### Step 1: Creating Referrals

**Concept:** Use C.E. to market your practice: relevant to referring Doctors & teams; builds trust & long term relationships.

**Check List: Do you...**
1. Maintain a proactive C.E. program or study group?
2. Educate referring Doctors and team members to your philosophy & protocols?
3. Have a systematic approach to educate patients/parents?

### Step 2: First Office Contact

**Concept:** “First impressions” stick! Trust can be gained or lost during the initial phone conversation.

**Check List: Do you...**
4. Have goals that are reflected in your Administrative Assistants’ skill set?
5. Have vision & mission statements for the practice that are shared by the doctors and all team members?
6. Follow-up with welcome letter, website, brochure, etc.? Is your welcome process authentic and supported by actions?

### Step 3: First Doctor Meeting

**Concept:** Significant information is exchanged at the first office visit through **written components** (health history, diagnostic descriptions, etc.): **verbal components** (Q & A, doctor/patient/parent); and **non-verbal components** (time, attention, body language)

**Checklist: Do you...**
7. Provide a thorough review of the health history and the patient/parent’s chief complaint?
8. Spend time educating the parent/patient with your initial thoughts about a tentative tx plan, fee estimate, avg. tx time?
9. Send a letter to the DDS and to the patient/parents with a summary of preliminary plan?

### Step 4: Treatment Planning Conference / Report 1

**Concept:** Most patients/parents have done some research about orthodontic treatment through friends, dental professionals and the internet. The conference appointment is an opportunity for you & your team to present your comprehensive tx plan & options (if any), to educate patients/parents to aid their decision making process, & to distinguish your practice protocols for optimal results.

**Checklist: Do you...**
10. Review diagnostic records?
11. Illustrate possible outcomes in a consistent way?
12. Review consent forms?
13. Treatment Plan report to DDS/Specialists, to patient with patient/parent signature of approval?

### Step 5: Progress Conference / Report 2

**Concept:** Patients and parents are always curious about the progress and success of treatment. This is an opportunity to inform the patient/parent & their DDS about the unique features of their particular case.

**Checklist: Do you...**
14. Take a panoramic x-ray about two-thirds of the way through treatment on every patient?
15. Send a Progress Report to the DDS (including x-ray) with a copy to the patient/parent?
16. Have educational materials to help patients understand: **timing** for implants, plastics, gingival grafts; **monitoring** for Class III growth & / or jaw surgery considerations; **options** for retention modalities for patients with missing laterals?

### Step 6: Retention/Stabilization Conference / Report 3

**Concept:** After appliance removal, a conference to review the original tx plan and to emphasize the importance of the orthodontic retention is beneficial. Direct the patient back to their Gen Dentist, discuss limitations of tx, restorative options, and a discussion of relapse risk factors.

**Checklist: Do you...**
17. Have patients complete a questionnaire assessing their orthodontic experience?
18. Provide the patient/parent with a post-treatment report with a copy to their dentist?
19. Celebrate the patient’s accomplishment? Present before and after photos?
20. Discuss specific issues that require future attention?

### Step 7: Completion Conference / Report 4

**Concept:** There are several areas of interest to most patients who are about to “graduate” from their orthodontic treatment program:
1) Stability; 2) Third molar decision; 3) Jaw growth; 4) Duration of retainer wear and concerns about long-term impact of fixed retainers

**Checklist: Do you...**
21. Take a panorex (or obtain from DDS) to evaluate 3rd molars and document your recommendations?
22. Take a wrist film when mandibular and/or vertical growth excess is a factor?
23. Evaluate growth vectors to inform patients of growth imbalances?
24. Review a Treatment Completion Report to answer most frequently asked questions? Send a copy to DDS; give copy to patient/parents?

### Step 8: Team Members Review of Patient Feedback

**Concept:** To provide the highest quality care, mechanisms of periodic review are needed to both refine and to improve procedures and to help the doctor and team members to continue the quest for excellence. Affirmation and encouragement comes from patients and referring dentists who express appreciation for the excellent service that has been provided to them.

**Checklist: Do you...**
25. Ask your referring dentists if they are satisfied with the care that is being given to their patients.
26. Make changes if dentists or parents/parents have negative perception of the care provided?
27. Have a commitment to a discipline that is standardized and integrated with the mission statement of the practice?
28. System of rewarding the orthodontic team for excellence?
Referrals
- DDS CE Courses
- Outreach
- Pt./Parent education
- Community

*8 Step Discipline®
- Systems of operation
- Framework for patient care protocols
- Consistency, reliable, due diligence
- Internal marketing/External Marketing
- Medico-legal protection
- Adaptable for Admin & Clinical Management

Completion Tx. Summary®
- 3rd Molars
- Duration of retention
- Stability; Jaw Growth

Retention/Stabilization Report.*
- Retention responsibilities
- Celebrate
- Feedback
- Internal marketing

Progress Conference Report*
- Educate (Info sheets)
- Impacted canines
- Ph I: Growth issues Open bites; Class III's, Perio.; Missing teeth; etc.

First Visit
- “Connector”
- Families
- Build Trust

1st Doctor Contact
- Build Trust
- Educate (Info sheets)
- Identify Patient and/or Parent concerns

Tx. Conference Report*
- Reinforce Trust
- Provide Options
- Report to all providers
- Consent/Fee Calculation

Pt. Feedback/Outcomes
- Review w team
- Analyze systems
- Update referral sources

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Thanks for taking a moment to help us with this questionnaire. Your input is important to us and will help us to improve the quality of care for our patients. We do review your comments each month at our staff meetings and we utilize your suggestions whenever possible to enhance our practice policies.

Date: __________________________
Name: __________________________

Please rate each question according to the following:

<table>
<thead>
<tr>
<th>E</th>
<th>VG</th>
<th>A</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>Very Good</td>
<td>Adequate</td>
<td>Poor</td>
</tr>
</tbody>
</table>

**OFFICE LOCATE AND PRESENTABILITY**
- Convenience of building location: E VG A P
- Availability of parking: E VG A P
- Cleanliness of public areas: E VG A P
- Office decor: E VG A P
- Office cleanliness: E VG A P
- Reception room seating: E VG A P

Comments: __________________________

**EVALUATION OF OFFICE RECEPTION PROCEDURES**
- Initial phone contact: E VG A P
- Examination appointment: E VG A P
- Conference appointment: E VG A P
- Appointment scheduling: E VG A P
- Response to emergencies: E VG A P

Comments: __________________________

**EVALUATION OF CONSULTATION AND CONFERENCE PROCEDURES**
- Explanation of treatment procedures: E VG A P
- Explanation of alternative treatments: E VG A P
- Explanation of practice policies: E VG A P
- Explanation of financial arrangements: E VG A P
- Explanation of appointment scheduling: E VG A P

Comments: __________________________

**COURTESY AND ATTITUDE OF CLINICAL STAFF**
- Knowledge of services: E VG A P
- Personal appearance: E VG A P
- Professionalism: E VG A P
- Overall attitude: E VG A P
- Manner in which x-rays and impressions were taken: E VG A P
- Patient instruction following placement of braces: E VG A P

Comments: __________________________

**INTERACTION WITH THE DOCTOR**
- Diagnosis of patient's condition: E VG A P
- Responsiveness to patient's concerns: E VG A P
- Professionalism: E VG A P
- Ability to listen: E VG A P
- Clear and complete explanations: E VG A P
- Your assessment of the value of treatment: E VG A P

Comments: __________________________

Thank you for your comments.

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Axelrod, Richard  

Miller, John G.  

Covey, Stephen:  
**First Things First.** Tells you how to “connect with your mission statement

Patterson, Grenny, McMillan & Switzler  
**Crucial Conversations:** McGraw-Hill, New York, NY 2002.
“How to communicate best when it matters most”

Covey, Stephen:  
**The Speed of Trust.** The one thing that changes everything.

Covey, Stephen:  
**Smart Trust.** Creating Prosperity, Energy, and Joy in a Low Trust World.

Gawande, Atul:  