

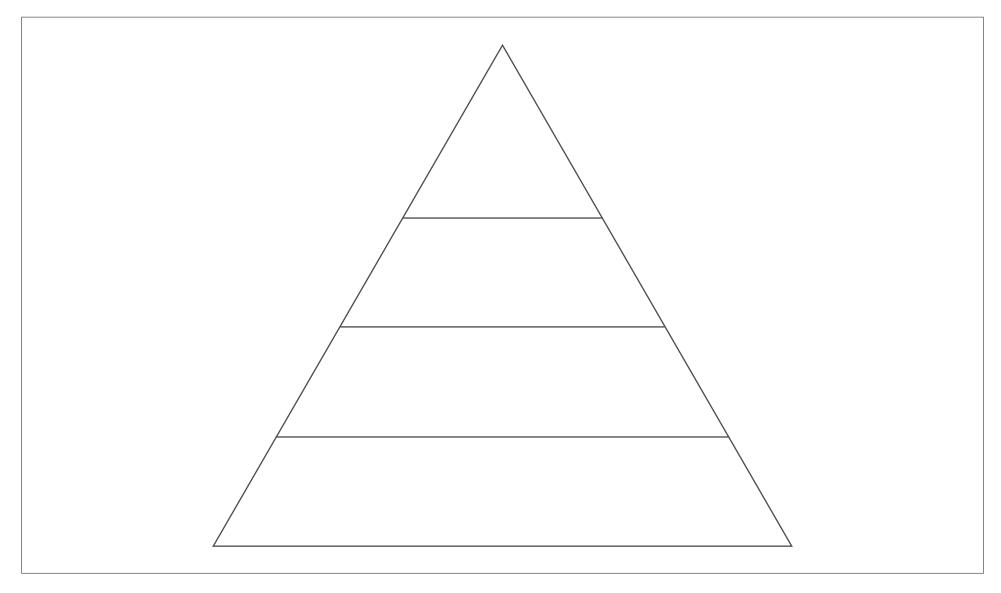
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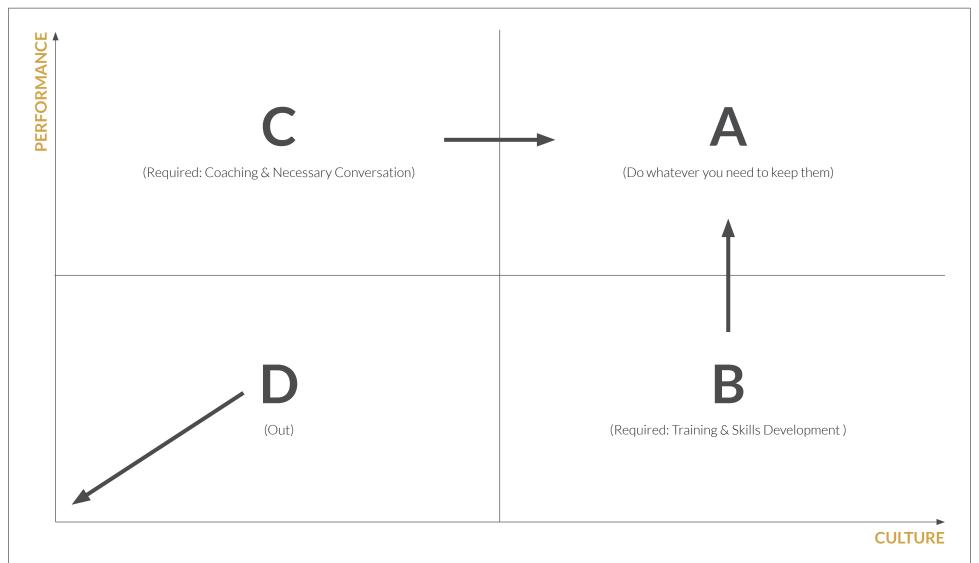
INSIGHTS AND ACTIONS

MODULE	INSIGHTS / TAKEAWAYS	ACTIONS
Next Level Communication		
Polish your Presentation		
Handover with Care		
Meet with Purpose		
Structure Appointment Book		

FRONT DESK HEROES

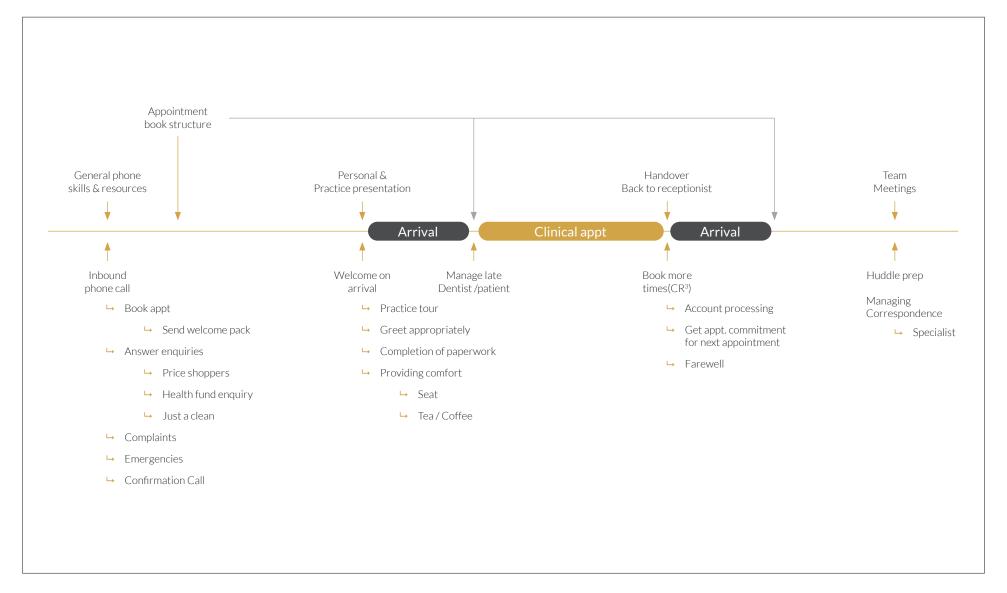


THE PERFORMANCE CULTURE MATRIX



Inspired by Keith Cunningham

ROCKSTAR YOUR RECEPTION





NEXT LEVEL COMMUNICATION

FRAMEWORK COMPONENTS

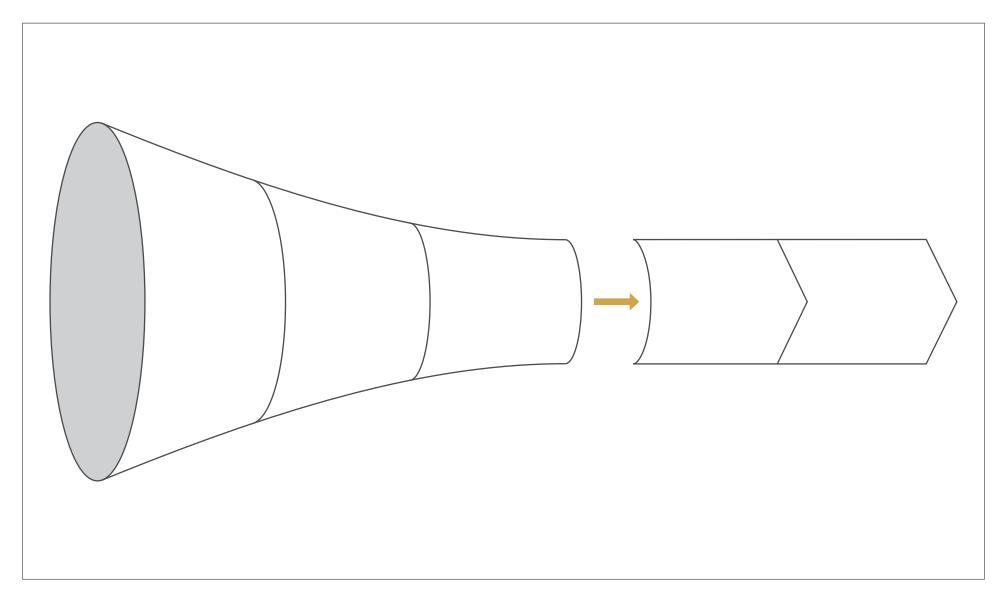
SMART QUESTIONS	DELIBERATE STATEMENTS
Open questions to engage	To inform the patient
Tell me more about that?	You have a large cavity in the tooth
How does that impact you?	• Please take a card and give it to
Then what happens?	• The fee ranges between
How did you come to that?	• I noticed that
Closed questions to confirm and move forwards	To position the offer
How does that sound?	You might remember that I said I would
Does that make sense?	• The advantage with that option is
• Is that Ok?	You might not realise that
Does that work for you?	· I can see how that would be frustrating for you

SIMPLE FRAMEWORKS

GREETING	PUTTING SOMEONE ON HOLD	CONFIRMING APPOINTMENT
"Thankyou for calling Bespoke Dental. This is Jesse. How may I help?"	"Bob, so that I can best help you, would you mind if I put you on hold for a moment?"	"Hi Bob, it's Jesse Green calling from Bespoke Dental. I just want to let you know we're looking forward to seeing you on Monday at 8 o'clock and wanted to know if there are any questions you have prior to that appoint-
"How much is a crown"	"That's fine"	ment with us?"
"Thanks again for calling. My name is Jesse and yours is"		"I'll be there"
"Bob"		"Great! We're looking forward to seeing you on Monday at 8am."
		"See you then"

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PATIENT APPOINTMENT BOOKING FRAMEWORK



PATIENT APPOINTMENT BOOKING FRAMEWORK

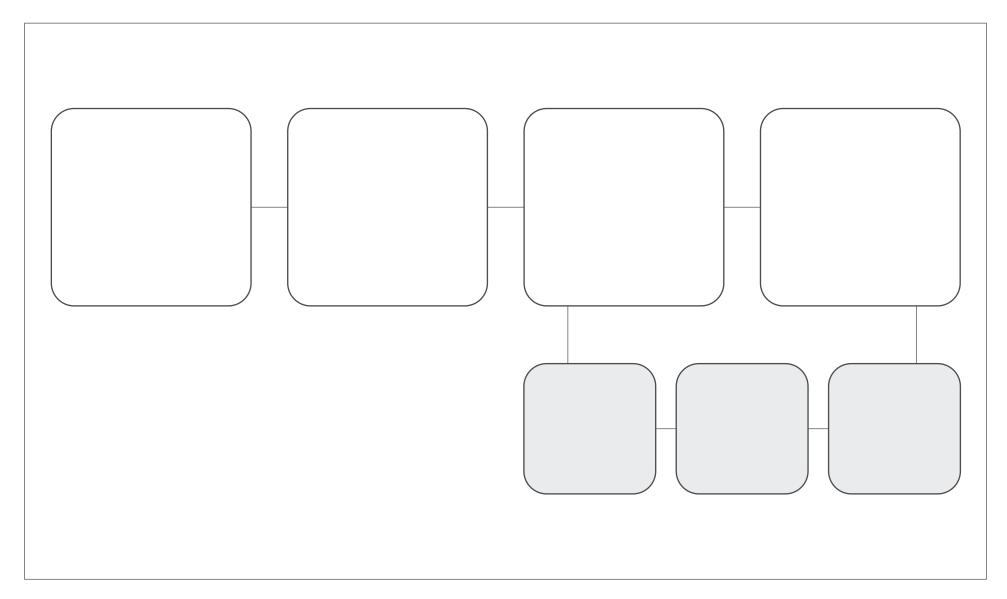
CHOICE OF 2				
DAYS	MORNING OR AFTERNOON	POTENTIAL TIMES		
Bob, when it comes to making an appointment, which days of the week work best for you?	And do you prefer a morning or afternoon appointment?	Ok that's great I have Monday 3rd of February at 8am or Wednesday 5th February at 10am Which of those works best for you Bob?		
GAIN COMMITMENT	MULTIPLY BOOKING	FAREWELL		
That's great Bob. I have you booked in to see Dr. Green at 8am on Monday the 3rd of February So Bob, you'll be OK to keep that appointment? OR So Bob, will you be there?	Now that I have you on the phone, and its easy and convenient for you, is there anyone else in the family who needs an appointment while we are at it?	Bob, its been nice to talk to you. See you on Monday the 3rd of Feb. Have a great day		

PATIENT APPOINTMENT BOOKING FRAMEWORK

CHOICE OF 2				
DAYS	MORNING OR AFTERNOON	POTENTIAL TIMES		
GAIN COMMITMENT	MULTIPLY BOOKING	FAREWELL		

1	

DEALING WITH CANCELLATIONS



DEALING WITH CANCELLATIONS

PUT ON HOLD	OFFER COMPELLING REASON	KEEP APPOINTMENT?	GAIN COMMITMENT
	Thanks for calling today I see from your file that you've recently had pain on the upper left hand side. In order to avoid another episode like that Dr. Green really needs to attend to the cavities as soon as possible	Is there any way you can make today's appointment?	Thankyou Mrs. Smith, we're looking forward to seeing you I have you confirmed for that appointment. OR So, you'll be OK to keep that appointment?

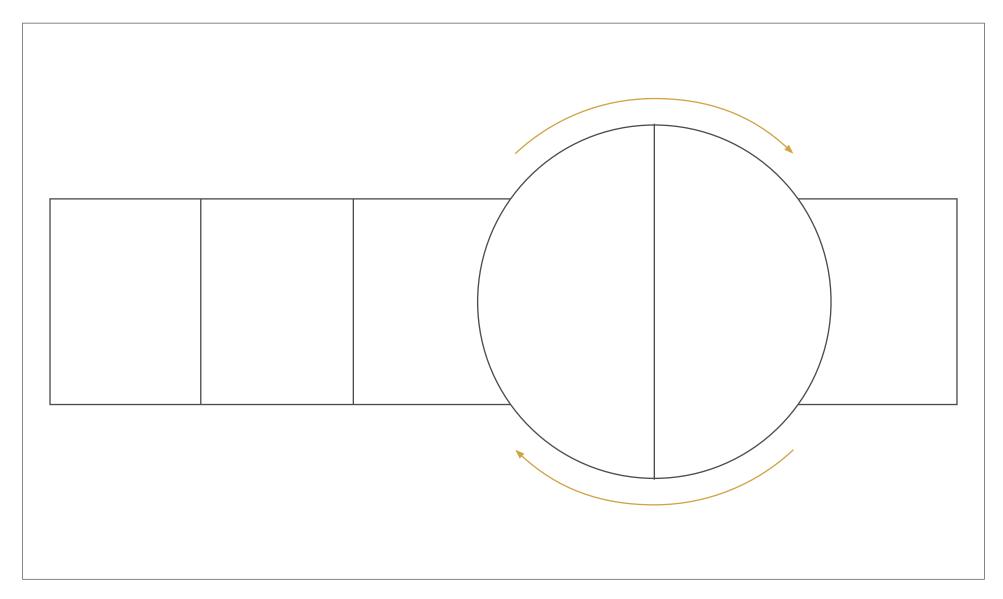
IF REBOOK APPOINTMENT	PERMISSION TO CALL	REPEAT OFFENDERS
I understand. Let's schedule a time that works (See Patient Appointment Booking Framework and use cascading series of alternate choices) Note: Gain commitment is more strict "Can you promise me"	I understand you don't have diary If I haven't heard from you in a few days how about I check in to see where you are up to (Few days later) Hi Mrs. Smith, Its Jesse from Bespoke Dental. I'm calling back as I promised I would.	Mrs. Smith, when you first came to our practice, I indicated that our philosophy is to be as comprehensive in our approach to dental treatment as possible. When you keep cancelling your appointment at short notice, it hinders our ability to provide the level of care our patients have come to enjoy and expect. Moving forwards, I really need you to attend the appointments that you schedule with our practice. Can you help me with that?

DEALING WITH CANCELLATIONS

PUT ON HOLD	OFFER COMPELLING REASON	KEEP APPOINTMENT?	GAIN COMMITMENT

PERMISSION TO CALL	REPEAT OFFENDERS
	PERMISSION TO CALL

DEALING WITH COMPLAINTS



COMPLAINT HANDLING SYSTEM

Map Your Practice's Complaint Handling Process

	Where/Who	How do I know when this step is complete?
STEP 1 Use a framework for handling the complaint conversation and gathering information		
STEP 2 Record and log the complaint		
STEP 3 Appoint staff member to handle the complaint from start to finish		
STEP 4 Gather internal information - clinical records, interview staff etc		
STEP 5 Present information to practice principal.		
STEP 6 Decide if complaint warranted. If complaint warranted, decide what remedy will be offered to patient		
STEP 7 Identify improvements to be made. Create and document systems / SOP's where possible		
STEP 8 Team training re complaint (if appropriate) and any systems to be modified or implemented.		
STEP 9 Communicate with complainant (using a framework) to outline remedy and improvements made from the exercise		

DEALING WITH COMPLAINTS

ACKNOWLEDGE GRIEVANCE	VALIDATE	THANK YOU
To confirm, what I understand is happening is	I can see how that would be frustrating for you	And I'm sorry that's you have had this experience
Am I correct?		Thankyou for calling me about that
WANTS	TEST POSSIBLE SOLUTION	NEXT STEPS
WANTS Where would you like to go from here?	TEST POSSIBLE SOLUTION So if we were to do $A + B + C$, would that work for you?	NEXT STEPS So here is what we will do from here
		So here is what we will do from here
		So here is what we will do from here A
		So here is what we will do from here A B
		So here is what we will do from here A B C
		So here is what we will do from here A B C

DEALING WITH COMPLAINTS

ACKNOWLEDGE GRIEVANCE	VALIDATE	THANK YOU
WANTS	TEST POSSIBLE SOLUTION	NEXT STEPS
WANTS	TEST POSSIBLE SOLUTION	NEXT STEPS
WANTS	TEST POSSIBLE SOLUTION	NEXT STEPS
WANTS	TEST POSSIBLE SOLUTION	NEXT STEPS
WANTS	TEST POSSIBLE SOLUTION	NEXT STEPS
WANTS	TEST POSSIBLE SOLUTION	NEXT STEPS
WANTS	TEST POSSIBLE SOLUTION	NEXT STEPS

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Front Desk Heroes

PRICE SHOPPER FRAMEWORK

GREETING	REFRAME	TRANSITION
Thank you for calling Bespoke Dental. My name is Jesse how may I help you? Thanks again for calling. My name is Jesse, and yours is ?	It's hard to give you an exact answer because the price varies with the complexity of the treatment and the material used However, using past patients as a guide, I can say the fee would be between \$1200 and \$1800 depending on your circumstances	How does that compare to the prices you have already?
REDIRECT & OFFER	TEST FOR ACCEPTANCE	BOOK APPOINTMENT
Well Bob, what we do for all our other patients and what I'd suggest we do for you is to schedule a consultation with	How would that work for you?	(See Patient Appointment Booking Framework and

PRICE SHOPPER FRAMEWORK

GREETING	REFRAME	TRANSITION
REDIRECT & OFFER	TEST FOR ACCEPTANCE	BOOK APPOINTMENT

PREFERRED PROVIDER FRAMEWORK

Suzie, that is a really great question. We have lots of patients at our practice who have their insurance with BUPA (or similar company) even though we don't	But would you be interested to know why those patients come here?
with BUPA (or similar company) even though we don't	
participate in that particular scheme	
TEST FOR ACCEPTANCE	BOOK APPOINTMENT
How would that work for you?	(See Patient Appointment Booking Framework and use cascading series of alternate choices)
	TEST FOR ACCEPTANCE

PREFERRED PROVIDER FRAMEWORK

GREETING	REFRAME	TRANSITION
REDIRECT & OFFER	TEST FOR ACCEPTANCE	BOOK APPOINTMENT

HYGIENE ONLY FRAMEWORK

GREETING	REFRAME	TRANSITION
Thankyou for calling Bespoke Dental. My name is Jesse how may I help you? Thanks again for calling. My name is Jesse, and yours is ?	Well Debbie, it sounds like it's important for you to keep your mouth as healthy as possible. Am I correct to assume that? "Yes" Well, you have come to the right place because that's what we want for our patients too	Debbie, as a new patient would you like me to share with you how a first appointment typically goes, and what we could do for you if it suits?
REDIRECT & OFFER	TEST FOR ACCEPTANCE	BOOK APPOINTMENT
Like you, our philosophy is to be as thorough as possible, and maintain good health. That's why Dr Green prefers to start with a detailed examination at that appointment so that you both have a clear picture of everything that's going on in your mouth. From there, the two of you can discuss the next steps for-	How does that sound to you? IF NO Great, we can do just the clean. While I have you on the phone and its easy and convenient, would you like me to schedule an examination whilst you are at it?	(See Patient Appointment Booking Framework and use cascading series of alternate choices)

HYGIENE ONLY FRAMEWORK

GREETING	REFRAME	TRANSITION
REDIRECT & OFFER	TEST FOR ACCEPTANCE	BOOK APPOINTMENT

Front Desk Heroes

ASKING FOR A REFERRAL OR REVIEW

PREFRAME It's important to me that you have a good experience. So at the end of today's appointment, I'd like to ask how it went for you.	APPOINTMENT	
REMIND OF PRE-FRAME Mrs Jones, do you remember at the beginning of the appointment, I said I'd ask for some feedback?	ASK THEIR EXPERIENCE Can you tell me how the experience was for you today?	THANK THEM Thanks so much for that. I've enjoyed the visit too
PHILOSOPHY REFERRAL: You might not realise that we are primarily referral based and we are selective about who we take on as patients" REVIEW: You might not know that some people feel uncomfortable coming to the dentist	ASK THE FAVOUR REFERRAL: But if you have any family or friends you'd like us to look after on your behalf, we'd be happy to do so REVIEW: If I give you link, can you share your experience so that others understand that its an enjoyable experience	NEXT STEPS REFERRAL: Please take a card and offer it to whomever you have in mind" REVIEW: We'll text / email you the link, and can you write one or 2 sentences and all you need to do is hit the 'post' button

ASKING FOR A REFERRAL OR REVIEW

PREFRAME	APPOINTMENT	
REMIND OF PRE-FRAME	ASK THEIR EXPERIENCE	THANK THEM
PHILOSOPHY	ASK THE FAVOUR	NEXT STEPS

1	

Front Desk Heroes



POLISH YOUR PRESENTATION

THE PERFECT PRESENTATION AUDIT

Put your self in the shoes of a patient in the waiting room of your practice. What do they see, hear, smell, and what Physical comforts are available to them. 🗸 For yes. 🗴 For no. **?** For not sure.

	SEE	HEAR	SMELL	USE
ACCEPTABLE STANDARD PROS	 Welcome signage clear and clean Well presented team (hair tidy, clean uniforms, hemmed trousers -not dragging on floor, polished shoes, etc) Clear reception desk - uncluttered Professional signage (not printed and laminated word docs) Clean doorknobs, walls, windows, benches, tables, corners, glass etc Interesting entertainment (TV, reading, etc) 	 Pleasant Music Warm greetings for all patients – not obviously warmer greetings for a favourite patient Patient Names used Wait times being warmly explained Professional phone manner heard when team are answering calls Low level ring volume on incoming calls 	 Clean, pleasant smell on entry Fresh linen or citrus from odour control devices especially where limited fresh air is available Coffee or herbal teas provided to patients Whole of reception is fresh and consistently nice smelling Team members have pleasant personal body odour – no smoke Toilets if available smell fresh 	 Clean toilets if available Comfortable and consistent temperature throughout practice A place to hang jacket coathanger - not on top of other patients jackets Comfortable well spaced seating Clean Clipboards & pens for forms Cups available at water fountain
UNACCEPTABLE STANDARD CONS	 Sticky notes or messages attached to reception desk or computers Dead plants, wilted flowers, plastic flowers that look plastic or are dusty, dirty vases Disorganised waiting room, visible rubbish or tidy bins, cardboard boxes Lunch wrapper or drink cups on desk Team eating food Team cleaning or talking out rubbish 	 "Nerve twitching" noises of clinical equipment Disruptive or sudden noises, banging, vacuuming, Too loud - music, talking or TV Slamming doors Children causing chaos Team whispering about anything at all 	 Smell of cigarette smoke on team members post smoking breaks Microwaved food from the team tea room Medical/clinical odour from surgery or lab areas Culturally specific odour of team such as strong food/cooking odour Heavy perfume of team members Foul smells of practice environment 	 □ Worn out magazines □ No water or cups available □ Dusty soft furnishings such as bench seat cushions □ Stained cups or teaspoons □ Grubby or faulty payment terminals □ Practice patient car park dirty

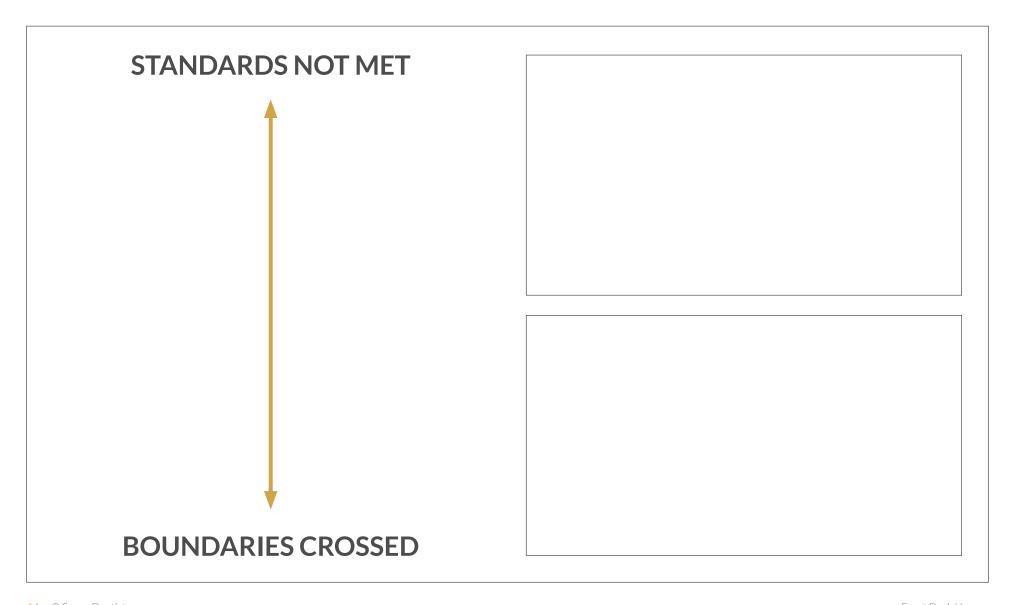
PROFESSIONAL LANGUAGE

- Frame it in the positive
- Say what you can do, avoid what you can'tUse professional language

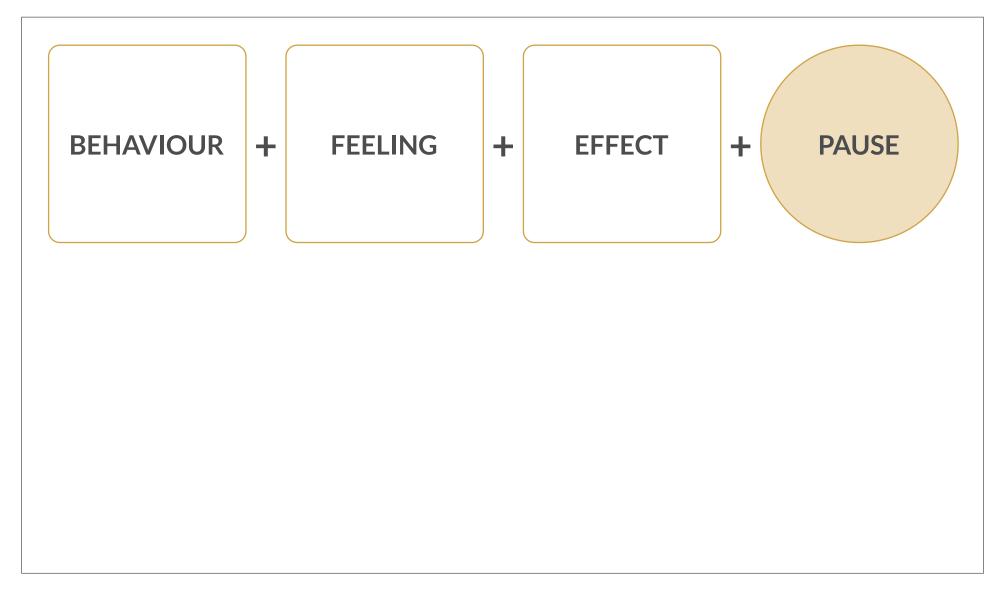
I can't do that
Do you have another time I can call
She's unavailable right now
He's in a meeting
I can't advise, I just make appointments
We are booked up this week
We are really busy at the moment

I'm sorry, you'll have to wait
I'm sorry I can't help you
I can't handle that enquiry
Thanks
Can you give me your surname
How do you spell that
Did you want the fax number
I'll just put you on hold

BOUNDARIES & STANDARDS



I-MESSAGES



I-MESSAGES

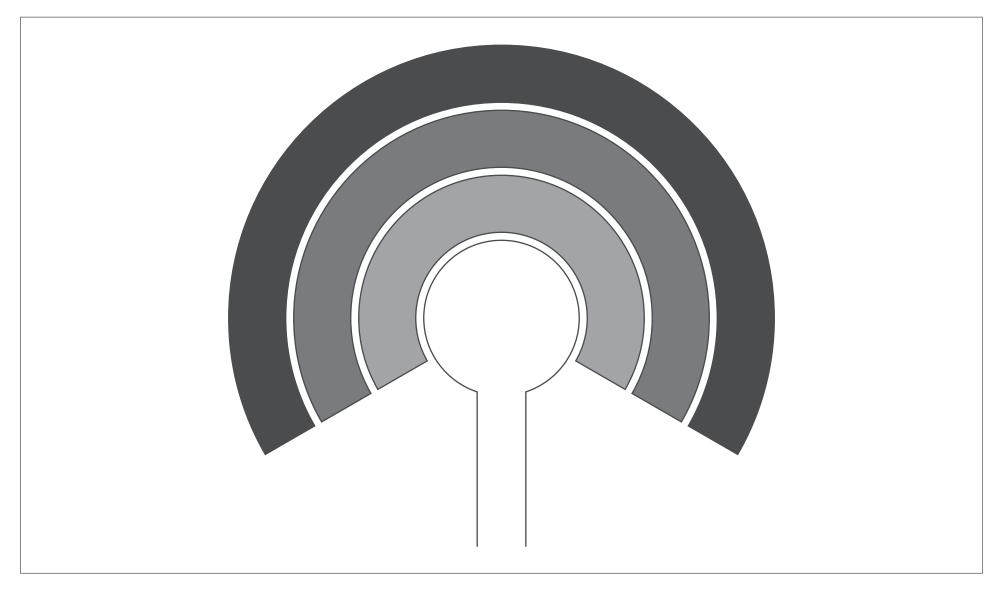
I-MESSAGE EXERCISE

Write I-Messages to diffuse for three conflict situations in your workplace.
1.
2.
3.



HANDOVER WITH CARE

A COMPELLING REASON TO RETURN



A COMPELLING REASON TO RETURN

FRAMEWORK	SAMPLE 1	SAMPLE 2	SAMPLE 3
Problem	Crack on lower molar	Gum pockets (Gingival pockets)	Tooth decay (Caries)
Consequence	Propagate		
Implication	Nerve problem Tooth break		
Seed concern & potential treatment	Because if it has, we will want to jump on it before it becomes an issue.		

A COMPELLING REASON TO RETURN

FRAMEWORK	SAMPLE 1	SAMPLE 2	SAMPLE 3
Problem	Tooth wear	Tooth movement	Shadow on the x-ray (Periapical lesion)
Consequence			
Implication			
Seed concern & potential treatment			

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PATIENT HANDOVER



PATIENT HANDOVER

PASSING MEMBER TO RECEIVING MEMBER	CELEBRATE PATIENT Bob has done really well today. We covered a lot of territory The filling today was bigger than expected and I'm glad we got it done, because had we left it, it almost certainly would have given Bob problems	COMPELLING REASON My worry is that problem consequence implication seed concern	NEXT STEPS Our next step is to book an appointment. Mary, can you please find a time for Bob in Feb that works. It's really important that we see him at that time and that it doesn't slide
PASSING MEMBER TO PAPELIENT R	COMPELLING REASON Bob, given today's filling was bigger than expected problem consequence implication seed concern	NEXT STEPS So let's get that appointment booked in ASAP. We just don't want a drama OR Let's get that appointment booked in today and that way its locked and loaded. Its important this doesn't slip	EDIFY & EXIT Mary is an expert at finding a time that will sync well with your diary and ours. Is there anything you need from me before I leave you with Mary?
3 RECEIVING MEMBER TO PATIENT	TEST UNDERSTANDING So Bob, Dr. Green mentioned that you prefer a morning appointment and that he needs 45 mins to get that procedure done	COMPELLING REASON He's keen to get that done ASAP because he's worried about problem consequence implication seed concern	BOOK APPOINTMENT (See Patient Appointment Booking Framework and use cascading series of alternate choices)

PATIENT HANDOVER

1 PASSING MEMBER TO RECEIVING MEMBER	CELEBRATE PATIENT	COMPELLING REASON	NEXT STEPS
2 PASSING MEMBER TO PATIENT	COMPELLING REASON	NEXT STEPS	EDIFY & EXIT
3 RECEIVING MEMBER TO PATIENT	TEST UNDERSTANDING	COMPELLING REASON	BOOK APPOINTMENT

TALKING MONEY

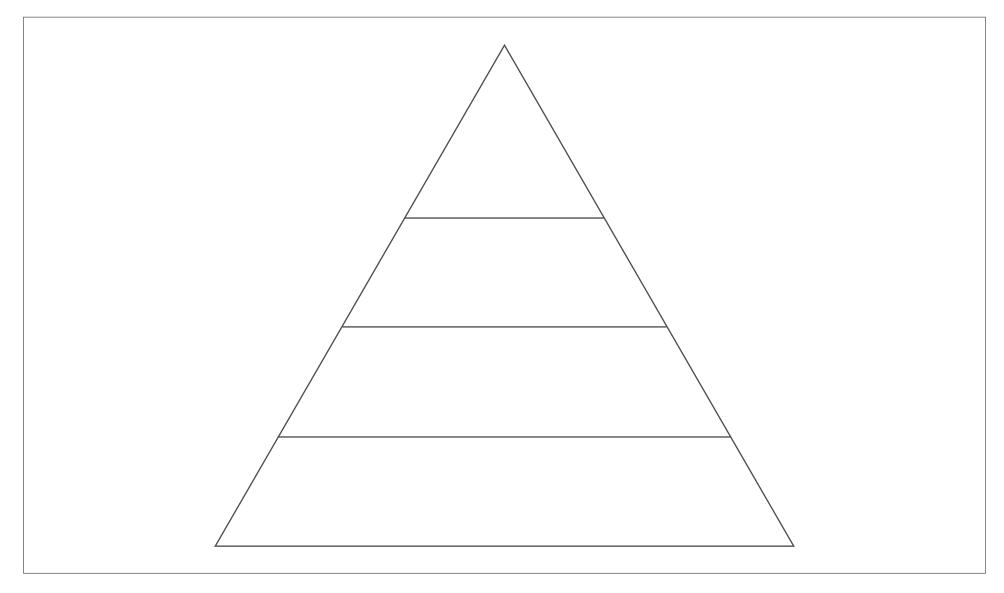
COMPARISON	SAMPLE \$1339	Notes
Large vs small	That will be One thousand three hundred and thirty nine dollars That will be thirteen thirty nine	
Discount vs courtesy adjustment	I can discount \$100 from that fee. I'm happy to make a courtesy adjustment to \$1239	
Exact amount vs Range	That treatment will cost \$1339 That treatment will cost somewhere between \$1300 - \$1500	
Itemised vs collated	Item A costs \$839 + item B costs \$500 = 1339 Item A + B = \$1339	
Guarantees / warranties with accountability	That work is guaranteed for 5 years That work is guaranteed for 5 years on the provision that you attend a check up every 6 months	

Front Desk Heroes



MEET WITH PURPOSE

MEETING RHYTHM



THE MORNING HUDDLE - AGENDA & FLOW

1. YESTERDAY (R / DA / H)

- Our one Big Win was:
- Number follow-up calls completed:
- One thing we could improve is (what & how):

2. TODAY (R / DA / H)

- Relevant patient information (patient file / treatment / marketing / delight):
- Problems that might arise today are:
- Appointment opportunities are (catch up / emergencies / checks):

3. NEXT APPT (R/DA/H)

- Production pre-block (next appt. & 3 potential patients)
- New patient exam (next appt.)
- Minor restorative (next appt.)
- Emergency Time (next appt. & team member)
- Hygiene only (next appt.)

4. FINANCES (R)

- Our Daily goal is per provider is:
- Yesterday each provider did \$
- Today we expect \$
- Brainstorm shortfalls:

5. LAB WORK (R)

- Lab work due today (has it arrived):
- Outgoing today is (booked and form complete):
- Internal lab materials available (eg. Cerec blocks):

6. MARKETING (R / DA)

- Results from yesterday's referrals are:
- Today We are asking these people for referrals or reviews:
- Our one 'patient delight' focus for today is:

7. ABOVE THE LINE (E)

8. CLOSING STATEMENT (D)

9. RATE THE MEETING (E)

R: Receptionist

DA: Dental Assistant

D: DentistE: Everyone

H: Hygienist / OHT

Front Desk Heroes

HUDDLE PREPARATION FORM – FRONT DESK / PRACTICE MANAGER

YESTERDAY'S SCHEDULE	
☐ The best thing that happened yesterday☐ Follow up calls completed?☐ What can be improved?	
TODAY'S SCHEDULE	
 □ Problem areas? □ Relevant clinical information (e.g. regarding emergencies) □ Significant past dental history □ Who needs a new medical history? 	 ID patients needing follow up calls When can emergencies be seen today? Where are the opportunities to catch-up if required? Personal information about the patient that can be used to greet and engage the patient
NEXT APPOINTMENTS	
 □ Production pre-block (Bring a name of who could fill the next pre-block) □ New patient exam □ Minor restorative 	Emergency time (flexible appointment or pre-blocked time)Hygiene only
LAB WORK	
Confirm lab work for today is in	Outgoing lab work booked with lab, lab forms completed
FINANCES	
☐ Goal ☐ Yesterday ☐ Today	Major financial arrangements for new treatmentPatients in today with delinquent accounts
MARKETING	
☐ Results from asking for referrals yesterday☐ Who to ask for referrals today☐ How to delight patients	

WEEKLY TEAM MEETING

DASHBOARD	PROGRESS REPORT	ROADBLOCKS	ACTION PLAN
20 MINS	GREEN / RED	/STUCK	/STUCK
PROJECTS	PROGRESS REPORT	ROADBLOCKS	ACTION PLAN
40 MINS	GREEN / RED	/STUCK	/STUCK
OTHER ITEMS	LIST AGENDA	ROADBLOCKS	ACTION PLAN
20 MINS	SORT BY IMPACT	/STUCK	/STUCK

THE RESULTS DASHBOARD

			KE	Y PERFORM	IANCE INDICA	ATORS					
FINANCIAL PERFORMA	NCE										
TEAM	TEAM NUMBERS			UNITS OF P PRE -	PRODUCTION / BLOCKS	CASE ACCEPTANCE					
	Total	Days w	orked	Per day	Planned	Filled	%		anding bts		
Dr. 1	\$		\$					Patients I	_ost		
Dr. 2	\$		\$					Emergeno booked fo	cies or an exam		
Dr. 3	\$			\$							
NEW PATIENTS											
Total new patients:	Sources	Referral:		Web:	Advert:	Signage:	Other:				
				CRITIC	AL DRIVERS						
MARKETING AND FULL BOOKS	ND Standard versus Achieved			OPER	RATIONS						
Asking for referrals	Standard:	Standard: Achieved:			High Energy Huddle		Standard:		Achieved:		
Asking for reviews	Standard:		Achieved:		Admin time cor rectly used		Standard:		Achieved:		
Multiply the bookings	okings Standard:		Achieved:		Meaningful Team Meeting s		Standard:		Achieved:		
Build value for next visit	Standard:		Achieved:								
Next visit pre - appointment	Standard:		Achieved:								
Recalls sent	Standard:		Achieved:		CASE AC	CCEPTANCE					
Incomplete Treatment	Standard:		Achieved:		Present 3 units pe	r day	Dr. 1 Y/N	Dr. 2	Y/N	Dr. 3	Y/N
Reactivation	Standard:		Achieved:		Separate treatment	t consults for the week					

THE WEEKLY TEAM – PROJECT PREP SHEET

PROJECT:

ACTION PLAN
ROADBLOCKS
Problems / frustrations / challenges / Decisions
What I need
What I have tried
What I haven't tried
What the owner / manager might do next?

THE WEEKLY TEAM – PROJECT PREP SHEET

PROJECT:

WINS	ACTION PLAN
PROGRESS	ROADBLOCKS



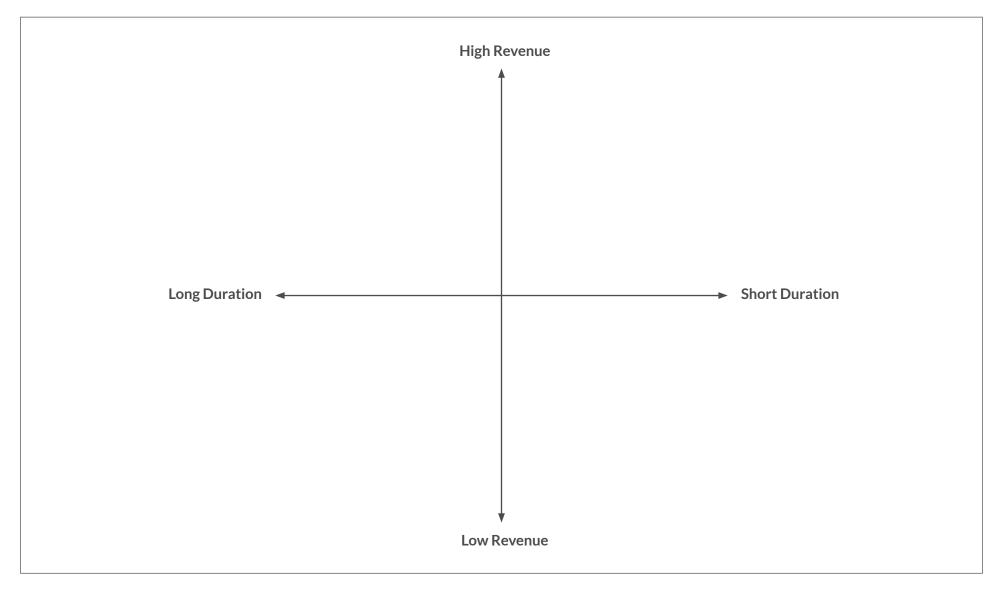
STRUCTURE APPOINTMENT BOOK

PRE-BLOCK YOUR APPOINTMENT BOOK

CHAIR 1	HYGIENE	

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PRODUCTION PRE-BLOCKS

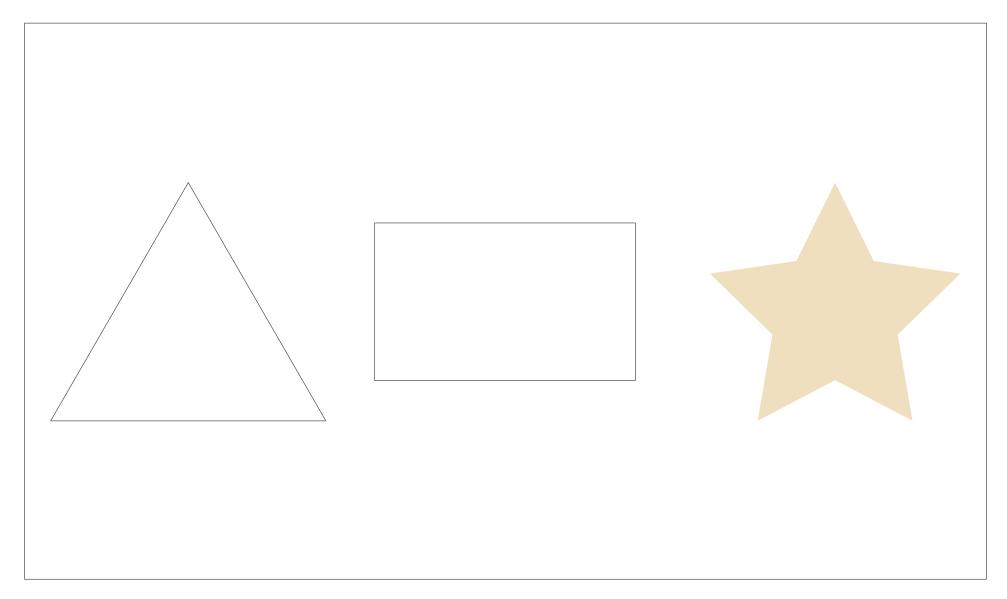


ADMINISTRATIVE TIME DUTIES

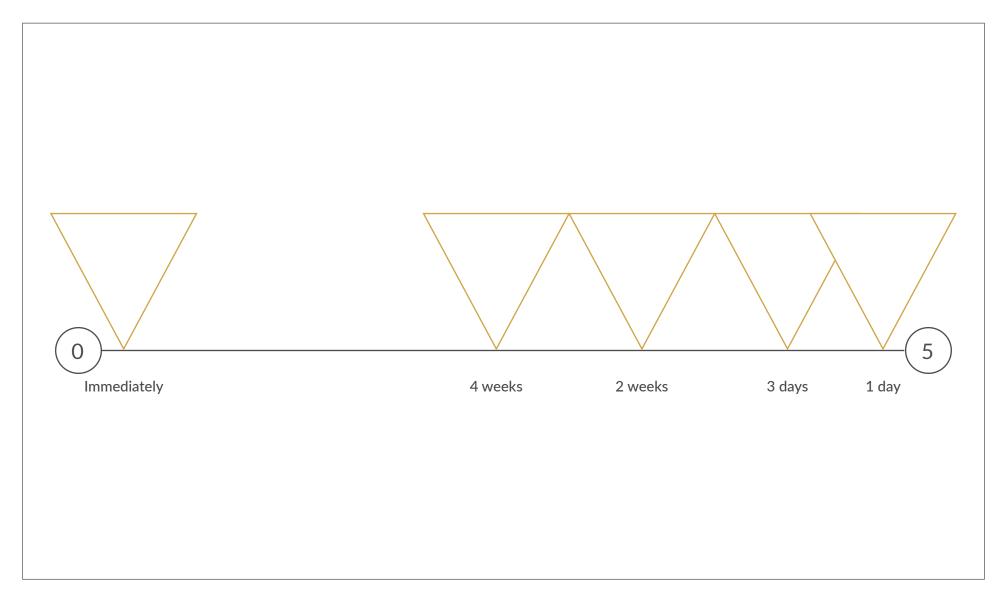
FRONT OFFICE STAFF	DENTAL ASSISTANT	HYGIENIST / THERAPIST	DENTIST
 Prepare for the next morning huddle Prepare charts PRN Collection calls and letters Inventory control Phone calls to patients (confirmation of appointments) Patient reactivation calls / letters Assist other team members Special projects 	 Prepare for the next morning huddle Sterilisation Treatment room set up Restocking of supplies Inventory control Lab duties Patient post-op calls Recall calls and letters Patient reactivation calls / letters Assist other team members Special projects 	 Prepare for the next morning huddle Patient post-op calls Patient reactivation calls and letters Restocking of supplies Sharpen instruments Inventory control 	 The ONE thing Treatment planning New patient calls Patient post-op calls Making and returning phone calls and emails Staff development meeting Staff coaching and counselling Production and expense tracking reports Planning monthly numbers meeting Follow-up on staff assignments

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THE RECALL SYSTEM



THE 5 STAR REMINDER SYSTEM



Front Desk Heroes