



Practice Assessment- Hiring and Retention

We know recruiting and hiring can be one of the most difficult managerial tasks in the practice. To gain momentum in this area, it is important to attract and retain the best staff (talent) possible. Team members must align with your vision for the practice to take your business to the next level. Surveys regularly reveal money is not the only motivator for hiring and retaining employees. There are many other important factors that employees consider when joining or staying with a practice.

Review the following list of questions, considering what you do well and what areas you could improve. Highlight those you do well in job postings and during interviews. Meanwhile, develop a plan to improve on areas that you need to in order to retain current and newly hired talent.

Enter a number 1-5 for each line (1 Rarely, 3 Often, 5 Consistently)

_____ CHALLENGE:

How good are you at growing and challenging your team? Doing the same thing every day can lead to stagnation, often leading to high turnover. Do you have written expectations, in the form of job descriptions and regular growth meeting goals, for each team member? Are you training team members on additional skills? Are you incentivizing performance with some form of reward? Do you mentor team members?

_____ WORK ENVIRONMENT:

How well do you show appreciation to team members? How healthy is the culture of the practice? Does the team trust each other- and you? Is there any flexibility with work schedules?



____ADVANCEMENT:

How much room is there for your team members to grow within the practice from a position and compensation standpoint? Do team members have clear job descriptions and regular meetings to determine and discuss growth goals? Opportunities for CE to expand their skills? Regular training opportunities?

____PEOPLE:

How good are your people and how healthy is your culture? Do you have A+ employees that excel at what they do? How good is communication within the team? Are your employees happy? Do they demonstrate integrity? Are your patients happy? How is your staff turnover rate?

____SECURITY:

How much attention is paid to safety in the practice? Do team members ever express anxiety about job security or patient volume in the practice? Do team members feel their jobs are secure? How safe do team members feel in the practice? Do you support ergonomics in the practice? Do team members get regularly scheduled breaks and lunches? Are you continuing to follow safety guidelines in regards to Covid19 and other transmissible disease prevention?

____COMPENSATION:

Do you pay at least the average for your area? You can find this data on websites such as: bls.gov, Glassdoor.com, Payscale, etc. Do you have competitive benefits such as medical insurance, profit sharing and tuition reimbursement in place as well?

Additional suggestions for hiring and retaining in a tight job market:

- Expand your requirements – you may not get 5-10 years' experience you'd like, but you might get three.
- Post on a number of different platforms – job boards, social media, seek referrals
- Don't recycle resumes – keep them. If an applicant had too little experience, but felt like a good fit, hang on to the resume in case you have another opening later on.
- Properly [interview](#) to weed out toxic people. Otherwise, you'll be hiring all over again in a few months.



- Make your job offer enticing- think about the whole human being as well as a strong compensation model. Consider a CE Stipend, massage benefits, expanded PTO, gym memberships, dog walking stipend, etc.
- Trust your star team members' input
- Hire the right candidate- if what they want is a weak area for your practice- they won't stay long.
- Consistently refer to strengths above in ads and in interviews.
- Commit to a plan to consistently improve what's lacking in the practice. Revisit this list annually.



Applicants name: _____ Date: _____

References called: _____

Starting compensation requested: _____ Employment availability: _____

Working knowledge of which computer software programs: _____

Evaluation of:

Verbal skills

Phone voice

Coachability

Enthusiasm/ energy

Professionalism

Teamwork

Suggested Hygienist Interview Questions

1. Tell me about your hygiene experience. What is your periodontal philosophy/ approach?
2. What, to you, is a hygienist's primary role in private practice?
3. Tell me how you build loyalty with patients
4. What has your role been in the case presentation process?
5. What do you appreciate most in a dentist (time management, approachability, clinical ability)?
6. What do you appreciate about a dental office (equipment, technology, patient flow, teammates)?



7. How do you feel you would fit with this practice? What interests you about this practice?
8. Tell me about a time you had a conflict with a co-worker and how it was resolved
9. How would you like to grow professionally- what skills would you like to develop?
10. How would you grow the practice? Have you regularly asked for referrals, if so what is the verbiage you use?
11. How do you explain the difference between a prophylaxis (D1110) and a periodontal maintenance (D4910) procedure to patients? How do you address the potential additional out-of-pocket expense for the D4910?
12. How do you explain to a patient that they need periodontal therapy (SRP/D4341/D4342)?
13. What questions do you have for me?



Applicants name: _____ Date: _____

References called: _____

Starting compensation requested: _____ Employment availability: _____

Working knowledge of which computer software programs: _____

Evaluation of:

Verbal skills

Phone voice

Coachability

Enthusiasm/ energy

Professionalism

Teamwork

Suggested Front Office Interview Questions

1. What's most important to you when selecting a dental office to work in?
2. What interests you most about this position?
3. What are your 5-year goals, personal and professional?
4. What work environment is optimal for your satisfaction and performance?
5. Have you ever been terminated from a job? What were the reasons?
6. Tell me about a time you have had a conflict with a co-worker and how you handled it



7. Describe your current position and responsibilities.

8. How would previous co-workers describe you?

9. What features of your previous job did you dislike?

10. What financial parameters for the practice did you review monthly and what were your goals? (total AR, Aging AR, open hours, etc.)

Scenarios:

How would you handle a patient who made no payment on his bill for 3 months?

What approach would you use if a patient called and complained about a bill?

If a patient who had not paid his bill for one year called and asked for an emergency appointment, what would you say?

What would an effective financial arrangement discussion with a patient sound like?

How would you respond to an inquiry from a potential patient about the cost of treatment?

How would you manage an emergency call from a regular patient and the schedule showed no openings?

What would you do to help a patient schedule their diagnosed treatment if they said they needed to check their calendar?

How would you respond to a patient calling to cancel the day of their appointment?

How would you prioritize your day? For example, how do you organize your day, week, etc. to include current scheduling, recare scheduling, outstanding treatment scheduling, verifying appointments, collections, accounts receivable?

Next steps for a good candidate:

Have candidate meet existing staff