

Productivity

Product

Something produced
by Effort

Definition of Productivity

A Measure of the Amount of
the Product produced

What is the Product in dentistry ?

- ? the number of items of treatment produced in a period of time
- For example, the number of fillings and dentures produced

This ignores
Dental Health and
the Human Element

The Amount of : -

- Happy
- Healthy and Comfortable
- Well restored
- Psychologically Better Off
- Grateful patients that we produce

Improving the quality
of the Lives
of other people

Efficiency

- Functioning or producing effectively and with the least waste of effort
- producing more of the product

Factors affecting Efficient Productivity in Dentistry

- The Efficiency of the Lay-out of the Dental Practice
- Hours worked
- Mental and Physical Health of the People involved

Factors affecting Efficient Productivity in Dentistry

- Variety of Services offered
- Numbers of Available Patients

Factors affecting Available Patients

- The Dentist / Patient Ratio
- The Degree to which a Practice can produce Happy Grateful Patients
- The Standard of Dentistry

The Standard of Dentistry

- Below a Certain Standard
- The Patient Flow will tend to be out of the Practice rather than in
- The Standard of Dentistry has to be Very Very Bad for This to happen

The Aggravation Factors

All the Aspects of Dentistry that
have the Potential to cause
Aggravation to Patients

For example:-

- Fear of Dentistry
- Being kept waiting
- The Length of Time in the Dental Chair
- Discomfort while in the Dental Chair


For example

- Discomfort after Dental Treatment
- Not being dealt with pleasantly and efficiently
- The Cost of Dentistry

Apparent Short Term
Advantages of Low
Quality Dentistry

For example

- It takes less time to perform
- Less Time in the Chair
- " My dentist is ever so Good "
- "He is so Quick "
- costs less to produce
- can cost the Patient less ?



Effects of Raising Quality



Effect on

Q

Productivity



Effect on

Q

Productivity



Time



Affect on Patient

Q P Appreciation



Affect on Patient

Q P Aggravation



Aggravation

Time ↑ £ ↑
Discomfort ↑
Home Care ↑

Affect on Patient

Q T Aggravation



Effect of Patient

Q P Appreciation



Solution ?

Raise the
" X " Factor

Upgrade

Toilet ↑ Waiting Area ↑

Reception Area ↑

External Appearance

Treatment Area ↑

Raise the
"Y" Factor

Upgrade

Yourself ↑

Your Staff ↑

Your Patients ↑

If you were arrested
and put in jail
for
pursuing excellence,

Would there be
enough evidence
to convict you ?

For Whatsoever
You want
Oh Discontented Man
Step and pay the Price
or Shut Up

Maximizing Effectiveness in Dentistry

A Successful Dentist

- Designer
- Architect
- Artist
- Scientist
- Engineer

A Successful Dentist

- Production Manager
- Personelle Director
- Quality Control Specialist
- Counsellor

A Successful Dentist

- Consultant
- Public Relations Expert
- Psychologist
- Humanitarian
- Controller

A Successful Dentist

- Community Leader
- Auditor
- Economist
- Organization Expert
- Chairman of the Board

A Successful Dentist

- Business Manager
- A Professional Man
- Enthusiastic Goal Striver

Interruptions and Delays

The Train Principle

- When the Train is not moving
- There is no Productivity
- When the Dentist has stopped his Essential Dentist Activities
- When the Staff have stopped their Essential Dentist Activities

Train Stoppers

- Stopping Work while talking
- Not having the Right Equipment ready
- Equipment Failure
- Inappropriate Timing of asking Questions

The Train Principle

- When the Train is not moving
- There is no Productivity

Legitimate Non-Productive Delays

- Patient is ill
- The Patient wishes to have a Rest
- Dentist needs a Rest
- An Emergency in the Practice

Legitimate Non-Productive Delays

- Power Failure

Unnecessary Delays

Time-lag between patients

Cost of Time-lag
between patients

When there is no Patient
in the Treatment Room
there is

- No Productivity
- No Income

At £100 per Hour

- 1 Minute Delay costs £1.66
- 2 Minutes Delay costs £3.33
- 3 Minutes Delay costs £5.00
- 4 Minutes Delay costs £6.67

At £100 per Hour

- 5 Minute Delay costs £1.66
- 6 Minutes Delay costs £3.33
- 7 Minutes Delay costs £5.00
- 8 Minutes Delay costs £6.67

At £100 per Hour

- 9 Minute Delay costs £1.66
- 10 Minutes Delay costs £3.33
- 15 Minutes Delay costs £5.00
- 20 Minutes Delay costs £6.67

At £100 per Hour

- 30 Minute Delay costs £1.66
- 40 Minutes Delay costs £3.33
- 50 Minutes Delay costs £5.00
- 60 Minutes Delay costs £6.67

20 Patients a Day
at £100 per hour costs

- 1 Minute Delay costs £33.2
- 2 Minutes Delay costs £66.60
- 3 Minutes Delay costs £100.00
- 4 Minutes Delay costs £133.40

20 Patients
at £150 per hour costs

- 1 Minute Delay costs £2.50
- 2 Minutes Delay costs £5.00
- 3 Minutes Delay costs £7.50
- 4 Minutes Delay costs £10.00

At £200 per Hour

- 1 Minute Delay costs £3.33
- 2 Minutes Delay costs £6.66
- 3 Minutes Delay costs £10.00
- 4 Minutes Delay costs £13.33

20 Patients at £200 per hour costs

- 1 Minute Delay costs £66.60
- 2 Minutes Delay costs £133.2
- 3 Minutes Delay costs £200.00
- 4 Minutes Delay costs £266.6

Essential Activities between Patients

Only those activities
that cannot be done
before or after the patient
leaves the treatment

Activities before Patients leave the Treatment Room

- Tidying up
- Asepsis Activities
- Setting up for the Next Patient

Some Patients are impressed
by seeing
Asepsis Activities going on

Most Patients are not
impressed by seeing
Blood and Dirt

Some Patients
don't
notice Anything

“ That is a Nice New
Painting on the Wall”

It may have been there
for Years

Essential Activities between Patients

- Clearing away anything that might offend the next patient
- That could not have been cleared away before the End of the Procedure

Essential Activities between Patients

- Essential Asepsis Activities
- That could not have been performed before the End of the Procedure

Essential Activities between Patients

- or after the Patient has been seated
- What does the Next Patient actually see?

Activities after the Next Patient enters the treatment Room

- Tidying up
- Asepsis Activities
- Finishing Setting up

Non-Essential Activities between Patients

- Sterilizing
- Completing Every Aspect of Asepsis Activities
- Reloading Local Anaesthetic Syringes

Unavoidable
Non-Productive Delays
are they really Unavoidable?

Non-Productive Delays

- Equipment Breakdowns
- Personnel Breakdown
- Public Utilities Breakdown
- Patients arriving Late
- Failed Appointments

Equipment Breakdowns

- Compressor
- Aspirator

Personnel Breakdown

Public Utilities Breakdown

- Power failure to the area
in which the dental practice is
situated

Patients arriving Late

- Have You ever arrived Late?

Failed Appointments

Avoidable Delays

- Not knowing what the patient has come in for

Solution

- Plan the Next Appointment at the Previous Appointment
- Write the Next Procedures to be performed on the Next Appointment on the Patient's Chart

Solution

- Transfer the Information to the Appointment Book
- The Day before the Appointment
- Transfer the Information to the Appointment Daysheet.

The Time between a Patient
leaving the Chair at the end
of an appointment
and the Next Patient being seated
should be the Minimum that is
required to enable Both Patients
to feel cared for

While No Patient is
in the Chair
no Production occurs

Exception to the Rule

- Multiple Car Accident outside in the Street
- Cardiac Resuscitation
- Saving Lives is Productive

Delegation

Responsible Delegation

- The Act of giving a Responsibility or Task to Another Person
- Retaining Responsibility for the Successful Outcome

Abdication

- The Act of giving a Responsibility or Task to Another Person
- NOT retaining Responsibility for the Successful Outcome

The Need for retaining Responsibility

- is Greatest when delegating
an “A” Priority
- is Least when delegating
a “D” Priority

The Need for retaining Responsibility

- is Least when delegating to a
Experienced Person
- is Greatest when delegating
to an Inexperienced Person

The Need for retaining Responsibility

Varies with the Person
being Delegated to

Giving Someone Authority

Means allowing them to make
Decisions that will produce the
desired result

Giving Someone Authority

Yet retaining the Responsibility

The Degree of Authority

Depends on the Experience
Competence and Confidence of the
Person being delegated to

Assume

makes an

ASS

Assume

makes an

ASS U

Assume

makes an

ASS U ME

Assume
makes an
ASSUME

Principles of Delegation

- People are happier working in a system that
- Delegates clearly and understandably
- Ensures that they know what is expected of them

Principles of Delegation

- Delegate to a Someone who knows how to do the Task
- Ensure that Everyone in the Organization knows the Delegation System

Principles of Delegation

- Organize Training when necessary
- When Delegating specify the Urgency of the Task

Developing a System of Delegation

- Give a Time that you want the task to be done by
- When Give a Time that you want the task to be done by

Developing a System of Delegation

Ensure that the person being
delegated to has received Full
Instructions

There needs to be
an Understanding
of the Urgency
of the delegated task

A Serious Life
Threatening Situation
has arisen
Stop All Other Activities

" Now "

- Do It Now
- Unless There is a Patient with a Cardiac Arrest or Something Serious occurring

" As Soon as Possible "

- Do it now
- Unless You are finishing an
Urgent Job

" Soon "

Within the Next Hour or So

- " Sometime Today "

" Sometime "

To be done at the Discretion
of the Person delegated to

" Sometime this
week, month, year etc "

Say exactly
What You want the Person
to do for You.

Let the person know
if you want them to
confirm when they have
completed the task.

If You want Them to confirm

Make a note in your
Diary/Organizer on the Date
that the Person is going to confirm
that the Task has been completed.

A completed task
is

One that has been
completed 100%

However Thorough
the Preparation

The Rocket does not take off until
the Blue Paper is lit

Ensure that everyone knows
that

" being checked up on "

- Is not a Criticism
- But a Sign of Caring that the Task is successfully completed

Delegate don't Abdicate

Once you have delegated a task,
you are still responsible for the
successful completion of the task

Guidelines for the Person being delegated to

Accept being
"checked up on" is

- Not as a Criticism
- But as a security
- In Case You have been
distracted from doing the Task
delegated to You

" Have you seen
Mrs Smith's Folder? "

means

" Have you seen Mrs Smith's
Folder? "

Paranoia

Am I being Paranoid ?

Ensure that You know

- When the Task needs to be completed by
- Whether it is necessary to report back when the task is completed

Ensure that You know

- What you are being asked to do
- Whether You are capable of performing the Task
- The Importance of the Task

If you are not able
to perform the task
you are still responsible
for the task

Call for Assistance

Let Other People know
You are having difficulty
completing the Task

Do not give up

and do Nothing about it

When in doubt
report back

This gives the Delegator
a Feeling of Security
that He knows
what is going on

Accept that the Delegator may
be under Stress

and may not be as " nice " as you
would like them to be

Whenever possible

- Write the instructions down in front of the delegator
- Repeat the Instructions
- This gives Confidence to the Delegator

Delegating on

- When delegated a task it may be appropriate to delegate the task on to someone else
- The person "delegating on" remains responsible for seeing that the task is completed.

Closed Questions

- Did You, Have you, Will You
Won't You
- Question requiring the Answer
“Yes” or “No”

Open Questions

- What Where How When Who
Which Why
- Question Not requiring a “Yes”
or “No” Answer