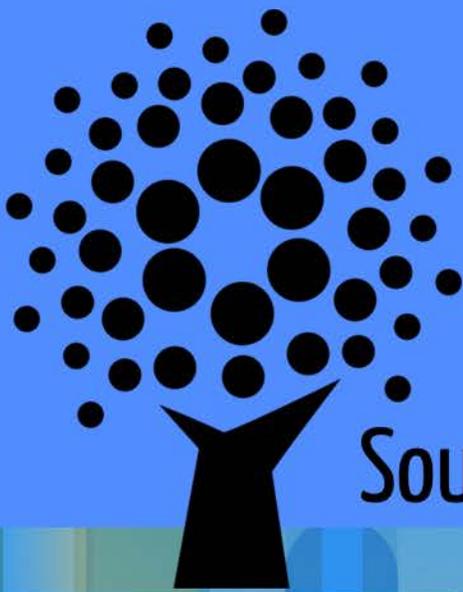


DENTAL PRACTICE TRANSFORMATION



Southwest Management Group

A CASE STUDY

DENTAL PRACTICE TRANSFORMATION

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Southwest Management Group

A CASE STUDY

INTRODUCTION

My Texas dentist established his practice in a small town about 9 years ago. He was dissatisfied with the lack of growth of the practice and was attempting to determine if a move to a larger, nearby town was the answer to his problem.

Although his collections were in the 90th percentile, his production was low and treatment acceptance was proving difficult. The dentist lives in a nearby town and the commute to the larger city was problematic.

He was not sure at the time what options he had. We met and discussed his needs and determined that he would either like to successfully practice in the larger city or sell the practice.

Another option was to increase production and bring on an associate. This would give my doctor time out of the office to establish a new practice or start a new business.



CONCERNS

Another consultant had been attempting to help him grow the practice without much success.

The practice was producing only about 644K a year with collections at 634K yearly. His hygienist was averaging less than \$1000 per day. At the time of the initial evaluation, the patient retention was 29%. The standard to achieve is 85% retention ratio. There was no marketing in place and the practice was seeing about 7-10 new patients monthly with an estimated 18 comprehensive exams monthly. There was NO INTERNET PRESENCE.

The doctor's goal at the time was to either sell the practice (and move to the larger nearby town) or bring on an associate to provide some of the dentistry. My advice at the time was that in order to accomplish either, we needed to increase production/collection with only the owner doctor providing services.



The dentist likes to have adequate time for all of the restorative procedures so some of the challenges were to enhance the scheduling to support higher production. Keeping the collection at 98% or higher was a factor and raising the daily hygiene production was necessary. By getting the retention ratio to a higher percentage, this would allow us to also bring on an additional hygienist in the future.

In evaluating the fees, they were determined to be low for the area so Southwest Management Group made a recommendation to gradually adjust the fees to be more in line with the 80th percentile as determined by the National Dental Advisory Service.



RESOLUTION

Initially, we determined that **Southwest Management Group** would spend two full days in his practice. This time would be used for staff meetings and training. We needed to also implement protocols to support the efforts to increase the production/collection in the practice.

1. **Financial Goals for the Practice Established**
2. **Morning Meeting Agenda presented, practiced, monitored**
3. **Established Monthly Monitor (tracking the numbers)**
4. **Accountability-Task Descriptions for each position**
5. **Patient Reactivation (track reactivation/converted emergencies)**
6. **Training for telephone conversations**
7. **Training for in-office Patient conversations and “pass-off” to other staff**
8. **Training for Treatment Presentation/Financial Conversations**



- 9. Block scheduling implemented**
- 10. Recare Protocol established**
- 11. Collection Protocol implemented**
- 12. Follow-up for Treatment protocol implemented**
- 13. Internet Presence Established/Marketing Implemented**

Presently, the practice is exceeding goals by five to six thousand dollars monthly. Hygiene production is averaging \$1,155.00 per day with 46% of the hygiene production generated in periodontal procedures. Our Retention ratio has increased to 80% and we are anticipating hiring a new Hygienist to handle the influx of New Patients, the additional periodontal treatment and the growing recare system.

Our Collection Percentage is averaging 114% with the financial conversations that are in place. The practice is on track to exceed the yearly collection by over \$140,000 for 2014.

Marketing with LeadGen Direct has boosted our new patient count to an average of 46 New Patients Monthly. With new management systems that allow the practice to handle the



patient flow, yet still provide the patient with high quality customer service and care, the overall practice production/ collection has increased significantly.

We have an Internet presence that is generating calls daily for new patient appointments through 'splash pages' and Facebook marketing. Another one of the many helpful efforts is the Reputation Marketing for the doctor/practice. To date, we have over 100 five star reviews whereas we only had one review as of January 1, 2013. The reviews have given future patients valuable information as to what they can anticipate regarding their experience in the practice; the friendliness, knowledge of the staff and ease of the treatment provided.

As a client of Southwest Management Group, the doctor has been able to grow the practice considerably allowing him to accomplish many of the goals that he had as we entered this relationship! To date, we are on track to bring in another hygienist as well as an associate doctor to enhance the production of the practice. We are looking forward to a great year!

