

NEW OWNER GUIDE & WORKBOOK

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EXECUTIVE SUMMARY

Congratulations on embarking on the exciting journey of building and managing your private dental practice! This guide and workbook will provide a comprehensive roadmap, covering the key pillars of a successful practice: team development, administrative and clinical protocols, patient experience, marketing, and business tracking. Managing a private practice demands more than clinical expertise—it requires a balance of leadership, business acumen, and a dedication to creating an exceptional patient experience. By focusing on developing your team, streamlining operations, and delivering quality care, you are laying a strong foundation for growth. Regularly tracking business performance and implementing strategic marketing will ensure that your practice not only survives but thrives in a competitive landscape.

The journey doesn't end here. Building a thriving practice requires continuous improvement and adaptation. That's where our team can step in to support you every step of the way. Whether you're looking to expand, increase profitability, or optimize your operations, we help you develop customized growth plans tailored to your practice's unique needs and long-term goals. Our strategies are designed to position your practice for sustainable growth and continued success no matter what career stage you are in.

When you partner with us, you gain access to valuable resources, industry expertise, and ongoing support to help your practice reach its full potential. Together, we can help you navigate the complexities of practice ownership with confidence, keep your focus on delivering the best care to your patients, and achieve your business goals. We look forward to helping you unlock the full potential of your practice and would be honored to serve as a trusted partner in your long-term success!

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SECTION 1: TEAM

1.1. ESSENTIAL BELIEFS DEVELOPMENT
1.2. EMPLOYMENT HANDBOOK CREATION OR REVISIONS
1.3. TEAM MEETING APPROACH
1.4. TEAM DEVELOPMENT

1.1 ESSENTIAL BELIEFS DEVELOPMENT

An essential belief is defined as “a principle or value that a person or organization views as being of central importance.” Essential beliefs are meant to never be compromised or broken. They directly impact team culture and practice integrity.

They should accomplish 5 things:
1) Serve as foundational substrates and guide difficult decision making and circumstances. Who are you?
2) Reflect your personal core values, and the culture to which you intend to create or uphold. Who do you want to be?
3) Celebrate the uniqueness of your practice and the people in it. What sets you apart?
4) Reveal meaningful motives. Why does this dental practice exist?
5) Advance the overall mission of the practice. How does your team show up inside and outside of the practice?

As a new owner, you must define your core values and guiding principles to clarify your expectations of team members, maintain focus on your key initiatives, and shape how you want patients to perceive and remember your practice. If you have acquired an existing practice, a foundation may already exist that reflects the previous owner's vision. However, we strongly recommend that you take the opportunity to establish your own essential beliefs. While you may build upon the existing framework, make sure that your updated values fully reflect your personal philosophy and leadership style. This approach will align your practice with your vision and foster a cohesive culture that resonates with both your team and your patients.

Essential Beliefs development example:

Our practice exists to provide comprehensive dental health management to adults and children. It is our belief that through prioritization of high-level patient care and education we can guide patients through healing and maintaining their oral health. We pride ourselves on working together as a team, approaching each day and each patient with gratitude. We view each patient as an individual with unique needs and circumstances. We respect our teammates and understand our responsibilities within the practice. Our commitment goes beyond the office, as we aim to make a meaningful impact and promote healthy smiles throughout the community.

1) Our practice exists to provide comprehensive dental health management to adults and children:

Practical Implications:
Comprehensive Patient Care: not neglecting any area of the patient's oral health.

2) Through prioritization of high-level patient care and education we can guide patients through healing and maintaining their oral health.

Practical Implications:
We are taking the time to diagnose and present treatment in an educational method. Connecting oral health to overall health of the patient, a systemic and holistic patient approach. We are not compromising on this value for the sake of time.

3) We pride ourselves on working together as a team, approaching each day and each patient with gratitude.

Practical Implications:
It should always be clear to the patient that we are glad they are in our care, and that we are united as a team.

4) We view each patient as an individual with unique needs and circumstances.

Practical Implications:
We don't make assumptions about patients. We treat each person with respect, understanding that we can be accommodating to many individualized needs. We work with patients to help them assess their current oral health, realize the implications of any concerns that need to be addressed, and map out treatment plans that consider the patient's time, goals, and their financial circumstances.

5) We respect our teammates and understand our responsibilities within the practice.

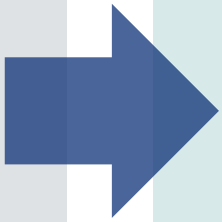
Practical Implications:
Our work isn't possible without each part of our team working synergistically. Each role holds great importance. Working as a team means pulling your weight, but also offering a helping hand to a teammate when needed.

6) Our work extends beyond the office walls, as we seek to be positive contributors to the community around us.

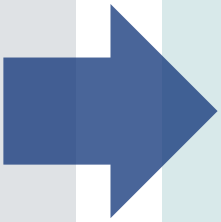
Practical Implications:
We participate in the community that allows us to serve them. We want to be a positive influence and give back through dedication of our time and charitable contributions.

Keep in mind the 5 things Essential Beliefs should accomplish and use the example above, to begin to craft your own statements on the template provided on the following page. In the boxes on the left, jot down ideas about how you would answer the questions listed in terms of your practice. Use the boxes on the right to form statements that connect those thoughts.

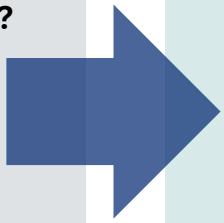
Who are you?



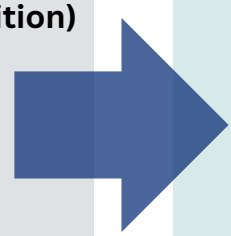
Who do you want to be?



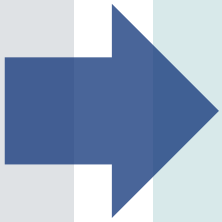
Why does this Dental Practice Exist?



What sets you apart? (Value Proposition)



How does your team show up inside and outside of the office?



1.2 EMPLOYEE HANDBOOK CREATION

The goal of the employee handbook is to create a work environment that will promote positivity and motivation. This is possible through the development of policies, procedures, and expectations, which are all clearly expressed in the handbook. All staffed positions will need explicitly outlined descriptions and responsibilities. This will allow team members to be informed on how their role in the practice is vital and impactful to the overall function of the business and patient care. This handbook will also serve as a reference tool for all team members.

The Employee Handbook should include the following sections, at minimum:

1. Essential Beliefs/ Mission Statement/ Vision Statement
2. Job Descriptions and Responsibilities/ Expectations for every staffed position
    - Clearly outline who is accountable for certain aspects of practice functionality
    - When/ if additions to these are made in the event of someone being out (EX: Front Office Supervisor will cover front desk duties in the event of an absence).
    - Chain of Command
3. Performance review frequencies and descriptions
4. General office disciplinary action description
5. Team meeting information and frequency
6. Outlined protocols for PTO, inclement weather.
7. Benefits Offered:
    - Insurance
    - Retirement
    - Bonus structure
    - Holiday schedule, PTO policy, sick time policy, bereavement policy,
    - Any prerequisites to receiving benefits (length of service)

8. Legally Required Information
- OSHA
- STATE
- FEDERAL

Outlined below are key roles necessitating assignment within the organizational framework.

Human Resources Management: This role will involve the oversight of staffing procedures. Comprised of a culmination of recruitment, termination, and the cultivation of leadership roles. The development and maintenance of an employee handbook and the facilitation of continuing education initiatives may also fall under this position.

Secretary/Treasurer: Responsibilities for this role include meticulous bookkeeping, compilation of meeting minutes, management of accounts receivable, and preparation of financial reports, ensuring transparency and fiscal accountability.

Facility/Equipment/Technology Oversight: This position is involved in the supervision of facility maintenance, procurement and upkeep of equipment, and the integration of technological advancements to optimize operational efficiency.

Marketing, Patient Education, and Communication: This will involve promotional endeavors, tracking results, educational initiatives for patients, and facilitate seamless communication channels both internally and externally. These aspects are paramount for sustained growth and client satisfaction.

Clinical Operations: This role will oversee clinical protocols, ensure adherence to regulatory standards and foster a culture of continuous improvement. Patient-centered care will constitute the core responsibilities within this domain.

Administrative Operations: This role will manage PPO participation, monitor related tasks such as insurance verification, provide patient estimates, and coordinate with treatment planning. Tasks such as appointment confirmations, and scheduling activities will fall into this category as well.

Miscellaneous Duties: Additional tasks may arise necessitating delegation ranging from regulatory compliance to community outreach initiatives, necessitating adaptability and proactive engagement.

When you delineate these roles and foster a culture of accountability and collaboration, the organization will thrive amidst evolving challenges and nurture talent for future leadership success. Although everyone has their own role, it is imperative to maintain cross -training where possible.

1.3 TEAM MEETING APPROACH

Team meetings help keep the goals of the practice top of mind, boost collaboration, and increase team morale and motivation. These meetings can also serve as a good time for the team to report on KPI metrics. When you allow team members to take ownership of KPIs related to their assigned duties, this will help them to understand how their role can impact practice performance.

1) We encourage “Morning Huddles” to set the tone for the day and share any important information regarding the day's patients and procedures.

2) We recommend a full team meeting to occur at a minimum quarterly, but highly suggested to occur monthly during a lunch hour.

2) A running list of “things to address in team meeting” should be either assigned to a team member to keep a record of or have a community space to write these down for review at the next meeting.

3) Recognize and celebrate birthdays, years of service, and other milestones during this time.

4) Should topics arise that are department-specific or would be better discussed in a more private setting, set aside a separate meeting time for those.

5) In addition to monthly team meetings. There should also be individual team member meetings and department-specific meetings yearly. The framework for these meetings will involve staff surveys and reviews.

1.4 TEAM DEVELOPMENT

The following questionnaire is designed for reflection on anticipated needs in terms of team member addition or movement of team members to another role, and career development (CE).

1) Is there a current need for an additional team member that has been identified? If so, what position?

2) What continuing education topics for the team collectively or team members individually has been proposed?

Extended Planning Guide Section 2: Administrative Procedures & Protocols
2.1 Financial Policy
2.2 Accounts Receivable
2.3 Fee Schedules and Reimbursements
2.4 Scheduling Protocols

RELATED KPI's:
Aging Accounts Receivable
Time of Service Collections
Unscheduled Treatment
Open Appointments
Broken Appointments
Collections

2.1 Financial Policy

A financial policy is meant to educate patients about what is expected in terms of payment for services provided. It may be time to review and update the current policy in place. This policy should clearly explain the following:

I. When is the patient expected to pay their portion or estimated portion? At time of service is recommended.
Other options include: A required percentage of the patient portion at time of scheduling to hold appointment time and remaining would be due on the day of service. This is customary on larger cases. With the deposit option, it would need to be clearly outlined if this is refundable or not if treatment is not completed.

II. Third party financing provider options.
We do not recommend offering in house payment plans. There are several options for third party financing that you can provide your patients (Care Credit, I Credit, Cherry).

III. Accepted payment methods.
Do you have a returned check fee?

IV. Cancellation notice and fees.

What notice do you require for a canceled or rescheduled appointment? (24- 48 hrs is customary) What will the fee be if a patient does not provide sufficient notice? Will this be for first time offenders and/or repeat offenders?

V. Insurance Benefits and Filing

Provide a list of in-network insurance carriers and explain the filing process with out-of-network insurance plans.

2.2 Accounts Receivable

Accounts receivable is suggested as a routinely monitored KPI. The following benchmarks are suggested:

1-30 days 50-55%
30-60 days 20-25%
60-90 days 20-25%
90-120 days 1-5%
120 days + 1-5%

If AR is designated as a KPI to improve, it will be necessary to examine the current AR protocol. It is highly encouraged to have patients pay their estimated portion at the time of service or make a partial payment and have payment arrangements for the balance in place.

Other considerations:

- What actions are being taken at 60 days to secure payment?
- What options do we provide for bill payment? Is online bill pay an option?
- When do you write off balances that you don't believe you will be able to collect?
- Do you have a collection service to use for bad debt?
- If a patient has a balance, do you require they pay that before scheduling next appointment? At that appointment?

2.3 Fee Schedules and Reimbursements

An update to the standard fee schedule each year is vital to private practice profitability. This task should be assigned to a team member and set to review and update every 6-12 months.

Your master fees are only part of the equation when you are operating as an in-network provider. We strongly encourage that you utilize a professional credentialing and insurance negotiating resource to obtain the highest reimbursements possible.

Key Considerations for Insurance Reimbursements:

- **Understanding Coverage:** Ensure that your team fully understands the different levels of coverage provided by various insurance plans. This would include preventive, restorative, and major services, as well as any limitations on frequency, exclusions, and waiting periods.

- **In-Network vs. Out-of-Network:** Decide whether the practice will participate in insurance networks. In-network participation may increase patient volume but typically would require the practice to accept lower fee schedules set by the insurance company. Out-of-network practices can charge their usual fees but may face lower patient volume or more complex reimbursement procedures.

- **Claim Submission Accuracy**: Timely and accurate claim submissions are critical to ensure that the practice is reimbursed efficiently. Errors in coding, incomplete documentation, or missing information can delay payments or lead to claim denials.

- **Electronic Claim Filing:** Implement electronic claim submissions wherever possible. This will speed up the reimbursement process, reduce paperwork, and allow for easier tracking of claim status.

- **Staff Training:** Ensure that front-office staff are trained in insurance coding, reimbursement processes, and managing denied claims. This expertise helps reduce delays, ensures maximum reimbursement, and avoids insurance fraud.

Common Challenges:

- **Delayed Payments:** Insurance companies may take longer to process claims, leading to cash flow issues. It is important to have a system to follow up on outstanding claims.
- **Claim Denials**: This can happen due to incorrect coding, lack of documentation, or procedural limitations. Review denied claims and appeal, when necessary, as this can recover lost revenue.
- **Lowered Reimbursement Rates**: Insurance companies may periodically lower reimbursement rates, which can erode profitability. It's important to regularly review insurance contracts and adjust your strategy as needed.

2. Insurance Fee Negotiations

Insurance fee negotiations can play a vital role in ensuring your practice is fairly compensated for the services provided to insured patients. Dentists often have the opportunity to negotiate reimbursement rates with insurers and it is our recommendation to do so every two years.

Key Considerations for Insurance Fee Negotiations:

- **Utilize Professional Resources:** We strongly encourage hiring a company specializing in dental PPO renegotiations to obtain the highest reimbursements possible.
- **Analyze Fee Schedules**: Review the reimbursement rates offered by various insurance plans. Compare these fees to your practice's UCR (Usual, Customary, and Reasonable) fees and the cost of providing services.
- **Leverage Data:** Use data from practice management software to analyze trends in insurance reimbursements, track the profitability of each insurance plan, and identify where your practice may be losing revenue due to low fee schedules.
- **Document Your Case:** When you negotiate, present data that highlights the value and quality of care your practice provides. This might include patient satisfaction scores, advanced technology usage, and high treatment success rates.
- **Revisit Contracts Regularly**: Insurance contracts should be revisited and renegotiated periodically, particularly as your practice begins to grow and demonstrate high patient retention and positive treatment outcomes.

When to Consider Dropping an Insurance Plan:

- If reimbursement rates are consistently too low to cover the costs of services.
- If dealing with a particular insurance company leads to excessive administrative burden, denials, or delays in payment.
- If your practice can sustain itself with a higher volume of fee-for-service or out-of-network patients.

Fee-for-Service (FFS) Dentistry

Fee-for-service dentistry means that patients pay for services at the time they are provided, either out-of-pocket or through reimbursement from their insurance. In FFS models, the practice sets its fees independently of insurance contracts.

Key Benefits of FFS Dentistry:

- ***Greater Financial Contro***l: FFS practices can set their fees according to the cost of services, market demand, and the value provided to patients. This will allow for greater profitability compared to insurance-reimbursed practices that must accept predetermined rates.
- ***High-Quality Patient Care***: FFS will provide the opportunity for dentists to spend more time with each patient, since they are not bound by insurance limits on time or procedures. This can lead to improved patient satisfaction and better treatment outcomes.
- ***Less Administrative Burden***: Without the need to file claims with insurance companies for most patients, FFS practices can reduce administrative overhead and complexity.

Key Considerations for FFS Dentistry:

- ***Patient Demographics***: FFS dentistry is appealing to patients who prioritize quality over cost and are willing to pay more for premium services. Before you transition to a predominately FFS model, you will need to understand your patient base and whether they are willing or able to pay out-of-pocket.
- ***Marketing and Communication***: FFS practices need to clearly communicate the value of their services to patients. Explain why the practice offers better care, more time, and personalized treatment, and how that justifies the out-of-pocket cost.
- ***Financing Options:*** When you offer flexible payment plans, financing options, or third-party payment systems this can make FFS dentistry more accessible to patients who may not have the financial resources to pay for larger treatments up front. In- office benefit plans may also be an option to alleviate patient financial concerns.

Hybrid Models (Insurance and FFS)

Many practices operate on a hybrid model, accepting insurance for some patients while also maintaining a strong fee-for-service base.

Key Considerations for Hybrid Models:

- ***Selective Insurance Acceptance:*** Some practices choose to participate in insurance networks for certain plans while remaining out-of-network for others, allowing for more flexibility in fee setting.
- ***Membership Plans:*** Practices that offer of in-house membership plan can be effective in retaining patients who don't have insurance and provide them affordable access to preventive care and discounts on treatment.
- ***Marketing Strategy***: A hybrid practice must carefully market both insurance and fee-for-service options to different patient segments. The message should highlight the advantages of each option, to ensure clarity for patients when making their choice.

Long-Term Considerations

- ***Adaptability:*** The insurance landscape can change; especially as dental insurance providers adjust their policies or fees. Being flexible and diligent to reassess your insurance and fee-for-service strategy will help keep the practice financially stable.
- ***Patient Retention***: Fee-for-service and out-of-network practices must work harder to retain patients. To accomplish this they will need to provide superior patient care, build strong relationships, and offer exceptional customer service. This model will involve strong patient education, to ensure that patients understand the value of what they will pay for premium dental services.
- ***Technology and Efficiency***: It is encouraged to invest in practice management software, digital dentistry tools, and patient communication systems. This will streamline both insurance reimbursements and FFS operations and make the practice more efficient and financially sustainable.

When dental practices carefully manage insurance reimbursements, negotiate favorable fee schedules, and maintain a robust fee-for-service approach they can optimize their financial health and provide high-quality care to their patients.

2.4 Scheduling Protocols

1. How many units of chair time are open per month? (Capacity) In Hygiene and Restorative OPs?

What Changes need to be made?

2. What happens when a patient calls to cancel their appointment?

What changes need to be made?

2.4 Scheduling Protocols (continued)

3. What is the process for backfilling appointments that have cancellations? Who does this?

What changes need to be made?

4. Are there time blocks? (New Patient Appointments? Emergencies? SRP?) Are these being utilized for those purposes?

What changes need to be made?

2.4 Scheduling Protocols (Continued)

5. If a Hygienist doesn't have a slot filled, what are the expectations for them during that time?

What changes need to be made?

6. What is the process for reactivating patients?

What changes need to be made?

2.4 Scheduling Protocols (Continued)

7. Is a strategic scheduling method currently being utilized to maximize efficiency and meet minimum daily production requirements?

What changes need to be made?

8. What patient communication is currently employed for reminders, confirmations, and other communications?

What changes need to be made?

10. In general, are there known issues with the flow of the current schedule pattern? (Running behind, running ahead, chronic no shows?)

3. Restorative Clinical Procedures and Protocols (SPACING)

3.1. Procedural Expansion
3.2. Continuing Education
3.3. Case Presentation

RELATED KPI's:
Case Acceptance
Unscheduled Treatment
Production per Visit
Production per Op
Referrals Out

3.1. Procedural Expansion

Which new procedures are you planning to incorporate into the practice as the new owner?

Have you identified specific services that align with your vision for the practice's growth and patient needs?

What is your proposed timeline for implementing these additional procedures?

Are there any specific milestones or phases you are aiming to achieve within this timeline?

3.1. Procedural Expansion (continued)

What continuing education or specialized training will your team require to support the introduction of these procedures?

Will this include certifications, external training programs, or in-house training sessions?

What new technology or equipment will be necessary to successfully implement these procedures?

Is there a proven market demand for the new procedures in your patient base or the local area?

How do you plan to communicate and promote these new services to your existing patient base and potential new patients?

3.1. Procedural Expansion (continued)

How do you anticipate these new procedures will impact your practice's daily operations, scheduling, and workflow?

Are adjustments needed in terms of staffing, time allocation, or patient flow to accommodate the new offerings?

What financial considerations have you made in terms of the cost-benefit analysis for introducing these new procedures?

Have you evaluated the expected return on investment (ROI) and how this will affect overall profitability?

Are there any additional licensing or certifications needed to stay compliant with state and local regulations?

3.2 Continuing Education

As a new dental practice owner, continuing education (CE) will play a critical role in your ability to maintain clinical excellence, stay updated on advancements in dentistry, and meet regulatory requirements. Below are general considerations for how to plan and fufill CE as a new dental practice owner:

1. State Licensing and CE Requirements

- Mandated CE Hours: Most states require a specific number of CE credits for dental license renewal, which may vary by state and specialty. Be sure to understand your state's dental board regulations regarding required CE credits, subject areas, and renewal deadlines.

- Core Courses: Some states mandate core courses, such as infection control, ethics, CPR certification, and opioid prescribing practices, as part of the CE requirements. Ensure that these core topics are regularly included in your CE plan.

2. Practice Specialization

- General vs. Specialty CE: If your practice offers specialized services (e.g., orthodontics, endodontics, cosmetic dentistry), you may need additional specialized CE to maintain or acquire new certifications. Tailor your CE plan to meet the needs of your practice's focus.

- Expanding Knowledge in New Areas: As a practice owner, it is essential for your growth and the growth of the practice to stay versatile and continuously learn about emerging trends or new fields within dentistry (e.g., sleep apnea treatment, laser dentistry).

3. Clinical Skill Enhancement

- Technical Mastery: CE courses should focus on refining clinical skills. Whether it's restorative procedures, advanced implant placement, or cosmetic techniques, ongoing training helps enhance precision and treatment outcomes.

- Hands-on Workshops: Enroll in hands-on workshops or courses that offer practical training. These are particularly beneficial for new technologies, complex procedures, or areas where you want to build further expertise.

3.2 Continuing Education (continued)

4. Technology Integration

Adapting to New Dental Technologies: As technology in dentistry evolves rapidly (e.g., digital impressions, CAD/CAM systems, 3D printing, and teledentistry), it is important to stay up-to-date. By taking CE courses focused on technology, you can optimize your equipment and provide patients with cutting-edge care.

5. Leadership and Practice Management

- Business Management: As the practice owner, you'll benefit from CE courses in business management, including topics such as financial management, human resources, marketing, and legal considerations. These courses can help you develop a more successful and sustainable practice.

- Leadership and Team Building: Strengthen your leadership skills by learning how to effectively lead your team, improve communication, and foster a collaborative environment. CE courses in leadership will equip you to motivate your team and navigate challenges, ultimately improving both staff satisfaction and patient care.

6. Patient Care and Communication

- Patient-Centered Care: CE courses focused on patient communication, treatment planning, and case presentation can enhance your ability to build trust, increase case acceptance, and ensure patients are well-informed about their options.

- Cultural Competency: As patient demographics shift, CE in cultural competence will help you communicate more effectively with a diverse patient base and ensure everyone receives appropriate care.

7. Legal and Ethical Considerations

- Ethics and Risk Management: CE courses in dental ethics and legal compliance help you stay current on issues such as informed consent, confidentiality, and proper documentation. These courses are essential to avoid legal issues and provide ethical, high-quality care.

- Regulatory Compliance: Stay informed about OSHA regulations, HIPAA compliance, and infection control standards through ongoing CE, to ensure your practice continues to operate within the legal framework.

3.2 Continuing Education (continued)

8. Infection Control and Safety

- Infection Prevention Protocols: Given the importance of maintaining safety and hygiene standards, especially post-pandemic, CE in infection control will remain a critical area. Courses focused on sterilization, cross-contamination prevention, and office safety should be a regular part of your continuing education plan.

9. Emergency Preparedness

- CPR and Life Support: Many states require basic life support (BLS) or CPR certification as part of your CE. Additionally, if your practice offers sedation dentistry, CE in advanced cardiac life support (ACLS) or pediatric advanced life support (PALS) may be required.

- Emergency Protocols: Ensure your practice is prepared for medical emergencies by staying current on emergency management protocols, including dealing with allergic reactions, cardiac events, and sedation-related incidents.

10. Long-Term Career and Practice Goals

- Specialization Pathways: If you plan to specialize in a particular field (e.g., periodontics, orthodontics), consider long-term CE pathways that can help you attain specialized certifications.

- Staying Ahead of Trends: Dentistry is continuously evolving with new research, materials, and procedures. When you attend conferences, workshops, or seminars that highlight the future of dentistry this can keep you at the forefront of the industry and help your practice remain competitive.

You can make sure that both you and your team stay knowledgeable, compliant, and at the cutting edge of patient care when you strategically plan and invest in continuing education. CE will contribute to the overall growth and success of your dental practice, help you to enhance your leadership skills and allow you to offer the best care possible.

3.3. Case Presentation

Case acceptance is crucial to the success of any dental practice, as it has a direct impact on patient care and the financial health of the practice. As a new dental practice owner, a strong case acceptance rate will build trust with patients and long-term sustainability for your practice. Below are guiding principles of case acceptance success.

1. Clear and Effective Communication

- Simple Treatment Plans: Clearly explain the proposed treatments in terms patients can understand. Avoid technical jargon and focus on the benefits of the treatment to their overall health and quality of life.

- Visual Aids and Technology: Use digital tools such as intraoral cameras, digital imaging, and diagrams to visually demonstrate the patient's condition and the recommended treatment. When they can see the issue patients better understand the need for treatment.

- Personalized Treatment Plans: Tailor the treatment plan to the patient's specific needs, preferences, and concerns. Address their unique oral health situation and explain how the proposed treatment can improve their outcomes.

2. Trust and Rapport

- Build Relationships: Patients are more likely to accept treatment if they trust their dentist. Spend the time to get to know your patients, listen to their concerns, and show empathy for their situation.

- Transparency: Be transparent about why certain treatments are necessary. Patients appreciate honesty, especially when it comes to the urgency and potential consequences of delaying treatment.

3. Flexible and Transparent in

- Financial Discussions: Discuss the financial aspects of the treatment early on, including costs, insurance coverage, and out-of-pocket expenses. Avoid surprising patients with unexpected costs after they've agreed to treatment.

3.3. Case Presentation (continued)

- Payment Plans and Financing: Offer flexible payment options, such as financing plans or third-party payment solutions, to help patients manage the cost of treatment. This can make more expensive or long-term treatments more accessible.

- Insurance Verification: Ensure that patients are well-informed about what their insurance covers and what they will be responsible for. When there is a knowledgeable staff member to handle insurance-related questions this can provide a smoother process and improve acceptance.

4. Addressing Patient Concerns and Objections

- Time Commitment: Patients may hesitate to accept treatment due to time constraints. Offer flexible scheduling and explain how long the procedure will take and how it will affect their daily life.

- Fear and Anxiety: Dental anxiety is a common barrier to case acceptance. Address these concerns by explaining procedures thoroughly to ensure the patient knows what to expect. You may also consider offering sedation dentistry for this sect of patients.

- Second Opinions: Patients may want to seek second opinions before accepting treatment. Encourage them to do so and provide supportive, unbiased information. This transparency can build trust and reinforce your credibility.

5. Staff Training and Involvement

- Team Approach: Case acceptance is not just the dentist's responsibility—train your entire team to support the process. Staff members should be knowledgeable about treatment plans, able to answer patient questions, and comfortable discussing payment options. (Co- Diagnosing)

- Consistency: Ensure that all team members present a consistent message regarding the importance of the treatment, its benefits, and the patient's financial options. Inconsistent communication can confuse patients and reduce trust.

3.3. Case Presentation (continued)

6. Patient Education and Engagement

- Educate Patients: Provide educational materials and resources, such as brochures, videos, or website content, to reinforce the information discussed during the appointment. Patients are more likely to accept treatment when they fully understand their oral health needs and treatment options.

- Follow-Up: Some patients may need time to think over a proposed treatment plan. Follow up with them after their appointment, either via phone or email, to check in, answer any additional questions, remind them of the importance of the treatment, and let them know when you have a schedule opening to get them in.

7. Treatment Plan Prioritization

- Phased Treatment Plans: For more complex or costly cases, consider breaking down the treatment into phases, allowing the patient to proceed with the most urgent procedures first. This approach makes the plan more manageable and increases the likelihood of acceptance.

- Explain Alternatives: Offer alternative treatments when appropriate and explain the pros and cons of each. Patients appreciate having options and may feel more comfortable accepting treatment when they can choose the option that best fits their situation.

8. Creating a Comfortable Environment

- Patient Experience: A comfortable, welcoming environment can help ease patient anxieties and improve trust. Pay attention to the patient's entire experience, from the moment they enter the practice to when they leave.

- Streamlined Processes: Ensure that administrative processes, such as scheduling and billing, are smooth and stress-free. Frustrating interactions can lead to dissatisfaction and decrease the likelihood of case acceptance.

3.3. Case Presentation (continued)

9. **Tracking and Improving Case Acceptance Rates**

- Monitor Acceptance Rates: Track your practice's case acceptance rates regularly to identify patterns or potential areas for improvement. This data can help you and your team understand what's working and where adjustments may be needed.

- Identify Barriers: Look for trends in why patients decline treatments—whether it's cost, fear, or confusion—and adjust your approach accordingly.

- Ongoing Training: Provide ongoing training for you and your team on how to present treatment plans effectively, handle objections, and improve communication skills.

10. Patient Follow-Up and Retention

- Reinforce the Value of Treatment: For patients who initially decline treatment, follow up regularly to remind them of the importance of addressing their dental health needs. Sometimes, patients need time to consider their options before moving forward.

- Post-Treatment Care: Provide clear instructions, follow up after procedures, and address any questions or concerns to ensure a smooth post- treatment experience. A positive experience can lead to higher acceptance of future treatments.

> *CASE PRESENTATIONS SHOULD:*
> *Position the value of the dentistry being proposed, and implications for overall health.*
>
> *Be conversational in nature, allowing the patient to participate.*
>
> *Be fact based, showing all evidence of disease via IO scans and imaging.*
>
> *Not be rushed. Larger cases may require longer time and separate consult space to be effective.*
>
> *Be conducted in confidence.*
>
> *Be consistent. The patient path through your office when a case presentation is on deck should be clear to all staff.*

Section 4: Hygiene Clinical Procedures & Protocols

4.1 Standard of Care
4.2 Periodontal Program
4.3 Recall Plan
4.4 Adjunct Services
4.5 Manageable Metrics

RELATED KPI's:
Hygiene Re-Appointment
Perio Maintenance Percentage
Hygiene Department Profitability Ratio
Hygiene Department Procedure Mix
Open Appointments
Hygienist PPV
Patient Re-Activation

4.1 STANDARD OF CARE

Develop and distribute a standard of care document to all team members. This can be as basic or comprehensive as needed. There are 4 main areas that must be included. The table below is intended to help generalize main points for the standard of care document. Keep in mind that standard of care is reflective of practice philosophy and convictions around high-level patient care, and not what insurance coverage dictates.

Appointment timeline *(EX: 20 min exam, 20 min scaling/polishing, 20 min doctor exam + appt scheduling)*	
Frequency of Perio exam?	
Perio Diagnosis criteria *(pocket depths to begin tx of active disease, either 1-3 teeth or full quad)*	
Imaging (*BW Freq- 1 x yr recommended, PANO/FMX- every 3-5 yrs recommended)*	

4.2 Periodontal Program

Periodontal programs are essential in serving both patients and team members. Establish a clear protocol to enable the team to understand expectations and confidently co-diagnose active periodontal disease. This approach will empower patients to recognize how their oral health affects their overall well-being and allow the practice to create personalized treatment plans to address active disease and maintain long-term health.

As the new practice owner, it's important to introduce changes gradually to ensure the team adjusts comfortably to new leadership. Hygienists, being key contributors in a general practice, play a critical role in this process. Any disruption to their workflow or morale could negatively impact the practice. It's vital to thoughtfully consider how best to implement changes, and ensure that your team, especially the hygienists, feel supported and aligned with your new initiatives and expectations regarding periodontal disease diagnosis, treatment, and ongoing care.

Use the table below to develop clear diagnostic criteria, and treatment protocols.

DIAGNOSTIC CRITERIA	Mild Periodontitis	
	Moderate Periodontitis	
	Severe Periodontitis	
TREATMENT PLAN	Mild Periodontitis	
	Moderate Periodontitis	
	Severe Periodontitis	
Maintenance Protocol for completed TX (Recommended: perio maintenance every 3 months) Perio Maintenance is for the life of the patient or the life of the dentition.		

4.3 Recall Plan

A well-structured recall plan is essential to maintain patient retention, ensure consistent oral health care, and drive the long-term success of your practice. An effective recall strategy will allow you to build trust with your patients and create a steady flow of appointments. Here are key considerations when establishing a recall plan:

1. Emphasis on Re- Appointment at Hygiene Visits

- Consistency Among Hygienists: Hygienists play a key role in recall appointments, so it's important that they are consistent in educating patients about the need for regular visits. Ensure they communicate the value of the recall process and encourage patients to schedule their next appointment before leaving the office.

2. Effective Communication with Patients

- Proactive Appointment Reminders: Use multiple channels—phone calls, texts, emails, and even postcards—to remind patients of upcoming recall appointments. Ask and document the preferred method of contact for each patient to increase effectiveness. Automated systems can streamline this process, but personal calls can still be effective for high-risk or long-term patients.

- Reactivate Inactive Patients: Develop a specific strategy to re-engage patients who have missed or delayed their recall appointments. Reach out to them with gentle reminders and offer incentives, such as discounted cleanings or flexible scheduling, to encourage them to return.

3. Leveraging Technology for Scheduling

- Use Dental Practice Management Software: Implement software to track and manage patient recalls efficiently. Automated systems help ensure no patient is overlooked and make it easier to send reminders.

- Online Scheduling Options: Offer online booking options through your website or via text reminders. This convenience can increase patient compliance, especially for those with busy schedules.

4.3 Recall Plan (continued)

4. Staff Involvement and Training

- Train the Front Desk Team: Ensure your administrative team is well-versed in the recall process. They should understand the importance of recalls and be trained to handle patient objections or hesitations when scheduling.

5. Incentivize Patient Compliance

- Patient Loyalty Programs: Consider offering incentives, such as small rewards or entries into raffles, for patients who maintain consistent recall appointments. Loyalty programs can encourage patient retention and strengthen relationships.

- Offer Flexible Scheduling: Provide early morning, late evening, or weekend appointment options for patients with busy schedules. Flexibility can help ensure higher recall compliance rates.

6. Address Barriers to Recalls

- Financial Concerns: For patients who are hesitant due to financial reasons, provide clear information on insurance benefits, payment options, and preventive care savings. Offer in-house membership plans or financing to help reduce financial stress.

- Dental Anxiety: Address dental anxiety by providing a comfortable environment, and an empathetic, trained staff. Encourage patients to stay on track with regular appointments by creating a positive, stress-free experience.

7. Track Recall Effectiveness

- Monitor Recall Success Rates: Regularly review recall metrics, such as the percentage of patients returning for scheduled appointments and identify areas for improvement. Set targets for patient retention and adjust strategies as needed to meet your goals.

- Track Patient Feedback: Encourage patients to provide feedback about their recall experience. Use this information to make adjustments that could improve patient satisfaction and recall compliance.

4.3 Recall Plan (continued)

8. Educate Patients on Long-Term Health

- Ongoing Patient Education: Use recall appointments as opportunities to reinforce the importance of regular dental visits for long-term oral and overall health. Incorporate visual aids like intraoral cameras or digital imaging to help patients understand the progression of disease if they miss appointments.
- Preventative Care Message: Focus on preventive care during recalls. Educate patients about how these appointments help them avoid more extensive treatments, pain, and expense down the road.

Implement a well-thought-out recall plan to maintain a steady patient flow, foster stronger patient relationships, and support the long-term growth of your practice.

4.4 Adjunct Services

Hygiene visits can increase production per visit by offering adjunct services such as whitening, or oral cancer screenings. Determine what services you are offering, when and who they are offered to, and if there is an incentive for hygienists to propose these add-on's (bonus options on production $'s past goal). Use the table below to create a plan.

FLUORIDE	**Who to offer this to:** **Bonus?:**
WHITENING	**Who to offer this to:** **Bonus?:**
CA SCREENING	**Who to offer this to:** **Bonus?:**
OTHER	**Who to offer this to:** **Bonus?:**

4.4 Measurable Metrics

KPIs related to hygiene include the following:
Hygiene Re-Appointment
Perio Maintenance Percentage
Hygiene Department Profitability Ratio
Hygiene Department Procedure Mix
Open Appointments
Hygienist PPV/CPV
Patient Re-Activation

These KPIs should be reviewed and tracked by the hygiene team if possible. Below is a table citing specifics on what each of these are and what the industry benchmarks are for each of them. There is space provided for you to develop your own practice benchmarks.

	INDUSTRY BENCHMARK	YOUR BENCHMARK
Hygiene Re-Appointment *The % of patients who are in for a prophy and schedule their next prophy prior to leaving*	*90 %*	
Perio % *% of patients seen in hygiene department for perio maintenance visit?*	*20 % (min.)*	
Hygiene Profitability Ratio *The % of production attributed to the hygiene department*	*30 % (min.)*	
Hygiene Procedure Mix *The ratio of procedure types completed in hygiene*	*PROPHY: 30%* *PERIO MAINT: 30%* *SRP: 40%* *Other: 10%*	
Open Appointments *The ratio of procedure types completed in hygiene*	*< 10 %*	
Hygienist PPV The average amount of production from each appointment in hygiene (can use units of time, EX: hour increments, or calculate per patient)	*$200-300 PPV*	

5. Patient Experience
5.1. Path of the Patient
5.2. Office Presentation
5.3. Patient Communication and Education

RELATED KPI's:
Case Acceptance
Hygiene Re-appointment
Active Patients without ReCare
New Patients per Month

5.1 PATH OF THE PATIENT
First and Lasting Impressions of Your Practice
Routine Practice: Walk the Path of Your Patients

- Start in the Parking Lot:
  - Park where your patients park, not in reserved spots.
  - Check for deferred maintenance, such as potholes or faded parking stripes.
  - Look for trash, weeds, and overall cleanliness of the parking area.
- External Facility Check:
  - Inspect windows, doors, and outside walls for cleanliness and signs of wear.
  - Ensure the external signage is clean and well-maintained.
- Entering the Office:
  - Observe the condition of the carpet or flooring and the paint on the walls.
  - Ensure technology is in working order, clean, and with no visible wires.
  - Patient educational materials should be current, branded, and user-friendly.
- Front Desk and Waiting Area:
  - Look at the front business desk for organization and cleanliness.
  - Ensure the waiting area is welcoming and comfortable.
- Operatories:
  - Walk into the operatories and check for cleanliness and maintenance.
  - Make sure all equipment is clean, functioning, and up-to-date.

Note Observations Below:

5.2 Office Presentation Evaluation

Regular updates in the physical appearance of the office are recommended. Patients draw a correlation between the physical appearance of their dental office and the care received. The table below allows you to grade these key areas around the physical office space, to identify any areas of potential improvement.

Grading Scale 1-5, with 5 being excellent condition

	RATING	NOTES
Parking Lot Clear lines for spaces Clear signage Neat Landscaping Updated fixtures/ doors & windows		
Waiting Room Cleanliness Overall appearance Chairs/ Furniture Reception Area		
Patient Restroom Signage Cleanliness Up to Date Fixtures and Decor		
Clinical Areas Equipment age & condition OP dividers (out of date doors/ curtains) Flooring and Walls		

5.3 PATIENT COMMUNICATION AND EDUCATION (active)

Effective patient communication and education are critical for a new dental practice owner to build trust, establish rapport, and ensure that patients are well-informed about their oral health. Here are important considerations in regard to patient communication and education:

1. Establish Clear and Compassionate Communication

- Personal Introductions: Introduce yourself as the new owner. Take the time to personally communicate with patients through emails, letters, or face-to-face during appointments. Let them know about your background, your approach to dental care, and your commitment to maintaining or improving their oral health.
- Be Approachable: Foster an environment where patients feel comfortable asking questions. Encourage open dialogue to create trust and help you better understand their needs and concerns.
- Listen Actively: Ensure that communication is a two-way street. Active listening helps you understand patient concerns, which can then be addressed effectively, and increase their confidence in your care. Don't interrupt or assume their preferred treatment plan.

2. Tailor Communication to Each Patient

- Personalized Care Plans: When you discuss treatment plans, make sure they are personalized based on the patient's specific oral health needs, preferences, and lifestyle. Tailor communication to the individual to help them understand how their unique situation affects their treatment options.
- Address Fears and Anxieties: Many patients experience dental anxiety. Ensure your team is trained to handle nervous patients with empathy and offer solutions such as sedation options or clear explanations to reduce fear.

3. Educate Patients on Oral Health

- Explain Procedures Clearly: Break down each procedure in simple, non-technical language to ensure patients understand what is involved and why it's necessary. Visual aids, like intraoral cameras or digital x-rays, can help patients better grasp their oral health conditions.
- Preventive Care Emphasis: Educate patients on the importance of preventive care, such as regular cleanings, fluoride treatments, and proper at-home oral hygiene practices. Patients who understand the long-term benefits of preventive care are more likely to adhere to recommended schedules and follow-ups.

- Share Health Implications: Explain how oral health is connected to overall health, including the impact of periodontal disease on heart health, diabetes, and other systemic conditions. This will help patients see the broader value of maintaining their oral health.

4. Use Multiple Communication Channels

- Verbal and Written Communication: Follow up in-office discussions with written summaries of treatment plans, costs, and at-home care instructions. Patients often appreciate having written information to review at home.
- Digital Communication: Leverage email, text messages, and patient portals to remind patients of appointments, provide educational materials, or update them on their oral health status. Many patients prefer digital communication, which allows them to easily access information on their own time.
- Use social media and blogs: Consider using social media platforms or a practice blog to share oral health tips, treatment information, and practice updates. This is a great way to engage with your patient community and reinforce educational messaging outside of appointments.

5. Encourage Shared Decision-Making

- Collaborative Approach: Empower patients by involving them in decisions about their treatment options. Present pros and cons of different treatments and encourage them to ask questions. When patients feel involved in the decision-making process, they are more likely to commit to the treatment.
- Financial Transparency: Provide clear information about costs, insurance coverage, and payment plans upfront. Patients appreciate transparency, especially when it comes to financial matters, and it helps them make informed decisions.

6. Consistency in Communication Among the Team

- Unified Message: Ensure that all team members are aligned in their communication with patients. The information provided by front desk staff, dental assistants, hygienists, and the dentist should be consistent and reinforce key messages about treatment plans, appointments, and oral health education.
- Staff Training: Regularly train your team on communication techniques, patient education tools, and customer service to ensure that every patient interaction is positive and professional.

7. Follow-Up and Continuous Education

- Post-Treatment Follow-Up: After significant treatments, follow up with patients to check on their recovery and to answer any questions they may have. This shows that you care about their well-being and enhances trust.
- Continuous Education: Provide ongoing education during recall visits to reinforce good oral hygiene practices and ensure patients stay engaged in their oral health journey. Keep them updated on any new treatments or technologies that may benefit their care.

8. Patient Feedback and Adaptation

- Seek Patient Feedback: Regularly ask for patient feedback through surveys, suggestion boxes, or informal conversations. Understanding patient experiences can help you improve communication, services, and overall patient satisfaction.
- Adapt Based on Feedback: If patients indicate confusion about certain procedures or policies, use that feedback to refine your educational approach or communication methods. Continuous improvement in communication helps foster a positive patient-practice relationship.

With a focus on clear, empathetic, and personalized communication with an emphasis on patient education, you can enhance patient satisfaction, improve case acceptance, and foster long-term loyalty.

6. MARKETING

RELATED KPI's:
New Patients per Month

As a new practice owner, it's important to develop an effective marketing strategy to retain existing patients, attract new ones, and build a strong reputation in the community. Below are some key marketing considerations to focus on:

1. Brand Transition
- Maintain Continuity with Existing Patients: Ensure that existing patients feel confident about the new ownership. Consider keeping some elements of the previous practice's branding to ease the transition. Send a letter or email introducing yourself, highlighting your qualifications, and assuring patients that their care will continue seamlessly.
- Rebrand if Necessary: If the practice needs a fresh start, consider rebranding the logo, signage, website, and overall messaging. Make sure the new brand reflects your vision, values, and services.

2. Enhance the Online Presence
- Update the Website: Ensure the practice's website is updated with your name, credentials, new services, and contact information. Make the site user-friendly, mobile-responsive, and optimized for search engines (SEO) to attract new patients.
- Leverage Online Reviews: Encourage satisfied patients to leave positive reviews on Google, Yelp, and other platforms. Online reviews are a key factor in attracting new patients, so actively manage and respond to them.
- Use Social Media: Engage with the community on social media platforms like Facebook, Instagram, or LinkedIn. Share informative posts, patient success stories, practice updates, and educational content to build trust and visibility.

3. Patient Retention Strategies
- Introduce Yourself Personally: Send a personalized introduction letter or email to current patients to assure them of continuity in care and highlight any new services or improvements.
- Referral Programs: Implement patient referral programs that incentivize current patients to refer friends or family members. Offer small rewards like discounts, gift cards, or entries into raffles.

- Patient Engagement: Continue regular engagement with existing patients through appointment reminders, newsletters, and follow-up calls. A robust recall system will help retain patients and prevent them from slipping through the cracks during the transition.

4. Community Engagement
- Join Local Networks: Get involved with local business organizations, chambers of commerce, or dental study groups to build professional relationships and gain referrals.
- Host Open Houses: Consider hosting an open house or community event to introduce yourself to the neighborhood. This would offer an opportunity to meet potential patients in a relaxed setting and demonstrate your commitment to the community.
- Volunteer or Sponsor Local Events: Sponsor local sports teams or events to help raise awareness of your practice. Volunteer for health fairs or offer free dental check-ups at community events to create goodwill and visibility.

5. Service Offerings and Promotions
- Promote New Services: If you plan to add new procedures or technology (e.g., cosmetic dentistry, implants, or Invisalign), highlight these services in all of your marketing channels. Offer promotions or discounts to encourage patients to try them.
- Targeted Offers: Consider offering limited-time promotions for new patients, such as discounted cleanings or whitening services, to encourage people to visit your practice.
- Membership Plans: If a significant portion of your patient base is uninsured, offer an in-house membership plan as an attractive way to encourage treatment and loyalty.

6. SEO and Paid Advertising
- Local Search Optimization: Optimize your website for local search terms such as "dentist near me" or "family dentist in [your city]" to help potential patients in your area easily find your practice online.
- Google Ads and Social Media Advertising: Use targeted advertising on Google, Facebook, and Instagram to reach potential new patients in your area. Paid ads allow you to promote services and specials directly to users searching for dental care.

7. Track Results and Adjust

- Monitor Marketing Effectiveness: Track which marketing efforts bring in the most patients. Use analytics tools for your website and social media, as well as patient surveys, to measure the success of each campaign.
- Adapt as Needed: Continuously adjust your marketing strategy based on performance data and feedback from patients. What works in one community or practice may not work in another, so flexibility is key.

With a comprehensive marketing approach that includes both digital and community-based strategies, you can build strong relationships, enhance patient retention, and attract new patients for sustainable growth.

SECTION 7: BUSINESS REVIEW PROCESS

7.1. FREQUENCY OF REVIEWS, AND MEETING TYPES
7.2. KPI Tracking

7.1 FREQUENCY OF REVIEWS, AND MEETING TYPES

BUSINESS REVIEW MEETINGS

A private practice dentist should review several key areas on a weekly basis to check on business operations and position for sustainable growth. These areas focus on both clinical efficiency and business functionality. Here are the primary aspects to monitor:

1. Key Performance Indicators (KPIs)
- Section 7.2 covers this comprehensively

2. Scheduling Efficiency
- Appointment Utilization: Evaluate the percentage of available appointment slots filled. Ensure your schedule is optimized and productive.
- Treatment Acceptance Rate: Track the percentage of recommended treatments that are accepted and scheduled by patients.
- Recall System: Ensure follow-up and recall appointments are properly scheduled and patients are returning regularly for maintenance.

3. Financial Health
- Cash Flow: Review weekly inflows and outflows, make sure the practice maintains a healthy cash reserve.
- Cash on Hand: We recommend having three months' worth of overhead expenses in the bank.
- Overhead Expenses: Monitor key expenses like supplies, lab fees, payroll, and facility costs to ensure they stay within budget.
- Ongoing Investments: Allocate funds consistently for reinvestment into the practice.
- Profitability Metrics: Review profit margins for services offered and identify any areas for improvement in profitability.

4. Patient Satisfaction
- Patient Feedback: Check patient satisfaction surveys or online reviews to gauge patient experience. Address any concerns promptly.
- Referral Sources: Track where new patients are coming from (e.g., referrals, marketing efforts, online presence).

5. Team Performance
- Staff Productivity: Evaluate the performance of staff, ensuring tasks are completed efficiently and team members are meeting their responsibilities.
- Training & Development: Review any training needs or areas where staff may require additional support or skill-building.
- Team Morale: Take note of team dynamics, ensuring a positive work environment and addressing any conflicts or stress.

6. Compliance and Regulatory Matters
- Patient Records: Ensure accurate and timely completion of patient charts and records, including consent forms and treatment plans.
- Health and Safety: Monitor adherence to infection control protocols, OSHA guidelines, and other legal regulations.

7. Marketing and Growth Strategies
- Marketing Campaign Performance: Assess the impact of any ongoing marketing campaigns, such as social media, email outreach, or local advertising, in attracting new patients.
- Community Engagement: Evaluate efforts to engage with the local community or participate in professional networks, which may support practice growth.

Weekly reviews in these areas will allow you to maintain a proactive approach to both patient care and practice management.

TEAM MEETINGS

As outlined in Section 1, it is recommended to hold team meetings on a quarterly basis, or preferably, on a monthly cadence. The agenda for these meetings is provided in Section 1. The primary objective is to foster team synergy and strengthen organizational culture.

These meetings offer an opportunity to recognize staff achievements, such as birthdays and work anniversaries. More importantly, they provide a platform to review Key Performance Indicators (KPIs), celebrate improvements, and address areas that need further attention. Involve team members in tracking KPIs relevant to their roles to increase engagement and ownership and streamline the process from a leadership perspective. In the event that monthly meetings are not feasible, it is essential to set aside time for regular review of KPI progress trackers.

TEAM MEMBER REVIEWS

It is advisable to implement a formal review process for each team member on an annual basis. This process should be documented and scheduled at regular intervals (e.g., February of each year) and may align with considerations for salary or bonus adjustments. The purpose of these reviews is to dedicate focused time to each team member, recognize their contributions, discuss their career goals within the organization, and develop action plans for areas that require improvement.

7.2. KPI TRACKING

Not all KPIs recommended to track are suitable for staff to evaluate and report on. Featured on the next page, there is a list of KPIs suggested to include in the monthly team meetings, industry benchmarks for each, a place to record the current stats of these and a place to rank them in terms of priority improvements for your practice (also see hygiene specific KPI's in section 4.6, Manageable Metrics). Rank the KPIs by priority, and then split out the KPIs to be focused on into 4 quarters. The quarterly KPI tracker is also included in this packet to structure this process. This tracker also features a section to develop action items related to the KPI's that you are seeking to improve.

	INDUSTRY BENCHMARK	PRACTICE STAT	PRIORITY RANKING	GOAL
ACCOUNTS RECEIVABLE RATIO (total AR/ average monthly production= AR Ratio)	1			
UTILIZATION RATE (Net office production/ total office hours open)	> $200			
PRODUCTION PER DAY or VISIT (RESTORATIVE, and HYGIENE)	Restorative: $450/ visit Hygiene: 3 x Salary			
PRODUCTION TOTALS	SET GOAL			
ADJUSTED PRODUCTION	SET GOAL			
UNSCHEDULE TREATMENT	< 20%			
OPEN CHAIR TIME: RESTORATIVE & PREVENTATIVE	RESTORATIVE: 0-5% PREVENTATIVE:< 10%			
COLLECTIONS *(AMOUNT OF ADJUSTED PRODUCTION ACTUALLY PAID TO PRACTICE)*	95% +			
CASE ACCEPTANCE	85-90%			
NEW PATIENTS PER MONTH *ALSO CONSIDER USING GROWTH RATE %-: NEW PATIENTS - INACTIVE/ TOTAL PATIENT BASE)*	GROWTH RATE > 20% SET NEW PATIENT GOAL			
PRE APPOINTMENT *(ACTIVE PATIENTS WITH VISIT SCHEDULED/ TOTAL ACTIVE)*	SET GOAL			

Quarterly Tracker

Quarter Date Range:

TEAM MEMBER REPORTING	FOCUS KPI'S	CURRENT	GOAL						

NOTES:

TEAM MEMBER REPORTING	2ND TIER KPI	CURRENT	GOAL							

RELATED KPI	TEAM MEMBER ASSIGNED	ACTION ITEM	TARGET DATE	COMPLETION	DATE COMPLETED

NEW OWNER "TO DO" LIST

As the new owner there are several important tasks to be completed after the closing of the practice sale. Below are some key "to-do" list items that should be prioritized:

1. Legal and Regulatory
- Update Legal Ownership: Check that all legal documents, including the sale agreement, have been fully executed and filed as required.
- Business Entity Registration: Update the business registration and notify any relevant state or local authorities of the ownership change.
- Transfer Licenses: Transfer or obtain necessary state dental licenses, DEA registrations, and other permits required to operate the practice.
- Insurance Policies: Review and update all business insurance policies, including malpractice, general liability, workers' compensation, and property insurance.
- Compliance Review: Ensure compliance with HIPAA, OSHA, and other relevant regulations. Update any policies, protocols, or certifications tied to the previous owner.

2. Financial and Banking
- Insurance Credentialing: It is strongly recommended to utilize a professional credentialing company, that can also negotiate favorable reimbursement on in-network contracts.
- Bank Accounts: Set up new business bank accounts and make certain that all transactions and accounts are properly transferred from the previous owner.
- Merchant Services: Transfer or establish new merchant services accounts for processing patient payments (credit cards, financing).
- Billing and Collections: See that billing systems are updated with the new ownership information and that patients are informed of any changes to payment processes.
- Payroll Setup: Update payroll systems, tax filings, and employee benefits accounts to reflect the new ownership.

3. Human Resources
- Employment Contracts: Review and update employment agreements, making sure all staff are informed of the ownership transition and any relevant changes.

- Team Meeting: Conduct a team meeting to formally introduce yourself, communicate your vision, and address any concerns from staff.
- Onboarding New Benefits: If there are changes to employee benefits or compensation, update these packages and ensure all staff are informed.
- Staff Licenses: Confirm that all clinical staff have up-to-date licenses and certifications under the new ownership.

4. Patient Communications
- Notify Patients: Send an official communication to all patients informing them of the change in ownership and reassuring them about continuity in care. This is recommended to be a joint communication with the seller.
- Update Signage: Change the practice's signage to reflect the new ownership, including both exterior signs and internal office branding.
- New Patient Forms: Update patient intake forms, consent forms, and any legal documentation with the new ownership details.

5. Technology and Systems
- Practice Management Software: Transfer ownership and administrative access to practice management systems (e.g., scheduling, billing, patient records) and ensure that all user access is updated.
- Electronic Health Records (EHR): Ensure proper transfer and ownership of electronic health record systems and that they comply with any legal and regulatory requirements.
- Website and Social Media: Update the practice’s website, social media profiles, and any online listings to reflect new ownership, including contact information and branding.
- IT Services: Review and transfer any IT service contracts, including cloud storage, cybersecurity, and hardware maintenance.

6. Suppliers and Vendor Agreements
- Update Vendor Accounts: Notify dental supply vendors, lab partners, and other service providers (e.g., cleaning, IT) of the ownership change and transfer accounts to your name.
- Renew or Renegotiate Contracts: Review existing supplier and vendor contracts, and, if necessary, renegotiate terms under the new ownership.

7. Financial Tracking and Reporting
- Accounting and Bookkeeping: Transition the practice's accounting and bookkeeping systems, ensuring all financial data is transferred accurately. Engage with a CPA or financial advisor familiar with dental practices.
- Tax Planning: Update tax filings and check that proper documentation is in place for quarterly taxes and year-end reporting.

8. Marketing and Branding
- Rebrand (if necessary): If you choose to rebrand the practice, have all marketing materials, from logos to business cards, updated.
- Marketing Campaigns: Review ongoing marketing strategies and update them to reflect the new ownership. Consider launching a "New Ownership" campaign to attract new patients.
- Online Reviews and Reputation Management: Monitor online reviews and have platforms like Google and Yelp are updated with new ownership information. Encourage patients to leave positive reviews.

9. Inventory and Asset Management
- Inventory Assessment: Conduct an inventory audit of all dental supplies and equipment to ensure everything is properly accounted for and in good condition.
- Equipment Transfer: Check that ownership of all equipment, including leases, is transferred and verify warranties or maintenance agreements are updated.

10. Professional and Community Relationships
- Referral Network: Reach out to other healthcare professionals in the area (specialists, referring physicians) to inform them of the ownership change and maintain professional relationships.
- Join Professional Associations: If not already a member, consider joining relevant dental associations, such as the ADA, to build professional networks and stay updated on industry trends.

This checklist will make sure all key elements are covered, allow for a smooth transition, help maintain continuity of care, and set a strong foundation for your practice's future success.

Preferred Partners Recommendation Guide

Supplies, Equipment, and Technology

- Nashville Dental, Inc
  www.nashvilledental.com

Nashville-
Home Office
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PPO Renegotiations

- Dental Advocacy Group (DAG)
  770.727.5611 | dentaladvocacygroup.com
- PPO Advisors
  888.837.7767 | ppoadvisors.com

Marketing

- EOS
  303.663.8006 | eoshealthcaremarketing.com
- Gargle Dental Marketing
  888.842.7453| gargle.com

PM Software

- Eddson
  eddsondental.com

IT

- Advanced Technologies
  877.723.8832 | adv-tech.com

Financial Advisor

- David Walker - Insight Alliance
  615.902.3643 | Insightalliance.com

Commercial Real Estate

- Southern Oak
  615.925.0422 | southernoak-re.com
- TRIO
  502-454-4933| triocpg.com

Insurance (Malpractice, and Disability)

- Bowman Insurance
  502.638.2969 | bowmaninsuranceteam.com
- Boxwood Insurance Group
  615.245.5851 | boxwoodins.com

Lenders:

- Provide
  getprovide.com
- Huntington
  Huntington.com