

# Ask the Expert

**Dr. Ingrid Murra**

**Two Front**





*My motto is to give patients the highest quality care, you need the specialist and you need Invisalign software. If you try to cut on that, it's not good for the patient or for you because it's going to lead to more chair time, more refinements, unhappier patients. So for us, it's highest quality care all the way.*

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Dr. Ingrid Murra realized that dentistry needed to change when she was at her orthodontics residency program at the Harvard Dental School. Patients were confused about whether to see a dentist, orthodontist, or straighten their teeth by mail, and orthodontists had an average of \$500,000-\$1,000,000 of student debt.

Two Front is building the Modern Orthodontic Practice through a tech-enabled services platform. We empower orthodontists to run virtual-first practices, collaborating with dentists for office space and holistic patient care.

Orthodontists grow, dentists win, and patients smile better.

**Dustin Burleson:** Welcome everyone. I'm so excited to have Dr. Ingrid Murra on the program. Dr. Murra, thanks for being here.

**Dr. Ingrid Murra:** Thanks for having me.

**Dustin Burleson:** I'm so excited to see your company. You are disrupting the ortho and dental space in a good way, I would say. Tell us about TwoFront and I'm curious what inspired you to start this really cool company.

**Dr. Ingrid Murra:** Okay. Two separate questions. I'll start with what inspired me. So I was in orthodontic residency at Harvard and Boston in 2015. It was my very first, you know, very first year residency. And I was super naive to the world of business. I basically had spent my entire life becoming an orthodontist since I was eight years old.

I grew up in New Orleans, and I was obsessed with orthodontics. I had my own incredible experience with my orthodontist. And I realized that as an orthodontist, you can change people's lives, right? The same reason we all become an orthodontist. So I was like, that's what I want to do. Fast forward to 2015, very first year of orthodontic residency.

And I'm sitting there, in class learning about how biomechanics worked. And I am at the same time seeing that Smile Direct Club was out there. All these companies were out there. And I was like, What is this? How does this work? And long story short, like the rest of us, I learned that these companies don't work.

They don't work for so many different reasons. At the same time, I saw all my GP friends struggling with Invisalign. And I was like, Man, this is like such a messed up world. Because we need more people than us orthodontists straightening teeth because 60 percent of US counties don't even have an orthodontist.

So it's not. There's not enough of us. How do we make more of us to give people what they're looking for, right? So, I'm in residency, you know, I normally sleep like a bear, and for six months when I realized this, I just could not sleep. I was like, my whole life, I've been trying to just be the best orthodontist I can possibly be, but our world needs more of us, and they need cheaper of us, because all of my friends are 800, 000 plus in student debt.

Of course, we're charging crazy prices. None of this makes sense, right? So, long story short, that's kind of what inspired me. I was like, something needs to change. And at the same time, I didn't know anything about business. So I started taking classes at the Harvard Business School. I started reading books.

I'm a student at my heart. I started listening to podcasts. And fast forward nine years later, we now, I've been building Two Front Now for five years. And after three failed business models, I basically learned how to make care more accessible. And in short, we are essentially helping GPs do everything that they don't like about Invisalign.

On the front end. We are helping orthodontists build fully virtual practices where they can actually partner with any GP in their state and they can basically diagnose, treatment plan, and virtually manage patients from dental practices. So we're super early on, but that's where we are right now.

**Dustin Burleson:** It's so exciting.

I know, at least in my experience, the general dentist I would work with, would get really excited about Invisalign. They would start treating a lot of cases, and about two years in, it would really be struggling trying to finish those cases. And then they would just tail off and

say, you know what, I'm just going to go back to Crown and Bridge.

And, I think you're solving a really important need for patients. You're right. How do we, I mean, there's millions and millions of patients that could benefit from what we do, but there's no capacity. And a lot of them just don't want to come see an orthodontist. If, I mean, Orthodontists might not like me saying this, but if it's

**Dr. Ingrid Murra:** true, that's all my, I was practicing in New York and all my dentist friends, I'd be like, guys, just like, I promise you, I've got your patients.

And they're like, Ingrid, they don't want to come see you. Like you're all the way downtown. You're super expensive. I was like, and that's when I was like, we need a better way. We need a better model to practice.

**Dustin Burleson:** Yeah, I think it's it's really, really clever. And so I'm curious, what, what's that process been like going from like, you've got the orthodontist clinical hat on sometimes, and you've got the business leader and, and fundraiser hat on.

I'm sure I know you've raised some, some, some either venture capital or private equity. I'm curious how you, what was that transition like learning more about business?

**Dr. Ingrid Murra:** Oh, man. I say, It is, what was the transition like? Painful every single day. I mean, truly it's just like, you learn, I learned through humiliation, you know, I learned how to fundraise by asking all the questions either to Google or to people going to networking events, being like, this is the problem I'm trying to solve, you know, who don't need to talk to, like, And then having someone he would be like yeah, you just

should go back to being an orthodontist or opening up a clinic.

You just, I've learned through just painful experiences, you know, learned to hire through painful experiences like the rest of us. Learned to fundraise through painful experiences, but we're here. We're now helping some, a lot of good people. So it's the beginning of like something really, really great that I'm really excited about, but to get here, it's really just learn by doing is the truth.

**Dustin Burleson:** What's the difference for the patient? I know this saves, I'm sure that obviously saves a patient having to come to our office, fill out health history forms again, get additional x rays. I'm shocked. The number of kids are like, I just had these x rays taken yesterday at a different orthodontist. I was like, whoa, whoa, whoa, let's ask mom if we can get a copy of those.

Cause mom's shopping around. What's it like for the patient being able to have the care delivered at the dental home they're used to, but with an orthodontic specialist oversight, can you kind of compare and contrast that versus someone who has to drive to our office?

**Dr. Ingrid Murra:** Oh, yeah, for sure. And it's just, you know, people ask me all the time like, oh, but like, how is my patient, GPs ask me, how's my patient going to feel never meeting their orthodontist?

We work with virtual therapists. We go to virtual Peloton instructors. Virtual is the future, right? Like, if your patients understand that they're under your care, but they're getting specialist side of care from your office, that's the future. We just need to confidently articulate that because that's the truth.

So as a patient, They're going to their GP. They're getting treatment planned by their orthodontist and managed by

their orthodontist because we all know it's not just that one time you got to submit the case and oh yeah, magic, right? A lot of management. And basically two front takes care of everything that no one wants to do all the, all the administrative burden, all the workflows, all the financials, all the operations.

And for the patient, essentially they're getting that high quality care. We have 100 percent approval on patient financing. They have virtual office visits. So the only time they're going into the office is to get their aligners, to get that mid, we call it a mid treatment scan, where we evaluate if it's a refinement or a retainer, and then their button's off.

So that's basically it. Of course, there's emergencies, but we try to train to avoid those emergencies. The idea being that it's the most high quality, convenient experience for everyone.

**Dustin Burleson:** Yeah, I think, you know, I've not met the radiologist that, you know, looked at my scan when I had a problem going on with my neck.

I haven't met the lab tech who runs my blood work each year to make sure I'm staying healthy. And there are some things you can do. And I think, I still think that you do get to video chat, right? The orthodontist gets to video chat with the patient if they'd like. Is that, is that true?

**Dr. Ingrid Murra:** So the way that we actually do it to be very mindful of the orthodontist's time is that it's a synchronous. And what I mean by that, what I mean by that is like the orthodontist is going to get the scan and the x rays for every patient, do a video evaluation, you know, just like we're doing right now. Hey, Sam, so nice to meet you. I work with Dr. So and so. Here's what I see. Here's how long treatment's going to be.



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Send some that video. We then provide that that closer to close that patient running them through insurance at financing and take care of everything from there So you have a dedicated closer at each of your practices as your as a chief and orthodontist

**Dustin Burleson:** Does the general dentist get a pick the orthodontist and i'm I got so many questions.

I think this is so smart say i'm a gp in missouri. I don't know if you're here yet or in california. I know you're in california Do I get a pick from a list of orthodontists? Could I convince my orthodontic friends to sign up for this? How does that work?

**Dr. Ingrid Murra:** So I'll tell you where we're going, yes. Right now, I told you we just got off a call with Align.

We basically are figuring out, we have some great orthodontists that we work with, that we've trained. We don't have enough practices for them. Almost all of our orthodontists are like, I want to sell my practice and just



be fully virtual and like be a virtual orthodontist from the Alps. Go to the beach because that's what you can do, right?

We are not there yet because we're figuring out how do we basically funnel more dentists into our platform where we show them this is a feature of Invisalign and we can ideally find like. 50 to 100 GPs per orthodontist in your licensed state that you're just sitting there all day having relationships with these, you have now 50 new friends, 50 new colleagues, and you get to basically treat those patients all day.

So in short, not yet, but that's what's coming. That's what we're building.

Dustin Burleson: That's excellent. And are there, I should know, I think some states are obviously more stringent than others. Could a general dentist, you know, have an orthodontist listed on their website and say, these are, these are specialty services we provide through, yeah, through virtual care.

**Dr. Ingrid Murra:** Oh, of course. It's, it's your, when we, when we partner with the GP, you say, this is your in house specialist. They are your specialist. This isn't like a rotating list of orthodontists. This is from a GP's perspective. You just bought an orthodontic clinic. You just partner with an orthodontic clinic.

You're just, chatting with them, right? We provide you the communication software to chat with your new orthodontic team.

**Dustin Burleson:** That's awesome. And the patient, if they have a question, would they field that through the GP, or could they go asynchronously through your platform to the orthodontist? Could I, you know, if they have questions, you could check in after the initial diagnosis?

**Dr. Ingrid Murra:** After the initial, after they deliver the aligners, basically, you have a patient concierge. Your patient is a dedicated concierge, 24 7 support. I say, AI isn't good enough by any means. You know, people want, when you're paying 5, 000 plus, they want human to human contact. So we provide an orthodontic assistant that can answer like 95 percent of questions.

But in the event that a patient never wants to speak with a doctor, you can, you, the orthodontist, can then go in there and chat with your patient.

**Dustin Burleson:** Cool. So you said you're five years in, I think nine years total, because you thought about this a long time ago. Well, what have you learned that surprised you?

Anything pleasant or unpleasant where you're like, I didn't anticipate that?

**Dr. Ingrid Murra:** Oh man, and I learned that surprised me.

It doesn't get easier is the truth. But every milestone makes you so much stronger and better. And once you make a mistake, you'll never make it again because it's so painful. I think that's the truth. And I think, you know, back when I was practicing as an orthodontist, it was the same thing, right?

Like you make a mistake and you're like, Oh man, never going to do that again. You just learn to do by doing. I think my biggest surprise, I think, is how challenging hiring was going to be. You know, obviously, I had never worked with, like, engineers, designers, like, accountants, you know, like, all these people, and you don't know what you don't know until you know enough to be dangerous.



*Two Front takes care of everything that no one wants to do — all the administrative burden, all the workflows, all the financials, all the operations. We get 100% of our patients financed for treatment.*

And even then, it's like, okay, do I want someone with three years of experience with 15 years of experience? Like, how do you determine that? And how do you pay them, right? How do you onboard them? I had no idea how hard hiring and onboarding a team would be. But again, it's one of those things that I think a little bit of experience is like the only way and then just systematizing your learnings.

**Dustin Burleson:** Yeah, I had this question with a couple founders and they said if you knew how hard it was going to be, you probably would have never started, right? Because it's like, it's like if you knew, like you wouldn't even get out of bed and be like, it's way too hard. But having the guts to go do it is kind of kind of the fun part.

What, yeah, and a fast growing team, you know, what have you is your team doing? Remote. Are they all central in one location? What's your team look like? Cause I know you've grown pretty quickly.

**Dr. Ingrid Murra:** I wish we were central. I really do. I wish you had one office because it would make things a lot easier.

They just feel it to be like, Oh, what about this? What about that? We'd have to hop in a zoom, but we are fully remote.

**Dustin Burleson:** Awesome. So someone listening says, okay, this is, this is interesting to me. If they're in a state where you're currently, you know, Providing this, how do they learn more? I know you said a lot of orthodontists want to sign up and go, yeah, this, this sounds like, sounds like something I'm interested in, for GPs listening who think, okay, I want to learn more about that.

Do they reach out to someone on your team? Do they talk to another dentist who's currently doing it? What's your best recommendation?

**Dr. Ingrid Murra:** Yeah, so they could just go to our website, my two front dot com, like my two front teeth all spelled out, click learn more and they can book a demo. If they want to see some of our dentist experiences, we're just getting cranking on social as of a couple of weeks ago, interviewing our dentist, putting their testimonials up there, trying to keep it super raw so they can kind of see like why they decided to move with move on with two front instead of doing this land on their own.

And what their experience has been like. Yeah. I mean they can always, I always say this is like a super, it's, I'm basically running a virtual orthodontic clinic as the way that I think about it always DM me on Instagram is super easy at Dr. Inge I-N-G-I-E.

**Dustin Burleson:** Cool. I saw, I think this may maybe prompted me to reach out and try to get this scheduled.

I saw Dr. Tyler Brady. I chose my two friends. Can we talk about his experience with Haven Dental? What's that been like?

**Dr. Ingrid Murra:** Yeah. Well, I wish he was on here and talking about it himself. He's now a good buddy of mine. Did you know him before?

**Dustin Burleson:** No, I just saw that. What a great story. And I thought, what's this really interesting.

We need to, we need to learn more about this. So, yeah, I don't know, but I'd love to meet him.

**Dr. Ingrid Murra:** He's amazing. You know, just like most GPs, they thought he thought it was easier to do in this line than it actually was. And so he was stuck with a couple of cases. He just a few weeks ago, he was telling me about this one patient who like he had a recurring nightmare because he just couldn't get a canine to come down.

And we know what's worth it on is how hard it is to get canines to come down, right? And I couldn't imagine the stress of that not knowing how hard it is to actually make it happen and just ordering refinement after refinement after refinement. So he actually heard about us from an Instagram live I was doing with Dr. Kyle Stanley, and said, Oh my God, this is exactly what I've been looking for. I need an easier, simpler way to give my patients the care that they deserve without losing money on cases. So, I'm really excited to share that we've been able to help him grow the Invisalign arm of his practice. He has told us that it's the only way he was able to make hygiene profitable because hygiene can now diagnose, very easily using TwoFront.

All TwoFront is, from an office's perspective, is a virtual ortho referral form. and a communication platform to chat with your orthodontic team. And so they refer, we close, we treat, we manage, we do the rest. They just deliver the aligners. So I'm very happy to share that it's been a great experience for him.



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Dustin Burleson: It's a really smart point you brought up in that post pandemic hygiene department is so expensive and often barely breaking even. And so a lot of dentists are saying, Hey, we need to offer whitening and offer Invisalign. And the hygienist is like, Hey, I'm busy enough. I don't have time to. To do that. So as simple as a referral, they could pull up right there at the patient chair, I'm assuming online and get that started, started for the patient.

**Dr. Ingrid Murra:** Exactly.

**Dustin Burleson:** Very clever. I'm curious what you, I know there's probably a lot you can't share because you've built proprietary systems, but what's the system like when you're connecting GP, virtual orthodontist, Invisalign? Are you using other platforms or specifically Invisalign right now and what's your platform like?

How's that, how's that been going?

**Dr. Ingrid Murra:** Yeah, I think I get the question. Are we using any other aligners besides Invisalign? No. And I'll tell you why. It's not because I like to just like blow money. Light money on fire. I truly believe, you know, my motto

is give patients the highest quality care and the best experience to make everyone's lives easier.

This isn't about, like, saving five cents by, like, you know, getting a cheaper cotton roll. Like, it is a better software. And it's not because of the scanner. It's not because of their 3D manufacturing facility. It's not because of their, their liner material. It is the software. That software won't work if it's not in the hands of a specialist.

specialist. And so my motto is to give patients the highest quality care. You need the specialist and you need Invisalign software. If you try to cut on that, it's not good for the patient or for you because it's going to lead to more chair time, more refinements, unhappier patient. So for us, it's highest quality care all the way.

**Dustin Burleson:** Cool. I love that. Yeah. And then the orthodontist would be, I'm assuming, setting up the ClinCheck, making sure it's approved through the patient and the general dentist. And then TwoFront is then getting the aligners to the general dentist's office. Is that where you're, I mean, you're kind of serving right in the middle.

It's his core, core area of, of, of competency. Is the platform at Proprietary Software, the dentist and orthodontist be logging into TwoFront? Or is it, how, how does that connect?

**Dr. Ingrid Murra:** Yeah, it's high level from the patient experience just to kind of go. Customer by customer patient experience They're getting Invisalign from their dentist designed by their dentist orthodontist with virtual visits and 100 approval in patient financing That's their experience.

So seamless affordable high quality specialist set of care conveniently from their dentist from the orthodontist

perspective All they're doing is receiving the records giving an asynchronous diagnosis and then doing the ClinChecks and the patient management virtually whenever needed, whenever, whenever the patient has a question.

From the dentist perspective, all they're doing is virtually referring and then collaborating with their, collaborating with their orthodontic team when needed. So when the orthodontist submits their, their ClinCheck, to your point, patient approves it, dentist sees it, all before it's being delivered, because obviously it's a dentist.

You don't want to deliver someone else's treatment plan and you don't know what's going on. So we pride ourselves in being very collaborative. The dentist always knows what's going on ahead of the patient being in the chair. After that, it's pretty much hands off for the dentist. So we're managing everything, including insurance.

And customer service remotely, until they come back for that scan. And then that's again another collaborative touch point on between the GP and the orthodontist.

**Dustin Burleson:** Cool. Are you using Invisalign's virtual care or using dental monitoring or what, what sort of your own?

**Dr. Ingrid Murra:** We use Grin with our team.

**Dustin Burleson:** Okay. Cool.

**Dr. Ingrid Murra:** Cool. Yeah. Yeah. We love Grin. We think it's fantastic. We know that the human element is incredibly important. And so it's our team using the Grin software for patients.

**Dustin Burleson:** That's awesome. Why? This is really cool. So, you know, for me, almost every adult Invisalign



case needs. a lateral built up or something so this actually saves a ton of time for the patient because I'm on the phone every day I'm on the phone or doing emails with dentists going yeah give me a little worse and I'm doing zoom calls showing them the clincheck so it's all right there in the same software so I love that if you do a lot of adult Invisalign this would be a really smart way to do it so.

Yeah, cool, cool, cool. Oh my gosh, I could spend all day asking you questions. How are we doing on time? I know you're busy. You got to go from call to call. Talk to me about like your vision for the future. I know, I think, you know, I, I said this maybe five years ago when we started to see, you know, Invisalign's power.

I'm like, A lot of orthodontics is going to be kind of like you're a radiologist. And a lot of my members are like, what? I was like, you could be sitting in front of a screen, sitting by the pool, doing a lot of your work virtually. I'm curious what your vision of the future is for orthodontics.

**Dr. Ingrid Murra:** Yeah, something I say internally with my team is like, today is the first day of the rest of our lives.

I don't care about the past. Like, what is the future? So, again, pretending that the past doesn't exist, right? We now live in a world where orthodontists have the luxury. We do. We have the luxury of being fully virtual, and that's what we're building here. Especially, like, ironically, when we're living in a world where these 480 orthodontists that are graduating every year are so massively in debt, and the customer acquisition cost of a patient for clear liners is so high because of these mail order liner companies.

So in my future, orthodontists are fully virtual except for pediatric offices, or people that really focus on teens. But



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to your point, adult orthodontics is fully virtual for orthodontists, and they can specialize in adult orthodontics. Partner with GPs all over any state that they're licensed in and be able to work from anywhere in the world.

And GPs are no longer doing Invisalign on their own. It is way, you know, we're starting, I'm starting to make a little bit of content and like, we're turning it funny because I'm like, the fact that they even thought, you know, people will laugh one day that like, this is something that they were doing on their own.

It's like, oh, okay. Do you want to be really good at ClinChecks? Go take 2000 weekend courses of three hours. Three hours a weekend for the rest of your life and then spend two to three hours per ClinCheck per patient Right and then learn how to manage insurance and then you know learn how to deal with compliance issues Like it is an impossible feat right?

it's like saying go take a weekend course and become a plastic surgeon if you're a if you're a a dermatologist, right? Like, it is, in my future, orthodontists are fully virtual, GPs are fully supported. They're able to offer their patients exactly what they want from their chair. Oh, you want to straighten their teeth?

We can save you money by, by taking preventative care of your teeth through clear liner treatment. I have a full system to help you, right? So they don't have to worry about anything. They can just give the patients the care that they want with Invisalign streamlined and no costs.

Dustin Burlleson: It's really exciting from an efficiency standpoint, too, because if we just, let's pretend we took all the dentists and orthodontists in North America and put them in like one corporation or one university, there's one, one group, there's so much lack of like, Capacity utilization.

Most dentists offices sit empty on a Friday and on a Saturday. Right. And a lot of them have CBCT sitting there. So one of the things I'm most excited about now is meshing the CBCT with the internal scan and doing way better clean checks than we saw years ago. Cause even on my own son recently, I was like, you got a really bad dilaceration and we wouldn't have moved that tooth in the same direction with his Invisalign had I not had the CBCT.

So we've got all this massive underlying. Underutilization of clinic space and equipment, and this could finally solve the capacity issue where patients could start the process virtually, get registered, find a dentist, pick a time, and then not have to go find an orthodontist who's open Monday through Thursday, 8 to 4 30, right?

So I, I like that. I'm assuming the orthodontist you're working with are saying, Hey, like, I like being able to

maybe you want to get up and do your workout, go on your run, do your bike ride, go on your swim and then do a bunch of work and then have lunch and then maybe you're done early or maybe flip it.

Maybe there's a night out. I mean, how many orthodontists are going to be open, you know, from 7pm till 10pm? Probably very few, but with a virtual practice, you could do that if those are, if those are your highly productive hours. Have you, have you talked to an orthodontist about kind of how neat that is to maybe change their day as opposed to the standard, you know, 8 to 4:30.

**Dr. Ingrid Murra:** Well, that's what I always say. Like the biggest luxury is time. You know, if we can give you your time back and you can be in charge of your own schedule, we're one of the only professions out there that is expected to be, you know, online in an office from eight to six or whatever. So if we can give you the luxury where you said, you know what, I'm, I am going to take my morning off.

I'm going to do my ClinChecks from 11 to four, whatever, you know? And then I'll do, you know, patient management in the evening. That's what I want to give orthodontists is their time back. I know that when I was practicing in New York city at some of my practices, I was seeing 120 patients today and I was like, I'm a slave.

I am literally a slave. And at night I go home and I do all my ClinChecks. So that's what I'm hoping. That's what we're building is that you now have, you just went through so much school, right? You are just at the top 1 percent of your class, most likely. Let's give you the freedom of time so that you can live the life that you want.

**Dustin Burleson:** Yeah, I want to highlight that we've talked about this with our members post pandemic the efficiency of asynchronous diagnosis and treatment planning. So the example I gave is we are a provider for smiles change lives. It's a community program that helps kids who can't afford orthodontic treatment, but really need it.

So really severe cases. And they're probably above the poverty level. So they're not on Medicaid, but they're not making enough money to afford orthodontics out of pocket. A lot of these are immigrants to the country, parents are working multiple jobs, so Smiles Changed Lives brings them in, orthodontist says we'll treat them for free, and they partner with like American Orthodontics to get the brackets for free, and Orthodontic Labs to get the retainers, so it's just our time.

And we would do screening days for smiles, change lives. And they would line up maybe 35 to 40 patients. And it took so long to see it. Like most orthodontists are seeing like maybe eight, 10, 12, maybe 16 new patients a day. So for us to see 35 or 40 new patients and kind of diagnose and show mom, here's what's going on with this tooth and come up with a treatment plan, extraction, non extraction, it was exhausting.

So we would put like a bounce house in the parking lot and we'd have the whole team there and they would just be, you know, like it just be an all day, eight to four. kind of new patient day. And when we went virtual because of the pandemic, I said, we can't stop treating these kids. We got to at least get them in the system.

So we had them take photos and then we put them in a spreadsheet and I would go through all the photos and I would, and we got x rays from their dentist and I would give them a thumbs up or thumbs down on whether they would qualify for our program because they couldn't be in mixed couldn't have certain things going on.

They had to have good hygiene. And we did 35 and I went through those 35. I think, I think it took me about an hour. So it went from all day to an hour to just go through and go. Yep. Yep. Yep. Nope. Still has a baby tooth. Yep. Yep. Yep. Nope. Has bad hygiene. So think about that in your practice. I mean, like how many times during your day, even if you're busy and 120 is a lot, that's probably pushing the limit, but at 80 to a hundred patients a day, there's still times where you're like, You know, you're checking ESPN to see if your favorite baseball team is winning or you're on your phone, like texting someone like where you could just get through asynchronously.

I think a whole day's worth of clinchecks and then go get your time back, which would be really, really cool. Yeah,

**Dr. Ingrid Murra:** exactly. Exactly. And that, I mean, that's how I see it. That's exactly right. That's how I see the future. For orthodontists, so we will get there in our lifetime. We will get there.

**Dustin Burleson:** You're leading the charge.

Well, I'm grateful for people like you. Where, where can people go? I know they can go to front or, or, or find you online. Any parting words for anyone that's, that's like, okay, I'm really interested. And I want to learn more about this other than the website. Are you speaking at any events? Is there anything going on big in a certain area?

Are you going to be at the AO? Where, where can people come find and learn more about you?

**Dr. Ingrid Murra:** Yeah, so I mean, they can just DM me directly on Instagram at Dr. Ingie, especially for GPs. We're not in every state. We are going, we have like a simple, not easy approach of just going state by state so that if there's any, you know, thing that we can support with, we can be relatively local.

So wherever we have a team member, we can support. So they can just. DM me or just go to my two friend. com. Click learn more book a demo and we can see if they qualify and if we can help them out. And yeah, parting words, you know, I think just really excited that we're doing, you know, thank you for doing this.

I'm really excited for our industry. You know, we have so much potential and again, going back is a version of the rest of our lives. Orthodontics who has changed so much over the past 100 years, and we have so much potential right now living in this post smile direct club world, this world where, you know, 25 years of Invisalign operating isn't that much time, right?

I think we're living in a time where we have a black swan moment where we can say, okay, it is too hard for GPs to do Invisalign. And by the way, it's also about, we're still living in a world where dentists. have a 40 plus percent, rate of mental health issues. We still have one of the highest rates of suicide and depression.

Part of that is just giving people more time back. So it's not about being good at Invisalign and doing it all. It's about having the leverage with the team and the tools to be able to do it all, but not yourself. So very excited for the future and what's to come.

**Dustin Burleson:** That's a million dollar piece of advice.

Do it all, but not yourself. I love it. Dr. Mira, thank you so much for doing this. It was such an honor. We'll keep the conversation going. I'd love to have you back sometime.

**Dr. Ingrid Murra:** Absolutely. Thank you so much.

**Dustin Burleson:** Awesome. Thanks.

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