider Identification Number (NPI) – This is a unique identification number for healthcare providers that is used on health care transactions. This application is found on the National Plan and Provider Enumeration System website¹¹.
- ✔ Clinic W9 form
- ✔ Voided check or bank Letter with legal name, routing number and account number
- ✔ A list of board members (legal names, addresses, Social Security numbers, and dates of birth)
- ✔ A list of key leadership/management members (legal names, addresses, Social Security numbers, and dates of birth)

Clinic Feature: The Beginnings of Samaritan Dental Clinic

How a community clinic increased their access to care.

Samaritan Community Center (SCC)¹² in Rogers, Arkansas opened a new building and began third party billing in September 2023. From its initial establishment as a 501(c)3 non-profit in 2002, Samaritan Community Center has experienced exponential growth in the number of its programs offered (from one initial program to eight) as well as the number of client families served (from 3,000 families initially to nearly 11,000). While their original facility served the organization well, Samaritan's ability to best serve its client families soon faced serious limitations due to the size of the building and the lack of land for additional expansion.

Upon approval by the SCC Board of Directors, SCC leadership began the expansion planning process. They reviewed each existing SCC program for potential improvements and growth, obtained input from clients and other stakeholders to identify unmet community needs (or service gaps), and created a building design to best meet rising challenges related to unprecedented population growth and an increasing level of need in Northwest Arkansas. Their goal was to create a model for change based on their mission-focused, relational approach to program delivery while identifying ways to financially strengthen each program for long-term fiscal responsibility. When the discussion came to their dental clinic, they identified critical factors for future growth:

- ✍ **Current staffing and space limited any major program growth.**
- ✍ **The request for dental services continued to be one of the greatest needs requested by clients, both for emergency extractions and restorative care.**
- ✍ **Their ability to accept new patients was extremely limited.**
- ✍ **Patients with Medicaid (that they would not see) were unable to access private dentists as most did not accept Medicaid patients or only accepted a limited number.**

- ✍ **While they had grant funders who had historically supported the dental clinic, most funders did not support clinic salaries.**

A team brainstorming session led to the idea of running two separate dental clinics out of the proposed new facility. One clinic would be a Medicaid clinic and would bill for services rendered. Medicaid reimbursement would provide an income stream to help offset the payroll and benefits costs for the increased number of staff needed for clinic expansion. The second clinic would continue to be a charitable clinic using a combination of paid and volunteer staff (with liability coverage maintained under the Arkansas Volunteer Immunity Act¹³). This charitable clinic would continue to receive grant funding through the Office of Rural Health to help with supplies and dentures.

Their team completed a detailed financial analysis to verify that the financial assumptions were reasonable in that additional payroll costs could be potentially offset by Medicaid revenue. SCC reviewed 457 patients from 2022 to identify what services they received, and if those services were eligible for Medicaid program reimbursement. Services provided by volunteer dentists were not included in analysis under their original assumptions. Their analysis showed that if 65% of the patients were Medicaid eligible, Samaritan Dental Clinic would break even (on salaries/benefits) with the limited Medicaid reimbursement. While they realize that there are other variable costs in providing dental care, they were excited to see these initial projections and continued in the process.

While this program model changed slightly since its initial inception, the idea of Samaritan operating a hybrid charitable/Medicaid clinic did not. With revisions made at the state level to protect volunteer professionals in clinics that provide Medicaid services, ***Samaritan Dental Clinic¹⁴ is now able to combine those clinics into a single non-profit operation.***

Checklist for enrolling each dentist in the Medicaid program

- ✓ Social Security number (number only)
- ✓ Dental license
- ✓ Drug Enforcement Administration (DEA) registration
- ✓ National Provider Identifier (NPI) number
- ✓ W9 form
- ✓ Date of birth
- ✓ Home address

The Resource Essentials: Medicaid Enrollment and Credentialing + Billing and Claims

Enrollment and Credentialing

As of the time of this publication, there are two administrators in Arkansas for Medicaid for adults and children, Delta Dental Smiles¹⁵ and MCNA Dental¹⁶. To learn more about Arkansas Medicaid¹⁷, visit the Division of Medical Services with the State of Arkansas. Each clinic must enroll and complete the credentialing process for their clinic and their associated dentists with each Medicaid administrator.

PRO TIP! For both clinic and dentist enrollment and credentialing, consistency is key. All documentation needs to reflect the legal name of the clinic (IRS registration).

Delta Dental of Arkansas

(Delta Dental Smiles)

Professional Relations Department
(credentialing)

(501) 992-1710

profrelations@deltadental.com

Delta Dental Smiles enrollment

by DentalXChange: <https://www.site.dentalxchange.com/partner/landing/ddar>

<https://www.site.dentalxchange.com/partner/landing/ddar>

MCNA Dental

Enroll by Fax, Email or mail: <https://www.mcnaar.net/dentists/#enroll>

<https://www.mcnaar.net/dentists/#enroll>

Contact MCNA Dental: <https://www.mcnaar.net/#contact>

<https://www.mcnaar.net/#contact>

Billing and Claims

The Arkansas Department of Human Services Medicaid Management Information Systems (MMIS) provider portal¹⁸ processes claims, documents, and reimbursements for providers electronically. AFMC¹⁹ partners with Arkansas Medicaid to provide outreach specialists for training and implementation, official Medicaid notices and policy notices, support for clinic and providers, and more.

- ☑ To register your clinic for the MMIS provider portal, visit <https://portal.mmis.arkansas.gov/armedicaid/provider/Home/tabid/135/Default.aspx>.
- ☑ Contact a AFMC MMIS Outreach Specialist for resources, training, and to help you navigate the portal enrollment: <https://medicaid.afmc.org/services/arkansas-medicaid-management-information-system>
- ☑ **The services, support, and training provided by a MMIS Outreach Specialist is FREE to your clinic!**
- ☑ Visit Helpful Information for Providers: <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/helpful-information-for-providers/>

What can Medicaid providers do in the provider portal?

- ✓ Submit claims
- ✓ Check remittance advice
- ✓ Submit prior authorization
- ✓ Upload documents
- ✓ Complete Long Term Care (LTC) census
- ✓ Check on the status of their claims
- ✓ Inquire on a patient's eligibility
- ✓ Upload files containing 837 transactions
- ✓ Search for another provider

PRO TIP! If a dentist is already enrolled in the Medicaid program, their enrollment must be connected to the clinic's enrollment so that claims are paid to the clinic and not the dentist.

Clinic Feature: Advice from Mainline Health Systems, Inc.

Serving, growing, and expanding since 1988 (well, really since 1978).

Mainline Health Systems, Inc.²⁰ opened its first nonprofit health clinic in 1978 and by 1988 they opened their first dental clinic. Today, they serve Southeast Arkansas with 6 dental clinics and 31 medical clinics with services ranging from dental, medical, school-based clinics for medical and dental, Obstetrics & Gynecology, diabetes education, behavioral health, and more. Their combined dental clinics see on average about 415 patients a month and payment options include insurance, self-pay, sliding-scale fee, payment plans, Medicaid, Medicare, and financial assistance. Mainline's breakdown of patient coverage is that 24.2% of patients have Medicare, 42% have commercial or private insurance, and 22.8% have Medicaid. The rest are sliding fee and self pay. Their mission is to put the patient first and provide the best comprehensive medical care regardless of financial situation and location, and for Mainline that means having diverse locations throughout the region and in schools.

What are some of the best pieces of advice Mainline has to offer for third-party billing? And what are the biggest benefits they see to third-party billing?

- ✔ Reimbursements from third-party billing help the clinics' needs and they can put funds (additional revenue) back in the clinic to grow and expand services.
- ✔ The biggest benefit of third-party billing is for the patients. It allows Mainline to provide more services such as comprehensive and preventative care to patients.
- ✔ Credentialing is a process and takes time depending on the different insurances and providers. Be patient and make sure to complete the credentialing before seeing patients to prevent any financial losses. And always make sure you have a backup staff person with credentialing. Credentialing must be revalidated every three to five years and you will want to prevent any lapses of service or reimbursement.
- ✔ Start with one insurance or provider at a time and build from there moving forward.
- ✔ The initial credentialing process may seem overwhelming, but is not impossible. It is recommended to follow up to ensure your enrollment does not fall through the cracks or you do not need any additional information that would delay your credentialing. Once you get through the initial credentialing, revalidation is not as time consuming and is maintainable.

Advice from one dentist to another....

Dr. Terri Eubanks, the Dental Director for Mainline and school dentist for four of their school-based clinics, was born and raised in Southeast Arkansas. After 25 years of having her own private practice in Dermont and then Monticello, she answered a call and never looked back. The call was for Dr. Eubanks and her assistant to volunteer one day a week at a Mainline clinic. "They needed a dentist, and the rest is history," Dr. Eubanks said. "It was kind of like going home."

Five years later, life took Dr. Eubanks to Missouri to work on a community mobile clinic, and now she finds herself, once again, back at Mainline doing what she loves with the community she loves. Dr. Eubanks takes pride in being able to provide preventative and restorative oral and dental care in Mainline's school-based clinics and even has a little fun educating them on Elvis trivia.

What is Dr. Eubanks' dream?

"I hope for more dentists to sign up as providers of Medicaid with Delta Dental Smiles, and for reimbursements rates to be higher so dentists would feel like it is worth their time. That would really open care. We also need specialty care in Southeast Arkansas. It is sad, really.

"I would never go back to private practice."
– Dr. Terri Eubanks

If a student needs specialty care, we can only send them to Hot Springs, Pine Bluff, and Little Rock, and that is limited access to care. There are not a lot of options and I believe it is because of reimbursement rates and pay. Maybe there would be more access to specialty care if more dentists signed up."

What Dr. Eubanks sees as the biggest benefit to third-party billing.

"The biggest benefit is it creates a patient base and enables patients with a good plan to get good care that they would not normally be able to afford. There is not a lot of spendable money going around here in Southeast Arkansas, it is an economically suppressed region. Dental care is almost a luxury. Patients would be more willing to get comprehensive and preventive care if it was available. At Mainline, we try to treat the whole patient in order to have a healthier community and a healthier state. Oral care is essential because it affects the whole body. It all starts with education. If people had dental insurance, they would use it."

Frequently Asked QUESTIONS



Five questions to help your clinic on the journey to third-party billing.

Will providing third-party billing alter my clinic's nonprofit status?

No, it will not. In 2022, the Arkansas State Board of Health put into effect the Arkansas Volunteer Immunity Act for Health Care Professionals and the Arkansas Volunteer Health Care Act. To read its full provisions and purpose, visit https://www.healthy.arkansas.gov/images/uploads/rules/Volunteer_Licensed_Health_Care_Immunity_Act.pdf.

However, it is always recommended to do your research and consult your Board of Directors, clinic, organization's leadership, and/or your clinic's attorney for the best advice and course of action. Two additional useful legal resources for nonprofit organizations are Arkansas Appleseed Legal Justice Center²¹ and University of Arkansas School of Law's Non-Profit Clinic²².

Does Arkansas Medicaid provide oral health and dental services to kids?

Yes! Delta Dental Smiles for Kids²³ specifically administers Arkansas Medicaid to kids. Your clinic can choose to provide services solely to kids or your clinic can choose to provide services to kids in addition to other services provided.

UA Little Rock Children International/Future Smiles Dental Clinic²⁴ is a school-based dental

clinic and a comprehensive dental initiative serving kids with parental permission, and they partner with multiple college and university programs for preventive and restorative care. Mainline Health Systems Inc. provide dental services and primary care at their school-based clinics in Southeast Arkansas.

What if our patients also need additional social services and support, or a referral to a specialist care provider?

Some community clinics have a part of their mission to provide multiple services and programs such as case management and additional referral services based on assessments and patient feedback. A good example of this model is the Samaritan Care program with Samaritan Community Center²⁵. Patients can be referred internally to other programs from Samaritan Dental Clinic to Samaritan Care.

One of the best benefits of third-party billing such as Medicaid is you can offer extended services to patients. With the Arkansas Department of Human Services Medicaid Management Information System (MMIS) you can submit prior authorizations and search for other providers.

If your clinic is not in a place to add case management to your services or do not have the MMIS implemented yet, there are still resources for you. The Arkansas Department of Human Services has published Resource Guide 2023²⁶, and Arkansas 211²⁷ and Findhelp.org²⁸ are two online searchable services for referrals. You can also post your clinic's information and services offered with these two resources cites so community members can find your services.

What if our clinic also accepts private insurance? Do you have any recommendations on how to simplify or more efficiently do the billing and claims process?

Managing multiple billing, claims, payment methods, and insurance providers can be a lot to juggle and confusing! You are not alone. There are many options in clearinghouses to help you process billing claims. Amanda Scates, Billing Manager with mainline Health Systems Inc. is a great resource and a wealth of knowledge about clearinghouses. She has graciously offered her assistance if you have questions. You can contact her at ascates@mainlinehealth.net or (870) 538-5414 ext. 1126.

Where do you find information about billing codes and reimbursement amounts if you wanted to do a cost-benefit analysis for your clinic?

The Arkansas Department of Health – Division of Medical Services²⁹ is a one-stop resource for you and your clinic as a provider with all of the updated forms, codes, and fee schedules.

Here are a few quick links to get you started: Arkansas Medicaid Forms³⁰, Codes³¹, Fee Schedules³², and FAQs for Providers³³. If you wanted to do a cost-benefit analysis for your clinic, this is a good place to start for information.

Also, when you sign up for the MMIS provider portal, you can also contact a AFMC MMIS Outreach Specialist for resources, hands on training, and assistance helping you navigate the portal.



ASSET MAP

Resources to help guide your clinic in the process.

Arkansas Department of Health

- ✍ Arkansas Department of Health - Arkansas Minority Health Commission – <https://www.healthy.arkansas.gov/programs-services/topics/arkansas-minority-health-commission>
- ✍ Arkansas Department of Health - Arkansas State Board of Dental Examiners – <https://www.healthy.arkansas.gov/programs-services/topics/arkansas-state-board-of-dental-examiners>
- ✍ Arkansas Department of Health - Office of Oral Health – <https://www.healthy.arkansas.gov/programs-services/topics/take-care-of-your-teeth>
- ✍ Arkansas Department of Health - Division of Medical Services – <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/>
- ✍ Arkansas Department of Health - Dental Services – <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/healthcare-programs/dental/>

Arkansas Community Clinics/Cohort

- ✍ Mainline Health Systems Inc. – <https://www.mainlinehealth.net/>
- ✍ River Valley Christian Clinic – <https://rvchristianclinic.org/>
- ✍ Samaritan Community Center – <https://www.samcc.org/>
- ✍ UA Little Rock Children International/Future Smiles Dental Clinic – <https://ualr.edu/children/future-smiles-dental-clinic/>
- ✍ Welcome Health – <https://www.welcomehealthnwa.org/>

Arkansas Health Analysis, Research, and Policy

- ✍ ACHI – <https://achi.net/>
- ✍ Aspire Arkansas - Arkansas Community Foundation – <https://www.aspirearkansas.org/>
- ✍ National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP) - Oral Health Data – <https://www.cdc.gov/oralhealthdata/index.html>
- ✍ Heartland Forward – <https://heartlandforward.org/case-study/rural-health-care-access/>

Arkansas Medicaid Billing and Claims

- ✍ Arkansas Department of Human Services - Medicaid Management Information System (MMIS) – <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/helpful-information-for-providers/>
- ✍ Administered by AFMC – <https://medicaid.afmc.org/services/arkansas-medicaid-management-information-system>

Arkansas Medicaid Enrollment and Credentialing for Clinics and Dentists

- ✍ Delta Dental of Arkansas (Delta Dental Smiles) - Providers for adults and kids – <https://deltadentalsmiles.com/providers/>
- ✍ MCNA Dental - Dentists and Enrollment – <https://www.mcnaar.net/dentists/>

Arkansas Medicaid Providers for Patients

- ✍ Delta Dental for Adults – <http://www.deltadentalsmiles.com/>
- ✍ Delta Dental for Kids – <http://www.deltadentalsmilesforkids.com/>
- ✍ MCNA Dental – <http://www.mcnaar.net/>

Financial Support and Grants

- ✍ Delta Dental of Arkansas Foundation - Funding Opportunities – <https://www.deltadentalar.com/giving-back/delta-dental-of-arkansas-foundation/funding-opportunities>
- ✍ Arkansas Community Foundation - Grantmaking – <https://www.arcf.org/our-impact/giving-tree/>
- ✍ United Way of Central Arkansas - Grant Opportunities – <https://www.uwcark.org/grants>
- ✍ United Way of Southeast Arkansas - Grant Application – <https://uwseark.org/grant-application>

Legal for Nonprofits

- ✍ Arkansas Appleseed Legal Justice Center – <https://www.arappleseed.org/>
- ✍ University of Arkansas School of Law - Non-Profit Clinic – <https://ualr.edu/law/clinical-programs/legal-clinic-services/>

Rural Health

- ✍ Rural Health Association of Arkansas – <https://www.rhaarkansas.org/>

Support Services and Referrals for Patients

- ✍ Arkansas Department of Human Services - Resource Guide 2023 – <https://humanservices.arkansas.gov/wp-content/uploads/Arkansas-Resource-Guide.pdf>
- ✍ Arkansas 211 – <https://arkansas211.org/>
- ✍ Findhelp.org – <https://www.findhelp.org/>

Other resources to consider and identify in your area and community:

- ✍ Chamber of commerce; town, city, or county representatives; state legislators
- ✍ Local companies and small businesses
- ✍ Local and state colleges or universities in your community (dental hygiene, public health, and community health are great places to start)
- ✍ Other nonprofits or community clinics in your region for strategic partnerships
- ✍ Clearinghouses for private insurance billing and claims
- ✍ Regional United Way organizations for grant and funding opportunities
- ✍ School districts in your community for school-based dental clinics
- ✍ Transportation services (free, reduced, or ridesharing) for your patients



NEXT STEPS

You Can Do It!

Now that you have reached the end of the Dental Clinic Playbook for Third-Party Billing, we sincerely hope you find it to be a useful tool for your clinic and it can be a roadmap and guide for your clinic as you embark on a journey to improving access to care for your community and the state of Arkansas, as well as increasing your impact. The playbook is intended to show you it is achievable, it is doable, there is hope, there are so many possibilities, and there are many resources and options for help and assistance to aid your clinic in starting third-party billing.

The playbook is not intended to be a policy or advocacy brief. While it certainly does make the case there is a gap in service and there is a need, it is not advocating for any specific changes to Medicaid currently. That could come later but for now the focus is on increasing access to care. The playbook is intended to be a how-to-guide on getting started, it is a starting block for increased access to care. With that, there is the added potential and gained opportunities such as expansion of services, increased staff, a new revenue stream, and even more importantly, the potential to add sustainable to your community clinic.

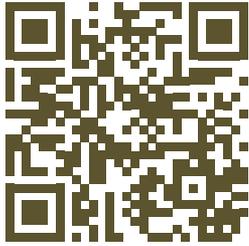
Another component not included in the playbook is a statewide cost-benefit analysis. It is possible to do a cost-benefit analysis for your clinic with the resources provided in the playbook as part of

the early phases of exploring, researching, and making the case for third-party billing for your clinic.

Each clinic or provider that reads the playbook will be at a different place in their journey. Your clinic might be only providing free services and your next step is adding third-party billing through Medicaid. Your clinic might be going on 35 plus years and dreaming and planning for a mobile dental clinic. Wherever you are in the process, it is okay to start small, be patient, be tenacious, use the resources in the playbook, and reach out for help when you need it. Specifically, the Delta Dental of Arkansas Foundation³⁴ wants to hear what you are working on and planning. You can do it, and thank you for serving Arkansans in their oral health needs.

RESOURCE LIST

- 1** National Association of Dental Plans. Dental Benefits Fact Sheet - released 2023. Accessed September, 22, 2023. <https://knowledge.nadp.org/research-articles-charts#statereports>.
- 2** Arkansas Center for Health Improvement. (2022). Utilization of Dental Care Among Arkansas Children and Adults. Little Rock, AR.
- 3** Kaiser Family Foundation. Dental Care Health Professional Shortage Areas (HPSAs). As of September 30, 2022. Accessed at: <https://www.kff.org/other/state-indicator/dental-care-health-professional-shortage-areas-hpsas/>
- 4** National Institutes of Health. Oral Health in America: Advances and Challenges. Bethesda, MD: US Department of Health and Human Services, National Institutes of Health, National Institute of Dental and Craniofacial Research, 2021.
- 5** Arkansas Center for Health Improvement. (2022). Utilization of Dental Care Among Arkansas Children and Adults. Little Rock, AR.
- 6** Okunev I, Tranby EP, Jacob M, Diep VK, Kelly A, Heaton LJ, Frantsve-Hawley J. The impact of underutilization of preventive dental care by adult Medicaid participants. J Public Health Dent. 2022 Jan;82(1):88-98. doi: 10.1111/jphd.12494. Epub 2022 Jan 11. PMID: 35014702; PMCID: PMC9303757
- 7** Arkansas Center for Health Improvement. (2022). Utilization of Dental Care Among Arkansas Children and Adults. Little Rock, AR. https://achi.net/wp-content/uploads/2022/05/220524_ACHI_DDAF_Dental_Utilization_Report_2022-FINAL-FOR-PRINT.pdf
- 8** Delta Dental Smiles - <https://deltadentalsmiles.com>
- 9** MCNA Dental - <https://www.mcnaar.net>
- 10** Medicaid Management Information System (MMIS) Provider Portal - <https://portal.mmis.arkansas.gov/armedicaid/provider/Home/tabid/135/Default.aspx>
- 11** National Plan and Provider Enumeration System - <https://nppes.cms.hhs.gov/#/>
- 12** Samaritan Community Center - <https://www.samcc.org/>
- 13** https://www.healthy.arkansas.gov/images/uploads/rules/Volunteer_Licensed_Health_Care_Immunity_Act.pdf
- 14** SCC Dental Clinic - <https://www.samcc.org/programs/samaritan-dental/>
- 15** Delta Dental Smiles - <https://deltadentalsmiles.com>
- 16** MCNA Dental - <https://www.mcnaar.net>
- 17** Arkansas Department of Human Services Medicaid Management Information System - <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/helpful-information-for-providers/>
- 18** Medicaid Management Information System (MMIS) Provider Portal - <https://portal.mmis.arkansas.gov/armedicaid/provider/Home/tabid/135/Default.aspx>
- 19** AFMC MMIS Resources - <https://medicaid.afmc.org/services/arkansas-medicaid-management-information-system>
- 20** Mainline Health Systems, Inc. - <https://www.mainlinehealth.net/>
- 21** Arkansas Appleseed Legal Justice Center - <https://www.arappleseed.org/>
- 22** UA Little Rock/Children International: Future Smiles Dental Clinic - <https://ualr.edu/children/future-smiles-dental-clinic/>
- 23** Delta Dental Smiles for Kids - <https://deltadentalsmiles.com/kids/>
- 24** UA Little Rock/Children International: Future Smiles Dental Clinic - <https://ualr.edu/children/future-smiles-dental-clinic/>
- 25** Samaritan Care Program - <https://www.samcc.org/programs/samaritan-care/>
- 26** Arkansas Department of Human Services: Arkansas Resource Guide 2023 - <https://humanservices.arkansas.gov/wp-content/uploads/Arkansas-Resource-Guide.pdf>
- 27** Arkansas 211 - <https://arkansas211.org/>
- 28** Find Help - <https://www.findhelp.org/>
- 29** Arkansas Department of Human Services, Division of Medical Services - <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/>
- 30** Arkansas Department of Human Services, Medicaid Forms - <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/helpful-information-for-providers/forms/>
- 31** Arkansas Department of Human Services Codes - <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/helpful-information-for-providers/codes/>
- 32** Arkansas Department of Human Services Fee Schedules - <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/helpful-information-for-providers/fee-schedules/>
- 33** Arkansas Department of Humans Services, Provider FAQ - <https://humanservices.arkansas.gov/divisions-shared-services/medical-services/helpful-information-for-providers/provider-faqs/>



Scan the QR code with your smartphone's camera to learn more.
www.deltadental.com/winthrop

Learn More

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✂ DeltaDentalAR
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