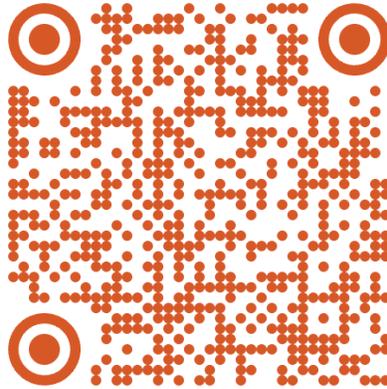




# Practice Focus

# Practice Focus



## Series 9 / Session 8

### Metrics That Matter

- 
1. Listen to the audio recording.
  2. Follow along with this transcript.
  3. Use the transcript to help complete your Team Activity: **key points are highlighted.**
-

# Practice Focus

Hello everyone. Welcome to another exciting Practice Focus: exciting for me, I guess, exciting for you, we'll see how you do. Today, I'm going to talk to you about one of the most tedious and not-so-sexy conversations, but I call it, "Metrics That Matter." And I just want to set the premise of understanding that what you inspect, it always improves; what you pay attention to, it grows. And so today, we want to hone in our bullseye of what we are intentional about tracking, following through on, reporting upstream, and basically, just an overall theme around **preparation and being proactive**. Now, today, you're sitting here to have a little team meeting. I'm going to present a very poignant, very quick, very powerful video for you. But before we talk about what to track and what metrics are you referring to, Scott, **I want to first do an assessment.**

Imagine if an existing patient walked in for just a typical visit. Maybe it's hygiene and we're just reassessing their current state of health. Maybe it's a brand new patient, maybe it's somebody that you've done everything you possibly can for and you're thinking about, "Okay, where do we go from here?" Whatever you do, you always start first by a state of reality, of a current where we are. So today as we go over metrics, we are going to first talk about **what are you tracking right now? How are you managing your schedule, your value-based production? What is our collection strategy?** Over the past several Practice Focuses, we've gone from diagnosis, case acceptance, prepay or money flow, and schedule control, and we've talked about how to up-level every one of those. **Now the question becomes how do we inspect what we expect and build a practice for the future so that we can be in control of what we create?**

The very first question to go straight out to the team here is: **what are we tracking today?** Very basic. **We're tracking new patients that come in, what is presented, the value of opportunity to get those people healthy, and how many say yes. I would think that's super basic, right? Everybody's doing it. If you want the next level of this, we're tracking phone: conversion to appointment, conversion to show up.** Now, all of our specialty niche practices, they get this, because that's all their patients, so they know to track backwards in the funnel. In a traditional form, a comprehensive complete health practice. We often don't think about the origin or source of opportunity, we just think inside.

The next aspect of this, which is probably the most obvious and common, is tracking production and collections. **I'm here today to tell you that tracking production and collections is the problem. It's in fact 180 degrees wrong and opposite of what you really should be doing. When you are tracking production and collections, you by definition are dealing with past circumstance. You're talking about outcomes that have already occurred and what the results of those were, and that is reactive.** That puts you behind the eight ball. And at the very best, or least depending on how you look at it, it is the opposite of creating outcomes: **tracking outcomes, creating outcomes.** So one is in control, the other one's at the mercy of.

So today, I just want to talk to you about **every team member must have at the end of this meeting, one, at least one metric that matters.** That's not sizzle, it's steak. It's not noise, distraction, clutter, simply administrative. It's not historical. It's not just for the sake of it. It is something substantial. And I'm challenging right now, if I dropped this idea and I stopped in the middle of your table, **every team member should be able to self-assess and say, "This is the metric that I believe is the most significant for me to report on to my team. This tells how I'm doing, it tells the contribution I'm making, it tells the effectiveness of my execution.** That's the deal. And everybody has to have one. It's very simple. This is how sports teams are

# Practice Focus

ran (successful, championship teams), but this is how all businesses operate with each person having this, okay.

So very simple, control your destiny: metrics that matter equals success on demand. Our number one premise, number one, is to be future focused. We are going to pay attention to what hasn't happened so that we can control what is going to happen. So future focus on the schedule. We're tracking days to goal, provider, by column, to goal. We're tracking weekly run rate, not just hourly run rate for the day. We are also tracking new patient inflow. We're tracking consultations, decision visits; discovery, decision, next 30 days, what do you got? Bottom line, the schedule, you got to do it.

The second thing, we are future focused tracking is creation. We're tracking how many people coming in and how much opportunity they have. It's very important. And these days, all the dental softwares, all the specialty softwares, everything. You can go 30 days out and you can pull data of what's in the schedule, what is owed to you, what is pending in their charts, what is unscheduled, what is out of date in terms of x-rays, photographs, scans, so everything needs to be creation-based. And then lastly, we are future focusing on growth. If we're adding something full arch, TMJ, aligners, PRF, facial aesthetics, if we're adding anything, we're talking about what our growth measures are. And if you're future focused schedule, creation, and growth, you're literally going to control your own destiny and have success on demand.

The second part of future focus is the day. Okay? We call it win the day, right? You have above the base on the week, and then you have of course what we call master the month. Win the day, above the base, master the month, okay? That's the point. So, winning the day is of course, morning huddle. It is, everybody knows, when you enter the day and when you exit the day, you started with this, you ended with that. And that's because we're creating opportunity. Not what is, but what's possible. Everybody knows to win the day. So in your meeting today, you're going to self-assess, as a unit, as a team, we show up to the morning huddle: is everybody prepared, is everybody contributing?

Are we taking our morning huddle and taking the schedule as the baseline, taking the patient impact and opportunity? Okay, that's the point. And we want to make sure our clinical tag team triangles: we have a strategy for clinical yes, and a plan for treatment summary to the treatment coordinators. One more time. I'm going to say it when the day in the morning huddle. We need a strategy for the clinical. Yes, we need a plan for the treatment summary so that both of these end up with our results.

Above the base is simply reverse engineering the days to goal and the providers by column. And we want our goal, our week to have a baseline and we want to be playing above the base. That means that we have room to spare opportunity to build upon. And then master the month is literally whatever our collection goal is. We know all the sources of collections with people who owe us money, people who are paid something but haven't paid everything. People who have treatment pending, new patient opportunities that we're going to close on. So if we have a \$200,000 \$300,000 \$400,000 \$500,000 month, we need to know when we start the month that everything we expect is possible.

So I'm going big, broad brush strokes, and now what you're going to do is position-ize it so that our lead person on the phone is tracking calls, to appointments, to show up. Our treatment coordinator or business team is tracking treatment from various sections, or

# Practice Focus

doctors, or departments in the practice, and individual patient name value and conversion. And then global numbers, our clinical partners assisting hygiene, anything that's happening, surgical, ortho, are owning the patient outcomes. They're looking at our average values, growing those values and their effective rate of success on treatment acceptance. Of course, doctors, pretty self-explanatory. Everybody needs to report on future growth.

Here we go. What you focus on, you get more of. What you focus on, improves. Today, what do you want more of? Rewind that and it will tell you exactly where your alignment of focus needs to be. Okay? You follow me for this? If there's something that needs to be improved, that needs to be something somebody's reporting on, whether it's positional, departmental, procedural practice as a whole, we call this "future banking." Future banking. Again, it breaks down into each of our metrics. Future banking for the day is what we start with, what do we finish with, what's our game plan in between? Future banking for the patient, okay, this is the magic part. The patient is starting here, okay? This is today. The patient is going here, that is the future. That is possibilities. So we have our day is made possible by patient possibilities.

Every team member should be thinking about what's next and how do we up-level, how do we enrich this patient to be more valuable to themselves and to us, with every action. It's very critical: every patient, a new patient, fresh eyes, updated records and diagnostics, representing every time total state of ideal and giving them an elevator, a leapfrog, a helicopter to the pathway to health, right?

Weekly, you must have a sales meeting that reviews patients, treatment, and the plan for follow-through. This is specifically to new patients. Discovery and decision. Treatment plans are finished, financial plans are finished, that we're seeing case acceptance. Just like confirmations, okay? It's not enough for phone calls and emails. It's only enough for outcomes scheduled and collections. That's it. We base everything in our life by definitive outcome, not this nebulous limbo, wishy-washy element of ambiguity.

Morning huddle, end of the day, that's our benchmarks to understand our future banking, our future health feeds, our future bank, our future health is the patients, our future bank is the practice. Very crystal clear. And then lastly, remember our months. We have our A, our B, our C patients, they can all be very valuable, but we know that the bigger the A patients grow, the more the top 20% will exist and be real.

So today you're assessing, currently, what are you tracking? What are you not tracking? What are you negligent with? What are you reactive to? Then we're taking blank slate and we're saying, okay, how do we win the day? How do we be above the base on the weeks, at least two weeks out? That's always been the mission, and then how do we master the month? Is our practice fully engineered, fully facilitating, fully focusing on from this point forward, as a matter of fact as far out as we are, backwards, versus looking in the rear view mirror.

Remember tiny rear view mirror, big giant windshield. You run your practice from this, you're never going to go anywhere. At best. It's up and down, roller coasters, marginal growth. You base it on this, you're going to see amazing results. So today you're going to review all of that. You're going to up-level morning huddles, you're going to check in on your end of days, you're going to make sure your weekly, last seven, next seven, sales meeting, patient follow-through, and the plan, from discovery, decision, to financial closure, every time.

# Practice Focus

And then you're going to finish today with every single person having a metric that is based on their highest level of contribution, the thing they're most responsible for and own. And then as you do your weekly team meetings, and at the very least monthly, everybody's going to report upstream on what theirs is. So I want a full report, person, by person, by person, of everything you decide today so we can help support you in this successful outcome.

I will just say one more time what you focus on, you get more of. So focus on, what you want, more of. What you need to improve, you unwind that, and you double down on your focus. Inspect what you expect. This is not the sexy stuff. It's tedious, it's methodical. But the more intentionality and deliberate approach to this right here, the more your success will not be packed with stress. And it will also bring about a level of consistency, predictability, and control. And that's what we want for you. Because when you do this, performance on purpose, you help a lot more patients, and not at your expense.

So team, work smarter, not harder; sharpen a saw. Prioritize preparation and proactivity. And right here, this is how to do it. Metrics that matter. I'll talk to you soon. Thanks so much.