

# The Successful 21<sup>st</sup> Century Practice

*Why Some Practices Are Highly Successful and Others Are Not*

Roger P. Levin, DDS  
Chairman and CEO



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Levin Group, Inc.



Baltimore, MD



Marseille, France

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Levin Group, Inc.

Winston Levin



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Levin Group, Inc. – Brief Overview



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Levin Group, Inc. – Brief Overview



AMERICA'S DENTAL MEETING



DrBicuspid.com Editor-in-Chief Tony Edwards said he was pleased that their readership recognized continued excellence.

*"We are dedicated to providing the finest and most effective consulting to help dentists and teams achieve their goals."*  
— Roger P. Levin, DDS



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What's Happening In Dentistry...

### Good News:

Almost every practice has a 30-50% growth potential without increasing fixed expenses.

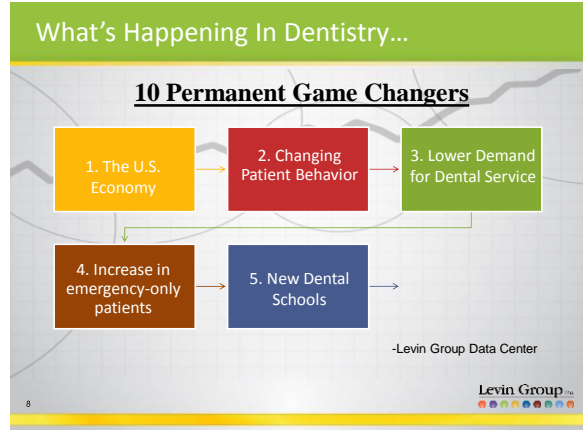


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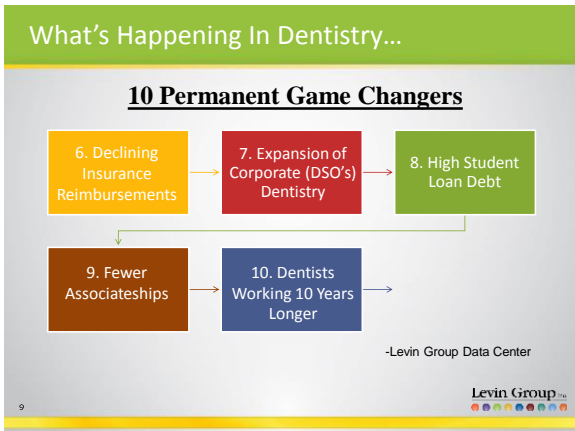
# What's Happening In Dentistry...

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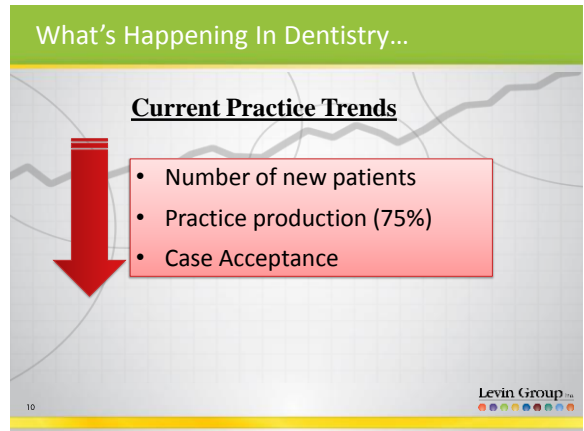
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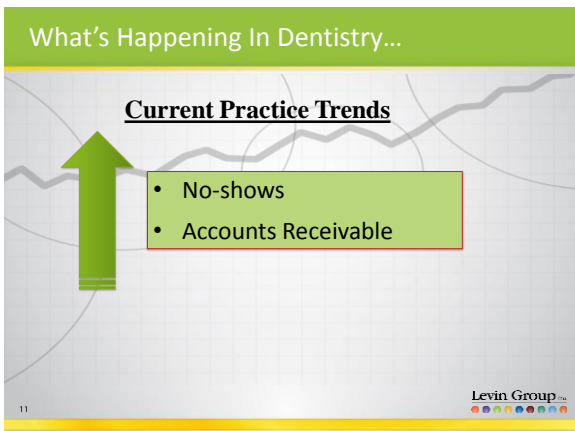
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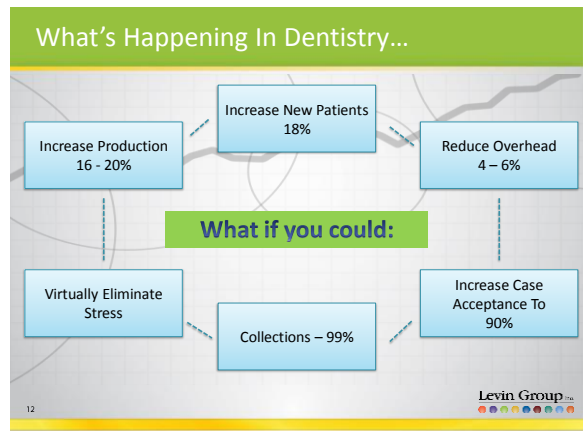
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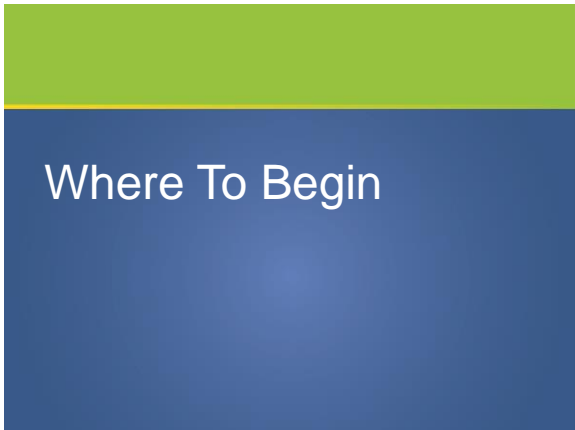
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Where To Begin

- Commit to implementing the best proven business systems
- Commit to The Big 3

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Where To Begin

**It All Starts With Targets**

1.	___ %	Of patients scheduled at all times
2.	___ %	New patients refer family
3.	___ %	Inactive patients reactivated
4.	___ %	Of all fees collected
5.	___ %	Overhead
6.	___ %	Increase in production

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Where To Begin

**It All Starts With Targets**

7.	___ %	Patients refer at least one other patient annually
8.	___ %	Maximum for no-shows
9.	___ %	Case acceptance
10.	___ %	Increase in income
11.	___ %	Referrals
12.	___ %	Of patient callers scheduled

**TOTAL TARGETS = 25**

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## Where To Begin

### It All Starts With Targets

- Add \$8-10,000,000 in revenue over next 20 years
- Reach financial independence 10 years earlier
- Thousands of practices are doing it right now!

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## The 10 Questions Assessment

*Increasing practice production through proven business systems.*

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### The 10 Questions Assessment

1. Will production grow by 18% in the next 12 months?

**YES** **NO**

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### The 10 Questions Assessment

2. Is the practice collecting at least \$1,000,000 per doctor?

**YES** **NO**

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### The 10 Questions Assessment

3. Is the schedule set up for per chair production?

**YES** **NO**

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### The 10 Questions Assessment

4. Have proven best systems been implemented and are they documented?

**YES** **NO**

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The 10 Questions Assessment

5. Has practice income increased every year for the last 5 years?

**YES** **NO**

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The 10 Questions Assessment

6. Is overhead 59% or lower?

**YES** **NO**

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The 10 Questions Assessment

7. Are collections 99% of adjusted production?

**YES** **NO**

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The 10 Questions Assessment

8. Are team job descriptions extremely detailed and updated in the last 18 months?

**YES** **NO**

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The 10 Questions Assessment

9. Are there clear targets written for each year?

**YES** **NO**

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The 10 Questions Assessment

10. Does the practice perform regular performance analyses?

**YES** **NO**

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## The 10 Questions Assessment

“YES” Score:



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## Case Study of a Levin Group Client

*Increasing practice production through proven business systems*

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## Case Study of a Levin Group Practice

### Practice Profile

1. Dr. Carl Peters in practice 19 years
2. Annual production of \$847,000
3. Married with three children moving toward college age
4. Four treatment rooms
5. Four-day-per-week schedule

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## Case Study of a Levin Group Practice

### Doctor's Goals

1. Return practice production to positive growth
2. Position practice to better compete
3. Save for kid's college and his retirement

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## Case Study of a Levin Group Practice

### Practice Analysis

1. Two large national chains opened offices within one mile of Dr. Peters
2. New patients declined in last two years by 23%
3. Reported high stress level
4. There were no documented systems
5. Long-term staff focused on maintaining the status quo

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## Case Study of a Levin Group Practice

### Practice Analysis

6. Doctor had enrolled in two new insurance plans without acquiring many new patients
7. Practice was below the 70<sup>th</sup> percentile in many key Levin Group targets
8. Open time in the schedule
9. No-shows at 4.3%
10. Case acceptance below 50% for cases >\$1,500

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Case Study of a Levin Group Practice

Practice Analysis

- 11. Production had declined by 11.6% in last two years
- 12. **Analysis projected deeper decline of 8% within 12 months**

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Case Study of a Levin Group Practice

Consulting Implementation

- 1. Clear vision statement established
- 2. Set 12 measurable goals to achieve in 12 months
- 3. 23 targets were established
- 4. New *Power Cell Schedule* was mathematically designed and implemented

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Case Study of a Levin Group Practice

Consulting Implementation

- 5. All new systems were documented with checklists for detailed staff training
- 6. Overdue patients went from 4.9% to < 2% within 90 days
- 7. No-shows decreased to < 1% within 90 days

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Case Study of a Levin Group Practice

Consulting Implementation

- 8. Staff became energized about new systems and clarity around their jobs
- 9. Daily Business Meetings and Monthly Business Reviews were implemented
- 10. Scripting was developed for all routine conversations

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Case Study of a Levin Group Practice

Consulting Implementation

- 11. A scientific internal marketing program was implemented increasing patient referrals within 60 days
- 12. Program to remind patients to post reviews resulted in 12 positive reviews in first 30 days

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Case Study of a Levin Group Practice

Results



Total 2-year growth: 38.6%

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## Case Study of a Levin Group Practice

### Doctor Quote

"When the competition opened just down the street I had no idea what we were going to do in order to survive.

Now that we have excellent systems in all areas of the practice, our staff has huge confidence and is regularly hitting their targets. We love coming to work and have a lot of fun again!"

- Dr. Peters

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# The Power of Analysis

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## The Power of Analysis

*"All business changes start with analysis. Anything else is a mistake!"*

- CEO, Fortune 500 Company

- Analysis tells you where you are and how far you can go.
- What's your real potential?

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## The Power Of Analysis

### The Starting Point of all Change

"All change should begin with analysis. Anything else is a mistake."

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## The Power Of Analysis

### Identify Potential Inflection Points



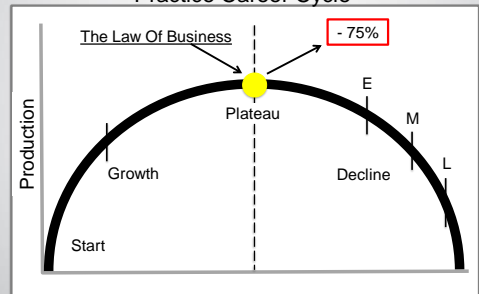
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## The Power Of Analysis

### Practice Career Cycle



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## The Power Of Analysis

### Top 5 Concerns of Dentists:

- 1. Increasing or maintaining practice production
- 2. Declining insurance reimbursements
- 3. Production per new patient
- 4. Increasing no-shows
- 5. Ability to reach financial independence

\*Levin Group Data Center

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## The Power Of Analysis

### 3 Results of Excellent Systems

1. Production increases of 30 – 50%
2. Revenue increases of \$8 - \$10M over 20 years
3. Reach financial independence 10 years earlier

Do you really have to work until you are 70?

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## The Power of Analysis

### Where Do You Want To Be?

Production Year 1: \$ \_\_\_\_

Production Year 2: \$ \_\_\_\_

Production Year 3: \$ \_\_\_\_



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## The Power of Analysis

### What Could Keep You From Getting There?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

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## Case Study Of A Levin Group Client

*Increasing practice production through proven business systems.*

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## Case Study of a Levin Group Practice

### Practice Profile

1. Dr. Frank Edwards in practice 7 years
2. Annual production of \$825,000
3. Five staff members
4. Four treatment rooms
5. Four-day-per-week schedule

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## Case Study of a Levin Group Practice

### Practice Analysis

1. No systems documentation or scripting in place
2. Scheduling at 65% of production capacity
3. 71<sup>st</sup> percentile on 20 Levin Group Targets
4. Decline in:
  - Average production per patient
  - Average production per new patient

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## Case Study of a Levin Group Practice

### Practice Analysis

5. New patient decline of 12% over previous year
6. One insurance plan, representing 17% of patients, reduced reimbursements by 18%
7. No-shows increased 2%
8. Practice Performance Matrix "Yes" score was 9 out of 27 (33%)

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## Case Study of a Levin Group Practice

### Practice Analysis

9. Overhead was 8% over target
10. Case acceptance rates were declining
11. Only 90% of new patient callers scheduled appointments
12. No internal marketing program to increase new patients
13. No clear financial option protocol and scripting

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## Case Study of a Levin Group Practice

### Practice Analysis

14. Production had declined by 9%
15. **Analysis projected deeper decline of 9% within 12 months**

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## Case Study of a Levin Group Practice

### Consulting Implementation

1. Three-year vision statement was created
2. All major systems replaced over 12 months
3. 22 Targets established with benchmarks and deadlines
4. New *Power Cell Schedule* was mathematically designed and implemented

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## Case Study of a Levin Group Practice

### Consulting Implementation

5. Team trained in scripting
6. Team trained in sales methods to promote all services to patients with consistency
7. Ten-minute *Daily Business Meeting* established with 15-point agendas
8. Monthly 2-hour *Business Review* meeting established with leadership and training

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## Case Study of a Levin Group Practice

### Consulting Implementation

9. Patient satisfaction survey
10. Fifteen internal marketing strategies
11. New patient phone call redesigned to schedule 98% of patients
12. Financial Coordinator trained in financial options, negotiation and scripting

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## Case Study of a Levin Group Practice

### Consulting Implementation

13. Dr. Edwards and staff trained in professional selling skills to increase case acceptance
14. Three-step system implemented to reduce no-shows
15. Staff reported 67% increase in confidence

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## Case Study of a Levin Group Practice

### Results



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## Case Study of a Levin Group Practice

### Doctor Quote

"We achieved the goal of increasing production and, just as importantly, our quality of life has gotten significantly better.

Our practice is running like a Swiss watch."

- Dr. Edwards

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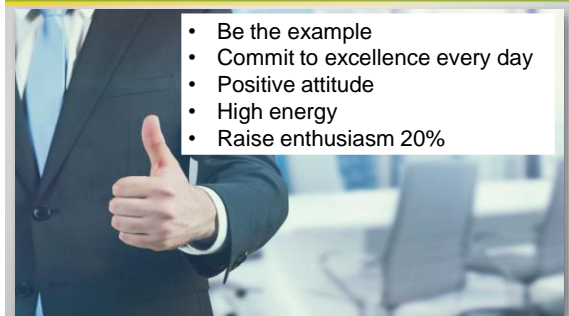
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## Everyone Is A Leader

*Increasing practice production through proven business systems.*

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## Everyone Is A Leader



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## Everyone Is A Leader



- Be on every day
- Look for reasons to appreciate, recognize and compliment others
- Good leaders are goal setters

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## Goal Setting

*Increasing practice production through proven business systems*

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## Goal Setting

### The 4 Keys To Goal Setting



1. Written
2. Deadline
3. Measurable
4. Expert

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## Goal Setting

Highly successful dentists surround themselves with experts.



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## Goal Setting

### Experts...

1. Achieve your goals 5-10 times faster.
2. Achieve your targets 5-10 times faster.
3. Provide immediate expertise with no learning curve.
4. Overcome obstacles.
5. Eliminate stress.
  - ✓ Make it someone else's problem
  - ✓ N.M.P.

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## Goal Setting

	Goal	Deadline	Measurement	Expert
1.	Conduct analysis	30 Days	Understand practice current state	Levin Group
2.				
3.				
4.				
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7.				
8.				
9.				
10.				

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# Principles of Scheduling

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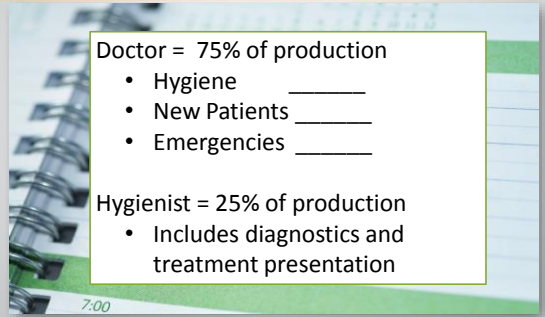
### Principles of Scheduling

Doctor = 75% of production

- Hygiene \_\_\_\_\_
- New Patients \_\_\_\_\_
- Emergencies \_\_\_\_\_

Hygienist = 25% of production

- Includes diagnostics and treatment presentation



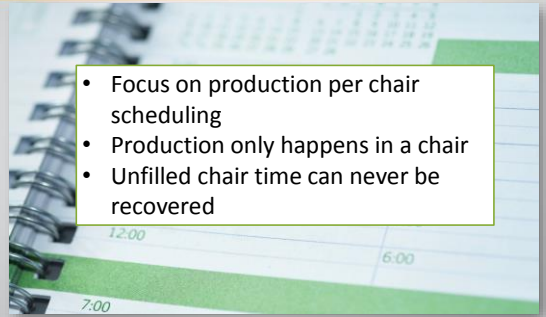
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### Principles of Scheduling

- Focus on production per chair scheduling
- Production only happens in a chair
- Unfilled chair time can never be recovered



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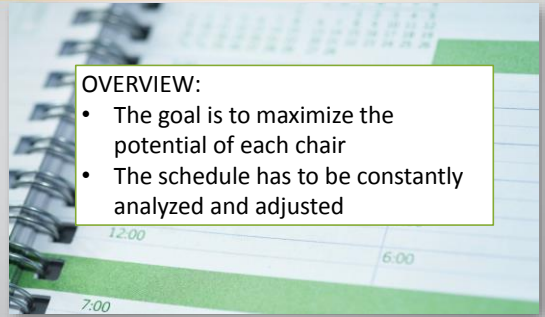
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### Principles of Scheduling

OVERVIEW:

- The goal is to maximize the potential of each chair
- The schedule has to be constantly analyzed and adjusted



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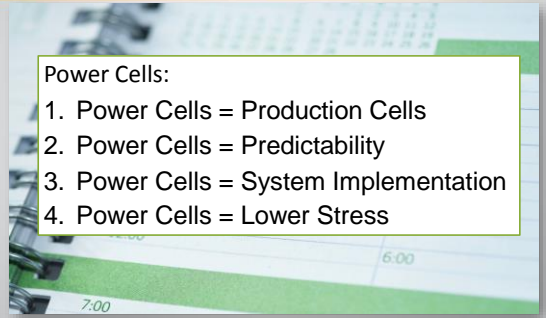
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### Principles of Scheduling

Power Cells:

1. Power Cells = Production Cells
2. Power Cells = Predictability
3. Power Cells = System Implementation
4. Power Cells = Lower Stress



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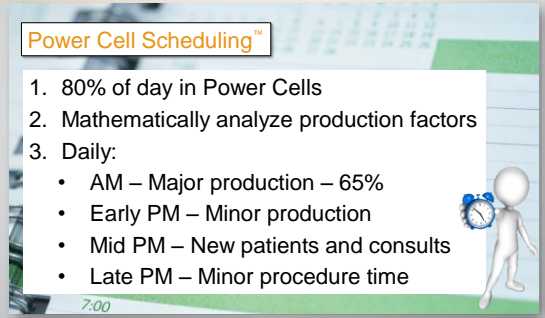
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### Principles of Scheduling

Power Cell Scheduling™

1. 80% of day in Power Cells
2. Mathematically analyze production factors
3. Daily:
  - AM – Major production – 65%
  - Early PM – Minor production
  - Mid PM – New patients and consults
  - Late PM – Minor procedure time



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## Principles of Scheduling

### Power Cell Scheduling™

4. Schedule new patients 20 minutes early
5. Schedule large cases within 7-10 days
6. Conduct procedural time studies
7. Systems for managing emergency and late patients

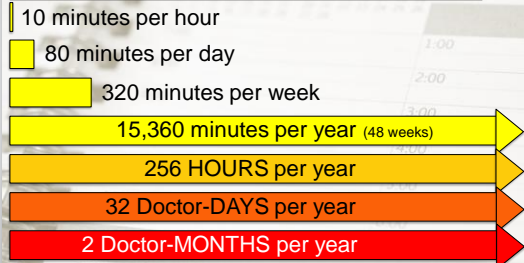


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## Principles of Scheduling

### What is the value of 10 minutes per hour?



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## Maximizing Practice Potential

“What the mind of man  
can conceive and believe,  
it can achieve.”

- Napoleon Hill, 1937  
*Think And Grow Rich*

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