



□ WE ARE OUT OF TOILET PAPER!



You are not going to believe this story.

Wait for it... this will make you laugh, or cry..... It could go either way.

One of my clients works within a corporate dental organization (CDO).

She is a highly organized dentist and the previous owner of the practice, but after selling to the corporation, she chose to drink the Kool-Aid and is still working there several years later – but now, all that she wants is to spit the Kool-Aid out!

She called me the other day to share a story: they ran out of toilet paper.

This company has a cost-control system where any purchase over \$250 requires a formal memo to a regional manager, who then approves (sort of) but then forwards it to a purchasing officer at corporate headquarters.

It just happened that the assistant was ordering numerous other items that day, and toilet paper went on the list. Because the total exceeded \$250, it went up to the ivory tower of corporate headquarters.

Surely the big bosses are paid big bucks to approve toilet paper purchases! But I digress.

Somewhere along the way, the request got lost, and the dental office supplies were not processed.

Is this an argument for placing trust at the local level and letting them manage inventory?

When they ran out, she jumped in the car, drove to Costco, and bought toilet paper out of pocket.

Not a big deal, things disappear or diminish - it happens in all companies on occasion.

God forbid my office runs out of coffee! All processes would come to a stop.

She submitted the receipt, and two months later, still not reimbursed. It is nothing she thought.

Until it is something that drives you mad!



The corporation eventually sorted out the original order and processed the month-old purchase order, and a shipment of toilet paper along with other needed supplies finally arrived. Now they have too much to hold in their limited storage space!

It is not an exaggeration, folks.

This practice has three bathrooms, which I have always said is the hallmark of excellent dental practice design. You may remember an article I wrote about the importance of toilets.

Enjoy this 2 minute toilet read: [Toilets Matter!](#)

One bathroom for staff, one for patients and one for the doctor(s). With the mix of male and female doctors in offices today, four bathrooms would be nice, but that is not practical in modern, cramped dental office design.

For goodness' sake, head office, grow up and make sure your practices do not run out of toilet paper!

Of all the things you promise to do for these practices, surely this is something you could organize better.

Better yet why not just leave a little petty cash in the practice and trust your people to buy small necessities like this without having to fill out a memo and send it to the manager? And if it happens to be over \$250, does it really need to go to corporate headquarters?

Controlling costs is important, but micromanaging toilet paper is not what your business is all about.

You are frustrating the teams and embarrassing yourself.

Imagine a patient visiting one of your locations only to discover no toilet paper in the bathroom? That is a Google review opportunity for the disgruntled amongst us – and there are many!

Try to get it together, and maybe 2026 will be a better year. If you need some toilet paper put under the Christmas tree, just let me know. I am happy to put it on my account.

A NOTE to my DSO readers: I have yet to receive a single comment from the DSO collective (except one DSO sales dude who criticized me on LinkedIn).

And I remind you (yet again) of my two most pressing questions:

1. Are you improving patient outcomes?
2. Are you creating better cultures for dental teams to work in?

Crickets. Silence.

Have you unsubscribed or blocked my newsletters?

Do you not have marketing or PR departments that should be speaking to me?

I am entertaining my readers with the absurd stories of your business model.

Stand up and defend yourselves! You know who you are.

I have been hard on you in 2025, my DSO adversaries. Unkind to a sharp edge, in fact.

But the stories! I laugh, then cry, then laugh again!

I remain publishing as 100% myself with no AI assistance.

PS I always put the seat down! I was raised by three older sisters!

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