

38 Lawrence Street
Brantford, Ontario N3R 1A7
August 12, 2016

Dr. Smith
Owner, Brightside Dentistry
99 Park Drive
Bradford, Ontario N3R 4P8

Dear Dr. Smith:

Here is my report, Proposal to Resolve the Human Resources Deficiency at Brightside Dentistry. In preparing this report, I have learnt a great deal about the administrative and leadership demands in a growing practice. Thank you to both yourself and the Brightside Dentistry team who were extremely helpful, providing honest and professional feedback throughout the process.

Overall, Brightside Dentistry is a strong business as evidenced by its continued success after 5 years of operation. The growth of the practice and the recent vacancy has Brightside positioned to move its business structure to better utilize the Core Team. This will create a system based structure that will mitigate future person dependency risks so that even as employees leave, the continuity of business will remain.

The recommendations for consideration outline timelines to ensure changes can be understood, developed and implemented at different times so that each change builds on the success of the previous change. This is extremely important as too many changes will likely result in the staff feeling overwhelmed, unprepared, not included in the decision, resist the change, and reduce the likelihood that the change will have a lasting impact.

A final consideration is utilizing a coaching approach to leadership communication: explaining how things were determined, asking for feedback and when barriers are presented, asking the staff *what they think is a good solution* will further develop the problem solving and decision making skills of staff as well as decrease the dependency of *an answer* from management. Focusing on this leadership approach as each change rolls out will also be important as it will empower staff in implementing the change.

I've enjoyed my work on this proposal, and would be happy to answer any questions. Please email me at michelleoneill@rogers.com anytime.

Sincerely,

Michelle O'Neill

Michelle O'Neill, RDH



Proposal to Resolve the Human Resources Deficiency at Brightside Dentistry

**for
Dr. P. Smith
Owner, Primary Dentist
Brightside Dentistry
Bradford, Ontario**

**by
Michelle O'Neill, RDH
English 301 Student**

August 12, 2016

Table of Contents

Abstract	iii
Section 1: Introduction	1
Section 2: Data Collection	2
2 a. Policy and Procedures	2
Recommendations	5
2 b. Leadership Core Team	7
Recommendations	8
2 c. Performance Appraisals	13
Recommendations	13
2 d. Patient Feedback	14
Recommendations	14
Section 3: Conclusion	16
Summary of Findings	16
Recommendations	16
Works Cited	17

Figures

Figure 1 Policy Training Enforcement	3
Figure 2 Business Structure	7
Figure 3 Core Team Areas	9

Abstract

The resignation of the Office Administrator at Brightside Dentistry presented the opportunity to examine the operational needs of a growing dental practice and identify opportunities to develop and implement systems that support business continuity within the existing resources while minimizing person dependency.

Brightside Dentistry's Office Administrator provided support to all office staff and dental professionals in key human resources areas. The practice relied on the presence of this particular team member to operate and with the resignation of this employee, Brightside Dentistry is vulnerable due to the loss of her expertise.

The research conducted involved interviews with the Primary/Owner, the incumbent, and observations of office operations to identify skills and capacity within existing resources. Secondary sources were reviewed including a review of existing policy manuals and relevant legislation: Occupational Health and Safety Act (OHSA), Employment Standards Act (ESA) and Accessibility for Ontarians Disability Act (AODA).

Recommendations from the research includes:

- Develop policy manuals that ensure legislative compliance and guide decision making.
- Utilize an existing Core Team to provide departmental leadership, staff development and accountability.
- Establish a clear performance appraisal process led by Core Team members with performance indicators connected to specific target performance.
- Compile patient feedback so that the Core Team can review areas for improvement and opportunities for growth.

Brightside Dentistry has the capacity to implement a new leadership structure through the Core Team that will ensure the gaps in support resulting from the resignation of the Office Administrator are addressed and create future stability ensuring Brightside Dentistry is no longer a person dependent practice.

Section 1: Introduction

Brightside Dentistry is transitioning due to the loss of a highly skilled, superior performer who managed various leadership and human resources functions within the business. This proposal investigates the opportunity to address the gaps the incumbent's vacancy creates, in particular the human resources and leadership functions.

Several steps have been taken in the development of the recommendations including interviews with the Owner and the Incumbent. A review of existing office manuals, policy and procedures, job descriptions, personnel files, and the National Occupation Classification to round out the information provided by the interviews.

This report provides sound recommendations around the critical functions of the Incumbent's role, however, the proposal is not exhaustive and does not address every responsibility connected to the Office Administrator's role. It is recommended that an additional review of the remaining areas is needed to ensure all aspects of the role are covered.

This proposal provides several recommendations in key areas to resolve the leadership and operations gap including:

- Policy and Procedures
- Leadership Structure
- Performance Appraisals
- Patient Feedback

With the intent to strengthen the business structure and reduce the future risk of person dependency resulting in improved:

- Profitability through scheduling management and production monitoring.
- Efficiencies through streamlining communication through Core Team members.
- Implementation and follow through on processes invested in by Brightside Dentistry through Core Team member follow up.
- Reduced risk associated with legislative compliance and subsequent fines and Ministry orders (e.g. Ministry of Labour).
- Business structure to ensure work plans are developed in areas including marketing and complaint follow up so that a change in staffing does not impact the continuity and improvement of business services.

Section 2: Data Collection

Section 2(a): Policy and Procedures

A solid foundation for business operations is the standardization of processes and decisions through the development of Policy and Procedures. Leadership should become knowledgeable in relevant legislation and ensure equal application of policies to all staff.

For the purposes of this proposal, Policy Manual refers to policies required by relevant legislation. Administrative or Office manuals reflect task specific procedures e.g. opening and closing procedures, ClearDent operations manual. Procedure manuals will be addressed at the end of the Policy and Procedures section as the priority is on legislative compliance.

Findings

Health and Safety (Ontario Health and Safety Act (OHSA, 1990)

Brightside has a Health and Safety Manual (H&S) created and reviewed by all employees in September 2015 as noted by the policy manual sign off sheet. The H&S manual reflects most (refer to Infection Control) Ontario Health and Safety Act (OHSA) legislative requirements including:

- Responsibilities outlined for the employer, supervisor, employee.(OHSA S(25), S(27), S(28))
- Violence and harassment in the workplace policy statement and procedures.(OHSA S(32.0.1))
- Work refusal procedures.(OHSA S(43))
- Staff injury reporting.(OHSA S(28))
- Critical injury reporting (death, unconsciousness).(OHSA S(51))
- Workplace Hazardous Materials Information System (WHMIS): training and Material Safety Data Sheets (MSDS).(OHSA S(18)(1))
- Monthly/Annual workplace inspection procedures and forms.(OHSA S(8)(6))

Challenges and Risks

The Ministry of Labour (MOL) is responsible for ensuring compliance with the Act through workplace inspections and follow up to anonymous complaints. Ministry of Labour Inspectors will enforce compliance through phone call interviews, onsite inspections and worker interviews. Inspectors focus on three (3) key areas (OHSA S(54)):

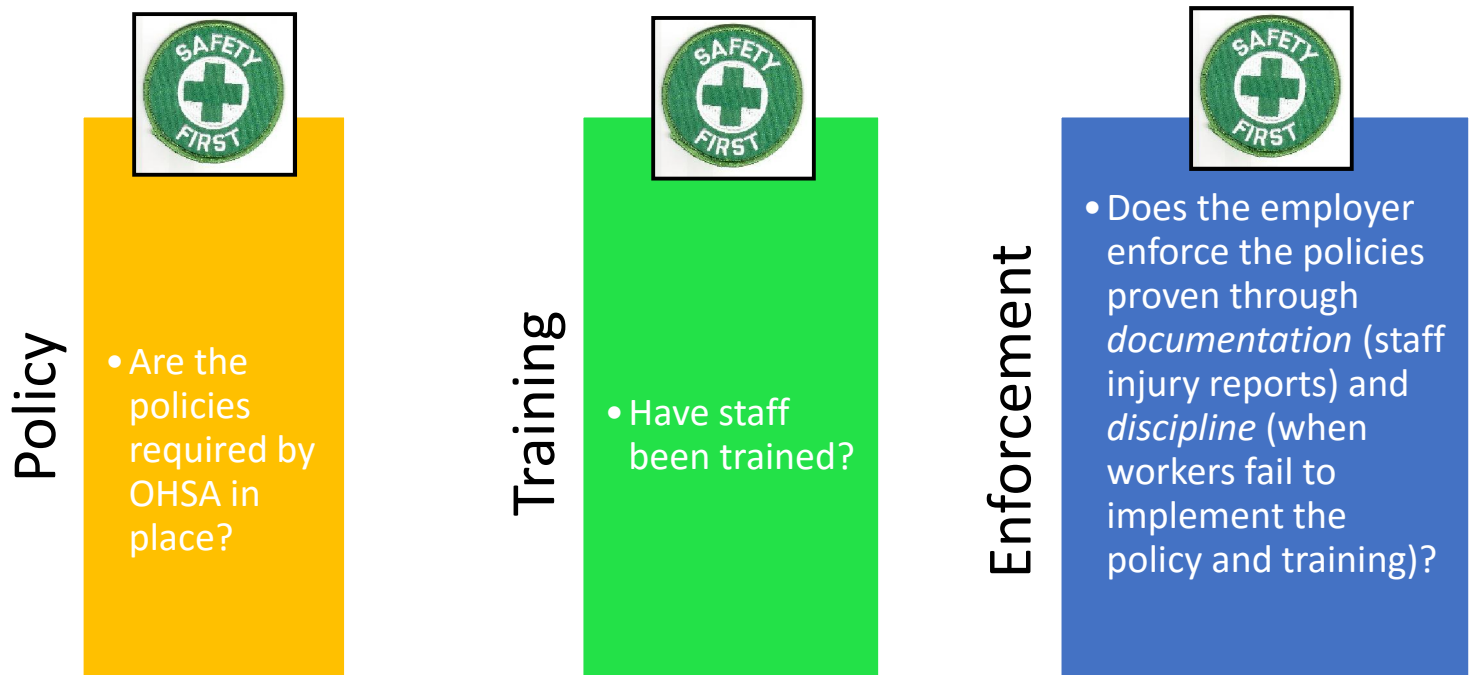


Figure 1 Policy Training Enforcement

Policies Required for Compliance

Following a recent review of the Brightside Dentistry Health and Safety manual, the following policy gaps have been identified and require attention to ensure legislative compliance:

1. Infection Control.
2. Up to date Material Safety Data Sheets (within 3 years).
3. Manufacturer binder with operating manuals for all of the specialized equipment at Brightside Dentistry (these are the owner manuals that come with the equipment and outline safe operating procedures and maintenance schedules).
4. The mandatory Policy Statements (Health and Safety and Violence in the Workplace) have been signed by a worker and the Owner as required by OHSA, however, neither statements are posted as required by the Act. These statements are required to be reviewed and signed by the Owner and the Worker annually and posted on the Health and Safety Board.

Training

Training in the Health and Safety Policy and Procedures, Violence and Harassment in the Workplace, Worker Awareness, and WHMIS has been completed for all staff within the last year (2015). New employee training is an area to consider as there is a lack of documentation that proves new hire training:

FEASIBILITY ANALYSIS

1. New hire orientation to and sign off of the Health and Safety Manual.
2. New hire training required by OHSA: Worker Awareness Training, WHMIS, equipment orientation, and Violence and Harassment in the Workplace training.
3. Annual refresher training for existing staff: Violence and Harassment, WHMIS.

Enforcement

While most policies are compliant and workers have reviewed and understand the policies as evidenced by the annual sign off form; implementation and follow up on the prescribed procedures appear to be a challenge. The implementation and follow through of **Staff Injury** reporting is of particular concern.

Several injuries have received First Aid treatment, however, there is no corresponding Staff Injury Reports completed. Staff Injury Report forms are available, staff have received the required training, and the Core Team leaders are aware of injuries, but there has been no clear follow up in the following:

1. Staff completing the Staff Injury Report form.
2. Review of workplace injuries to determine if a process, procedure or training will address a pattern of injury or reduce hazards present.
3. Discipline when workers do not follow the training and procedures present.
4. Annual injury statistics (general categories e.g. cut, fall, etc.) posted on the Health and Safety Board.

Workplace Inspections (monthly and annual) are not being completed on a regular basis (cannot be a management representative as per OHSA), and Material Safety Data Sheets (MSDS) close to/expired are not being replaced as the responsibility has not been assigned to one specific worker.

Risks Associated with Identified Gaps

The risk for Brightside Dentistry as it pertains to the implementation and follow up issues identified above includes:

- Ministry of Labour Orders (orders that identify non-compliance and a timeline to address deficiencies posted in the workplace and logged in the Ministry of Labour database).
- Ministry of Labour Fines (for serious infractions and repeated issues of the same nature to both Brightside Dentistry, the Owner and Staff individually).
- Lost time and insurance costs as a result of staff injury.

Human Resources Policy and Procedure (Employment Standards Act, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities, Personal Information Protection and Electronic Documents Act, Personal Health Information Protection Act,)

Brightside Dentistry is in the development stage of a Human Resources manual to meet the legislative requirements identified above. Each employee signs an offer of employment that has specific information about compensation and hours of work that is in compliance with the Employment Standards Act (ESA).

Recommendations

The following recommendations are designed to address the immediate risks based on the findings outlined above. The recommendations also identify a staff role to ensure ongoing follow up for the key responsibilities as it relates to policies and procedures in the absence of the Office Administrator. Once implemented, the Owner/designate must ensure if a staff has ongoing health and safety responsibilities and resigns, that another Brightside Dentistry staff is trained and takes over the responsibilities ensuring continuity in business functions and risk management.

Recommendations	Staff Responsible
Health and Safety	
Post Health and Safety Policy Statement and Violence and Harassment Policy Statement on the health and safety board.	Worker Member
Develop Infection Control policy and procedures.	Owner
Review MSDS binder, removing and replacing expired sheets and updating sheets nearing expiration.	Worker Member
Identify and speak with potential worker health and safety representative about conducting workplace inspections, collecting statistics, managing the Health and Safety Board and being the point person if MOL is present in the workplace.	Owner
Train worker member to be knowledgeable in the health and safety policies and procedures through one-to-one training on the Brightside Dentistry policy manual.	Owner
Train worker in the completion of monthly and annual workplace inspections.	Owner
Train worker in compiling data around staff injury reports and follow up.	Owner
Provide shadowing during workplace inspections.	Owner
Complete quarterly cross inspections of the workplace to evaluate the completeness of worker inspections.	Owner
Sign off annual Policy Statements (Health and Safety and Violence and Harassment) and post on health and safety board.	Owner and Worker Member

FEASIBILITY ANALYSIS

Develop new hire health and safety orientation checklist outlining all areas for training: <ul style="list-style-type: none">• H&S manual review.• WHMIS training and signoff of MSDS.• Worker Awareness training.• Violence and Harassment training.• Workplace injury reporting.• Equipment orientation and training.• Fire evacuation training.	Worker Member (who will also provide training)
Complete annual staff training for existing Brightside Dentistry and work with the Health and Safety worker representative to take on the responsibility for planning and leading the training.	Worker Member
Human Resources	
Develop a Human Resources Manual that ensures legislative compliance in the following areas: <ul style="list-style-type: none">• General (breaks, computer use, personal information, confidentiality, fiduciary responsibilities).• Compensation (hours of work, break periods, vacation, jury duty, health benefits).• Protected Leaves of Absence.• Progressive Discipline.	Owner

Section 2(b): Leadership Core Team

Findings

There is currently a Core Team (CT) at Brightside Dentistry with employees representing the key areas of the business:

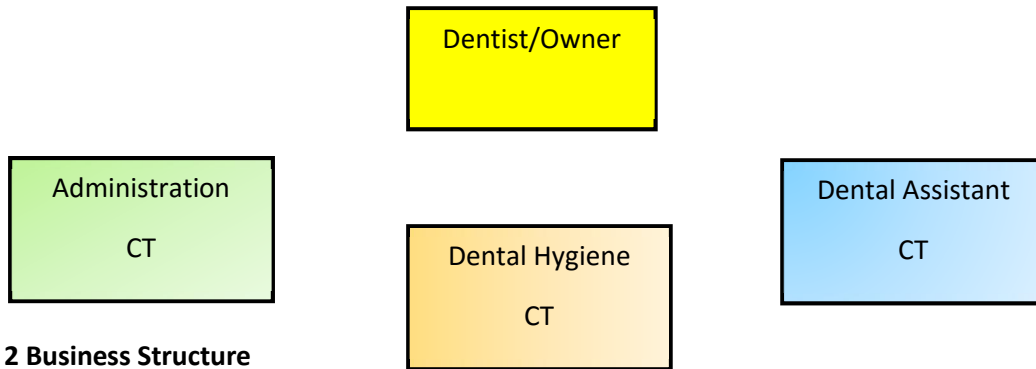


Figure 2 Business Structure

The CT meets regularly with the Owner and Office Administrator to share information and establish goals related to the business. The effectiveness in how the CT team transfers information from their meetings to their department staff is unclear as there is frustration surrounding the failure of staff adopting processes and/or completing documentation. Furthermore, The Office Administrator carried a significant role in the implementation of changes and follow up.

Challenges and Risks

1. An identified issue surrounds the **implementation** of new processes and/or procedures. Information shared through the CT meetings and Quarterly Staff Meetings fail to be successfully and consistently implemented resulting in financial loss (monies invested in development and training) and increased risk for the business. For example: staff received training in health and safety and reporting workplace injuries in June 2015. Staff injury forms were readily available, but staff have not been completing the reports as required by the Staff Injury Reporting policy.
2. The current function of the Core Team appears ineffective as the Owner has to communicate directly with all Brightside Dentistry staff as it appears the CT members are not effective in implementing and/or **following up** with staff. Traditionally, overall follow up was the responsibility of the Office Administrator and Owner who have significant responsibilities beyond the day-to-day employee management responsibilities and are unable to follow up on a regular basis with each individual staff member resulting in stalled and/or failed implementation.
3. **Targets** (vitals) have been established, but are not well understood by the majority of staff. The importance of:

FEASIBILITY ANALYSIS

- I. Understanding what the business/department targets are
- II. How they were developed
- III. How actual performance is measuring against target data

is critical to meeting the larger profitability goals of Brightside Dentistry. When only a few understand the target information, targets are *unlikely* to drive individual staff performance and as a result, achieve the profit goals of the practice.

4. Many of the CT members took on the role when the practice originally opened and as the business evolved, those same individuals may ***lack the leadership skills*** necessary to match the business growth. This may be further compounded by scheduling as the current CT team is comprised of full time staff and part time staff (2 days/week) impacting their ability, as CT members, to both implement and follow up with department staff.
5. A final concern is that the Core Team is not ***managing the operations***. For example, the Owner expressed that there have been times when only one (1) Associate has been at the office, however, two (2) Dental Assistants remained for their entire shift and three (3) Office Administration staff was supporting a reduced dental team. Without the Owner onsite to question the staffing levels, an estimated staffing cost of \$544.00 (\$68.00/hour x 8 hours) for one day was incurred. Staff scheduling is having a direct impact on the overall profitability of the business; however, the Core Team is not responsible for managing staffing levels as it was previously managed by the Office Administrator.

Recommendations

The following recommendations are made from a position that evaluates the overall goals of Brightside Dentistry and avoids using a traditional task based reassignment approach. For example the following recommendations avoids stating *the Office Administration did this task and now employee ABC will now complete the task*. The focus of the recommendations is on the purpose behind what the Administrator did and evaluates what structural changes would better achieve the practice goals and then assign the tasks associated to the role best able to implement and follow up.

FEASIBILITY ANALYSIS

The following recommendations shifts the leadership role from the Office Administrator to the Core Team in areas including:



Figure 3 Core Team Areas

Further recommendations are made to address the person dependency issues as many functions performed by Brightside Dentistry staff are only known to those staff members performing the role. While cross training provides an opportunity to transfer knowledge, a stronger strategy is the development of procedures listing step by step directions so that any new staff or other Brightside Dentistry staff can execute key tasks in the absence of the employee who regularly fills the role. These procedural manuals can also assist with the orientation of new staff and increase accountability through training and access to the procedures.

Recommendations	Staff Responsible
Increase profitability through improved scheduling led by the CT members.	
Discuss scheduling responsibilities with each CT member to garner buy in and address immediate barriers. Ask questions to the CT member such as: <ul style="list-style-type: none">• How do they feel about taking on the responsibilities?• What will they need (resources, training) to be effective in taking on the scheduling?• What challenges/concerns do they have around scheduling responsibilities?• When will they complete the scheduling? (May require additional staffing hours to be taken on by each Core Team department manager).	Owner

FEASIBILITY ANALYSIS

<p>Determine scheduling practices as a CT team for consistency and staff buy in:</p> <ul style="list-style-type: none"> When shift reductions are necessary, what process will be followed to decide what staff will not be scheduled? Option: first offer staff time off who want to use vacation time, when no one comes forward select the staff based on a rotation that is administered by the CT team member to ensure scheduling is equitable when all staff taking turns for time off. 	CT team member
<p>Provide scheduling training to each CT (Administration, Dental Hygiene, and Dental Assisting) member through the development of staffing level thresholds:</p> <ul style="list-style-type: none"> The office is at full staffing complement. When the Primary (Owner) is off. When an Associate is off. When both the Primary and Associate are off. All of the above examples factoring the number of Dental Hygienists present. 	Owner
<p>Implement a health and safety program that minimizes risk through the assignment of Core Team responsibilities.</p>	
Core Team members to discuss health and safety at both Core Team and department team meetings. Health and Safety becomes a standing agenda items and minutes should reflect the discussion that takes place.	Core Team members Worker rep Owner
Core Team members to be responsible for reviewing and following up on all staff injury reports. As patterns emerge or new hazards are identified, the Core Team member is responsible for developing safe work practices in partnership with their team. For example: safe transportation of instruments in dental hygiene. These practices would become new Health and Safety Manual procedures.	Core Team members
Core team members to review annual injury statistics as a Core Team and within the Department.	Core Team members Worker rep
Core Team members to provide training and supervision to ensure staff are complying with the health and safety policy and procedures. Infractions noted are to be documented, follow up training provided, and depending on level of infraction or seriousness of infraction, discipline (in consultation with the Owner).	Core Team member (Discipline is done in conjunction with the Owner)

Manage staff performance through establishing and monitoring performance targets to increase practice profitability (hygiene and administration).	
Clarify vitals (targets) with each CT member regarding their specific department: <ul style="list-style-type: none"> • How are the targets established? • How often are targets tracked? • How are the target performances shared/distributed? • Who reviews and reports on targets? 	Owner
Create a culture of outcome based performance through: <ul style="list-style-type: none"> • Ongoing target communication emphasized at CT meetings as it creates shared accountability for the overall profitability of Brightside Dentistry. • Develop performance incentives for those employees exceeding target and for the CT member managing the employee/team. • Communicate target performance of each department to all staff by the Owner to emphasize the importance of targets and encourage ongoing achievement or pressure to improve. 	Owner/CT Team
Hygiene Targets of: \$175 billed per hour: <ul style="list-style-type: none"> • Is this target an <i>average</i> or a <i>minimum</i> meaning: divided over hours divided by total amount billed OR each hour must meet \$175 billed • If calculated as an average, clearly define what “hour” means: is it all scheduled hours or only direct patient care hours • Introduce targets at department meeting by the CT member reviewing the above listed points. The CT member should seek to gather input and problem solve any concerns. This information and feedback should be shared at the CT team meeting. • Establish target review dates so that staff are provided ongoing feedback around individual target performance in hygiene to: celebrate success and encourage ongoing performance or to problem solve why targets are missed and develop a plan to improve performance that is reviewed on a regular basis. 	Hygiene CT member

FEASIBILITY ANALYSIS

<p>Administration Targets of: all available appointment spots filled and 100% customer service experience</p> <ul style="list-style-type: none"> Review schedule of operating hours to determine total number of appointment times per Dentist, Specialist and Dental Hygienist for maximum target appointment times. Develop tracking sheet based on this data for each day of the week (allows for reducing specific slots if a staff member is off). Complete daily records of actual appointment times. Train staff on call backs to ensure that Administrative staff have the skills and knowledge to fill available time slots. Conduct weekly target reviews with Administration to celebrate success and to problem solve why targets are missed and develop a plan to improve performance. Consider shifting Administrative schedules to address no answer/call backs if calling to fill appointments during the day is ineffective. 	Administration CT member
<p>Establish procedures for key functions to reduce person dependency and ensure consistent training and business continuity in the absence of specific staff.</p>	
<p>Develop a ClearDent training manual for each position that utilizes the software with step by step instructions on:</p> <ul style="list-style-type: none"> Entering patient information, notes, and follow up documentation. Completing messages in ClearDent. Entering billing information. New employee: time tracking, password set up, and payroll. Scheduling patient appointments. 	Dental Assistant Dental Hygiene Administration CT Team Members
<p>Develop Office Manual outlining:</p> <ul style="list-style-type: none"> Opening and closing procedures. Patient and insurance billing. Cleaning and maintenance procedures (washroom). Phone etiquette (how to answer calls, forward calls). Ordering supplies. Dealing with difficult/dissatisfied patients. Contractor contact list: plumbing, heating/cooling, electrician. 	Administration CT member
<p>Develop a new employee orientation checklist that identifies specific training needs in addition to mandatory training:</p> <ul style="list-style-type: none"> Associates. Dental Assistants. Dental Hygienists. 	Dental Assistant Dental Hygiene Administration CT Team Members Owner

Section 2(c): Performance Appraisals

Findings

The current appraisal structure is limited to annual reviews. New employees are placed on probation for a period ranging from three (3) to six (6) months and continue with employment without a formal evaluation of skills. Annual reviews are a challenge to schedule in the current month due to staff schedules and management schedules resulting in a one (1) to (4) month delay.

The Owner conducts the appraisal in partnership with the Office Administrator.

Challenges and Risks

The primary challenge surrounds appraisals being completed on time. If there is a concern with the overall performance of an employee, the information is discussed by a management team member who does not directly supervise the employee. Furthermore, when appraisals are delayed it allows the performance issue to continue and in cases of termination, may result in higher severance and termination payments as the employee may argue that they were unaware or that the issue was not significant enough to warrant termination given the delays in the appraisal process.

Recommendations

The following recommendations are made with the assumption that the Core Team members take on the leadership and development responsibilities within their teams.

Recommendations	Staff Responsible
Utilize Core Team Leadership to Develop and Administer Performance Appraisal System.	
Core Team members to monitor and evaluate employee performance throughout the probationary and regular employment period. Documentation of performance to be recorded regularly.	CT team member
Complete written probationary reviews with recommendations to continue/terminate the employment relationship. Final approval will come from the Owner	CT team member and Owner
Provide employee with annual appraisal to gather feedback and add input into the formal appraisal document. Obtain final approval of the: <ol style="list-style-type: none"> 1. Appraisal document 2. Recommendation for pay grid increase 	CT team member, employee and final approval by Owner
Schedule and conduct probationary and annual appraisal with employee. Including signoffs. Copy signed documents for employee and personnel file	Core Team member

Section 2(d): Patient Feedback

Findings

Brightside Dentistry solicits patient feedback through an online survey that is emailed to each patient, who has provided an email or text authorization, following each appointment. Patients have also called the Office Administrator directly.

Concerns are often resolved through a telephone conversation or apology email. There is no evidence that the data is tracked and reviewed for patterns of concern, success, or improvement.

Challenges and Risks

The current online survey is not in compliance with AODA legislation (AODA S(12)). Accessible forms of the survey should be available that ensures all people, including those with an intellectual or physical disability, are able to provide feedback.

A second issue surrounds the summary and review of all complaints to identify patterns or areas for improvement. Pulling the data together and presenting it to the Core Team provides an opportunity to improve the Patient experience in every department.

Recommendations

The following recommendations are based on creating a process for gathering and compiling data from the surveys, which is a process not currently in place. The survey recommendations focuses on 2 goals: to ensure survey meets AODA legislative requirements and to compile and evaluate data to improve patient satisfaction and retention.

Recommendations	Staff Responsible
Develop Survey in Several Accessible Forms to Comply with AODA.	
Survey to be made available: <ul style="list-style-type: none"> As an online form (current) As a print form that is available in the office and patients can request assistance from the administration department to complete (new) As an online form with voice commands for the visually impaired (new) 	Owner
Utilize administration staff to summarize patient responses on a monthly basis and submit copies to the CT team members for review.	CT team member and Owner

Utilize survey results to develop strategic business plans.

CT Team to review summary report identifying:

- Areas of strength – to be shared with their individual teams
- Areas for improvement – to be shared with their individual teams
- Plan of Action to address areas for improvement that requires updates from the CT team as to the activities department employees have done to improve/meet the Plan of Action goals

CT Team and Owner

Section 3: Conclusion

Summary of Findings

Brightside Dentistry is going through a significant change with the resignation of the Office Administrator role. This proposal conducted an investigation into resolving the human resources deficiency and found:

- Policy and Procedures: a number of policies and procedures are required to ensure legislative compliance.
- Development of the Core Team Leadership: the Core Team is currently absent in any leadership capacity although, the department Core Team members could address a number of the leadership responsibilities the Office Administrator completed.
- Redefining the Performance Appraisal System: there is a lack of a clear performance evaluation system.
- Utilizing Patient Feedback to Identify and Improve the Patient Experience: data is collected, however, it is not assembled and reviewed into data that can be used for strategic planning.

Overall Challenges and Opportunities

The primary challenge identified throughout the proposal is that the existing structure at Brightside Dentistry was person dependent, leaving the business vulnerable if that person left. The recent resignation of the Office Administrator provides Brightside Dentistry with the opportunity to review and develop an infrastructure that:

- Reduces person dependency through policy and procedure manuals.
- Shares and develops leadership within the practice by developing and empowering the Core Team members who will oversee the performance of their individual departments
- Improves legislative compliance by developing a Human Resources manual and implementing the existing Health and Safety manual procedures.
- Improves profitability through a target based outcome performance system led by Core Team members and is integrated into staff appraisal system.
- Develops strategic plans that reflect patient feedback.

Recommendations Summary

Overall, Brightside Dentistry is a strong business as evidenced by its continued success after 5 years of operation. The growth of the practice has Brightside positioned to move its structure to the next level allowing for the business to implement systems that, regardless of the staff, will ensure a stable business model for years to come.

Works Cited

The Occupational Health and Safety Act. Ontario: Ministry of Labour, 1990. Web 01 Aug. 2016.

<www.ontario.ca/laws/statute/90o01?_ga=1.111654151.2096102724.1471054579#BK66>

Accessibility for Ontarians with Disabilities Act. *Integrated Accessibility Standards*. Ontario: 2005. Web

01 Aug. 2016. < www.ontario.ca/laws/regulation/110191#BK11>