

PPA Podcast



October 8, 2025

Crushing the Quarter and Deciding What the Next 90 Days Will Be

Health for the Holidays (Leveraging Our Natural, Built-in Deadline to Create Urgency)

Doubling Down on Prepay (No Matter How Far Into the Future We're Scheduling)

Creating Your Very Own Customized Challenge for Achieving Aligned Outcomes

The Practice Profit Accelerator is where we dive deep into the most pressing questions we're hearing from teams across North America.

Enjoy listening to all the insight shared in this action-packed podcast.

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Kevin: Good day everyone, and welcome to the latest episode of the Dental Success Today Practice Profit Accelerator podcast; the formal welcome, Mr. Scott Manning.

Scott: Kevin, thanks so much for leading the charge, having these monthly huddles. It's early in the month this time around, but we have a process we call the master of the month and it's a beautiful process, but at the end of the day, this one, this one is master, this is crush the quarter, that's what I like to call it, master the month. This one has crushed the quarter. So here we are and looking forward to getting down to business and the days are short. Actually in the winter time it's a true story, same days, but a little bit short in the daylight. But we also have often shorter clinical days coming through the end of the year. So we want to use that as motivation, inspiration, and find leverage and value not to just take a back seat and coast through the end, but actually blitz it out as I know you're going to talk about.

Kevin: Yeah, Scott, I appreciate that and I love the crush the quarter because of course we are in Q4, quarter four of the year and it's always this moment of one. Holy smokes, how did we get here? It just seems like the new year began and we get an opportunity to look back briefly to say, look at all we've accomplished with the good news, of course, that we have so much more that we can. And one thing that we say on a regular basis, friends that I want you to be aware of this year is I promise you that you're going to accomplish more in less time this quarter as you do every year at the end of the year because you get motivated, you want to spend time on holidays, you want to spend time seeing family, friends, all those different kinds of things. And I want you to use this quarter as an opportunity to say, how can I recreate that every quarter of the year?

Because then you'll do even more because you have more time. So I digress a little bit yet I do think that it's important for us to be able to compartmentalize things so that we can see what is truly possible. And so for those of you who've been with us for a while, you know that this is our tradition right now where we spend time focused on doing what Scott likes to call the 90 day blitz. And so in the spirit of posing a challenge to all of you, Scott, set us up, get us looking forward and get us focused on how can we make this the most extraordinary 90 days of any we've had in our practice so far. So Scott, take it away my friend.

Scott: Kevin, thank you so much for the set up bank. So you just kind of announced the first takeaway, friends, the way we make this 90 days, the best 90 days, not just of the year, but of your lives, as we set the intention, we decide that that's exactly what it's going to be and that's where I want you to start. And as I've been lately, I just remind people you're going to go through the day, you're going to see the patients and believe it or not, whether justified or not, you're going to get a paycheck, the difference is not going to be those three things. They're going to happen anyway. You can go through the motions, you can settle in, you can just roll through at the end of the year, but the difference is going to be what are you going to have to show for it?

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Scott:

We call that pride of ownership. And so setting the mindset that you are going to make this the most significant 90 days besides Kevin, I want to shift to some specific strategies, but let me just ask you friends, let me just say, what if everything in your life we just threw away 25% of it, what if we took 25% of your day and we threw it away? What if we took 25% of your money and threw it away? What if we took 25% of anything you want? Okay, it's so substantial and oftentimes you got to get through the 75 to get to the 25. We talk about the 80 20 rule, but this nine months has made the next 90 days possible. So I don't want you to think about more of the same. I want you to think about decisively different and better. And so as we go into this, I'm going to just start with, we have a couple pillars of principles that we want to touch are, but I just want to first start with it is a decision, and I'm going to finish the meeting today with a challenge, an actual, literal challenge of goal setting.

But today I want you to think about how you finish this year is going to be how you start the next one. So we're not going to play 2026 until we complete 2025, but why not have your biggest cases of the year right now? Why not have your biggest collection days, weeks, and months of the year right now? Why not keep your head down and focus in? Okay? And I'm going to give you two secrets today. Number one, we do this every year, but we call it health for the holidays. If you have time and space in your schedule between now and the end of the year, that's your driving motivation. That's your built-in deadline, that absolutely getting patients to culminate, to close, to convert, to move forward, to get healthy before the holidays, you're going to use that as a dramatic sense of urgency, okay?

The second thing is, is that you're going to make sure that you double down on prepay all day. Because even if you cannot fit people in between now and the end of the year, which many people your logjammed and loaded up, then you have to schedule people now for the first quarter. So it's the new year game plan and you've got to get it scheduled and paid now so that you can solidify the first quarter. I'm not going to wait until November to tell you this. Everything right now is future focused like never before. Now how do you apply that direct to patients? It's this. It's this. I want everybody on this call in this quarter, we're going to make you set your own goals, okay? But we're going to give you one. And that is that at this stage of the game, there is a six month window in everyone's practice, no matter what specialty, no matter what modality, no matter what you do, where the idea of not focusing on past problems but focusing on future health, it's a narrative that tees up every single patient.

There is no patient right now that would deny themselves or say no to you on creating a new refreshed master plan for their long-term health. So you really have an opportunity. Don't be desperate minded, don't just take the low hanging fruit. Don't just get the lay downs. You have an opportunity right now to create like never before and in the next 90 days, in the fourth quarter, something Kevin, isn't it interesting that even in the sports, there's more points scored in the fourth quarter in every game, in every sport, in every world. And the reason is because there is now not a pretend, but a real sense

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Scott: of urgency. So I want you to create more in the next 90 days than you have in the last nine months. Now, you may not going to produce three months, nine months and three months. It's possible you're not going to produce three months, nine months and three months, but you can be more prolific. So Kevin, I'll start it there and let you carry it forward.

Kevin: Yeah, I love it. And Scott, the one thing that I would encourage everyone to do is to take a step back and customize what we are encouraging you to focus on to create your own challenge. For anybody who's been actively reading my writings on Thursdays, know that I recently posed my own version of a 90 day challenge, which was focused on team culture. And so friends, the one thing that is interesting is it's important for all of us to be able to look at all the different corners of the practice to find out where that opportunity lies. As you know, and you heard with Scott, one of those specific areas are with patients in where the patient's focus is and how we can get them to understand regardless of time of year things that are about to happen, whatever the case is, there's always a good reason why to take action now and not to delay.

So there's opportunity in verbiage. There's opportunity in the experience that you design. There is opportunity in how we schedule so that we can see patients more effectively and have the right pace of appointments and time to be able to have meaningful conversations with them. Friends also look inward. What challenge will you have for yourself that will lead to greater outcomes? Because you're pouring in time, energy, and effort into yourself. Where is there opportunity as a team so that we have the best quarter ever of our lives of being connected as a team, meaning we go to bat for each other, we're there to help each other regardless of role or position in the practice. We've cut down on unnecessary drama and gossiping and things of that nature and we're just pouring into the good. We think of the good in others. And so it's every aspect will lead to something that puts positive energy towards where it is that we want to go.

And here's the beautiful part of it, is that whatever challenge you choose to create for yourself as Scott and myself being catalyst for the idea behind it is that good will come from it for the business because we have to operate a profitable business in order for everybody to win. And so that's the good news is that it always tallies on the scoreboard even when your a hundred percent focus isn't on it. And I think that's one of the things that people love and provide feedback to us all the time. So it's a reminder to you, you focus on what matters the most. You focus on the human side of what we're doing and good things will come from that. And so Scott, thank you for the opportunity. I wanted to make certain that we are looking at every different component of this because when you blend them together, what comes from it is truly magical.

Scott: Yeah, thank you. Great points, Kevin. So let's peel it forward. And here's what I would just, let's bring it from my mission challenge, motivation, and then Kevin's very practical. I know. How do you make all this happen? So for the fourth quarter, there's a couple things. One is you're always just double down

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Scott:

on principles, but there really is a very significant requirement to look out at the rest of the year, figure out the actual number of clinical days and do your reverse engineering. Remember we talked about reverse engineering the week by day by provider by column, and that is how you ensure that you're having a weekly pace that solidifies your goals or your daily value-based scheduling goals by column and provider. So now what you have to do is we're already deep into October. What you have to do is look out at of the year and you have to realistically say, okay, here's the days that we have.

And then you have to, Kevin's going to talk about the make smart decision about what are we doing with these goals. We may need to shove some stuff off, we may need to add. I never say work more, okay, but there may be a place where we need to clean up some clutter. We may need to compartmentalize, we may need to have some broader vision on virtual or clinical partners execution. The A system columns, we really just may need to think outside the box if you have any no doctor days, travel days where you can still repurpose post-ops, follow-ups, wellness checks and or in a hygiene format without the doctor there. So I actually want you to take inventory of all the days that remain and have a decided structure around how you're going to make the most of your value-based schedule and your clinical time.

The second part of this is that we're definitely going to need to ensure that we have our strategy on new patient intake for our practice that are specializing in specific things and that are consult driven. You need to make sure that you are discerning who gets in and who waits. You don't want to have a log in of people that are ready to move forward and want to invest before the end of the year. And then you're stringing people out because you have a limited supply of consult times available. On the flip side, if you're taking new patients, we want to do the best job we can with those. We want to make sure that we're not delaying the decision visits discovery to decision. We might even want to tighten up because if you are having a step one visit and then a week or two weeks later a step two visit or you're doing your debridement or first per appointment, you end up in a situation where you really run out of calendar very fast.

So this is where the point of visualizing out the playbook for the remainder of the year and having an open discussion about it while actually looking week by week at the calendar while actually writing up the number of clinical days on the whiteboard while actually doing a division problem of your remaining collection objectives and then going backwards into that so that you know, what are our collection goals per day that we need to have. This is not about morning huddles and diagnostic targets, however, all the same things apply. So if you just go to your schedule structure backwards to your collection goals, to your case acceptance and creation targets, you have to set yourself up for success. And the point is the principles are the same, but the playbook for the last quarter may not be the same as the playbook for the first quarter, and that goes back to the sports teams and score more points than the last times of the game.

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Scott:

Okay, second point I really would say, and this is going to grab back onto what Kevin mentioned and he's going to close it out at the end. I really would say take everything that's on your to-do list. Everything that's on your project list, everything that's been stuck, stale in limbo, left undone, whatever. And you all need to take a look at those items and get rid of stuff that's not relevant anymore. We don't want to focus on a to-do list for the fourth quarter, but we do want to focus on the highest value leverage points of the to do list of getting it completed. So the point is, what things in your practice must you complete? The goals are not enough. We need to make sure that we are running headfirst and we're going to talk about this more in November and December, but again, we're trying to make a quarterly picture here, not a monthly picture.

You really have to be executing on any loose ends, any incomplete projects, whether it's technology or protocol or system decisions, anything. I just can't emphasize that enough because the work will fill the time allowed and now you have sense of urgency on patient health goals. You have sense of urgency on your financial and clinical day objectives and you have sense of urgency on completing task priorities and projects. So now that's what I would say, Kevin, I'm going to pull that back to you and then we'll ease up the pressure and give the good news of that. There's really only two things that really have to do

Kevin:

That sounds good. Okay. So to build on where you were leaving off there, Scott, when talking about discernment, now this is a challenging thing and I believe a lot of people struggle with it because they're always questioning whether or not they can accurately predict the future based upon the decisions that they make today. So the first thing that I want to say to everybody is number one, please don't put too much pressure on yourself of making decisions of adding, subtracting, changing, modifying whatever the case is going to be, where it goes beyond the gut level, okay? You've got to believe that you have good intuition and that you can have the ability to know whether or not a particular action or a decision that you're going to make is going to lead to something potentially good. Okay? Very basic principle, yet I think we don't trust ourselves enough and we're always seeking validation from whether it's doctor, whether it's one of your leaders, a team member, somebody from us, from DST.

Just be confident in your ability to make that decision through discernment. And let me give you something practical, as Scott was saying about cleaning up lists and things of that nature. The one thing that's important and why these lists are always, you always want to view them as a moving target is because, let's use an example. If something's been on your list for 90 days, we've got to determine of whether or not what was important then is it's still important today because a lot has changed over the course of 90 days. A lot changes day to day, week to week, month to month. And so just because it's on the list doesn't mean it needs to always stay there. So you hear us talk about this on a regular basis, please put equal time and attention into subtraction as you do in addition because otherwise the list gets big for the sake of it getting big.

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Kevin:

And that's not the point. The point of having this list to refer back to be your guide and to give you a vision of the future is for it to be meaningful, to actually be in alignment with what you are trying to accomplish and to achieve. And let me just give you kind of a silly example. When you're discerning are my actions in alignment with the outcomes that I want to create. So I was just on a call earlier today actually, and we were talking about screening busy practice. They do really incredible work and the challenge that they're finding is we're at this point where if we let too many people in, it becomes unproductive, but yet we've still got to get enough people in to maintain the growth that they're experiencing. They're doing really awesome, amazing and wild things. And this came down to whether or not we qualify people financially on the phone, which a lot of times we tend to not do for various reasons.

And in this case, it was okay that they were doing it, it was just they were doing it out of order. In other words, their actions weren't in alignment with what they were trying to achieve, which was this. Number one, is the patient actually interested in valuing the service that we provide first so that the financial piece then becomes more motivating to figure out rather than figuring out can they afford the service in the first place because it's easy to just say, Nope, can't do it. Patient says way more expensive than I thought it would be on the backside. If you do that after creating value and building up the doctor and how amazing the doctor is and the best in the business, the whole deal, now all of a sudden people are motivated to try and figure out the financial piece. And so I'm giving you this very basic and principled example to discern when do you have this conversation?

How do you have the conversation and why are we having it so that when you put it into that context, you can do it in an order that's in alignment with the outcome you want to achieve. And we could pull that back, Scott, and we could talk about that in team related relationship situations, in how we schedule all those different kind of things because it's not about that's a smart choice. I'm certain that many of the things we choose are smart and do have value. It's can they build upon each other in a way that creates positive influence. That is again using the word alignment in place to be able to give us the best shot at the outcome that we choose, that we would like to see happen, whether it's for a patient, whether it's for a team member or whatever the case is going to be.

So friends, as we piece all of these things together, I want you to pay attention to the decisions you are making based upon alignment of mission. And if you don't know what your mission is, if you don't know what the objective is, then that's where you actually have to begin. So please gain clarity there. And as Scott always said and has become very masterful and known for is, then you get to work it all backwards so that you give yourself a more predictable path to success. So Scott, I'm sure I messed that up a lot there. And why don't you clean it up with a couple of your specific points and we'll get people going.

Scott:

Never messed it up, only make it better. And that's great. So yeah, in the time we have left, what I'm going to do is Kevin helped us come up with sort the

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Scott:

four key reminders. So this is going to be the quarter concept and I'm going to go backwards, which is what Kevin just said. So number one, Kevin just talked about everything Kevin has said today has been tied to the idea of discernment about making smart personal choices and what is the priority, what's not as a priority. You don't have time to do it all. You do have time to do what matters most. And so that's where you're at for this quarter. Okay? So number one that's established. Everything this whole call has been about and everything we talked about so far is not optional. You have to do all of it, and that's what's going to give you the clarity for this next piece.

So that's really backwards, but that's number one. Discernment, okay? Smart choices about priorities. The second thing you're going to do, you're going to do what I call the three, two, one, okay? The 3, 2, 1 is this, you're going to set goals for the finish of your year. If you wish to calibrate those based on your original annual goals, fine. But really I would just go real time between now and the end of the year. What are the top three? Top three? They practice goals. And I would expect one to be financial. I would expect one to probably be something related to patient facing. Maybe it's case procedure, technology, whatever it is, something. And it might be something with our, you could have a collection or production, you could have a procedure, you could have a new patient, you could have, it doesn't matter. It might be, I had a great one today, which was the finish the smile transformation portfolio book where we can sit it in people's laps and they can move pages back and forth.

And we would have a fresh update of all the 2025 smile transformations in a book that would help us to close the cosmetic enhancement and the smile quality of life transformation cases. It doesn't matter to me. Okay, three goals to finish the year to crush the quarter, the second piece. So that's three practice spacing, right around a whiteboard, stare at it every day, revisit it. The second piece is individual departments. I want you to choose the key execution points. So the individual departments, this is kind of like the cleanup list. This is what is a mess, needs tidied up, what is undone? That needs finished, what is something that we've been implementing but we haven't fully baked it, whatever, what is required from each area of the practice subset of teams to be able to bring to life the three major goals. Okay? That's number two.

And then the last one is an individual personal commitment. And I would call this our favorite word, Kevin, Megan, and I, because you all know what to do. Everybody knows what to do. It really comes down to consistency. So what is a personal commitment of consistency that you're going to see the year through every day with every patient? Okay, that's the key. So we discern the mission, the objectives, the core priorities to make smart choices across the board. We've reverse engineered clarity. Secondly, we're going to make a top three goals for the practice to finish the quarter. Then we're going to have our execution list department by department because the vantage point is different. And if everybody does, that's rising tide. And then we're going to have our final individual commitment to consistency, a specific action task, responsibility, role contribution. And if we do this across every party, you're

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Scott: going to find 90 days, you're going to have nine months of progress in the next 90 days.

Doesn't have to be specific numbers and financials, but I'm talking about growth progress for your practice, friends, everything we've shared today, that's what a blitz looks like. That's what a sports team running into the fourth quarter, not a human being easing out to the end of the year, not a person being at the mercy of circumstance of holiday chaos, of stressful, end of year busyness. This is what a high performance professional and a championship level team a business is going to do to ensure they put an exclamation point on a record pacing year of growth of progress, and most of all of impact. That's my Kevin, I'll send it back to you and let you bring us home here. Team. That's the Crush the Quarter Strategy session and accelerator podcast with us today.

Kevin: Scott, thank you for that great place to leave everybody off. And I'm going to give one final suggestion to help bring this to life in a greater way. So as Scott said, as an organization, here's our goals, here's our mission, here's how we're going to go about it here. Departments, same thing, individuals, same thing. Now friends, bring it to life by literally creating something physical that you can have as the mothership, the motherboard right there in your face all day long. So you can see mission of organization, mission of department, mission of all the individuals, take a step back and say, that is worth our time. That is worth our commitment to discipline of doing the things each and every day to get there. And it's going to be worth the outcomes in the end. And so make it as personal as it can be both individually and as a team, and you'll have a greater likelihood of following through and making it happen. Friends, we appreciate you being with us. We're going to go out, we are going to crush the quarter as Scott has set us up for, and let's make it the best 90 days we've ever had so we can end strong and most importantly, we can start the pending new year even stronger. Friends, thank you for being with us all, and thank you for listening in to the latest edition of the Dental Success Today Practice Profit Accelerator podcast. Let's go get 'em. We'll be with you guys again in a month. Talk to you soon.