

Making the Most of Our New & EVOLVED 2023 Dental Marketplace:

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Our Patient's Rapidly Evolving Mindset:

As we together enter our 43rd year of solely caring for YOU, our valued dentist clients, it pays to look at data-based TRENDLINES of factors that will likely affect all of our futures. **Our dental marketplace world is constantly changing.** At chrisad, our goal is adapting to this "NEW WORLD of DENTISTRY" well **ahead of the curve...** & making the most of ALL future opportunities...while avoiding the many (often invisible or seductive!) pitfalls.

We must work to provide our new & returning patients what THEY WANT... & on THEIR terms. The dental patient's awareness level & mindset is in fact **measurable**. At chrisad, we have been using the same objective consumer research methodology for 4+ DECADES. As a result, (in just one example, above) we can chart trends that require us to **UPGRADE OUR APPROACHES** such as to market to mitigate any anticipated patient/consumer objections.

While in most nations & cultures where chrisad is privileged to care for our dental clients, patients remain **deceptively** non-confrontational...& often complimentary...while in dental offices. At the same time, their quantifiable ACTUAL mindset is **increasingly suspicious & distrusting** of dentists & dentistry.

While some of this results from too many over-aggressive & greedy practitioners...much of this is ALSO likely a result of carefully **orchestrated consumer manipulation** by your friends at the **UBER POWERFUL insurance industry**.

Please understand that the INSURANCE INDUSTRY has a HUGE interest in **DISCREDITING dentists' integrity & clinical diagnosis...**thus ultimately **REDUCING** acceptance levels...thus leading to **LOWER insurance BILLING & PAYMENT LEVELS!** RESULT: More profit for the insurance industry!

Increasing Patient Concerns About Dentist's Honesty & Trustworthiness Levels:

Trustworthiness:		Honesty:	
2010	2021	2010	2021
4.56	4.709*	4.55	4.704*

* In chrisad/Northwestern University's late 2021 consumer study, "Trustworthiness" was the #1 patient concern of 50 dental attributes tested. "Honesty" was the 2nd most important of all factors tested.

Whatever the cause, chrisad has developed DOZENS of research-based “antidotes” designed to PROACTIVELY negate these unfortunate patient/consumer expectations. In 2023, integrating these antidotes into your practice will be a more important factor than in past years.

Most of these approaches are intended to **eliminate** the patient/consumers’ sense that ALL the DDS & practice cares about is MONEY FIRST...& guides the DDS to focus on the HUGE FORTUNE tied to the big picture of decades of LONG-TERM cumulative & compounding patient retention in hygiene exams...versus UNNECESSARILY worrying about “nickels & dimes” on a day-by-day basis...thus irritating the patient.

More Aggressive '23 Insurance Industry:

As the insurance industry is the primary PAYER in most practice situations, it is extremely important to understand their (usually disguised &/or extremely quiet) motivations & behaviors over the long-term...& from a data-based perspective. At chrisad, we always quantify what they DO...but politely disregard what they SAY!!!!

Over our 4+ decades of monitoring insurance industry behaviors, we can assure you that the insurance industry rarely moves quickly or noticeably. Thanks to the **McCarran-Ferguson act of 1945**...which FORMALLY insulates the insurance industry from most U.S. ANTI-TRUST laws & most federal regulation...every medical & dental insurance company has become in effect **ONE HUGE UNREGULATED company**.

They all work together quietly, under the radar & usually use **SURRGATES** (DSOs, VCs, Money Funds, Hedge Funds, Large Practices) to exercise their influence...quietly pulling strings that lead to their UNPRECEDENTED & INCREASING cumulative & compounding wealth. Many dental schools now have “Delta Dental” logos on their buildings. And over the past few years, they have been VERY quietly buying out “trusted” dental **accountants, consultants**, practice transition specialists...& more!

While the public...& most DDS...are generally kept unaware of all this, the insurance companies together are likely the **largest company in the world**. With annual sales that are larger than the GDP of almost all nations...they remain “fat & happy,” will likely not take actions that will alert/alarm the public...& “UPSET THEIR APPLE CART!”

If someone pokes at them, they have **all the money & influence in the world** to make it go away. And they do...often using MASSIVE PUBLIC MANIPULATION. This includes the QUIET use of powerful & extremely competent PR FIRMS, MOST traditional & new MEDIA (especially including social media), law firms, lobbyists, special interest groups, state & national dental associations...as well as ELECTED & other GOVERNMENT OFFICIALS (please think very broadly)! And not only in the US!

In consideration of all factors, we suggest working WITHIN all these crazy current parameters to make the most of your 2023 opportunities. This is a David v. Goliath opportunity! But do it NOW...while you still can! **They CAN pull the plug at any time!**

a. How to Increase Insurance \$ Amounts Paid To The Practice:

Except to temporarily quell short term DDS “uprisings,” complaints or various lawsuits & similar...we must assume that the insurance industry **will always be gradually & quietly reducing their per-procedure insurance compensation to practices.** This inherently increases profits. This lowering of per patient compensation requires us to increase the VOLUME of patients in order to increase income.

There are a number of excellent companies that you can hire that will “NEGOTIATE A BETTER INSURANCE DEAL FOR YOU.” However, those deals will usually not last long...& even if compensation remains constant over the years, SIGNIFIGANT ongoing INFLATION will eat away at ANY constant income level purchasing power. (current published 7.1% U.S. inflation numbers are an understated joke!).

Compounding annuity: For 2023 & beyond, the **ONLY solution** is INCREASING the NUMBERS of NEW & RETURNING patients flowing through your practice. And the more that the patient is a weekend or evening patient, the higher their insurance maximum is likely to be...along with per procedure DIRECT compensation to the practice. This strategy usually means lower copays for more patients that have more money to pay it. As a result, production from weekend & evening hygiene exam patients is (on average) around 3x more than mid-day, mid-week exams.

Seeking “bigger cases” or more profitable procedures (cosmetic, implant, etc.) is not sustainable & only provide short term, ONE OFF “blip” increases in sales. And an excess of BIG CASE presentations has been shown to damage practice reputation.

Again, practice prosperity will be increasingly linked to **increases in new & returning patient flow VOLUMES.** And VITAL to this is the practices’ pre-appointment process...& PROACTIVE (hygiene) returning patient appointment & staffing addition process. While there has been some encouraging improvements as late, this process is too often FATALLY mismanaged. So here lies one of our biggest opportunities for 2023.

b. “DSO”/Insurance Industry’s Practice Purchases Behaviors

Over Chrisad’s nearly 3 decades of being DIRECTLY (face to face) or indirectly involved in the largest of these MAJOR DSO & insurance industry practice purchases, YEARS AGO...it appeared that all our valued clients were innocently receiving a FAT CHECK for all their years of hard work. However, gradually, some pretty **nasty PATTERNS** began to appear.

<p>Attributes of An Insurance Controlled/Owned Practice:</p> <p>Increase Insurance Company Profits: They WILL Reduce PPO BILLING!</p> <ul style="list-style-type: none">-Reduce Hours to 9-5; Monday-Friday-Reduce # of Hygienists-Incentivize Underproduction-Aggressively Charge Co-Pays (Use Statutes/Contracts to Justify)-Radically Increase Perio/STM-Market to Attract Exam Patients at a CASH \$ Price-Market to Attract Non-Insured Services: Ortho, Implants, WELFARE/MedicaidReduced New/Returning Patient Phone Access

As I learned in law school...when we couldn’t figure out WHY an individual or organization does something...it usually paid to FOLLOW THE MONEY!

Time after time...almost immediately after EVERY practice purchase...most of the new (usually insurance industry backed) owners almost **immediately FIRED most of the practices’ hygienists**. And after the purchase, all almost immediately eliminated weekend & evening hours that the wealthier, working & better insured patients will NOW ONLY accept. And typically, multiple aggressive diagnostic approaches...that were documented to INFURIATE THE PUBLIC...were encouraged. Particularly aggressive PERIO! And there is much more (see graph above).

Basically these practices BLOCKED LOCAL APPOINTMENT ACCESSIBILITY for the wealthier & well insured new & returning patients who would bill the most to insurance. **Is all of this legal?** If not, what is anyone doing about it? What CAN you do?

It appears the insurance industry wants to reduce PPO insurance billing as much as they can...& resulting claim payments...that would reduce their profitability!!! (DUH!)

Instead of targeting the wealthier PPO insured majority, after purchase they target the minority of patients & procedures that would not require PPO or other insurances for payment...such as implants, welfare, HUGE CASES, ortho & more.

And the insurance industry actually (semi-quietly) purchased a large number of DENTAL CONSULTANTS, “institutes,” accounting firms, practice sales advisors & other “EXPERTS.” After this purchase, these consultants immediately began promoting agendas that would make sense to many unsuspecting DDS...but end up benefiting the insurance industry (by lowering insurance billing). For instance, these insurance-owned consultants began suggesting that it is a “good idea to sell to a DSO,” it is a “money loser” to NOT charge co-pays, how (practice building) adding ASSOCIATES “NEVER WORK”...& how (practice killing) STM/Perio should be developed as a “profit center”!

In the 1980s...& currently in AUSTRALIA...the dental insurance company logo is on hundreds of dental offices. The insurance “brand” is openly both the “payer” & the recipient of the insurance compensation. Is this legal? Where’s the competition & free enterprise?

Currently, the level of DSO/insurance industry practice purchases APPEARS to be increasing. **It is important that you understand that many transactions are not going well.**

After 2-3 decades of observation, it is clear that many chummy “trusted & friendly” deals turn out to be FAR less “cozy” after the deal is done. IF the deal is actually done. **Some DDS clients never got paid for their practices!!** Some have been embroiled in years of legal sludge. Other DDS **had to give their money back...**sometimes many \$ millions! Others had the deal terminated at the last minute. **Not many sellers are thrilled.**

Despite all the “trusted” promises from the practice purchasers...or their agents...almost all of the previous owner **DDS were fired or quit** within the first few months of what had appeared to be a mutually beneficial deal.

And after purchase, these practitioners lose most of their TAX WRITE OFFS. And most must pay HUGE Capital Gains TAXES...while most are only being paid what they would have earned over the next 5-6 years...at best. **And MOST NEVER receive their “golden egg” big payment at the end of the deal.**

Thankfully...at chrisad...we have evolved the process of enjoyably guiding very deserving DDS out of the chair into a VERY PRECISE & PREDICTABLE SCIENCE.

In 2023 & beyond, the best solution is to adhere to the long proven & continually perfected “out of the chair principles suggested in our pioneering “BAHAMAS” book.

It also pays to learn to prosper while out of the chair from genuine & experienced client speakers at our many regional & annual national 2023 No Limits conferences.

For even more certain success, consider attending one of our many one-on-one, small group & intensive two-day **DENTAL GROWTH ACADEMY** sessions.

An increasing number of many hundreds of amazing chrisad client practitioners are NOW only touching instruments if & when they want...while enjoyably & profitably growing by \$ millions per year. In 2023, why not you?

2023 NEW & RETURNING Patient Inflow Approaches:

In 2023, the dental patient world continues to RAPIDLY EVOLVE. Marketing & in-office approaches that used to work yesterday no longer do. Patients are NOW a great deal more aware, questioning, suspicious & discerning. We must give them what THEY want...& exceed THEIR expectations.

At chrisad, our goal is to proactively adapt well ahead of the curve...& optimize any & all new patient inflow & retention processes.

Please remember that **every hygiene visit represents a HUGELY VALUABLE hygiene EXAM opportunity!** Our cumulatively returning & compounding hygiene patient flow

opportunity represents one of the **most profitable & enjoyable ANNUITY investment in the western business world.** Let's make the most of it.

However, the patient's TRUST in dentistry has MEASURABLY eroded...while at the same time, the ADULT & CHILD patients' **NEED to NOT take off work or school has MASSIVELY INCREASED.** Patients have no options here.

As a result, the pre-appointment & new patient inflow approaches that worked fairly well over the past many decades are NOW FAILING! PROVEN NEW & BETTER pre-appointment & PROACTIVE hygiene appointment addition...& provider-increasing approaches must NOW be more aggressively implemented.

And even if the practice actually adds a required number of appointments that local new & returning patients actually want (usually ONLY weekend & evening hygiene), **JUST ONE seemingly innocent wrong word over the phone...or** during the digital scheduling process...will quietly...BUT immediately...EJECT the now more suspicious & questioning new or returning patient.

Growth can only occur when all PATIENT PERCEIVED physical & psychological patient inflow points of friction & BARRIERS are removed.

We can SPEND \$ MILLION+ ON MARKETING PER MONTH...however, unless the patient inflow avenues are open & free-flowing...practice growth cannot possibly occur.

a. The NEW & Returning Patient Attraction Process

As chrisad's advertising/marketing communications introduce potential new patients...& at the same time (like a "super recall card") reminds returning patients...of scientifically proven to be POWERFULLY optimal "TRIGGERING" information...these patients positive opinion & awareness levels of your practice will correspondingly increase & improve.

We have been upgrading our advertising/marketing approaches to exceed the NEWLY EVOLVED 2023 new & returning patients' expectations of a dental office...while systematically removing all of the identifiable patients' research-identified objections & concerns.

As the practice new & returning patient inflow configuration meets or exceeds the research-based promises made to the consumer in the advertising communications, **ABSOLUTE MAGIC ALWAYS OCCURS!**

We must remember that in 2023...versus years past...the patient is no longer assuming & accepting that your practice is trustworthy & legitimate. Despite most patients' extremely misleading, usually jovial & non-confrontational demeanor...the new & returning patient's mindset is one of **suspicion & questioning.**

Both in terms of our advertising & in our practice protocols, we must earn patients' trust. We must earn & **compel REFERRAL**. We must increasingly communicate...by our availabilities & actions...that we are worthy of their recommendation to friends, family & co-workers. And we must increasingly work to earn patients' trust whereby they will **ACCEPT & RETURN**.

However, please understand that even if the patient loves & trusts your practice...but they are forced to take off work or school for their return hygiene visit & related exam...statistically, **most of these patients DO NOT RETURN...& will NEVER RETURN.**

So what was the return on investment (ROI) for all our initial marketing to stimulate these new patients in for their first visit? **Is it a ONE TIME ROI...or a COMPOUNDING & hugely profitable 10-YEAR multiple ROI”**

All these in-office touchpoints & advertising communications must work together in a consistent, orchestrated, synergistic, integrated & optimal manner for success to occur.

What might be important to YOU as a DDS or practice owner/manager is likely unimportant to the public...& vice versa. One seemingly & intuitively benign omission or misstep can cause disproportional & unexpected damage to the growth opportunity.

We must provide new & returning patients what **THEY want & on THEIR terms.**

Working together, we will **PREDICTABLY** ensure that **ABSOLUTE MAGIC ALWAYS OCCURS!**

But this unimagined level of success & prosperity will require from all of us a greater understanding & awareness of the heightened sensitivities of the evolved 2023 patient.

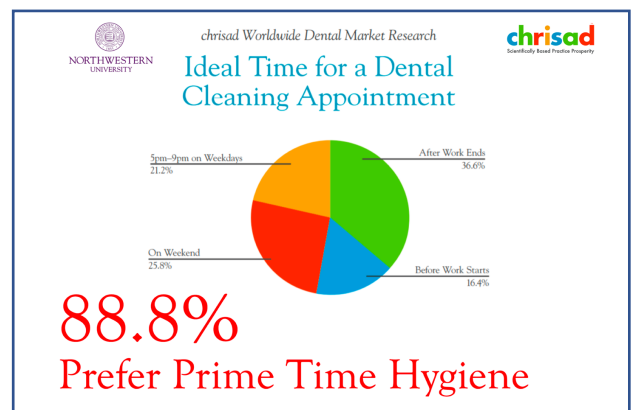
b. Unique & VITAL ANNUITY Patient Retention Opportunity

Please remember: **Dentistry has been given a “GOLDEN KEY” in the form of our UNIQUELY VALUABLE hygiene patient retention ANNUITY opportunity!**

THIS OPPORTUNITY WILL NOT BE AROUND FOREVER! Please do not drop the ball!!

Clearly, a practice cannot possibly grow in the absence of a strong patient retention system.

Properly managed, the number of hygiene patients in the practice...& the total number of patients in the practice...should be **SIGNIFICANTLY** growing each & **every month.**



More new & returning hygiene patients means more exams! More exams means more sales...& more referral. However, over the long run, a CONSTANT number of exams will lead to constant production level.

EACH NEW & RETURNING PATIENT HAS an average VALUE OF AROUND \$880 PER VISIT!

It is ABSOLUTELY not true that new patients are more valuable. **On average...per visit...RETURNING patients are slightly MORE valuable.**

And please do the simple math: **Try multiplying the value of those returning patient visits by a decade of retention in hygiene!!!**

When the NEW PATIENTS from six months ago go out “THE BACK DOOR” as quickly as this month’s NEW PATIENTS enters the practice...it is IMPOSSIBLE FOR OVERALL long-term PRACTICE SALES GROWTH TO OCCUR. The practice inherently becomes stagnant.

The practice inherently **FLATLINES!**

With roughly 75% of local patients at work & school from around 9am to 5pm Monday through Friday...it is EXTREMELY UNWISE to expect these wealthier & better insured patients...who INCREASINGLY CANNOT & WILL NOT take off work or school...& now trust your (including hygienists’) recommendations less...to keep their mid-day appointments.

Patients will tell you they can make it back for that 1PM TUESDAY appointment...however many are simply saying anything to politely get out of your chair/office. And many might think they will be able to return. HOWEVER, as these patients are inconvenienced...almost all will not return.

Most don’t. And they TELL US in repeated surveys that they will ABSOLUTELY not take off work or school for a cleaning appointment.

So in 2023, the need for a Hygiene Coordinator (“Hygiene Czar”)...who is liberally paid in proportion to always-increasing hygiene appointment capacities (more providers) & fill rates...becomes increasingly vital.

To lose these valuable new & returning patients through pre-appointment mismanagement is like **throwing an IRREPLACABLE sack of diamonds off of a cruise ship into the ocean!**

No practice can sell appointments that do not exist. And most patients will only accept PRIME TIME HYGIENE! Hygiene can’t possibly grow unless desirable hygiene appointments are FIRST ADDED.

The majority of the 2023 patient public no longer views mid-day, mid-week hygiene slots as being viable appointments...particularly your BEST patients!!!

For most of this patient public, these mid-day, mid-week hygiene appointments are INCREASINGLY impractical...& thus (in their mind) **do not exist**.

AND NO AMOUNT OR QUALITY OF ADVERTISING OR MARKETING CAN FILL AN APPOINTMENT THAT DOES NOT EXIST.

Accordingly, practice owners & managers must plan to FLUIDLY & REGULARLY add (mostly prime time) hygienists....& DDS to check their always increasing flows of new & returning hygiene patients.

In 2023...much more than ever...at the same time...owners & managers must **VERIFY DAILY that the hygiene pre-appointment process is being managed optimally**: 100% of all patients EVERY DAY must be pre-appointed into hygiene...with roughly 75%+ of all patients appointed into prime time hygiene six months later.

As you understand & enact the above, the world is yours! Working together, there is nothing that we cannot accomplish! jc