Mastering the Art & Science of “WOW” Customer Service
How to Get and Start More Patients and Grow Production
Roger P. Levin, DDS
Chairman and CEO

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

"It’s an honor to present this 2014 Dental Excellence Award to Dr. Levin. Our readership overwhelmingly acknowledged his contributions to the industry in nominating, and choosing, him for this award."
30 Tips of Customer Service

1. Go the extra mile.
2. All staff are customer service representatives.
3. All patients are VIP’s.
4. Greet every patient warmly.
5. Acknowledge every patient who enters the office or approaches the front desk.

6. Go out to the reception area, welcome the patient, shake hands (touch people).
7. Make eye contact with each patient.
8. Use patient’s names three times in every conversation.
9. Pronounce all names correctly.
10. Wear name tags and tell patients your name anyway.

11. Smile at every contact – even if it is not your patient.
12. Do not put patients on hold for more than two minutes.
13. Be on time – or inform and explain.
14. Be on time – or apologize (profusely).
15. Give patients 100% of your attention – not paperwork, organizing or other distractions.

16. Acknowledge patients everywhere in the office.
17. Talk less – listen more (L1T2) (20:80)
18. Paraphrase, repeat, “So what I hear you saying is…”
19. Watch your body language – it portrays what you don’t like.

20. Always repeat important information twice – like dates, times, locations, instructions, fees, etc.
21. If you don’t make a mistake – apologize anyway.
22. Patients don’t expect you to be perfect – but they do expect you to be honest.
23. Under promise – over deliver.

24. Never tell a patient what you can’t do – unless you immediately follow it with what you can do.
   - Customer service is about doing.
   - Customer service is not about what you can’t do.
25. If you don’t know – find out.
   - I’ll be happy to find out and get back to you.
30 Tips of Customer Service

26. Eliminate all negative conversation from your practice.
   - People are attracted to positive people.

27. Frequently use:
   - My pleasure
   - Certainly
   - No problem
   - (The Ritz Carlton does)

28. End by telling the customer you appreciate them.
29. End by saying, "I look forward to seeing you again".
30. An important word – “YES”.

The Current State of the Dental Practice

The 8 Permanent Game Changers In Dentistry

1. The great recession and uninspiring recovery.
2. Changes in consumer purchasing habits.
3. Opening of approximately 15 new dental schools.
4. Decrease in insurance reimbursements.
5. Expansion of national corporate dental centers.
6. Higher student loan debt.
7. Fewer associateships available.
8. Dentists practicing 8-10 years longer.

The Key Takeaway

Almost every practice has a 30-50% growth potential in production without an increase in fixed expenses.

“We have entered a new era of dentistry. This is a time when increased competition is the norm…when patients no longer feel loyal to a practice…and when practice growth is no longer guaranteed.”
- John McClure
  Senior Practice Analyst

3-Step Method to Increase Production

- 1. Targets
- 2. Systems
- 3. Value Scripting
Ortho Practice Success

Targets

- All excellent businesses always have targets. What can we learn from the best business schools?
- Ortho practices must use best proven models to become and remain successful.
- Without targets an ortho practice will plateau or decline due to the current and future environment of competition.

General Practice Success

Targets...

Long-Term Ortho Success

Practice success will directly depend on the quality and proven models of systems IMPLEMENTATION!

- Targets are how you monitor for results.

Ortho Practice Success

Systems result in:

- Increased production
- Increased profit
- Lower stress
- Increased income

The Successful Ortho Practice

Continually Increasing Production
Continually Increasing Profit
Continually Increasing Referrals
Low Stress Environment
Fun and Enjoyable Office
Financial Independence

Top Five Concerns of Dentists

Levin Group
Increasing practice production through proven business systems

May 17 - Mastering The Art
Top Five Concerns Quarterly Survey *

- Practice Production Below Goals
- Decreased Doctor Compensation and Long Term Ability to Retire
- Fewer New Patients
- Reduced Case Acceptance
- Increased No-Shows and Last Minute Cancellations

Ortho Practice Analysis

Key Takeaway: One of the biggest mistakes dentists make is making practice changes before analyzing the current practice situation.

Ortho Practice Analysis

Inflection Point Curve

Wake Up Call → Critical Point to Implement New Systems

Inflection Point

Production

Year

Plateaus

Three Career Production Plateaus

- 5 years
- 9 – 10 years
- 15 – 17 years

An inflection point can be defined by 5% growth per year or less.

Proven repeatable systems are the only solution.

Annual production begins to plateau.
Practice Career Cycle

The Law of Business

- Start
- Growth
- Plateau
- Decline

73%

• Practice that grow less than 4% per year.
• Replace systems ASAP!

Productions Growth

Ortho Practice Success Analysis

Three Results of Best Model Systems

1. Production potential increase of 30% - 50%.

2. Revenue increase of $8-10M over twenty years.

Retire On Time

Ortho Practice Success Analysis

Three Results of Best Model Systems

3. Reach financial independence 8 – 10 years earlier.

Do you really want to work until you are 70?

Vision

VISION
Production 2015:
Production 2016:
Production 2017:
Case Study #1

A Levin Practice

Levin Group
Increasing practice production through proven business systems

Practice Profile

- Dr. Kent Sterner in practice 19 years
- Solo practice
- Annual production - $770,000
- Six staff members
- Five chairs
- Four day per week schedule

Doctor's Chief Concern

There were only two other ortho practices when the Dr. Sterner opened from scratch 19 years ago – now there are seven with one more coming. Practice production has plateaued and they need guidance to grow.

Situation

1. Initial growth of the practice was fairly easy and pretty fast.
2. Marketing was generally not looked at as necessary by the ortho staff.
3. Outreach to referring doctors was holiday gifts.
4. A new ortho practice will be opening within the next six months.
5. The staff has not been trained to build relationships with referring offices.
6. Production had declined 13.3%
7. New patient numbers were down.
8. Case acceptance was down and one orthodontist was advertising discounted fees.
9. The TC had not received any sales training. There was no marketing coordinator.
Situation

10. Overdue debond were 14.6%.
11. Production had declined from $1.2M to $770,000.

Doctor Quote:
"I had a very successful practice on autopilot. Life was great. Then, everything started changing and I did not have the knowledge or business experience to turn my practice around. My mistake was thinking that the situation would improve as the economy got better. Instead it kept getting worse. I still wish they taught business skills in dental school."

Implementation

1. The MC worked with their Levin Group consultant to develop an annual marketing calendar using multiple categories and strategies.
2. Comprehensive evaluation of A, B, C & D doctors was conducted.
3. Replaced all management systems with solid, state of the art proven systems.
4. Identified 14 key targets to achieve.
5. Leaned new leadership skills to inspire the team.
6. Retrained the TC with modern and advanced selling skills based on Fortune 500 pharmaceutical rep training.
7. Hired an MC with crystal clear goals.
8. The orthodontist began a multi-faceted networking program.
9. A comprehensive step-by-step consistent patient referral marketing program was implemented.
10. The practice set a goal to increase referrals by 33% and achieved it.
<table>
<thead>
<tr>
<th>Start</th>
<th>Year 1</th>
<th>Year 2</th>
</tr>
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<tbody>
<tr>
<td>Production $776,000</td>
<td>Production $1,024,100</td>
<td>Production $1,234,040</td>
</tr>
<tr>
<td>Increase N/A</td>
<td>Increase 33%</td>
<td>Increase 20.5%</td>
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Total two-year growth = 60.3%