

# DENTAL HUMAN RESOURCES

CHECK-UP GUIDE



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# INTRODUCTION

## **Hey dental business owner!**

Let me guess:

Right now, you're working to fill various roles in your dental practice while also working to maintain a high level of quality patient care on an everyday basis - and that's no easy task!

Even more than that, you're responsible for legally protecting yourself and your practice, and dealing with everything that goes into that...

... and it's all a bit overwhelming.

## **Sound about right?**

I'm here to let you know that you don't have to worry!

By setting clear expectations and implementing policies to preserve the integrity of your business - including strong Human Resources practices - you can save yourself from hiring disasters and legal nightmares ... and it might be a lot easier than you think!

Ideally, these factors would be handled by a full-time Human Resources Manager - someone who understands the intricacies of HR in a manner that matches your expertise in Dentistry - but as is the case with many business owners, you may not have the luxury of having an on-site HR expert.

**That's why we've created this free guide for you: to free you from the stress, take away some of the guesswork, and give you back your precious time and focus!**

Now, while hiring people for your practice is one thing, Human Resources entails much more than just hiring and firing employees.

We've designed this free guide to address some of the most common areas where all employers are vulnerable, and have included exercises, lists,



guides and toolkits designed to help you ensure your business won't ever have to deal with a nightmare hire or an employee-driven lawsuit (yuck, right?)

In an ideal situation, you would already have all of the following tools and policies implemented in your office.

But if you don't, have no fear!

Our hope is to educate you and inspire you to get all of these processes setup and organized to protect your practice.

And we'll walk you through it all, step-by-step.

By doing so, you'll be able to breathe easier, and get back to focusing on what matters most: growing a successful business, living a stress-free life, and serving happy patients.

## Important Statistics to Take Note of: (AKA, Why Human Resource Management is so Important!)

1. An average employment lawsuit exceeds \$40k before it even reaches an arbitrator or the court. Even if the case is eventually dismissed, you will have already spent thousands of dollars and hundreds of hours fighting it - and in 10% of cases, employers had to pay in excess of \$1 million dollars to their employee(s)! There is absolutely no "winning" when it comes to a lawsuit.
2. 1 in 5 civil lawsuits are filed by a current or a former employee. The cost of a bad hire is estimated to be 150%–300% of their annual salary for each year that they are employed. Imagine having a bad hire who has worked for you for two years - let's say it's a dental assistant who makes \$40,000/year - this means that the potential cost of that is roughly \$120,000. That is a HUGE hit to your practice! It can drain much more than just money; in a very short amount of time, it has the potential to affect your reputation and all of the hard work and effort you have put into building up your practice.

***Sounds pretty awful, right?***

Let's avoid that.



When it comes to protecting yourself from bad hires, potential lawsuits, and a tarnished reputation, it all boils down to having the right policies and procedures in place - policies that will protect your practice, increase office productivity, save you money, and work to develop a comfortable team environment.

These policies equal a win-win for everyone!

Stream Dental Staffing Solutions has over 30 years of dental-industry knowledge, and we pride ourselves on offering top-notch, up-to-date HR practices and procedures crafted specifically for your dental business. Our mission is to educate and bridge the HR information gap that exists in the dental industry - and that's why we've created this free e-book, specifically to help you thrive.

Enjoy!

*Samantha Leonard*

Stream Dental Staffing Solutions

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# DENTAL HUMAN RESOURCES AUDIT CHECKLIST

Let's get started by doing a little check-up on your unique office situation to see where your office policies and practices currently stand.

Simply read through the questions below and tally up how many you answer "yes" to!

## DENTAL HR AUDIT CHECKLIST

### RECRUITMENT & SELECTION

YES

NO

Are there job descriptions for each position within your practice?

Do you have a set of standardized interview questions for each position in your practice?

Are unsuccessful candidates notified?

Are working interviews conducted with potential candidates?

Do you have temporary employees that provide shift relief? Do you have a temporary employment contract that includes confidentiality agreement for them to sign before they start their shift?

Are all new hires including temporary employees reported to the CRA/IRA?



Are the references of job applicants checked?	<input type="checkbox"/>	<input type="checkbox"/>
Are background checks done on all new hires? Do you have a release form for them to sign before?	<input type="checkbox"/>	<input type="checkbox"/>
<b>NEW EMPLOYEES</b>	<b>YES</b>	<b>NO</b>
Is there an employee manual/handbook?	<input type="checkbox"/>	<input type="checkbox"/>
Are workplace policies reviewed and signed off with all new hires?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have an administrative or clinical procedure manual?	<input type="checkbox"/>	<input type="checkbox"/>
Are all policies and procedures communicated and enforced?	<input type="checkbox"/>	<input type="checkbox"/>
Are new hires provided an orientation?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a copy of their certification/license to practice in their employee file?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a cash handling policy and protocol in place to prevent fraud/stealing?	<input type="checkbox"/>	<input type="checkbox"/>
Is there a cell phone and social media policy to prevent wasted time and money?	<input type="checkbox"/>	<input type="checkbox"/>
Are there times when employees have to purchase items on behalf of the office? Do you have an expense reimbursement policy and protocols in place?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a confidentiality agreement in place to protect your business operations, intellectual property and patient information?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a code of conduct policy that outlines workplace behavior and patient relations?	<input type="checkbox"/>	<input type="checkbox"/>



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Do you have a specific dress code or uniforms for your employees? Is there a dress code policy that clearly outlines expectations?

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Are there times when employees are required to use their personal vehicle for business purposes? If so, do you have a policy in place?

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**COMPENSATION & BENEFITS** **YES** **NO**

Is there documentation pertaining to required hours of work ie: start/end time and breaks?

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Do you have an overtime policy or averaging agreement in place that outlines qualifications and reimbursement?

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Is there a vacation policy, request protocol and tracking system in your office?

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Are the appropriate payroll deductions being made?

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Are there procedures developed pertaining to paid time off (vacation, stat holidays, etc.)?

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Are there incentives in place? Do you have documentation outline the incentive plan?

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Are addendums made to an employee contract when there has been a salary increase, change of hours (full time to part time), position change or promotion?

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**COMPENSATION & BENEFITS****YES****NO**

Is there a performance management policy in place?

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Do you conduct regular performance reviews with your team?

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Is the quality and quantity of work evaluated?

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Is there a protocol for corrective action or progressive discipline when an employee's actions or behaviors need improvement?

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Do you have a performance action plan in place to track progress on an area that needs improvement?

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Do you have your team members perform a self-evaluation to analyze and assess their performance and what can be improved?

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Is there regular team meetings to engage and motivate your team on the practice goals or any "housekeeping" items?

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**TERMINATION OF EMPLOYMENT****YES****NO**

Are you familiar with your provincial/state and federal regulations for terminations?

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Do terminations adhere to employment standards with respect to notice, termination pay, etc.?

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Are there progressive disciplinary systems in place to document corrective action before termination?

---

Does it appear that there have been several attempts to help coach and correct any negative performance or behaviors?

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Do you have a termination policy in place?

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Is there a termination protocol in place and does the owner/manager know the proper steps to take leading up?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the correct termination letters and documents in place?	<input type="checkbox"/>	<input type="checkbox"/>
Are exit interviews conducted?	<input type="checkbox"/>	<input type="checkbox"/>

## YOUR DENTAL HR CHECK-UP RESULTS!



### 30 to 40 YES's

Kudos to you! You have a solid HR foundation for your practice. We have a few additions to get you into tip top shape!



### 15 to 30 YES's

Great work! You are halfway there! We need some more work to develop and implement some very important HR items that will protect and grow your practice.



### 0 to 15 YES's

Uh-oh! Your practice is exposed to some very serious liabilities! Good thing we caught that NOW and can make the needed changes!

This free e-book will dive into the top areas that most Dental Practices find they need the most HR support. We will demonstrate why these things are important, how working on them will benefit your practice, and the precise HR tools you need to turn your business into a safe, productive and highly-profitable environment!

*Ready? Let's go!*



# RECRUITMENT & HIRING

Dentistry is all about helping people achieve optimal oral health and creating the smiles of their dreams, and finding and hiring the right team members will be crucial to your overall success!

This process can be challenging if you don't have the right resources, as it is often complicated and can potentially include negative legal repercussions if not done properly.

**But it doesn't have to be that difficult!**

Indiana Jones didn't find the Holy Grail without a map and a Grail diary, and you don't need to go it alone either. Dr. Jones was prepared, knew where to go, and knew the steps he needed to find his success!

And it's totally possible for you to be just as prepared, too - it might even be easier than you think!

The following exercises and tools are designed to help you get prepared, and create your own business success "map"!

## CASE STUDY

Let's look at a case study to demonstrate how important hiring the right person can be, and why it's so crucial to create a plan with your long-term goals in mind.

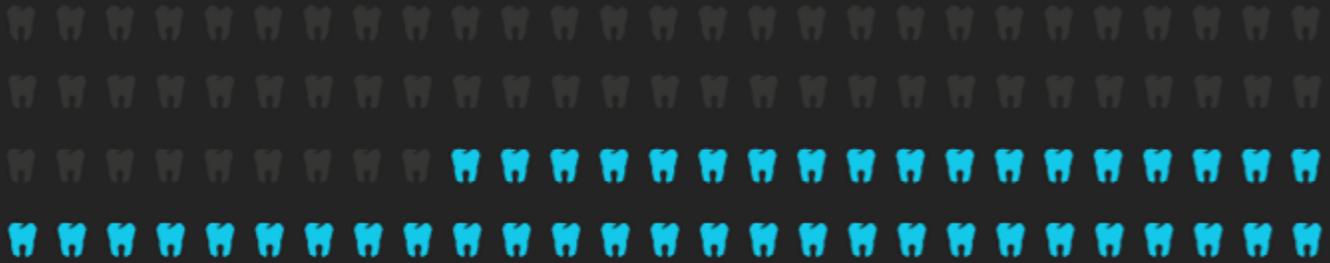
If you've been able to avoid some of the undesirables that can arise throughout the hiring process, fantastic! It's often just a matter of time, though, before you are presented with some kind of recruitment or hiring headache.

So, let's make sure it doesn't happen to you - starting now!



# \$9,523

Average cost for businesses to replace an employee in 2014



# 41%

The percentage of surveyed employers who said a bad hire in the past year had cost them at least

# \$25,000



Lost worker productivity



Lost time due to recruiting and training



Negative impact on morale

Have you heard **how much money** making a bad hire can cost your dental practice? 41% of surveyed employers who had a bad hire in the past year reported that it cost them at least \$25,000.

Ouch! That's a hard pill to swallow!

Unless you enjoy throwing away money (which I know you don't!), you'll want to tighten up your hiring and recruitment processes before they cause any major trouble for your business!



## HERE'S WHAT TO DO

### 🎯 5-YEAR PLAN

The first and most important thing to consider before embarking on the hunt for your next employee-of-the-month is the direction you want to take your office in over the next 5 years (yep, it's time for a good old 5-year plan!)

Figuring out your 5-year plan will help you to identify the qualities and skillsets that will most help you in achieving the long-term growth goals for your office.

Then you can begin to identify what you need to be looking for - and hiring - **right now** to get you where you want to be in the future.

Make sense?

Perfect!

### 🔧 EXERCISE

Create a 5-year plan for your business. Consider the following things when designing it:

- **What kind of growth do you want to see in your business over the next 5 years?** (new locations opened, number of employees hired, patient load, your personal workload, etc.)
- **What kind of financial numbers are you hoping to hit in the next 5 years?** (consider your personal income, overall business income, business spending and expenses, etc.)
- **What kind of office environment do you feel is most comfortable and productive for you personally, and for your patients?** (considering everything from the physical space to the attitudes of your staff and how you would prefer to work and interact with everyone in your office)

If you already have a 5-year plan, pull it out and review it now. Make a list identifying the most important goals and desires you have for your business, and then envision what type of hire would be ideal to create the business growth, financial growth and office environment that you have in mind.



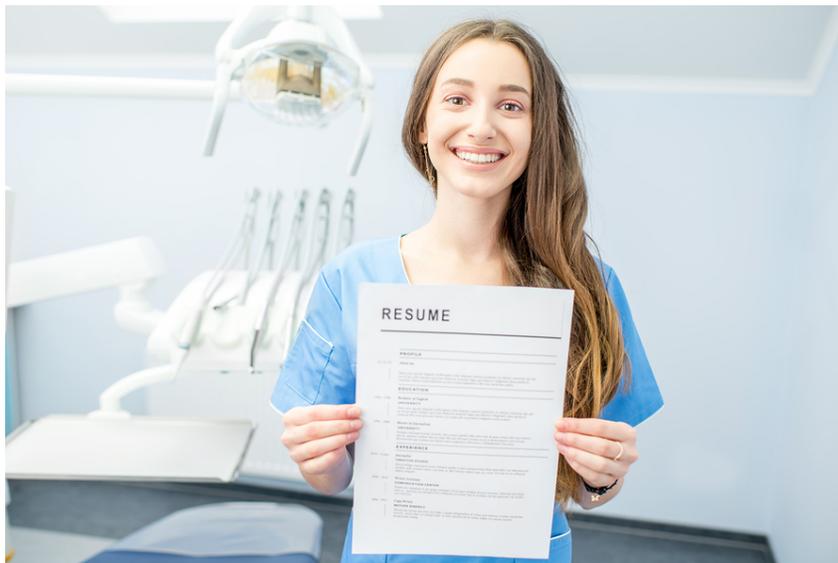
List out the qualities needed for this future hire in order for them to contribute to growing your business in the ways you desire, and keep this list handy.

Reference the list as you work through each of the steps in the toolkit listed below!

## **EMPLOYEE HIRING TOOLKIT**

Below you'll find a list of the most important things to remember when looking for and hiring a new candidate:

- Have your job posting ready to help attract the best candidates.
- Include a clear and precise job description, so that you know each candidate that applies is aware of and can perform their key roles and responsibilities.
- Prepare interview questions ahead of time that are specifically designed with your ideal candidate in mind (see above!)
- Conducting a reference check is crucial, so be sure to follow through with it! You know you want quality people for your team!
- Found the right person? Now it's time to do a background check! (Before that happens, your new hire needs to sign a release form)
- Have a new team member form ready, so that they can provide you with all of the information for their employee file and payroll.
- And voila! You have a brand new, ideal employee for your office!



# PERFORMANCE MANAGEMENT

Usually, when performance management is mentioned, people think of a yearly employee performance appraisal or review.

Performance management, however, involves so much more than having a meeting once each year!

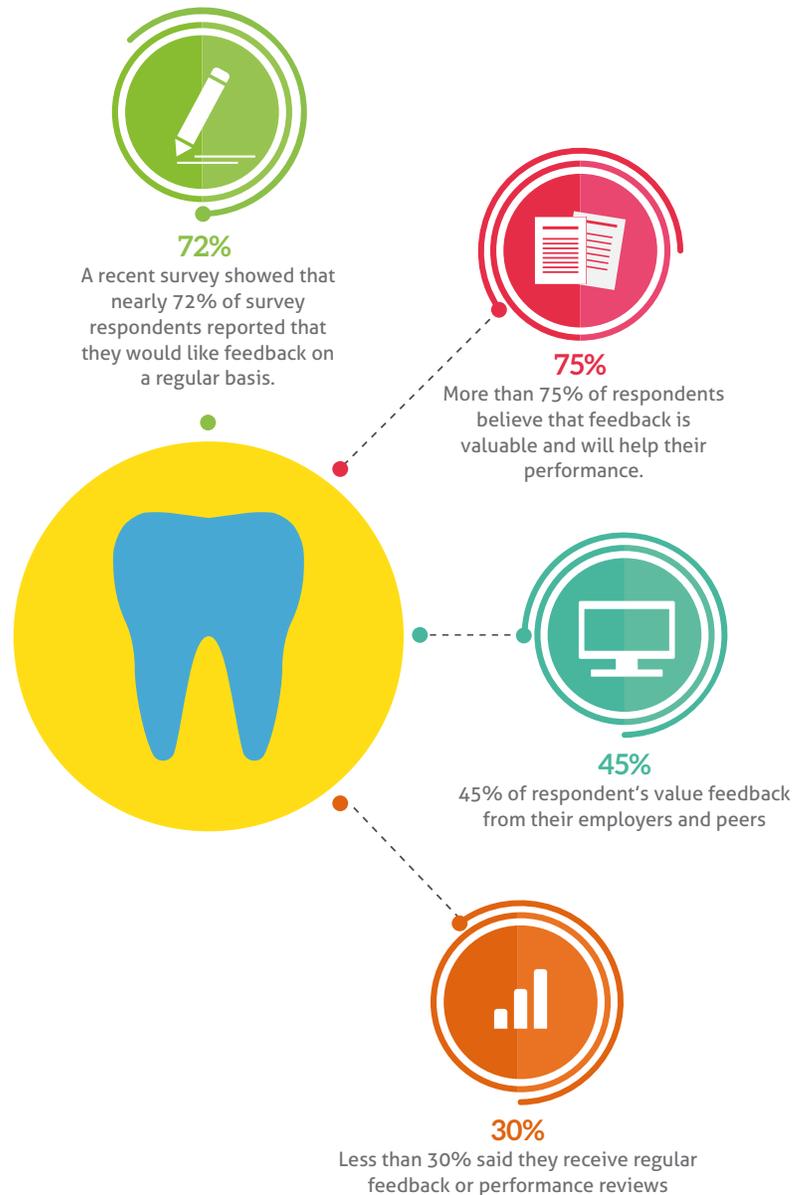
Rather, it's an ongoing, year-round process and discussion.

An effective performance management process enables a manager or owner to evaluate and measure each individual's performance and optimize their productivity on an ongoing basis.

The performance review process is the method by which managers and employees collaboratively measure performance and take action to accomplish goals, leverage strengths, identify opportunities for improvement, and engage in constructive dialogue throughout the year.



## PERFORMANCE MANAGEMENT



“69% of employees say they would work harder if they felt their efforts were better recognized.”



## PERFORMANCE MANAGEMENT TOOLKIT

For optimal performance management in your office, we've found that the following tools are incredibly effective - and we highly recommend them!

### **Employee Coaching Guide:**

Coaching is a vital component of performance management, and is an ongoing initiative that requires collaborative effort.

It is a method used to instruct and train employees on various aspects of their jobs. The process involves identifying gaps in performance and setting goals to improve.

In order to deliver successful coaching sessions, it has to be understood that coaching is not a disciplinary action but more of a **positive, proactive corrective measure and opportunity for growth.**

### **Employee Improvement Coaching Form(s):**

As mentioned above, using a proactive coaching approach for employee growth and development will help to create specific expectations and allow you to uncover what actions can be taken by employees RIGHT NOW in order to improve.

Coaching forms that include specific questions and action plans discussing detailed improvements, expectations and actions to be taken are beneficial in creating an opportunity for regular coaching. These forms can be worked on in collaboration with the employee, after which the employee will sign and commit to an action plan that you have created together. This allows for a greater level of cooperation and a clear opportunity to help hold employees accountable in their growth goals.

### **Employee Performance Review:**

Just as you meet with your accountant to review last quarter's numbers and evaluate what can be improved upon for next quarter, the same should be done with your team members each quarter and can serve as a "checking-in" point to ensure you and your employees are on track to meet your goals.

During this review, you can review the last quarter's performance plan



together and collectively create a performance plan to outline goals and objectives for the upcoming performance period.

### **Performance Action Plan**

As mentioned above, a performance action plan is developed to aid in creating employee performance goals and objectives for the upcoming performance period (usually a quarter). Goals and objectives should always be **SMART**: Specific, Measurable, Achievable, Reasonable and Timely.

Creation of employee goals and objectives should be a collaborative effort between the employee and the Dentist and/or Office Manager.



# TERMINATION

Although sometimes it is necessary to let your staff members go, the decision to terminate should never be taken lightly.

If not handled properly, termination of an employee can lead to expensive litigation - and this is definitely not a position you want to find yourself or your practice in!

## CASE STUDY

The practice was located in an “at-will” state and the assistant had been informed that her employment was “at will.” But after reviewing the case, the doctor’s attorney concluded that the dentist would likely lose, and advised settling rather than going to court.

Many employers think that “at-will” employees can always be terminated at any time, with or without reason.

While technically correct, why then did this termination go wrong?

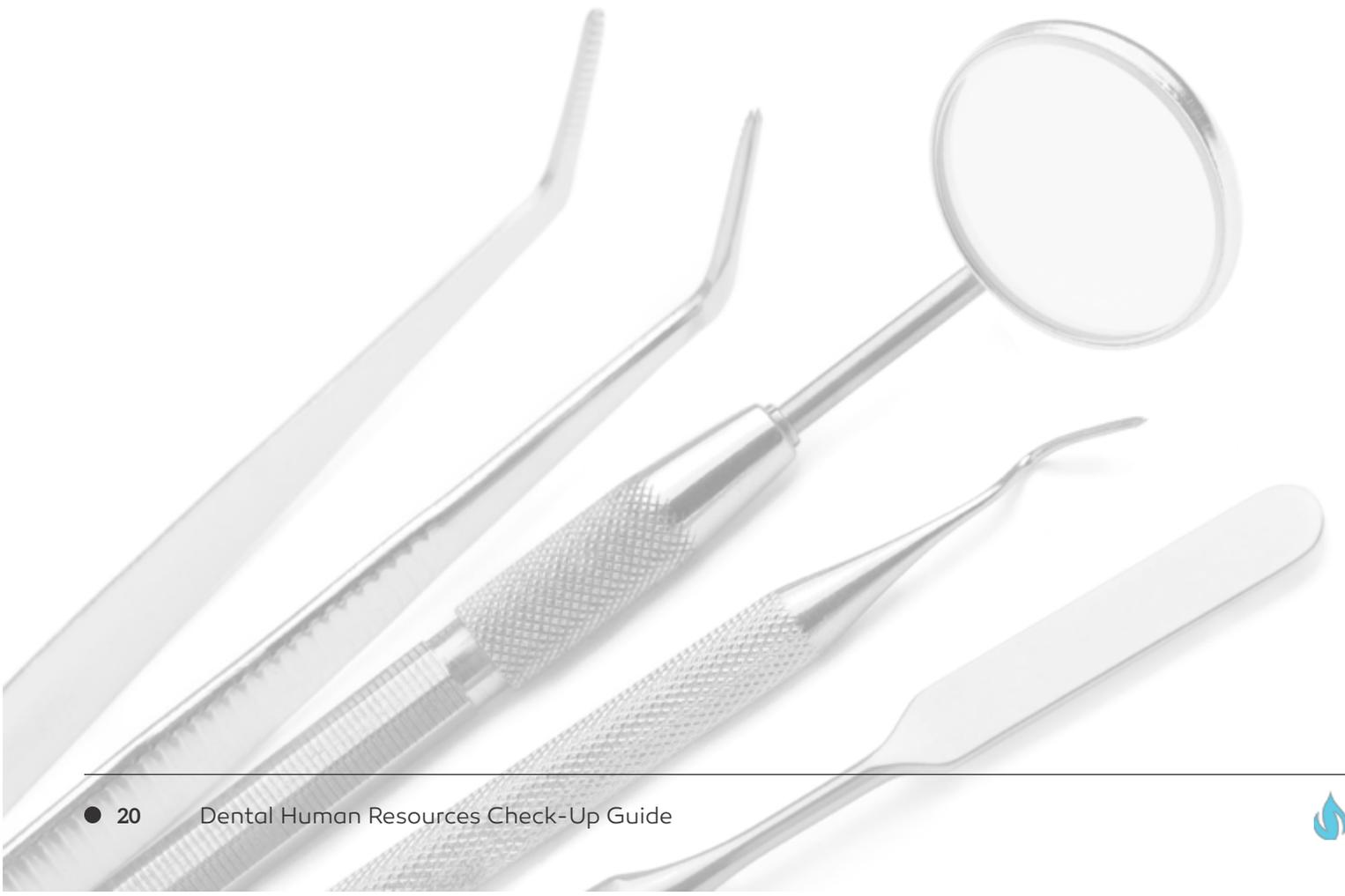
The employee had been working for the doctor for three years and had never received a performance review, nor had the doctor documented the times he “counseled” her about her performance problems. She claimed that instead of unsatisfactory work, she was fired because of her nation of origin and age (over 40) and the termination was, therefore, a violation of her civil rights.

## 🕒 TERMINATION PRACTICES FOR YOUR HR TOOLKIT



Consider having these practices implemented in your business to avoid any costly termination nightmares!

- Always have a solid and clear employment contract in place.
- Have well-written job descriptions for each position in the practice.
- Have all staff members read your staff policy manual and sign an employee acknowledgment form. Keep the signed form in each employee's personnel file.
- Keep employees informed about the quality of their work performance through periodic and **documented** performance appraisals/reviews.
- Be sure to document (including the staff member's signature) unsatisfactory work performance that is addressed with constructive guidance or discipline.



# CONCLUSION

The ultimate goal is to ensure your dental office runs smoothly, you're profitable, and your clients are happy.

So, look at it this way: if you do Human Resources right, not only can you grow your business (and do it super smoothly!) but both you and your patients will be left smiling - in more ways than one!

By planning out and managing your Human Resource practices, not only will you attract the best employees, but you can also keep them on track and retain them far longer than the industry average. This will save you money, save you a headache, and save you from continually investing your precious time into training new employees.

With solid HR practices in place, will also have a clear-cut system to keep employees on a detailed growth path, and in the event that employees fail to live up to those expectations and standards, you will be ready to discipline, retrain or, if the situation warrants, terminate their employment confidently - knowing that you are following all pertinent guidelines, legal and otherwise.

Sounds pretty great, doesn't it?

On the other hand, if HR practices and policies aren't given the attention they require, the consequences could be costly - and might even put your practice in jeopardy! (Eeek!)

But don't worry - because we're here to make sure that doesn't happen to you.

***Stream Dental Staffing Solutions offers a comprehensive library of template Policies, Forms, Manuals and Guides that are easily accessible and available to support all aspects of your Dental Practice.***

