Four tenets for tough times

Today’s retailers certainly will confirm that when the economy takes a turn for the worse, consumer focus shifts from luxury to necessity. Moreover, many dentists would confirm that they find similar behaviors in their practices. The focus of care must move to one that is need-based. It’s tougher to sell those high dollar cosmetic cases. In addition, patients are less inclined to stay with your practice if you are not on their company’s insurance plan.

You are likely feeling the pain of more no-shows and cancellations. Everyone is walking on financial eggshells, many pausing before they dare ask, “So how’s business these days?”

If you do begin to accept an assignment of benefits, send a letter to all your patients—incorporating those that have left your practice. You’ll likely find that the defectors never really wanted to abandon your office in the first place and would be glad to return.

Look at your schedule and adjust for down times. If the office is a tomb from 2–4 p.m., this is a drain on the dollars. Consider condensing your schedule, working a longer morning shift and a shorter afternoon shift, such as from 8 a.m.–1:30 p.m. and 3:30–5 p.m. This will make it easier for working patients to see you during their lunch hours, and staff won’t be sitting around. Or, if you can keep three days full but the fourth is riddled with holes, cut back to three days.

Tenet No. 2: Get real and get paid

Look at your fees. Are yours competitive enough to attract enough patients to cover expenses and monthly obligations? Keep an eye on the realities of the current marketplace. It’s simply not feasible to maintain patient flow. It’s simply not feasible to maintain patient flow.

Consider foregoing an increase in fees this year. Send a letter to your patients thanking them for their loyalty to your practice. Take the opportunity to tell them that you are sensitive to the fact that many patients are experiencing difficulties as a result of the current economy. Note that, in an effort to be responsive to the needs of your patients, your office is going to hold the line on fees this year, even though costs have increased for everyone, including your practice.

Next, make it easy for patients to pursue treatment. You may not be providing as much elective dentistry, but patients still have dental needs. Continue to diagnose based on what the patient needs to ensure the greatest level of oral health. Don’t fall into the trap of diagnosing just what you believe the patient can afford. The recession will be temporary, but dental needs and wants will remain. The patient may not pursue an entire treatment plan at this point, but as the economy improves, so too will the opportunities to provide both necessary and elective care.

That said, you do have an obligation to make it as easy as possible for patients to pursue treatment immediately. Provide treatment financing options, such as CareCredit, that will help the patient afford recommended care. A cash-based practice is a worthy goal to pursue when the economy is thriveing, but there are times, such as now, when you simply have to get real in order to get paid.

Tenet No. 3: Marketing is a must

The No. 1 mistake dentists make during difficult financial times is they shut down their meetings and ask them to present what they’ve learned to the rest of the team during staff meetings. Ask each employee to give a mini-workshop to the group on their specific responsibilities. Educate the business team about dental procedures performed so they can better answer patient questions.

Build on excellence. Take extra care in your hiring decisions. With a slower economy and layoffs, you’ll likely have higher quality applicants to choose from. Carefully evaluate what you want in your next employee. And make the most of applicant testing tools available through McKenzie Management and other companies to ensure that your next team member will be a perfect fit for your practice.

Remember, everyone on staff is responsible for marketing. If your front line on the phones is Debbie, and she’s cold, rude or simply indifferent when she’s talking to patients, you’re dancing with disaster. Many patients don’t want to spend the time and money to make an appointment at this point anyway, and going to the dentist isn’t something they’re clamoring to do even in the best of times. You don’t need staff giving them any excuses to pass on your practice.

Debbie needs to be a rock star. It needs to come across clearly that she enjoys people, from chatting it up with the grandmas to expertly handling the demanding executives. Don’t fool yourself into thinking patients see past a not-so-friendly front line. They don’t.

Your practice must continue to superior service. It is the most cost-effective marketing strategy you can implement at any time, and especially during tough times. Involve the entire team in developing service-minded strategies.

Examine the total patient experience from the first phone call to the doctor’s after-treatment follow-up call. And if you’re not making those after-care calls, there’s no better time to start than now. The waiting room should be clean, uncluttered and comfortable. The bathrooms must be spotless. The patient should feel he/she is the only person in your practice today; after all, tomorrow he/she might be.

Reach out to your community. If the schedule no longer has you running from dawn till dusk, use the opportunity to become involved in a local school oral health education program, join the rotary, offer to be the team dentist for a couple of local soccer or baseball teams. Encourage your staff to be involved as well and get the name of your practice out there on a regular basis.

Tenet No. 4: Make the most of your team

During thriving economic times, dentists argue they are too busy to train staff. Take advantage of slower periods to invest in team education. It will pay dividends down the road. Send a couple of employees to area dental

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