

MEETINGS MAKE MONEY

Productive Meetings for Best Dental Practices

MANUAL



By

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Like a carefully tended garden, your **meetings** should feed, water, and fertilize your **practice philosophy** and protocols, while **cultivating a super thriving team**.

BLOOM your practice with **fun, energizing and effective** meetings that create a practice culture of **vigorous growth** and **nourishing support** for your **patients**, your **team** and your **community**.

Meetings accelerate your **peak performance!**



Meetings Make Money

Will show you:

1. Why **impromptu** meetings are seldom productive
2. The **three meetings** best dental practices must have **regularly**
3. Why and how to create a meeting **agenda**
4. **Who** should lead and facilitate your meetings
5. How to ensure meetings **end on time**
6. How to **avoid gripe sessions**
7. How to engage your team to **participate** positively
8. How to guarantee completion of meeting **projects**
9. How meetings can accelerate your hygiene “**gold mine**”
10. How to measure **meeting productivity**

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INTRODUCTION

Meetings make money! Or more accurately, meetings can and *should* make money. Unfortunately, this does not always occur. All too often, staff meetings become a vehicle to gripe, complain or scold. Or many people voicing their opinions for improvement but nothing ever actually gets implemented. And the worse trait of all – never ending on time which throws off everybody’s schedule – thus affecting production negatively. It’s no wonder that dentists and staff shy away from staff meetings as “interfering” with their schedule.

Poorly run meetings leave people de-motivated, sometimes even angry. Time is wasted and participants lose respect for their leader. Additionally, people who attend poorly run meetings often pick up those bad habits displayed at the meeting. Thus, poorly run meetings not only do nothing to improve the organization’s experience, they actually make it worse! Translation: wasted time, lost production, poor morale, weak, if not toxic, company culture.

However, **good** meetings are at the core of every effective organization. Often this is the only time when all team members are together without the distraction of daily duties, affording the opportunity to focus on the team and how they function. The operative word here is **good**.

I’m always dismayed by practices that do not conduct regularly scheduled staff meetings. How can an office team (or any business for that matter) create, implement, and communicate protocols on the fly? It just doesn’t work and results in a chaotic atmosphere that can’t grow well. Practitioners who complain that meetings lose production or waste money have not learned how to have productive and profitable meetings.

The good news is that facilitating well run meetings is not some unique gift or talent, but a teachable, learned skill. Specifically, it must be a core management skill for any leader - which can be all of us! I know. I’ve taught hundreds of dentists and team members, from solo practices to group practices, how to conduct efficient, effective, productive, and FUN, team meetings. Now it’s your turn to learn.

This manual teaches systems and step-by-step guidance for creating effective practice meetings. From huddles and team meetings to the hygiene “gold mine” meeting, you will learn how to set agendas, facilitate effectively, engage the entire team, and end on time!



CHARACTERISTICS OF A WELL PLANNED MEETING

Well planned meetings analyze and monitor past results while forecasting future trends and practice goals, evaluating office protocols, and creating safe opportunities for every member of the team to contribute to successful new processes. In this way, as teams become more cohesive and work together solving challenges and initiating new ideas, they create ways to continually become more productive — far more than the loss of a few hours of production. Properly run office meetings should not only make up for lost production in schedules and payroll, but also increase future productivity through better and smoother-running systems, as well as implementing new strategies for revenue producing patient products, services and technologies.

The key word here is PLAN. This manual will teach you how to plan your meetings for whatever your unique needs require, and then plan how to implement them, and then monitor those plans for your success.

So, Well Planned Meetings:

- analyze and evaluate
- forecast future trends and goals
- create safe opportunities for team contribution
- resolve challenges
- initiate new ideas
- create ways to continually improve
- plan how to implement new strategies
- monitor those plans for continual success.



Well Planned Meetings also

- inspire
- bond the team
- invite humor and fun
- create a vigorous, thriving company culture
- create an environment where people want to work
- create an environment where patients want to come
- celebrate success

Great team meetings also provide a platform for feedback from all team members with the opportunity to address their feedback, and turn their feedback into opportunities for growth and improvement for the entire practice.

PREPARING TO THRIVE-YOUR BASIC BUILDING BLOCKS

If you are just starting (or starting again) to conduct your meetings, here are some questions to consider.

- Where are we?
- How did we get there?
- Where do we want to go?
- How do we want to get there?
- What are your core beliefs about dentistry, your career, how you chose to treat patients

Values questions are particularly helpful when determining your core beliefs. These should be answered by all team members.

- What is most important to you about Dentistry?
- What is most important to you about your practice?
- What is most important to you about your career/profession?
- What is most important to you about your patient care?
- What is most important to you about your place in the community?

These questions and answers will make a great start at a first team meeting. Make a list on your flip chart. Look for congruency with the doctor's values. This then will be the basis for your initial practice vision and mission, from which all your protocols and systems will flow.



THE IMPORTANCE OF STRUCTURE

The Agenda

In general, to function smoothly, productively, and stay on time, meetings need structure. Meetings should always have a specific purpose, which can be expressed in an agenda. The agenda provides the structure for the meeting, and it must be written and communicated to all attendees in advance so they have an opportunity to comment and contribute items they may need to have addressed. The meeting facilitator is responsible for coordinating all agenda requests and managing the agenda to keep the meeting on time. Typically this is the responsibility of the office manager, or delegated to an office manager assistant- someone on the administrative team. If there are too many items for one meeting, the least-important items should be placed on a future agenda. It is the facilitator's responsibility to manage the agenda so the meeting stays on time.

Additionally, it is important to put timelines on each agenda item. If an item seems to be extending beyond its time limit, then it may be prudent to assign it to a "committee" of team members (could be a committee of one) to further discuss, research and streamline options to present at the next meeting.

When you first begin to conduct team meetings, try to limit the number of items to cover in order to complete and finish on time. (This may be as few as one to three.) Eventually, as you and your team become accustomed to conducting and participating in meetings, you can add more items once your meetings are humming along smoothly. The important thing is that you establish, from the start, the habit of successful, efficient, effective (and fun!) meetings that end on time.

From a practical stand point, supplies for meetings should include:

- Flip chart and markers
- Dry erase board, if possible
- Printed agendas for all attendees
- All attendees should have what they need for taking notes (i.e. paper pads, eTablets, etc.)

Your agenda need not be detailed, nor does it need to be written in complete sentences. Keep it simple! Use outline form with simple phrases or key words. (* See Appendix for meeting templates)

Agendas should be simple, as in bulleted outline form. Here is an example:

- Successes
- Purpose of the meeting
- Review practice goals, forecasts
- Old business to complete (unfinished projects to be resolved)
- New business (concerns, challenges, suggestions, new projects)
- Resolution and project delegation with timelines for completed actions
- Inspire
- Celebrate

The Agenda

Successes

It is very powerful to always start a meeting on a positive note by relating recent successes. These may be reaching a financial goal or recalling a particular patient success story, as well as opportunities to give kudos to team members for a job well done. Ask team members to offer, *“Share with the team your best success since the last meeting”*. Beginning meetings with success stories that laud the team paves the way for a positive experience, encourages healthy and productive participation, and strengthens culture, camaraderie, and team cohesiveness. This gets you off to a good start.

Purpose of the meeting

The meeting purpose can be as simple as identifying the monthly meeting, because your agenda will identify your meeting objectives. However, it is sometimes a good idea to highlight a few top priorities. Here are examples:

- January Staff meeting: yearly planning; see agenda
- March Staff meeting: see agenda
- May Staff Meeting: review, finalize, implement new radiographic protocol, explore social media as marketing tool, see agenda
- August Staff meeting: see agenda
- October Staff meeting: Review supply ordering system; discuss patient appreciation project.

Obviously, there may be other items on your agenda. This just helps to prioritize major objectives.

Review practice goals, forecasts

This is the opportunity to share with the team the financial goals and expectations for team members and the practice as a whole – those all-important numbers. It is better if individual team members can be responsible for sharing their own production numbers where appropriate. While the office manager and/or the doctor will have an understanding of the production numbers overall, it's a good idea for the hygienist to know and share hygiene numbers while assistants can share the doctor numbers. In this way the entire team can appreciate, and contribute to, the responsibility of reaching and exceeding production goals, while forecasting future financial expectations.

Old Business

Old business will consist of items to complete and unfinished projects that need to be resolved. These items will be topics carried over from the previous meeting that needed to be researched, discussed in depth by various team members, options streamlined and presented, and resolved.

New Business

New Business will be any items that the practice wants to correct, address or promote. These items will evolve from your team's challenges, needs and interests, and will be generated by the agenda that circulates to the team prior to the meeting. Items can include office concerns, challenges, suggestions, and new projects. Literally and practically speaking, anything your team can imagine for your practice can become an item for new business on the agenda. It will be the duty of the facilitator to prioritize and manage the order in which the items can be addressed at the meetings. (*See Appendix 5 for sample topics.)

Project Delegation with timelines for completed actions

It is inevitable that there will be agenda items that cannot be completed in one staff meeting, or even several. These are typically "projects" and protocols that take some working time to perhaps research, discuss and complete.

Example could be: What whitening system should we use?

- Research
- Compare cost and value of different brands
- Get samples and test on team
- Create recommendation(s), based on conclusions, to present at next total team meeting

While, historically, many of these projects may have been the exclusive realm of the doctor (or practice owner), the entire team can participate, take a load off the doctor, while taking ownership of the responsibility, and gathering important documentation. In this way, too, the team gains important business skills.

This way the team gets to participate in the process while making best use of the total meeting time. Staff meetings should be a time for problem solving, innovative new ideas and resolution. Time consuming details of a project should be delegated to a team "committee". The nature of the topic will determine the likely committee.

For example:

- 3rd Party Patient Financing – administrative team (front desk)
- Periodontal Protocol – hygiene department
- Intraoral Camera – clinical team
- Whitening – any team member?

Additionally, any team member can commit to any project in which they have an interest. These committee projects are designed to assist the doctor/practice owner in decision making. Clearly, the doctor/practice owner will ultimately approve all decisions.

Also, it is important to determine a timeline – “by when” date. The team members that commit to the project themselves determine their “by when” date. This will be recorded in the meeting notes and their findings/results scheduled as a topic for the next appropriate (“by when” date) staff meeting.

Managing projects (knowing when to delegate a project) in this manner is a crucial skill for the meeting leader/facilitator and the team. Project delegation is imperative in managing the team’s meeting time, and a huge factor in finishing on time.

Inspire

Always provide a strong close to your meeting with a motivational quote, inspirational story, or something funny. This sends people to the work day with a positive outlook that encourages them to implement the changes they committed to at the meeting. While resources for quotes and humor abound (from books to internet sources), most people have plenty of personal favorites. Invite and/or assign different team members to contribute.

Celebrate Success

Look for people doing things RIGHT – team members and patients. What are the successes you have in your practice, with patients, in your community? Celebrate them all, in big ways and small ways. (*See Appendix 7 for great reward/gift ideas)



DOCUMENT

You know the saying. If it didn't get documented, it didn't happen. Document your meetings. Assign (or ask for a volunteer to be) a scribe or secretary to take the meeting notes. (This is for total team meetings only. Huddles – no need. Hygiene meetings will be recorded by hygienist.) This way you have a ready reference for what has been accomplished, and follow up, as well as notes to use for the agendas of future meetings. Meeting documentation is imperative. (*See Appendix #2- Staff Meeting Notes)



MEETING TEMPLATES

At the end of this manual is the Appendix containing meeting templates. Templates are a form of outlines that you complete. These meeting templates are a foundation upon which to build, in order to maintain orderly meeting documentation. Print out the templates. Write on them. Fill in the blanks. You do not have to fill in all the blanks – only those which you find applicable. These are meant to be a comprehensive outline. Customize them for your unique needs.

**Feel free to customize these templates to the needs of your team.
Don't forget to celebrate your team's successes at every chance.**

DON'T STOP NOW!

And most importantly, don't stop! Do not think that once you have gained a little momentum, that you can then stop your meetings. This is just the beginning. Once you get some of the basics, like housekeeping, systems and protocols, nailed down, then your meetings will become even more creative, innovative, productive, (and fun!) as you stretch into the future.

Also, do not "wait" until there is a break in the schedule, or until you "have the time" because the time never comes. Make meetings a top priority, program them into your schedule, and stick to it.

Getting to the Fun Stuff!

Several years ago I was the Director of Hygiene for a large (100+ practices) dental group. I inherited a motley team of clinical coordinators to assist in the management of each region and spent a good deal of time, up front, on foundational leadership skills. For awhile, at the beginning, it seemed that we kept re-hashing the same problems of fixing glitches in basic clinical administrative protocols (i.e. correct and effective chart documentation, restorative follow up, etc.). In my frustration I warned my team that we could never move on to the "fun stuff" until we managed the basics. We couldn't move forward until our foundation got fixed. Eventually, it did, and we were off and running - creating exciting new systems, implementing new services and programs for our patients, effective and fun training for our clinical teams, and subsequently increasing our production and revenue.

I vividly remember, with pride for my team, the following comment. Julie had always been a star, one of those people who loves to learn and increase her performance at every level – a true leader in the making. One day Julie stood up at a meeting and announced, *"Hey guys, remember back when we were struggling with just getting the basics right? Remember Janet told us we couldn't move on to the fun stuff until we fixed what was broke? Well, look at us now – we finally did fix the broke stuff, and now we really are having so much fun **creating!**"* That happened because we committed to unwavering consistency and perseverance. We never stopped having meetings. We did not give up.

Well-run meetings are the foundation that bonds the team. They are the glue that holds together the programs and protocols that make up your practice. They help eliminate glitches and ensure smoother-running days. They increase the effectiveness of your systems. Like a carefully tended garden, your meetings should feed, water, and fertilize your practice philosophy and protocols, while cultivating a super thriving team. Ultimately, well-run meetings make you more productive, which translate to more profitability.

WHO SHOULD FACILITATE OR LEAD THE MEETINGS?

Sometimes the doctor is comfortable taking the lead here. If not, the most appropriate person in the office is the office manager, to facilitate both team meetings and huddles. As your team becomes more proficient and effective with conducting these meetings, it's sometimes a great idea to let other team members lead a meeting and alternate. This promotes team participation and inter-action. For the doctor-hygiene meeting, the hygienist or hygiene team should be accountable and take the lead here to exhibit their business as well as clinical expertise, as they partner with the dentist. If the hygienist is new to the office, to this concept, or inexperienced, the dentist can facilitate until he/she feels comfortable handing this over to the hygienist.

The Three Meetings

**Your dental practice will benefit from
three types of regularly scheduled meetings.**



TOTAL TEAM (STAFF) MONTHLY MEETINGS

These meetings are typically held monthly for one to two hours during an extended lunch break. I recommend two hour staff meetings, especially if you are just starting. After a year of efficient productive meetings you may not need the full two hours. But I predict that once you get the feeling of orderly, productive meetings, you will enjoy them so much, and they will become so successful and productive for your practice, that you'll want to continue your pattern of meetings making money, for you!

Topics can include anything from general housekeeping (supply ordering) to clinical protocols (X-ray, periodontal programs, new-patient experience), and could extend outside the office by inviting other health care professionals to a guest visit for extended learning, such as specialists you refer to and dental product vendors. (*See Appendix 5 for Sample Topics for Total Team Meetings) Your needs and imagination will dictate YOUR agendas, but keep a good structure in mind, as this will keep your meetings productive and on time.



DAILY HUDDLE

Good huddles prepare you for your day, enable you to better cope with inevitable unforeseen glitches, and get you off to a good start. As the name implies, huddles must occur daily, usually first thing in the morning prior to patient care. They need to be short – no more than 10-15 minutes. This is not the time for problem solving – save that for staff meetings. Huddles need to be attended by the entire team. If any team member, including the dentist, is not present, the meeting still occurs. Those not present are responsible for getting the information from another team member. Chart reviews are performed prior to the huddle and then referenced at the huddle for each patient that day. The purpose of the daily huddle is to:

- Review financial goals and forecast - briefly
- Review all patient “red flags,” both medical (i.e. allergies, required meds, special needs) and financial (any outstanding balances that need administrative attention)
- Review all outstanding treatment, both restorative and hygiene, and look for opportunities to cross-fill each other’s schedules
- Daily goal should be to maximize the schedule, maximize production, and maximize patient care

(* See Appendix 3 for Huddle Meeting Template)

HYGIENE/DOCTOR MEETING

These meetings should initially occur twice a month, but at least once per month ongoing. A lunchtime meeting over pizza will suffice. This meeting is with the dentist and hygiene team only, or possibly with the office manager in attendance.

This meeting can be a huge financial opportunity that is often missed by many practices. The hygiene department should be a great resource for restorative work for the doctor. Indeed, most experts concur that 60% or more of a practice's restorative work should come from hygiene. In order for this flow to be successful, the hygienist must continually look for the restorative needs of each patient. This will be partially based on what the dentist has (or should have) already diagnosed. Additionally, the dentist needs to feel a sense of trust that the hygienist's findings will be congruent with the dentist's philosophy, and that they support any previously established diagnoses.

The best way for this to happen is to have regularly scheduled meetings so the two can discuss protocols and perform peer-to-peer case reviews. Once the dentist and hygienist are in sync, they can form a **powerful and persuasive partnership** that moves the patient toward treatment compliance. This meeting will also review goals and production benchmarks, and plan and implement new projects, products, services, and protocols. (*See Appendix 4 - Hygiene / Doctor Meeting Template)



"I had never considered a dentist-hygienist team meeting which just focused on the hygiene department before I interviewed Janet Hagerman. We implemented this concept immediately with profound results: an increase in services offered to our patients, and an increase in production. A winner all the way around!"

Wes Blakeslee DMD FAGD
Podcast Host, Academy of General Dentistry

IMPROMPTU MEETINGS AND SPECIAL MEETINGS

Typically impromptu meetings are usually in reaction to some problem. Meetings to ‘vent’ or meetings called only when there are problems typically are not productive. These meetings (or more accurately gripe sessions) are re-active rather than proactive. They don’t actually solve problems; they actually exacerbate the problem by drawing negative attention to it.

Of course, there may be extreme emergencies that could require an impromptu meeting – this would be very rare. The point is to take whatever problems and challenges the practice experiences and plug that into an agenda to address for resolution at the next appropriate team meeting. This gives team members the opportunity to consider various solutions, discuss and agree upon preventive measures and resolution.

The key here is to constantly be looking for ways to prevent problems and stay in a positive flow of creating:

- Foundational philosophies
- Supporting protocols
- Supporting implementation methods

The only exception to the impromptu meeting is to celebrate a success. When you catch someone doing something right, when you

- hear a patient compliment a team member or the office
- when you admire the beautiful work your dentist just completed
- your hygienist tackled a difficult perio case with great success
- your office turned a terrified patient into a happy loyal fan
- your front desk found a financial option so your patient could finance a difficult and costly case
- the office exceeded its production goals

The list can go on – you get my point. The impromptu meeting is a quick opportunity to say Kudos to my team – never to gripe.

Last Thoughts on Meetings

Great leaders see the seeds of potential in their team, then cultivate those seeds with hope, encouragement and tools for success. Keep your meetings upbeat and uplifting. Use humor. Share stories. Be creative. Have fun.

Cultivate the power of your team!

Bloom your practice with fun, energizing and effective meetings

Experience performance breakthroughs

Expand possibilities

Elevate practice success

ZOOM TO BLOOM!



❧ ABOUT THE AUTHOR ❧

Janet Hagerman, RDH, BSDH, is an international speaker, author and consultant. A graduate of the Medical College of Georgia, Janet has coached professionals and corporations since 1998, published extensively, and presented to dental organizations worldwide. Janet's focus on communication and leadership empowers health professionals, providing them with proven, effective and easy-to-implement strategies for success.

In her other life as a floral designer, she has been featured on Atlanta's Peachtree Morning and Noonday television as well as the Discovery Channel. Janet's creative talents and presentation style make her programs come to life.

Janet lives with her husband in Georgia, and sometimes in Hawaii. She is an Ikebana (Japanese Floral Design) artist, an enthusiastic cook, and she enjoys the company of many wonderful service dogs as a Canine Assistants volunteer.

ENRICH, ENLIVEN and EMPOWER
your team with Janet's dynamic
approach to Comprehensive
Care, Creative Communication,
and Leadership!

To bring Janet to your practice,
group, study club or professional
dental meeting, visit her website
at www.janethagerman.com.



**Hagerman**

APPENDIX

Appendix i

Office Name _____

Meeting Date _____

Staff Meeting Agenda

Purpose of the meeting

- Successes What's going right?
- Review practice goals, forecasts
- Old business to complete (unfinished projects to be resolved)
- New business (concerns, challenges, suggestions, new projects)
- Resolution and project delegation with timelines for completed actions
- Inspire
- Celebrate

Appendix ii

Office Name _____

Scribe Name _____

Date _____

Staff Meeting Notes

Purpose of the meeting _____

Successes

- _____
- _____

Business Review- practice goals, forecasts

- *production benchmarks, scheduling, etc.* _____
- _____
- _____

Old business to complete (unfinished projects to be resolved)

- _____
- _____
- _____
- _____
- _____

Appendix ii *(continued)*

New business (concerns, challenges, suggestions, new projects)

- _____
- _____
- _____
- _____

Resolution and project delegation with timelines for completed actions

- _____
- _____
- _____

Action Steps

- _____
- _____

Inspire

- _____

Celebrate

- _____

Appendix iii

Office Name _____

Huddle Meeting AgendaPurpose of the meeting - get charged for the day!

- Successes - quick
- Review practice goals, forecasts
 - Total office production for the day
 - Daily goal _____
 - Present production scheduled _____
 - Need/Exceed _____
 - Doctor production for the day
 - Daily goal _____
 - Present production scheduled _____
 - Need/Exceed _____
 - Hygiene production for the day
 - Daily goal _____
 - Present production scheduled _____
 - Need/Exceed _____
- Chart Reviews
 - Red Flags
 - Outstanding balances that need administrative attention
 - Medical alerts - (allergies, required meds, special needs, etc.)
 - Maximize Schedule - Outstanding Treatment & Open Time
 - Hygienist
 - Identify outstanding restorative to fill doctor schedule open time
 - Assistant
 - Identify outstanding hygiene to fill hygiene schedule open time
- Inspire and/or Celebrate - quick
 - Joke, quote, team Kudos

Appendix iv

Office Name _____

Hygienist Name _____

Date _____

Hygiene/Dentist Meeting
Agenda/Notes

Purpose of the meeting _____

Successes What's going right?

- _____
- _____

Business Review Hygiene (department and individual) - goals, forecasting

- *production benchmarks, scheduling* _____
- _____
- _____

Old business to complete (unfinished projects to be resolved)

- _____
- _____
- _____

Appendix iv *(continued)*

New business (concerns, challenges, suggestions, new projects)

- _____
- _____
- _____

Resolution and project delegation with timelines for completed actions

- _____
- _____
- _____

Case Studies: Review two (2) patient charts and discuss for congruency of diagnosis and recommended treatment

- _____
- _____

Action Steps

- _____
- _____

Appendix v

Sample Topics for Total Team Meetings:

- Philosophy
 - Vision, Mission
- Housekeeping
 - Supply ordering system, equipment, inventory
 - Protocol for handling emergencies
- Systems and Protocols for:
 - Chart documentation, radiographs
 - New patient experience, Protocols for patient hand-offs
 - Medical history documentation
 - Patient financing assistance (3rd party financing, etc.)
- Training/Implementation
 - Patient products: (power brushes, home fluoride therapies, home whitening kits, dry mouth products)
 - Services/technologies: (Intra oral camera, video patient education, oral cancer screening, in-office whitening, salivary diagnostics, 3D imaging, automated confirmation system)
 - Staff reports from recent CE courses/conferences
 - Guest speakers
 - Dental specialists (that you refer to)
 - General physician/cardiologist – to discuss oral-systemic connection and referral protocol
 - Product vendors – general product information, training
- Explore marketing ideas to attract new patients
 - Internal
 - External

Sample Topics for Hygiene meetings:

- Business plan for maintenance/replacement of hygiene instruments
- Business plan for procurement/replacement of hygiene equipment (i.e. sonic scalers, etc.)
- Creation, implementation, support of patient Periodontal Program
- System to support hygienist in perio probing
- System for hygienist to support dentist in restorative findings

Appendix vi

Office Name _____

Date for year _____

Yearly Meeting Planner Agenda
Overall Big Picture Goals

Goal(s) for year _____

1st QTR _____

- January _____
- February _____
- March _____

2nd QTR _____

- April _____
- May _____
- June _____

3rd QTR _____

- July _____
- August _____
- September _____

4th QTR _____

- October _____
- November _____
- December _____

Appendix vii

31 Reward Ideas for your Team

1. Gift cards (this can vary from \$5 Starbucks, \$20-30 iTunes, \$100 AMEX)
2. Movie passes
3. Send a “bouquet” of: flowers, balloons
4. Gift baskets of food: cookies, fruit, chocolate
5. Gift baskets of specialty products: like skin creams/lotions (much appreciated for those who work with their hands all day!)
6. Dinner for two at your nicest neighborhood restaurant
7. Gift certificate for family photos
8. Tickets to sports or entertainment activity
9. Gift certificates for facials, massage, manicure & pedicure, spa day
10. Roses or chocolates for the staff for Valentine’s day
11. Nice bottle of wine or champagne
12. Breakfast (bagels, muffins, fruit, etc.) for all delivered to office once a month
13. A surprise day off
14. Kids day – allow team member’s children to accompany their parent for the day to see what they do (this works well on a teacher day when kids are out of school)*
15. Membership cards to local big box stores (Costco, Sam’s Club, etc.)
16. Gift certificates to local events or activities (river raft, hot air balloon, Six Flags, Disney, etc.)
17. Celebrate special days: birthdays, anniversaries, achievements, holidays
18. Treat team to evening out for appetizers
19. Occasionally conduct a staff meeting away from the office (restaurant, outside picnic on a nice day, the beach)
20. Gift certificate for romantic get-away weekend for two
21. Surprise team by clearing book of patients and treating the team to a spa day of R & R and pampering
22. Shopping spree - Work in morning. Take afternoon off. Take team to local shopping mall via limo or van stocked with lunch snacks. Eat on the way. Upon arrival each team member receives an envelope with cash (amount varies with length of service, but usually around \$150.00). Rules for the afternoon are:
 - a. They must spend all their money.
 - b. The money must be spent on them only.
 - c. They must be willing to show all of their purchases to the team.After shopping the team returns in limo with refreshments and “show and tell”. Day ends with dinner at a favorite restaurant. *
23. Team retreats (beach, mountains, etc.) for a weekend team building time
24. After a great year, take your team on a cruise!

Some rewards don’t cost a thing

25. Compliment a different person on your team each day
26. Leave a post-it note thanking a team member for something they did that you appreciate – better yet, hide it somewhere in their work area
27. Praise the good work of a team member in front of others- other team members as well as patients
28. Start the day with a big smile – amazing how few people who are in the business of “selling” smiles forget to do so themselves
29. Compliment a staff member by telling their patient what a great job they do
30. Stay on time
31. Thank every single team member at the end of every day for a job well done. (*I used to work for a dentist who did this every single day and I cannot emphasize enough how great it made me feel as I left the office.*)

**From 555 Ways to Reward Your Team, by Dr. Joe Blaes & Dr. Nate Booth (available at Amazon.com)*

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