



We'll get you there.

Creative Solutions to Workforce Challenges

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Today's Presenters



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Learning Objectives

In this session, we plan to:

- Outline inventive practices for building a culture that attracts and retains top talent in a competitive market
- Identify new ways automation can help with staffing flexibility
- Recognize opportunities to implement alternative staffing strategies to support business operations and reduce stress on your team
- Identify opportunities to automate or outsource routine, complex tasks so your staff can focus on strategic initiatives





Attracting and Retaining Talent



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Recruitment starts with.....



Organizational Culture



Candidate experience – from the first “touch”



Everything EXCEPT salary/compensation



Accuracy, clarity and how you reach your market



Recruitment starts with: **Attracting Candidates**

Beyond salary, what candidates are looking for:

Work-life balance

Benefits (including "extras" like wellness, professional development)

Better commute

"Better" or "good/positive" culture

Greater responsibility, opportunity to grow

Hybrid work arrangements

Schedule flexibility

Employee appreciation and recognition practices



How to Attract and Retain Talent

- Develop and promote a culture that is uncompromising in encouraging and rewarding desired behaviors
- Consider implementing performance-based, variable pay compensation models that reward staff for over-performance against challenging goals
- Develop and promote position-specific career roadmaps that staff can use to plan their careers at your company
- Consider implementing organization-wide, equity-based compensation programs to share the value your staff has contributed to growing
- Develop clinical leadership teams and require their input on organization decisions to better align the key stakeholders within your company
- Do we have the clinical resources to expand into new markets?
- How can we proactively and collaboratively manage medial supply and lab costs?
- How can clinical performance be incorporated into compensation?



What to listen for....

Do you hear candidates ask for any of these when considering a position?

- Work-life balance
- Benefits (including "extras" like wellness, professional development)
- Better commute
- “Better” or "good/positive" culture
- Greater responsibility, opportunity to grow
- Hybrid work arrangements
- Schedule flexibility
- Employee appreciation and recognition practices



Retention – Keeping your most important resource

- Rewards and Recognition
 - Referral programs to support recruitment
 - Recognition programs
 - Years of service
 - Goals achievement
 - Informal recognition (“shout outs”)
- Exit Interviews/Stay interviews
- Developing your managers
- Supporting learning paths and defining career paths
- Promote health and wellness





Hybrid Workforce Technologies



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2022 Work Trend Index Findings

1

Employees have a new “worth it” equation

2

Managers feel wedged between leadership and employee expectations

3

Leaders need to make the office worth the commute

4

Flexible work doesn’t have to mean “always on”

5

Rebuilding social capital looks different in a hybrid world





Outsourcing / Fractional Considerations



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Alternative Staffing Solutions: Outsourcing/Fractional

Pros

- Responsible for staffing
- Ability to add efficiencies
- Cost savings
 - You pay for what you use
- Technical expertise
- Industry knowledge

Cons

- Availability
 - Not onsite daily
- Require certain platforms/systems
- You don't pick your staff/team



Outsourced Business Operations



Accounting is not their strength
Struggling to handle the back office needs
Financial results are late, inaccurate, incomplete
Cash flow is a challenge



Successful but still small
Growing fast and need help with infrastructure
Too small to justify a FT Controller/CFO, but will benefit from support



Established and successful
Owner needs strategic partner to plan growth or ideate for improved business performance
Explore exit strategies needed within 5-10 years



Where can you implement?

Execution

Helps you plan and monitor accounting functions of day-to-day financial operations, financial reporting, choosing the right technology, and hiring the right staff.

- Technology/software selection
- AP / 1099 Processing
- AR and Deposit entry
- Account reconciliations
- Staffing and organizational planning
- Payroll processing
- Fixed asset and depreciation tracking
- Sales and use tax
- Cybersecurity
- Sales and use tax compliance

Analysis

Helps with reporting and metrics that will allow you to quickly see the critical numbers allowing you to make quick and better decisions.

- Weekly dashboard
- Process improvements
- Evaluation of internal controls
- Monthly financial statement preparation and analysis
- Inventory management
- Cash flow analysis
- Debt covenant compliance calculations
- Audit preparation
- Tax liaison
- Working capital management
- Labor and overhead allocations

Growth

Helps you every step of the way to provide financial and cash flow projections, plan future growth, and determine needs to meet the needs of your congregation.

- Budgeting and multi-period forecasting
- Business expansion
- Cash and financial planning
- Bank financing and capital structure support
- Insurance
- Accounting support staff to assist during peak season
- Bonus and incentive planning
- Succession planning
- Increase enterprise value





Automating routine tasks



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Poll Question

- How many of you feel like your organization has adopted new software to help add efficiencies in the past 2 years?
 - YES ABSOLUTELY
 - No – but I sure wish we would



Technology Solutions!

Cloud based ERP

- Sage Intacct
- Accumatica
- Netsuite
- Quickbooks online
- Xero
- Zoho

Spend Management

- Airbase
- Stampli
- Bill.com
- Expensify
- Tallie



Custom Form and Workflow Solutions

- What if a canned solution doesn't meet your needs?
- Business processes can be very unique to successful organizations.
- Within a day simple solutions for data capture and approval can be created using tools like the Power Platform or Nintex.
- More advanced solutions that include connecting systems together can add even greater value.





Managing Meaningful Dashboards



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Dental Support Organizations

Challenge

Multiple clinics/locations using multiple different PMS or different versions of the same system
No transparency of combined financial and operating information

Solution

Leveraged API technology to aggregate operating data daily and financial information monthly from multiple systems
24/7 access to interactive dashboards

Result

Action oriented insights at the fingertips
No more manual effort to pull data together



Date Clinic

2021

All



Production

\$24,087,000✓

Goal: \$22,746,000 (+5.9%)

Net Production

\$23,938,000✓

Goal: \$22,534,000 (+6.23%)

Collections

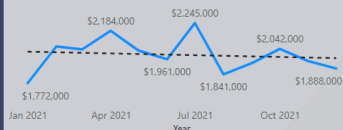
\$23,657,000✓

Goal: \$22,395,000 (+5.64%)

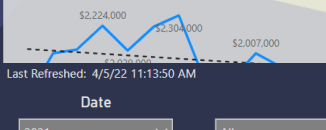
Production



Net Production



Collections



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Date

Clinic

2021

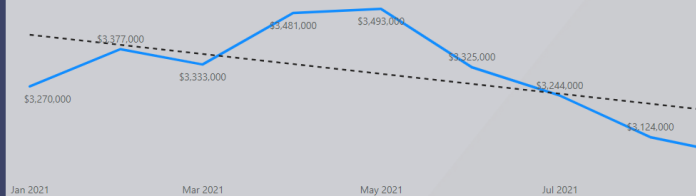
All

Current Date Range

Jan 2021 - Dec 2021

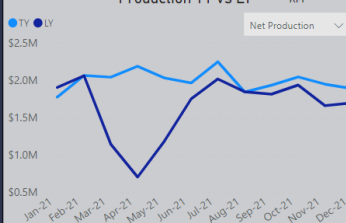


Accounts Receivable Trends

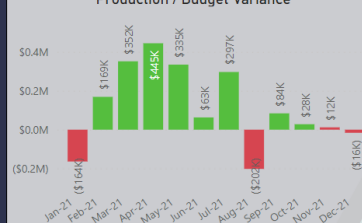


Production TY vs LY

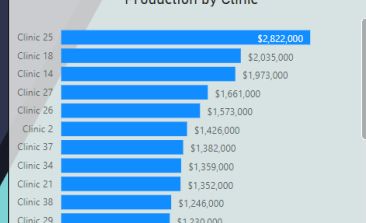
KPI



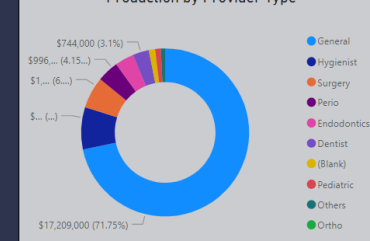
Production / Budget Variance



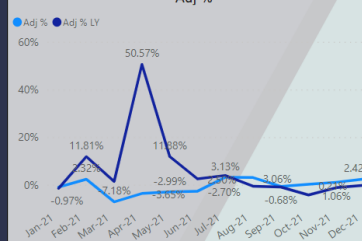
Production by Clinic



Production by Provider Type



Adj %

**\$77,000**

Production / Day

\$61,700

Doctor Prod / Day

\$5,000

Hygiene Prod / Day

\$12,000

Perio Prod / Day

\$1,000

Ortho Prod / Day



Physician Practice

Challenge

Multiple locations, Multiple systems
Need financial and operational insights, Consolidated by
Location, by Provider

Solution

Power BI dashboard with monthly updates
Use data science techniques to clean and process over 200 source
files automatically each month

Result

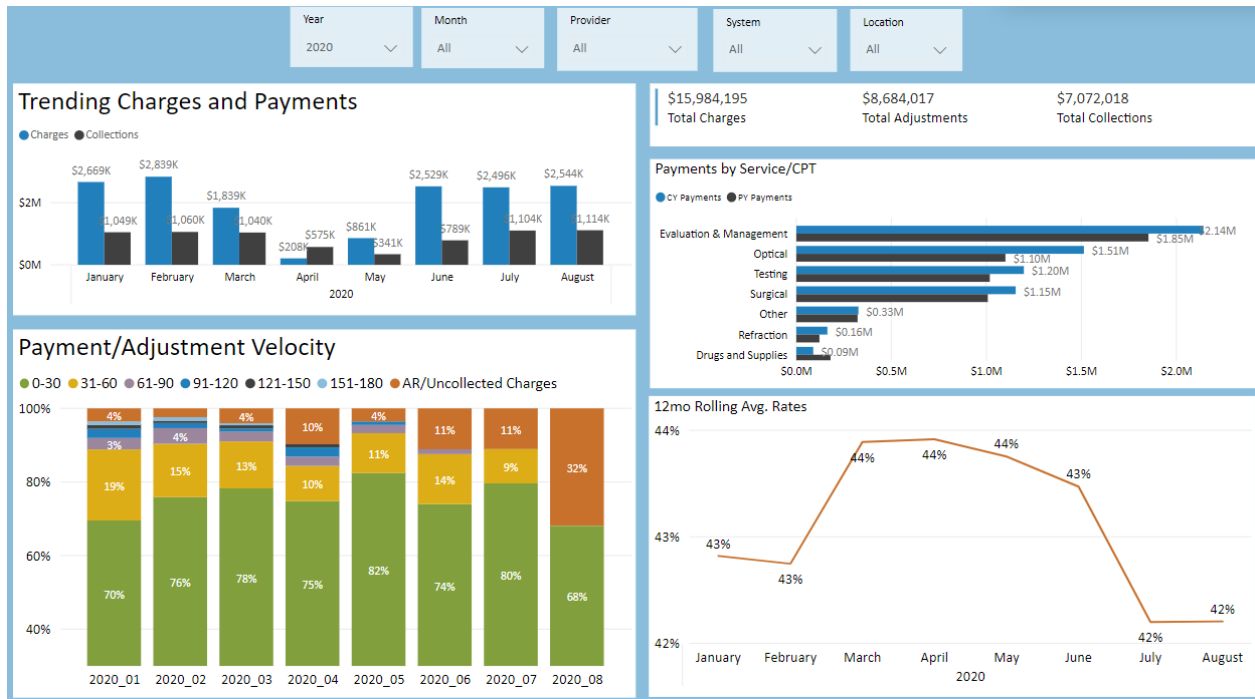
A set of reports that are web accessible 24/7 to the client
Efficiency gain of at least one FTE
Better informed management decisions



Over 200 Excel files of data
monthly: 80% garbage



One line script to
run each month



Thank you!



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