

Ward A. Morris D.D.S.



Family Dentistry

DENTAL HEALTH FOR A LIFETIME

October 10, 2008

Margaret Boyce-Cooley
Director, Practice Leadership Center
11879 NE Glenn Widing Drive
Portland, OR 97220

Dear Margaret,

I am excited that you have asked me to provide a letter of reference concerning my experiences with Practice Leadership Center. As you know, my office is now well into its second year with PLC, and I could not be happier with the results.

I was originally referred to you for help in establishing an employee incentive program that would be equitable for all parties. I was not really concerned with practice management, but upon meeting with you and Dave, I became increasingly interested in your overall coaching program. My experience with consultants in the past had not always been positive, as many seemed interested only in the "bottom-line", with little or no regard for patient-centered care. PLC's approach was refreshing, with your fundamental concern for first establishing what it is that the patient desires, then formulating a treatment plan around those desires. Your Consultative Case Presentation Workshop presented a practical, effective path to providing the type of care I so value.

With the help and guidance of Practice Leadership Center, I feel as though I have become a better leader for my team, finally able to articulate my goals for my practice and to provide avenues to attain them. As you know, I purchased my practice from a retiring dentist nine years ago, and retained the existing staff. I found it difficult to enroll the team in my vision, in part because I did not have a clear picture of what my vision was, and in part because I was 'the new guy'. My team, after some changes, now works together more effectively, and we are all pulling in the same direction. I am much happier in my practice, with infinitely less stress. We are working fewer days per year, but both production and collections have increased significantly, more than enough to pay for the PLC program.

Communication within the office has improved, again reducing the stress in the office. The morning huddles and monthly staff meetings provide constructive forums in which to solve problems and reinforce positives. It is extremely rewarding to hear patients compliment my team members on how well they work together and on the care the patients have received.

It has not always been easy. Each team member has faced challenges at various stages. Certainly that is true for me personally, but I have found the Practice Leadership program to be invaluable in both personal and professional growth. My thanks to everyone at PLC!

Please feel free to share this letter with anyone who you believe would be interested, and I certainly welcome any telephone calls from prospective clients.

Sincerely,

Ward A. Morris, D.D.S.