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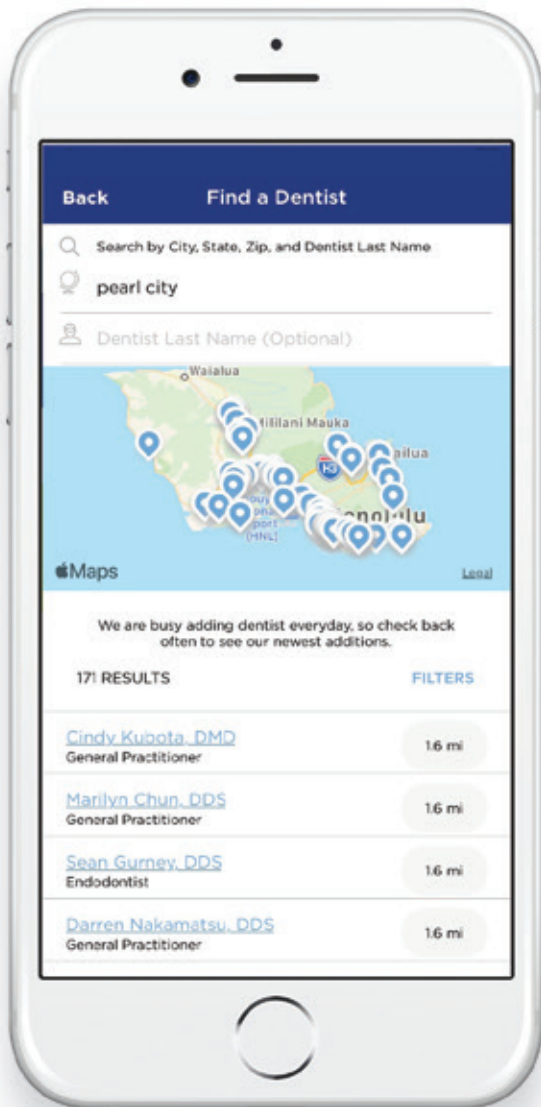
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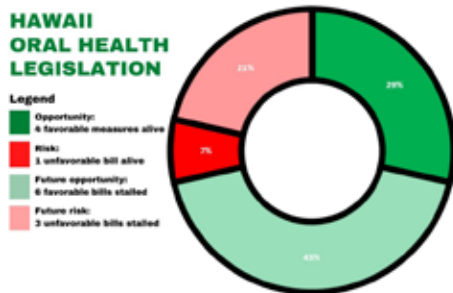
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Spring 2020

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HDA President
Wayne Leong, DDS

Letter from the President

I hope that by the time this letter is published, you are all back to practicing dentistry in this new normal, using your best professional judgement, and employing additional measures to keep you, your staff, and your patients safe. The COVID-19 pandemic is an unprecedented event that has changed the way we live, work, and play. Now, more than ever, our profession will need to be innovative and think outside of the box to adapt to the new challenges presented by this crisis.

All of the concerns and challenges brought on by the COVID-19 pandemic has been keeping your Hawaii Dental Association very busy. We are fortunate to have weekly briefings from the ADA, providing timely yet constantly evolving information and practice guidelines to help us navigate through uncharted waters and guide you as best we can. Weekly meetings with our 14th District Presidents and Executive Directors from Arizona, Colorado, Nevada, New Mexico, Utah, and Wyoming allow us to discuss what is going on in each state, what challenges are developing from State governments, Dental Boards, and Dental Hygienists Associations, and strategies for moving forward as dental offices start to reopen.

While we were fortunate to have had a very successful 2020 Dental Convention, going forward, many difficult decisions will need to be made due to the COVID-19 pandemic. After much discussion, our Dental Education Program and Board of Trustees decided to cancel the in person 2021 Hawaii Dental Association Convention. The timeline to receive a full refund of our reservation deposit from the Hawaii Convention Center, difficulty obtaining commitments from speakers and vendors for the event, and

not knowing if large gatherings would be allowed at that time—heavily influenced our decision. We are currently working on a virtual convention that will include continuing education opportunities for our members. A few of our 14th District partners have held financially successful virtual conventions in their states and they can provide guidance on how we plan ours for next year.

On May 7, 2020, the ADA gave a comprehensive presentation of its Dental Licensure Objective Structured Clinical Examination (DLOSCE) to the HDA Board of Trustees as a possible alternative to the ADEX examination. It is a professionally developed, content-valid examination built specifically for clinical licensure purposes that assesses candidates' clinical judgment and skills using sophisticated 3D models, without the need to involve patients or manikins.

Finally, I would like to thank the members of our COVID-19 Rapid Response Team; President-Elect Dr. Patsy Fujimoto, Executive Director Ms. Kim Nguyen, and Government Affairs Consultant Ms. Melissa Pavlicek, for all of their hard work and countless hours spent, advocating for our members. Meeting at all hours, including evenings and weekends, we dealt with the constant frustration of seeking clarification from government sources, handling constantly changing circumstances, the unpredictable press, and interjections from other organizations. So far, this has definitely been a very “interesting” term for me, to say the least. My colleagues and I will continue to diligently assess all of the issues that arise, using all of the information at hand and our best judgement, to try to make decisions in the best interest of our members. 🦷



Now, more than ever, our profession will need to be innovative and think outside of the box.



HDA Executive Director
Kim Nguyen, MSW

Safe Return to Work

I'm not so sure that anything I'll write here will be a surprise. I hope that by the time you're reading this, many of your questions have already been answered about a safe return to work, that you are implementing social distancing practices (as mandated by the state orders) in your offices and personal lives, but more importantly, that you and yours are safe and healthy.

I know how very difficult these past few months have been—for you, your practice, your family, and your staff. Alongside our fellow state associations and the ADA, we have been working to secure accurate and timely answers and proper guidance to maneuver through a crisis in which we have no playbook but which is being developed as we get through this together. No doubt that scouring through changing county and state orders and recommendations from public health experts and federal agencies have been mind-boggling and sometimes, downright frustrating. If anything was made clear these past few weeks, it's that our decision makers could be in better sync. But then again, like I wrote, we have no playbook on how to handle this worldwide crisis. What was also clear, was that our profession in particular, always had public and patient safety as top of mind. There was no doubt that you—our members—were concerned about your staff, patients, and families, and what our profession can do to flatten the curve. You answered the call by donating precious PPE, by volunteering your time to other causes, limiting your procedures to urgent cases, and outfitting your offices to enhance safety measures. And for that, I thank you! You've made significant sacrifices for our community, and in turn, the HDA and ADA continue to work the best we can to get our members on the road to recovery.

I would like to thank the ADA for their amazing and lightning speed work during the pandemic.

They have been on top of this from the get go, working with what little information we knew about COVID, but yet putting out resources to help get through, even if it meant the information would change in the next 24–48 hours. As with everything, communication is critical and I'm sure you've seen the many, many issues, action alerts, webinars, and resources that they've pushed out. I hope you took advantage of all those materials and services ... the benefits of the tripartite membership!

On the flip side and as is human nature, sometimes information doesn't come out as quickly or in ways that we want. Responses to media inquiries, clarification on the economic relief, replenishing the PPE supply chain ... all of these efforts take an enormous amount of resources and strategizing, working against time and with forces beyond our control, and taking into account unintended consequences. I continue to ask for your understanding and patience as we work through the questions, fires of the day, and essentially ... the unknown. And being comfortable with the unknown is difficult, but this pandemic has only reinforced that we grow by being comfortable with the uncomfortable ... "working in the gray," as I've come to call it.

When this *Journal* goes to print, I have no idea what the state of affairs of the world will be. But I hope you know that the ADA and HDA will continue to serve and advocate for our members to the best of our abilities. We didn't have a playbook for this pandemic to begin with, but together, we are creating one; let's make it through this busy and dense forest towards a bright clearing. *Thank you, for your membership and dedication to our community!* 🦷

A handwritten signature in black ink that reads "Kim Nguyen". The signature is fluid and cursive, written in a professional style.



You've made significant sacrifices for our community, and in turn, the HDA and ADA continue to work the best we can to get our members on the road to recovery.



I hope this message finds you and your family well. The Consani Associates team has been engaged full time throughout the Covid-19 outbreak working with sellers, buyers and financial institutions.

We are advising buyers to take this time to find an opportunity that looks to be of interest then once the quarantine is lifted, visit the practice and the community. If the practice looks like it is a good fit, we can structure a sale, including financing, leases and closing documents, and then wait to close when you say that you are ready.

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2020 HDA Meeting Calendar

All HDA Members Welcome at All HDA Meetings

Board of Trustees
9am–1pm, via Zoom
Thursdays

July 9

September 24

Executive Council
6:30–8:30pm, via Zoom
Tuesdays

June 9

August 11

September 15

December 15

**House of Delegates (HOD)
& Awards Ceremony**

8:30am–COB, TBD

Sunday, November 15

**HOD Reference Task Force
(RTF)**

6:30pm, via Zoom

Tuesday, October 6



Conferences & Events

ADA Presidents-Elect Conference

July 20–21, Chicago, IL (virtual)

ADA 14th District Caucus I

August 28–30, Salt Lake City, UT (TBD)

ADA Executive Directors Management Conference

July 20–22, Chicago, IL (virtual)

ADA New Dentists Conference

October 16–17, Orlando, FL (TBD)

ADA Conference on Membership

July 23–24, Chicago, IL (virtual)

ADA Annual Session and House of Delegates

October 14–19, Orlando, FL (TBD)

Dates/times subject to change. Please call to confirm attendance. If you would like to add your event, please contact the HDA office.



E Komo Mai! **New Members**

Summer Arnold, DDS

Tyler Brown, DMD

Rodney Chang, DDS

Olga Hamilton, DDS

Aaron Harada, DMD

Ha Kim, DMD

Maricris Mangasi, DDS

E. Devi Sunahara, DDS

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2020 Give Kids a Smile

By Dr. Christopher Nakamura, *HDA Foundation Board Member*

February was National Children’s Dental Health month. The Hawaii Dental Association Foundation’s Give Kids a Smile (GKAS) held its 6th annual community event and school presentations to celebrate. Volunteers visited various elementary schools to teach our keiki about the importance of good oral health and the proper brushing and flossing technique.

On February 29 2020, the GKAS community event was held at the Waikiki Health Dental Clinic. The event day was truly a sight to see! Over 100 Smile Makers including 40 dentists came and gave their time, energy and smiles to help make this event possible. More than 50 kids of all ages were invited to come and participate in a variety of fun activities including learning about healthy food and drinks for oral health, getting their face painted, playing games, and receiving prizes at the Molar Mania Fun Zone. Most importantly, the keiki received a cleaning, screening, and topical fluoride. A new addition to this year’s event was the placement of dental sealants. Over 20 sealants were placed to help protect our keiki’s teeth. For many of these keiki, this event helps to shape their

view that a visit to the dentist is a fun and enjoyable experience.

The event would not have been a success without the help of various individuals and organizations. The GKAS committee would especially like to thank:

- ✓ The Hawaii Dental Association Foundation (HDAF) for their unwavering support of the GKAS program.
- ✓ Our primary sponsors Honolulu County Dental Society and Patterson Dental for their support and donation of goodie bags to allow the keiki to continue the lessons they learned at GKAS.
- ✓ Waikiki Health, Central Pacific Bank, Hawaii Dental Service, Liberty Dental, Morita Orthodontics, WestPac Wealth Partners, and Hawaii Medical Service Association for donating their facilities, sponsorships, and event promotion.
- ✓ Hawaii Public Policy Advocates for their hard work in promoting the event, providing the support and coordination to expand our school presentations and for providing avenues to alert our legislators about the importance of oral hygiene for our keiki.

- ✓ Dave Greer Media for photographing the event day and capturing the keiki’s excitement.
- ✓ HDA staff for all of their hard work, long hours, and dedication to the GKAS program.
- ✓ The school presenters who took time out of their day and provided oral health education to over 750 keiki in various elementary schools.
- ✓ Finally, and most importantly, to all of the 100+ volunteers who gave their time, passion, and smiles to make this day a success—we cannot thank you enough. You all are truly Smile Makers! 🦷

For additional information regarding this event or the Hawaii Dental Association Foundation, please visit www.hawaiidentalfoundation.org.



The 2020 GKAS Crew are all smiles!



Drs. Nina Tran and Brennan Takagi spend time with our keiki on oral health education.

County Corner

Honolulu County Dental Society

By Dr. Calbert Lum, *CE Program Committee*

On March 19, 2020, HCDS held a very successful and interesting Ethics course given by Mr. Ken Lawson, a UH William Richardson School of Law Ethics professor. For the very first time, we were able to use Zoom technology to reach out to over 300 member dentists and their hygiene staff members. We were also very fortunate to be able to add a brief lecture by Dr. Sarah Park, our State Epidemiologist, at the last minute. She gave an informative overview of COVID-19 and answered questions from our Zoomed in members.

This lecture/presentation platform was so well received by our members that the HCDS will continue to use this for our upcoming business/lecture meetings, so stay tuned to your snail mails and emails from HCDS, but here is the schedule of our upcoming business meetings/lecture so far:

- **Wed, May 27, HIPAA Privacy Overview**

- **Thu, July 2, COVID-19, HIOSH, and the Dental Practitioner**
- **Wed, Aug 26, Infectious Diseases/COVID Overview** *(tentative)*
- **Wed, Dec 2, TBD**

Please note two very important points:

First, you must register ahead of the business meeting/lecture to receive credit for your CE. Once the lecture begins, there will be no post registration for CE credit.

Secondly, with the COVID-19 situation, HCDS will not be offering the usual Basic Life Support (BLS) for Healthcare Providers course this summer. We are considering bringing it back summer of 2021. If your BLS certification expires this year (which is a requirement for your dental license), this has not been waived by the Board of Dental Examiners at the time of this write up. Please check with the American Red Cross or the American Heart Association for your certification. 🦷

Maui County Dental Society

By Dr. Erik Wong, *President*

Notes to Share:

- Give Kids a Smile, originally scheduled for April 11 at the dental hygiene department of UH Maui College, has been postponed. New date is yet TBD.
- Members of MCDS volunteered at multiple drive thru testing sites held at Keopuolani Park in Wailuku on 4/10 and 4/16. Tasks included taking vitals and ensuring information on the forms were filled out correctly. Members did not do any swabbing but were still protected with PPE. 🦷





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Volunteer Profile

By Dr. Carla Fukumoto, *HDA Secretary*

Question to Dr. Norman Chun, Co-Chair of Legislative Program:

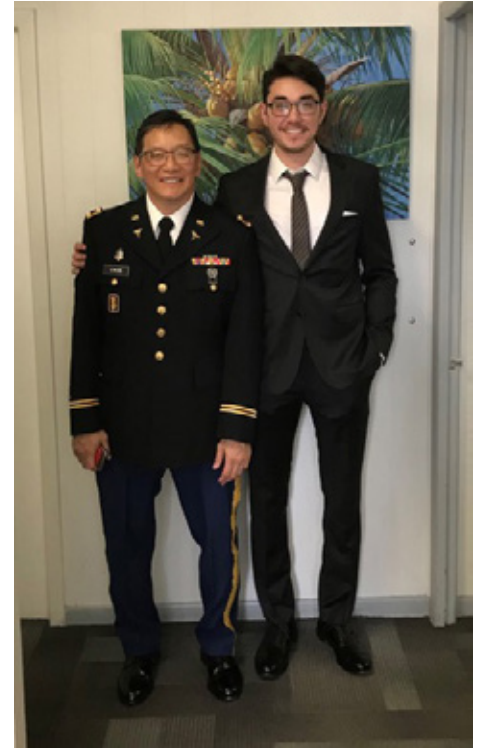
How do you volunteer for the Hawaii Dental Association and why?

Answer:

“Volunteering for the Hawaii Dental Association was an easy decision over 39 years ago. I knew how important the role of organized dentistry is to our profession. Throughout the years I have volunteered for multiple positions and functions which were all fun. Without the Association, specialties would not get its proper recognition, standards and guidelines would not be available to help us. The best part of volunteering is the sense of camaraderie amongst our colleagues. The pandemic was a rude awakening and without the ADA and HDA disseminating information in a timely matter we all would have suffered a lot more.

His Advice:

“Stay Involved and Stay Engaged.” 🦷



Dr. Norman Chun with son Ryan, a dental student in Utah.

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Melissa Pavicek



Danny Cup Choy

HDA Government Affairs

By Ms. Melissa Pavicek and Mr. Danny Cup Choy
Hawaii Public Policy Advocates/HDA Legislative Consultants

The Hawaii legislature suspended session without adjourning on March 16, leaving many bills and resolutions unfinished and the community unsure about whether the session would be resumed. At that point, the Hawaii Dental Association’s Legislative Program members were focusing advocacy efforts on 14 measures related to dental assistant regulation, dental therapists, tobacco and vaping prevention, and funding for Adult Dental Medicaid. In addition, HDA supported the nomination of Dr. Joseph Chu and Dr. Andrew Tseu to the state Board of Dentistry.

Three favorable bills supported by HDA remained alive, two relating to funding for adult dental Medicaid benefits (HB 2249 and SB 2459) and one restricting use of flavored tobacco and vaping

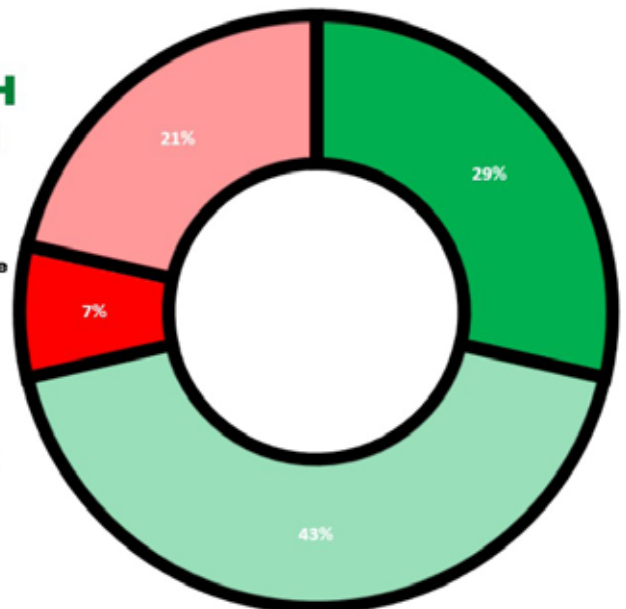
products (HB 2457). HDA also continued to support establishment of a working group to propose regulation of dental assistance in preference to bills that would set out dental assistant requirements without input from dentists. Though a bill introduced by Rep. John Mizuno to establish such a group did not advance, his resolution number HCR 49 remained alive when the session was suspended. The working group is also favored by the Board of Dentistry, the Department of Commerce and Consumer Affairs and other stakeholder organizations. The bill to set out dental assistant regulation (SB 2584), which HDA opposed, was also still alive and continued to pose a risk of passing.

An unfavorable bill which would have established a category of practitioners called dental therapists did not receive a



Due to the expected changing make-up of the legislature, it remains important for HDA members to stay active and engaged in policy development.

HAWAII ORAL HEALTH LEGISLATION



hearing and was inactive for the remainder of the legislative session. HDA's Legislative Program co-chairs Dr. Norman Chun and Dr. Glenn Okihiro recommended seeking ADA assistance, which was provided, to communicate effectively with legislators about the potential risks to patient care if non-licensed dentists were permitted to perform irreversible procedures. That bill, HB 1806, favored by Rep. Roy Takumi, is a potential risk if introduced in future legislative sessions.

HDA continues to advocate for funding for adult dental Medicaid legislation (HB 2249 and SB 2459) and to oppose prohibitions on the addition of fluoride in water (HB 2480 and SB 2732). More than 50 dentists and supporters expressed strong support for state Senator Karl Rhoad's bill to require water fluoridation, but the bill did not advance further and is dead for the 2020 session. Several bills restricting tobacco and vaping that were supported by HDA did not advance and present opportunities for education and outreach next year.

The legislative committee chairmanships and members are likely to have at least several changes. Thirteen of the 25 state Senate members are up for election and at least one, Senator Kai Kahele, is seeking federal office in a run for Congress. All 51 House members are up for re-election. House Judiciary Chair Chris Lee seeks to replace state Senator Laura Thielen in the Senate. Thielen and her mother, House member Cynthia Thielen, have both announced that they will retire after this session. Due to the expected changing make-up of the legislature, it remains important for HDA members to get to know their geographic-area legislators and to stay active and engaged in policy development. 🦷



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Getting to Know

Our County Presidents

By Dr. Candace Wada, HDA Member

Maui County: Dr. Erik Wong

Erik was born and raised on Maui. He grew up in Paia and graduated from Maui High School in 2001. Both of his parents are on the eve of retirement. His father works in tourism and his mother works at the hospital. He has an older sister in Los Angeles who does acupuncture, and a younger sister on Maui who is an optometrist. He has a deep passion and appreciation for art and design. He also enjoys cooking, traveling, and spending time outdoors hiking or surfing.

Erik earned his undergraduate degree from the University of the Pacific (UOP) in Stockton, California, earning a BS in Biology and graduating in 2005. He went on to graduate with honors from Tufts University School of Dentistry in Boston, Massachusetts in 2009. After that, he completed a three-year residency in prosthodontics at UCSF in 2012.

Erik said, “During my first pediatric rotation when a screaming kid bit my fingers, I knew at that moment that I did not want to see children. I enjoy all aspects of restorative dentistry and the unique challenges it brings and decided to narrow my focus to prosthodontics.” Erik went on to say, “I knew I wanted to have a career in health care. I was originally accepted into UOP’s pre-pharmacy program. During the summer after my freshman year, I volunteered at the hospital pharmacy, and within the first week I knew that this field wasn’t for me. I had friends that were in the pre-dental program and they encouraged me to look into dentistry telling me it’s like art. I called my dentist and spent the day shadowing him and the rest is history.” Back when Erik was at UCSF, there were many fun and frustrating nights, some past midnight, spent with co-residents doing lab work, treatment planning cases, and just learning from one another.

Hawaii County: Dr. Patsy Fujimoto

As she takes on the President-Elect Position for the HDA, Dr. Patsy Fujimoto, who has served as Hawaii County’s President for the past several years, has these comments to share:

“I am really proud of our county members who weathered an unprecedented situation with the coronavirus pandemic. We (the HDA) will continue to support our members in whatever way we can. I am also looking at ways to collaborate with the other counties in providing CE courses. This pandemic has opened up opportunities in doing CE

Since his residency in 2012, Erik has been practicing dentistry for eight years. He spent his first four years practicing in the Bay Area. Then in 2016, he moved back home to Maui to join his mentor, Dr. Peter Fay, and in 2018 bought the practice. Some changes he has seen since finishing his residency, Erik said, “With the improvement of technology, you can do a full wax up digitally at home rather than in the lab, but I’m sure residents are still doing tons of lab work; I still enjoy it.” One thing that he said hasn’t changed for him is taking alginate impressions and mounting models.

He enjoys taking CE courses and said, “I take time every year to attend meetings and conferences around the country.” He is also the co-director of the Seattle Study Club on Maui.

Erik’s advice to fellow dentists: create a vision that defines your purpose and the type of dentistry you want to do.



Dr. Erik Wong then



Dr. Erik Wong now

digitally which we want to take advantage of for our members. Finally, I also want to thank our members for being members because we can only move forward.”

Thank you to Dr. Patsy Fujimoto for leading the way in 2020.



Dr. Patsy Fujimoto

Honolulu County: Dr. Lynn Fujimoto

Our new Honolulu County Dental Society president is Dr. Lynn Fujimoto. Lynn was born and raised in Honolulu. She is married to fellow dentist, Dr. Steven Ertel and they have one son, Kyle, who is living in Los Angeles. She attended St. Andrew's Priory and attended college at Washington University in St. Louis, Missouri. She worked at the dental school as an undergraduate and the dental school professors there encouraged her to apply to dental school and she did! She has always enjoyed time spent with children so right after finishing dental school, she completed a residency in Pediatric Dentistry from UCLA. For fun, she loves to travel.

When Lynn was a dental student at Washington University, she was one of only fourteen female dental students out of 140. My how times have changed. Now, the male to female ratio is more like 50:50 and in pediatric dental programs, more than 50% of applicants are female. She has been practicing pediatric dentistry since 1981—31 years in

private practice and since 2009 she has also been Associate Director of the NYU Langone Pediatric Dentistry Program—Hawaii site. She sold her practice in 2012 to Dr. David Ching. When asked what changes she has seen through the years, she said it has been the influence of social media, which she feels has changed the way dentistry is practiced. She also feels that parental attitudes have changed as well.

To the next generation of dentists out there, Lynn advised that you should give back ... we are all blessed to have this gift of dentistry. Since 2009 she has been on numerous missions with Aloha Medical Mission and Global Dental Ambassadors. She has gone to Nepal, Philippines, Ecuador, Guatemala, Sicily, and Zambia and have been so enriched by the students that she has met and the people in these countries. These have been the best experiences of her life and she looks forward to continuing her mission work once the COVID-19 crisis is over.



Dr. Lynn Fujimoto and her colleagues at Aloha Medical Mission



Dr. Lynn Fujimoto on one of her missions in Nepal

Kauai County: Dr. Robert Stebbins

Our continuing Kauai County President, Dr. Robert Stebbins, has been previously profiled. When asked if he would like to share some comments on the current state of affairs, here is what he had to say:

“I do feel the only way to emerge from this difficult financial and emotionally draining period is to maintain strong ties to those networks we have developed. Safeguarding our individual mental health and remaining engaged in supportive social groups are pivotal in helping us navigate each day successfully. Dental professionals have a unique additional concern. Many of us spend more time and effort each week on caring for and maintaining a dental practice than

self-care. Navigating the ever-changing landscape of dentistry is almost impossible for an individual provider. The support provided by our dental societies has never been more pertinent or necessary.”

Thank you to Dr. Robert Stebbins for leading Kauai again in 2020! 💙



Dr. Robert Stebbins

Speak Up!

Open Communication Strengthens Employer-Employee Bonds

By TDIC Risk Management

It's been said that the art of communication is the language of leadership. In the dental office, open communication between practice owners and staff ensures an efficient workplace, reduces employee turnover, and helps mitigate potential employment-related claims.

Communication is at the heart of maintaining a cohesive team, thus improving job satisfaction and reducing employee turnover. There are many factors that go into job satisfaction. Some are obvious, such as pay and benefits, while others less so, such as opportunities for advancement, feeling of belonging, and being professionally challenged.

One of the most important aspects to job satisfaction is a positive working environment. Positive working environments are those that embody fair policies and practices, good leadership, and strong relationships among colleagues and supervisors.

In one case reported to The Dentists Insurance Company's Risk Management Advice Line, an employee was hired as a full-time registered dental assistant. She was instructed to write down eight hours on her timecard, regardless of the actual hours worked. She was also asked to report 15 minutes prior to the start of her shift for a mandatory daily huddle.

Although the employee was not happy about these requests, she complied because she needed the job. Ultimately, the employee became fed up with not being paid for the actual hours worked. After a few months, she began to record her accurate hours on the timecard. Payroll denied the overtime. The employee questioned the dentist about the missing overtime on her paycheck and was told that his office policy is not to pay overtime unless prior approval is obtained. However, he had not previously informed her of his office policy regarding overtime.

To make matters worse, the office manager changed the employee's schedule, resulting in a reduction of hours. The manager also changed her position from RDA to DA without prior notice. The employee contacted the office the following week and informed them that she would not be returning to work. Two months later, the office received a letter from an attorney representing the former employee, who alleged a hostile work environment and failure to pay overtime. Eventually, the case was settled through mediation for a high five-figure amount.

When communicating with employees, TDIC recommends that practice owners be clear, direct, and decisive. This should begin with employee

onboarding and continue through the duration of employment. A good starting point is a comprehensive and up-to-date employee manual. In addition, new employees must clearly understand the practice vision, goals, policies, and procedures.

It's also a leadership best practice to clearly outline each employee's role and responsibilities. Each position should have a written job description and written expectations, and these expectations should be discussed with the employee in person to ensure understanding. This establishes accountability and increases motivation and performance for each member of the team.

How you communicate is often as important as what you communicate. The following tips can help:

Be authentic

Being honest and approachable helps build relationships. Sharing personal stories, finding common ground, and asking open-ended questions creates a connection with the team, thus establishing trust.

Be positive

Approaching challenges with a can-do attitude works wonders on employee morale. Letting staff know you're in it together creates a camaraderie that leads to buy-in from the

entire team. Focus on successes and learn from failures.

Be consistent

Nothing kills employee morale faster than employees who feel they are treated differently or unfairly. Maintaining consistent policies in all aspects of practice management, from dress codes to time off, ensures each staff member feels respected.

Be concise

A lack of clear instructions is one of the greatest causes of lackluster performance in the dental office. Giving directives and using straightforward language illustrated with cause-and-effect examples can help in understanding. Practice owners are advised to conduct regular performance evaluations and morning huddles. Employees should also be asked whether they have follow-up questions.

Listening

It's not enough to simply talk to your employees. Listening is arguably the most important skill in effective communication, and too often people listen only with the intent to reply. Instead, effective communication means listening with the intent to understand. To ensure goals and policies are clearly understood, practice owners are advised to encourage employees to provide feedback and comments, which can identify weak spots and provide valuable information for improvement. Simply asking the team "how can we improve communication in the office?" or "what would be one thing that you would like to change in the office?" can provide valuable insight and solutions that may not have previously been considered.

Open-door policies encourage employees to speak their minds and further promote the team mindset.

Communication channels

Using the right communication channel for the message is also important. While email and texting have become commonplace in our society, they are not appropriate for sharing information in the workplace. Having face-to-face conversations with employees, whether individually or during morning huddles or meetings, builds relationships and trust in a way that sending a group email can't. It also provides the opportunity for employees to ask clarifying questions, thus ensuring everyone is on the same page. Texting is especially detrimental to workplace communication as it

decreases professionalism and makes it difficult, if not impossible, to deliver clear, concise information. Similarly, it's a communications best practice to require employees to call in sick, rather than emailing or texting.

Naturally, the focus of most practice owners is on clinical care. But brushing up on basic leadership skills, such as communication, can do wonders for improving the workplace. Open dialogue between practice owners and staff establishes clear responsibilities and expectations, builds relationships and improves employee morale. Not only does an efficient workplace improve employee morale, it can help mitigate potential claims in the long run. 🧡

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