

MILLION

DOLLAR

**DENTISTRY**

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*Limited Edition*

*Bounce Back from*

*ANYTHING*

From the Creator of The NextLevel Practice™

GARY KADI

Million Dollar Dentistry: Bounce Back from Anything  
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Limited Edition

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# Acknowledgements

To all of the individuals who are in a crisis situation, to my entire team at NextLevel, to all of those in the Complete Health Community, and to the Suicide Prevention advocates, I want to extend my heartfelt gratitude for all that you do. To everyone who has helped me stay sober (I made it to year 12!) and especially to my family. This book is dedicated to my dear mother, Marie, who always said to "make sure you continue your work because it helps people stay healthy and live longer more productive lives." Gary's mother's age outlasted her health which is why he has dedicated his career to his mother and the other mothers who have suffered needlessly.

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# Foreword

It has been a great journey! Graduation from High School, from College, from Dental School it all took a massive amount of work and even more determination and grit! Then came the first chapter of our career together. My wife, Jana (CFO of our dental practice of 18 years, mother of 3, Jill-of-all-dental-trades that doesn't require a dental license) and I embarked into a partnership with a local dentist in Hays, KS. That partnership went sour after 5 years, so we built our own practice in Hays and became instant business owners. Jana with a degree in early childhood development and elementary education, along with my B.S. in Biology and D.D.S. degrees, didn't prepare us for the seriousness of entrepreneurship and owning a business. Somehow, we survived, but we knew we were trying to re-invent the wheel when it came to: practice management, leadership, employee management, scaling our company, having a work/life balance, saving for retirement, increasing production, adding an associate dentist, conflict resolution, retaining good employees and overall happiness in dentistry. Enter GARY KADI. Gary and his team at NextLevel Practice quickly got to work on finding out what we wanted, what we had that we didn't want, what we knew and what we didn't know. They didn't help us reinvent the wheel. **THEY GAVE US THE WHEEL!** Then they set up our practice with systems and protocols to really get our numbers headed in the right direction both personally and professionally. I have learned a lot over our 13 years

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of enlisting the full services of Next Level Practice who has taught me the importance of Vision, the significance of being profitable, the value of ethically running a dental practice, the magnitude of scaling our business and the implications of being a loving husband and father.

In summary, if you are holding this book, you are one step closer to navigating your way through this post-pandemic era of history. It is with great pleasure that I honestly announce that our practice has become everything Jana and I dreamed it to be (before, during and after the

Covid-19 pandemic). I shudder to think of the consequences of NOT becoming a consulting client of Next Level Practice because I would probably have had a serious case of “burn out” by now, been a poor steward of wealth, be running on the proverbial dental treadmill and likely not have our practice survive the pandemic. Jana and I are eternally grateful to Gary Kadi and his team at Next Level Practice for coaching us all the way from barely surviving to consistently THRIVING!

Thank you, Gary, for always being there, for always believing in us, for going above and beyond, for your hospitality, for leading a charge of complete health dentistry, for . . . being my friend.

**Jeff and Jana Lowe**

# Chapter 1

## You Can Bounce Back

**E**ven Million Dollar Dentists need to bounce back once in a while. I'm writing these words in the middle of the shutdown of economic life called the COVID-19 pandemic. Every dental practice, like almost every business in the United States and around the world, will be resetting policies, procedures, and in some cases, people, once they blow the "all-clear" to go back to work. Chances are, however, that you are reading these words at a time when you need to bounce back from a situation you didn't ask for, a situation you cannot control.

It's said that on our tombstone, you have your birth year and the year of your passing, and they are connected by a dash. That dash is our lives. The dash looks like a straight line, and life can be anything but a straight line. There are peaks and valleys, lows and highs, periods of calm and periods of great turbulence. All knowledge is by contrast, so we would not recognize or appreciate the good times if it were not for the challenging periods we encounter. As they say in Hawaii: no rain, no rainbows! This is a book about endurance. It's about making the

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best of those difficult periods when everything is *not* breaking our way, when we have to retrench, rethink, reevaluate, and recommit ourselves to the road ahead.

It's been my good fortune to work with tens of thousands of dental practices all over the world, and if you ask me what the most important quality of a successful dentist or dental office is, I'd say it has nothing to do with the ability to drill, fill, or bill. Instead, it's the quality we call resilience, the ability to weather life's storms. Certainly, the-pandemic is a strange and unexpected storm that has blown into all of our lives, and of course there isn't a single practice I serve that isn't affected by it. And yet, the pandemic, like every one of life's crises, has a beginning, a middle, and an end. Or as it says in the Bible, "And it came to pass," not "And it came to stay."

This is a book for dentists and their teams who need to bounce back from any unexpected setback, twist of fortune, or issue that comes along as we live out that dash between our birth dates and our "dirt naps."

In this book, I'm going to show you a strategy how to bounce back from literally anything. The five principles—or the five P's—that I will share with you all, pair with another word that starts with P: they are proven, they are powerful, and they are perfect for anyone facing what seems like an impossible challenge.

Nothing is impossible.

Norman Vincent Peale, the great 20<sup>th</sup> century theologian and author, says in one of his books that he realized on one particular day that he didn't have any problems to solve in his own life. He looked up at the heavens and said, "God, what's going on? Don't you trust me anymore?"

In other words, I want you to see problems for what they are: challenges that allow you to grow. They are opportunities for you to develop and to use some muscles that you might not have realized you have. It's said that life is a battle between comfort and excellence, and there's no growth in the comfort zone. That's the beautiful thing about a really massive challenge, it forces us to depart our comfort zone, for the simple reason that the comfort zone no longer exists. This book is not just about solving problems or putting Band-Aids on broken systems, this book is about showing you how to see yourself in a whole new light—and as an individual, to be able to step up and overcome challenges that might have seemed well-nigh impossible to solve.

Before I tell you who this book is for, I want to tell you a story about true resilience, true grit, if you will. It's a true story told to one of my colleagues. The survivor told him that when he had been arrested by the Nazis, he and three dozen or so other individuals had been loaded into a boxcar in a train station in a German city to be transported to an extermination camp. The man found himself at the bottom of a pile of people who were literally on their final journey of life. While trapped at the bottom of this pile he noticed that the wood at the base of the boxcar was old and broken. After noticing this, he started kicking at the wood, kicking furiously at it, because he realized that this was his chance for survival. He knew at that moment that everything in his life prior to being arrested and placed in this boxcar for shipment to Auschwitz, no longer had any meaning, value, or relevance. Life as he knew it was over. His 'life' now had only one purpose: survival.

He realized that if he broke off enough of the wood to squeeze himself out of the boxcar he could roll to freedom once the train reached the countryside. He also knew that if he didn't break through the wood prior to arriving in the countryside his plan would fail, as the noise

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from the squeal of the brakes would no longer muffle the noise he was making. He had to get the kicking and wood breaking done with the brakes squealing so he would not draw attention to himself from the guards.

Other people in the boxcar saw what he was doing and begged him to stop.

“You’re going to get us all killed!” they shouted.

He said to them, “Don’t you realize? We’re all going to be killed! This is our only chance!”

He kept kicking and broke off enough of the old, rotting wood that when the train reached the suburbs, he slipped out, and managed to roll to freedom.

That’s what it feels like, for each of us, as we face life in uncertain times. That is how it feels when we face a future we cannot understand because it looks nothing like anything we’ve seen before. We are all facing a new reality, where almost everything that we could count on has now suddenly changed or is simply no longer there.

The good news is that for most readers of this book, the situation is not nearly as dire as it was for the Holocaust survivor in the story. Instead, it’s about bouncing back from an economic challenge, a health issue, a marital problem, or similar issues. How do you know if this book can help you?

Let me share a few scenarios with you, and you can determine which one resonates with you.

Your partner of 15 years, without warning and in violation of your partnership agreement, opened up a practice of his own a couple of blocks from the office you shared, and he took with him about half of your patients. Your lawyer has told you that you could sue, but the

case will take years, and by the time it resolves, in your favor or otherwise, the damage will have been done.

You're going through, or you have just gone through, a big divorce and you've lost half of your savings, connection to your children, and possibly even a portion of the practice.

A key team member suddenly departs, on good terms or bad, but this throws the office into turmoil, because no one on your team can step up and fill the role. In fact, no one on your team – perhaps even you knew exactly what that person did for the office.

The economy in your area sours after a major employer shuts the door and moves operations offshore, and suddenly the bulk of your patient list finds themselves scrambling to make ends meet. Getting their dentistry done can now be pushed off indefinitely.

Perhaps the stress of managing a big team has affected your health, or maybe there are simply other hereditary health issues you are facing, and you find yourself sidelined for six months or longer due to a heart attack, a stroke, or some other medical crisis.

Maybe you've got serious family issues that are taking up all of your time, attention, and resources. A child commits suicide, or bounces in and out of drug rehab, or is simply failing out of college and you don't know what to do.

Maybe the IRS just completed a field audit of your practice, and you discovered that your accountant's aggressive tactics resulted in a tax bill, plus interest and penalties, stretching into the mid-six figures to seven figures.

Or maybe one of those corporate dentists targeted your neighborhood precisely because you were so successful. And now, every day as you head into work, as your patients come into your office, you both see a sign in the window of your new and unwanted

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competitor: “New Patient Special- \$57.” You know that \$57 barely buys a cup of coffee, even in a corporate dentistry model, but the patients don’t know that, and they are deserting you in droves.

Or maybe a better-trained dentist moved into your neighborhood, and she’s got your number. The latest and greatest technology, a crack office team, a case acceptance rate you would die for, and word of mouth that’s causing increasing numbers of your patients to desert you and move over to this upstart down the block. (Chances are, she’s one of my clients but I didn’t want you to find that out from me.)

Or maybe it’s some combination of these body blows, and you literally find yourself reeling, unsure of how or if you can get your life, your practice, your family, or your income back together.

My answer: Yes, you can.

It’s time to kick out the rotted wood and roll to freedom.

You might object to that metaphor as being overly dire. I don’t feel that way. For the dentists I work with, for whom life as they knew it no longer exists, they really feel as though their lives—professional and personal—are coming to an abrupt end.

But feelings aren’t facts.

Just because you may feel that you are at the end of your rope, doesn’t mean you are. There is still hope.

As Sir Winston Churchill told his fellow Englishmen and women at the height of World War II, “When you’re going through hell, keep going.

Think of this book as a brief, surprisingly inspiring, and upbeat roadmap out of hell and toward a new level of freedom, excitement, joy, service, connection, and healing—all the reasons you went into dentistry in the first place.

This is not a comprehensive manual on how to rebuild your practice. Instead, this is an overview of how to think through what needs to be done in order to reach your next level. Most of the docs I work with are typically high up Maslow's Hierarchy of Needs created by Dr. Abraham Maslow. They are highly evolved beings who have practices that run like a top. But even tops...stop from time to time, and they've got to find their way again.

Whether you're thriving and you just want to find an even higher level, or you relate strongly to one of the scenarios I outlined earlier, I'm going to show you precisely how to reorganize your practice, and more importantly how you think about your practice, so you can come out of this chrysalis the most beautiful dentist/butterfly the world has ever seen!

I call this approach "Bouncing Back: the 5 P's", and we will consider each of them in turn. They are:

1. Purpose—why you do what you do; developing a meaningful positioning of your practice
2. Profit—what will your business model look like going forward?
3. People—who's with you, what are their roles, and how do you lead them out of the wilderness to a place of success and service, individually and as a practice?
4. Processes—there are three and only three processes that you must master, and I do not use the word "must" loosely. Grab a hold of these three processes, make them your own, and success is guaranteed.
5. Platforms—how are you delivering your services? How are patients experiencing your office and what makes it unique and special?