

MULTI-DENTIST PRACTICE

Background:

This is a Southern multi-doctor, multi-location practice with each practice located in a different city. Four doctors work in the locations; one is the owner and the other three are employees who are paid a 30% commission. When we were engaged in working with the practice the total income for all locations was \$1,747,000.

Problem:

Daily production and collections goals didn't exist. Communication among the team members was difficult due to poorly coordinated job sharing, multiple locations, spatial disconnection, and the size of the team with over 40 members. There was significant opportunity to produce more, with openings on the schedule, even though each location drew about 100 new patients per month due to extensive advertising.

Implementation:

- Prioritized setting obtainable goals for each location.
- Implemented a series of discussion systems: quarterly meetings, daily huddles, and frequent communication about the daily successes and opportunities in each office.
- Taught and practiced influencing techniques to encourage patients to accept treatment
- Streamlined emergency patient protocols
- Created an extensive exit interview protocol to determine what patients did/did not like about each location, because even though they were branded each had a specific culture. We compiled that information to begin eliminating consistent patient turn-offs in each office.
- Hired the right candidates (this practice was in process of significant turnover, an outcome we thought could be reversed with more careful hiring) extensively and set up a bonus program that allowed each person to improve their income based on performance.
- Created a Hygiene Coordination position that served all locations, which was a significant factor in the increased production, and that position was filled and protected internally.

Results:

The entire administrative staff was cross trained, allowing for an increase in job satisfaction and greater efficiency in the offices. **Communication improved and patients began to say yes to higher levels of treatment than ever before.** The New Patient process was streamlined to increase satisfaction and to remove the "cattle call" feeling often experienced in large offices. Turnover initially increased, then decreased as we placed the right people in the right job using behavioral assessments and skills training. **Overall, the four locations increased their collections by \$511,000 within six months, with no increase in marketing, equipment or staffing expenses.**