ONE OWNER WITH ASSOCIATES

Background:
We were hired to help this practice get out of debt and maximize its production/collections. The senior dentist was 50 years old. The two associates, both employees with no ownership stake, are paid on 35% commission. Neither associate was earning a desirable salary upon first meeting. The practice is in a new office building which cost $1M+ . Debt service for the new office was to begin in four months.

Problem:
Production averaged $122,000 per month; the office is open 5 days per week with rotating doctor staff. Collections were hovering at $100,000 per month. The senior doctor was dipping into his dwindling savings to support the practice overhead. This was painful as he had already cut his salary due to inadequate funds. He owed 80K to the IRS and had stacks of bills for creditors lying on his desk. With a 20+ member team, payroll expenses were daunting. Staff costs were at 31%. Also, the owner dentist was constantly requested to give away or discount fees to people he knew in his small town. Everyone was his "best friend".

Implementation:
- Introduced a new management program from day one.
- Maximized the schedule with a template specific to each dentist.
- Tightened collection controls and created new payment policies in the office.
- Trained the team to job-share and engage in daily actions that increase revenue.
- Spearheaded a new reactivation and hygiene recall plan to boost effectiveness in hygiene.
- Created a local advertising campaign to draw patients in during evening hours, when the office is not only open, but adequately staffed.

Results:
Within 30 days, the office produced/collected $170,000. **Within months, they moved to a collection rate of $200,000 +.** Collections are now at 95% or better. The doctor has paid all his outstanding bills, including the IRS, and plans for one associate to buy in are in place. The office had so much extra income they were able to buy new technology to offset future lab costs. The work week for all providers was reconfigured, so that no doctor worked over 4 days per week. Hygiene added another full-time hygienist to improve overall patient care. The senior doctor plans to fund his retirement and repay himself for the savings he lost prior to hiring a coach.
This dentist has the exact same team as he did prior to coaching but is making an additional $100,000 per month in profit. He graciously profit-shares with his team in the form of bonuses, which engages them in the act of growth. This model is scalable for the future, as the office could also grow in size or staff to meet the future.