Hills & Dales Vision, Inc.

Group #2

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**Executive Summary**

The computer software used at Hills & Dales Vision is called Opto. This software keeps track of patient information, such as address, phone number, insurance, and billing information. Each patient has a paper file including their prescriptions and exam history which is filed in alphabetical order in a large file room. Our group suggested three ways of helping Hills & Dales Vision become a more organized and efficient company. First, we suggested an electronic filing system. This will make it easier to manage the files within a computer system rather than having to worry about the paper files. Next, we suggested an electronic inventory management system that will help keep track of what goes in and out of the store. Last, we suggested an employee handbook. This handbook will make the company more efficient in its hiring process, and will be an educational tool to current employees.

**Introduction**

Hills & Dales Vision is a privately owned optometry practice started 40 years ago by Dr. K.J. Shaheen. It began in downtown Canton and then moved to a new location on Hills & Dales road in Canton, Ohio. His wife, Rhonia, helped him get the business going, and they hired receptionists as the years progressed. Two years ago, Dr. Michael Shaheen joined the practice. It is becoming more and more successful as time goes on. The only advertising done for this company is word of mouth from the company's valuable and loyal customers.

The information system, Opto, is used by all employees at Hills & Dales Vision. This information system is currently used for patient information, such as billing, insurance, and scheduling. The company still uses paper files for each patient throughout their appointment. Our group is encouraging the company to get rid of paper files and go electronic. This will help the appointment process flow smoother.

**Body**

***Organization Structure***

Hills & Dales Vision is run by Dr. K.J. Shaheen and his wife, Rhonia. There are nine employees, along with two optometrists. The receptionists have multiple jobs, including checking in patients, organizing charts, preparing patients for their eye exam, assisting in picking out glasses or ordering contacts, scheduling appointments, and checking out patients. The two optometrists perform the actual eye exam, diagnose infections, adjust glasses, answer questions, and make sure each patient leaves satisfied.

Rhonia Shaheen, the office administrator, is in charge of human resources and the IT department. Within human resources, Mrs. Shaheen takes care of the business end of the optometry practice. This includes accounting and financing, hiring and firing, keeping track of employee hours and pay, dealing with sales representatives from the different companies, and making sure everything is being run smoothly. The IT department consists of a gentleman who comes in the office when needed.

The computer software used at Hills & Dales Vision is called Opto. This software keeps track of patient information, such as address, phone number, insurance, and billing information. Each patient has a paper file including their prescriptions and exam history which is filed in alphabetical order in a large file room. Our group suggested an electronic filing system. This system would benefit the office in many ways. It would be easier to manage the files within a computer system rather than having to worry about the paper files. The room that is currently being used for the paper files will be transformed into two more exam rooms, which will make patients’ waiting time less. Another benefit to the electronic files is that in case of a catastrophe, (fire, tornado, earth quake, burglary, etc.) the files will be safely secured in the computers.

Hills & Dales Vision uses different labs and suppliers for their products. The different labs are used based on the patient’s insurance provider. The optometrist sends the patients’ frame and prescription to the lab where the lenses with the appropriate prescription are cut and placed into the frame.

***Competitive Advantage***   
Dr. Shaheen carries frames from high end lines that not many other stores carry in Canton, Ohio. His loyal customers recommend his office and advertise for him. He has some patients that have been going to him for their eyes for 30+ years. Hills & Dales Vision is a family business that welcomes new patients every day.

***Porter's 5 Forces***   
Buyer power- High/Medium (depending on insurance)  
Supplier power- High  
Threat of substitute products/services- High  
Threat of new entrants- High  
Rivalry among existing competitors- High

***Generic Strategy***Focused Strategy  
  
***Value Chain Analysis***  
Firm infrastructure-  
Human resource management-  
Technology development-  
Procurement-  
  
***Supply Chain Management***  
Supply chain strategy- optometrists, receptionists, office manager, etc.  
Supply chain partners-  
Supply chain operations-  
Supply chain logistics-

***Business Process Reengineering***   
With technology continuing to improve every year, Hills & Dales Vision also must improve their quality and performance. In order to be cost efficient, Hills & Dales Vision will adapt to the industry to provide its customers with fast and reliable services. When a product is ordered at Hills & Dales, the order will go directly to the factory at the time of the order. By using the technology, Hills & Dales will be able to provide the customer with faster service which keeps the customer loyal with the company because of this reengineering process. Before technological advances, Hills & Dales has to revert to having many steps in the ordering process rather than one step with future technology. Hills & Dales Vision is going to take advantage of technology and will simplify their process with products that will benefit not only the customers, but the company as well.  
  
***Customer Relationship Management***  
CRM can help our business in many ways: Helping an enterprise to enable its marketing departments to identify and target their best customers, manage marketing campaigns and generate quality leads for the sales team; Assisting the organization to improve telesales, account, and sales management by optimizing information shared by multiple employees, and streamlining existing processes (for example, taking orders using mobile devices); Allowing the formation of individualized relationships with customers, with the aim of improving customer satisfaction and maximizing profits; identifying the most profitable customers and providing them the highest level of service; Providing employees with the information and processes necessary to know their customers, understand and identify customer needs and effectively build relationships between the company, its customer base, and distribution partners.

***Enterprise Resource Planning***  
Hills & Dales uses a computer software called Opto. This software allows all employees to view any patient they need to view. The patient information will come up when their name is entered in, along with outstanding bills and insurance information. This keeps everyone informed on changes that may be made, and it allows all employees to be able to make decisions and add notes on their own.

**Conclusion**

In conclusion…

**Recommendations**

Our team has three suggestions to improve the quality of customer service as well as the efficiency and effectiveness of Hills & Dales Vision. We proposed an electronic filing system, which will make it a more organized way to manage the files rather than having to stress about keeping the paper files organized alphabetically. The next suggestion we have is the electronic inventory management system that will help keep track of the amount of products ordered from the suppliers and sold to the customers. Our third suggestion is an employee handbook. The handbook will contain pertinent information about the policies and procedures that are required to be followed by each employee. We also thought that with the new electronic filing system, the old file room could be turned into two more exam rooms. This would eliminate patient waiting time, and would make the patients appointment a more pleasant experience.

**Citations**

Shaheen, M., & Shaheen, K. J. (n.d.). *Hills & dales vision, inc.*. Retrieved from

eyedocshaheen.com