

## **NOTICE:**

**This document is NOT up-to-date. It contains sections that do NOT currently comply with labor laws, and could leave the user open to liability. As with all legal documents used in your dental office, you should customize it for your particular practice, and have it reviewed by an attorney or other expert in the field.**

## **Welcome**

We would like to welcome you to our practice and take this opportunity to familiarize you with our philosophy and mission.

## **Mission**

Our primary purpose is to provide the highest quality dental care possible to all our patients. We strive to provide quality, comfortable dentistry to all adults and children in a friendly, relaxed atmosphere. Each patient deserves our focused attention and best efforts to make his/her experience one that stands far above the norm. Our practice depends on the success of these efforts.

## **Practice History**

After graduating with a biology degree from Saint Louis University, Dr. Dolson then attended the University of Missouri-Kansas City School of Dentistry, receiving his dental degree in 2000. Immediately after graduation, he worked as an associate dentist at a large practice in St. Charles. Realizing that many of his patients were driving from O'Fallon to St. Charles for dental care, Dr. Dolson explored the possibility of opening his own practice in O'Fallon. Our office first opened its doors in September of 2001.

## **Employment**

This office manual does not constitute a contract of employment and does not guarantee employment. Its purpose is to inform team members of general office policies. It is subject to change as needed.

**This handbook is not an employment contract and is not intended to create contractual obligations of any kind.** Neither team members nor Dr. Dolson are bound to continue the employment relationship if either chooses, at its will, to end the relationship at any time. This is referred to as "at will" employment and is part of most employment situations.

## **The Hiring Process**

- All candidates must complete and sign an employment application. Resumes may be attached to the application.
- After an initial meeting with our office manager, a candidate may be asked to return for a “working interview”.
- Candidates may be asked to complete a personality profile questionnaire.
- All employment and personal references will be verified.
- Candidates will meet with the team prior to the doctor making a final hiring decision.

Once a new team member is hired, she/he must complete an I-9 form and produce two identifications as specified. They must also complete the W-4 form and state tax forms.

## **Employment Categories**

### **Introductory (Evaluation Period)**

Introductory team members are those employed less than 90 days whose performance is being evaluated to determine whether further employment in a specific position within our office is appropriate. Some benefits such as group medical insurance and profit sharing may not be available until the introductory period is satisfactorily completed.

### **Full Time**

Regular, Full time team members are those who are not in a temporary or introductory status and who are regularly scheduled to work our full-time schedule. Generally they are eligible for our full benefits package, subject to the terms, conditions, and limitations of each benefits program. A minimum of 32 hours is required to be a full time team member.

### **Part Time**

Part-time team members are those who are not assigned to a temporary or introductory status and who are regularly scheduled to work less than 32 hours per week. While they do receive all legally mandated benefits (such as Social Security and Worker’s Compensation insurance), they are eligible only for some of our other benefit programs, based on the number of hours worked.

## **Temporary**

Temporary team members work full-or-part time for a specific time period or for the duration of a specific project or assignment. While temporary members are entitled to all legally mandated benefits (such as Social Security and Workers Compensation insurance), they are not eligible for any of our other benefit programs. Employment beyond the initially stated period does not in any way imply a change in employment status. Any change in employment status requires the written agreement of both parties.

## **Probationary**

A team member may be placed on probation as a result of substandard job performance or inappropriate behavior. The team member will be advised of the change in status and will be given a period during which certain corrective measures must be satisfactorily met. If the team member meets these stated requirements, she/he will be returned to her/his former employment classification. If the stated requirements are not met, additional disciplinary measures may be taken at any time, up to and including termination. A recurrence of the poor behavior may result in immediate termination.

## **Introductory Period**

The introductory period is intended to give new team members the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether this new position meets their expectations. We also use this period to evaluate the team member's capabilities, work habits, and overall performance, and to receive feedback from the team member as to how we can better support their position and enhance their work performance. Either the team member or the doctor may end the employment relationship at will at any time during the introductory period, with or without cause.

The doctor and the team member are encouraged to discuss job performance on an informal, day-to-day basis. Written documentation of the team member's performance will be provided in the team member's personnel record.

All new team members work on an introductory basis for the first 90 calendar days after their date of hire. Any significant absence may automatically extend the introductory period by the length of absence, or may result in immediate termination, if the circumstances warrant. If the doctor determines that the introductory period does not allow sufficient time to evaluate thoroughly the team member's personal performance, the introductory period may be extended for a specified period, not to exceed 90 days. Upon satisfactory completion of the introductory period, team member enters the "regular" employment classification.

During the introductory period, the new team member is eligible for those benefits that are required by law, such as workman's compensation insurance and the employer's portion of social security. Introductory team members cannot take time off but do accrue paid leave.

Team members are not eligible for the bonus pool during their introductory period.

Eligibility for some benefits, including health insurance and retirement programs, will be based on the requirements of the particular benefits program.

### **Performance Evaluations**

Team members are encouraged to discuss job performance and goals with the doctor on an informal, day-to-day basis.

A formal, written performance evaluation may be completed at the end of the team member's introductory period.

Performance reviews will be scheduled at 6 month intervals. These evaluations are not about raises. They are dialogues aimed at improving working relationships.

### **Salary/Compensation**

Pay will be computed by multiplying the number of hours worked by the hourly wage of the team member.

The lunch break does not count towards the hours worked.

All federal and state deductions will be automatically deducted from the gross pay.

Salaries and wages are a private matter. Conversations between team members regarding this are discouraged.

Paychecks will be distributed every other Wednesday. This check will cover the 2 previous weeks worked. The cutoff day for a given pay period is the Saturday prior to the Wednesday pay date.

If the stated payday falls on a day the office is closed, paychecks will be available the working day before the regularly scheduled payday.

## **Pay Increases**

Team members will be eligible for cost of living increases. Cost of living increases will coincide with increases to our fee schedule.

Merit increases will be considered for peak performing team members.

## **Bonuses**

Our office currently uses what is commonly referred to as the BAM bonus system. This widely used system has many advantages for teams working at the “top of their game”.

This system handsomely rewards teams who are working together to provide exceptional experiences for their patients. Outstanding teams are rewarded very well. Teams “just getting by” are not rewarded.

A full description of this system is available at our front desk.

**The better a team member learns to influence a patient to accept their treatment needs and to keep their scheduled appointments, the better the patient will be cared for and the better the practice will be rewarded.**

## Outside Employment

- A team member may hold a job with another organization *outside the dental field* as long as she/he satisfactorily performs her/his job responsibilities at our office. All team members will be judged by performance standards and will be subject to our scheduling needs, regardless of any outside work requirements.
- If the doctor determines that a team person's outside work interferes with her/his performance or ability to meet our requirements, the team member may be asked to terminate the outside employment in order to remain with our office.
- Outside employment will present a conflict of interest if it has an adverse effect on our office.

## Termination

Team members may be given a warning and put on probation for any violation at the doctor's discretion. If the violation is deemed serious, the team member may be terminated without warning or probationary period.

The team member may be terminated for the following reasons but **not limited to**: (the following examples simply illustrate the employer's right to terminate employment and are not all-inclusive.)

- Insubordination-refusal to perform duties as dictated or delegated by the doctor as long as they are within the legal and reasonable parameters of the team member's position and training.
- Contradiction of the doctor in front of patients or other team members – Any questions or disputes should be discussed out of range of patients and other team members.
- Arriving at work under the influence of alcohol or other chemicals – health care providers should never work under those conditions. Team members with abuse problems are encouraged to seek professional help for the sake of their health.
- Chronic tardiness/absenteeism – team members who are consistently late or absent are a liability to the practice. This will not be tolerated.

- Violation of accepted universal precaution/infection control guidelines.
- Handling materials and/or equipment in an unsafe manner. Team members with repeated work related injuries pose a risk to patients and to themselves.
- Failure to follow any of the regulations outlined in this manual.



## **Resignation**

When a team member chooses to make a career change and leave our office, they are strongly encouraged to give 2 weeks written notice.

## **Hours**

**Currently**, our office is open Monday thru Thursday.

Team members are expected to arrive 30 minutes prior to the start of every workday for setup and to review and plan the day's schedule as a team. Team members will be considered arriving "late" if they do not arrive for their scheduled shift 15 minutes prior to the scheduled start time, unless prior arrangements have been made.

We see patients:

Monday	8:00 – 12:00	1:00 – 5:00
Tuesday	8:00 – 12:00	1:00 – 5:00
Wednesday	8:00 – 12:00	1:00 – 5:00
Thursday	8:00 – 12:00	1:00 – 5:00

## **Timeline**

- Team members should arrive promptly at their scheduled start time, 30 minutes prior to the first patient appointment.
- Any time accumulated prior to the scheduled team member's starting time or after the scheduled leave time will only be compensated with Dr. Dolson's approval. All overtime must be approved.
- Time is recorded on the time clock program on the front desk computer. If a team member forgets to clock out or in, they should write a note to that effect for Dr. Dolson and put in his "in" box.
- Team members must call Dr. Dolson on his cell phone at (314)853-6225 as soon as they are aware they will be late or unable to come to work.

## **TEAM MEMBER RESPONSIBILITIES**

### **Personal Appearance**

- All team members are expected to be clean and well groomed, with subdued makeup, hair, jewelry, clothing, and fragrances. Fingernails should be kept short so they do not interfere with the performance of work.
- Team members must not have any visible tattoos or body piercing.
- Front desk personnel must dress appropriately for a professional in that position. (No jeans, t-shirts, shorts, etc.)
- Clinical personnel wear scrub pants and tops or equivalent.
- Clean tennis shoes or equivalent are approved for wear with scrubs.
- Oral hygiene is essential as a dental team member. You are expected to brush, **floss**, and use mouthwash as necessary during a workday.
- Team members have the same right as any American to smoke. However, team members who habitually smell like smoke will be asked to take appropriate measures with their hygiene. Failure to do so may be grounds for dismissal.
- A good rule of thumb – “Dress for Success” and keep the patients perspective in mind.

### **Do's and Don'ts**

- Please make your best effort to be pleasant and courteous to patients at all times. Patients are the reason we are in business.
- Personal telephone calls are allowable as long as they are brief (less than 2 minutes) and kept to a minimum. Abuse of the “brief” guideline may result in a change to this policy. Pagers and cell phone ringers must be kept virtually silent throughout the day.
- Patient care is always more important than a personal phone call or conversation. This also means that calls should only be made or accepted when at least one other phone line is free for incoming calls.
- Team members are given keys to the office after their introductory period is completed. This key will be returned to the doctor at the end of her/his employment or at the doctor's discretion.

- Office equipment such as copiers and fax machines may be used by team members for personal use as long as usage is kept to a minimum.
- The Internet is installed on selected computers primarily for business use. Team members are allowed to use the internet for personal use only when there is absolutely nothing else to do. Team members may use the internet for personal use before or after working hours. Extended use of the Internet for personal use is an indication of poor time management.
- Conversations in the office should be professional in nature. Remember that sound carries throughout the office. Casual discussions should be about neutral topics and should not include controversial subjects such as religion, politics, sexual matters, personal problems, or derogatory remarks about other people or patients. **Profanity will not be tolerated.** Likewise, any disputes among team members should be settled privately or with the doctor's consultation out of range of the patients or at the end of the day.
- The stereo system should only play music or talk that cannot be construed as offensive to any of our patients. Furthermore, Dr. Dolson is in control of the style of music played in the office. This means that talk radio, R&B, Rap music, or Barney theme songs should not be played over the sound system.
- Team members should not discuss office financial matters with patients or others outside the office.
- Prejudicial attitudes regarding race, religion, or ethnic background will not be tolerated.
- Sexual harassment will not be tolerated.
- Smoking will not be permitted in or within 50 feet of the office at any time. Team members who smoke are encouraged to quit for their own health.
- Alcoholic beverages may not be consumed at the office or during the workday. The use of drugs will not be tolerated.
- Team members should try to park their cars at the back of the parking lot in order to allow convenient parking for our patients and for patrons of the other businesses close to us.
- If at all possible, food should be out of sight and smell of our patients.
- Try to keep the patient's perspective in mind throughout the day.

### **Patient confidentiality**

- It is extremely important that all team members respect the confidentiality of every patient's medical and dental history.
- The HIV status, or any other medical history of patients must not be discussed outside of the office.
- Team members must not discuss patient's history or conditions in range of other patients. Each patient's privacy is very important. Please bear in mind that most of our patients live within a very close proximity to our office and many of our patients know each other.

## **BENEFITS**

### **Paid Leave**

Working in a dental office has many advantages. One of the disadvantages, however, is that if one team member is not present, the entire office suffers. The remaining team members must work extra to pick up the slack, and the office is not able to help as many patients or do as much dentistry.

2 types of paid leave is available:

1. Vacation Pay
2. Sick pay

### **Vacation Pay**

Team members are eligible for 2 weeks (8-nine hour days) paid vacation days after 12 months of fulltime employment. Part-time members (less than 24 hours per week) do not qualify for paid leave. Leaves of absences do not count towards the 12 months of employment.

The team member's anniversary date with the practice is the date used to determine when a new year's worth of benefits becomes effective.

The doctor should be made aware of a team member's desire to use vacation days 2 weeks prior to the date requested. Every consideration will be made to honor requests.

At least half (4days) of vacation days should be used on days that the doctor has scheduled the office to be closed (doctor's CE days, Doctor's vacation time, etc).

Vacation days cannot be held over to the next year. Unused vacation days can be redeemed as a bonus at the end of the year. (Bonus equal to the amount which would have been compensated, had the team member used those vacation days).

### **Sick Pay**

Three paid sick days are available for staff use throughout the year, renewable upon the anniversary of their hiring date.

- Sick days earned can be used as "personal days" when needed.
- Sick days may be used in half-day increments.
- If a team member is ill and does not have any remaining sick days for this purpose, vacation time may be used.
- Sick days may be carried over to the next year.

## **Health Insurance**

Full time team members are eligible for group health insurance, including prescription drug card, after their introductory period of 3 months has been completed.

Premiums are only paid for the team member. If a team member desires coverage for their spouse or dependants they should meet with Dr. Dolson to determine the additional premium the team member will be responsible for.

As mandated by law, "COBRA" insurance coverage is available for team members no longer with the office for a period of 6 months. Payment of the premium is the responsibility for the former team member and must be paid by the 25<sup>th</sup> of the month in order for the next month's coverage to remain in effect.

## **Dental Care**

Dental care for team members, their spouse, and legal dependants will be provided at no charge. The team member will be responsible for any laboratory expenses incurred.

## **Holidays**

The following holidays are observed and are paid days for full-time team members:

- New Year's Day
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Christmas Day.

## **Unpaid Leave**

There are not written guidelines for unpaid leave. As discussed previously, it is imperative that the office be run with a full team.

If a team member volunteers leave early on a day when the schedule is very light, or volunteers to not come in the next day when the schedule is very light, the day will be unpaid and will be appreciated – not discouraged.

If a team member desires leave beyond the paid leave previously discussed, it will be very advantageous to the team member to arrange in advance for a substitute to cover for them. When requesting unpaid leave, the team member should at the same time present the doctor their proposed staffing solution.

Repeatedly taking more than the allotted time off without adequately arranging for an acceptable replacement may be grounds for dismissal.

## **Funerals/Jury Duty**

One day of paid leave will be provided for team members in the event of the death of a spouse, child, parent (not grandparent), or sibling.

Time taken off for funerals or jury duty will not be paid unless the team member chooses to use a sick day or vacation day for this purpose.

## **Maternity**

Our office will abide by the federal and state laws governing unpaid leave for the number of weeks mandated by law. Vacation and sick days accumulated may be used during this time if the team member chooses. Dr. Dolson will continue to pay health insurance premiums for team members on maternity leave.

**Doctor Not Available**

According to Missouri state law, dental patients may not be treated without supervision by a licensed. An exception to this is dental hygienist treating patients under general supervision guidelines.

Therefore, if the doctor is unable to be present at the office due to circumstances such as illness, vacation, continuing education, family emergencies, weather, etc., the office will be closed. Team members are not compensated for this time, but vacation days may be used if the team member chooses. In rare circumstances the doctor may allow one team member to come to the office for special projects deemed necessary by the doctor during this time.