

GET YOUR TEAM ON BOARD

# GROWING YOUR DENTAL BUSINESS

Market Yourself Effectively  
and Accelerate Your Results

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INDIE BOOKS  
INTERNATIONAL

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Section I  
**MANAGE TO GROW**



## CHAPTER 1

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# The Evolving Role of the Dentist in Their Practice

**T**he business of dentistry is changing. With every new advance in technology and efficiency it seems there is more that must be monitored and managed to be profitable. Many years ago, dentists had little technology to manage, less competition, fewer out of network concerns, smaller offices, and fewer team members. Now in the world of instant communication, online reputations and comparisons, more competition, higher volume, and lower profit margins a successful and profitable practice requires more management tools to grow.

Many practice owners have a practice administrator or business manager, which is an awesome and exciting addition to the dental team. While the day-to-day operations may be handled by this manager, it is imperative that you—as the business owner—master your

roles so that you are guiding the vision and direction of what is likely the greatest investment of finances and time in your career.

A dental business owner has roles that are quite different from a dentist. A dental business owner may be a practicing dentist, but in more recent trends, not every dentist is, or will become, an owner.

Your role can be broken down into three segments: owner/CEO, leader, and coach. The owner/CEO role deals with the concepts we will cover in this book, which are the business benchmarks, systems, and strategies to grow the practice. These concepts are at the core of building and managing a profitable practice. The other segments of leadership and coaching pertain to the qualities and habits the dental business owner must have and must coach their team toward.

You may wonder why it is important for you, as the dental business owner, to worry about such things if you have a business or office manager. If you are an owner who is practicing dentistry, your management skill, leadership, and coaching abilities matter. Why? Because the team will follow your leadership, and the office manager can only manage to the level that you empower them.

In this book you will learn what you need to know to manage the primary components, as well as continue to grow the

practice. If I can convey only one message to you as you begin this study and journey, it is this:

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***It takes time to grow your business.***

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It isn't a set of quick bells, whistles, and recipes that you can simply toss to your team. You must be deliberate and intentional and keep at it. This starts with you and your understanding and willingness to participate in the "business" of your practice. You must know it, believe it, and live it so you can delegate it. Even then, you need to know where to keep your finger placed so you are adequately tuned in to the pulse of your business. Its performance will speak to you. You need to be sure you are listening and can understand what the messages mean.

Being deliberate and intentional requires investing your time, outside of patient contact time, to exercise your business owner muscles. Just like patients' appointments are scheduled in your management software, your time to work on the business must be placed on your schedule. How much time? Four hours per month is a great place to start. Some may not need this much and others, who aren't at all familiar with their numbers, may need more. The ideal would be one hour per week.

This is a focused hour, with no interruptions. It's easiest to have this time at the office, or it can be done from a home office if you have remote access or have your reports with you. This hour is "Elvis has left the building" time. Let your team know not to interrupt you during this time unless there is a true emergency, and that you will follow up with them when you have completed reviewing the practice stats. Set yourself up for success; don't check e-mail, take phone calls, or surf the Internet. If you don't put this framework around this time, it will be filled with distractions, and you will feel like you are spending tons of time "on" the business but getting nowhere.

Ready? If you are the type of reader that rarely finishes a book, in the next chapter I will give you an overview of how to grow your dental business, right up front. The rest of the book will teach you, step-by-step, how to get those results. I encourage you to read the entire book and get actively involved. You may want to grab a notebook, journal, or iPad to take notes as you read along to create action plans. Go ahead and schedule that administrative time each week now. Now you have already accomplished something to improve your business before we even really get started.