

To: Dr. P. Smith
From: Michelle O'Neill. MO
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Subject: Proposal to Resolve the Human Resources Deficiency at Brightside Dentistry

Background

Brightside Dentistry is a growing dental practice in its 5th year of operation. The current staffing complement includes 1 Primary Dentist (Owner), 3 Associates (Dentists), 3 Dental Hygienists, 3 Dental Assistants, 3 Administrative Assistants, and 1 Office Administrator. Since opening Brightside Dentistry the Human Resources (HR) functions have been covered by the Office Administrator and effective July 8 2016, the incumbent will be leaving the practice due to a change in family employment.

Statement of the Problem

The Office Administrator oversees general operations in several key areas: accounting (accounts receivable/payable), patient management (scheduling, filing, and billing), building and maintenance (working with contractors to maintain equipment and building), and human resources (policy and procedures, training, recruitment and selection, and ensuring legislative compliance). Critical areas of the business are at risk because of the incumbent's depth of knowledge. A number of the job responsibilities including billing and maintenance are task based responsibilities executed through newly purchased software or through maintenance contracts. The specialized nature of the HR functions and surrounding risk and financial liabilities (e.g. terminations, staff turnover, and legislative non-compliance) presents significant financial risks to Brightside Dentistry. The reallocation of HR duties is critical to reducing these risks and ensuring the continued growth and quality patient service Brightside Dentistry is known for. The resulting vacancy provides an opportunity to review how the HR functions could be covered without replacing the position.

Proposed Solution

This proposal offers a realistic and effective plan for reallocating the HR functions. A feasibility study may result in reorganizing human resources responsibilities that are task based to existing staff and employing a consultant for more specialized areas such as policy development, staff development, discipline, and termination thereby reducing the costs associated with the Office Administrator position without losing the expertise.

The feasibility of redistributing the HR functions to other Brightside Dentistry staff will first begin by identifying current activities (payroll, evaluations) performed by the Office Administrator, then identifying critical HR areas that appear as gaps, followed by an evaluation of existing staff skills and capacity and then show how HR functions can be reallocated to address the gaps when the incumbent leaves.

Scope

To assess the feasibility of transferring HR responsibilities, the following areas will be pursued:

1. What policies and procedures are currently in place?
2. What HR functions are critical?
3. Are there existing gaps in the HR functions at Brightside Dentistry?

Proposal

4. What is the function of the “Core Team”?
5. What areas require HR specific expertise?
6. What processes will need to change if duties are reallocated?
7. What additions/changes need to be made to existing job descriptions based on changes made?

Benefits

There are several key benefits to reallocating existing HR functions:

- Improved utilization of existing resource.
- Process efficiencies.
- Reduced risk associated with legislative compliance.
- Lowered risk as business structure reduces vulnerability if one employee leaves.

Methods

The feasibility study will review primary and secondary data sources including:

Primary Sources

- Interviews with the Primary/Owner.
- Interviews with the Incumbent.
- Observations of office operations to identify skills and capacity.

Secondary Sources

- Review of National Occupation Classification for duty descriptors and responsibilities.
- Review of Brightside Dentistry job descriptions.
- Relevant legislation including Occupational Health and Safety Act (OHSA), Employment Standards Act (ESA) and Accessibility for Ontarians Disability Act (AODA).
- Review of existing policy manuals.

Qualifications

As an independent Registered Dental Hygienist operating an independent practice, I have over 5 years' experience in office management including HR and policy development. I am well versed in all areas of business operations and applicable legislation including AODA, ESA and OHSA. As a graduate of Dental Hygiene from George Brown College and as a current student of the University of British Columbia, I have strong research and analytical skills.

Conclusion

Brightside Dentistry is at an important fork in the business growth road due to the resignation of the Office Administrator. I strongly believe that the HR functions could be reallocated resulting in improved efficiencies, increased capacity in knowledge sharing, and improved risk management. These improvements will ensure a stable management structure that will support the growth path of Brightside Dentistry.