

Explosive Growth In Challenging Times

Increase Production 30-50%
in the Next 3 Years

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Chairman and CEO



Levin Group, Inc.



Baltimore, MD



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Marseille, France

2



Levin Group, Inc. – Brief Overview



Levin Group
Consultants at
our corporate
headquarters



3

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4

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ADA 2014
AMERICA'S DENTAL MEETING

DrBicuspid.com
Editor-in-Chief Tony Edwards said he was pleased that their readership recognized continued excellence.

"We are dedicated to providing the finest and most effective consulting to help dentists and teams achieve their goals."
— Roger P. Levin, DDS

5

The Current State of the Dental Practice

The 10 Permanent Game Changers In Dentistry

1. The U.S. economy
2. Changing patient behavior
3. Lower demand for dental services
4. Increase in emergency-only patients
5. New dental schools



6

The 10 Permanent Game Changers In Dentistry

- 6. Decrease in insurance reimbursements
- 7. Expansion of DSO's
- 8. Increasing student loan debt
- 9. Fewer available associateships
- 10. Dentists practice 8-10 years longer

Practice Potential

Almost every practice has a 30-50% growth potential in production, over 3 years, without an increase in fixed expenses.

Source: Levin Group Data Center

“We have entered a new era of dentistry. This is a time when increased competition is the norm...when patients no longer feel loyal to a practice...and when practice growth is no longer guaranteed.”

The New Rules of The Dental Practice

Increasing practice production through proven business systems.

1. Practices have to do more with what they already have.

- A. Fewer new patients
- B. Insurance reimbursements are decreasing

2. Patients are demanding more value for their money.

- A. The American consumer is spending less and saving more
- B. Value shopping is growing
- C. Patients are more sensitive about their co-payments

The New Rules of the Dental Practice

3. Practices must take control of the patient experience.

- A. Patients are currently in control
- B. A lack of control decreases efficiency
- C. A lack of control decreases practice production and profit

13

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4 Steps To Increasing Production and Profit

Increasing practice production through proven business systems.

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4 Steps To Increasing Production and Profit






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4 Steps To Increasing Production and Profit

Targets

-  All excellent businesses always have targets. Taught in every business school.
-  Practices must use proven business models to achieve and maintain success.
-  Without targets a practice will plateau or decline due to the current and future environment of competition.

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4 Steps To Increasing Production and Profit

Targets



17

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Practice Goals

The Successful Practice

1. Continually increasing production
2. Continually increasing profit and income
3. Continually increasing referrals
4. Low stress environment
5. Fun and enjoyable office
6. Financial independence

18

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General Practice Success Assessment

Increasing practice production through proven business systems.

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10 Question Assessment

1. Will the practice grow by 18% or more this year?
(Industry Standard)



20

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10 Question Assessment

2. Does the practice use a production per chair scheduling method?



21

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10 Question Assessment

3. Does the practice produce at least \$1M in revenue per doctor in 4 days a week?



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10 Question Assessment

4. Does the doctor spend 98% of office time in direct patient care?



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10 Question Assessment

5. Are there documented systems manuals for each practice system?



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10 Question Assessment

6. Is practice overhead 59% or below?



25

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10 Question Assessment

7. Does the doctor monitor practice performance through Key Production Indicators (KPIs)?



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Key Production Indicators

1. Production

2. Collection

3. Profits

4. Overhead

5. New Patients

6. A/R

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Key Production Indicators

7. Case Acceptance

8. Doctor Production / Hygiene Production

9. Average Production / Patient

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Key Production Indicators

10. Average Production / New Patient

11. Elective Service % of Production

12. Fee-for-Service to Insurance Production Ratio

29

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10 Question Assessment

8. Are collections 99% of all production with scripts for each financial option?



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10 Question Assessment

9. Has the practice established a written Vision Statement and 10 Goals that are reviewed monthly?



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10 Question Assessment

10. Are there written scripts for all routine conversations that properly influence patients?



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Practice Assessment

“YES” Score:



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9 Essential Areas Of Expertise

Increasing practice production through proven business systems.

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9 Essential Areas Of Expertise

The 9 Areas

1. Production
2. Collections
3. Team Building
4. Scripting
5. Case Acceptance
6. New Patient Experience
7. Hygiene
8. Scheduling
9. Marketing

35

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9 Essential Areas Of Expertise

System-By-System Analysis

1. The first step in analyzing your practice
2. Evaluates the current state of your practice
3. Identifies production bottlenecks

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Practice Analysis

The Starting Point of All Change

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Increasing practice production through proven business systems.

Practice Analysis – The Starting Point of All Change

The Key Takeaway

One of the biggest mistakes dentists make is making changes to the practice before analyzing the current practice situation.

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Practice Analysis – The Starting Point of All Change

The Top 5 Concerns of Dentists

1. Practice Production Below Goals
2. Decreased Doctor Compensation
3. Fewer New Patients
4. Reduced Case Acceptance
5. Increased No-Shows and Last-Minute Cancellations

Source: Levin Group Data Center Quarterly Survey

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Practice Analysis – The Starting Point of All Change

The Inflection Point Curve

Production

Practice Reaches New Heights

Critical Point To Implement New Systems

Inflection Point

Business Declines

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Practice Analysis – The Starting Point of All Change

Inflection Point Identification

- An inflection point can be defined by 4% growth per year or less.
- Annual production begins to plateau.
- Proven, repeatable systems are the only solution

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Practice Analysis – The Starting Point of All Change

Practice Management Success

Previous Era

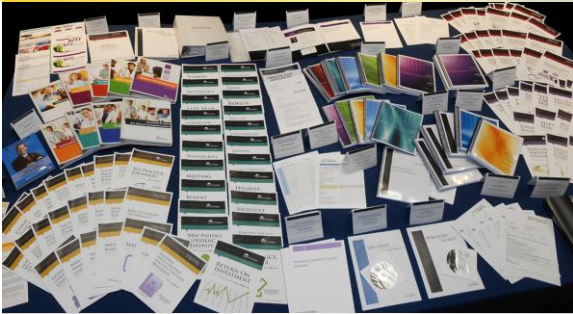
Small "adjustments"

The New Era

"Comprehensive Systems"

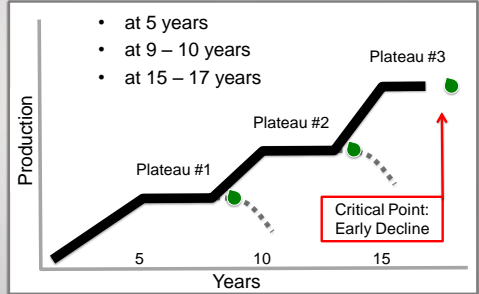
Pearls no longer work.
Comprehensive systems grow practices.

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43

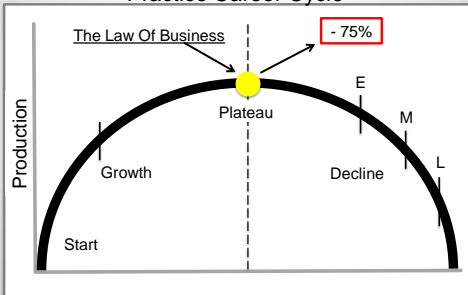
Three Career Production Plateaus



44

↑ = Risk Event
● = Inflection Point

Practice Career Cycle



45

Analysis Will Identify...

1. Your inflection points¹
2. Risks and potential for decline²
3. What to do to increase production at every stage of the Practice Career Cycle³

Source: ¹ Forbes; Oct 2012
² Harvard Business Review
³ Levin Group Data Center

46

3 Results of Comprehensive Systems

1. Production increases of 30 – 50%
2. Revenue increases of \$8 - \$10M over 20 years
3. Reach financial independence 9 – 11 years earlier

Do you really have to work until you are 70?

47

VISION

Production Year I: _____
Production Year II: _____
Production Year III: _____

48

Practice Analysis – The Starting Point of All Change

What will prevent you from achieving these production goals?

Obstacles

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Case Study Of A Levin Group Client

Case Study of a Levin Group Practice

Practice Profile

1. Dr. Frank Edwards in practice 7 years
2. Annual production of \$825,000
3. Five staff members
4. Four treatment rooms
5. Four-day-per-week schedule

Case Study of a Levin Group Practice

Practice Analysis

1. No systems documentation or scripting in place
2. Scheduling at 65% of production capacity
3. 71st percentile on 20 Levin Group Targets
4. Decline in:
 - Average production per patient
 - Average production per new patient

Case Study of a Levin Group Practice

Practice Analysis

5. New patient decline of 12% over previous year
6. One insurance plan, representing 17% of patients, reduced reimbursements by 18%
7. No-shows increased 2%
8. Practice Performance Matrix “Yes” score was 9 out of 27 (33%)

Case Study of a Levin Group Practice

Practice Analysis

9. Overhead was 8% over target
10. Case acceptance rates were declining
11. Only 90% of new patient callers scheduled appointments
12. No internal marketing program to increase new patients
13. No clear financial option protocol and scripting

Case Study of a Levin Group Practice

Practice Analysis

14. Production had declined by 9%
- 15. Analysis projected deeper decline of 9% within 12 months**

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Case Study of a Levin Group Practice

Consulting Implementation

1. Three-year vision statement was created
2. All major systems replaced over 12 months
3. 22 Targets established with benchmarks and deadlines
4. New *Power Cell Schedule* was mathematically designed and implemented

56

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Case Study of a Levin Group Practice

Consulting Implementation

5. Team trained in scripting
6. Team trained in sales methods to promote all services to patients with consistency
7. Ten-minute *Daily Business Meeting* established with 15-point agendas
8. Monthly 2-hour *Business Review* meeting established with leadership and training

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Case Study of a Levin Group Practice

Consulting Implementation

9. Patient satisfaction survey
10. Fifteen internal marketing strategies
11. New patient phone call redesigned to schedule 98% of patients
12. Financial Coordinator trained in financial options, negotiation and scripting

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Case Study of a Levin Group Practice

Consulting Implementation

13. Dr. Edwards and staff trained in professional selling skills to increase case acceptance
14. Three-step system implemented to reduce no-shows
15. Staff reported 67% increase in confidence

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Results



Total 2-year
growth:
49.3%

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Doctor Quote

“We achieved the goal of increasing production and, just as importantly, our quality of life has gotten significantly better.

Our practice is running like a Swiss watch.”

- Dr. Edwards

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Goal Setting

Increasing practice production through proven business systems

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Goal Setting

The 4 Keys To Goal Setting



1. Written
2. Deadline
3. Measurable
4. Expert

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Goal Setting

Highly successful CEO's surround themselves with experts.



They view expert support as a growth method.

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Goal Setting

Experts...

1. Achieve your goals 5-10 times faster.
2. Achieve your targets 5-10 times faster.
3. Provide immediate expertise with no learning curve.
4. Overcome obstacles.
5. Eliminate stress.
 - ✓ Make it someone else's problem

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Goal Setting

	Goal	Deadline	Measurement	Expert
1.	Conduct analysis	30 Days	Understand practice current state	Levin Group
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				

66

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Mini - Workshop

Create 10 goals to achieve in the next 12 months.

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____
- 7. _____
- 8. _____
- 9. _____
- 10. _____

Case Study of a Levin Group Client

Practice Profile

- 1. Dr. Arthur Singer in practice 27 years
- 2. Annual production of \$920,000
- 3. Seven staff members
- 4. Five treatment rooms
- 5. Four-day-per-week schedule

Doctor's Goals

- 1. Implement systems to make practice more efficient
- 2. Increase production to afford an associate
- 3. Have associate buy 50% of the practice over 5 years

Practice Analysis

- 1. Insufficient production to hire an associate
- 2. Practice systems were breaking down
- 3. Chaotic, stressful schedule
- 4. Several patients per month posted negative reviews, solely based on poor customer service
- 5. Financial options for patient payment were limited and not clearly defined

Practice Analysis

- 6. No-show rate was 4.2%
- 7. Hygiene no-show rate was 9%
- 8. No scripting in place
- 9. Collections were 95.3%
- 10. Overhead was 57.3%

Case Study of a Levin Group Practice

Practice Analysis

11. Production had declined by 12%

12. **Analysis projected deeper decline of 8% within 12 months**



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Case Study of a Levin Group Practice

Consulting Implementation

1. Ten goals, with deadlines, measurements and experts, were identified for next 12 months
2. Scheduling time studies were completed
3. New *Power Cell Schedule* was mathematically designed and implemented
4. Team trained in scripting

74

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Case Study of a Levin Group Practice

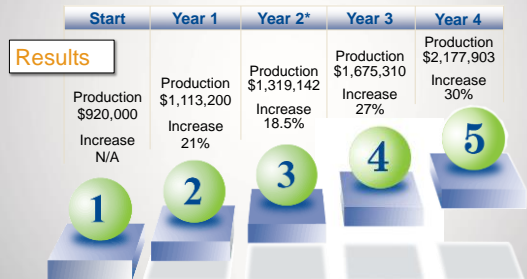
Consulting Implementation

5. Step-by-step systems were implemented in all areas of the practice
6. No-show retraining program was implemented
7. Timeline was established to hire an associate

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Case Study of a Levin Group Practice



*An associate joined in July of Year 2.

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Case Study of a Levin Group Practice

Doctor Quote

"The practice is now running on all cylinders. Everything is in place for a smooth transition.

In less than 4 years, productivity has more than doubled, which will allow me to and deliver to the next owner a highly valuable practice."

- Dr. Singer

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The Power Of Scientific Marketing

Increasing practice production through proven business systems.

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The Power of Scientific Marketing



79

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The Power Of Internal Marketing

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The Power of Internal Marketing

Internal Marketing

- Increasing patient referrals
- Developing powerful relationships
- Motivating patients

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The Power of Internal Marketing

10 Principles of Internal Marketing

1. 15 Strategies at all times
 - Quantity factor
 - Combination for mass appeal
 - Strong presence

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The Power of Internal Marketing

10 Principles of Internal Marketing

2. Increase patient referrals by 18%
 - Family
 - Friends
 - Co-workers

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10 Principles of Internal Marketing

3. The New Patient Experience
 - First phone call
 - New patient orientation
 - Relationship oriented doctor exam

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10 Principles of Internal Marketing

4. Goal of 40-60% of patients referring patients
 - Usually below 20%
 - Marketing must touch every patient
 - Need to touch what interests patients

10 Principles of Internal Marketing

5. Patient "Thank You" Process
 - Doctor calls to thank for referrals
 - Email thank you role
 - Small "thank you" gift

10 Principles of Internal Marketing

6. Staff trained in interpersonal relations
 - Attitude of relationship
 - Golden 10 for new patients
 - One new thing every visit

10 Principles of Internal Marketing

7. Measure patient satisfaction
 - Customer service surveys
 - Customer oriented focus
 - Who gave exceptional service

10 Principles of Internal Marketing

8. Add new strategies
 - The world keeps changing
 - There are always new opportunities
 - Find what's relevant

10 Principles of Internal Marketing

9. Ask for referrals
 - Staff trained
 - Script in place
 - Measure success

The Power of Internal Marketing

10 Principles of Internal Marketing

10. Measure referrals daily and monthly
 - Review at daily business meeting
 - Review at monthly business review
 - Alter strategies as needed

91



WOW Customer Service

Increasing practice production through proven business systems



WOW Customer Service

1. WOW every patient
2. Exceed patient expectations every time
3. Respect people's time
4. High-energy office
5. Positive attitude culture



93



WOW Customer Service

6. Engage patients in personal conversation
7. Focus completely on the patient
8. Show true appreciation to every patient
9. Guide patients through the insurance maze
10. Do ***whatever*** it takes!



94



The Power Of Online Presence

Increasing practice production through proven business systems.



The Power of Online Presence

“The way most dental practices approach online presence is like taking out one ad in the newspaper and expecting hundreds of new patients.”

96



The Power of Online Presence

- Busyness is not productivity
- Online presence is critical



97

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The Power of Online Presence

New terminology:

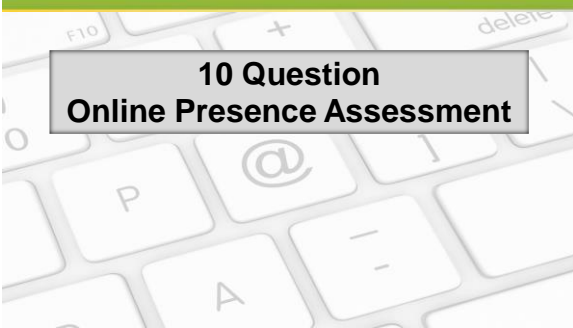
- “Sincere content”
 - Content that is written by the practice about the practice
 - Search engine profile
 - How patients perceive your brand is based on what appears on Google or search engines
- “Differentiation of content”

98

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The Power of Online Presence

10 Question Online Presence Assessment



99

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Question 1:

- Do you have real data as to whether or not your patients and potential patients consult online sources for information about your practice?



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The Power of Online Presence

Insight:

- 97% of consumers today use the internet when researching local products and services
- 51% of consumers search for dentists online

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Insight:

- It is more likely than ever before that a patient or potential patient will search for your office online to find something as simple as contact information or to assess the reputation and credibility of your practice.

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The Power of Online Presence

Question 2:

- Does someone in the practice write the content on the website?



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The Power of Online Presence

Insight:

- How the practice is presented is critically important.
- Outsiders to the practice cannot write the messaging and content effectively.

104

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The Power of Online Presence

Insight:

- Would you let an outsider write your Mission Statement or determine your values?
- Stock or duplicate content will hurt first touch points with patients
- Stock or duplicate content is viewed negatively by Google and other search engines

105

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The Power of Online Presence

Question 3:

- Do you have videos on your website?



106

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The Power of Online Presence

Insight:

- Having unique and diversified content on the website is one of the most important things you can do to differentiate the practice for patients and Google
 - (Differentiation of Content)

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The Power of Online Presence

Question 4:

- Have you or your staff written two or more blog posts in the last month?



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Insight:

- Your practice's blog is the voice of your practice online.
- Blogging is a great way to connect with current and potential patients in your community.

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The Power of Online Presence

Question 5:

- Are you aware of all the places your business is listed online?



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The Power of Online Presence

Insight:

- 88% of consumers consult online reviews before they purchase local services
- The practice website is not the only way patients and future patients access you

111

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The Power of Online Presence

Question 6:

- Have you claimed your local business directory pages (Google My Business, Yelp!, Yahoo Local, Bing Local, etc.)?



112

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The Power of Online Presence

Insight:

- 73% lose trust in brands due to inaccurate local business listings
- The #1 reason for online searches is to find the location of a "known" business
- First impressions count
- Duplicate profiles hurt

113

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The Power of Online Presence

Question 7:

- Do you address negative reviews on local directories?



114

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The Power of Online Presence

Insight:

- Patients are using local directories not only to find information, but also to voice their opinion

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The Power of Online Presence

Question 8:

- Does someone in your practice routinely ask every happy patient to write a review?



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The Power of Online Presence

Insight:

- Proactively seeking reviews is one of the most powerful ways to market your practice online.

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The Power of Online Presence

Question 9:

- Do you have photos on your Yelp profile?



118

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The Power of Online Presence

Insight:

- A poorly optimized Yelp page downgrades the practice reputation

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The Power of Online Presence

Question 10:

- Do you have a dedicated person in your office managing your online presence?



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The Power of Online Presence

Insight:

- It is not enough just to post on Facebook



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“YES” Score: / 10



122

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Online Presence Management

What You Need To Know

Increasing practice production through proven business systems.

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Online Presence Management What You Need To Know

Common Misconceptions

- My website came with SEO built-in
- My website already has SEO
- Online marketing is technical and should be the responsibility of the “technically gifted”

124

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Online Presence Management What You Need To Know

Common Misconceptions

- Online marketing is not relevant to small business
- Online marketing is difficult to track or measure
- It is too difficult to stand out from the crowd online

125

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Online Presence Management What You Need To Know

Common Misconceptions

- Online marketing is not relevant when the target audience is older
- Online marketing takes up too much time
- Online marketing is just another way of describing ‘Social Media’

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Common Misconceptions

- People searching online are cheap or shopping price
- All of my patients are referrals
- Social Media does not help to create new business
- People don't make decisions about their health care professional online

127

- Some of you might think that you're all set, but if you are doing any of the following, you are putting your future at risk



128

1. Relying on stock content
2. Assuming referrals will contact you without researching you online
3. Not creating unique content for your website

129

4. Not actively managing your local directories
 - (Google, Yahoo, Bing, Yelp, Etc.)
5. Expecting patients will write positive reviews
 - (Not actively asking patients to write reviews)

130

6. Link building vs. Link Development
7. Avoiding mobile
8. Leaving it to someone outside your practice to manage your social media
9. Passively engaging in social media

131

Beware Of...

- Quick fixes
- Counting on websites with "Built-in SEO"
- One-time optimizations

132

Beware Of...

- Automated solutions
- All-in-one solutions
 - Even if you are working with a company, this will still require dedication from you (or someone at your practice to be successful)

133

Beware Of...

- Link building vs. Link development
 - Engaging with your community affiliations online

134

Negative Impacts

- Lack of new patient acquisition
- Lack of patient referrals
 - How do patient referrals find you?
 - (They go online)
 - Are your referrals declining from previous years?

135

8 Internet Marketing Tactics

**“Don’t get left behind.
This is what you NEED to be doing...”**

136

8 Internet Marketing Tactics

1. Make your website unique to your practice
2. Ensure that your website is easy to use
3. Create “Sincere Content”
4. Proactively manage your local profiles

137

8 Internet Marketing Tactics

5. Engage with happy patients and ask them for reviews
6. Develop connections with your local community online
7. Be where your patients are – be active on social media
8. Mobile – make your information easily accessible

138

Principles of Scheduling

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Principles of Scheduling

Overview

1. The goal is to maximize efficiency to achieve the production target
2. Scheduling is "time management"
3. Time is quantitative/measurable
4. Ideal schedules must be mathematically constructed using proven formulas

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Principles of Scheduling

Power Cells

1. Power Cells = Production Cells
2. Power Cells = Predictability
3. Power Cells = System Implementation
4. Power Cells = Lower Stress


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Principles of Scheduling

Power Cell Scheduling™

1. 80% of day in Power Cells
2. Mathematically analyze production factors
3. Daily:
 - AM – Major production – 65%
 - Early PM – Minor production
 - Mid PM – New patients and consults
 - Late PM – Minor procedure time




142

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Principles of Scheduling

Power Cell Scheduling™

4. Schedule production per chair
5. Schedule new patients within 7-10 days
6. Schedule new patients 20 minutes early
7. Schedule large cases within 7-10 days
8. Conduct procedural time studies
9. Systems for managing emergency and late patients



143

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Principles of Scheduling

What is the value of 10 minutes per hour?

- 10 minutes per hour
- 80 minutes per day
- 320 minutes per week
- 15,360 minutes per year (48 weeks)
- 256 HOURS per year
- 32 Doctor-DAYS per year
- 2 Doctor-MONTHS per year

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Case Study of a Levin Group Client

Increasing practice production through proven business systems.

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Case Study of a Levin Group Practice

Practice Profile

1. Dr. Carl Peters in practice 19 years
2. Annual production of \$847,000
3. Married with three children moving toward college age
4. Four treatment rooms
5. Four-day-per-week schedule

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Case Study of a Levin Group Practice

Doctor's Goals

1. Return practice production to positive growth
2. Position practice to better compete
3. Save for kid's college and his retirement

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Case Study of a Levin Group Practice

Practice Analysis

1. Two large national chains opened offices within one mile of Dr. Peters
2. New patients declined in last two years by 23%
3. Doctor reported high stress level
4. There were no documented systems
5. Long-term staff focused on maintaining the status quo

148

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Case Study of a Levin Group Practice

Practice Analysis

6. Doctor had enrolled in two new insurance plans without acquiring many new patients
7. Practice was below the 70th percentile in many key Levin Group targets
8. Open time in the schedule
9. No-shows at 4.3%
10. Case acceptance below 50% for cases >\$1,500

149

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Case Study of a Levin Group Practice

Practice Analysis

11. Production had declined by 11.6% in last two years
12. **Analysis projected deeper decline of 8% within 12 months**

150

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Case Study of a Levin Group Practice

Consulting Implementation

1. Clear vision statement established
2. Set 12 measurable goals to achieve in 12 months
3. 23 targets were established
4. New *Power Cell Schedule* was mathematically designed and implemented

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Case Study of a Levin Group Practice

Consulting Implementation

5. All new systems were documented with checklists for detailed staff training
6. Overdue patients went from 4.9% to < 2% within 90 days
7. No-shows decreased to < 1% within 90 days

152

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Case Study of a Levin Group Practice

Consulting Implementation

8. Staff became energized about new systems and clarity around their jobs
9. Daily Business Meetings and Monthly Business Reviews were implemented
10. Scripting was developed for all routine conversations

153

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Case Study of a Levin Group Practice

Consulting Implementation

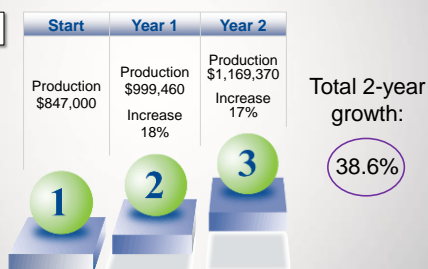
11. A scientific internal marketing program was implemented increasing patient referrals within 60 days
12. Program to remind patients to post reviews resulted in 12 positive reviews in first 30 days

154

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Case Study of a Levin Group Practice

Results



155

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Case Study of a Levin Group Practice

Doctor Quote

"When the competition opened just down the street I had no idea what we were going to do in order to survive.

Now that we have excellent systems in all areas of the practice, my patients love coming here and tell me they would never leave. They know that everything we do here is focused on providing the best clinical care in the most patient-friendly environment"


- Dr. Peters

156

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Maximizing Practice Potential


Increasing practice production through proven business systems.



Maximizing Practice Potential

“What the mind of man can conceive and believe, it can achieve.”


- Napoleon Hill, 1937
Think And Grow Rich



Maximizing Practice Potential

The 7 Traits To Reach Your Potential

1. High Energy
2. Inspire Others
3. Learn Every Day
4. Make Decisions Quickly
5. Sense Of Urgency
6. Act Now – Live In The Moment
7. Are Aware Of What You Know And What You Don't Know



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“Some people want it to happen, some wish it would happen, others make it happen.”

- Michael Jordan
Professional athlete and entrepreneur



Thank you



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