



Resources for hiring, retaining, and caring for your team





Table of Contents

Key Hiring Tips	3
Leveraging HR Best Practices to Prepare for the Future	4
Finding Your Breath in a Busy World	6
The Importance of Practicing Self-care During Uncertain Times	7



Key Hiring Tips

Christy Dvoracek, Director of Talent, dentalcorp

Published: January 5th, 2021

The start of a new year is an opportune time to assess your resources as you begin to execute your goals – one such resource being your pool of talent. The below are useful tips to keep in mind as you set out to add top performers to your roster in the year ahead.

Actively Seek Referrals

My foremost talent tip is to actively seek referrals. Top performers are likely to know other top performers, so tapping into their networks will be worth your while. Having a pool of candidates recommended by individuals who understand your practice, its culture and values, will increase the likelihood of new hires successfully performing in their roles. Further delve into your own network and expand your opportunity's reach by promoting on professional networking sites like LinkedIn, Indeed, and alumni associations.

Ask Telling Questions

Once you have identified candidates and entered the interview stage, asking a blend of behavioural and situational questions can help you gain valuable insights into how they are likely to perform. Whereas behavioural questions offer insight into how a candidate acted in the past (e.g. "Tell me about a time when you handled a challenging situation"), situational questions shed light on how the candidate might handle a situation in the future (e.g. "Tell me how you would approach a difficult patient"). Both are useful indicators of behaviour and will help you understand how likely he or she is to succeed in their environment.

Assess for Cultural Fit

It is important to take the time to assess a candidate's character and whether he or she will ultimately be a good fit for the team. While each practice will have its own set of core values, it is necessary to identify prospective team members who are aligned with—and actively demonstrate—your practice's values. Identifying individuals who will champion your practice's values will contribute to the overall success of your team. Additionally, assessing an individual's interpersonal skills will provide a good understanding of chairside manner. While not all clinicians are naturally outgoing, it is important to pursue candidates who have excellent chairside manner or are working to excel at this skill.

Vet Candidate Backgrounds

Lastly, it is crucial to have a process in place to ensure the individual is registered and in good standing with their governing board. Building this step early into your hiring process will help save you time and energy by weeding out unqualified candidates in advance. Before connecting with the individual, look him or her up on their academic institution and/or regulatory board website to confirm credentials.

Leveraging HR Best Practices to Prepare for the Future



Published: September 10th, 2020

Effective human resources (HR) initiatives are vital for any practice to operate successfully. In order to build a productive and fulfilling employee and patient experience, practice leaders must thoroughly understand what everyone values. Dental practices need to stay on top of HR best practices so team members can focus on the most important aspect of all—providing optimal patient care.

Following HR best practices has never been more important than during these times of uncertainty. No one could have predicted this global crisis. Not only have the majority of businesses been disrupted, but it has forced a major reset. Dental practices across Canada have had to develop new policies and procedures to adapt to the new normal. Changes, especially when it comes to HR, will be long-lasting and essential to prepare for the future of your practice.

Employee Security

The onset of the pandemic forced most practices across Canada to close, causing panic amongst employees. With practices now back up and running, it's important for employees to feel a sense of security after months of intense uncertainty. **It is your duty as an employer to make your team members feel safe.** Many employees are experiencing feelings of anxiety during these challenging times, so it is essential to take the time to listen and validate their fears and concerns. It is also your responsibility as a leader to ensure all team members are educated on the new health and safety protocols and procedures in place and how they serve to protect against the spread of the virus. Providing security for your team members improves the overall reputation of the practice, the bottom line, and most importantly, employee engagement. The concept of security is essential and benefits the practices overall when it comes to retaining employees.

Recruitment & Hiring

All practices should have established HR policies and procedures that ensure the right person is selected for each job within the practice. These processes should be developed and reviewed against current best practice standards. Finding new team members that are the right fit for the practice is crucial for its continued success. This entails assessing both soft (interpersonal) and hard (technical) skills. It's important to remember that while some skills can be learned, others cannot. Map out in advance what skills candidates need to come to the table with and what can be taught. Keep in mind, recruitment requires patience. It used to be about finding the right person for the job. Now it's about finding the right person that will do the job, enjoy the job, and want to stay and grow with the practice. Don't forget to consider the impact of new hires on the rest of your team members. Building a team of people with similar work ethic and drive will help with productivity and overall practice growth.

Training & Development

A key HR best practice is to invest in ongoing training and development opportunities for the practice team. After hiring and onboarding the most qualified people, you need to ensure they remain frontrunners by constantly improving their skillset. Every role is unique and will require different tools for success. Providing training opportunities in areas such as diversity, leadership, and conflict resolution can enhance the work environment by showing your full support and encouraging team members to grow. Mentorship programs also provide a terrific opportunity for less experienced employees to learn from seasoned team members.

In all industries, learning has become a way to stay innovative and sustain a competitive advantage. Dentistry has certainly evolved over the years, and it will continue to advance in the coming years. The next generation of clinicians will be looking for development opportunities, as this is a key element to ensure personal and professional growth. It's important to help assist in building skillsets in order to create employee engagement and, most importantly, overall satisfaction in the workplace.

Transparency

A crucial HR practice is transparency and should be a key aspect of the practice culture. In order to build and maintain trust with your employees, **creating an environment that promotes open and honest communication is essential**. It's important to clearly communicate processes, purposes and expectations for the practice to operate successfully, especially during these challenging times. Leaders should never underestimate the value of communication when it comes to operating a successful practice. Ask your team for input and ideas and listen to their perspectives. Without transparency, employees will lack the required direction. It's also important to share performance results and involve team members in decision making. As a leader, keep in mind that you play an integral role in shaping the practice culture.

Using these key HR best practices in your practice can help increase employee retention and overall engagement. Employees will feel their happiest when they receive the necessary training and have the opportunity to apply their abilities to do their best work. Use your skills as a leader to show employees that they are appreciated and valued. If any of the above mentioned best practices are already a part of your practice, you're on the right track for continued success.



Finding Your Breath in a Busy World

Dr. Craig Young, Orijin Integrated Dentistry, dentalcorp Partner since 2013

Published: March 1st, 2021

You're half an hour behind and you have three hygiene checks to perform. Mrs. Brown's implant crown popped off while an assistant was taking an impression, not to mention the servers are down and the receptionists are panicking.

Your heart is pounding, you're getting heartburn, and your stress is overwhelming. What do you do?

Take Three Deep Breaths. Breathe In Slowly. Hold Your Breath. Breathe Out Slowly.

As emotions go up, intellect goes down. Intelligent and creative solutions cannot arise in the midst of strong emotion. Taking three deep breaths will quickly reduce overwhelming emotions and allow you to think and create solutions.

Stress—whether emotional or physical—leads to high sympathetic tone. This is commonly known as the fight-or-flight response. When in high sympathetic tone, our bodies shut down all processes that are not directly involved in either running away from or fighting the “threat” in front of us. This includes shutting down our digestive tracts and that little valve called the cardiac sphincter between the stomach and oesophagus, leading to acid reflux and heartburn. Stress also leads to spiked adrenaline and, if chronic, also to a cortisol response. Ideally, a high sympathetic tone should resolve once the threat is out of sight. But what happens if the threat never goes away? What happens if life keeps throwing threatening events at you?

Take three deep breaths.

Three deep breaths will help modulate high sympathetic tone and will stimulate the vagus nerve and increase parasympathetic tone. In other words, taking three deep breaths will turn back on the systems that shut down during a high sympathetic tone/fight-or-flight experience.

Three deep breaths can also be used to reduce the experience of pain, can be helpful in managing headaches and migraines and can be used to improve athletic performance. Add deep breathing to your toolbox and teach it to your staff and patients.

Join me in taking three deep breaths as you read this - you won't regret it!

The Importance of Practicing Self-care During Uncertain Times



Published: November 16th, 2020

2020 has been a year of tremendous social and economic hardship across the world. Living amidst a global pandemic has forced us to rethink many aspects of our lives. This time of uncertainty has undoubtedly tested our emotional strength and well-being. That said, it has also presented a unique opportunity for us all to realign, refocus, and reevaluate what it is that we really want and need when it comes to self-care.

Developing a tailored self-care plan, which focuses on the physical, emotional, spiritual, intellectual and social aspects of your life, can strongly enhance your overall health and well-being, and better equip you to deal with life's stresses. Take a moment to reflect on how you are doing in the following areas of self-care and where you need to devote more attention.

Physical Self-care

Listening to—and taking care of—our bodies is an essential component of self-care. Physical health is one of the most important elements we can prioritize, yet it often remains a neglected part of our lives. Focusing on your health is adding a level of intuition to every area of your life. Ways to practice this form of self-care can involve healthy eating, getting a full night's sleep, and exercising. It's important to focus on mindful movement that works best for you. Physical self-care is about being intentional in how we take care of our bodies, by listening closely and giving them what they need to thrive.

Emotional Self-care

Emotional self-care is about becoming more in tune with our emotions. Our emotions are the most present, vital and sometimes painful force in our lives. It's important to check-in with yourself, striving to become more mindful of triggers. By self-reflecting, it assists in finding ways to work through the emotions, rather than suppressing them. When you can't control what's happening, it's important to challenge yourself to control the way you are responding. It is well-known that how we respond to stress affects our overall health. Keep in mind, we all need emotional support from time to time. It's important to allow yourself to feel a wide range of emotions, including negative ones. Experiencing strong emotions and asking for help to cope doesn't make you weak—it makes you human. And confronting that vulnerability will ultimately help make you stronger.

Spiritual Self-care

When you practice spiritual self-care, you are nourishing your soul. It is not necessarily about finding a connection to a higher power, but more so to deepen the connection with your higher self. Simply being aware of your connection to spirituality can create mindfulness, whether by practicing meditation, yoga, or immersing yourself in nature. It's the practice of being aware of what is happening in the current moment, without wishing it were different. It's also the opportunity to do less with more intense focus.

Intellectual Self-care

Intellectual self-care focuses on personal growth. This includes engaging in something you enjoy that fully nourishes and challenges your mind. To expand your knowledge, it's important to continuously focus on the pursuit of learning and education. Engaging in new things, while having a positive mindset, pushes mental boundaries to expand your skillset. Embracing new ideas or learning a new skill can be very rewarding self-care activities. By cultivating intellectual wellness, you have the opportunity to discover untouched hidden potential.

Social Self-care

By nature, humans are social beings. It's important to develop connections and deepen relationships with people in our lives. Social self-care is necessary to remind yourself and others that you and your needs are important. Engage in activities that include others who lift you up, make you feel like your best self, and inspire you to do better. A key component to a healthy relationship is knowing that you can rely on the strong relationships you've built to help take care of yourself.

Caring for our body, mind and soul is our greatest responsibility. Simply put, you are your home—take good care of it.
