

**Ep #318: Gina Dorfman - From Clinical Practitioner to
CEO to Innovator**



Full Episode Transcript

With Your Host

Dr. David Phelps

[Dentist Freedom Blueprint](#) with Dr. David Phelps

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

You're listening to the Dentist Freedom Blueprint podcast, powered by Freedom Founders with your host Dr. David Phelps, where the word retirement is banned and true freedom can be secured in three to five years or less. You'll get anti-traditional advice to maximize the value of your practice and multiply your transition options. Create safe and steady wealth building through highly curated real estate and build extraordinary freedom for what matters most to you without depending on the volatility of Wall Street. More at FreedomFounders.com.

David Phelps: Good day, everyone. This is Dr. David Phelps of the Freedom Founders Mastermind community and Dentist Freedom Blueprint podcast. Today, I am very excited to have our guest on. She's somebody that I think most people in the industry know who she is, but a few of you may not. So this will be fun. It's Dr. Gina Dorfman. Gina, so glad to have you on today.

Gina Dorfman: I am so excited to be here. Thank you for having me.

David Phelps: Well, just a little bit of background, Dr. Gina Dorfman is a practicing dentist and the founder of Dentistry for Kids and Adults, a family practice located just a few miles North of Los Angeles. She's one of the co-founders of the paperless software Yapi. Dr. Gina also hosts her own dental podcast Behind The Smiles, where she dives deep into the business side of dentistry. She's also a published author, has contributed to many dental publications throughout the years. She's a speaker. To learn more about her or some of the topics she talks about, speaks about. You can always find her at her primary website, which is GinaDorfmandds.com. So with that introduction, I

[Dentist Freedom Blueprint](#) with Dr. David Phelps

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

just got to go back and let's first talk about, Gina, how did you find dentistry or how did dentistry find you? What was the process that got you into the world of dentistry?

Gina Dorfman: I'm from Russia and I'm Jewish. And in my culture, a fetus is not really considered viable until he or she graduates medical school or dental school or law school. So I really had three choices here and I landed on dentistry by elimination. I didn't feel like maybe my English was good enough to be a trial attorney. And being a paper work pusher didn't sound very fun. Medicine, I don't like giving people bad news. So I figured dentistry is a good fit because I'm interested in the business side of things as well. And in dentistry, it's just easier to have your own practice than in medicine. And so here we are today.

David Phelps: So talk a little bit about your family origin. I know that there's this, as you said, the business side, the entrepreneurial side, certainly you have the technical skills, the clinical skills to do the fine art of dentistry, which is what we typically go to school for. But what brings the other parts of you that makes you kind of Gina Dorfman?

Gina Dorfman: Well, first of all, again, I referenced being an immigrant from Russia. And I think that when you, coming from a country where there's no private property, there is no private business. Because I came from Soviet Russia, there's this itch to have something of your own to build something. And I think it's just very much part of my personality, but the interest alone is not enough. Like you have to get the skills, the leadership skills. In dentistry, so many of us struggle with running a business. I mean, all we hear dentists saying is just like, I just got to do this for another 10, 15 years before I can finally hang up the hand

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

piece, but it's not dentistry, it's the people that I have to manage and motivate, and I don't know how to do it. I don't know how to hold them accountable. I don't know how to delegate.

It's just easier to do with myself. And so for me, I had to do quite a bit of self-learning. I was actually planning. I went to USC for dental school and they have Marshall School of Business. And I was planning on doing a five-year program, which would give me the DDS and MBA at the same time, but I kind of burned out. So I didn't do it. And recently I applied again to Marshall School of Business and I got in, but because of this situation, I ended up postponing this. So maybe one day, but I pretty much self-learned from various resources because that's, for me, it's fun. That's the fun part of running a business.

David Phelps: So you mentioned the people part, and I know you're a big fan of Jim Collins among other things he says, he says, "Find the who, and then the what." And we do it the other way around. And you said as kind of controllers, because I think people who want to have their own business in this case, practice owners part of what we did it for us to have that independence, to be able to do our own thing and have something that, as you said, is part of the American lifestyle. Be your own boss or have your own thing, but we get these specialized skills, and we don't really learn anything else about people, leadership, communication, the aspects of running a business, which today more than ever, you've got to know how to run a business.

And so all these skills are missing and it's hitting the sand, kind of put your head down and we invest in lots of CE

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

and we'll buy the technology and we think that's all cool. And that will bring that back. And that's going to change the practice. What happens? So I call it Monday morning syndrome. The doctor goes off to the great CE or learns this new procedure, excited, excited, excited and comes back and kind of tosses it to the team. We're doing this now. And then what happens?

Gina Dorfman: Yeah. And the team is like, if we can just avoid any eye contact with him until Wednesday, it'll pass and we won't have to do this thing, whatever it is. And then the beautiful scanner is collecting dust or printer or whatever, it's collecting dust in a closet. Because when we struggle financially in practices, we think more CE more patients are going to fix all of these problems. But a lot of times the struggle ... I mean, this is a great profession you can have ... I mean, there are lots of very successful, crazy successful offices. And a lot of times there are unsuccessful ones sitting right next door to them. And it seems like it's just pure luck that the other person is doing so well. But the reality is everything ... And we blame the economy, the DSOs, the HMOs, but the reality is it's what happens within our four walls.

And if we're not learning to run a business, then the businesses running us and we're just firefighting all day long. All this stuff just lands at us and we have to deal with it. And we all wear like 50 different hats. We're the manager, we're the producer, we're the firefighter, we answer all of the questions. It's amazing that some of us still have doors attached to our offices because they're staff members coming in and out, asking questions. How do I do this? Where do I put this? What do you want to do

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

about this? And we answer questions all day until the decision fatigue kicks in.

David Phelps: When did you open your practice? You're in a very competitive area, obviously Los Angeles area. What year did you open?

Gina Dorfman: I opened my first practice in 2002 and I started my second practice in 2006 or seven I want to say. I ended up selling the second practice 10 years later. It did great, but I had to limit the number of things that I'm involved in because I really wanted to pursue my software company full time.

David Phelps: So with your primary practice today, just give us an overview. How many doctors and staff, what's that look like?

Gina Dorfman: I love this practice. It's my baby. The second practice I never really loved as much. It was like the second baby, I guess, but this is my first born. I have right now about 33 team members. I have six doctors, three GPs and three specialists. We do pedo, we do endo and oral surgery in house. Or we place implants. Pretty much we can treat just about anything in house. We do refer out for ortho and perio.

David Phelps: So pretty much full service, which is obviously today is a big plus because we've got this busy society. People just have no time and we can come and get everything done under one roof, so to speak. Then it's convenience factor. Plus having the good service and systems, which is critical to have a raving fan base. Now, are you a specialist?

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

Gina Dorfman: I'm not, I'm a GP. At one point, I kind of fell in love with ortho. So I did a lot of traditional orthodontics and Invisalign, but again, I had to limit the number of things that I'm involved in.

David Phelps: So when you first started your practice, the first practice in 2002, tell me a little bit how it grew, were you the only treating doctor for how long and how did the growth start to work the first few years?

Gina Dorfman: I was the only doctor for the first year. I started the practice and I remember choosing a location and I thought is that originally I was going to do four operatories, but I ended up doing six. And I was, I remember telling my Henry Schein rep, how am I going to make this as such a huge facility? How am I going to fill it with patients? And he just said, "Don't worry, filing a bankruptcy and four ops or six ops is pretty much the same. Which is probably not a great ... But you don't take financial advice from a Henry Schein rep. So I started working, started part-time. I was full-time with a hygienist about six months later. And I hired my first associates at about 12 months, partly because, well, I needed help at this point, but also because I got pregnant at the time.

And so I kind of needed that transition. And this is where I've learned that when you hire an associate, you have to possibly sometimes step back. This is one of the reasons why associateships don't work out. Just one of the reasons is that there's not enough work for their associates and or the associate is only getting the crumbs and the owner is cherry picking the cases that he or she wants to work on. And for me, I knew that if I really wanted the full-time associate, I really had to scale down.

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

And so I used the time to work on my systems. I used the time to work on training my employees and really getting ready for me to take some time away from the practice and the practice just working on all cylinders at that time, which was very successful. When I came back, the practice generated enough new patients and enough new work for me to pick up more shifts.

And so I did. And then my second associate came along with my second baby. Well, actually the second associates was an oral surgeon who, this Friday is going to be, unfortunately, his last week I have his cousin is starting after him, but he's pretty much spent the last 18 years or 17 years working at my practice. But my second GP associate was my second pregnancy. And I did the exact same thing. I stepped back, brought an associate full-time, gave him everything that he needed to be productive, worked on the systems, scaled the practice, and here we are.

David Phelps: So it sounds like you have a formula there, have a baby grow the practice.

Gina Dorfman: Right. But even if you can have a baby, for whatever reason, you still got to step back. That's my advice for anyone who wants to bring an associate on and have a successful relationship. Step one is scale yourself back so that you work on building the practice, building the team, building your systems, your associate can be productive and happy that they ended up in your office and not somewhere else.

David Phelps: So, as you said earlier, this is such a big mindset shift from the way all of us were trained, growing up. And I'm wondering that first year that you were in practice you

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

were the only doctor and you brought your hygienist on, I guess part-time at six months, then your associate when you were pregnant, where did you decide that you really needed to continue to elevate your skills as a leader, as more of a CEO, stepping back from the doing of the thing to more creating the systems and the culture? Did you know that going in that that was going to be your pathway? Or kind of what was your realization that, okay, if I'm going to make this work and I'm going to have a family and scale this business so it's not all dependent on me. Where did that realization come and how so?

Gina Dorfman: Well, it was in stages. Like I said, I was always interested in learning to become a business person, but then at some point I figured, you know what, no one else does it. Everyone runs a practice without any experience, I'll swing it. And that's what we do as dentists. We graduate dental school where there's just no time to have any business courses. And I remember being in dental school, that's not where my mind was. I was probably the only student who instead of geeking out on Krebs cycle, I would run to the basement where they had dental economics. And I would read dental economics, from cover to cover, never pay this much attention to reading Pathway Of The Pulp as I was interested in dental economics. But this realization was always there, but it was really becoming obvious when I started to scale my team.

And I ran into the same problems that we all experience. That was the motivation for I was doing a lot of endo. I was doing a lot of clinical crown lengthening, ortho CEs, and that's great. You can't be just the filling and sealants dentist that the dental school prepare us for. But that's

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

what we do. We feel like that's going to overcome our business problems and it's not. And so I remember going to Hawaii and I needed a book for the flight. And so I figured I'll start with pretty much the Bible of business From Good to Great by Joe Collins. And that was my first business book. And I've since ... I usually read maybe a couple of business books a week, sometimes I go back and reread the books that I particularly like.

I just got a chance to interview one of my favorite authors on my podcast, Cameron Herold, who wrote Double Double. Amazing book. I just interviewed Mike Michalowicz. I love everything he writes. So that pod is going to drop probably in a couple of days, but that was my goal. I go on a hike or I go on a treadmill and I listened to audio books and it gives me such charge because ... But the thing is, you can read the books or you can get certain takeaways and start implementing. Because we get excited, but we don't implement really well. And my team knows that I come to the office on Monday, we're going to be doing something. Like they don't even try to avoid eye contact with me. They know it's happening.

David Phelps: That doesn't work in your world. I can get that. Yeah, you're not, you're not going to be part of Gina's team if you are trying to play that game, not going to work. So you're involved in lots of things, again, that entrepreneurial spirit where you never set your sights on just being a great dentist. That's what most people do. You will always have your sights on. I think I call it evolving, iterating, expanding one skill set. So you've written books, you speak, you're a software developer. We'll talk a little bit about Yapi. Because I want people to

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

know about that. And you've got a family, you've got a dog, you've got a dog also, yeah I thought so.

Gina Dorfman: I have two. Yes.

David Phelps: And you've got pretty good sized practice. How do you split your time? The time efficiency, most people, I don't think have the ability or the wherewithal to be in so many different places. How do you segregate your time, your head space? What makes us work for you?

Gina Dorfman: This is a great question. So I've tried, and as you can imagine, I read pretty much every book in time management that was ever written and most time management techniques don't work. You can't manage time. You can't manage people. You can't manage time. You can manage money. But the way we manage money is we make an investment into something. And then that investment returns in interest. And then, so we can invest like a hundred dollars. And because of the interest that it earns, years later, we can have maybe \$2,000 from that 100. That's how we manage money. And I didn't come up with this philosophy. I learned this from Rory Vaden who wrote the book Multiply Time. I think it's called Multiply Time. I might be a little hazy on the title right now, but basically he applies the same idea to time management.

He says, "If you invest your time into doing something, which is eliminating, automating or delegating, then you will collect interest on that." And most of my colleagues and I am included here, it's very difficult to delegate, but we need to invest time in the delegation process so that other people can help you build things. For example, if you spend two hours teaching your assistant how to do something that you don't need to be doing yourself, then

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

now you saved maybe takes you 10 minutes a day to do this, but imagine not having to do this. Now, a lot of us would say, well, you know what? By the time you find the right person to delegate to, by the time you teach her how to do it and go through a learning process, fix the mistakes. It might as well do it myself.

It's easy. It's fast to do it myself. And that's the trap that we fall in because we're spending the same amounts of time doing the same repetitive thing every single day. And that shows that it might not even need to be done. For example, I just got recently and I was like, I can't believe I didn't do it before. My bookkeeper used to drive to the bank and make a deposit. Well, all the banks are closed. So we started using a mobile scanner and I'm like, why didn't we do that before? That saves so much time. That's just the simple thing like that. And I wasn't making deposits myself before, but there are a lot of things that we as practice owners take on ourselves that we really shouldn't be doing. And so that's, when people ask me how do you do everything?

The secret is I only do a few things. I am busy all the time. Like, I'd be lying if I said that I have plenty of free time. I don't. Before we started, I made tomato soup and grilled cheese sandwich lunch for my daughter who is at home for schools. So obviously like there's a lot of juggling involved. And to say that I never drop a play, throw a ball. That wouldn't be fair either. I do. I once forgot to pick up my son from school. I've missed some things I was away. I've missed half of his soccer games. I don't now, because he's playing soccer in our living room on Zoom.

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

He's on the high school, varsity soccer team, and he's doing it from home. But I would travel to speak somewhere and I've missed that. But the reality is you get a lot of things on your plate. You have to delegate. We all do. And it doesn't matter whether you're running a software company and a dental office or you're just a mom and a practice owner. We're all busy. I just have more people to help me. That's the only difference.

David Phelps: So learning to delegate well is, as you said, a key and yet, especially in the training that we had, well, we have to have almost near perfectionism. That's what we were taught in school. And so I think we carry that forward. And certainly when you're working on a person, a body, then we need to be very, very exacting and precise, but all these other functions that happen around us in the business aspect, it's okay to drop a plate here or there. I mean, I think we have to give ourselves permission to do that. If we don't give ourselves permission to try something for fear that it won't work and, Oh my gosh, I'm a failure and I'll never try that again.

It's like touching the stove I don't want to go back and do that again, because that hurt. Well, maybe there's another way to resolve that issue. I mean, do you have to do that in your own head? When you're working on a patient, yes. You've got Gina, the doctor or the dentist, but when you're the business owner, is it a different mindset for you?

Gina Dorfman: Yes, absolutely. Because, and even with associates, for a lot of dentists it's very difficult to delegate to associates. I also have three expanded functions assistants in my practice who can place fillings. And I know for a lot of, or

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

do temporary crowns, a lot of dentists would say, I would never delegate a temporary crown, but the thing is, I've been delegating for so many years. They're better than me, way better. I have an extended functional assistant who's been with me since 2005, which is celebrating her 15th anniversary. She has been doing it for 15 years, multiple, multiple units a day. She's way better than me at this. I wouldn't be able to take an x-ray right now, probably without a cone cut. Well, I mean, I could probably with a ring holder, but then how do you position the ring ... Like this is, I am like, thinking about it. That just gives me chills.

Just so scary to have to do that on my own. But the reality is as a business person, first of all, we have to realize that done is better than perfect. We can obsess and work can take whatever time you give it. It'll fill the time. Like you can write an article and rewrite it, then rewrite it, then rewrite it. Then eventually it will be a perfect article, but it will be late for a publication. Like you'll miss your deadline. So a lot of the things that we delegate, first of all, we need to delegate properly. A lot of us don't know how to delegate well. Well, a lot of times we'll delegate. Like, okay, go tie your shoes, come back. I'll tell you the next step. That's not how you delegate.

I was talking to Mike Michalowicz about this, because one of his books that every dentist must read is Clockwork. We probably all read E-Myth by Michael Gerber, which is great. Clockwork is like E-Myth on steroids. And it gives you a step by step instructions on how to actually run a business as a business. How to take yourself out of the equation. You can stay in if you want to, but you still want your business team running on their own without asking

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

you questions every time. So when I talked to Mike Michalowicz about this, he said, "Most people delegate tasks, and it doesn't work. You should delegate outcomes, not delegate tasks." And it makes perfect sense. A friend of mine recently was telling a story on his podcast, Working Interferences. You might know Joshua Austin. He writes for Dental Economics. He was telling a story on his podcast that he was placing a post and he used the last one.

And he thought, if I tell them to order a post, I'll probably forget. They will not notice that they need a post. They'll order the wrong post. And then I just know I'm going to be replacing a post next time and I won't have it. So he went, he ordered it. He put a rush delivery on it. It was delivered, placed on his desk. He opened the box, handed it to the assistant. He said, put it in the right place. And sure and behold, when he was placing the next post, no one could find the post. No one knew where she put it. And he was just like, what do I do? Like, I can't trust people to get anything done. And I asked Mike Michalowicz. I told him this story. I said, "What did we do?" And he said, "In this situation, the problem is he delegated a task, put the post on the right place. What he should have done is he should have delegated the outcome."

I never want to be without a post. You're smart. This is what you're here for. I hired you to make sure that I have a full stock of everything. This is your job, figuring out how to do it. And of course you can give ideas and you can teach them your ways of doing things. But it's critical that we give them the responsibility for getting things done. Because if we just delegate tasks, they don't have

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

responsibility. They don't own the job. They don't need to get it right, because they know you've got their back and it should be the other way around. And when we feel like people fail us, the reality is, is that it's on us. We didn't delegate correctly. We need to learn to delegate.

And so this one is from Tim Ferriss. "The way that you delegate is you give them if this, then that." So in this post example, it will be, and if they don't have this specific post, then you can order this one. Like you can give them specific directions. Mike Michalowicz and Mark Costa like to take an iPhone and record themselves doing a task or you can do a screen grab and record yourself on a computer, to teach someone how to do something. But the point is that while you're teaching them to do something, it's even more important for them to figure out their own way of doing things and own the task, own the outcome. That's critical. And if they fail, you can't just lose it. You can't fire them. I mean, if every time I made a mistake, I fired myself. You know, I would've been fired a long, long time ago.

So obviously you have to treat them the same way that you treat yourself, which is like this is how I would have done differently. And when people come to you for questions, don't answer the questions. It's the easiest thing to do. Instead you ask them, what do you think needs to be done in this situation? And you'd be surprised how often they get it right. And when they get it right, first, they teach themselves that they're capable of doing this without coming to you. And also they give you the confidence that they are capable of solving problems without coming to you every single time. That's how you

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

break that vicious cycle of people coming to you with questions.

David Phelps: If someone go back and listen to those last three or four minutes, encapsulate that and take that to heart and really think about what you said. And you gave such a great example about the post and how you know how to look at it. You're a 100% right. Because people don't want just jobs today. People want them to be empowered to think of it, as you said to own it, to have areas of responsibility where that's their thing. And they want to feel like they're needed and feel like they are respected and not just handed, like you just said, just task or go do this.

Or where you, as the doctor, are like the shell answer man or just open door, come in and ask me everything. Because it all starts and begins with me. This is how you build a culture and people that want that are the ones that will stay with you for 15, 16 years. And those that are treated lesser, like it's just some of the suck spit or whatever then they're not going to be with you very long, because nobody aspires to do that. Nobody does.

Gina Dorfman: That's such a great point. That is an amazing point. Micromanagement leads to turnover. We hate losing employees. We hold on to terrible employees because we're worried that the replacement is going to be hard to find and she might be even worse or he might be even worse. So the problem is that we need to have confidence that our employees will do things right. And we have to let them show us what they're capable of. Because if we micromanage ... I had a discussion with someone online the other day, where they were looking for a screen

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

recording software to record an employee working from home. And I said, who's going to watch this. He's like, "Oh no, this is not to watch. This is for her to know that she's being watched." And I said that's a horrible way for someone to work.

Imagine someone is recording you while you perform dentistry. That's horrible. Who's going to want ... First of all, any capable employee, any self-starter, anyone who knows that they're motivated and capable of doing good work, they're not even going to take this job. So you're already limited to a pool of ineffective, inefficient employees who don't have the confidence to do the work. And now you're even scaring them. And people want safety. People want to know that it's safe to step up and make a mistake and fail. And that's how they learn. That's how we learned. We made a lot of mistakes and we learned from them. That's how I learned that I'm not good at the endo. That's exactly how I learned.

David Phelps: You didn't read Pathways of the Pulp. That's why, Gina. I mean, come on. It's all about focus. What you're passionate about. But no, that's important. So I want to get the Yapi because again, you're obviously a person that you look at life and business and dentistry as how you can create efficiencies with systems and delegate, empower people. So give us just a little quick history about how Yapi came about? What problem obviously you were wanting to solve and tell people a little bit about what it does if they're not familiar.

Gina Dorfman: Thank you so much. So when I started my practice, I wanted to go paperless. That was important to me. I knew that. So the difference really quickly, difference between

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

chartless and paperless is that chartless is how we store information. We have Dentrix, Open Dental. We have the digital chart and someone manually puts information into that chart with the scanning, retyping the data. So everything is done twice. Like the patient is filling out the form and then the front office who types the form and then scans it then shreds it while the patient is sitting there looking at their watch every couple of minutes, sighing loudly, like, "Okay, I was here early." And it's just inefficient access to information. Now with people it's a workflow. So there's no paper stage with true paperless.

So patients fill out forms online, for example, on an iPad and it seamlessly populates into your practice management software. So that's kind of the idea behind this. And I thought I'm going to open a practice in a very competitive environment. I want to be efficient. This is how I can take some PPOs and still be productive and pay for this huge office. So that was the plan, never built a filing cabinet in my practice, but I found out that it really wasn't there. Like the technology was not available. So we was still scanning and shredding. At some point 80s called and they wanted their Enron shredders back. And then there were other inefficiencies, like I would bring the patient to the front, but I only had one front office employee who was on the phone. And this was so like, I wanted to do this perfect handoff that like Sandy Pardue teaches.

But what I ended up doing is I come to the front and then we're both patient, I wait for Patty to get off the phone and Patty's uncomfortable rushing her conversation with a new patient. Sitting like this with the phone at her shoulder nodding at me, patient wants to leave. I start

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

writing something on a sticky note and then she hangs up the phone and I ended up retelling everything I wrote. And I was thinking, I wish there was a good interoffice communication software that was integrated with my Dentrux. And so I kept coming up with these ideas of what I wanted to do, how I would have the software that was efficient. And I was telling this to my dad who is a software engineer. At the time he was working for Toshiba as an architect. He was like, okay whatever, he would research something on dental town and then get back to me like, "Oh, here's a work about how you can do something in Dentrux."

And so eventually he ended up calling me. He's like, "Okay, I'm going to retire from Toshiba and I'm done, but I need a project. What do you want to do? Tell me about it." And a couple of days later, I saw the prototype of the very first Yapi. We've had a good run for 10 years with my dad being the chief architect. We now have a huge, well, not a huge, but compared to where we were even a year ago, we just hired a lot of people for development. And we're really growing fast. It's just been an incredible ride. We've added a lot of new features, like appointment reminders and online review requests. We are rolling out online scheduling by the end of January and we have some other cool projects in the pipeline. So very excited about that. This is like the second sort of rebirth of Yapi this year.

David Phelps: That's really exciting. So you found you had a problem in the practice with the flow and you searched and there weren't any really good workarounds with the existing storage software. So you found the who, in this case it was your dad who had the architectural ability to actually

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

come in and design something from the ground up. So again, you didn't have to know all that stuff yourself. You just had to realize there's a problem to be solved here. And you found the who, which was right in your back pocket, almost. Gina, this is so good. We only scratched the surface today. We can come back and do some other, because there's obviously a ton of other questions I'd love to ask you, but I like to keep these relatively tight. So I just want to thank you for being here today.

Your energy level, your inspiration has got to be contagious to a lot of people. And that's what people like is to just find out. And you're so authentic talking about things that have not worked in your life, but that you just step back up and you figured out how can I make this work? How can I make this work for me? How can I make my business work for me and my family, what you love to do? And I think that's the key to life is never quit seeking to find the pathway to living the best life you can live.

Gina Dorfman: Absolutely. I love that. I love that. Thank you for saying that. And thank you for having me on the show. I had a lot of fun talking to you and I feel like you get everything I said you were like right on it. You totally very like-minded. I love that.

David Phelps: That's perfect. All right, Gina, take care. We'll talk again soon.

Gina Dorfman: Thank you.

You've been listening to the Dentist Freedom Blueprint podcast. If you're tired of trading time for dollars and you're uncertain that Wall Street has your best interest at heart, then take the next step to more cashflow, security and ultimately more freedom. Text the word newsletter to 972-203-

[Dentist Freedom Blueprint](#) with Dr. David Phelps

Ep #318: Gina Dorfman - From Clinical Practitioner to CEO to Innovator

6960 to receive David's monthly online newsletter for free or text the word book to receive your new free copy of David's book From High Income to High Net Worth delivered right to your home. Text 972-203-6960.

More@freedomfounders.com.