

THE  
EXTREME BUSINESS

1000

Tactical Financial Mastery

Knowing the numbers that will double your profits



# Quarterly Review

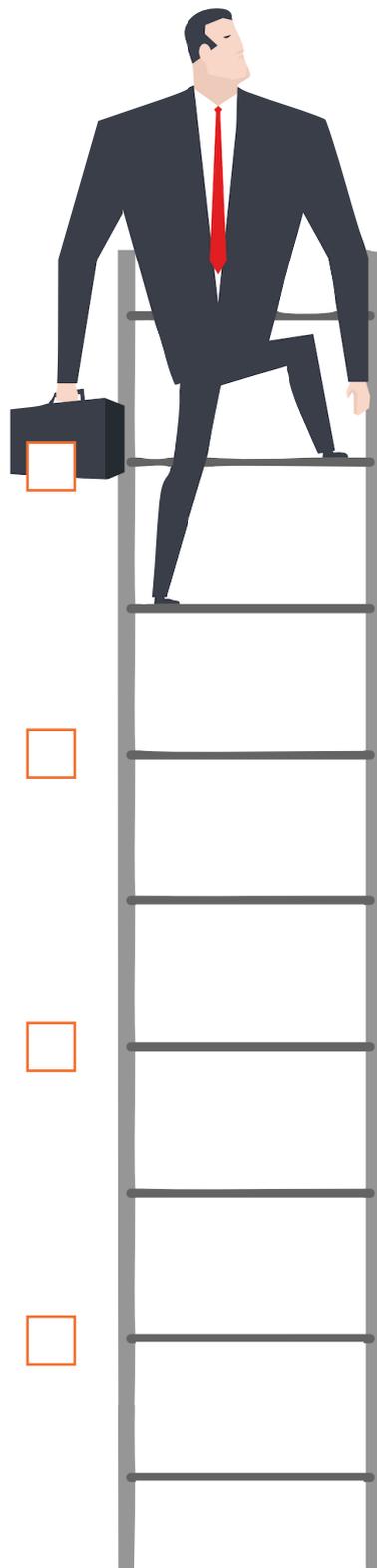
Looking back over the last three months, what do I class as my biggest “wins”. What am I most pleased and confident about?

Looking back over the last three months, what are the biggest challenges I’m facing?

What are the three most important tasks that I would like to achieve in the next three months?

What are the changes I can make in the next three months both professionally and personally to improve my overall performance and behaviour?

# Extreme Financial Confidence



8.

CALCULATING YOUR  
GOODWILL VALUE

6.

MEASURING ASSOCIATE  
PROFITABILITY

4.

MONITORING AVERAGE  
DAILY PRODUCTION

2.

MEASURING KEY  
PERFORMANCE INDICATORS



9.

SETTING YOUR PRICES  
ACCURATELY



7.

UNDERSTANDING EBITDA



5.

CALCULATING OPERATING  
COST PER SURGERY PER DAY



3.

CREATING BUDGETS AND  
CASH FLOWS

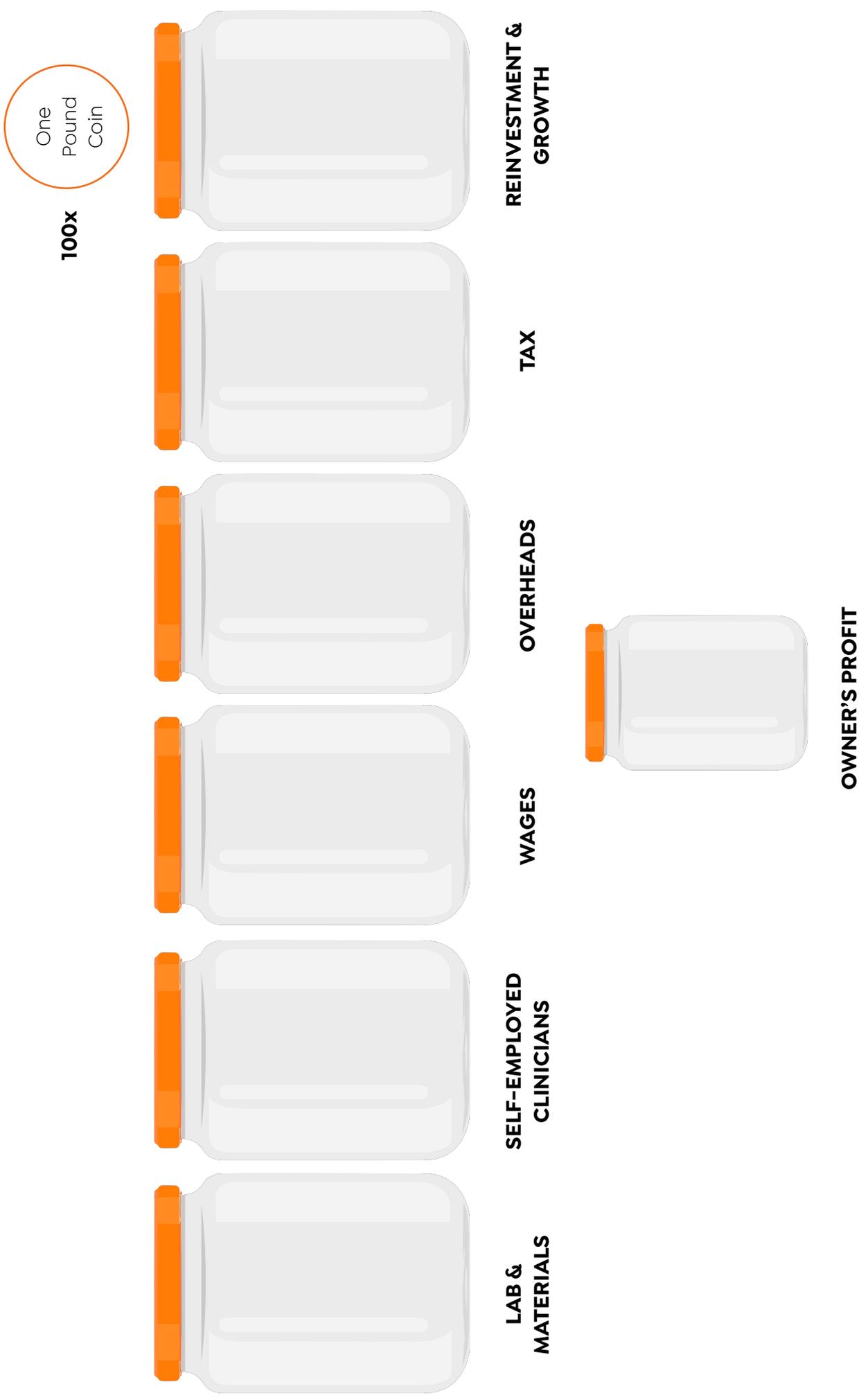


1.

UNDERSTANDING YOUR PROFIT  
AND LOSS STATEMENT



# Jam Jars



# Profit and Loss Account

Trading and Profit and Loss Account for the Year Ended 31 March 2016. These figures are taken from a real-life practice, who consented to share them but wished to remain anonymous.

	£		£
<b>INCOME</b>	<b>2016</b>		<b>2015</b>
NHS fees	153,364		140,149
Private fees	40,304		45,369
NHS fees - Associate/locum	250,223		265,634
Private fees - Associate/locum	51,296		47,138
	<hr/>	495,187	<hr/>
			498,290
<b>COST OF SALES</b>			
Opening stock	5,001		8,333
Materials	40,657		41,889
Lab fees	23,883		41,844
Associate/locum payments	138,624		153,656
	<hr/>		<hr/>
	208,165		245,722
Closing stock	(4,901)		(5,001)
		203,264	240,721
		<hr/>	<hr/>
		291,923	257,569
<b>GROSS PROFIT</b>			
<b>OTHER INCOME</b>			
NHS grant released	17,857		25,000
Golden hello	-		5,000
Defib reimbursement	-		719
Rates reimbursement	2,538		2,490
Dental practice allowance	43,177		44,589
Rent reimbursement	15,580		12,734
Deposit account interest	1		1
	<hr/>	79,153	<hr/>
			90,533
<b>EXPENDITURE</b>		371,076	348,102
Rates and water	4,067		4,006
Insurance	5,059		4,023
Light and heat	(1,584)		3,071
Property factoring charge	600		1,360
Wages	165,415		152,228
Equipment leasing	35,826		35,826
Telephone	2,797		3,392
Post & stationary	2,693		2,463
Advertising	5,654		3,513
Computer & software expenses	10,545		8,523
Repairs & renewals	4,080		2,501
Dental equip. maint. contracts	6,850		1,208
Household & cleaning	7,738		5,442
Clothing costs	1,000		681
Sundry expenses	296		1,032



	£	£
	<b>2016</b>	<b>2015</b>
Brought forward	371,076	348,102
Professional subscriptions	3,751	2,916
Staff entertainment	2,222	1,230
Training costs	1,226	1,389
Accountancy	5,688	6,424
Legal fees	1,050	906
Bad debts	495	500
Donations	660	529
	<u>266,128</u>	<u>243,163</u>
	104,948	104,939

### FINANCE COSTS

Bank charges	1,239	903
Credit card processing charges	1,783	1,905
Bank interest	33	-
Bank loan interest	6,906	7,920
Hire purchase	1,202	1,202
	<u>11,163</u>	<u>11,930</u>
	93,785	93,009

### DEPRECIATION

Freehold property	3,134	3,134
Improvements to property	11,641	11,641
Plant and machinery	5,974	5,974
Fixtures and fittings	5,974	3,646
Computer equipment	3,646	1,812
	<u>2,722</u>	<u>1,812</u>
	27,117	26,207

### NET PROFIT

66,668	66,802
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# Audit - KPI analysis

EB workshop 2 - Coach Barrow financial audit September 2017

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General

Conditional Formatting as Table

Normal Neutral

	A	B	C	D	E	F	G	H	I	J	K	L
1	Coach Barrow Financial Audit - April 2017		31/03/2017		31/03/2016		31/03/2015		Benchmark			
2												
3	ABC Dental											
4												
5	KPI analysis											
6												
7	Total income		£511,100.00		£495,187.00		£498,290.00					
8												
9	Lab fees		£28,666.00		£23,883.00		£41,844.00		12.00%			
10			5.61%		4.82%		8.40%					
11												
12	Materials		£42,077.00		£40,657.00		£41,889.00		7.00%			
13			8.23%		8.21%		8.41%					
14												
15	Gross profit		£295,539.00		£291,923.00		£257,569.00		65.00%			
16			57.82%		58.95%		51.69%					
17												
18	Wages (excluding Principal's wife)		£134,782.00		£135,415.00		£122,228.00		17.50%			
19			26.37%		27.35%		24.53%					
20												
21	Adjusted net profit (add back deprec + Principal's wife)		£133,785.00		£123,785.00		£123,009.00		30.00%			
22			26.18%		25.00%		24.69%					
23												
24	Advertising and marketing		£2,247.00		£5,654.00		£3,513.00		2.50%			
25			0.44%		1.14%		0.71%					
26												
27												
28												
29												
30												
31												
32												
33												

KPI analysis OCPSPD Fee-earner production +

Ready



# Audit - fee earner production

EB workshop 2 - Coach Barrow financial audit September 2017

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General %

Conditional Formatting as Table

Normal Neutral

	A	B	C	D	E	F	G	H	I	J	K
1	Coach Barrow Financial Audit - April 2017		31/03/2016				Average daily production				
2											
3	ABC Dental										
4											
5	Principal		£ 179,312.00		195		£ 919.55				
6											
7	Hygienist		£ 92,166.91		155		£ 594.63				
8											
9	Associate		£ 147,607.95		193		£ 764.81				
10											
11	Hygienist		£ 65,170.96		97		£ 671.87				
12											
13											
14			£ 484,257.82		640						
15											
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33											

KPI analysis OCPSPD Fee-earner production +

Ready

# Personal Cash Flow

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual
<b>General Expenses</b>													
Food	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Clothing & Minor Expenses	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Rates/Council Tax	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Domestic Residence Mortgage or Rent	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Domestic Residence Maintenance & Repairs	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Water Rates	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Electricity	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Gas	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
House Insurance	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Telephone inc mobile	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
TV Licence/Sky	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
House Cleaner	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Nanny	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Gardener	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
School Fees & Related Expenses	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Motoring Expenses - Insurance, Road Tax, Fuel & Servicing	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Average Credit Card Bills for Misc Bills & Luxury Expenses	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Meals Out and Entertainment	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Holidays	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Social Clubs (ie golf, gyms etc)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Other Expenditure	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Financials &amp; Insurances</b>													
Life Insurances	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Pension Contributions	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Permanent Health Insurance (sickness cover)	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Private Medical Insurance	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Endowment policies	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Non Business Loans</b>													
Personal Loans	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Car Loans	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Accelerated Personal Debt Reduction	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Total Personal Expenses</b>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Tax and NI Saving Needed</b>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Total Gross Income Needed from Your Business</b>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -

Notes

White cells are for you to play with

# Budget and Cash Flow

	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sept-17	Oct-17	Nov-17	Dec-17	Actual Totals	Target
<b>Income</b>														
Principal	39210.30	26136.15	31465.42	31583.99	17284.57	30000.00	31393.23	26681.00	21554.80	26664.05	19456.60	17860.61	360000.00	360000.00
Associate	15720.88	12700.00	12700.00	12700.00	10000.00	10000.00	10000.00	10000.00	10000.00	10000.00	10000.00	10000.00	240000.00	240000.00
Implants	17756.00	13280.00	18696.36	35131.00	17400.00	18440.00	29500.00	8435.00	21935.00	16240.00	11366.50	8531.50	144000.00	144000.00
Therapist	5742.75	3189.60	2324.00	2198.00	2191.14	-1043.00	2717.55	2779.95	424.10	2007.35	2740.50	2017.50	33672.00	33672.00
Therapist	0.00	-42.00	0.00	35.90	594.70	373.95	-185.97	0.00	423.00	21.00	-3.80	0.00	5832.00	5832.00
NHS	16.60	50.28	19.23	17.40	21.22	17.40	25.91	17.40	17.40	17.40	15.10	25.93	252.00	252.00
Practice membership	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	62544.00	62544.00
Bank interest	0.19	1.35	2.59	5.37	5.41	1.78	0.64	0.89	0.92	1.87	2.08	0.57	60.00	60.00
Hygienist	0.00	0.00	0.00	0.00	0.00	0.00	516.00	198.00	737.25	636.10	448.00	348.00	0.00	0.00
<b>Total Sales</b>	<b>84044.62</b>	<b>62678.80</b>	<b>79302.04</b>	<b>89001.38</b>	<b>53967.74</b>	<b>67275.39</b>	<b>59299.30</b>	<b>61388.99</b>	<b>66428.89</b>	<b>68645.14</b>	<b>50431.13</b>	<b>49954.61</b>	<b>792418.03</b>	<b>846360.00</b>
<b>Costs of sales</b>														
Materials	8090.60	7134.64	3608.96	8452.13	4988.16	7061.41	4243.83	3393.74	4847.92	3992.30	4046.24	2985.69	78000.00	78000.00
Lab all	8889.38	9079.02	2691.95	4003.12	1916.41	4231.95	5361.07	4748.96	5771.87	7970.41	6378.37	6628.33	58872.00	58872.00
Associates costs	18182.62	16560.90	19718.61	29913.08	16687.65	20100.00	8829.93	15776.43	22225.97	10416.59	12982.00	12768.49	178512.00	178512.00
Hygienists costs	2011.50	2242.50	1982.00	1744.00	2110.50	1986.50	1878.00	1892.00	1878.00	1644.00	1896.00	1700.00	23568.00	23568.00
<b>Total Variable Costs</b>	<b>37274.10</b>	<b>35016.66</b>	<b>28001.52</b>	<b>44112.33</b>	<b>25702.72</b>	<b>33379.86</b>	<b>20312.83</b>	<b>25811.15</b>	<b>34723.76</b>	<b>24023.30</b>	<b>25302.61</b>	<b>24082.51</b>	<b>357743.35</b>	<b>338952.00</b>
<b>Overheads</b>														
Admin cleaning	20.00	0.00	0.00	0.00	0.00	0.00	10.00	60.00	0.00	0.00	10.00	0.00	120.00	120.00
admin donations	0.00	0.00	0.00	300.00	0.00	0.00	25.00	0.00	0.00	312.00	0.00	0.00	300.00	300.00
Admin insurance	125.62	364.65	364.65	368.80	239.03	498.57	136.26	136.26	136.26	136.26	136.26	136.26	2460.00	2460.00
Admin marketing/ advertising	1012.78	534.00	2560.83	1887.89	2496.65	1535.10	4623.10	1694.15	5432.86	3701.86	812.64	928.82	30000.00	30000.00
Admin newspaper / magazines	105.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	105.60	0.00	0.00	0.00	240.00	240.00
Admin postage	106.70	160.85	283.59	69.75	82.10	34.05	25.55	181.90	216.36	28.90	145.80	203.90	1596.00	1596.00
Admin pract consumables	113.67	605.16	377.86	148.44	204.95	187.16	56.00	63.64	126.73	63.62	66.90	57.67	2616.00	2616.00
Admin Printing	52.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	290.00	0.00	0.00	240.00	240.00
Admin Stationary	571.72	436.25	47.06	98.39	320.96	0.00	387.46	277.43	127.57	93.88	415.53	26.40	2808.00	2808.00
Admin subscriptions	806.82	66.82	34.00	34.00	256.57	108.17	127.17	108.17	143.17	168.17	168.17	108.17	2256.00	2256.00
Admin Sundry	306.00	3338.90	0.00	0.00	166.12	407.97	619.00	114.40	1291.24	100.00	220.00	1122.39	3656.00	3656.00
Admin telephone landline	31.20	296.27	31.20	339.48	539.24	0.00	255.32	260.11	264.52	649.34	0.00	525.16	2508.00	2508.00
Admin Waste disposal	393.94	-88.40	0.00	0.00	0.00	57.60	308.54	0.00	0.00	337.74	0.00	0.00	996.00	996.00
Depreciation	2763.13	2763.13	2763.13	2763.13	2763.13	2763.13	2763.13	2763.13	2763.13	2763.13	2763.13	2763.13	33157.56	33157.56
Employee costs	11785.44	12244.07	12931.72	12999.64	12043.60	12089.54	11728.82	10910.81	11000.26	11072.79	11078.64	12215.75	144000.00	144000.00
Interest payable	291.84	291.84	291.84	291.84	291.84	291.84	291.84	291.84	291.84	291.84	291.84	291.84	3502.08	3502.08
Legal & Professional	978.00	978.00	978.00	978.00	1235.14	978.00	540.00	540.00	1021.50	1021.50	1113.50	1021.50	11736.00	11736.00
Motor & Travel Expenses	1338.45	673.15	278.52	651.73	2610.28	222.04	439.40	496.50	765.52	559.24	364.14	176.47	7848.00	7848.00
Other financial charges	877.09	854.51	677.21	1246.79	857.22	296.97	597.31	470.40	1202.46	1423.77	1313.00	944.60	11284.00	11284.00
Practice Exps	0.00	785.39	490.70	821.48	407.34	1200.00	308.54	1268.44	157.39	1203.09	1200.00	2430.50	8964.00	8964.00
Premises drinking water	155.98	8.99	0.00	0.00	46.17	0.00	28.19	8.99	8.99	37.18	0.00	0.00	300.00	300.00
Premises Health & safety	0.00	0.00	0.00	611.52	102.00	0.00	511.68	0.00	147.60	13.00	0.00	109.44	840.00	840.00
Premises Insurance	0.00	0.00	325.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	432.00	432.00
Premises Lighting	0.00	621.86	0.00	0.00	885.97	0.00	0.00	0.00	1003.26	0.00	665.34	0.00	3060.00	3060.00
Premises Other	31.96	0.00	0.00	0.00	437.37	92.36	49.71	52.02	531.11	260.46	314.00	185.71	1500.00	1500.00
Premises Rates	167.11	167.11	167.11	167.11	167.11	167.11	0.00	0.00	170.13	170.10	170.10	170.10	2005.32	2005.32
Premises repair and upkeep	111.00	84.00	0.00	105.00	143.94	0.00	2727.26	1129.00	185.76	105.00	67.04	75.84	1440.00	1440.00
Repair & Renewal computers +	679.41	598.52	508.80	517.94	1061.90	1640.14	598.90	514.06	614.08	976.22	848.14	782.61	12000.00	12000.00
Repair & renew equipmt	90.00	90.00	100.98	0.00	365.91	650.24	202.30	0.00	0.00	358.24	252.10	332.34	3648.00	3648.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Fixed Overheads</b>	<b>22916.26</b>	<b>25875.07</b>	<b>23212.20</b>	<b>24400.93</b>	<b>27724.54</b>	<b>23219.99</b>	<b>29303.70</b>	<b>21341.25</b>	<b>27707.34</b>	<b>26147.33</b>	<b>22406.27</b>	<b>24608.60</b>	<b>360713.64</b>	<b>360713.64</b>
<b>Net profit before tax</b>	<b>23854.26</b>	<b>1787.07</b>	<b>28088.32</b>	<b>20488.12</b>	<b>540.48</b>	<b>10675.54</b>	<b>9682.77</b>	<b>14236.59</b>	<b>3997.79</b>	<b>18474.51</b>	<b>2722.25</b>	<b>1263.50</b>	<b>146694.36</b>	<b>146694.36</b>

# Associate Profitability Playbook

<b>Operating costs per annum</b>	£ 445,819.00	<b>Associate Daily Production Rate</b>	£ 1,000.00
<b>Surgery use per year</b>		Yearly gross	£ 138,000.00
Total weeks/year	46.00	Average per month	£ 11,500.00
days/week	28.37	Lab fees per month	£ 598.00
Days/year available	1305.02	Average per month less Labs	£ 10,902.00
Associate weeks/year	46.00	<b>Associate's percentage</b>	40.00%
Associate days/week	3.00	Total associate pm	£ 4,360.80
Associate days/year	138.00	Total associate pa	£ 52,329.60
Days/year used	1305.02	Associate Yearly Gross Production	£ 138,000.00
OCPSPD	£ 341.62	Less Associate Fees	£ 52,329.60
Variable costs	% of total gross income	Less Credit Card Charges	£ -
Labs	5.20%	Less Lab Bill	£ 3,588.00
Materials	6.50%	Less Dental Materials	£ 8,970.00
Creditcard charges	0.00%	Less Contribution to General Overhead	£ 47,143.36
Creditcard usage	0.00%	To Practice per year	£ 25,969.04
Variable Lab charge	50.00%	Contribution per day	£ 188.18
		Profit on OCPSPD	55.09%
		Target contribution from room	20%
			£ 68.32

## Guide to completing the sheet

Only fill in the dark GREY and GREEN cells

The objective is always to balance the BLUE cells by altering the GREEN cells

# Hygiene/Therapy Profitability

<b>Operating costs per annum</b>	£ 325,000.00
<b>Surgery use per year</b>	
Total weeks/year	46.00
days/week	15.00
Days/year available	690.00
Hygienist/Therapist weeks/year	46.00
Hygienist/Therapist days/week	5.00
Hygienist/Therapist days/year	230.00
Days/year used	690.00
OCPSPD	£ 471.01
Variable costs	% of total gross income
Labs	0.00%
Materials	0.00%
Creditcard charges	0.00%
Creditcard usage	0.00%
Variable Lab charge	0.00%
<b>Hygienist/Therapist Daily Production Rate</b>	£ 750.00
Yearly gross	£ 172,500.00
Average per month	£ 14,375.00
Lab fees per month	£ -
Average per month less Labs	£ 14,375.00
<b>Hygienist/Therapist percentage</b>	30.000%
Total Hygienist/Therapist pm	£ 4,312.50
Total Hygienist/Therapist pa	£ 51,750.00
Hygienist/Therapist Yearly Gross Production	£ 172,500.00
Less Hygienist/Therapist Fees	£ 51,750.00
Less Credit Card Charges	£ -
Less Lab Bill	£ -
Less Dental Materials	£ -
Less Contribution to General Overhead	£ 108,333.33
To Practice per year	£ 12,416.67
Contribution per day	£ 53.99
Target contribution from room	11%
Profit on OCPSPD	11.46%
	£ 53.98

## Guide to completing the sheet

Only fill in the dark GREY and GREEN cells

The objective is always to balance the BLUE cells by altering the GREEN cells

# The Pricing Matrix

## ECONOMICS

(What do we need to charge to make a profit?)

### ARROGANT PRICING

(TAKE IT OR LEAVE IT)

### CONFIDENT PRICING

(ABUNDANCE MENTALITY)

## CONFIDENCE

(How good do we think we are at what we do?)

### DEFENSIVE PRICING

(SCARCITY MENTALITY)

### SPECULATIVE PRICING

(GUESSWORK)



# 2022 Price Rise Letter to Patients

Dear patient,

## **Review of prices June 2022**

The purpose of this letter is to advise you that we will be increasing our fee per item and dental plan prices by x% from June 2022 - there is no need for you to take any action at this time.

Given the unique landscape of 2020-2022, I wanted to take a few moments to explain how we approach the subject of price reviews.

In considering adjustments to prices, we have regard to the following factors:

- 1.Changes in our external costs - such as laboratory fees, material costs and, especially this year, the overall increase in energy costs;
- 2.Changes in our internal costs - such as wages, professional services, insurances and all the other day to day running expenses of a business.

We also take the view that regular but small adjustments every year are better, in the long run, than significant increases with gaps between them - it is easier for our patients to plan their own finances if we do that.

At all times, our over-riding objective is to continue to deliver a customer service experience and to deliver clinical care to the best of our ability and in a safe environment for all.

Please refer to our Fair Pricing Policy (attached) for a more detailed explanation - and we welcome any constructive feedback or questions.

Yours truly,

Dr. John Smith  
Principal  
ABC Dental



# Fair Pricing Policy

Here at ABC Dental fair pricing is an important part of our ethos. We want the fees that we charge you as a patient to be great value to you but to also reflect a fair price for our skills and experience - without compromising the quality of materials, our duty to the environment, or the respect we have for our staff and suppliers. Below we have set out what we will do to try to make this happen.

## Making you aware of the fees

We want you to be fully aware of the treatment we are proposing, the reason why we are proposing it and of the fees that you will pay before treatment starts. We also want you to be aware of when your fees will be due, in most cases this will be at the end of each appointment.

To do this we will:

- Display a fee guide on the web site, and make sure it is available on reception.
- Discuss with you the treatment we think is necessary and the reasons why and provide information leaflets for further information about your treatment.
- Provide a treatment plan which includes estimated costs for each patient before treatment starts.
- Provide a new treatment plan with updated fees if the treatment needs to change for any reason.

## How can I save money on my dental treatment?

- **Sign up to one of our dental plans!** We think they offer great value for patients as the base cost is slightly lower than you would pay normally for your routine appointments, but you also benefit from a member's price for certain treatment costs, and worldwide accident insurance cover. You can read more about the plans on our web site, (terms and conditions apply).
- Apply for 0% finance. For treatment plans over £X we offer you the facility to apply for 0% finance over 6 or 10 months. Terms and conditions apply.
- We have a range of advice for helping you to save money on dental treatment which you could look at here, ranging from advice from our therapist and dentists on prevention, through to the different types of insurance that might be suitable to you.

- All our treatment is aimed at getting you dentally fit and making your mouth as self-cleansing as possible, to help to significantly reduce your treatment needs going forward and in the future.

## **Fee Rises**

We review our fees every year and based on our current costs and the current market conditions we will decide whether to increase some or all our fees. We will let you know the result of the fee review with an email and a link to the new prices on the website. If the payment plan fees have risen, you will also know at this point.

If we raise our fees and you have a treatment plan that is less than 90 days old, the prices on it will be valid for 3 months from the date of the rise. Treatment plans that are older than 90 days will be subject to the new fees.

*But why do you have to raise your fees?*

The two major factors we take into consideration when adjusting our fees are, our costs and the market conditions. Our costs are all the things that we must pay for in order to run a practice, there are all sorts of them ranging from cleaning and insurance to energy. By far the biggest of these are the wages, the materials and the laboratory costs.

We want you to have confidence in our team and the best possible service and treatment. To do this we need the best people working for us. We think it's only right to pay them a fair wage, if we didn't someone else would and we would lose them.

The cost for materials and laboratories varies hugely. We could reduce our fees by using cheaper, materials that don't have biocompatible properties, or find a cheaper laboratory, but we have found over the years that this is often a false economy. In the world of dental materials and laboratories it is almost universally true that you get what you pay for, if we used a cheaper filling material it will not look as nice or last as long and may have undesirable ingredients. Use a cheaper laboratory and the crown may not fit as well, look as natural or be as strong – ultimately meaning that you will probably end up paying more.

Dental material costs also change based on the world market. Most of the items we use are manufactured in Europe, and any changes to the relationship between Britain and its trading partners will cause costs to fluctuate.

We consider all these factors when deciding if we should raise our fees.

## **What exactly does Fair Pricing mean?**

More than just the outright value of our services we also believe there are certain principles that we try to uphold...

## **We feel it an absolutely necessity to minimise our impact on the environment.**

For example, we could pay less for our energy but having it from all renewable sources is important to us, and to our patients. (although the fees we pay Ecotricity have remained remarkably competitive with other non-renewable tariffs).

## **We want to make use of the fantastic local talent we have in our area,**

We could use a large centralised Laboratory who provide lab work to the whole country, or even a lab based abroad but we would probably be speaking to different technicians for each job, and we want to be able to pop in and see our master lab craftsman when we have a technically challenging treatment, we think that provides you with better service too.

## **We want to build a relationship with our suppliers**

We could probably switch the supplier of our materials to a large multinational, but they rarely have good ethical credentials and we believe going locally and building relationships with our suppliers where possible our main materials supplier is a family run business, rare in this market.

We think by following these principles we are giving you the best possible service at good value, our impact on the environment is as small as it can be and we are treating our staff and suppliers fairly, this is what we mean by fair pricing.

## **Why our prices say 'from...!', and our treatment plans are 'estimates'**

- It's hard to be completely accurate on our fee guide, for example for a white filling on our guide it says (depending on size) "From". So why do we say 'from' and not just give a fee? A small filling at the front of the mouth is easy to get to and doesn't use much material which will be cheaper. A big filling at the back of the mouth will take longer, it will be more difficult to get to and it will use more material, therefore the cost will be more.
- Sometimes there are things that we would want to fix before we even get to a filling, a good example is gum disease. There is plenty of evidence to suggest that gum disease has a considerable effect on your overall health, and we would always want to sort that out first. We also try to look at the reasons why you are having the problems you are having, if you need a filling is that signalling a problem with what you eat? Perhaps if we can help you fix that we can stop you needing fillings in the future, but we won't know that until we see you.
- Even when we have seen you and provide you with a treatment plan, the figures are an estimate, we will try to explain in the plan why there might be variation, but the main reason we have to be unspecific is that we just can't be sure of what's going on until we have actually seen it. A good example of this is where we may need to

replace a failing crown. Even an X-ray won't show if there is decay under the crown, we won't know the extent of the problem until we have taken the old one off. It may need us to use Biodentine to give the tooth the best chance of healing; this is why they are always estimates! Sometimes it might be that you pay less than we were expecting for the same reason.

### **Why our prices may be more expensive than another practice.**

We regularly check the prices of other practices in the area to ensure that we are competitive, it is unlikely we are a great deal different but if you have seen some very low prices on the internet you should proceed with caution, the saying '*if something seems too good to be true, then it probably is*' is as true in dentistry as in general life, here are some things to check:

- Make sure that you are not getting 'partial pricing'. For example, if you see a low price for an implant make sure it is for the implant, and the crown. We have seen a quote for an implant that didn't include the crown and we believe that this is unfair pricing. The common understanding is that an implant means the implant and the crown as a total price. Implants sometimes have other cost associated with them based on your own circumstances, bone grafts being the most common so always check and ask what additional cost there might be.
- As discussed above, the cost of materials varies considerably, and this will be the most difficult thing for you to assess, but this could be another reason why prices vary. If you are in any doubt check exactly what materials you will be getting and what's in them, we love it when our patients ask us this as it shows they are really thinking about their health.
- Finally, as Red Adair so eloquently put, "If you think it's expensive to hire a professional to do the job, wait until you hire an amateur."

The skill and experience of the dentist really does matter. At ABC Dental we only select dentists, hygienists and therapists who have similar ethos, high ethical and environmental standards, and excellent dental skills, we think it is fair to pay them what they are worth. We have a lot of experience of dealing with simple through to complex and challenging cases and have been pioneering in our use of Biocompatible and Bioactive materials. There are only a handful of dentists in the world that use them in the way that we do. Our experience and skills in this area are being actively sought out to train other dentist in their use.

I hope that this fair pricing leaflet has answered any questions you may have. If you haven't found what you are looking for here, feel free to drop us a line and ask your question over pricing, or indeed anything else.

### **The team at ABC Dental**

# Patients and Prices Calculator

**Note - only alter figures in white boxes**

Number of patients assigned to dentist	1000
Number of examinations, per patient per year	2
Minutes spent on examination	30
Charge for examinations	£75
Clinical hours worked by dentist per week	35
Weeks of absence each year - holidays, course etc	8
Target annual fees for dentist/hygienist	£450,000
Fees earned by Hygienist	£150,000
Target fees to be earned by Dentist	£300,000

**Hours per annum**

Clinical hours spent each year on examinations	1000
Clinical hours worked per annum	1,540
Time remaining for treatments	540

**Fees per annum**

Fees for examinations	£150,000
Target annual fees for dentist	£300,000
Fees required from treatments	£150,000

**Result**

Hours available for treatments	540
<b>Hourly rate for treatments to achieve target fees</b>	<b>£277.78</b>

**Notes**  
Hygienist assumption is 2 visits per patient at... £75.00

# Wages to Price Increase Calculator

	Example	Your numbers
<b>Total sales</b>	£1,000,000.00	£500,000.00
Lab	£120,000.00	£60,000.00
Materials	£70,000.00	£35,000.00
Self-employed clinicians (hyg/ther/associate)	£250,000.00	£125,000.00
<b>Total variable expenses</b>	£440,000.00	£220,000.00
Gross profit	£560,000.00	£280,000.00
Gross profit margin	56.00%	56.00%
<b>Total existing wages</b>	£200,000.00	£100,000.00
Increase in wages as % of wages	10.00%	10.00%
Increase in wages	£20,000.00	£10,000.00
Increase in gross sales to cover increase in wages	£35,714.29	£17,857.14
<b>Increase in price as % of sales</b>	<b>3.57%</b>	<b>3.57%</b>











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