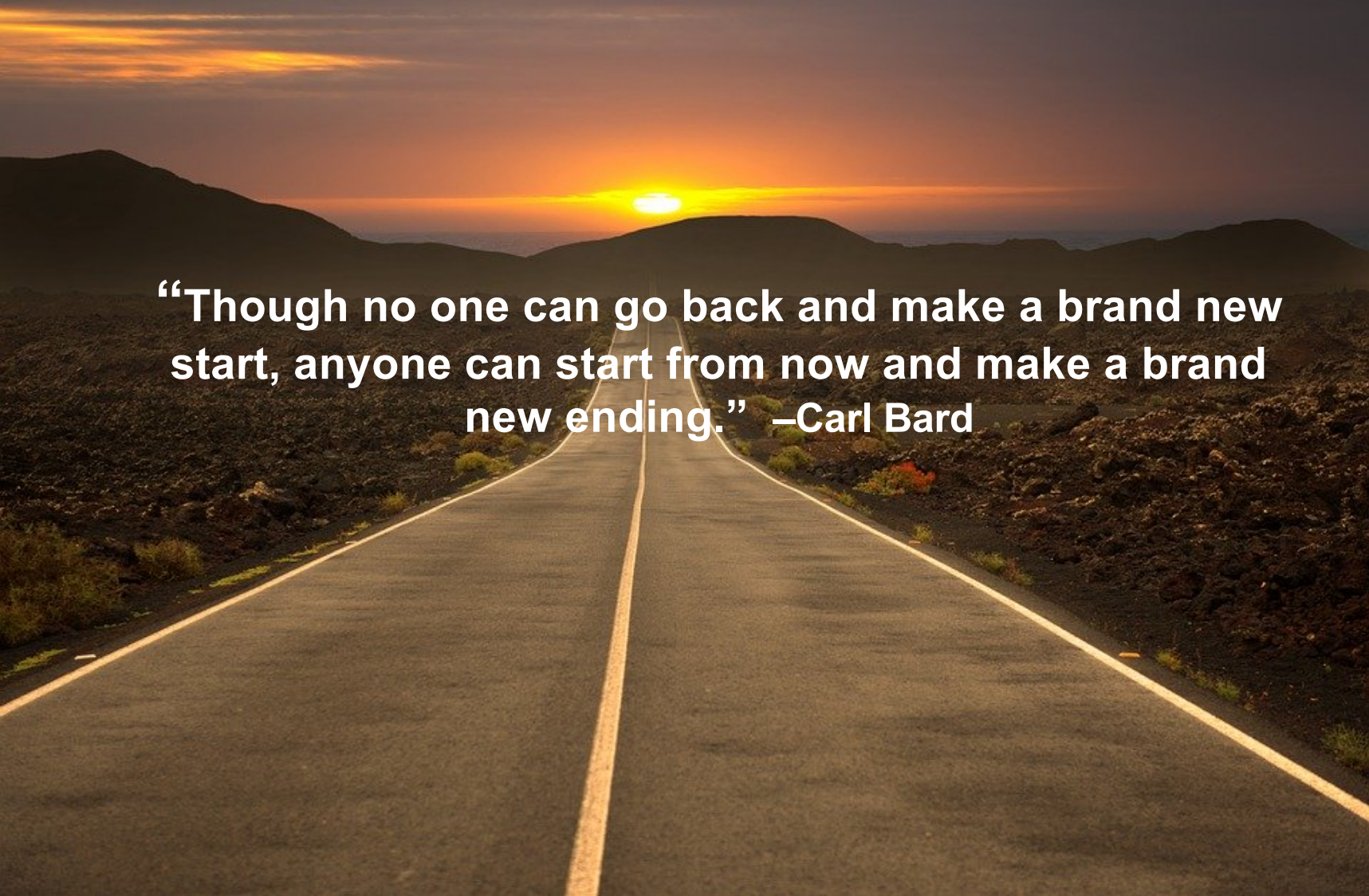


LEADING IN TURBULENT TIMES

How to Lead and Develop an Action Plan for Your Office

A photograph of a long, straight asphalt road with a white center line and yellow edge lines, stretching towards a sunset. The sun is a bright yellow orb on the horizon, casting a warm glow over the scene. The landscape is dark and hilly, with some sparse vegetation. The sky is a mix of orange, yellow, and dark blue.

“Though no one can go back and make a brand new start, anyone can start from now and make a brand new ending.” –Carl Bard

A photograph of a long wooden pier extending from the foreground into a calm body of water. The pier is made of weathered wooden planks and has several vertical posts along its length, some with white caps. The water is still, reflecting the colors of the sky. In the background, there are dark, silhouetted mountains under a sky with soft, orange and yellow clouds from a setting or rising sun. A small white boat is visible on the water to the right.

**BEING POSITIVE IN A NEGATIVE SITUATION IS
NOT NAIVE. IT'S LEADERSHIP.**

—Ralph Marston

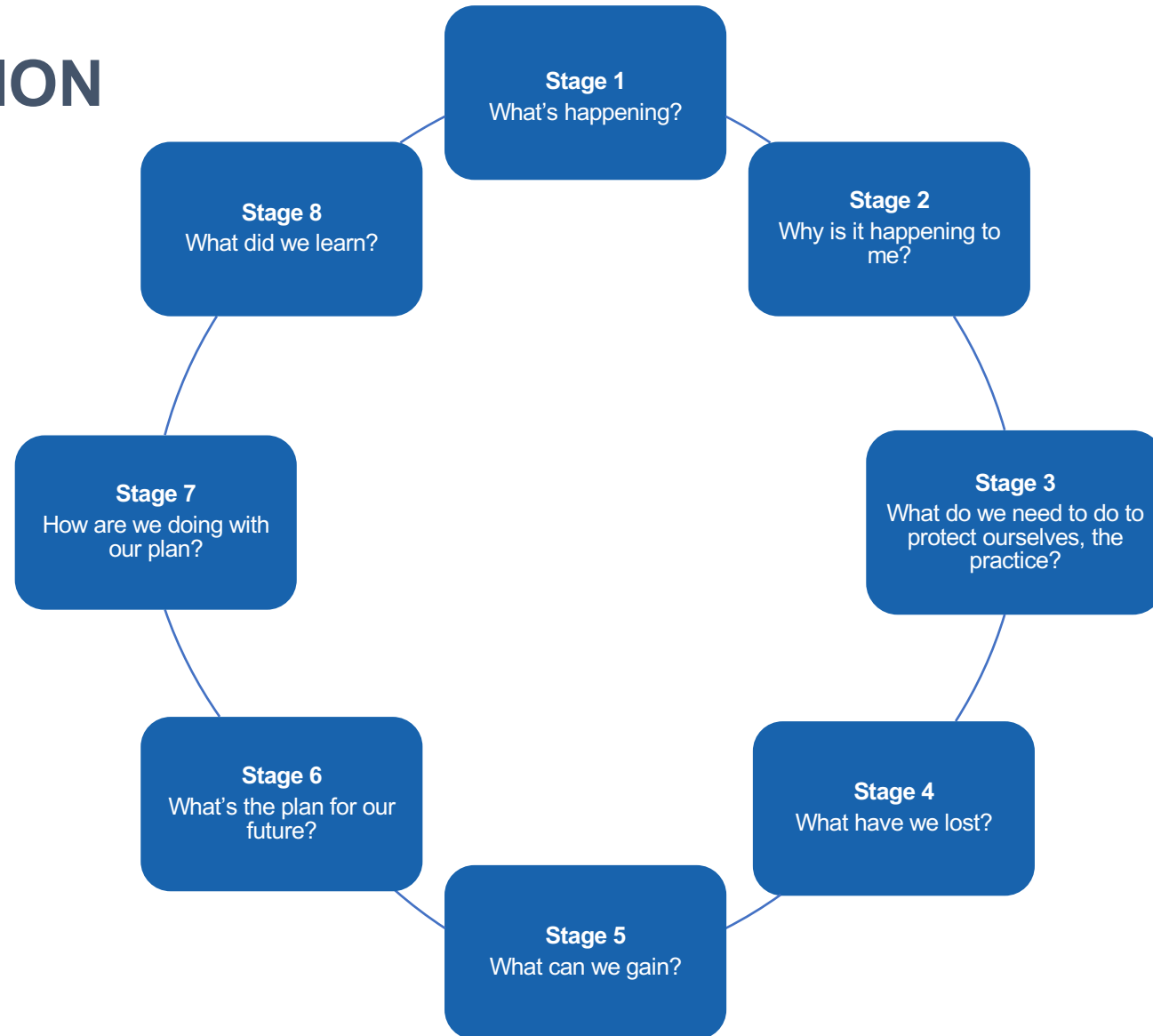
Some organizations emerge from a crisis stronger and more ready to thrive than they were before the crisis arrived.

The big differentiator that separates them from companies that falter is people – how their leaders empathize, engage, motivate, and capitalize on their talents and knowledge in the face of adversity.

– Jim Haudan (Leading your People in Times of Crisis, March 19, 2020)



STAGES OF TRANSITION IN CRISIS/CHAOS



A LEADERSHIP (VISIONARY) RESPONSE TO THE CRISIS

“Don’t ever forget why we are here...we change peoples lives and we will again!

Now, imagine when this crisis comes to an end. What do we need to be, do, and have ready so our patients want to see us as soon as possible?”



A MANAGER'S RESPONSE TO CRISIS

- “We have clearly defined protocols to reach out to our patients and prepare them for returning to care. Who is responsible for organizing the call-out list? How many patients will we contact? What are the results we are driving towards?”
- “Per our break-even, we can fully utilize rotating team members to accomplish the goals we’ve set regarding patient care and support.”



NEVER TAKE YOUR EYES OFF THE CASH FLOW.
IT'S THE LIFEBLOOD OF YOUR BUSINESS.

WHAT WE NEED TO FOCUS ON NOW

- ✓ Gain a clear understanding of your current cash flow position.
- ✓ Make the short-term, emergency decisions necessary to maintain solvency.
- ✓ Understand the options available that will protect you over the next few months.
- ✓ Expect to get through this and come out the other side whole!



BREAK-EVEN DEFINED



Break-even forecasting is when you project the minimal cash necessary to cover expenses for one month only. Minimal includes operating expenses, as well as an owner draw.

Analogy: If an annual plan represents Olympic freestyle swimming, the break-even is a no-medal dog paddle (but your head is above water).

Depending on the severity of a cash flow crisis, the word *minimal* becomes more and more specific.

3 LEVELS OF BREAK-EVEN

LEVEL 1

When the office has a short-term down trend (either caused by internal or external factors), low debt, cash reserves, and a significant float.

Minimal may include future payments, additional expenditures, and a bigger payroll and doctor draw.

LEVEL 2

When the office has a short-term down trend (either caused by internal or external factors), some debt, and some savings. Minimal will be trimmed down to immediate needs.

LEVEL 3

When the office has a short- or long-term down trend (internal or external factors) high debt, no savings, and possibly past-due payables. Minimal will include re-negotiated interest-only payments, and only expenses to keep the doors open.

BREAK-EVEN TO-DO LIST

- ✓ Using P&L: Forecast your current monthly base expenses (pre-COVID-19).
- ✓ Complete a Custom Team Census.
 - Will be used to discern team roles, schedules, and compensation during active virus social distancing phase.
- ✓ Review your cash flow potential.
 - Cash on hand
 - Float/reserves
 - A/R collections (insurance and auto-payments)
 - Credit lines
 - Insurance



BREAK-EVEN TO-DO LIST (cont.)

FOR THE DO-IT-YOURSELFERS

- ✓ Based on cash on hand:
 - Review monthly base expenses and highlight potential areas for cost containment.
 - Review monthly base expenses and team consensus: Create a plan for the team strategy, schedule, and projected remaining payroll.
- ✓ Once complete, add up your projected break-even expenses, spread it over the next 4 weeks, and match the cash on hand for positive cash flow.
- ✓ Deploy the team strategies (rotating schedule, PTO, furlough, etc.)
- ✓ Monitor the break-even weekly. If the crisis continues past 4 weeks, reset with a new break-even for the *next* 4 weeks.



KNOWLEDGE IS POWER.

POWER IS CONTROL.

CONTROL PROVIDES SAFETY/SECURITY.

SAFETY WINS OVER SCARCITY!

YOU'VE MADE DECISIONS ABOUT

- ✓ Cash flow
- ✓ Interim staffing needs

NOW WHAT?

- What will you have your team focus on?
- What patient-focused projects do they need to work on?
- How do I help them accomplish this in the virtual world?
- What does the team need to learn in order to meet the unique challenges of today and set the stage for recovery?

How do you inspire courage and commitment in the face of uncertainty?



Courage
can be contagious, and
hope
can take a life of its own.

— *Michelle Obama*





WHAT YOUR TEAM CAN BE WORKING ON: OUTGOING PATIENT-FACING TASKS

- ✓ At-risk population care calls
- ✓ Emergent calls
- ✓ Hygiene cancellations and placeholder appointments
- ✓ Doctor cancellations and placeholder appointments (based on advanced need vs. elective)

- ✓ Random care calls
("We are here for friends, family...", etc.)
- ✓ Social media posts
("We are here for friends, family...", etc.)
- ✓ When appropriate, reaching out to patients with financial commitments to see whether they need to look at a more flexible agreement

WHAT YOUR TEAM CAN BE WORKING ON: INCOMING PATIENT-FACING TASKS

- 
- ✓ Triage calls for COVID-19 screening and classifying emergencies
 - ✓ Tele-dentistry support

- 
- ✓ Answering general information questions
 - ✓ Answering questions about the schedule and financial commitments

WHAT YOUR TEAM CAN BE WORKING ON: TEAM PROJECTS

- ✓ Create your messaging strategy:
 - Explain why dentistry will be vital after shelter-in-place ends and why it won't be a risk.
- ✓ Review Accounts Receivable:
 - Follow up on benefits outstanding and auto-payments.
- ✓ Deploy DPOs, ensuring all revenues are being displayed appropriately.
- ✓ Review Opportunity tab of platform: Hunt for opportunities to clean up, prioritizing patient needs.

- ✓ Review My Day on platform, looking 6–8 weeks in the future (once we present recovery scheduling).
- ✓ Patient reactivation outreach: “We haven’t heard from you. Is everything OK?”
- ✓ Redesign patient communication strategy.
- ✓ Check in on patients with clear aligners.
- ✓ Collaborate with your specialists.

CALM FEARS AND BUILD TRUST

As your patients trusted healthcare professional, it is vital that you and your team take a pro-active approach in your communication to ensure you guide them in their oral health decisions through this confusing time and back to newly established norms.

WHAT IS THE MESSAGE YOU WANT YOUR PATIENTS TO HEAR?

- ✓ WE are here!
- ✓ WE truly care!
- ✓ How we intend to support you during this confusing time. (facts about dental care, stress reducers, etc.)
- ✓ Dental health is vital to oral health.
- ✓ Returning to your Continuing Care intervals is vital to keep healthy.
- ✓ We are committed to keeping you safe! We have and always will diligently employ all the sterilization and infection controls!
- ✓ We will do everything possible to make sure that all your dental needs are met.

YOUR MESSAGING WORKFLOW

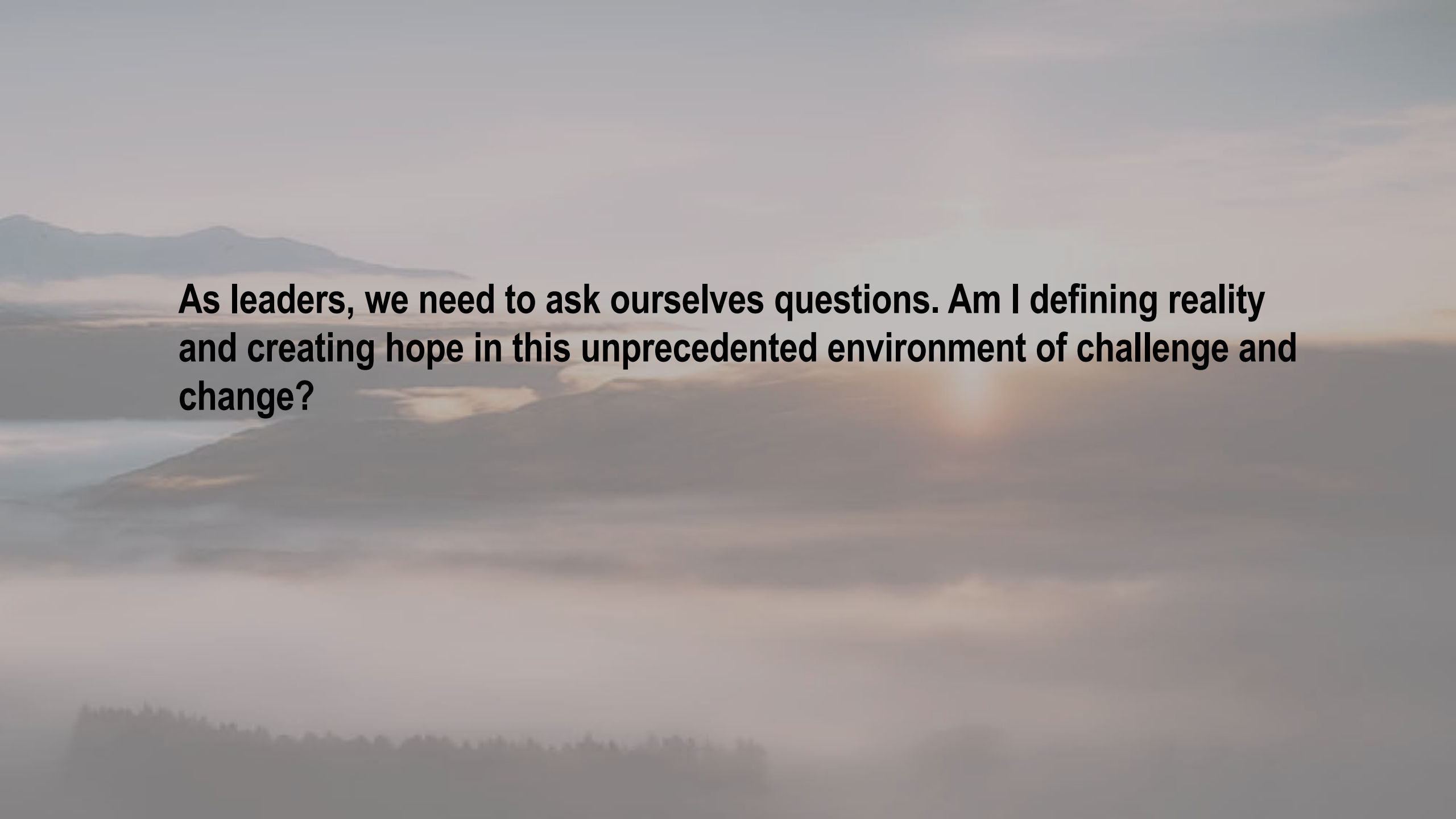
- ✓ Initial message of calm and care
- ✓ Facts and tips that reduces fears and anxiety
- ✓ Touch points from the clinicians: (Dentist/Hygiene)
- ✓ Administrative touch points
- ✓ Focused “after the” crisis messaging
 - ✓ Methods of Communication
 - ✓ Calls
 - ✓ Online communication (texts and email)
 - ✓ Social Media



LEADING YOUR TEAM IN TIMES OF CRISIS

- ✓ Don't ignore the anxiety people feel
- ✓ Actively define reality
- ✓ Create a new starting line with your people
- ✓ Use urgency as an alignment strategy

- ✓ Establish new check-in routines
- ✓ Celebrate all victories, large and small
- ✓ Scout the possibilities
- ✓ Communicate the score
- ✓ Highlight the rays of light

A misty mountain landscape with a sunburst effect behind the text. The scene shows rolling hills and mountains partially obscured by low-lying clouds or fog. The sky is a pale, hazy blue, and the overall atmosphere is serene and contemplative. The text is centered in the upper half of the image.

As leaders, we need to ask ourselves questions. Am I defining reality and creating hope in this unprecedented environment of challenge and change?