

# MDA Bulletin



Volume 38, Issue 2,  
Summer 2019  
ISSN 070-1717

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## MDA Bulletin



The MDA Bulletin is published on a quarterly basis; submission deadlines are: February 20, May 20, August 25 and November 20.

Full colour, 8 1/2 x 11 published quarterly.

Circulation is approximately 1000 to Manitoba dentists and dental professionals.

Published online at [ManitobaDentist.ca](http://ManitobaDentist.ca).

Advertisements may be submitted by email or CD accompanied by hard copy. Please email submissions to: the Manitoba Dental Association by email: [office@manitobadentist.ca](mailto:office@manitobadentist.ca)

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## President's Message

DR. DAVID GOERZ, D.M.D. F.I.C.D.  
PRESIDENT, MDA

Hello to all my colleagues across the province.

Summer has arrived and I imagine and expect that many of you are enjoying some holiday time and the wonderful weather we experience here in Manitoba.

As I gathered my thoughts as to what I would talk about in this message, I kept coming back to a question that has been posed to me virtually every time I have talked with one of you. Without fail, everyone has asked me if I was enjoying the role of President, followed with a question of if I was counting down the days till I was done.

Curiosity abounds with the inner workings at the MDA and I welcome the questions that many of you have asked. Am I enjoying this? Without question, being the representative of this association is an honor and rewarding. As I have traveled across the country, I am always reminded of the reputation that Manitoba has developed over the years. The leadership that Manitoba has provided at the national level and across the provinces allows our voice to be heard loud and clear. Dr. Marc Mollot, your next president, commented to me after our time at the annual CDA meetings in Ottawa that what impressed him the most was that Manitoba punched well above our weight class at the national level.

Our membership should be proud of the work that many of our colleagues have done over the years. When Manitoba speaks, the country listens. With that being said, the responsibility that comes with this strong voice can not be forgotten nor taken for granted.

So what I have experienced that has been frustrating or not enjoyable? I have observed over the past few years not only at the national level but within our own membership that far too often politics along with ineffective communication gets in the way of making decisions and moving forward. Not every decision will always be good or effective, but it is okay to make a decision and the effectiveness of it needs proper evaluation after a decisive period of time. I mentioned communication again and the board has heard this from me that good communication is much more than just a simple email.

Face to face meetings when possible are the best and a quick phone call is next in line! If we want to be successful as an association with effective regulation and membership services, the new world we live in today dictates that effective communication is the key for this to happen.

Over the past year and half, your MDA executive and board has moved toward increased transparency which has quite frankly rocked some of the existing establishment. This journey needs to

continue and work ahead remains. When I took over as President, I felt that the association and its members needed to sit back and take a deep breath, relax and evaluate. I feel that we have done that over that past few months. Change is always difficult and challenging. The governance and nominating committee has spent many hours preparing the proper documentation detailing effective procedures, protocol, association flow charts. Many of you involved with committee work have already been a part of this process.

Over the course of the numerous trips representing the MDA, I would like to share the experience I had in Calgary. The Alberta Dental Association hosted a convention focused solely on the personal wellness of the dental professional. Rafi Mohammed, your executive director and I were very impressed with the quality of the presentations and the positive impact this convention had. The MDA will actively look at how we can incorporate a similar initiative here in Manitoba. I am sure many of you will agree that, all too often, we as dentists forget to take care of ourselves as we maintain our busy practices.

Another initiative that I am very excited about is the possibility of developing an online Dental Assistant training program. This will greatly help our rural dentists along with the urban centers with the continued shortage of trained dental assistants. This would give prospective rural students the chance to obtain the proper training and not have to relocate for a year. The MDA hopes to have some positive updates for you this fall with this initiative.

I spent a very enjoyable morning with the new dental and hygiene graduates at the new grad breakfast hosted by the MDA. There were many smiling faces looking forward to joining us as they begin their careers. I would like to thank all our members who volunteer their time with the mentorship program and help our new graduates prepare for life outside of the college walls. Our MDA staff continues to put on first class events and I thank them for all their hard work. We have been short staffed for the past few months and their workloads have been heavy. The MDA expects to have our staffing shortage to be filled by this fall.

As you all continue to enjoy our great summer, I encourage and welcome any questions or comments. Please utilize my confidential email: [president@manitobadentist.ca](mailto:president@manitobadentist.ca) and send me the question with your phone number. I look forward to calling and chatting!

All the best,

Dr. David Goerz D.M.D. F.I.C.D.  
President and Chairman of the Board  
Manitoba Dental Association



## MDAA Board of Directors Message

LAURA CAMPBELL  
PRESIDENT, MDAA

In April, Trina Bourgeois (President Elect) and I attended the CDAA AGM in our nations capitol city. Over the 3 days there, we discussed many topics regarding our profession on a national level. We were given some feedback regarding the surveys that were sent out to each provincial organization and it's membership, and saw the work in progress that resulted from these surveys. It was a little disappointing on the number of surveys completed in Manitoba, but we, too, are a work in progress, and will strive to reach out to all of our members. We cannot stress enough the importance of reading these emails, and completing the surveys. After all, it is about bettering us as a profession, and that means a better future for you and your families.

During the past few months, the MDAA has launched our newest feature on our website, RDA of the Month! We've had a number of amazing nominations, and even though we know that they are all deserving to be chosen, we could only pick one for each month. So for the month of June, we are proud to announce our first winner of the MDAA's RDA of the Month is Sharon Springett. Her picture and a short bio about her is posted on our website, and we encourage you to go and see what an amazing person she truly is! Congrats, Sharon! You do us all proud!

Speaking of our website, Heather Kinsman has been hard at work updating our MDAA website. It's much easier to navigate through, with many helpful and informative links. She's constantly updating and adding great information to make your visit to the website a simple and easy one. And watch for upcoming information regarding our fall CE session. Don't hesitate to call her if there is anything that you think would be a great addition to our website to show off, on an international stage, what an amazing group of professionals we are!

So another season has passed, and even though it seemed like it took forever to get here, here we are, packing coolers and suitcases for our summer getaways! I'm wishing you all a summer filled with lots of sun, barbeques, exciting adventures, and visits with family and friends. Stay safe! Cheers!

Laura Campbell  
President, MDAA



It is with a profound sense of loss that we announce the passing of Dr. Ernie Cohen, husband, father and Zadie on March 19, 2019.

Left to mourn his loss are his loving wife, Undine; children Leanne (Bruce), Scott (Marie-Helen); grandchildren Chase (Lauren), Tysen (Laura), Sasha (Dylan), Ovide, Zoë, Ella; step daughter Janice; and the mother of his children, Naomi; and brother Larry. He is predeceased by his parents, Louis and Lucie Cohen.

Ernie was one of the McAdam kids who attended Luxton & St. John's High School. He then attended the U of M, and U of AB for dentistry from which he graduated in 1958. After a few years of practicing general dentistry, he studied orthodontics at U of T, graduated in 1966 and came back to Winnipeg where he began his orthodontic practice. Ernie was elected to serve

on the executive board of directors of the Manitoba Dental Association. Due to his passion for his chosen profession, he taught at the Faculty of Dentistry for 29 years while maintaining his orthodontic practice.

He was very much involved in a lifelong love of sports, tennis, curling, basketball and in later years, much humorous competitive golfing with his wife Undine.

A celebration of Ernie's life took place at 2:00 pm on Thursday, March 21, 2019 at Thomson "In the Park" Funeral Home,

The family asks if you wish to extend your sympathies, in lieu of flowers, please make a donation to Siloam Mission.





## College Corner

**DR. ANTHONY IACOPINO**  
DEAN, COLLEGE OF DENTISTRY,  
RADY FACULTY OF HEALTH SCIENCES,  
UNIVERSITY OF MANITOBA

### Changing of the Guard: Thanks, Memories and New Beginnings

This will be my last communication as Dean of the Gerald Niznick College of Dentistry. I will begin a one-year sabbatical on July 1 and return as a Professor in the Department of Diagnostic and Surgical Sciences where I will continue as Executive Director of the International Centre for Oral-Systemic Health. I am looking forward to going back to a full-time teaching/research focus where my academic career began some 35 years ago. My area of expertise will continue to be oral-systemic medicine and interprofessional education and practice. I plan to engage students in the classroom and as a mentor, be a significant contributor to the College continuing education/professional development portfolio and remain a consultant to industry, government, education and healthcare systems in Canada and the United States. I will also have time to pursue some private business ventures and participate in the Manitoba Dental Association should my services be required. As my role and relationships change, I want to thank everyone once more for their encouragement and support over these last 12 years. The members and leadership of the MDA, Alumni Association, WDS, Alpha Omega Fraternity, WRHA/HSC, and University have provided the collaborative and collegial environment necessary for success and all we have achieved together.

As I move on to the next phase in my career, the College of Dentistry continues to be one of the best dental schools worldwide providing “state-of-the-art” education/training and the collective dental community in Manitoba has never been stronger. Rest assured that all of this remains in good hands. Dr. Anastasia Cholakakis will begin her term as Dean on July 1. She is dedicated, capable and well suited to steward the College through its continued evolution and development. Her expertise in private practice and business management are exactly what the College requires at this time. There will be some difficult financial, educational, research and community service issues to manage but I am confident that everyone will provide Dr. Cholakakis with the same cooperation and support that I was so fortunate to receive. She has already embarked on an aggressive strategic and capital planning process that will ensure excellence and financial stability for the College moving forward. She has met with administrators, students, graduate residents, academics and support staff to acquire essential background and information that will guide her administrative decisions.

I will end with the convocation address that I shared with the 2019 graduates as several people have suggested there are many parts of the address that are relevant to all of us.

*Graduates, Families, Friends and Special Guests:*

*On Behalf of the Dr. Gerald Niznick College of Dentistry, welcome to the 2019 Graduation Breakfast. It's been my privilege to address the graduating Dentistry and Dental Hygiene classes over the last 12 years. This one will be my last. One should approach all things in life with passion and vigor, as if it were the last time, for we aren't guaranteed any tomorrows. The dean should provide graduates with some kind of wise advice or inspirational words to take forward. I'm never really sure I accomplish that but I do have the courage to keep on trying. In fact, courage is one thing I'd like to talk about this year, along with success and failure.*

*Churchill said that “success is not final, failure is not fatal: it is the courage to continue that counts”. Courage comes in many forms and reveals itself in various actions. Within the classes of 2019, I've seen courage in our international students. They had the courage to embark on a journey that required them to learn new ways of doing things in a completely new environment. They had the courage to continue through their extra challenges, some keeping families together along the way. Similarly, I've seen courage in many Dentistry and Dental Hygiene students, as they balanced being dedicated spouses, moms and dads even during the most difficult periods of their education and training programs. I've seen the courage of leadership from senior sticks and class officers in Dentistry and Dental Hygiene as they navigated through many difficult issues and worked tirelessly with their classmates, instructors, support staff and administrators to improve our institution. All of our graduates, too numerous to mention, have displayed courage in one way or another during their time with us. I'll have something personal to say about each dentistry graduate as they come up on stage.*

*Graduates, all of you came to us from very different and diverse ethnic, cultural, and social backgrounds and you were all very different when you started. You now share a common experience like no other as you've all worked hard and dedicated yourselves to a common goal. This experience will continue to bind you together as you go forward on your separate life journeys. You are all highly successful.*

*I also remind you of what Churchill said about success... it's not final. There is much more for you to do and many more successes that will be required of you as you begin your professional lives, develop your relationships and raise your families. Today is also a day of reflection. I encourage you to take some time today to reflect on what you've accomplished, what kind of person you want to be, what kind of relationship you desire with a life partner and family, and how you see yourselves becoming part of the larger world.*

*This will be important for you as you go forward with your busy lives and significant responsibilities to your profession and the public, you must make time for reflection and interaction with those who care for you, who can smooth out your rough edges, and keep you grounded. These are the people that help you maintain your rhythm, your moral compass, and the ability to make the best decisions. Life is not something where you should choose to “go it alone”. It's just not as good that way. Your richest resources for a fulfilling and meaningful life will be your significant other, your close friends, and your family. Perhaps some people you have “put on hold” during your time in school.*

*It's easy to become a bit disconnected from things during your education, the hours are long, the demands significant, and you really have to be focused on yourself to get through. I encourage you to take the time to reconnect and stay connected with family and friends. This sounds so easy but believe me, the years go by very quickly.*

*One of the things we've discovered together is that failure is a part of life, sometimes more than we'd like it to be. Again, remember what Churchill said about failure... it's not fatal. Don't fear failure, try your best and pursue your dreams. Should you fall short, keep things*

*in perspective and “have the courage to continue”. If others should disappoint you, or if you feel that you may have disappointed others, remember what we practiced regarding mutual commitment and responsibility. During our time together, when we have fallen short of expectations, our obligation to each other has been unconditional and we have learned to regard each other's failings as “perfect imperfections”. When one can look past the faults and flaws of systems and the individuals within them regarding these as “perfect imperfections”, it contributes to a collegial community where everyone is valued for the positive contributions they make.*


*Remember this about love... when we express our love for others, it places us in the most vulnerable of all human conditions, for we don't know if that love is reciprocated. Regardless, we communicate that love because it's good for our soul and our hearts, perhaps it does even more for the person providing it than for those receiving it. Classes of 2019, please know that you've been truly loved and you are loved by me, your instructors and staff, and our dental community. Your class has made significant progress in helping us improve our educational environment and responsiveness to student needs. You have inspired and motivated all of us to be our best and you have brought out the best our College has to offer. This is perhaps your biggest collective accomplishment. Life is going to take you to many places, but love will always bring you home.*

*Each year, it seems that the graduating classes are setting new records and exceeding the accomplishments of previous classes; the class of 2019 is no different. Your participation in the recent “Ending Homeless Event” was indeed a first for our College, has set a new standard for volunteerism and has established a legacy for all dental and dental hygiene students to fulfill. I've come to know you better*

*than any previous graduating classes. We've continued to connect during your entire tenure at the College through our individual personal meetings and during my daily “walk-about” in the pre-clinic, clinic and labs. The best indicator of the mutual comfort level we've shared is the look in your eyes when I see you. Many times, there's a palpable mutual thought without exchanging words “Yes, I'm here. Thank you for noticing.”*

*I've enjoyed teaching you, interacting with you at your social events, and watching you mature into confident and capable professionals. I call you my colleagues with great pride and I know that you'll go forward to make significant contributions to the profession and society as ambassadors of our College. These are ever changing and challenging times for the profession and our communities. You have the education and character to meet these challenges and make a positive impact. Get involved and remain involved!*

*I encourage you to keep in touch with each other and your alma mater. Please consider supporting our College, staying connected to our College in some way, participating in your alumni association, and inviting me to visit your offices once you're established. Your graduation dinners are coming up and my wife Sharon and I are looking forward to seeing all of you one more time. Remember that while each of us may not have everything we want, together, within our dental community, we will always have everything we need.*

*I salute you on your special day and wish you well. Congratulations classes of 2019! God bless you and your families. I've tried my best to get to know you and make you feel like more than a student number. If you ever need anything, remember that I will always be your dean. Grazie! *



This year's Tooth Fairy Saturday took place on June 8th at the Children's Festival held annually at The Forks Market.

There were six dentists attending, one orthodontist, a third year dental student and 12 dental assistants.

3 chairs were provided courtesy of Henry Schein, Sinclair and Central Dental Solutions.

Approximately 200 kids were examined and enjoyed face painters from Scheme A Dream.



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## Canadian Dental Association Message

DR. JOEL ANTEL, D.M.D.  
CDA BOARD REPRESENTATIVE



The Annual General Meeting of the Canadian Dental Association was held this past April 2019 in Ottawa.

There are a number of events that take part during the week of the AGM. There were two events that were significant for all attending but even more so for the Manitobans present. Our own Dr. Alexander (Sandy) Mutchmor, was installed as the one hundredth president of the Canadian Dental Association. It was a privilege to be there to celebrate with Sandy and his family, friends and colleagues. The annual CDA Awards Luncheon was held during the AGM honoring individuals who have served the profession with distinction. Among them Dr. Frank Hechter received the Award of Merit for his many achievements and contributions to dentistry.

The CDA Board of Directors is officially elected at the AGM. Board members are nominated and elected for one year terms. I appreciate the opportunity to continue on the CDA board for the coming year and thank the Manitoba Dental Association for nominating me to do so.

The CDA AGM is very much a gathering of the profession. Attendees at the CDA Annual General Meeting had the chance to hear from the many national dental organizations about their activities. Several other meetings were held in conjunction with the CDA AGM such as the Dentistry Leaders' Forum, the Presidents and CEOs Meeting and the Canadian Oral Health Roundtable (COHR). In addition, the Canadian Dental Specialties Association held its annual meeting in conjunction with the CDA meetings.

CDA received presentations from the following dental organizations outlining their current and future activities:

- Association of Canadian Faculties of Dentistry
- Canadian Association of Hospital Dentistry
- Canadian Dental Regulatory Authorities Federation
- CDSPI
- Canadian Dental Specialists Association
- Commission of Dental Accreditation of Canada
- Federation of Canadian Dentistry Students Associations
- National Dental Examining Board of Canada
- Public Health Agency of Canada
- Royal Canadian Dental Corps
- Royal College of Dentists of Canada

Written reports were provided by the Canadian Association for Dental Research and the FDI World Dental Federation.

Dr. Joel Antel  
MDA CDA Board Representative

### Canadian Oral Health Roundtable (COHR)

The goal of COHR is to develop a community of support comprised of both oral health and non-oral health groups, and to engage in discussions and agree on possible common policies or initiatives that the participating organizations might endorse.

The April 2019 meeting was the 6th COHR meeting. It provided an opportunity for CDA to consult with attendees on a proposed CDA definition of oral health and on how it might be improved, and on the draft elements underpinning essential dental care for all Canadians and how they might be improved.

### Dentistry Leaders' Forum (DLF)

The DLF serves as a national gathering of key stakeholders in Canada to discuss high level policy matters of common interest to the profession.

Attendees received an update on the implementation of the 12 Priority Recommendations from the Future of the Profession Report and in particular the work of the Basket of Services Task Force.

Participants discussed CDA adopting the FDI definition of oral health and the draft elements underpinning essential dental care that everyone in Canada should be able to access.

Participants also discussed findings from the CDA survey on oral health care for special needs patients.

### Meeting of the Corporate Member Presidents and CEOs

The group discussed the status of the 12 Priority Recommendations from the Future of the Profession Report and the 2019 CDA Environmental Scan. In addition, CDA and the Corporate Members identified their respective strategic priorities for the coming year. The group received a presentation from CSI Board Chair, Dr. Ron Smith, on the work of CSI and instream.

### Update on the Future of the Profession Report activities – 12 Priority Recommendations

The CDA Board of Directors (Board) continues to view implementing the 12 Priority Recommendations identified by the Corporate Members from the Future of the Profession Report as its number one priority. The Board received outcomes reports from the two CDA Board Priority Teams mandated to guide and oversee the implementation of the 12 Priority Recommendations:

1. Healthy Public Team – mandated to address access to care issues in support of achieving optimal oral health for all Canadians, and
2. Strong Profession Team – mandated to address professional issues in support of the dentist of the future.

### The Healthy Public Team

The Healthy Public Team has focused its attention on work that is being undertaken by the Basket of Services Task Force and Advisory Panel mandated to work on (1) the definition of oral health and (2) the identification of principles for the development of essential oral health care that all Canadians should be able to access. It was reported that the Basket Task Force will assume two additional

recommendations and continue its work under the name of the Delivery of Care Task Force. The two new recommendations within the team's mandate will be undertaken by the new Promotion of Care Task Force. I have been appointed to chair the Promotion of Care Task Force along with representatives from various regions, interests and expertise within the profession. We have already held a preliminary meeting of the task force members, and the advisory panel that will assist us in our work, to get to know each other and discuss a plan for our activities that will be presented to the board of directors at the June planning session. Frequent and productive meetings will begin in earnest in the fall.

The immediate work of the task forces will be to prioritize the recommendations, and create specific timelines, budgets and an implementation plan for approval by the Board at its June meeting.


### The Strong Profession Team

The Strong Profession Team reported on its plans for implementing the six priority recommendations within its mandate. To this end, two new task forces have been created – the Lifelong Learning Task Force and the Practice Success Task Force. Each task force will have the option of creating an advisory panel to assist it. The immediate work of the two new task forces will be to prioritize the recommendations, and create specific timelines, budgets and an implementation plan for approval by the Board at its June 2019 meeting.

### Oral Health for Persons with Special Health Care Needs

The Board reviewed the results of a qualitative and quantitative research study on how to further improve communications efforts and access to quality oral health care for special needs patients. The goal of the study is to inform the direction of future resource development and partnership formation. The Board endorsed a special needs dentistry action plan as an initial step to address the knowledge and training needs identified in the research. This includes: creating a "dental care for special needs patients" page on the CDA website which will link to existing credible resources on autism and Alzheimer's/dementia; developing basic best practice resources for dentists and the dental team, as well as for the family-friend-caregiver; and identifying best practices and key considerations via CDA Oasis to help dentists decide when to treat, when not to treat and when to refer these groups of patients to other services.

The meeting of the Canadian Dental Association Board of Directors was held in June 2019 in Winnipeg. The meeting was part of the board's annual planning session. The week long planning session included a Board Meeting, educational and strategic planning sessions and team building exercises.

As always, I want to express my gratitude for the opportunity to represent Manitoba Dentists at the Canadian Dental Association. 

## NOTICE OF APPOINTMENT



Dr. Alexander (Sandy) Mutchmor

The Canadian Dental Association (CDA) is pleased to announce the appointment of Dr. Alexander (Sandy) Mutchmor of Winnipeg, Manitoba, as the CDA President for 2019-20. Dr. Mutchmor graduated from the University of Manitoba College of Dentistry in 1983 and continues to practice general dentistry in Winnipeg.

Throughout his career, Dr. Mutchmor has given back to the dental profession, starting at the University of Manitoba where he served four years as the CDA class representative. He went on to serve as a Board member of the Winnipeg Dental Society and the Manitoba Dental Association (MDA) and led both organizations as President. Dr. Mutchmor was first appointed to the CDA Board of Directors in 2011.

As CDA's 100th President in the Association's distinguished history, Dr. Mutchmor will lead the organization in its mandate as the national voice for dentistry, dedicated to the advancement and leadership of a unified profession and to the promotion of optimal oral health, an essential component of general health.



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## Registrar's Message

DR. PATRICIA (PATTI) LING, D.M.D.  
REGISTRAR, MDA

Ah.....summer! Early mornings and sun-filled days encourage more time spent outside after a long winter season.

Writing this column with the sun warming the room and my mood, I notice a flurry of activity on the street outside as Manitobans are on their way to another productive day filled with activity. Summers in Manitoba are usually epic. Long hot days encourage both farmers and vacationers to get the most out of each summer.

Summer at the MDA is no different. While committee and board meetings come to a halt for the most part, our dedicated and hard-working staff are busy implementing policies and protocols approved by the Board during the winter months. As our Administrator of Licensing and Corporations, Ms. Cheryl Duffy can attest, there is no downtime in her department. Licensing and corporation administration continue throughout the year, yet peaks February 28th and April 30th for licensing and registration renewals and June 30th for dental corporation renewals. This is your reminder!

Ms. Linda Berg, our Director of Regulatory Programs has been busy managing our many regulatory programs. The Office Assessment Process (OAP) that is defined in the bylaw of the same name, is one of those programs. In addition to working on a plan to transition the current process to one involving checklists and declarations, Linda is also working on a similar plan for conducting sedation audits as recommended by the PBM Committee, chaired by Dr. Lee McFadden. This process will reflect the proposed revisions to the Pharmacologic Behaviour Management Bylaw and will also involve checklists and member declarations. Stay tuned for more on these two programs as they develop.

The current Bylaw for Use of Botulinum Toxin passed by the MDA Board in 2013 has been under review. The committee, chaired by Dr. Catherine Dale, has been busy researching the use of botox and dermal fillers in other jurisdictions nationally and in the United States, along with reviewing current standards for their therapeutic use in dentistry. Before any change in Bylaw there must be extensive educational frameworks developed to provide our members with the appropriate training, both didactic and clinical in order to implement this new treatment modality into dental practice in Manitoba. Once the committee finishes its work, recommendations for change will be sent to the MDA Board for their approval prior to being sent to the membership for feedback and ratification. Currently, dentists may not administer botulinum toxin in clinical practice, unless it is used for experimental treatment or research purposes and the proposal

has received approval by the Ethics Committee at the Niznick College of Dentistry. One must apply for the Botox roster. Acceptability will be based on a review of the proposal and its suitability.

The Infection Prevent and Control (IPAC) Committee, chaired by Dr. Michael Sullivan, has been busy researching current standards in other jurisdictions as well as nationally and they have begun compiling their standards document along with the new MDA IPAC Manual which will hopefully be ready for distribution to the membership in the fall of 2019.

The Scope of Practice Committee, chaired by Dr. Carmine Scarpino, are continuing their review of dental therapists' scope of practice, and will be reviewing the Orthodontic Module competencies and scope of practice as well as those for a potential Prosthodontic Module.

Terms of Reference for the Member Marketing Committee and the Ethics Committee have now been Board approved and will be populated by the Governance and Nominating Committee in the near future.

Many thanks to our hard-working Peer Review Committee, chaired by Dr. Lori-Stephen James, whose leadership and guidance is invaluable in helping to build the public trust and confidence in our profession. I would be remiss if I didn't thank you, our registrants for your continued cooperation in this regard as well.

Thank you also to our Deputy Registrar, Dr. Arun Misra, for his continued support of me in my role as Registrar. His kind caring demeanour helps guide both the public and our members to a mutually agreeable resolution of their dental concern.

All of us at the MDA would like to thank our hard-working board and committee members for their dedication to our profession and to the public of Manitoba. A very heartfelt thank you to our public representatives appointed by the Minister of Health for their tireless efforts on behalf of all Manitobans. Their input is invaluable.

Last, but not least, to our tireless Executive Director, Mr. Rafi Mohammed and our dedicated staff, thank you. I couldn't do my job without your knowledge and support. Wishing you all a wonderful restful but fun-filled summer. ☺

Respectfully submitted,

Dr. Patricia (Patti) Ling  
Registrar, MDA

1ST ANNUAL

# Retreat

Manitoba Dental Association

GPSC GENERAL PRACTICE STUDY CLUB

SEPTEMBER 27-29, 2019  
ELKHORN RESORT & SPA  
CLEAR LAKE MANITOBA

Welcoming camp fire

Afternoon at the spa

Pre-dinner hot tub soak

Mornings at the pool

## Save the Date

Experience a GPSC resourceful, relaxing Retreat weekend to reconnect with your peers and mentors at Elkhorn Resort in beautiful Riding Mountain National Park. Families and spouses are really welcome.

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Manitoba Dental Association

Renown GPSC Co-Chairs: Dr. Kelly Regula & Dr. Lori Simoens



# A Conversation with Outgoing Dean of the Dr. Gerald Niznick College of Dentistry, Dr. Tony Iacopino



July 1, 2007 was the day Dr. Anthony (Tony) Iacopino officially started his term as dean of what is now known as the Dr. Gerald Niznick College of Dentistry at the University of Manitoba. How prophetic that it was also Canada Day. Little would he know, the American-born Iacopino would be a dual-citizen by the end of his tenure. From his Nova Scotia summer home, Iacopino reflects on his time as dean. He also shares the next chapter of his career and going back to his roots of teaching.

## Manitoba Dental Association: Dr. Iacopino, what does retirement look like for you?

Dr. Iacopino: First off, I want this in writing. This is not a retirement. My term as dean has ended, and I am now pursuing different projects. I am still around, and I am not ready to retire yet. [Laughing]

## Okay, we will revisit that later. Tell us, what was your most memorable moment as dean?

Where do I even start? We have done so much in the past 12 years. First -- When I arrived, I wanted to reenergize the college. It was important that we continue to build on our history and move forward to new goals. We rebranded and launched the College's "Traditions of Excellence: Horizons of Change" awareness campaign.

## Can you think of one great challenge you experienced since taking the helm of the Manitoba's dental college?

When I came to Manitoba, there were some very tough issues facing the College. Students were not feeling good about the College. Students were not happy and believed they were not being treated fairly or respectfully. In fact, they were experiencing a very militaristic and punitive culture. We needed to create a more welcoming, inclusive and respectful learning environment. Alumni were disengaged. The Alumni Association had gone dormant and needed to be restructured and energized. The Manitoba Dental Association believed they were being excluded from participating fully in many aspects of the College. They needed better representation and more access to governance and curriculum committees.

## Can you sum up how you and your administration dealt with these challenges?

Relationship building, inclusion, listening carefully to input (from others) and getting feedback -- Students now report record levels of satisfaction. Our graduates are now the most engaged alumni of any university unit. The MDA is now an active partner with the College and many collaborative improvements and projects have been completed.

## Please highlight some of your major accomplishments?

I came to the College set on establishing relationships with the students, the faculty, the alumni and the professional bodies. We needed to start working together and maximizing relationships in the community. Success is built on relationships. I wanted to be a more humanistic dean. I made it a priority to meet every student individually with a walk-about around campus. We have a unique office visit program here. I traveled across Canada to visit alumni at their practices. Making time to connect was important. I wanted to improve work-place satisfaction for my team at the College and build bridges with others outside of the College. We even have a mentorship program that connects alumni and current students. We effectively launched aggressive fundraising campaigns. With the dental association, we were able to renovate our teaching labs and



bring state-of-the-art facilities and technology to our students. The Ross McIntyre Digital Imaging Centre now has top-notch equipment for oral health imaging. We regularly engage with alumni. Many graduates from the College show their trust and pride in our college with philanthropy. Dr. Gerald Niznick trusted us with his name. It is very rare for a dental school in Canada. I am proud to say that the new dean will have more educational funds, and the future of the College is secure. I know other colleges want to duplicate our programs and approaches.

## Is there a difference between Canadian and American universities?

It was a big transition in academia. First off, Canadians can be so polite. I had trouble figuring out when someone was disagreeing with me when I first got here. I value feedback, but I did not always know what messages I was given. [Laughing] In America, the exchanges are more confrontational. Canadian colleges really value teamwork and maximizing relationships with other faculties. Many U.S. schools are now copying Canada's approach to collaboration. The biggest difference is fundraising. In Canada, we are funded in part by government. In the U.S., you rely more on endowments and private funding. I wanted to bring some of my fundraising experience to our college.



## Do you like Canada?

I became a dual-citizen last year. After that process, I think I may know more about Canada than some of my Canadian-born friends. I really love the Canadian lifestyle. The people here have a genuine concern for others. There is so much freedom and mobility here.

## Do you know the words to O Canada now?

Yes, I sang it proudly at the citizenship ceremony. It is a beautiful and moving anthem.

## Why was it important for you to be a Canadian citizen?

Being a citizen allows me to participate more in my community by voting. I live in Canada and have homes in Manitoba, Nova Scotia and a cottage in Lake of the Woods. This is home.



## What's on the horizon for Dr. Iacopino?

Currently, I am in Nova Scotia and will spend half of my sabbatical in Mexico. I will be preparing for my return to teaching and research. When I return to the college, I will be back to teaching in the classroom full-time at the Dr. Gerald Niznick College of Dentistry and working on my oral inflammatory disease research. I love being in the classroom. Interacting, mentoring and advising students -- It is so rewarding. I started in teaching. I taught for 10 years before spending over 20 years in administration. I also want to spend more time on my research and hope the Canadian healthcare system will do more with oral health. With early intervention, oral inflammatory disease can be treated before it results in other medical issues. By treating oral inflammatory disease, there would be a reduction in (public) medical spending. I am also the executive director of the International Centre for Systemic Oral Health. It is the only centre of its kind in the world. We look at interprofessional practice and advocate for the importance of oral health. We also provide continuing education and professional support to Northern communities.

## I will ask again, but this time I will rephrase. What does retirement look like when the time comes?

Well, it will look like six months in Nova Scotia and lots of fishing, gardening, cooking and enjoying wine. There may be some business interests in the future with consulting. This sabbatical is a bit of a test-run for retirement. I will see how it goes. It might happen in three to five years. I will always be around building relationships and being an ambassador of mentorship. You know the saying. Old deans never die...







Photo credit: Travel Manitoba



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### Dr. Bill Robbins: Treatment Planning

J. William Robbins, D.D.S., MA, maintains a full-time private practice and is Adjunct Clinical Professor in the Department of Comprehensive Dentistry at the University of Texas Health Science Center at San Antonio Dental School. He graduated from the University of Tennessee Dental School in 1973. He completed a rotating internship at the Veterans Administration Hospital in Leavenworth, Kansas and a 2-year General Practice Residency at the V.A. Hospital in San Diego, California.



### Dr. David Isen: Local Anaesthetic and Emergencies

David was born and grew up in Toronto. He attended University of Toronto from 1983 to 1987 completing a Bachelor of Science degree in psychology and neuroscience. While completing this program, David worked in research at the university and co-wrote and published a research article on epilepsy. He then went to Western University studying dentistry. Following his graduation in 1991, David was lucky to join a well-known, established practice in his old neighbourhood and maintains a private practice in the same suburban Toronto location.



### Mr. Corey Poirier: Motivation

He has shared the stage with everyone from John C. Maxwell to Deepak Chopra to Stephen Covey to General Hillier and has presented to hundreds of thousands of attendees since he began his speaking journey. Host of the top rated 'Conversations with PASSION' Radio Show, 'For The Love Of Speaking Show', and the founder of 'The Speaking Program', he has been featured in multiple television specials, and he has been featured in/on CBS, CTV, NBC, ABC, and is one of the few leaders featured twice on the popular Entrepreneur on Fire show.



### Ms. Claudia Lovato: Team Building

Claudia began her career in dentistry as a dental assistant in 1995. Her first experience of "saving someone's teeth" was a pivotal moment in her career. It was then, she knew she had found what she was looking for - a challenging and rewarding career centered around serving and helping others. Claudia's personality is that of a restless spirit who cannot settle for the status quo. She began to focus on solutions to common problems that plague dental practices in 2005.



### Ms. Cindy Ishimoto: Communication

Cindy Ishimoto is passionate about cultivating self-directed leaders who help their practices flourish. She wants dentists and teams to know that they CAN make a change and grow as professionals, leaders, and self-directed individuals. With 35 years of dental consulting and speaking experience, Cindy has worked in all specialties, small practices, very large group practices, with new practitioners and those transitioning out of dentistry.

SATURDAY, APRIL 4, 2020



### Drs. Kristina & Suzanne Perschbacher: Oral Radiology, Oral Pathology and Oral Medicine

Dr. Susanne Perschbacher received her DDS at the University of Western Ontario and completed her specialty training and MSc in Oral and Maxillofacial Radiology at the University of Toronto. She is a Fellow of the Royal College of Dentists of Canada and a Diplomate of the American Board of Oral and Maxillofacial Radiology. Susanne is an Assistant Professor in the Department of Radiology, University of Toronto, where she teaches in the undergraduate and postgraduate programs. She also works in a private radiology practice in Toronto.



Dr. Kristina Perschbacher graduated with her DDS from the University of Western Ontario and obtained her MSc and specialty education in Oral Pathology and Oral Medicine at the University of Toronto. She is a Fellow of the Royal College of Dentists of Canada. The majority of Kristina's time is spent seeing patients in private Oral Pathology and Oral Medicine practice. She also teaches in the undergraduate oral pathology and postgraduate oral radiology programs at the University of Toronto.



### Dr. Paresh Shah: Digital Dentistry Hands On Demo

Dr. Paresh Shah has been in private practice in Winnipeg, Canada since 1992. He graduated from the University of Manitoba Dental School in 1991 and completed a General Practice Residency at the Health Sciences Centre in Winnipeg after graduation in 1992. He is an active member of the Seattle Study Club network and also a founder and co-director of a Seattle Study Club in Winnipeg. He has used digital technology in his practice for over 10 years and provided over 300 lectures globally on all aspects of restorative, interdisciplinary care and digital dentistry.



### Dr. Carlos Quiñonez: Public Dentistry

Dr. Carlos Quiñonez is an associate professor and director of the specialty-training program of dental public health at the Faculty of Dentistry, University of Toronto. He has worked as a clinician in both public and private sectors, and is a recognized leader in dental care policy in Canada and internationally. His main focus is on applied policy research, with an emphasis on equity and the history, politics and economics of dentistry. Dr. Quiñonez was also the past president of Canadian Association of Public Health Dentistry. He holds positions across a number of university department and institutes.



### Dr. Daniele Larose: Aesthetics

She graduated from the Faculty of Dentistry at the University of Montreal in 1997. She has since developed skills in cosmetic and biocompatible dentistry. Dr. Larose attended the Las Vegas Institute for Advanced Dental Studies Advanced Anterior Aesthetics program. She's a member of the Quebec Order of Dentists and Honorary Member of the Canadian Academy of Cosmetic Dentistry. Dr. Larose regularly lectures to dentists on Cosmetic Dentistry throughout Canada and publishes cosmetic cases in Canadian dental publications.

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## Men Are from Mars, Women Are from Venus

**JACKIE JOACHIM**  
COO, ROI CORPORATION  
905-278-4145,  
JACKIE.JOACHIM@ROICORP.COM

I must admit that when this book first came out in the early nineties, I never read it. I still have not read the book to this day. The premise of the book was that most common relationship problems between men and women are a result of fundamental psychological differences between the sexes. Of course, there are differences. Men and women approach things completely different which is probably the reason I have never had the inclination to pick it up. Why read about the obvious??

Then I began thinking about practice values. All successful practitioners take the time to calculate the value of their clinic in the market. By determining this value, they know how much this specific asset is worth. Even if one is not ready to sell, having the valuation completed allows an owner to expand, grow and further increase the value of the practice.

Whenever I speak or write about the factors that affect value, I always make reference to the financials, the value of the actual assets in the clinic, whether the associates and staff are on contracts, the lease, and other factors. Whether you are male or female, as an owner these factors are the same and they definitely impact value.

However, when discussing values specifically with female owners it is a different conversation than with male owners. For instance, more women than men are actually surprised with the final value because the practice ends up being valued higher than what they originally thought. As women, I think we tend to underestimate ourselves and as such, the value in the business itself is not seen for what it really is.

Practice values for women will definitely be affected by age and stage. For example, if a valuation is being done during or after a maternity leave, financials are going to be affected. When we calculate value, we use a three-year weighted average. During this specific stage of life, because a woman will have worked less this means revenue is less yet expenses like rent or staff must still be paid, which means less profit or cash flow. What about when children are young and as a practice owner, practice hours must be juggled? I remember when my daughter was first born until about age 5 my time and earning capacity for my

career was reduced because of the stage of life we were in. Remember, cashflow is a huge factor that affects value. Not to generalize but the birth of a child has less affect on the practice's value when the owner is male. Another stage that potentially affects the value of a female owner is someone who is in her mid to late 50's and is trying to manage aging parents? Again, these personal situations can affect the performance of the clinic for obvious reasons. I do wish to note that I am not saying managing elderly parents is exclusive to women, men deal with this as well. I am simply making a generalization.

The practice is a significant asset and also another child. What is key for female owners is that women must ask and know the value of their businesses. There will come a time when the decision to sell will be made. Hopefully, it will be part of the overall investment and retirement strategy. Unfortunately, there are many statistics confirming that women do not invest as much as men do.

When female owners do decide to have a practice value completed, please remember one thing. If any of these stages I have referenced required your attention, please do not be apologetic for where your value ends up. If you did take time off to raise a family or manage a personal situation, do not regret having a business that "could" be producing more. An appraisal will definitely cause any owner to reflect on their management and success to date. However, success is not only defined as the number of patients you saw or the level of revenue you achieved. Success is not one dimensional. The definition of success differs from one person to another. Taking care of one's family, making money and maintaining your own sanity throughout are also clear signs of overall success.

The last point I wish to make, regardless of whether you are a man or woman is that you must be in charge of your finances and future. A huge step to accomplishing this is knowing the value of your practice.

Jackie Joachim is Chief Operating Officer of ROI Corporation. Please contact her at Jackie.joachim@roicorp.com or 1-888-764-4145.



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## Special Offer for MDA Members

### Customized Job Descriptions for Dental Offices

The Manitoba Dental Association (MDA) has engaged People First HR to develop a set of Human Resource policy templates for their members. These templates, which will soon be available on the member's section of the MDA website, will support MDA member offices in implementing industry-leading Human Resource practices that: align with Office Assessment requirements; ensure legislative compliance; and support practice owners in building successful businesses.

MDA member offices have a diverse range of requirements for their staff based on the size and location of the office, and accordingly a 'stock' job description template that works for all members is unrealistic. In recognition of the importance of having a job description for every role in a dental office, People First HR is providing a special offer for MDA members who may not yet have these in place (or need a refresh).

**Why should we have job descriptions for every role in the office? Why do they need to be customized?**

Job descriptions assist you in making sure every staff member understands their role and the expectations you have of them. The job description acts as a framework for understanding what good performance looks like, and assists managers and owners in coaching and guiding staff to meet their potential.

Although there are standard sets of duties that most dental assistants or office managers may perform, each practice owner and office will have their own expectations. By customizing the job description, the practice's vision and culture as well as operational standards, can be reflected.

If you have assigned unique ongoing duties or responsibilities to individuals in the office, their job descriptions should reflect this. If for example, you have a dental hygienist who acts as a 'mentor' or trainer in your practice for new team members, adding this to the job description allows you to measure performance (and compensation) appropriately.

**What else would we use job descriptions for?**

Job descriptions provide the foundation for recruitment and selection – you'd need them in order to develop an accurate job posting, and to tell candidates what the role entails. When conducting interviews, job descriptions should be the basis of your interview process. Ensuring that your

questions are experience-based (and accordingly, legally defensible) assists you to select the best person for the job with facts to back up your decision.

Job descriptions also give us a framework for performance management. They outline what good performance would look like, and accordingly, we can provide performance feedback and base performance improvement and when necessary, termination processes, in the duties described in the job description. It's hard to say 'I didn't know' when it's in your job description!

#### About People First HR Services:

At People First, our mission is providing trusted people solutions to Canadian businesses. Our experts partner with your organization and apply years of diverse experience to customize, facilitate and implement industry-specific Human Resource strategies to your modern business challenges. Learn more about our services at [www.peoplefirsthr.com](http://www.peoplefirsthr.com)

#### People First HR's Job Description Development Process includes:

- Complete review of current Job Description (if applicable)
- Interview an existing Employee in the position and their Direct Supervisor to determine key position requirements (*approximately 1 hour per interview, can be completed by phone*)
- Compare draft job description against others within the dental profession (as available)
- Provide Dental Office with draft job description
- Dental Office to review and offer input and feedback
- Prepare final draft
- Final review and approvals with Dental Office
- Delivery of completed Job Description

NOTE: Average project completion timeline is 2-3 weeks

#### Special MDA Member Pricing (until September 30, 2019)

- **\$399 per job Description (\$750 for non-members)**

**For more information or to book your job description project contact:**

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**204-940-3979**

**[lchammartin@peoplefirsthr.com](mailto:lchammartin@peoplefirsthr.com)**



# communicating with care

## The dentist-patient relationship

The first law of patient care is:  
**Patient Satisfaction =**  
**Perception – Expectations**

If your patient perceives care at a certain level but expected something more or different, then they will be dissatisfied. Both perception and expectation are states of mind and you need to consider these if you want to keep your patients happy.



In its most basic form, good patient care consists of listening to, understanding and responding to your patients needs.

While your oral health knowledge and clinical skills may be exceptional, few of us are taught the ‘soft skills’ of patient communication.

**While there are a multitude of patient needs – six basic needs stand out:**

### 1 Friendliness

Basic courtesy and politeness; being warm and caring

### 2 Empathy

The patient needs to know that the dentist appreciates their wants and circumstances and provides personal attention.

### 3 Efficiency and punctuality

The patient wants to feel they and their time are respected.

### 4 Control

The patient wants to feel that they are making the decision about their own oral health care.

### 5 Options and alternatives

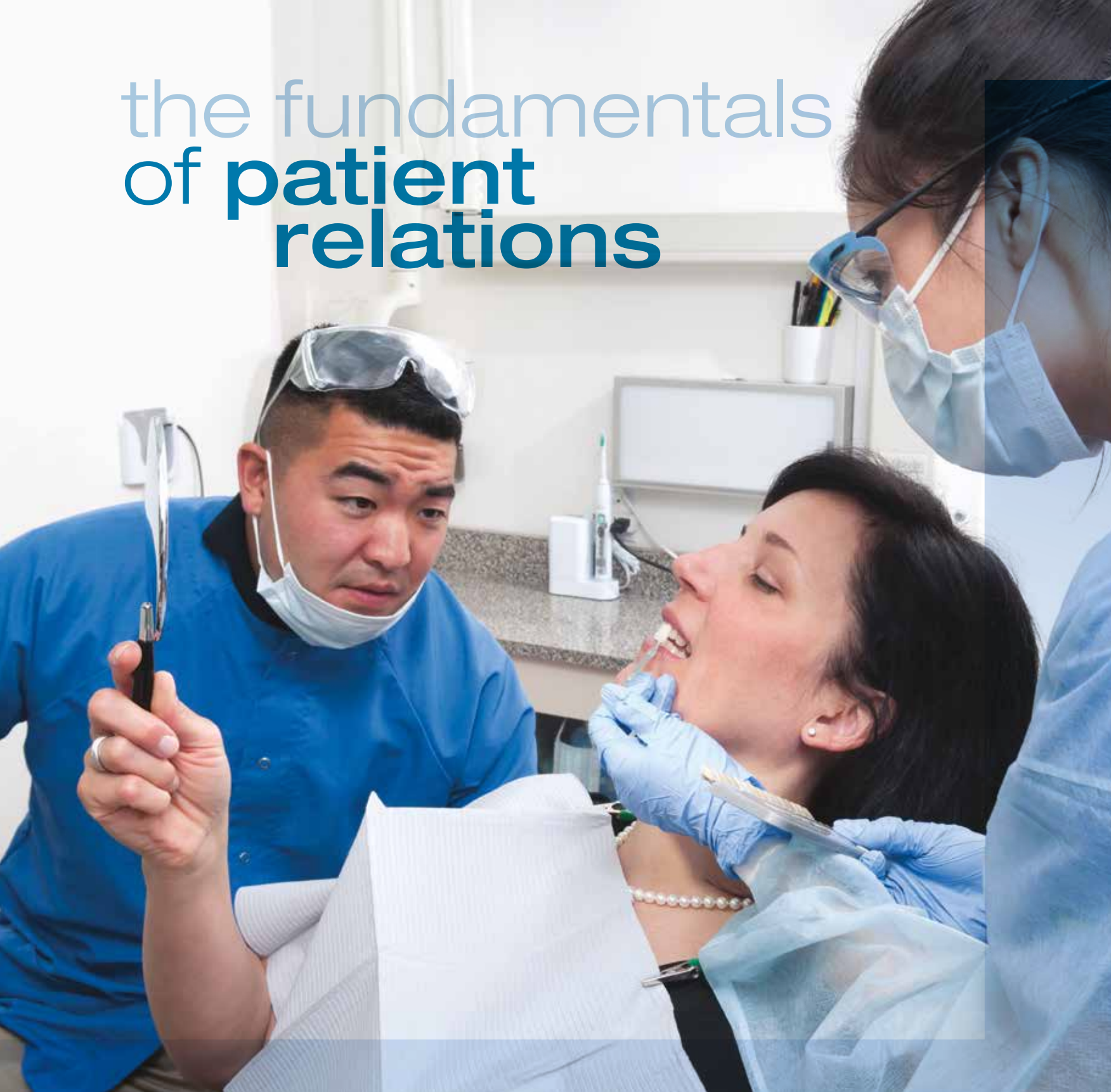
The patient wants to know what treatment options are available; clearly explaining the benefits and risks of all options thoroughly.

### 6 Information

The patient wants to know about fees and services but in a pertinent and time-sensitive manner.



# the fundamentals of **patient relations**



Patients want to be treated as individuals, not numbers. Here are a few rules of thumb for patient relations, which you and your staff should be mindful of:

- The patient is never an interruption to your work — the patient is your work. Everything else can wait.
- Even if you are delegating a task to a member of your staff, a casual “How are you feeling” gesture while your colleague does the work will comfort your patient.
- Never argue with a patient. The patient is always right (in their own eyes). Be a good listener, agree with your patient where you can, and do what you can to make them happy.
- Never make the first point of contact with your patient about finances. Discuss money matters at the appropriate time — only after treatment options have been determined and fully explained to the patient.

## **Portrait of the ‘ideal’ dentist from the patient’s perspective:**

### **Confident**

The dentist’s confidence gives me confidence.

### **Empathetic**

The dentist tries to understand what I am feeling and experiencing, and communicates that understanding to me.

### **Humane**

The dentist is caring, compassionate and kind.

### **Personal**

The dentist is interested in me, interacts with me, and remembers me as an individual.

### **Frank**

The dentist tells me what I need to know in plain language and in a forthright manner.

### **Respectful**

The dentist takes my input seriously and works with me.

### **Thorough**

The dentist is conscientious and persistent.





DR. MIKE SULLIVAN  
CHAIR, ECONOMICS COMMITTEE

## Conversation on Codes

Edited by the MDA

Article supplied by Cox & Palmer and the Nova Scotia Dental Association

Frequently the Manitoba Dental Association receives calls and emails from both the public and practitioners inquiring about codes and how procedures should be billed. To assist members and their staff, the Economics Committee is providing a series of articles focusing on common questions related to specific codes and their suggested use.

Sometimes the wrong code is submitted because of a simple misunderstanding of the code descriptor in the fee guide. There are occasions when the descriptor is updated to match a new technology in order to avoid such confusion. Always ensure the procedure you are performing matches the code and its descriptor.

Often in a busy practice day, it is difficult to quickly determine what the best possible code is for any particular situation. In many cases, a couple of codes could accurately explain what treatment was done. Ultimately the responsibility to accurately describe your treatment using fee codes lies with the dentist, not the Insurance company. Fortunately for the dentist the CDA has already provided code interpretation with their USC&LS guide that is published yearly. It provides codes and descriptors that the MDA uses in its guides to help the dentist in making the most accurate choice. This is something that must be stressed. When it comes to an insurance audit, or practice audit by your regulator, the chart notes must support what is billed to the patient. The fee code used to describe a treatment must be provided by the dental practitioner, not the office staff. And always remember we treat the patient, not their dental plans.

### INSURANCE AUDITS

#### Who Conducts Audits?

As part of claims verification, almost all insurance carriers and/or plan administrators conduct “audits” when they suspect possible fraud, errors or abuse. Claim Secure, Great-West Life, Manulife, Express Scripts Canada, NIHB - all have been known to conduct audits of providers. All insurers employ some form of verification in administration of claims.

#### Why Are Audits Conducted?

The goal of an audit by an insurance company or 3rd party provider is to ensure that the patient has received services for the claims that have been submitted, to verify that the claims comply with the terms of the insurance policy and to determine whether the insurer has made any payments in excess of what the appropriate claim should be. The insurer may claim against a dentist if they feel the dentist has billed inappropriately.

#### What Does An Audit Process Look Like?

While there are some common tactics among insurers, there is no standard audit or claims verification process. Generally speaking, insurers will initially:

- Gather information via claims validation and verification. This may include profiling a dentist's history and looking for outliers and anomalies
- Identify billing procedures that require further investigation or an audit

#### Why Am I Being Audited?

There are many reasons why you might be the subject of an audit, including:

- Profiling software which compares billing frequencies to other dentists
- Tips from a patient, staff or colleagues
- Random selection

#### What Should I Do If I Receive A Request For Records?

Audits are usually initiated by a letter from the insurance company requesting records from the dentist in order to conduct the review.

If you receive such a request, you should ask for a detailed list of information required by the insurer as well as particulars of the consent signed by the patient.

Only once you have full particulars of the request and the appropriate patient consent (discussed in more detail below), the records requested should be provided.

#### Is It Okay For Me To Release Patient Information To The Insurance Company?

Since the audit is by a private insurance company, insurance companies do not have the right to a patient's personal information without the patient's consent. While the insurance policy may contain the patient's consent to the release of information for the identification and payment of claims, it may not be broad enough to provide you with authorization to disclose the information sought by the insurer in an audit (which will often include health information and other personal information).

As a result, you should not provide a patient's personal information to an insurer until you have received the patient's written consent. If the patient does not consent to the disclosure of their personal information, you should not provide this information to the insurer.

You should also be aware that your authority to release patient information is limited to the information the patient has consented to disclose. You cannot provide the insurer with information that is outside the scope of the patient's consent.

#### Can I Refuse To Release The Records If The Patient Has Consented?

In most, if not all, circumstances, it is not appropriate to refuse to comply with a properly executed consent form which consents to the release of all information sought by the insurer. The patient has the right to decide whether they wish to release their personal information to an insurer. If the patient has decided to consent to the disclosure, you should respect his or her choice and comply with the request.

#### What Do I Do Once I Have The Audit Results?

Once the insurer has reviewed the records being audited, the results of the audit are provided to the dentist.

If there is no overpayment claimed, there is likely no need to respond unless a response is requested and the patient has given their consent.

However, if an overpayment is claimed, you should provide a full detailed response outlining whether and why you believe the billing was appropriate. Supporting documentation should also be provided, where appropriate.

#### Could The Audit Review Result In A Complaint To The Provincial Dental Regulator?

It is possible. There are instances in other jurisdictions in Canada where an audit has resulted in a complaint to the dentist's regulatory body for insufficient records or unethical billing.

#### Who Can I Contact For Help?

If you receive notification of an audit, we recommend that you contact your professional liability insurer to determine if there is coverage to assist you through the audit process. You may also wish to contact private legal counsel.

#### Best Practices For Avoiding An Audit

- Keep up to date on proper code use for the MDA Suggested Fee Guide. Ensure staff are up to date on proper code use as well. Read and understand the preambles in the Suggested Fee Guides and read the series of advice articles “Conversation on Codes” that have been published in the MDA bulletins.

- Follow record keeping guidelines to the letter. Many of the insurance audits are triggered by insufficient/inconsistent record keeping. Always ensure ample support for treatment is included in the patient's record and treatment notes and that day sheets accurately reflect the care provided - from the anaesthetic used to the treatment steps and materials used.

- Avoid the things that trigger an audit via profiling software. Unbundling codes (breaking down codes that contain multiple procedures into individual codes that can increase billable amount) and substituting codes are practices to be avoided. Time units are assumed to be 15 minute units. This should be considered when charting. Ensure the fees levied reflect the treatment time.

- Take billing inquiries seriously.

The preambles and descriptors in the Manitoba Dental Association's Suggested Fee Guide offer additional guidance and support to help dentists bill appropriately.

Conversation on Codes is provided by the Manitoba Dental Association Economics Committee.

## WDS Winnipeg Dental Society



### Winnipeg Dental Society 2019-2020 Lecture Series:

Dr. Hoda Hosseini - September 20, 2019  
Dr. John Svirsky - October 18, 2019  
Dr. Effie Habshaw - November 22, 2019  
Dr. Jamison Spencer - March 13, 2020  
To Be Announced - April 17, 2020  
WDS Golf Tournament June, 2020  
WDS Wine Tasting November, 2020

Register at:  
[winnipegdentialsociety.org](http://winnipegdentialsociety.org)

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# GoodLife

## FITNESS.

### FREQUENTLY ASKED QUESTIONS

Please read the following FAQ's to help ensure a smooth online enrollment.

#### *How do I enroll for a Corporate Membership?*

Please click on this link or type it into your internet browser: <https://corporate.goodlifefitness.com>

#### *What do I need to enroll for a Corporate Membership?*

Please have your payment information available (credit card or account information – see details under membership options below). If you are an existing GoodLife Fitness member, please have your membership number or key tag barcode to enter so you can transfer from this membership to a corporate membership without penalty. The enrollment process takes approximately 10 - 15 minutes to complete.

You will be asked to **Log In** or **Sign Up** at the GoodLife Member Site page. If you are **new to GoodLife, you will need to Sign Up** using a personal email address and creating a password. Please retain the information you used so you can access this site during the period of your membership and to renew your membership (if applicable). **If you already have a 'My GoodLife' email account, you would Log In** with this email address and password.

You will be asked to type or select your *company/organization name*. Please use **Manitoba Dental Association** (MDAA Members use this as well) and then enter your **First and Last Name, i.e. John Doe**. This is your unique identifier ensuring your eligibility to purchase a Corporate Membership. Once the enrollment process is completed your membership agreement will be sent to you electronically.

#### *What is the Corporate Membership rate for our organization?*

- 1) The **Annual Corporate Membership** (12-month) option offers the **highest discount** at **\$499.00** +GST, per member, payable in-full by credit card during the membership enrollment process.
- 2) The **No Commitment Corporate Membership** option offers the **most flexibility** at **\$24.00** +GST, bi-weekly, per member, and is payable by pre-authorized deductions from your bank or credit union account. It is the most flexible in that you can cancel it with 30 days' notice and no cancellation fee or put a hold on your membership for a maximum of 6 months for a fee.

#### *What are my payment options for a Corporate Membership?*

##### **I am a new GoodLife Fitness Member...**

The *Annual Corporate Membership* option requires a payment of \$499.00 +GST, per member, paid in-full by credit card. The *No Commitment Corporate Membership* option deducts pre-authorized payments of \$24.00 +GST bi-weekly, per member, from your bank or credit union account.

##### **I am an existing GoodLife Fitness Member...**

The *Annual Corporate Membership* option requires a payment of \$499.00 +GST, per member, paid in-full by credit card. The *No Commitment Corporate Membership* option will be deducted from your bank or credit union account with your current payment schedule and the updated corporate membership rate of \$24.00 +GST bi-weekly, per member.

**Is Towel Service included in my Corporate Membership?** Yes. Towel Service is included, at no charge, in your Corporate Membership. Not every GoodLife Fitness location offers Towel Service so please ask an Associate at the Club you're attending if they do.





#### **Can I use any GoodLife Fitness location with my Corporate Membership?**

Your *GoodLife Fitness* Corporate Membership will give you access to 250+ *GoodLife Fitness* Clubs in Canada as well as short term access (upon request) to *Énergie Cardio* Clubs in Quebec and *24-Hour Fitness* Clubs in the USA. If you are a Quebec resident and wish to use *Énergie Cardio* as the primary workout location you will receive the same short-term access to *GoodLife Fitness* Clubs. Corporate Memberships do not provide access to *Fit4Less by GoodLife* locations. For more details on the above please visit a Club near you.

#### **Are existing GoodLife Fitness members eligible for this offer?**

Yes. If you are transferring into this Corporate Membership Program, *GoodLife Fitness* will waive the \$99 membership buyout fee. You will need to register for your new Corporate Membership offer online (through the hyperlink/site indicated above) and complete the section with your existing membership details (membership number or key tag barcode) so your membership details can be updated with your new corporate rate. Please continue to use your key tag for access to the Clubs with your Corporate Membership.

#### **If I sign up online today, when will I have access to the Club?**

##### **I am a new GoodLife Fitness Member...**

Your new membership key tag will be available at any *GoodLife Fitness* Club immediately after enrolling online. Simply visit the Club of your choice and mention you are a new corporate member and have to pick up your new key tag. You will be required to show photo ID.

##### **I am an existing GoodLife Fitness Member transferring to a Corporate Membership...**

You can continue to use the *GoodLife Fitness* key tag you have (you don't need a new one) and are not required to provide anything at the front desk when you go to the Club. Continue to workout as usual.

#### **Are my family members eligible for this offer?**

Once you enroll for a Corporate Membership you can buy Corporate Memberships for up to four eligible family members. Eligible family members include your spouse, extended family at or over the age of majority, child(ren), or any minor under your guardianship, as long as they are 12 years-of-age or older. You must enroll yourself into the *GoodLife Fitness* Corporate Program first before the section opens up to enroll family members. All payments for family member Corporate Memberships will need to be paid by you. This includes any added services, such as Tanning, Hot Yoga, Personal Training, etc. Depending on the membership type or service, these will be withdrawn from your bank or credit union account, or paid by credit card.

#### **Will my current bank payments immediately stop when I enroll for this Corporate Membership Program?**

If you chose the *No Commitment Corporate Membership* option (bi-weekly payments), your payment information will be updated to the new corporate rate automatically and will be withdrawn on your current payment schedule through the bank or credit union account information you provided previously. This can take up to ten business days to process. If you see more than one payment withdrawn at the old, non-corporate rate, please contact [corporateprograms@goodlifefitness.com](mailto:corporateprograms@goodlifefitness.com) or 1-800-287-4631.

#### **Can I add Hot Yoga, Personal Training, Tanning, or other paid services to my Corporate Membership?**

Yes. These services have an additional cost and can only be purchased and processed at our Clubs (they can't be added online or through the Corporate Wellness Office). As the Primary Member, you will be responsible for any additional services that are added to your membership for yourself and any family members you enroll. Any family members you have enrolled under the Corporate Program must be present when these types of services are being added to the membership under the Corporate Program. Please visit [www.goodlifefitness.com](http://www.goodlifefitness.com) for a list of locations offering Hot Yoga, Personal Training, Tanning, etc.



#### **Is there a minimum age to join GoodLife Fitness?**

The minimum age to join *GoodLife Fitness* is 12-years-old. A parent or legal guardian is required to sign for anyone under the age of majority in each province. In addition, all members under the age of 18 are required to complete a series of Orientations called a *Youth Passport* in order to help familiarize themselves with the equipment and get comfortable in the Club. This is available at no additional cost. To get started with the *Youth Passport*, please request an appointment at any *GoodLife Fitness* Club.

#### **Can I cancel my Corporate Membership?**

The *Annual Corporate Membership* option is a 12-month commitment and cannot be cancelled. The *No-Commitment Corporate Membership* option can be cancelled at any time with 30 days' notice and no cancellation fee. Cancellation can be requested at a Club or through our *Corporate Member Experience Department* at 1-800-287-4631.

#### **Can I place my Corporate Membership on hold?**

The *Annual Corporate Membership* option does not permit membership holds. The *No Commitment Corporate Membership* option allows you to place your membership on hold for a maximum of 6 months for a fee. Please contact a Club or our *Corporate Member Experience Department* at 1-800-287-4631 to do this.

#### **What happens to my Corporate Membership after one year?**

If your membership is paid by pre-authorized biweekly payments, payments will continue to be deducted on your current payment schedule for as long as you are eligible under the Corporate Membership Program terms, or until you choose to cancel your membership. There is no renewal action required. If you have selected the *Annual Corporate Membership* option, you will need to renew through the online link that will be emailed to you prior to your membership expiry to avoid service interruption.

#### **How do I renew my Corporate Membership?**

If you choose the *Annual Corporate Membership* you will be sent an email with an online link approximately 35 days prior to your expiry date. Please visit <https://corporate.goodlifefitness.com> to renew. Your renewal cannot be completed more than 35 days prior to your membership expiry date. If you choose the *No Commitment Membership Option*, you will not receive any renewal notification and your membership will automatically continue on a month-to-month basis for as long as you are eligible.

#### **What happens to my Corporate Membership if my organization no longer offers this Program?**

If the Program is no longer offered, or you are no longer eligible to participate, *GoodLife Fitness* will automatically update all memberships associated with your account to a *no-commitment, preferred rate* of \$25.00 plus applicable tax/per member/payable bi-weekly. Any services that were added to each membership will continue at their regular rates. You can cancel or inquire with our *Corporate Member Experience Team* (1-800-287-4631) about other membership options available or cancel at any time without a buyout fee. This membership does not include Towel Service. Please ask to add Towel Service to your membership(s) for a fee.

#### **Who can I contact if I experience technical issues or have specific questions about this Program?**

If you are experiencing technical issues with the site, are unable to complete your membership registration, or you have questions about the Program, please contact the *Corporate Member Experience Department*, toll-free at 1-800-287-4631 or email [corporateprograms@goodlifefitness.com](mailto:corporateprograms@goodlifefitness.com).





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## Guiding Change in Your Organization: Employee Engagement Surveys & Climate Assessments

For many organizations, the desired culture or organizational 'temperature' of a workplace does not automatically translate to the actual 'temperature' of a workplace. Particularly when workplaces are in a period of transition, the stress of change can impact employee mindsets and could result in a dip in employee engagement. This does not necessarily mean that the organization has an unhealthy or unproductive workplace, but in order for leadership to ensure that they have a realistic understanding of how their workforce is responding to change, many forward-thinking organizations use tools to measure engagement.

Organizations looking to influence and manage change within their organization are thoughtful and intentional in considering where change or impact is needed. The timing, approach and reasoning for the change are also key considerations. Change is not the only reason an organization would undertake an engagement survey or climate assessment, but it often is the prompt in realizing that it's time to do it. These tools also don't replace the need to communicate directly with employees – rather, they draw out feedback so leaders can address the most pressing issues, and initiate the conversations that are most important to their teams.

Both climate and engagement surveys are important and provide clues to how employees are feeling about their work and what they are seeing in the workplace, but ultimately, they measure different results.

### What is a climate assessment?

Workplace climate assessments provide a clear and concise picture of your organizational climate and key challenges. They focus on understanding how employees perceive the work environment using an in-person interview approach. For large organizations, a combination of an online survey and in person interviews are used to gather an objective understanding of any workplace challenges. Through this process, employees share examples, as well as perspectives about their own experiences and observations about the workplace.

### What is an employee engagement survey?

Employee surveys are a powerful tool which organizations use to increase employee productivity, retain key skills & knowledge and understand their competitive advantages in order to attract top talent. How employees are feeling about their supervisor, their job, communications, teamwork, compensation, training,

recognition, benefits, working conditions and other key issues will directly influence their overall satisfaction, commitment and level of engagement. A well designed engagement survey will provide accurate, meaningful and insightful information which can be used to foster the development of high performing individuals and teams. Engagement surveys help organizations achieve a positive return on the investments they make in their employees and specifically address:

- **Employee Satisfaction:** The level of contentment or happiness a person assigns to the attributes of their job/position, their organization and the general or overall way they feel about their employment; and
- **Employee Commitment:** The pride people feel for their organization as well as: their intent to remain with the organization; their desire to serve or perform at high levels; whether they would positively recommend their organization to others; and their desire to improve the organization's results.

### The big question - what can organizations expect as outcomes?

Research has shown that a better workplace climate not only makes people more motivated, it can improve bottom-line performance by up to 30%. People First HR Service's approach is objective and tailored to our clients' needs. Organizations can expect collaborative dialogue with our team on communication approaches, administration and how to best use the results for growth and development. Clients will also receive a final written report that includes an executive summary, a results & findings summary, and most importantly, actionable recommendations tailored to your organization.

Organizations can and do conduct their own climate assessments internally, but there are significant benefits to having this completed by an external consultant. Some of these include:

- Employees may feel more open to speaking candidly with an outside consultant;
- Guarantee of an external, objective approach;
- Professionals with subject-area expertise dig deep to discover what is not always an obvious challenge in the workplace;
- Access and comparison to statistical benchmarking and databases;
- Anonymity of data collection (meaning people speak more freely)

If you are interested in learning more contact Edna Wollf at People First HR Services at 204.940.3921 or [ewollf@peoplefirsthr.com](mailto:ewollf@peoplefirsthr.com)



## Canadian Dental Association benefits for Manitoba Dentists

The Canadian Dental Association (CDA) helps dentists in Manitoba in four principal areas: *Practice Support, Advocacy, Non-Insured Health Benefits and Access to Care and Knowledge.* Over the years, CDA has been extremely effective in all four domains.

On the Knowledge front, CDA has been on the leading edge of highlighting key issues and challenges facing the profession. Some of these knowledge activities include:

### **CDA Oasis and CDA Essentials**

CDA Essentials magazine, the CDA Oasis Discussions website and app, and the CDA Oasis Bulletin email newsletter all combine to form a modern dental news outlet designed to keep Canadian dentists informed about matters important to their professional success. This "dental news hub" helps to facilitate the exchange of pertinent, accurate, concise and timely information related to the dental profession through a range of user-friendly platforms—all designed to reach dentists where they want to be reached.

Priority for content selection for CDA Essentials/Oasis Discussions is determined through consultation with dentists, association/organization leaders, industry

representatives and dental team members. CDA initiates such discussions, but the involvement and perspectives of general practitioner and specialist Canadian dentists in these conversations is crucial to its success.







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## Strategic Investment in Employee Training

In the Learning and Development world we often quote Henry Ford, who once said:

*The only thing worse than training your employees and having them leave, is not training them and having them stay.*

It seems Ford was right; [research shows](#) a strong correlation between increased employee training and measures of increased engagement, retention, productivity, profitability and share prices.

With human capital steadily becoming the most important asset many firms have, training investment decisions are significant. The [Conference Board of Canada](#) reported that Canadian companies spent an average of \$889 per employee on learning and development in 2017, up by 10% from 2015. Yet many organizations struggle to determine how to both maximize, and measure, their return on training investments.

In order to maximize the benefit, apply these three strategies when planning your training:

1. **Align to the business:** Ideally, employee training should be closely aligned with both your performance management plans and the most important competencies for each role, and with the company's strategic goals. We want to be training our workers for the challenges of tomorrow, not just today.

2. **Align to the individual:** Know your employee and their strengths – be sure that the training you propose is aligned with their talents. Research conducted by [Gallup](#) shows the importance of both aligning training to a participant's natural areas of strength, and in communicating the training opportunities the same way. Positioning the training to individual participants as a way to leverage and further develop their existing skills instead of as fixing a gap will foster an attitude of engagement, which is critical to effective learning.

3. **Make it last:** A single instance of learning requires application and practice to make a lasting impact in behaviours. We all have attended training that we've promptly forgotten because we never touched the workbook again. One way to do this is to facilitate group training that includes peer-to-peer follow up after the session. This provides additional low-stress accountability to keep learners practicing their new skills. Other options include tech-enabled follow-up through apps or text messages, or refresher courses.

### What about measuring our investment?

If the reason for training is legislative compliance (like anti-harassment or health & safety), ROI is simple. Harassment or bullying complaints or safety concerns take a huge toll on the workforce, and the potential for public criticism can even result in crisis management. Being compliant with legislation is relatively easy, while regaining the trust of employees and clients can take years.

However, if you are training to help effective employees become better through new knowledge and skills, the gold standard in evaluation was developed by [Donald Kirkpatrick at the University of Wisconsin](#) model which suggests that you establish measurement methods for 4 different outcomes:

- Initial Reaction – commonly seen in course feedback forms.
- Learning – an increase in knowledge or capability that could be tested after training, and is commonly part of the exercises or homework during training in order to assess understanding.
- Behaviour – observable changes that could include a performance appraisal describing how the employee applied what they've learned.
- Results – metrics capturing the effects resulting from the trainee's changed performance.

When you are contemplating an investment in training, give some thought to how you'll measure the baseline behavior and results to help make a meaningful comparison after training. Comparing client satisfaction scores pre-and-post training may be all you need to evaluate customer service training, however leadership development coaching may require 360-degree assessments spaced a year or more apart.

Whatever method you choose to track your return on investment, be sure you share all your goals and your measures with your coach or trainer and share the expectations with your facilitator if hiring outside support. By communicating with them about exactly what you want to achieve and how you'll be evaluating, your unique organizational needs can be considered in developing and delivering training that works for your employees.

For more information contact Deanna Lanoway at 204.940.3938 or [dlanoway@peoplefirsthr.com](mailto:dlanoway@peoplefirsthr.com)



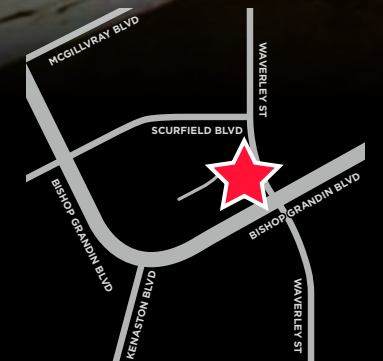
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