

The American Association of Orthodontists
Presents Their 2018 Annual Session



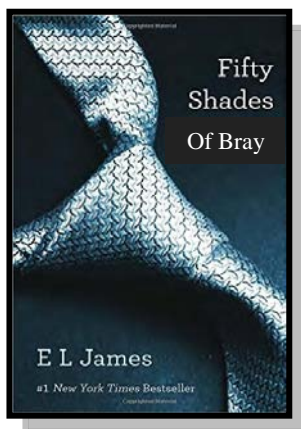
With a Lecture By

Rosemary Bray

50 Shades of Bray

“Patient Satisfaction to Practice Success”

50 Ideas From 50 Years



May 4 to 8, 2018
In
Washington DC



**50 Great
Ideas
From
50 Great
Years in
ORTHO**

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Is There an Ortho Practice That Continually Exceeds Their Patients' Expectations With Top Level TX & Service and Do You Have One? Tough Question!

Does anyone have that true "Ideal Practice"? Perhaps not. However, you need to be consistently striving to achieve it. Once you stop trying, your practice can be doomed. "Ideal" may never be reached but the constant effort to achieve it can only make you continually better. I love the quote that says,

Do not ask for easier tasks, ask instead to be stronger.

Do not ask for tasks that are equal to your power.

Ask instead for the power that is equal to your task.



What are you doing to get there? Use this handout as one of your many measures when you and your team are striving for success. A saying that I learned in grade school has followed me my entire adult life. I never thought I would be using it in my work and in my life. Take it and adapt it to your practice.

Good Better Best . . . Never Let It Rest

Until Your Good Is Better . . . And Your Better Is The BEST!

As I have now reached year 50 in the dental and orthodontic profession, I am assured of 2 facts. Yes, only 2 things that I know for certain are **true facts**. There is lot I *think* I know, but of this, I am certain!

#1 ~ We are all _____ ~ P_____! (It's Not Ortho, It's P_____, and we're all thankful they have teeth that need your attention and expertise.)

#2 ~ A successful, productive, harmonious, profitable, happy, practice is a balance of three equal areas of concentration ~ All 3 must be focused on ALL the time and equally.

1) **C**_____ **E**_____ ~ Quality Ortho Treatment using quality product, creating clinically sound, beautifully cosmetic and functionally correct and comfortable smiles.

2) **G**_____ **T**_____ ~ Quality people who are well trained, fully present, committed, with great attitudes and ethics, who all get along and love what they do for a living and who make sure it shows.

3) **O**_____ **C**_____ **S**_____ ~ Taking amazing care of the person, not necessarily the teeth or the malocclusion, consistently creating a fun and memorable experience for each and every person who walks through your door.



There are Orthodontic Offices all over the world that have achieved many successes and excellent profitability, and have beautiful state of the art buildings in which to see patients. Some of them may lack in the quality clinical care, others may lack in the positive feeling of the team, the commitment level, or the enjoyment factor of the workplace. No one "has it all", not ALL the time. Many however, are trying every day to get there though. They focus, they communicate, they meet often, pushing the envelope, monitoring statistics, attending meetings like this AAO, talking to others . . . and doing all the necessary things to attempt achieving that title of **A Successful Practice**. They know that to stop pushing and trying is to end their quest for success, as we are warned by Will Smith the actor, not the Doctor ~

"You will never achieve 100% as long as 99% is okay"



The following lists are meant to serve as a partial check off list or benchmark to measure your practice against others. Ask yourselves these questions at a team meeting:

- * Where is our practice strong and doing well and where can we continue to improve?
- * Are we putting our time and energy into only one or two of the **three** essential areas of focus?
- * What *more* can we be doing to consistently exceed what our patient expects of us?
- * Do we have a Goal List (or Wish List) and check things off as we achieve these goals?
- * What am I doing *myself* to help our practice be the best it can be?





CREATING A SUCCESSFUL PRACTICE QUESTIONNAIRE

Fill in the answer to each question with a YES or a NO. Be Honest! Don't expect ALL to be a YES, yet "ideally", your goal can be that all are eventually a YES. As a team, discuss any NO answers, why they might be NO and how you can make them become a YES. This is only a partial list of what to be aiming towards. Add your own goals to this list and always have something to which you look forward.

Focus Area # 1 ~ Clinical Excellence = (1/3 of Your Practice Success)

- 1) Do we use only state of the art orthodontic & dental products? _____
- 2) Do we not recycle or re-use any items we know we really should not? _____
- 3) Would every one of us sit in the chair ourselves as a patient and feel 100% OK there? _____
- 4) Is our sterilization up to code and do we make sure it is always the best it can be? _____
- 5) Are we all proud of our DR's clinical treatment, training, ability, name and reputation? _____
- 6) Are we in control of *Emergency Visits* (few bond failures, few discomfort concerns)? _____
- 7) Do we use state of the art technology, (computers, digital photos/XR, scans, 3D, etc.)? _____
- 8) Are records beautifully done in house and at no charge throughout the course of TX? _____
- 9) Are we using phone technology (message on hold, email for pts, appt confirmation, etc?) _____
- 10) Do we attend courses/seminars to continue our clinical growth and knowledge? _____
- 11) Does our DR attend ortho/dental clinical meetings as much as possible? _____
- 12) Are we obsessed with learning new techniques, bracket placements, wire uses, etc? _____
- 13) Are our cases routinely finished on the target time we have estimated to the patient? _____
- 14) Are we dismissing our retention patients in a timely manner and clearing space for NP's? _____
- 15) Are all the Early TX cases we are doing ONLY patients who really need Early TX? _____
- 16) Is there nothing at all unethical or questionable being done/not being done on our pts? _____
- 17) Do we try always to do the "Right Treatment" at the "Right Time"? _____
- 18) Is every instrument we use functional and in good repair without rust, worn edges, etc? _____
- 19) Are all pieces of equipment in full and reliable, proper working order? _____
- 20) Do we have and use samples of our appliances, brackets, etc available for pt viewing? _____
- 21) In our NP exam, does our DR make the clinical problem clearly understood w/o question? _____
- 22) If we asked each pt/parent what their clinical diagnosis was, could they all tell us? _____
- 23) Is our DR in any study group to share cases and get others' opinions and advice? _____
- 24) Do we provide clearly written instruction forms for all appliances/procedures we do? _____
- 25) Do we receive constant, regularly scheduled clinical training by our DR? _____
- 26) Can any of our team question our DR about TX, philosophy or procedure w/o fear? _____





Patient Satisfaction to Practice Success ~ 50 Shades of Bray

Focus Area # 2 ~ Great Teamwork = (1/3 of Your Practice Success)

- 1) Do we have a list of “ideal” qualities that we refer to when interviewing new people? _____
- 2) Do we do a *Working Interview* for our prospective new employees, without fail? _____
- 3) Does everyone read and sign our up to date and always accurate *Practice Manual*? _____
- 4) Do we all have written *Job Descriptions* that we each keep current and accurate? _____
- 5) Do we have a *Practice Administrator/Office Manager* that we trust, respect and follow? _____
- 6) Is everyone here *Committed* to our practice rather than merely *Involved* in it? _____
- 7) Do we display positive attitudes during the day even when we are feeling stressed? _____
- 8) Are we able to solve our differences and concerns easily without fear or conflict? _____
- 9) Have we kept gossip, backstabbing and jealousy out of our work environment? _____
- 10) Has everyone here been fully trained before being set free to work with or on patients? _____
- 11) Are we all cross trained, helping each other to know what each person does and how? _____
- 12) Do we receive a regular, fair *Performance Evaluation* without having to beg for it? _____
- 13) Do we all have, carry and use our own office *Business Cards* that we can give out freely? _____
- 14) Do we have access to an *Office Library* filled with books/CD’s to educate us on all things? _____
- 15) Do we avoid constant turnover with people often leaving shortly after being trained? _____
- 16) Is frequent *Continuing Education* offered, encouraged, paid for and enjoyed by all of us? _____
- 17) Can we correctly/confidently answer most questions that a patient/parent would ask? _____
- 18) Do we all exhibit a professional appearance at all times (hair, make up, attire, etc)? _____
- 19) Are there no/or few actions at our office that would make us not feel proud of a teammate? _____
- 20) Are we content and clear with our salaries, benefits, and compensation packages? _____
- 21) Are our birthdays, anniversaries of employment and holidays adequately acknowledged? _____
- 22) Are we satisfied with the level of praise, thanks and appreciation shown for our efforts? _____
- 23) Do we ALL give praise, thanks and appreciation to each other often and easily? _____
- 24) Do we annually get out of the office for a team retreat day/weekend and really TALK? _____
- 25) Is each person’s opinion asked for, listened to and appreciated by everyone else? _____
- 26) Is our communication with each other mostly *Open, Honest* and *Safe*? _____
- 27) Do we have regular, productive and worthwhile *Team Meetings* where all participate? _____
- 28) Do we have consistent, scheduled *Training Days* for all positions in the office? _____
- 29) When someone leaves, do they complete an *Exit Interview* form so we can all improve? _____
- 30) Is every team member here passionate about Orthodontics and the role they play in it? _____



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Focus Area # 3 ~ Outstanding Customer Service = (1/3 of Your Practice Success)

- 1) Does each person employed here understand and know what *SERVICE* really means? _____
- 2) Do we receive regular, real training in service by someone other than our own team? _____
- 3) Do we use regular *Patient Satisfaction Surveys*, asking our patients how we're doing? _____
- 4) Do we have an alive, real *Mission Statement*, posted up and known and truly lived? _____
- 5) Do we all talk to our patients about *them* and not just about ourselves? _____
- 6) Do we all make consistent *Care Calls* with warmth and caring shown in our voices? _____
- 7) Do we use a *Kid Questionnaire* for our children to learn about their interests/hobbies? _____
- 8) Do we send personalized notes/texts to our patients, without fail, every day/week? _____
- 9) Do we all exhibit that most important **10 Ft Attitude** that Rosemary preaches about? _____
- 10) Do we in some way acknowledge Pt birthdays, illnesses, new babies, graduations, etc? _____
- 11) Do we thank anyone who refers a new patient to us and realize how they've helped us? _____
- 12) Are there regular contests, raffles, fun things in which our patients participate? _____
- 13) Is our *Ortho Deband Experience* one that every patient will brag about and never forget? _____
- 14) Do we celebrate and decorate for any and all occasions and holidays possible? _____
- 15) Do we use a current, fun, colorful, filled up *Patient Bulletin Board or PowerPoint*? _____
- 16) Do we have an updated, fun, interactive and interesting *Web Site/FB* for patient use? _____
- 17) Do we have an *Internal Marketing Plan* in place for the full year in advance? _____
- 18) Is our communication with our families as great as it can be regarding all aspects of TX? _____
- 19) Are our verbal skills (phone and face to face) polished, professional and proactive? _____
- 20) Is there an incentive program in use here to reward patients for good cooperation? _____
- 21) Do we take great, consistent care of our referring DRS, thanking them in many ways? _____
- 22) Do we have a *Practice Newsletter* where we brag about our pts/their accomplishments? _____
- 23) Do we assist our families with consistent smiles on our faces, regardless of the task? _____
- 24) Do we provide quality written information about every possible aspect of treatment? _____
- 25) Does each patient who leaves our office, go home having heard a sincere compliment? _____
- 26) When people walk in our door, do they see and hear laughter, fun and enthusiasm? _____
- 27) Do we offer coffee, tea, juice, cold water and/or snacks for our families? _____
- 28) Is our reception room welcoming, fun, clean, comfortable and friendly for everyone? _____
- 29) Do we reward little siblings when they wait nicely, knowing they are tomorrow's patient? _____
- 30) Are New Patients **WOWED** with our exam experience from the phone call onward? _____



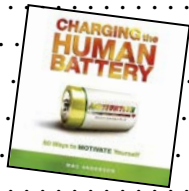


Some Recommended Reading to Become the Great Team Seeking Practice Success

Dealing with People You Can't StandDr. Rick Brinkman
Lead, Follow or Get Out of the WayJames Lundy
Peak PerformersCharles Garfield
Get Everyone in Your Boat Rowing in the Same DirectionBob Boylan
The Power of Ethical Management Ken Blanchard and Norman Vincent Peale
The One Minute Manager Ken Blanchard and Spencer Johnson
Everyone's a Coach Ken Blanchard and Don Shula
Leadership by the Book Ken Blanchard
The Heart of a Leader . . or . . Whale Done! Ken Blanchard
Full Steam Ahead!Ken Blanchard
High Five!Blanchard & Bowles
Leadership 101 and Attitude 101 John Maxwell
21 Indispensable Qualities of a Leader John Maxwell
17 Essential Qualities of a Team Player John Maxwell
Developing the Leaders Around You and Developing the Leader Within You John Maxwell
How To Become A Great Boss Jeffrey Fox
The One To One Future Don Peppers
Good To Great Jim Collins
First Things First Stephen Covey
The One Thing You Need to Know Marcus Buckingham
Why Employees Don't Do What They're Supposed To DoFerdinand Fournies
Hiring the Best Martin Yate
The Art of Possibility Rosamond Stone Zander
How Full Is Your Bucket?Tom Rath
Crucial Conversations Kerry Patterson
The Girls' Guide to Being a Boss (Without Being a Bitch) Caitlin Friedman
Play Like A Woman, Win Like A ManGail Evans
FISH!, Fish Sticks, Fish Tales, Fish for Life Stephen Lundin
When Fish Fly John Yokoyama
Time Tactics of Very Successful People B. Eugene Griessman
How to Make People Like You in 90 Seconds Nicholas Boothman
Hug Your People! Jack Mitchell
How to Win Friends and Influence PeopleDale Carnegie
A Passion for ExcellenceTom Peters
Branded Customer Service Janelle Barlow
The 7 Habits of Highly Effective People Stephen Covey
How To Win Customers and Keep Them For LifeMichael LeBoeuf
The Customer Signs Your Paycheck Frank Cooper
The How of Wow! John Murphy
The Enemy Called Average Given Today As a Prize! John Mason
Branded Customer ServiceJanelle Barlow
Charging the Human Battery Given Today As a Prize!Mac Anderson
Selling is a Team SportEric Baron



You can get all on CD's if you don't like to read



The list is endless and is limited only by your initiative, determination & drive





Focus Area # 3 ~ Exceeding Expectation CUSTOMER SERVICE

CUSTOMER SERVICE has become a critical aspect of all dentistry. Years ago, a practice could be considered “successful” merely by producing quality dental care, in any specialty. Today, however, the practice that wants to set itself apart from the norm AND be successful - has to create an environment where patients get that “knock-your-socks-off” treatment, every day, from everyone and at every visit. There are so many choices of Ortho practices where patients can go and even if your treatment is the BEST quality available, if the patient does not LIKE YOU, they will choose another practice and sometimes, very unfortunately and sadly, forfeit your quality clinical care in making that choice. How great when you can be an office that delivers BOTH!

What does it mean to “Raise the Level of Care in an Ortho Office” to “Exceed Expectations”? Quite simply, it means that there is nothing you will not do to provide an extraordinary experience at each and every contact with your office. Not merely the FIRST or LAST visit, but every one!

You will become *obsessed* with customer service, as Ken Blanchard tells you in his great book, *Raving Fans*. Meeting their expectations used to be sufficient ~ it worked well enough. Today consumers are more demanding, have more choices and expect more from you, the provider. Your goal must be to create today’s *Raving Fans*, not merely yesterday’s *satisfied patients*.



Your customer service is everything your practice *is* and *does*. Yes, it is what you do; but even more, *it is who you are*. If you really want a booming and successful practice, you have to create those true *Raving Fans* and to do that you must EXCEED what they expect.

The surest way to make patients fall in love with your office, come back for more and tell others how wonderful you are, is to practice the “and then some” (ATS) principle. It’s the willingness to go that extra mile that separates the true champions from the “also-rans.” There are far too many “also-ran” practices. And good news, there is still room on that extra mile for you!

The customers’ (the patient’s) expectations are the baseline, so you win and keep your customers, patients, by Exceeding Their Expectations – by surpassing the baseline.

- Meet Their Expectations first ~ give them what they want.
- **Exceed Their Expectations** second ~ only when you exceed the expectation will the customer (patient) give you credit for exceptional service (“And Then Some”).
- Promise less than you can deliver and then deliver more than you said you would. If you promise more and then deliver less, you’ve set yourself up for failure.

For your service to be extraordinary, knock your socks off quality, outrageous, and then some:

You must do things for your patients (your customers) that are:

Un _____ Un _____ Un _____



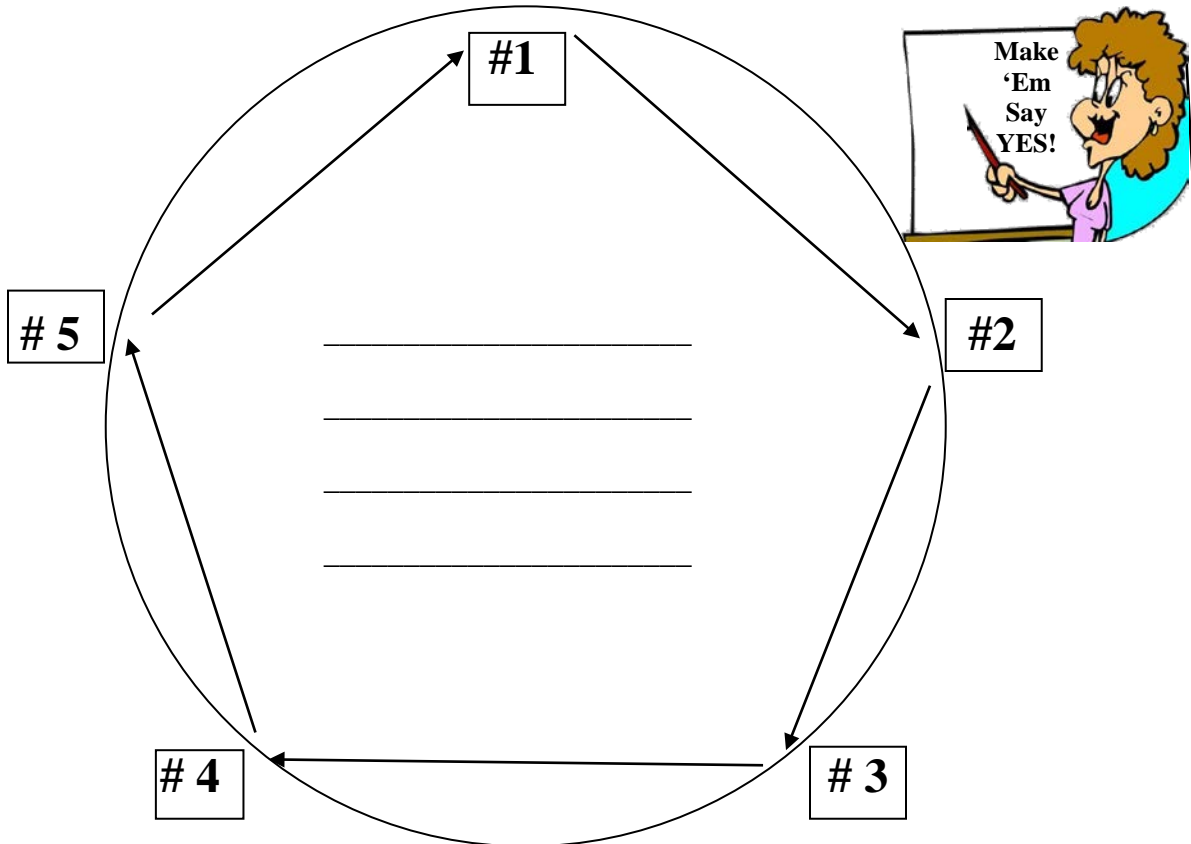
The more the patient feels rewarded, the greater are the odds that he or she will continue to be your patient. The less rewarded, the greater are the odds that he or she will be someone else’s patient. When every office interaction causes a patient to feel rewarded, validated, confident and pleased, the patient will continue their interactions with you to further continue those positive feelings.



Being successful in ANY business is all about **R**_____ and your ability to be a
M_____ of **P**_____ **R**_____!

*15 % of one's financial success is due to technical knowledge
85 % is due to skill in human engineering, to personality & the ability to lead people
(Carnegie Foundation for the Advancement of Teaching)*

*In Ortho Practices, those people are your patients, their families, your referring offices,
the community at large and each other in the office.*



Everyone Must Provide An Extraordinary **E**_____ For **E**_____ Patient * * * At **E**_____ Visit.

Every customer of the beauty salon, the gas station, the department store, the car dealership, the restaurant, the DC Convention Center, **or of yours**, expects three things to occur every time they do business with you:

- 1.) **Personal** _____
- 2.) **Operational** _____
- 3.) **Product** _____



How Can You Deliver This Elevated Level of Care Giving You Greater Practice Success?

Step 1 – Conceive it

*A warm, real smile
A touch on the shoulder
A compassionate word
A caring, personal note
A compliment
A sincere thank you
Water, tea, coffee, lemonade
Relaxing, plentiful chairs
Balloons, stickers, etc. to waiting siblings
A desk to draw at or do homework, an Internet desk (with parental controls)
A comfortable, clean, welcoming, temperature-controlled reception area
Office contests, bulletin boards, team pictures, fun events, Social Media
A terrific initial phone call ~ a WOW phone call they will remember
A confirmation call the night before a NP Exam without “confirming” it
When there is a wait, tell them there is a wait, and then entertain them
Ample reading materials ~ always being current and appropriate*



Step 2 – Believe it

Step 3 – Achieve it

*A rose sent to a home
A gift certificate
A refund - undisputed
An empathetic ear
A follow-up phone call
A sincere apology with no excuse
Cookies, bagels, goodies
Toys, games, books for toddlers*

Give them books to read (cookbooks, the Chicken Soup for the Dental Soul books, nice travel books, a daily newspaper, etc.) For a great price reduction on the dental books, see my web page link ~ or see Amazon.com.

*Get total service commitment from each team member (the toughest part)! Carefully select and heavily train your entire team. Treat them well and your happy employee will be your best source of advertising and marketing. All the slick financial and marketing techniques in the world are no substitute for an army of satisfied employees (or patients). They have to be happy to market the practice and WANT to provide outstanding service!

*Take a Customer Service Quiz every six months and don't settle for anything but improving scores each time you take it. Then discuss all your answers. If you don't have one, email me.

*Read the books recommended today, as well as any other positive material to assist you in improving. Attend all meetings you can, pick other people's brains while you are there and buy CD's or tapes when not able to be there. Form and then attend study groups.

*Network and brainstorm with others who are already doing what you *want to be* doing. Your entire team should ask colleagues and friends for their good opinions! Copy them! It's great to



Patient Satisfaction to Practice Success ~ 50 Shades of Bray

have role models and mentors. Ask for assistance and ideas!

*Vow to always give patients *more service than they are paying for.* Then do just that. Promise less, deliver more. _____



*Make your initial exam appointment an extraordinary experience. Be complete with the diagnosis, treatment plan, diagnostic records and discussion of finances. Be great communicators and relationship builders. _____

*Look great, act great, be great, talk great, and perform great. Set & keep high standards for all the team. _____

*Keep a positive attitude in the office. Talk needs to be upbeat, polite and happy and regarding only appropriate subjects and involving the patients at all times. Keep a positive attitude in the office. Not having this can ruin every other thing you ever try to do! **No BMW's or CAVE's!** _____

*Dress for success – in and out of the office. Clean, sharp, crisp, professional AND appropriate. Some Ortho patients have not begun treatment because of the way a team member was dressed (or not dressed)! You all are the greatest visual aid in your entire office so never doubt that people look at YOU more than the art work on your walls or your new carpet. _____

*Promote yourselves both internally and externally with marketing ideas that show creativity, passion, fun and personal interaction (give stickers, balloons, birthday cards, postcards, baby cards, sympathy cards, bookmarkers, water bottles, Frisbees, tee shirts) ~ with whatever you and your budget are comfortable. Just do it! _____

*Thank your patients every day for being *your* patients. They did have a choice to be anyone's patient and they chose *you*. They continue to have that choice ~ every day. Say thanks! _____

*Have a daily positive presence on Social Media. Show happy patients and team members, some complimentary reviews or remarks ~ what happens at your practice. It is still "F R E E". ☺ _____

*Take care of the whole person, not just the teeth, gums, or malocclusion of your patients. _____

*Be good communicators/listeners. That also means do not interrupt when your patients talk to you! _____

*Give the highest quality treatment at all times ~ tell your patients that you are capable and efficient and quality oriented! Then show them that you are, involve them in all decisions. _____



Patient Satisfaction to Practice Success ~ 50 Shades of Bray

*Think like John Nordstrom, Sam Walton of Wal*Mart, Herb Kelleher of Southwest Airlines and Walt Disney all did. Be visionary, creative, appreciative and thankful. _____



*Talk to each other about what is going well and how you can improve. Review your Patient Satisfaction Surveys at every team meeting. Ask each other for constant input. Share your own personal great and not-so-great customer service stories and learn from both kinds. _____

*Make every deband day the way you wanted your deband to be! New patients at their exam will see this celebration so be sure it is one! Promise as a team to make all special appointments truly special and don't be afraid to lighten up! Make it FUN! Ask me how! _____

*Be the professional office that is **obsessed** with customer service & building relationships ~ not merely the one that is just thinking about it. Sitting here today will not do it.*

Know The Ten Deadly Sins of Customer Service! Prevent Them!

- | | |
|----------------------------|---------------------------------|
| 1. I don't know | 6. You don't know anything |
| 2. I don't care | 7. We don't want your kind here |
| 3. I can't be bothered | 8. Don't come back |
| 4. I don't really like you | 9. I'm right and you're wrong |
| 5. I know it all | 10. Hurry up ... now wait! |



Have You Been Guilty? Of course you have...you are all human.
Your team CAN eliminate negative service from their behavior and thoughts!
That behavior is NEVER Exceeding Any Expectation or Creating Success!

Be on the lookout for the "Dirty Tray Tables" in your office. Find them and fix them before patients notice them. Who coined that phrase? _____

➤ _____
 ➤ _____
 ➤ _____
 ➤ _____
 ➤ _____



***It is important to do things right,
 but it is more important to do the right things.***
It basically comes down to just this:

If you can provide *An Elevated Level of Care* that is better than your patient can get anywhere else, they won't go anywhere else.



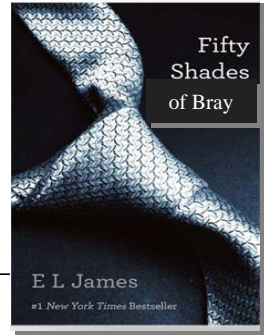
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Outstanding service and patient care does not come from policy manuals. It comes from people who truly DO care and from a culture that encourages and models that type of caring and committed attitude. It takes the Right People! It always will. Without a great TEAM, you will not be able to deliver this type of superior patient care.

“None of the secrets of success will work, unless YOU DO.”

(From An Enemy Called Average by John Mason, given away today)

(Ok, that’s more than Fifty Ideas From Rosemary Bray....
Does That Make It *Fifty Shades of Bray?*)



NOTES ~

ONE THING I WILL PERSONALLY IMPROVE IN MY PATIENT CARE DELIVERY TO
HELP MY TEAM “ELEVATE OUR LEVEL OF SUCCESS” ~



Meet Your 2018 AAO Guest Speaker



Rosemary Bray spent more than *30 years* employed in the dental profession, with experience in General dentistry, Periodontics and Orthodontics (18 years). Her last 16 years were as *Office Manager* and *Treatment Coordinator* for a quality Orthodontic practice. She left late in 1998 to begin her self-employment as a speaker and consultant in Orthodontics and Dentistry. She was one of the founding members of the *Pacific Coast Treatment Coordinators Study Group* and also of the *San Diego Dental Office Managers Study Club*. Rosemary is proudly now celebrating her 50th anniversary in teeth! **Yes, That Was 50!!**

She taught oral hygiene and dental care to *400 children* from *37 different countries* at the International Community School of Zurich for two years while she and her family lived in Zurich, Switzerland for a 4 year period. A tooth brushing program was instituted in the primary school curriculum as a result and her program is still ongoing today. Those International kids are still brushing! ☺



She has lectured and worked on **every** continent except Antarctica on behalf of the American Association of Orthodontics (AAO), and every constituent, numerous Orthodontic companies, various dental societies, Ortho and dental study groups and for her own workshops and seminars. In 2011, she was honored to be the Staff Program Co-Chair for the AAO Annual Session in Chicago and has been featured now on 25 consecutive AAO programs. She is a feature speaker at most dental meetings too, such as the ADA, CDA, Yankee Dental, Star of North and of the South, Dallas Dental, AAPD, Chicago Mid-Winter and the prestigious Hinman Dental meetings.

Rosemary is a Past President and Board Member of the *San Diego Children's Dental Health Association* (a non-profit dental clinic in San Diego which treats approximately 500 needy children each month). This is a last resort care facility which relies on donation alone to operate. In 2007, they began to finally provide Orthodontic care as well as quality dental care!



She has been a visiting *Clinical Instructor* in the Orthodontic department of the University of the Pacific School of Dentistry in San Francisco where she's donated her knowledge and experience to the future orthodontists studying there and she has spoken at many Orthodontic schools as a gift back to the profession.

She serves on the Board of Directors for the American Association of Orthodontics Foundation (AAOF), which supports and promotes education and research in orthodontics. Rosemary served on the Education Committee for the Pacific Coast Society of Orthodontists (PCSO) and assisted in planning Annual Sessions for that AAO Component society. Rosemary is self-employed as an *office trainer* and *consultant* specializing in

New patient exams, TC Training	Internal and external marketing
Outstanding customer service	Verbal, written communications skills
Team relationships, motivation, incentives, retreats and team building	



She gives *personalized office retreats and seminars* and is available for speaking engagements to a variety of professional groups. A popular lecture is her **Appreciation Seminar** to thank your GP referrals to for supporting your practice. Visit her website (www.rosemarybray.com) for details on programs, workshops and lectures that are open to the public.

She loves travelling the world in the name of teeth!



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