

## ELITE'S RECRUITMENT TEAM

helping to find the  
perfect candidates for  
your practice





Dear Doctors,

Fall is in the air. While fall can be a season full of outdoor fun with the family, and my personal favorite—college football—the season can also bring unwanted stress for private practice owners. With families getting back into the school year, the ‘summer rush’ is over. So, on top of strategically managing seasonal revenue changes, private practice owners are also responsible for HR, recruiting, marketing, payroll, bills, equipment issues and IT challenges, and more. With all of those administrative headaches, it’s hard to ever really get a break.

My name is Dr. Scott Kalniz and I’m the CEO and Chief Dental Officer of Elite Dental Partners. EDP was founded to alleviate doctors of the non-clinical administrative work associated with running a dental practice so that they can focus on patient care. Some of our affiliated doctors are pursuing specific passions and hobbies in their time off, while others simply enjoy more quality time with family and friends. Either way, time away from the office should be *your* time.

Elite Dental Partners has the resources and expertise to customize a transition plan that works for you. Whether you intend to practice for another 15+ years but seek relief from your non-clinical burdens, or perhaps you envision scaling back in the short-term, we can support you. If a practice transition is something you’ve started to consider, please reach out to us to discover the possibilities with EDP.

Sincerely,



Dr. Scott Kalniz

# ELITE DENTAL LIVING

## FALL 2019

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### Mission

To improve patient outcomes while improving the lives of dentists and their staff by providing customized, non-clinical support services in a collaborative environment.

### Values

Our values guide everything we do and how we interact with all constituents in the dental industry. We strive to:

- Maintain the highest personal and corporate ethics and integrity through honesty and fair dealings
- Be collaborative and respectful in all of our interactions
- Service all of our constituents to the best of our ability
- Focus on the long-term interests of everyone we serve and the communities we live and work in



*Dr. Audrey Sim received her Bachelor of Science in microbiology at the University of Illinois at Champaign-Urbana and earned her DDS at the University of Illinois at Chicago College of Dentistry. She's a member of numerous professional organizations including the American Academy of Cosmetic Dentistry and the American Dental Association and was named Top Dentist in 2012 and 2016. Dr. Sim affiliated with Elite Dental Partners in December of 2018 to achieve a better work/life balance. In the following interview, she speaks to life before an affiliation, her DSO research and interview process, and how she navigated her practice transition.*

**TIMING IS EVERYTHING WITH A PRACTICE TRANSITION. IT SOUNDS LIKE YOU PICKED THE RIGHT TIME FOR YOUR TRANSITION IN TERMS OF BEING READY BUT NOT WAITING SO LONG THAT YOU WERE IN A RUSH TO SELL. HOW DID YOU KNOW IT WAS THE RIGHT TIME FOR YOU AND WERE YOU CONFLICTED ABOUT EXPLORING OPTIONS?**

I was conflicted for a long time. I was burned out from both practicing dentistry and running a business, but I was also really attached to owning the practice and didn't want to give up that control. About two years ago I tried to fix things by getting help, but everything I was doing was an attempt to avoid a practice transition. I tried bringing on consultants to help me; I tried working with an office manager; I delegated work to my team. None of it worked and I think that's because the underlying cause of my burnout wasn't simply the number of tasks I had on my plate – it was also the burden of knowing I was responsible for the practice.

**WHAT WAS YOUR INITIAL IMPRESSION OF DSOs? WAS THERE EVER A POINT WHERE YOU WERE COMPLETELY**



# TIME AWAY

**OPPOSED TO PARTNERING WITH A DSO?**

I was opposed to the idea pretty much my whole career! It really was an on and off switch for me. I would say up until about two years ago I was very much against DSOs. I felt like it was not the way forward for dentistry. I was concerned that they would be controlling and that they would lessen the quality of dentistry in general.

However, what has happened in medicine is what's happening in dentistry—more and more red tape between the doctor and the patient. The restrictions and regulations are difficult to keep up with, and so I reached a point where I wanted to scale back the administrative portion of my job. It made sense for me to consider a DSO that could handle all of the >>



<< administration for me. When I started the conversation with Elite, their doctor-focused philosophy and clinical autonomy made me more open to an affiliation. It definitely seemed like Elite really walked the talk and I was impressed by that.

**WHEN YOU WERE RESEARCHING DSOS, WHAT WERE YOUR CRITERIA?**

I wanted to partner with an established group whose average practice production range was well above my production; I wanted to be sure they had the capacity to help me grow. It was also important that clinical autonomy was a central part of the group's philosophy. Elite checked all of the boxes for me.

**WHAT WAS YOUR PROCESS FOR EVALUATING ELITE? WHAT QUESTIONS DID YOU ASK WHEN YOU WERE DECIDING IF WE WERE THE RIGHT FIT CULTURALLY FOR YOU AND YOUR PRACTICE?**

More than anything, I went with my gut. I had questions about how my practice compared to the average practice owned by the group and I had questions about Elite's cultural philosophy. Everything else was kind of the gut feeling of, "Does this feel good or does it not feel good?"

When I met with other DSOs in my interview process, sometimes things did not feel good right off the bat. Then, when I met with Elite, it just kept moving forward and every interaction



increased my confidence that this was a good fit.

**WHAT WAS YOUR PRIMARY MOTIVATION FOR THE TIMING OF YOUR PRACTICE TRANSITION?**

After turning 50, a lot of different things were being re-prioritized for me. I really couldn't remember the last time I read a book for fun. When I tried to take a break from work and go on a vacation with my husband, I was still thinking and worrying

about the practice. It was time for me to prioritize quality time off from work.

Post affiliation, we've gone whale watching in Iceland, fly fishing in Blue Ridge mountains, and in August we are traveling to South Africa. The difference is that now when I'm on vacation, I don't have to check my voicemail and call the practice to make sure everything is under control. I really get to leave work at work—and that's been very refreshing.



# DIGITAL SCANS

## INTRAORAL DIGITAL SCANNING: FOCUSING ON ACCURACY

Today's intraoral digital scanners offer many advantages for both dentists and patients. When compared to conventional impressions, intraoral digital scans are more comfortable for the patient, as messy and unpleasant-tasting impression material is eliminated. Digital scans are also quicker than conventional impressions and the time required for a re-scan is far less than the time needed for a repeat impression. Additionally, in the long term, digital scanners are more cost-effective than traditional physical impressions. While the initial expenditure for the scanning system can be considerable, clinicians eventually save costs by avoiding the continuous need for new trays, impression material and other supplies.

Of course, the accuracy of impressions is crucial. Both published and anecdotal evidence supports the assertion that the precision and trueness of digital impressions meets or exceeds the accuracy of conventional impressions, particularly in a clinical setting.

This is part one of a series where we will take an in-depth look at the role of digital scanners in a modern dental practice. This article will focus specifically on the accuracy of one digital scanner; we'll examine whether this scanner produces restorations, appliances, and restorations with precision and in line with clinical standards.

### ITERO ELEMENT®

The iTero Element scanner is one of the most ubiquitous hand-held intraoral digital scanners available. It is a standalone system,

yet it is compatible with many chair-side milling systems and third-party setups. The iTero is also optimized to work with the Invisalign® clear aligner system to provide quick and accurate fabrication of transparent orthodontic aligners. In addition to orthodontics, the scanner can be used for a variety of restorative and preventative dentistry applications such as crowns, inlays, onlays, implant abutments, night guards, and custom mouth guards.

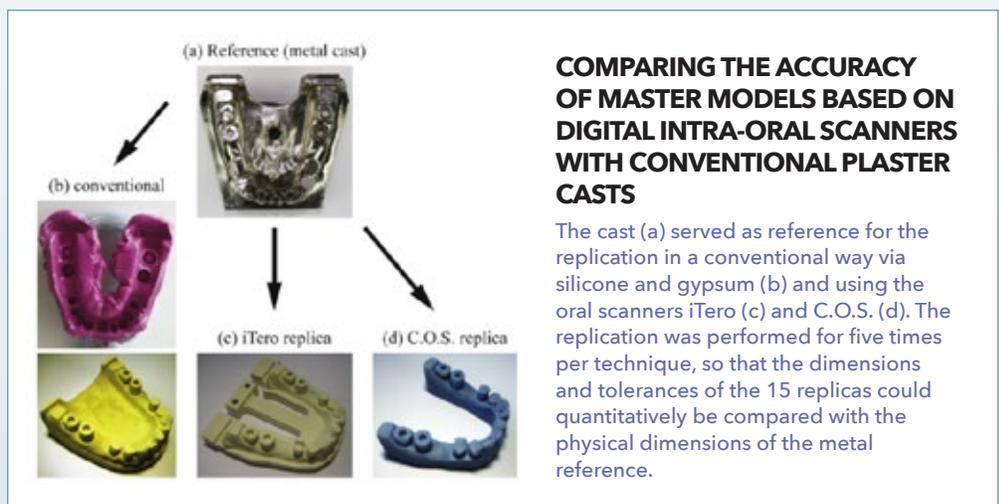
In a 2016 report, Vöglin et al. found that master models created from digital scans by the iTero Element scanner fell within a clinically acceptable range of accuracy. While the accuracy of the iTero milled models in this study did not exceed the accuracy of models conventionally cast from silicone and gypsum, it should be noted that the study was performed in vitro and therefore did not account for clinical factors like saliva, patient

movement, and gingival swelling. The authors did conclude that master models based on iTero digital scans were sufficiently accurate to create fixed prosthetics up to four-unit bridges.

However, in findings published in 2015 by Svanborg et al., the authors found that fixed dental prostheses fabricated from iTero digital impressions fit more precisely than prostheses made from conventional vinyl polysiloxane impressions, although both sets of impressions were within clinically acceptable limits. **These results would appear to reinforce the assertion that iTero digital impressions are more accurate than conventional impressions, even in an in vitro laboratory setting.**

Similarly, Hack and Patzelt also concluded in an in vitro investigation that the accuracy of the iTero Element fell within a clinically acceptable range. In fact, the iTero demonstrated impressive accuracy in this study with a trueness value of  $9.8 \pm 2.5 \mu\text{m}$  and a precision of  $7.0 \pm 1.4 \mu\text{m}$ . Additionally, another 2019 study by Park et al. found that the iTero had a trueness value of  $26.8 \mu\text{m}$  in the in vitro preparation of complex inlays.

Additional studies support the superior accuracy of the iTero system compared to conventional impressions in the laboratory as well as in the clinic. For example, in a 2019 report, Keul and Güth discovered that the iTero produced greater accuracy than conventional full-arch impressions in both in vitro and in vivo studies. >>



## A NOTE ON SCANNING TECHNIQUE

In a 2018 comparison of four digital scanners, Medina-Sotomayor et al. found that the iTero scanner exhibited significant differences in trueness based on scanning strategy when creating full-arch digital impressions. They discovered that the iTero produces the best results in terms of trueness and precision for full-arch impressions when using the “sequential” scanning strategy, described as:

*“Sequential scanning of the three surfaces of each tooth (Occlusal, lingual/palatal and vestibular.) The scanning pattern is continuous describing a “U” shape in the occlusal, moving all along the lingual and stopping at the midline at the vestibular.” This information is useful for the dental clinician to keep in mind.”*

## CONCLUSION

In addition to speed, convenience, and patient satisfaction, the iTero Element digital scanner also provides exceptional

accuracy. When an optimal scanning technique is used, the precision and trueness of digital impressions from the iTero Element are comparable to, or better than impressions from conventional physical material, especially in a clinical setting.

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## THREE INTRAORAL SCANNERS:

# A REVIEW



*At EDP, our doctors wanted an education platform to bring Invisalign services to their offices. We listened, and now offer Invisalign CE to our doctors and their teams. In 2019, we've provided Invisalign education to over 230 team members to treat patients for clear aligners!*

Our office was part of the Elite Dental Partner's intraoral scanner pilot group. We were fortunate enough to be able to try three different scanners in our office: **iTero, CEREC Omni-Cam, and Trios.** >>

## ABOUT OUR REVIEWERS:



**DR. GARNET PATTERSON** is a graduate of Northwestern University Dental School with the distinction of being awarded an OKU key. He attended a comprehensive hospital residency program at Bowman Gray School of Medicine where he served as Chief Resident. He has advanced training in general dentistry with a focus on surgical, medically compromised and oncology patients. He also completed a Fellowship in Oral Oncology Northwestern Memorial Hospital.

Dr. Patterson has achieved the status of Fellow with the International Congress of Oral Implantologists, American College of Dentists and the International College of Dentists. He has continued his desire for advanced education by completing more than 1,000 hours of continuing education. Specifically, he has completed a comprehensive implant

surgery course at the Misch Institute and the curriculum for Complete Dentistry at the Dawson Academy.



**DR. WILLIAM SENSEBRENNER** graduated from the Southern Illinois University School of Dental Medicine in 2012. He joined Dr. Patterson's team in June 2015. Dr. Will belongs to many professional organizations including the American Dental Association, Illinois State Dental Society, Chicago Dental Society and is an elected officer with the Illini District Dental Society.

Through continuing education courses, Dr. Will strives to be educated on the most cutting edge techniques in CAD-CAM restorations, cosmetic dentistry, implantology, endodontics and pain control.

All three scanners have a relatively short learning curve for ease of use. A review of the literature did not reveal any significant differences in accuracy. We were looking for a scanner for general dentistry and Invisalign. Ultimately, we chose the iTero scanner. In our research process, we had several considerations: the cost, ease of use, and patient experience.

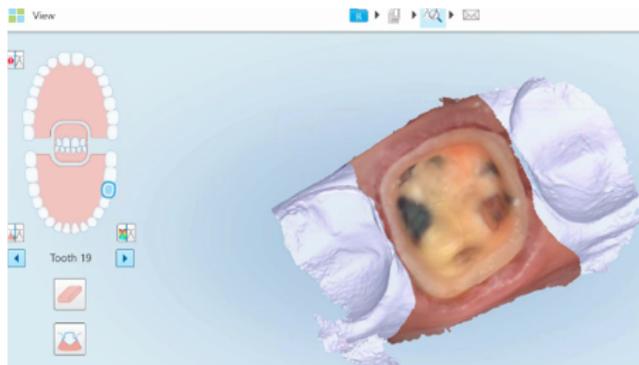
### **COST**

Cost is always one of the first questions I ask when incorporating new equipment or technology into our practice. Is it going to pay for itself? A quick calculation of costs in our practice revealed a 3-year break even with the usage of the scanner for our crown and bridge restorations. There are savings on impression material, trays and mixing tips. The expenses are the scanner, sleeves and service contract. My calculations used only these hard costs, the kickers being time, orthodontics, accuracy and the high-tech “WOW” factor.

### **EASE OF USE**

There were advantages and disadvantages to the iTero. The top advantages are the speed of the scan, accuracy, and the fact that powder is not required. In most situations, marginal integrity is accurate without gingival retraction. We frequently do not pack cord for posterior restorations and have no issues with marginal integrity. In addition, upcoming updates will allow prosthodontic impressions in addition to the orthodontic impressions, expanding the target demographic. A few disadvantages are that the scanner is large and heavy, does not come with a dedicated milling machine, and scan sleeves are necessary for infection control, adding minimally to the cost of each scan.

We now use our scanner for 95 percent of indirect restorations and cannot imagine going back. There are choices of milled materials and layered porcelain for esthetic restorations. We have observed greater accuracy than the traditional impression and model restorations. The scanner eliminates material errors from impression, stone, and restorative materials and the process now creates a digital file used to go straight to milled restoration.



### **PATIENT EXPERIENCE**

Utilizing the iTero, our dental assistant can pre-scan while waiting on anesthesia. This reduces final scanning to only a few minutes for the doctor to scan following the prep. This has drastically improved our work flow. Instant evaluation of our preparations is possible and opposing clearance and margins are easily checked on the Itero monitor. This allows for quick modification and re-scan if necessary, decreasing our number of remakes.

The iTero has been useful for occlusal guards, after treatment planning from the hygiene chair, we can easily scan in the same appointment. There is no operatory set up and a digital file is e-sent directly to the lab for fabrication of the occlusal guard. We are also able to scan accurately for removable partial dentures.

We have yet to explore all of the features of the iTero. Record taking, study models, progression of wear and recession,

and outcome mockups are just a few. We believe the intraoral scanner has been a positive contribution to our patient experience and look forward to discovering its additional benefits.



## FULL CIRCLE

THE INTERVIEWS ON THE FOLLOWING PAGES COMPLETE A PERFECT EDP CIRCLE! OFFICE MANAGER, SAMANTHA FOOTE (PAGE 11) WAS INTERVIEWED BY EDP RECRUITING MANAGER CARRIE HOFFMASTER (PAGE 12) AND WAS RECRUITED INTO DR. KASSEM'S OFFICE, WHO IS FEATURED ON THE FOLLOWING TWO PAGES.



# FOCUS

## MORE ON PATIENT CARE (WITH A LITTLE HELP FROM EDP)

*Mahomet native Dr. Nezar Kassem returned to his hometown to open Mahomet Family Dentistry in 2002 after graduating from Western Illinois University in 1995 and the University of Illinois College of Dentistry in 1999. He has served on the Mahomet-Seymour School Board since 2016 and is a member of the American Dental Association, Illinois State Dental Society, Illini District Dental Society and the Mahomet Chamber of Commerce.*

*Dr. Kassem partnered with EDP in December of 2018 in order to cut down on the administrative burden he faced as an owner and as a strategy for supported practice growth.*

*In his interview, Dr. Kassem talks about some of EDP's resources that have been particularly helpful for him in achieving his practice goals and enjoying better work/life balance.*

### HOW LONG HAVE YOU BEEN PRACTICING DENTISTRY AND WHEN DID YOU AFFILIATE WITH ELITE DENTAL PARTNERS?

I graduated in 1999, so I've been practicing for about 20 years. I affiliated with Elite in December of 2018.

### YOU PARTNERED WITH EDP FAIRLY EARLY IN YOUR CAREER. CAN YOU TALK A LITTLE BIT ABOUT WHAT MOTIVATED YOU TO AFFILIATE WHEN YOU DID?

I was looking for a company that shared the same vision I had for my current business. I needed to grow my practice and I was looking to partner with a company that would want to join me in growing that business. Elite Dental Partners saw my vision and the potential in my practice.

### PRIOR TO AFFILIATING WITH EDP, YOU INDICATED THAT YOU DID NOT HAVE AN OFFICE MANAGER. I'M SURE YOU WERE PERFORMING

### SOME, IF NOT ALL OF THE TASKS AND RESPONSIBILITIES THAT OFFICE MANAGERS WOULD TYPICALLY HANDLE. CAN YOU TALK A LITTLE BIT ABOUT WHAT IT WAS LIKE PLAYING THE ROLE OF DENTIST AND OFFICE MANAGER?

Being a solo practitioner and office manager is overwhelming but you don't realize it until you no longer have those responsibilities. Part of my motivation for partnering with Elite was to get help with the non-clinical work of running a business. Particularly, I was seeking help with things like benefits, marketing and communicating with vendors. Adding an office manager is something I knew I needed. Because of the additional expense, I first tried to handle things on my own but after six months of working with Elite, I completely see the value of having someone else here to help run the business. It has allowed me to focus more on patient care.

### WHAT WAS THE PROCESS LIKE WORKING WITH EDP TO PLACE AN OFFICE MANAGER AND HOW WAS THE PROCESS DIFFERENT THAN IF YOU WERE DOING THE RECRUITING ON YOUR OWN? >>



I think one of the most difficult positions to fill in a dental practice is front desk help and office manager. It is difficult to find someone with all of the skills you need in those roles. Working with EDP to recruit an office manager was a much easier process than trying to hire on my own for a variety of reasons.

First of all, Elite had a network of professionals in the field and established relationships. Through affiliation with EDP, my net of potential candidates expanded significantly.

Secondly, I was able to save time by working with EDP because they took care of: 1) job postings, 2) resume screening, 3) initial phone interviews, and 4) negotiating. The behind the scenes tasks taken on by EDP were things I otherwise would have had to take time out of my day to handle. The result was that we gained a highly qualified candidate.

Working with EDP has helped us become a more attractive practice for potential office managers. We will attract more quality people when they see the support they'll gain from a large group—a whole network of dental professionals to lean on and so many resources.

#### **OTHER THAN STAFFING, WHICH NON-CLINICAL TASKS WERE MOST STRESSFUL AND TIME-CONSUMING FOR YOU, AS AN OWNER?**

I think it was a culmination of many factors. When you consider things like payroll, talking to vendors, getting phone calls, setting up benefits for your employees—all these things take a toll. When you go to a hospital and the air conditioner breaks, the thoracic surgeon is not going to deal with it. They're going to take care of *you*. That is what I was seeking—a group that had the same mindset, the same goal, but also someone that could relieve me of the responsibilities of the business side things.

Health benefits were something that

remained an ongoing challenge as a solo practitioner. When we first opened, we wanted to provide good benefits and we were covering those 100 percent because it was affordable 20 years ago. But since then, every year there would be a 10 percent increase, 5 percent increase, 15 percent increase, and it got to the point where we weren't able to cover 100 percent anymore. Once the team had grown and people had different benefits needs, I started to provide a stipend for them to allocate however they wished. As a result, team members had different benefits. But when I affiliated with Elite, my team members were really happy to find out about EDP's robust and competitive benefits package that are comparable to that of a large private practice.

#### **WHAT WAS YOUR INITIAL IMPRESSION OF DSOS WHEN YOU WERE A SOLE OWNER?**

I had worked for a dental management group when I was first out of dental school so I had experience with DSOs. This was in the early stages of their existence in the field of dentistry. DSOs provide service in a way that isn't the same as a solo practitioner but they help free up so much of the doctor's time. There are some really, really good DSOs and there are some really, really bad DSOs. I would consider Elite a really, really good DSO. Similarly, there are some really good solo practitioners and some are not so good. So, it's just a matter of where you want to be. I was a solo practitioner and I was interested in becoming a member of a group practice, but I didn't want to become affiliated with a group that wasn't following my philosophies. When I inquired about Elite, their ideas and their philosophies matched with mine so it made a good partnership.

#### **WHAT WAS IT ABOUT ELITE'S PHILOSOPHY THAT MATCHED WELL WITH YOURS?**

I liked that Elite wasn't going to come in and change the team. They weren't

going to be changing the look of the practice. Their philosophy is to affiliate with practices that are already running successfully and to provide background support for the business side of running a practice. This allows the doctors and their team to focus on providing high-quality patient care and great customer service. That model is one that I fundamentally agree with and so it was a relatively easy decision.



# THE PATIENT ADVOCATE

*Samantha Foote has been passionately involved in dental practice management for the past eight years. As a patient advocate, she loves being able to change patients' lives on a daily basis. Through education and information, she encourages an atmosphere to empower patients when it comes to their dental care. Samantha is also passionate about giving back to the community; she and her husband are actively involved in the Big Brothers and Big Sisters organization.*

*Samantha joined Mahomet Family Dentistry in December 2018. It was an exciting opportunity to build her leadership skills and join an awesome team. In this interview, she talks about the recruiting process, what she was looking for in her next opportunity, and her experience as a candidate working with EDP's recruiting team.*



## **HOW DID YOU ORIGINALLY CONNECT WITH EDP AND WHAT INTERESTED YOU IN THE POSITION AT MAHOMET FAMILY DENTISTRY?**

A former colleague of mine who now works for EDP actually reached out and notified me of the opportunity. From working with me and working with Mahomet Family Dentistry, I think he recognized compatibility and so he was eager to connect us. At the time that he reached out, I wasn't actively looking for a new position but because it sounded

like such a great opportunity, I was eager to learn more.

## **WHAT WERE YOU LOOKING FOR IN YOUR NEW POSITION? ANY TOP PRIORITIES?**

I wanted to come in and be an amazing leader for an amazing office. I had never worked in private practice before, so I was interested in that new experience. The office has been around for many years and was very established with a strong patient base. It was a great opportunity for me to come in and showcase my leadership skills by adding onto all of their successes with a fresh perspective.

## **WHAT WAS THE INTERVIEW PROCESS LIKE? DID YOU DO AN INITIAL INTERVIEW WITH ELITE BEFORE BEING INTRODUCED TO THE OFFICE, OR HOW DID THAT WORK?**

Yes. I was contacted by one of EDP's recruitment managers and we did a phone interview. Then I coordinated with another EDP team member to schedule the in-person interview with the practice. Shortly after that, they were

ready to make an offer and I started two weeks later.

## **WHAT QUESTIONS DID YOU ASK TO DETERMINE IF EDP AND MAHOMET FAMILY DENTISTRY WOULD BE THE RIGHT FIT FOR YOU?**

I wanted to get a clear sense of their goals and priorities and to understand their expectations. I was curious how the role of office manager played into the practice as a whole and what their needs were. It was also important to me to understand the dynamic between Mahomet Family Dentistry and EDP in terms of the affiliation. I wanted to know who I was going to be reporting to and how the practice interacted with EDP. That information helped me determine if the role was the right fit for me and my personality—and luckily it was.

## **WHAT GAVE YOU CONFIDENCE THAT THIS POSITION WAS THE RIGHT FIT FOR YOU?**

After meeting the doctor and the team, the office just felt so much like a home and like a family atmosphere. We clicked immediately. Everybody was so welcoming and had these huge smiles. The minute I walked in the door the doctor and his wife came out and gave me a handshake. You could just see a sigh of relief from them and we had a great conversation. They set the groundwork for what they were looking for in an office manager and were very transparent about what they had struggled with. They were very receptive to my ideas as well.

*Continued on page 13*

# BUILDING THE BEST POSSIBLE TEAM

*After graduating with her Bachelor's degree from the University of WI- Platteville, Carrie Hofmaster moved to sunny San Diego for 5 years where she learned the ins and outs of running a business through the management program at Enterprise Rent-A-Car. Once returning back to her Midwest roots, she worked for a large DSO for 4 years as a Regional Director of Operations and then became an Ophthalmology Coach/Practice Manager for 6 years in a clinic/hospital setting. Carrie always had a passion to get back into the dental field. In July of 2018, she was excited to join the dynamic and growing EDP team as a Recruitment Manager. Carrie resides in rural Illinois with her husband Rich, and three children: Brenna, Richie and Rocco.*

## **TO START, CAN YOU TALK A LITTLE BIT ABOUT YOUR BACKGROUND AND WHAT INTERESTED YOU IN YOUR CURRENT ROLE?**

Before joining EDP about a year ago, I worked in operational leadership in the Dental and Ophthalmology Fields as an Office Manager, Office Manager trainer, Coach, and Regional Operations Manager.

In those roles, I was doing a ton of interviewing without the actual recruitment title. I was finding candidates, conducting interviews, and making offers.

With that experience in mind, I've actually wanted to get into recruiting for a long time. It's fun to be able to work with the office managers and the regional managers because I've been in their roles. I'm not just trying to guess what the team members need; I have that firsthand experience. I think the fact that I've been in their shoes also gives me the ability to support them when they come to me for advice on which candidate to choose.

## **WHEN OUR OFFICES ARE DECIDING BETWEEN A COUPLE OF CANDIDATES AND THEY ASK FOR YOUR ADVICE, WHAT DO YOU TELL THEM?**

It depends on the situation. Typically I just brainstorm with them about what they're really looking for, top priorities in terms of qualifications, and most pressing needs of the practice. I'll ask them to think about whether they have time to provide extensive training and are looking for someone that they can really mold for that role, or if they're more needing a candidate with a lot of experience who can come in and hit the ground running.

Sometimes it's helpful for them to just have that framework provided while they're determining what to prioritize or consider when bringing on a new team member.

## **IS THERE A SET PROCESS FOR SCREENING CANDIDATES? WHAT DOES THAT PROCESS LOOK LIKE?**

First, I always like to have a pre-recruitment email or call with our office to get a very clear idea of what they are looking for. Then, I post the job and monitor the applicant flow. If it's been a few days and there's been a low response rate I'll get creative and add resources, like purchasing more job ads for that position to increase the volume of applications.

When applications do come through,



I review the resume and then schedule a call with the candidate; I take that opportunity to share a little bit about EDP, the role, and to see how their qualifications may best match the need. I ask them what interested them in the position, what their compensation goals are, and I make sure that the hours needed by the practice align with the hours that candidate is available to work. Those things are such deal-breakers that if I don't ask the right questions right away, I'm wasting everybody's time.

If that all checks out, I ask them about their current employment and why they're looking to leave. Sometimes if I see a lot of job-hopping, I may ask some open-ended questions as to why they may have left a particular position, just to understand more. I like to ask candidates how they feel other employers would describe them and their work ethic. This question is a way for them to reflect and share about themselves and it gives me an opportunity to identify their communication skills.

**SAMANTHA FOOTE, THE OFFICE MANAGER AT MAHOMET FAMILY DENTISTRY (INTERVIEW FEATURED ON PAGE 11), SHARED HER EXPERIENCE WORKING WITH OUR RECRUITING TEAM. SHE LIKED WORKING WITH A RECRUITING TEAM BECAUSE SHE HAD A POINT OF CONTACT TO COMMUNICATE WITH ABOUT THINGS SHE MAY NOT WANT TO HAVE TO ASK THE DOCTOR SUCH AS COMPENSATION, PTO, ETC. CAN YOU TALK A LITTLE BIT ABOUT >>**

**<< THE ROLE YOU PLAY AS A MEDIATOR BETWEEN THE OFFICE AND THE CANDIDATE?**

Yes! I always tell candidates that I'm not making any decisions about the role, I'm simply confirming that hours for the position specified by the practice align with what the candidate is looking for and that their goals match up with the role. I tell them that I am their coordinator throughout the entire process and that they should feel free to reach out any time with questions or concerns. I'm glad when candidates come to me with questions that they'd rather not ask the doctor. I don't want the candidate sitting there worrying and wondering if I can jump in and help them feel more confident. Having that added support layer also tends to help them put their best foot forward in their interview with the practice.

**DO YOU PROVIDE OUR OFFICES WITH SUPPORT AND RESOURCES FOR THEIR INTERVIEWS WITH CANDIDATES?**

Yes, we provide them with several different resources. Something that I'm working with a colleague to create right now is an interview template for

our offices— one for each position. We want to provide tools for the success of our offices and want to give them the resources to really determine which candidate may best align with their support needs. It maintains professionalism within our organization to ensure we are asking appropriate, legal and consistent questions since we are an equal employment opportunity employer.

In short, we are able to invest in some of the high costs associated with quality recruiting that our offices may not have access to as sole practitioners. For all positions we have open, we spend an average of \$15,000/month. This includes specialty dental websites, LinkedIn Recruiter, Indeed sponsorship and our applicant tracking software, iCims.

Additionally, the benefits we're able to offer team members attract top talent which our offices otherwise would not have access to as they typically would not be able to offer those competitive benefits.

Time is such a huge cost savings for our offices when they utilize our recruiting department,. They no longer have to take the time to post jobs, sort through

resumes for top talent and take the time to negotiate compensation and benefits, etc. When we are able to take a large portion of the recruiting process off of their plate, our offices can redirect that time back toward patient care.

Finally, we have a sense for what's going on in the job market and can communicate those trends to our practices to achieve the best results. For example, I attend EDP's regional office manager meetings and I always reiterate to them how important it is to be timely with candidates. Unemployment is currently at two percent for dental staff which is very low. If the office doesn't respond to the candidate within 24 hours, there's a good chance that the candidate will have taken another position.

I'm a partner with the office, and we have to be proactive together. There's a lot of competition and so while we're trying to figure out if a candidate is a match for our offices, we also have to show them why they should pick us.

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**SAMANTHA FOOTE - *Continued from page 8***

**HOW DO YOU THINK THE RECRUITING PROCESS WAS DIFFERENT WITH EDP INVOLVED, VERSUS IF YOU WERE JUST APPLYING DIRECTLY TO A PRIVATE PRACTICE?**

On the initial phone screen with one of EDP's recruitment managers, I was able to ask a lot of questions about the position and about the practice culture. It was nice to get certain basic questions out of the way regarding compensation, PTO, etc. that I wouldn't necessarily want to bring up at my interview. I really appreciated having an additional

resource to help prepare me for the interview and it was just a different dynamic to have that middle point of contact between myself and the practice. It was a smoother process for me as a candidate.

**ANYTHING ELSE YOU'D LIKE TO SHARE ABOUT YOUR EXPERIENCE WORKING WITH MAHOMET FAMILY DENTISTRY AND EDP?**

I can definitely say that I've loved the welcoming atmosphere from day one. I've had nothing but great success with

the company and with my role. That success started with EDP—the recruiter really set me up for success both with the interview and with the position. The recruiter plays an important role not only with helping the candidate prepare for the interview, but by lending perspective on the role itself. This helps you interview and get started with clear and realistic expectations. So far, everything that was promised to me has been fulfilled and I look forward to continuing to grow with both Mahomet Family Dentistry and EDP!

# Chicago Ducky Derby

EDP had a fantastic time volunteering at the Chicago Ducky Derby, an annual fundraiser for Special Olympics Illinois which took place in Downtown Chicago on August 8<sup>th</sup>. Thousands of spectators came out to the event to show their support for the Special Olympics and watch as 60,000 yellow rubber ducks made the splash into the Chicago River for the race! The EDP support center adopted 227 ducks, raising \$984 for Special Olympics of Illinois! All proceeds from the event benefit more than 17,000 Young Athletes across Illinois.



# cheers to a new space



## HELLO, BOARD OF TRADE!

EDP team members and their friends and family enjoy happy hour together in EDP's new location at the Chicago Board of Trade Building!



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