

BYRON EMMONS

Operations Executive | Dental Practice Management, IT & Compliance
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PROFESSIONAL SUMMARY

Operations executive with six years of progression through Ontario dental practice management, most recently serving as COO across two practices: a mature multi-provider clinic and a greenfield build. I combine hands-on clinical operations knowledge with deep technical fluency, running IT, information security, and privacy compliance in-house alongside core executive duties: hiring, financial performance, vendor management, and inter-office standardization.

My background spans the full operational stack. IPAC and RCDSO standards clinically; AbelDent, Open Dental, CDAnet, and SQL-level administration technically; ODA fee guide interpretation, CDCP coordination, and insurance analysis on the billing side. In a single week I might interpret a regulatory change, lead an incident response, train front-desk staff, and present financial performance to ownership.

A systems-oriented operator with a gardener's philosophy: build the conditions for staff and practices to perform, then get out of the way.

CORE COMPETENCIES

- **Operations:** Multi-site standardization, workflow design, vendor management, procurement, capacity and schedule optimization
- **Finance & Billing:** P&L accountability, revenue and collections tracking, ODA fee guide interpretation, CDCP coordination, insurance analysis, payroll administration
- **IT & Infrastructure:** Windows Server 2022 domain administration, FortiGate firewall management, Linux administration (Ubuntu/Debian), Apache hosting and reverse proxies, self-hosted services (Nextcloud, Moodle, WordPress), SQL-level PMS administration, backup and disaster recovery
- **Information Security:** Threat hardening, incident response, legacy system remediation, access control, remote-access management
- **Compliance:** PHIPA, PIPEDA, RCDSO standards, IPAC protocols, CDA/PHO guidelines, associate contract compliance
- **People:** Full-cycle hiring, onboarding, staff training, performance management, direct leadership of clinical and administrative teams
- **Growth & Marketing:** Technical SEO, structured data/schema, Google Business Profile optimization, Google Analytics, paid social, web presence architecture

PROFESSIONAL EXPERIENCE

Chief Operations Officer

Aurora Borealis Dentistry, Aurora, ON | January 2025 – July 2026

Recruited to stand up a greenfield practice from an empty building. I owned the entire non-clinical function. There was no back office beneath me, no IT vendor, and no marketing agency. Every system the practice ran on, I designed, built, and maintained.

- **Greenfield Build-Out:** Took the practice from pre-construction through opening and into steady-state operation, sequencing infrastructure, vendor selection, staffing, and systems so clinical delivery could begin on schedule without carrying forward operational debt.
- **Operations & Administration:** Served as sole back-office administrator covering billing submission and reconciliation, HR, payroll, supplier relationships, and daily practice operations, while simultaneously building the processes to be handed to a hired team.
- **IT & Infrastructure:** Designed and administered the practice's Windows Server 2022 domain from scratch: directory services, workstation imaging, group policy, backup strategy, and disaster recovery. Managed FortiGate firewall policy, segmentation, and VPN. Performed Open Dental database administration at the SQL level, including custom reporting and data integrity work that off-the-shelf tooling does not cover.
- **Self-Hosted Infrastructure:** Deployed and maintained the practice's self-hosted stack on Ubuntu: Nextcloud for document collaboration, Moodle for staff training delivery, and WordPress for the public web presence, fronted by Apache with reverse proxy and TLS termination. Chose self-hosting over SaaS where patient-adjacent data and recurring vendor cost made it the better call.

- **Information Security:** Built the security posture from a blank slate rather than remediating inherited weakness. Endpoint control, least-privilege access, patch discipline, monitored backups, and documented recovery procedures appropriate to a practice holding sensitive health records.
- **Compliance:** Owned PHIPA and PIPEDA obligations end to end: mapping where patient data lived, how it moved, who could reach it, and what happened if it was exposed. Maintained the documentation and system controls that make those obligations defensible rather than aspirational.
- **Digital Marketing & SEO:** Built the practice's web presence and service-page architecture from nothing, implemented structured data and schema markup, optimized and maintained the Google Business Profile, and ran ongoing technical SEO audits, treating organic visibility as an operational asset for a new practice with no patient base and no referral history.
- **Patient Financing:** Evaluated and implemented third-party financing options, weighing merchant cost against treatment acceptance to widen access to care without eroding margin.

Chief Operations Officer

Cataraqui Woods Dentistry, Kingston, ON | June 2024 – February 2025

Brought in to lead operations at an established multi-provider clinic carrying legacy systems and loose process. My mandate was to tighten the operation technically, procedurally, and financially, to a standard that could support growth without regulatory or security exposure.

- **Team Leadership:** Directly led a back-office team of two and three front-desk administrators, all reporting to me, spanning billing, HR, payroll, and practice administration. Restructured responsibilities so that coverage no longer depended on individual heroics.
- **Compliance & Oversight:** Managed compliance across dental assistants and associate dentists, plus financial compliance of payroll. Audited existing systems, services, and operational practices against current legislation and closed the gaps, converting informal habit into documented, auditable process.
- **IT Systems & Infrastructure:** Administered FortiGate firewalls, remote access tooling (TeamViewer, later RustDesk), and AbelDent practice management software. Introduced MaxAssist for patient communication, handling sourcing, evaluation, implementation, and staff training, and built custom treatment planning tools and patient-facing portals where commercial products didn't fit the workflow.
- **Security & Incident Response:** Led security remediation on a practice running legacy infrastructure: identified exposure, prioritized by real risk to patient data and continuity, hardened systems, and brought the environment up to current standards. Owned incident response when issues arose.
- **Growth Support:** Aligned services and operational practice with the ownership group's growth objectives, ensuring that added volume landed on systems that could absorb it.

Practice Manager

Dentalcorp, Trenton, ON | December 2023 – May 2024

Ran day-to-day operations of a corporate-owned practice inside Dentalcorp's centralized support structure, owning on-the-ground execution and performance while translating head-office strategy into something a single location could actually run.

- **Hiring & People:** Led hiring across clinical and administrative roles from sourcing through onboarding, coordinating with corporate HR while retaining judgment on fit for the specific practice.
- **IPAC & Regulatory Compliance:** Owned Infection Prevention and Control compliance for the practice, ensuring adherence to RCDSO standards, CDA/PHO guidelines, and internal corporate policy, including protocol maintenance, staff competency, and audit readiness.
- **Systems & Rollouts:** Managed practice management software rollouts, hardware deployments, and process changes pushed from head office, absorbing the disruption of centrally-mandated change without stalling production.
- **Training:** Delivered on-site staff training across clinical protocols, software workflows, and operational procedures, meeting staff where their actual competency was rather than where the corporate deck assumed it was.
- **Associate Contract Administration:** Administered associate dentist contracts end to end: onboarding, schedule management, production tracking, and contract compliance.
- **Financial Accountability:** Held P&L accountability for the location, monitoring revenue, controlling expenses, and reporting against corporate targets.
- **Performance Analysis:** Provided performance insight to ownership and corporate leadership, identifying the specific operational levers behind production, collections, and patient retention rather than reporting the numbers alone.
- **Corporate Liaison:** Acted as the connective tissue between corporate strategy and clinical execution, balancing standardized process against the practical realities of a single-location operation and ensuring central initiatives actually landed at the practice level.

Outside Director, Human Resources and IT

Dr. Waji Khan, Kingston, ON | January 2020 – December 2023

- Served as external director covering the HR and IT functions for the practice, advising on staffing structure, employment practice, and technology decisions while remaining outside day-to-day operations.
- Provided the technical and people-side judgment a single-owner practice typically lacks in-house, from systems selection through hiring and compliance questions.

EDUCATION

Bachelor of Arts, Law

Carleton University, Ottawa, ON | September 2008 – November 2011

Ontario Secondary School Diploma

Regiopolis Notre Dame, Kingston, ON | September 2004 – June 2008

CERTIFICATIONS

CompTIA Linux+

CompTIA | December 2021 – December 2024

- Taken as a competency benchmark rather than a career entry point. I had roughly a decade of hands-on Linux administration behind me at the time and wanted an external check on it, so I sat the exam cold to confirm the knowledge held up against a formal standard. It did.
- Now roughly fifteen years of Linux administration overall. Primary work is on Ubuntu and Debian-based systems (DEB, Snap), with working knowledge of RPM and Flatpak from earlier years on SUSE and openSUSE. Comfortable across standard bash and terminal administration, Apache hosting, and reverse proxy configuration.
- The certification lapsed in December 2024. Renewal and additional certifications are on my list, but operating as sole IT and back-office for a greenfield build has taken priority over exam scheduling. Actively looking at what to pursue next, with GRC and security credentials the likely direction.

TECHNICAL SKILLS

- **Practice Management:** Open Dental (incl. SQL administration), AbelDent, CDAnet, MaxAssist
- **Infrastructure:** Microsoft Windows Server, Active Directory, FortiGate firewalls, Linux (Ubuntu, Debian; RPM/Flatpak familiarity), Apache, reverse proxy configuration, RustDesk, TeamViewer
- **Self-Hosted Services:** Nextcloud, Moodle, WordPress, Collabora, Apache virtual hosting, TLS and reverse proxy management
- **Marketing & Analytics:** Google Analytics, Google Ad Manager, Google Business Profile, Facebook Advertising, technical SEO, structured data/schema, website maintenance
- **Business:** Procurement, contract negotiation, healthcare management, human resources management, information security

LANGUAGES

English: Fluent

Willing to relocate: Anywhere