

## Ep #87: Thriving in the Current Dental Market with Dr. Kelly Brown



### **Full Episode Transcript**

**With Your Hosts**

**Dr. David Phelps and Evan Harris**

[Dentist Freedom Blueprint](http://www.DentistFreedomBlueprint.com) with Dr. David Phelps and Evan Harris

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Kelly: If we play like the big box dental shops in here, we will lose to them out there. What that means is if you try to play their everyday low prices in here, you will lose to them out there. If you try to play "we are open 24/7, 365" in here, you'll lose to them out there. If you try to match them dollar for dollar in their advertising budgets, you'll go broke. That's where I focus our group on is playing the games they can't play.

Speaker 2: You are listening to the Dentist Freedom Blueprint Podcast with David Phelps and Evan Harris. Navigating you through the uncharted waters of a turbulent economy with straightforward advice to transform your practice into a self-sufficient cash machine, compound your net worth access and multiply your passive cash flow streams.

David: Well good day, everyone. This is Dr. David Phelps of the Freedom Founders Mastermind Community and the Dentist Freedom Blueprint Podcast. Back to you today with what I think is going to be a very intriguing discussion. We're going to talk a lot about the state of dentistry today. We've got a lot of new graduates coming out of school typically with quite a bit of debt. More debt than I had when I came out of school back in 1983. We've got a lot of mid and later career dentists, who are trying to figure out what their exit transition strategy looks like. It seems like to me, there's some mix in the middle. We need mentorship. We need a place for these young students to get into the game, to learn how to actually run a real business as a practice and what the best steps are for them to go forward, but

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also how to help the senior dentists with their transition.

I think there's a bit here. To make that discussion happen, I was talking to a really good friend of mine. We've been following each other and going to similar conferences over the years. I really respect this gentleman, not just because of what he does today in the arena of dentistry itself and the industry, but because of who he is. He's a real leader. He has really strong core values, which if you know me, I really follow and resonate with people that have similar core values to mine. Then everything else they bring to the table, I value so much more. Without further ado, let me introduce today's guest expert, Dr. Kelly Brown. Kelly, are you there, sir?

Kelly: Yes I am, Dave. Dave, I'll tell you what. It's a pleasure and a privilege to spend a little time with you and your listeners today. I've been looking forward to it ever since we had talked about it several months back.

David: Yeah. We were at another conference. Business building, marketing, which we both know and we appreciate how important that is to any business, not withstanding dentistry itself, Kelly. You've always been a big proponent of building the right infrastructure. We'll talk a little bit more about what you're doing today in that arena, which I think is so cool. That's why I want you on this podcast, but I also know that before people will really listen to either one of us, they've got to know a little bit about who we are. I know that with where you are today, with what I would call not only you're a successful business owner, dentist, but also family man. I know you didn't get there on a

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straight shot. It wasn't a straight path. It isn't for anybody. Do you mind just talking a little bit about your pathway and maybe if you can reveal anything about the struggle? There's always a struggle somewhere.

Kelly: Yeah, Dave. If I look back on my life, John Maxwell writes a book that sums it all up for me. It's called Failing Forward. When I graduated from dental school, I was actually 24 years old. I slipped through the cracks and got in early and did a bunch of stuff. I was immature at best and inadequate probably, not only as a clinician but also as a business owner. In those days, that's what they told you to do. As a matter of fact, one of my professors said, "Kelly, you don't need to worry about it. What you need to do is just decide where you're going to go, look around at all the dentists in that community and you just do what they do. If they open so many hours, that's what you open. If they charge this much for a fee for a crown or whatever, that's what you charge. If they operate, they offer these services, you offer the same services."

I was launched out into the dental world with that information. It only cost me 10 years and I have no idea how much money. I was really looking for a way to get out. We're talking at the age of 34, I was just ... I'll do anything. This is miserable. I had a miserable practice. I was making no money. My patients were apathetic and upset most of the time. My staff was about the same way. If I could have called in sick, I would have. I'll never forget when things got really rough. It was June of 1987. Now I had been out of practice school in 1976 in dental school. I'll never forget the day I was in my office and I get a phone call. Probably the worst phone call I've ever received in my life. They

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said, "Your son. There's been an accident at the house and your 2-year-old son is in an ambulance headed to the hospital."

I don't even remember what patient I had in the operatories at the time. I don't think any of them came back. I left the building and they were sitting there. I don't know if they were numb. I don't know. I had no idea what was going on. By the time I got to the hospital, unfortunately it was too late. Not only I was crushed because I had lost a son. What was even more, I guess you'd say embarrassing or eye-opening, was that I was going to have to bury him with yet another credit card because that's basically what I was living on, were credit cards. That was my turning point. That was the point I looked at myself in the mirror and said, "This is not right." I didn't know what I was going to do. I just knew it wasn't right.

One day ... As a matter of fact, it was the day after his funeral and the whole week was just a nightmare. I showed up in my office and of course I wasn't looking forward to being there. I didn't want to be there on good conditions, much less this one. I went in in my little 900 square foot office. There were my apathetic staff. I knew I needed to get back to my little bitty tiny office, where a stack of mail 2 foot high was there. I was going to have to go through that. I was going to have to deal with patients who were ticked off because I had been gone a week and their denture was sore, whatever. On top of that stack was a card. It was a 3x5 yellow card. It spoke to me. It said, "Doc, have you had enough?" Now that card may have been there 42 times before, but that card that day was my card.

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David: Right.

Kelly: I picked it up. I made a phone call. The guy on the other end was very empathetic, but told me exactly what I needed to do. He said, "You need to be in Glendale, California next week for a training session for a week."

David: Wow.

Kelly: I'm sitting there. I think it was Mark Twain that said, "Winners find ways to get things done and losers find excuses."

David: Yes.

Kelly: If I was looking for an excuse at that point, I think I had a couple. I wasn't looking for excuses. I was looking for relief. I was in so much pain at that time. I said, "Okay." I went back out, told my receptionist, Chen, at the desk that I was leaving for another week. I applied for another credit card. I kissed my bewildered wife and my grieving remaining son goodbye and I took off. That trip changed my life and has brought me here today. Now there's been a lot of paths along the way and meeting great people like you and things like that that have amplified that trip, but that was the day I said, "Enough was enough."

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David: You were literally shell-shocked obviously with grief. I have a daughter that we got close to losing her, but we didn't lose her. It's hard for me to even go that next step that you've already felt. You and your wife and your son have already felt that. I can't imagine. I know it's hard to verbalize what that feels like. Let me ask you this, Kelly. At that point in your life when you were probably at the most bottom point of your life ... I'm feeling that. The grief that you're experiencing at that point in time, shell-shocked, were you typical of most of us as males in just trying to keep all this burdensome stuff inside where you were feeling like, "I'm a dentist but I'm not really enjoying practice. My practice is not anywhere close to even being average at this point"? Then you have this tragedy happen. Were you keeping that all inside or did you and your wife talk about this stuff very much at that point? Was there somebody else that was there for you? I'm just curious.

Kelly: No. Unfortunately there wasn't anybody there for me at this time. That's a big mistake I made and that's one that I would recommend that all your listeners ... You need to get a mentor. You need to get somebody that you can work life through with. Be careful. Pick the good ones. Check the fruit on the tree. Make sure they've got the right character, the right mix. That's critical. No, I did not have that. Of course that week before I headed off to Glendale, that was the week of grief and crying. Before then, I was living a life of quiet desperation in that I was supposed to be successful. I was at the country club. Nobody knew that I was making \$3,000 a month less than I was spending every month. Nobody knew that except me. I was dealing with credit cards and looking out the window, trying to find another way to do something.



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David: Yeah, you're right. I think that's one of the best pieces of advice we can give to anybody listening today is that if you're going through a struggle, if you feel like Kelly felt back then and at that point in his life, that you've got to have somebody that you trust and that has your same values that you can let that self open. It's so damaging to try to keep it inside. Anyway, let's move forward. You went out to Glendale. You did this first week of training. Obviously a big leap of faith for you to do that. As you said, your wife and your son were just like, "What is going on?" You just lost your son and now you're heading back out again. Obviously this happened for a reason. You found the right connection there and you took that. What transformed you? Give me that process. What was happening during this training? What new characteristics did you acquire because of what you stepped out to do?

Kelly: Well it was not a dental course, Dave.

David: Okay.

Kelly: Basically I realized that my practice was a business, that if I didn't treat it as such, I was going to get the results that I had been getting the previous 11 years. I came back with a lot of tools and equipment to manage, monitor, grow a business. Of course my sack wasn't full. I continued to add to that sack, even yet today. It was the realization that it was a business and that I could do some things to make it better and I could measure my efforts. I came back. My staff all quit when I came back. They thought I had flipped out. "Doc, you can't do this. Not in our



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town." That kind of thing. My practice doubled and doubled again and doubled again and doubled again to the point where I was in the top 1 percent producing solo dental practices in the country within about 5 years from the time that I was an extreme failure.

David: Would it be fair for me to say that your new found success, the turnaround here for you, Kelly, wasn't so much in terms of your clinical skills, proficiency, taking new higher level courses? It was in your mindset, the way you looked at who you were and the business asset that you've been blessed with and just hadn't been optimized or leveraged at that point.

Kelly: Absolutely. Dave, for your listeners, one of the things that I would be more than happy to send them, I created a document of my life. I've got a book but also there's a small, like a 40-page ... It's called Pipeline to Wealth. If any of your readers want to get that, it goes over my history and gives the exact numbers of exactly what happened and the transactions and how I leveraged myself financially and my budget. The whole thing is in that 40-page white paper. I'd be more than happy to send it to them if they would like to get it.

David: Well I'd like to get a copy, too. I think the best way for people to connect with you and to request that document, the Pipeline to Wealth, is through the email address which is [info@customdentalusa.com](mailto:info@customdentalusa.com). That's [info@customdentalusa.com](mailto:info@customdentalusa.com). They can just go there and request the document, Pipeline to Wealth.

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Kelly: Pipeline to Wealth. Yes.

David: You'll send that to them. You also have a book that you took basically the framework, the templates from Napoleon Hill's Think and Grow Rich. You have the book, Think and Grow Rich in Dentistry.

Kelly: Yes. I will be more than happy to send them a free copy of that also, Dave.

David: Awesome.

Kelly: All they have to do is just send an email. Say, "Would you send me that book or the Pipeline to Wealth?" Either one is fine.

David: I love to read the biographies or autobiographies or in this case, it's your blueprint, your path. We learn so much from people who have gone through in this case a real struggle because we can all relate to that. We're all going to go through struggles, if we're not even going through one right now or we have in the past. We're all going to go through that. I think you're right. The key is how we think about our life at that point. Whatever the turnaround is, I've got to see that through somebody else who is just like me. You don't pretend to be the biggest, highest, most proficient clinician in the world. You just adopted a new mindset and that transformed everything for you.

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Kelly: Yes.

David: Now we've built up to this point. Now I'm going to fast forward and I'm going to sing your praises because I don't expect you to because you're a very humble guy. Today, Kelly and his son, also a dentist, Dr. Nathan Brown, used his practice building lessons to launch additional practices. With his custom dental joint venture model, Kelly has launched more from 0 to \$1 million solo owner operated dental practices than any other man on this planet. Most of the custom dental practices break the \$1 million mark within the first 12 months. Even though he typically partners with a relatively young, inexperienced dentist, they're able to do this.

Kelly is really good with bringing young dentists into the fold and giving the right skills. We'll talk more about that because that's why I want you on the call. Currently, Kelly, you have joint venture with 12 practices here in the states of Oklahoma, Texas and Missouri. You're continuing to expand that as you grow along. You have also been asked to serve on a committee that devised the Oklahoma Dental Board of Governors through the process of updating the Oklahoma State Dental Act statutes and rules. You're also on the University of Oklahoma College of Dentistry Admission Board. You're a dentist but also lecturer, radio talk show host and author. You've been published in Dentistry IQ and the Profitable Dentist Journals and your book, as we just mentioned, Think and Grow Rich in Dentistry, which was also on Amazon's bestseller list. You are the founder and chairman of Custom Dental, the fastest growing joint venture

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owner-operated dental business in the world.

You recently interviewed on the topic of annihilating the big box dental shops by two-time Emmy winner, Nick Nanton, on America's Premier Experts, which was seen on NBC, ABC, CBS and Fox affiliates across the U.S. You and your son, Nate, your newest venture was found in the Custom Dental Advanced Training. I also want to talk about that. The acronym is CDATE. Custom Dental Advanced Training Academy. It's a training program designed to equip young dentists to fulfill their professional dreams.

I just want people to know that through that struggle, through that time when you were really low in your life, through working on yourself first, transforming yourself, your mindset, you've now become an extremely successful business owner. In doing so, you're giving back a lot to our industry because Kelly, we both know and everybody listening to this podcast knows that the healthcare industry -- and certainly dentistry is included in that -- is going through massive metamorphosis right now. Massive change, transformation. Dentists, young grads, mid career dentists, dentists trying to exit are all just whining and frustrated and complaining about all this change. With the right mindset, you and I both know ... I didn't come to this overnight either. I had to go through the transformation myself, but change is inevitable.

How we look at change, what's going on, is the difference between those who put their head in the sand and just hope for a better day and those who, like you did, took proactive action

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and changed your life. Taking away all this context, the changes in dentistry, you're obviously expanding very successfully. What are some of the keys to your ability, you and Nate, to be able to do what you're doing and have successful businesses and have successful dentists, who many times become partners? Talk a little bit about that, if you would.

Kelly: Well Dave, basically since 2008 ... ADA did a recent survey that's pretty revealing. Since 2008, the growth receipts of all dental services have been flat. That's got to tell you a lot of things because in that same time frame, there has been well over 2,000 what I call big box dental shops popping up like dandelions in the spring. What that means is that the solo practitioner, the one to one doctor patient relationship, the one that I bought into when I graduated from dental school is disappearing. I think it's a shame. It's a shame for the public. I think it's a shame for the profession. I think it's a trend that the outcome, it goes nowhere bad. However, in that environment, like you said, we have been able to launch practices and have successful practices. The best way to handle that maybe is to explain a little story about a movie I saw recently called Moneyball. Have you ever seen that movie?

David: Yes. Yeah, great movie.

Kelly: Yeah. Brad Pitt playing Billy Beane. I'd guess you'd say he was the manager for the Oakland Athletics in 2002. The Oakland Athletics were the beating bag for American baseball league. They always were at the basement. The setting was these guys, these coaches were all getting back. Billy Beane was

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getting all these coaches together again to start the season. They were having this little board meeting and Billy was asking penetrating questions. Like, "What's our biggest problem?" Again, a big discussion. This and that. We can't get pitchers who can throw fast and our batters are whatever. He finally said, "Stop." He says, "Our biggest problem is money." He said, "Or lack of it." He said, "The athletics have a \$41 million salaried budget. We're having to compete against the Yankees and they have a \$125 million. We're having to compete to try to get players and those kinds of things and stay in that budget."

The board wanted to approach the problems the same way they had done the previous years. Billy said something very important. He said, "If we play like the Yankees in here, we will lose to the Yankees out there." They went on in the story. They had a new way of recruiting and they made baseball history. They had a 20-game winning streak and they almost won the World Series. The moral to this story should play to your listeners. That is if we play like the big box dental shops in here, we will lose to them out there. What that means is if you try to play their everyday low prices in here, you will lose to them out there. If you try to play "we are open 24/7, 365" in here, you'll lose to them out there. If you try to match them dollar for dollar in their advertising budgets, you'll go broke. That's where I focus our group on is playing the games they can't play.

The best way for me to explain that is to share maybe a little trip that my wife and I made. On our 40th wedding anniversary, we decided we were going to head out and go to this little island called Lanai. Have you ever been there, Dave?

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David: I have not, no.

Kelly: It's a wonderful little island. It's just off the coast of Maui. It's where Bill Gates got married. There's a guy by the name of Ellison who bought that island, who is the founder of Oracle. He's put a billion dollars in it or whatever. Along with that island, he bought 2 hotels and he converted them into Four Season hotels. One was on the beach, called the Malia Bay Beach Four Season. The other is in the mountains and it's called the Malia I think Mountain Hotel or something. My wife and I decided we were going to spend 5 days at the beach and 4 days in the mountains. We flew into Lanai. We didn't realize that he had created this very intricate transportation system all over the island. We didn't really need a car, but we had already committed to one. All the rest of the guests, they got in their coaches and they were taken to the resort. Jan and I had to wait and get into a rental car van and go and get our rental car. They gave us directions 12 miles down the road with our open-air Jeep.

We go cutting through some of the most beautiful pineapple groves and palm trees and through the crevices in the mountains, climbing down to the beach side where this hotel was. We made the last turn and pulled under this canopied hotel. We pulled out underneath the canopy. There was a guy dressed in the native attire. Walks out with his big ... It looked like a horn from a ran. Tooted the horn like a king had arrived. Then this young lady with leis and puka shells came and put leis around my wife and puka shells around me. Listen to this. She said, "Welcome to Malia Bay Four Seasons, Dr. and Mrs.

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Brown. We hope you enjoy your special occasion with us."

David: Wow.

Kelly: Now that was impressive. What was more impressive, Dave, we were there for 9 days in 2 different hotels and there wasn't one person that we came across that worked for that hotel chain ... Whether it was the maid in the hall, the waitress at the restaurants, the person at the golf course, whoever it was. They called us by name when they walked up. They knew our name and they knew we were there for our 40th year anniversary. Now there were 500 guests in each hotel. That's 1,000 guests a day. Yet Jan and I felt like we were the only ones there. That's the feeling that you can deliver in your dental practices that the big box dental shops cannot compete with.

David: That's a great, great story that illustrates that point very well. Just being the dentist advocate that I am so often, that sounds great. I agree with you. I felt the same way with that kind of customer service in some similar situations. You're right. When you feel like you are the only one, even though there can be, as you said in this case, 500 other guests, or dental practice or a business. There could be 5 or 10 or whatever number of people there where they feel like they're focusing on you. That changes everything. You could do a workshop for 3 days on this, but what's some of the keys to make that happen in a rank and file average dental practice? Or like you said, back in the day when you had apathetic staff and you lost all that stuff, what did you do to go back and start to create this new experience that obviously has gone so far in letting you and

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Nate build what you have with Custom Dental?

Kelly: Well you create systems, Dave. Systems of delivery and systems that will monitor the delivery and the results. Just some simple things that cost a practitioner nothing. We found that if the doctor gets a list of patients that he's going to see the next day as new patients and he gives them a call ... We really call during the day, hoping to catch a voicemail message. Even if we don't, it's fine. It's the business owner welcoming you to the practice call. It's just like, "Dave, this is Dr. Brown. I'm the dentist you're going to be seeing tomorrow. We're looking forward to seeing you here. Is there anything that I need to know or can do before you arrive to make your experience better?" It takes all of about 10 minutes a day to do that with all your new patients. I've got guys that have 9, 10 new patients a day. It's taking them 15 minutes, maybe 20.

Then the staff person, when they're trained, they have a little powwow before they show up every day about every patient. When that patient shows up and if it's somebody walking into your door and you know that Mary Jones is a new patient and she's supposed to show up at 9:00 in your office and there's somebody that walks through your front door and you don't know their name, it's a pretty good guess. You can stand up and say, "Mary, we've been looking forward to meeting you. We're so glad you're here today with us. Can we get you anything to drink? Coffee, water, whatever, while you're doing a little bit of your paperwork." Greeting them from the very start with their name and then of course through the process, we have systems where patients are sent letters by people in the office. The doctor does that we call the postop shot list, where

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every patient that has had a shot, whether it's in [inaudible] or in operative, they get a short call in the evening, checking up on them.

These are systems that are put to place that cannot be done in a big box dental shop that changes the experience for the patient. They're not going to talk about your great finish line on your crown at the water cooler at work tomorrow. They're going to talk about how they were treated, what was special for them, those kinds of things. We also get very active inside the community as an organization. We do free dental days, where we see veterans. We make a big deal out of it and the whole community knows we do it. We do what's called a free mommy makeover, where we have once a year where we let the people vote on a mommy that really deserves a free makeover. We'll spend \$15,000, \$20,000. We'll do it for her. There are things like that that set us apart from a transactional dental experience, which is what they're getting in the big box dental shops and they better know it. If they don't know it, we're not doing our job.

David: Very true. All right. This is great, Kelly. I love this. With the last segment we have here, what I'd like to do is tie this together with the fact that you have very successfully been building out, expanding Custom Dental. You're doing that primarily through young graduates. Let's talk for a moment about what are the big obstacles, the big barriers from going from school, from being licensed to being a dentist, to getting out there in the real world and starting the career? Most of our young graduates are coming out of school today with debt. Some of them come out of school with debt often a quarter of a million dollars or more.

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Real briefly, what do you see as maybe the 2 or 3 avenues they have to get started? Any advice. Then I want to take that into what you're specifically doing through Custom Dental in helping some of these graduates with their next steps.

Kelly: Yeah. Well I'll start with the advice first and then I'll talk about the 3 options. If you get this first one right, the other 3, the other options will be easier to make a decision on. That is you need to find a mentor. We talked about this. You need to have somebody that is pulling for you in your corner that you trust, that's got your best benefits in their heart. They can help you with these decisions. The way I see it, Dave, the elephant in the room is the student debt. Another is that most young dentists aren't really equipped by the dental school to handle a dental business. Most of the time, their clinical skills are at least slow if not incomplete. These are the elephants that they face and can make a difference in how they enter into the field.

I'll just say right now, the default button is going into corporate dentistry. I'll just say if that's where you go, beware. You can get yourself in a mindset there. Those are run by people who don't know dentistry. Several of my partners have been big box dental shop refugees. I'm inside of those places. I know what goes on. What you do and how you do it inside there is not ... You don't want to make a habit of it. Put it that way. If you've got to make money, you've got to make money. Keep your eye outside the door. Don't just get stuck in the cubicle there. Look for options. Be very prudent with your finances. Don't go spending a bunch of money so your hands are tied. Give yourself some options. You will be making some money. Put it away. Take care of it so that you've got some choices down the

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road that you can make.

The other option is they can go into an associate ship. Maybe they have a relative or somebody like that, that they feel fairly comfortable with. I can say be careful when you go into an associate ship. As a matter of fact, another little booklet I wrote is called The 5 Mistakes Young Dentists Make and How to Avoid Them. Once again, you can get that booklet from [info@customdentalusa.com](mailto:info@customdentalusa.com). Anyway, associate agreements. Sometimes the doc, if the senior doc is not a business person, the business arrangement is very loose, verbal sometimes. I can tell you that 9 out of 10 of those end up in a failure. When it ends up in a failure, I'm going to tell you who ends up on the street. It's the young guy.

David: Right.

Kelly: Then the third option is of course to go into practice for yourself. That's a scary one. If you do that, you had better find some people. There's a lot of experts in the industry to help young dentists get going. You're going to have to tie the knot a little tighter on your financial package. You're going to have a little bit of trouble. I don't know what your situations are as far as your lending and those kinds of things, but anyway, you've got to buckle up and get after it. Then you better learn how to run business. Just because you can fix a tooth doesn't mean you can keep that shop open.

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The last is of course we have an option. Like you mentioned earlier, Dave, we have a program called CDATE, which is Custom Dental Advanced Training Academy, where we basically have an applicant. Right now we can only have 2 applicants a year. We're getting these other facilities to be hosting facilities, but right now we only feel comfortable with 2 of the facilities we have. What this is is a year program that a young dentist would come into. They would be a part of one of the largest solo practices in the world. They would get to see and do heavy clinical experiences, everything from implants to orthodontics to oral surgery to all those kinds of things. They would have a mentor in that office. The doctor that they would be in the training with would be their mentor, which would actually help them with their clinical skills. They'll shadow the doc for a portion of the training. They will also see their own patients inside our model.

Most of our candidates are making about \$100,000 a year. Not a lot of money but they're getting so much more. Now also they will train with me. We do a leadership program. We'll do management by statistics and we'll do several other business-oriented training programs while they're in their year program. At the end of the year, we can either decide whether we're a good fit or not. If we are, then we will entertain the idea of partnering with that new doc and helping them open up a practice. We either go from ground up or as of recently, we've actually been buying existing practices. We would help them do that. We would be the money side of it, the business side of it and those kinds of things. He would end up as a 50 percent equity partner once we started an operation. Then the other option is at the end of the year, we're not a good fit. Hopefully he's had a good experience and he's equipped at least to make

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better decisions in the future.

David: Well that's exactly right. What I would implore our young listeners, young dental graduates, to really, really take to heart is that I understand ... We understand getting out of school, particularly with debt ... You've been going to school many, many years. You feel like it's time. You've got to start making money. You want to start paying the debt back. You want to start having a life. Maybe you've got a family already started and you've been putting them off for several years saying, "Just wait until I graduate." It's so hard to resist the fact that now you have a chance to actually start making some amount of money, but here's what I would say. If you can just be patient just a tiny bit longer ... If I was starting over again, Kelly, I would check you out more but I know you. Let's say if I didn't know you, I was just listening to this podcast, I would check you out. I'd check out some of the opportunities.

If I had to pay you, Kelly, if I liked what you had, I would say ... Maybe I'm not one of the 2 top applicants. "Dr. Kelly Brown, I know I didn't make the cut. You picked some other people that you thought were better than me. What if I paid you \$25,000 to come in and still just be some kind of a shadow doc? Would you take me?" I would do whatever it would take to get a year with a great mentor to be like an apprentice. I would take that one more year and I would do that, Kelly Brown, before I would even consider doing a GPR residency. You know why? You and I both agree to this. I'm all for higher education. I'm all for better skillset, but most GPRs are still so academically oriented, you don't get any flavor for what the real world is like. I would take your program in a heartbeat and pay you to be under your



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wing for a year.

As you said, then decide. Maybe I like what you've got and you like me. If not, I still gained a wealth of opportunity, education, skillset, mindset, leadership, management skills that I will never get in a formal education process.

Kelly: Yeah. That's exactly what I feel like. I feel like it's a win-win deal. My biggest enemy is the big box dental shops. I figure the best way I can fight them is to save dentists from having to go down that path. I can't do a lot of them right now, but the ones I am doing ... It's like the guy that walked down the beach. He was seeing some old guy bending over, picking up something, throwing it into the water. As he got down closer to him, he said, "What are you doing here, old man?" He says, "Well the starfish have washed up on the beach and I'm trying to get them back in the water." He said, "Oh, man. You're crazy. There's a thousand of them out here on this beach. You're not even going to make a difference."

David: Right.

Kelly: The old man reached down and grabbed a starfish, threw another one in the water. He says, "I made a difference to that one."

David: That's exactly right. Good for you. Well Dr. Kelly Brown, it's always a pleasure. I so much appreciate your friendship. You're

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a great mind, a great leader in dentistry. Again, if you want any of the great resources that Kelly has offered, [info@customdentalusa.com](mailto:info@customdentalusa.com). There's a Think and Grow Rich in Dentistry book, the Pipeline to Wealth document and the last one you ...

Kelly: 5 Mistakes.

David: Yeah, the 5 Mistakes Young Dentists Make. At least Kelly, what you're doing, you can only take 2 of the applicants per year but at least what you're doing is you're allowing young dentists to with eyes wide open, which is the key thing here, to make some prudent decisions on where to go. I think that's the biggest problem today is so many are funneling down. This is the only way to go. You've just got to do this because everybody else is doing it. They don't know what the options are. Thanks for making your unique position, your experience available today. I know that you've got other resources available. If someone wants to take even a greater step, you've got some programs. It's called the Dentalpreneur Toolkit, which can take young docs and actually executive senior doctors on a pathway to transitioning. You've got some great resources and I just hope people will stay connected to you and utilize what you've already provided today.

Kelly: Thank you. Thank you, Dave. It's been a pleasure.

David: We will talk again soon. I love seeing you at many places

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around.

Kelly: Yeah, I'm sure we will.

David: Keep up the good work.

Kelly: Okay, Dave.

David: Thanks.

Kelly: Thank you. Bye.

David: Bye.

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