



THE DENTAL PRACTICE:

Strategic Challenge

Quarter #: 4

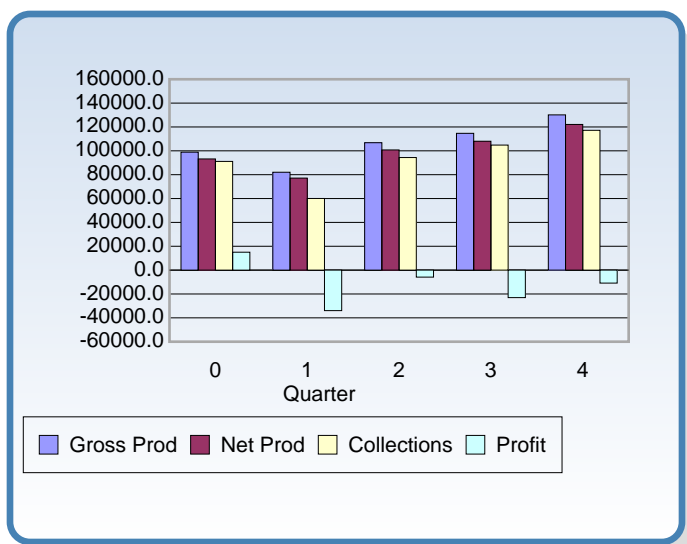
Practice #: 7

Player #: 7

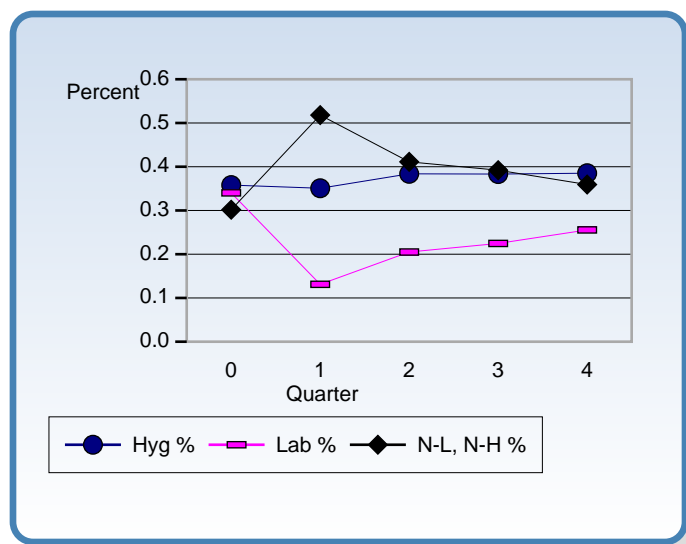
Financial Analysis - Production Measures

Success Factor	Standard	Last Qtr	This Qtr	Analysis
Gross Production	Increasing	114,666	130,132	Good - Gross Production is increasing
Net Production	Increasing	108,042	122,117	Good - Net Production is increasing
Hygiene Percent	33.3 % prod	38.3%	38.5%	Hygiene production percentage is too high.
Lab Percent	33.3 % prod	22.5%	25.6%	Fair, Lab-related production percentage is low.
Fee Profile	> 100% average	90.6%	89.0%	Very Poor - Fees are more than 10% below average
Facility Use	> 90 % utilized	63.5%	64.0%	Very Poor - The facility is not well used

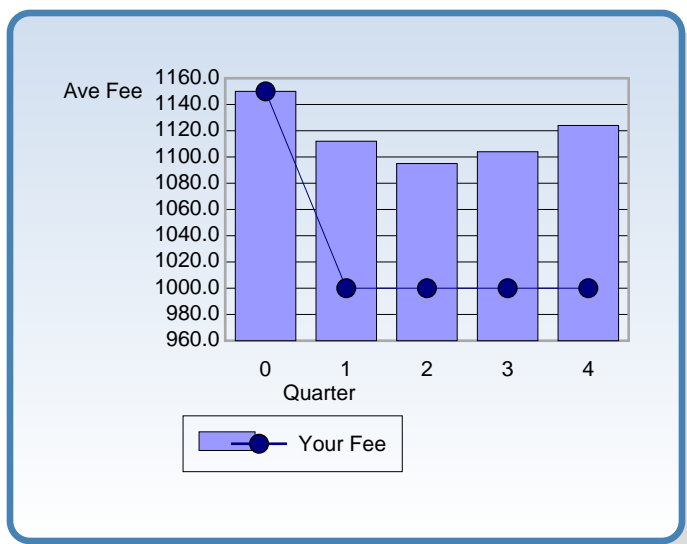
Production Information



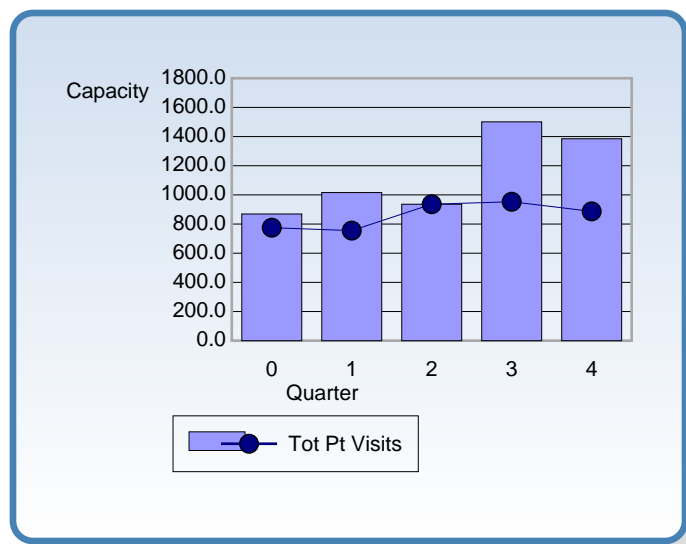
Service Mix



Fee Positioning



Capacity Utilized





THE DENTAL PRACTICE:

Strategic Challenge

Quarter #: 4

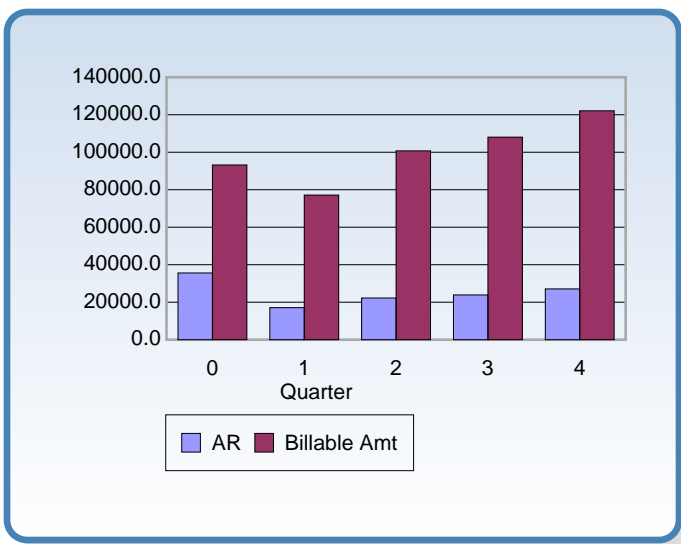
Practice #: 7

Player #: 7

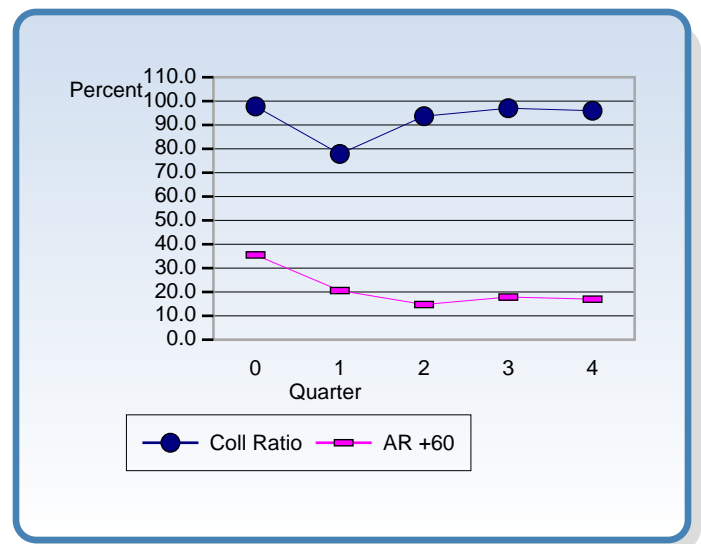
Financial Analysis - Collection Measures

Success Factor	Standard	Last Qtr	This Qtr	Analysis
Accounts Receivable	1.0 mo billable	0.66 mo	0.67 mo	Good - AR is low
A/R + 60 Days Old	.25 - .5 month	0.18 mo	0.17 mo	Good - AR 60+ days is low
Collection Ratio	98%	97.0%	96.0%	Poor - Collection ratio is low
Mg'd Care Percent	50% max	36%	40%	Fair - Mgd care is a large portion of the practice
PPO Efficiency	Level-Improve	85.0%	85.0%	OK - PPO Efficiency the same as last qtr
Cap Efficiency	Level-Improve	67.0%	67.0%	You did not participate in Cap this qtr
Medicaid Efficiency	Level-Improve	0.0%	0.0%	OK - Medicaid Efficiency the same as last qtr

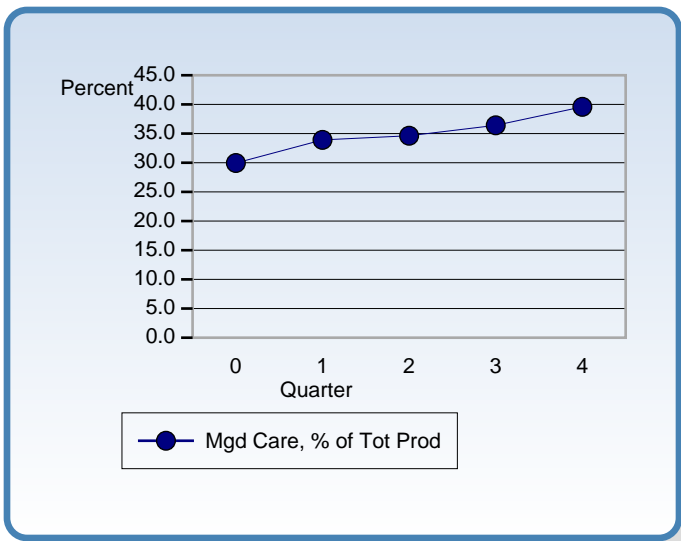
Accounts Receivable Information



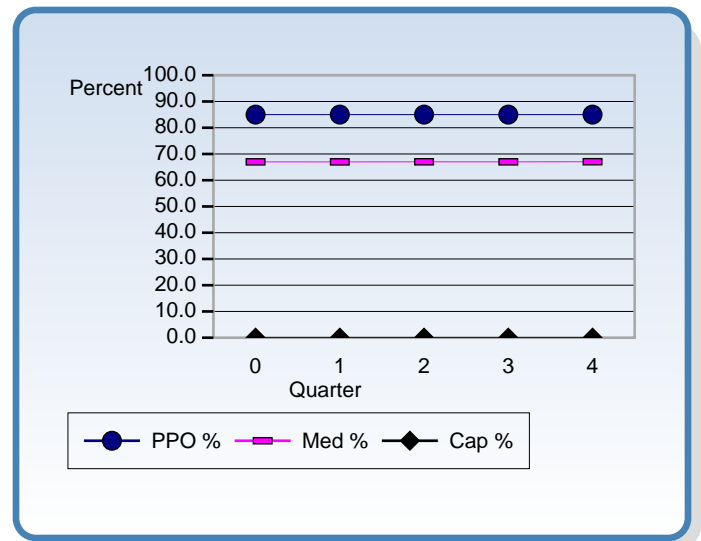
Collection Ratio



Total Mgd Care Percentage



Managed Care Plan Efficiency





THE DENTAL PRACTICE:

Strategic Challenge

Quarter #: 4

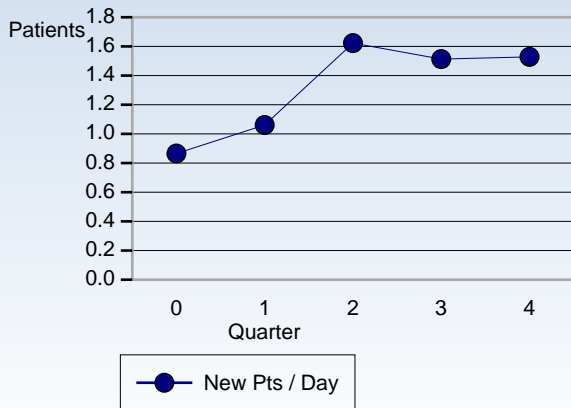
Practice #: 7

Player #: 7

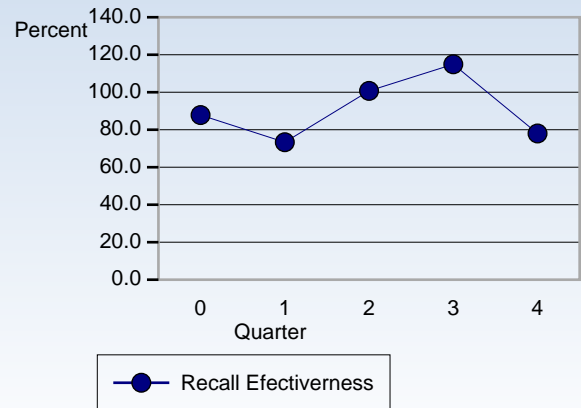
Financial Analysis - Patient Generation Measures

Success Factor	Standard	Last Qtr	This Qtr	Analysis
New patients / day	1 / Day	1.5	1.5	Very Good - High number of new patients
Recall effectiveness	90% of due	115%	78%	Poor - Recall system is not working well
Marketing \$\$ / new pt	\$100 / new pt	\$57.47	\$123.46	Poor - Marketing costs are high
Total Patient Visits	Increasing	953	887	Poor - Patient visits are decreasing
Mg'd Care Visits	< 50%	347	351	OK - Mg'd care patient visits are moderate (39.6 %)

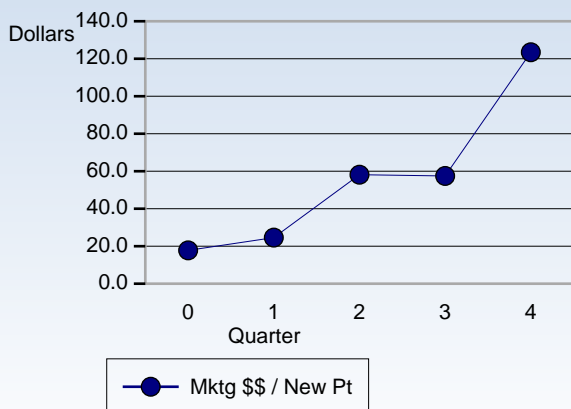
New Pts / Day



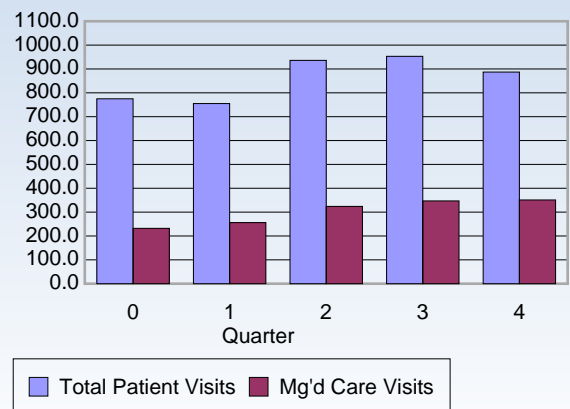
Recall Effectiveness



Mktg \$\$ per New Patient



Patient Visits





THE DENTAL PRACTICE:

Strategic Challenge

Quarter #: 4

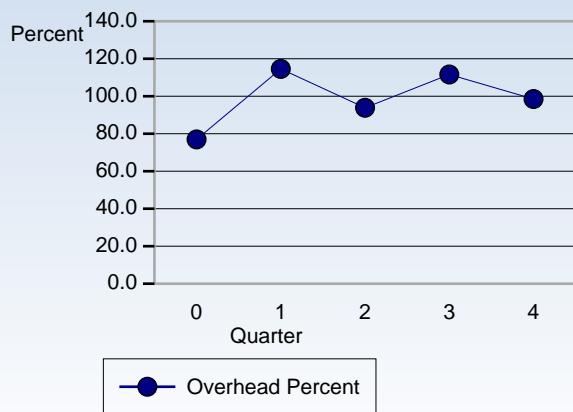
Practice #: 7

Player #: 7

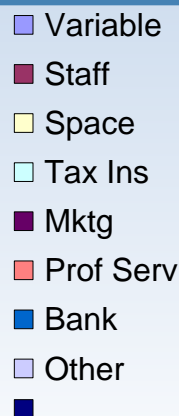
Financial Analysis - Cost Control Measures

Success Factor	Standard	Last Qtr	This Qtr	Analysis
Overhead Ratio	< 65%	112.0%	99.0%	Very Poor - Costs very high or production very low
Staff Costs	22% - 30%	62.0%	52.0%	Very Poor, Staff costs are very high
Variable Costs	15% - 23%	16.0%	14.0%	Good - Variable costs are low
Office Space Ratio	<10%	13.0%	12.0%	Poor - Office space costs are high
Liquidity	2 mo's expenses	0.71 Mo	0.71 Mo	Poor - Inadequate liquidity

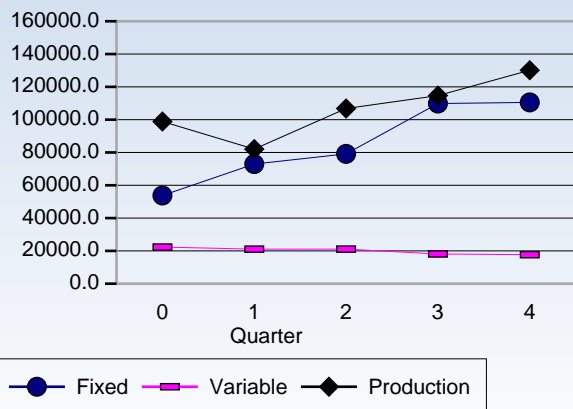
Overhead Ratio



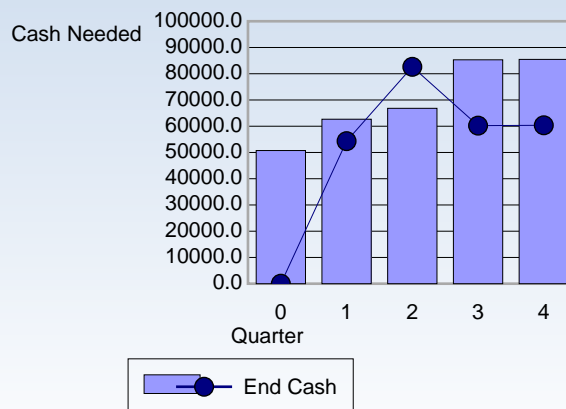
Cost Categories



Costs by Type



Liquidity





THE DENTAL PRACTICE:

Strategic Challenge

Quarter #: 4

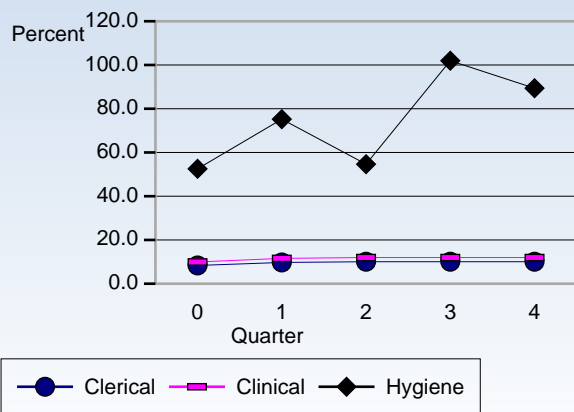
Practice #: 7

Player #: 7

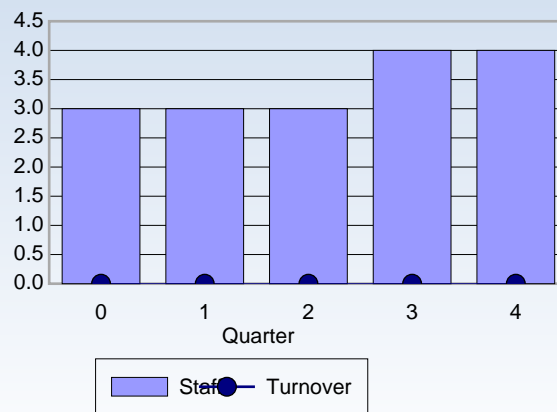
Financial Analysis - Staff Effectiveness Measures

Success Factor	Standard	Last Qtr	This Qtr	Analysis
Clerical Efficiency	< 9%	11%	10%	OK - Clerical costs are average for given office production
Clinical Efficiency	< 12%	14%	12%	OK - Clinical costs are average for given Dr. production
Hygiene Efficiency	33% - 42%	102%	89%	Poor - Hygiene costs are high relative to hygiene production
Staff Turnover	0	0	0	Good - No staff turnover
Relative Pay	100% = ave	100%	100%	Staff pay is about average for the area
Relative Benefits	100% = ave	79%	87%	Staff benefits are low - OK if no Turnover
Tot Rel Staff Costs	100% = ave	110%	102%	Total staff costs are about average

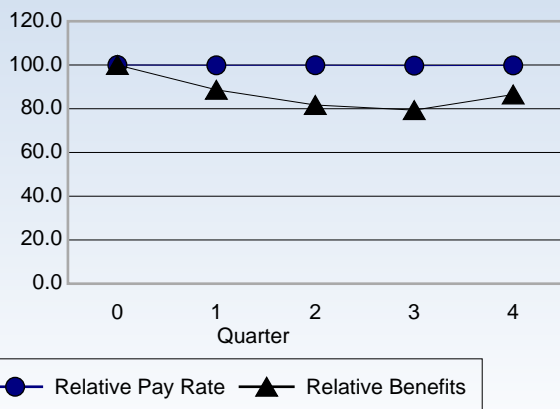
Staff (by type) Efficiencies



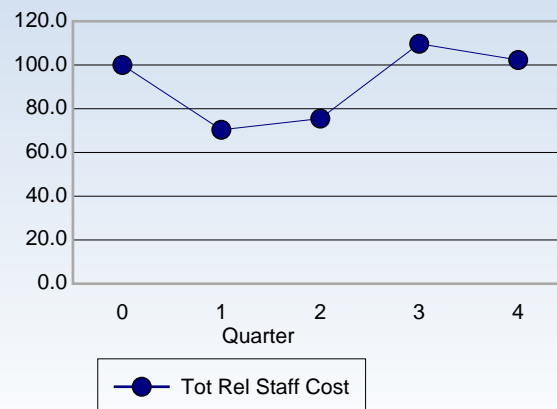
Staff Turnover



Relative Pay Rate



Total Relative Staff Costs





THE DENTAL PRACTICE:

Strategic Challenge

Quarter #: 4

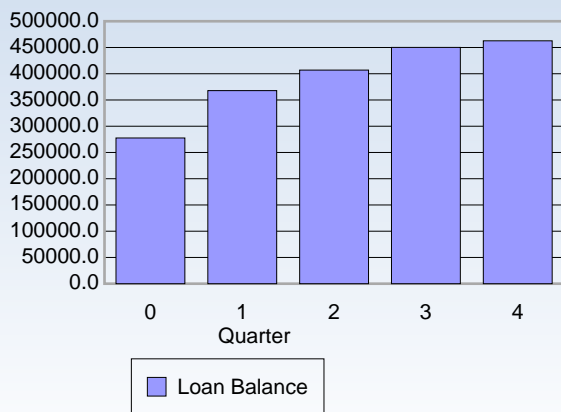
Practice #: 7

Player #: 7

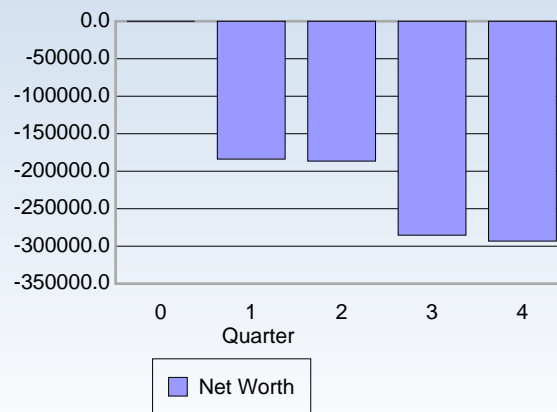
Financial Analysis - Financial Outcomes

Success Factor	Standard	Last Qtr	This Qtr	Analysis
Loan Balance	Decreasing	450,154	462,740	Loan Balance is increasing through additional borrowing
Net Worth	Increasing	(285,329)	(293,207)	Net Worth is decreasing
Profit to Date	Increasing	(62,854)	(73,733)	Profit to Date is decreasing

Loan Balance



Net Worth



Profit to Date

