



**** THE DENTAL PRACTICE: Strategic Challenge ****

Player #: 7
Slogan for Player #: 7

Quarter #: 4
Practice #: 7

*** PRODUCTION INFORMATION ***

Pvt (FFS & Ins) Production	78,623
Medicaid Production	601
PPO Production	50,908
Cap Production	0
Gross Production	130,132
- Adjustments	8,015
Net Production	122,117

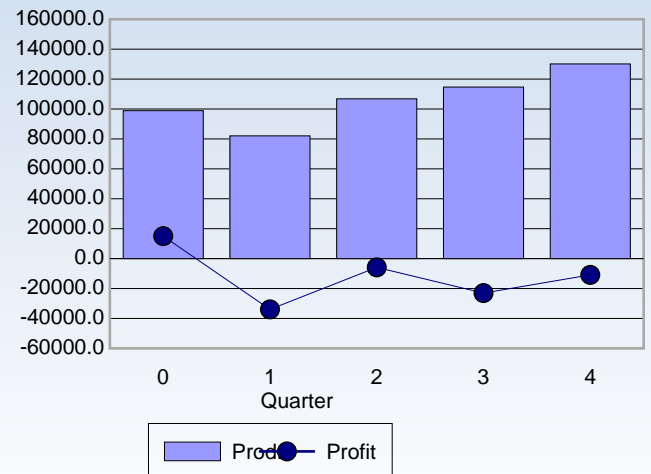
*** INCOME AND EXPENSE STATEMENT ***

INCOME	
Net Production	122,117
+ Pmts on Prev. A/R	22,168
+ Capitation Payments	0
- Billed to Accts Rec.	27,093
Collections	117,192

EXPENSES

Variable Costs	
Dental Lab	5,391
Clinical Supplies	9,541
Office Supplies	2,743
	17,675
Fixed Costs	
Staff Costs	
Wages	56,316
Employee Benefits	1,000
Employee Pension	2,816
Payroll Taxes / Ins	7,321
Hiring & Training	0
	67,453
Office Space Costs	
Office Rent	6,900
Utilities	2,490
Repairs / Upkeep	597
Depreciation	5,425
	15,412
Taxes / Insurance	
Business Taxes	1,300
Business Insurance	419
	1,719
Advertising	10,000
	10,000
Professional Services	
Legal / Accounting	350
Market Research	0
	350
Banking	
Loan Interest	12,354
Bank Charges	0
	12,354
Other Expenses	
Office Expenses	136
Dues & Cont. Ed.	1,104
Auto Expense	1,750
Miscellaneous	243
	3,233
Total Costs	128,196
PROFIT / LOSS THIS QUARTER	(10,879)

*** QUARTERLY COMPARISONS ***



*** BALANCE SHEET ***

ASSETS

Current	
Cash	60,359
CD's	10,000
A/R (80%)	21,674
Long Term	
Practice (FMV)	77,500
Retirement Plan	0
	169,533

LIABILITIES

Current	
Cash Due	0
Long Term	
Practice Loan	462,740
	462,740

NET WORTH (293,207)

*** CASH (Checkbook) MANAGEMENT ***

Ending Cash Last Quarter	60,227
+ Overdrawn Checks Paid	0
+ Collections	117,192
+ Loan Addition / Extra Pmt	25,000
+ Depreciation Expense	5,425
+ CD's Redeemed	8,000
+ Interest Earned	125
- Estimated Tax Payment	0
- Loan Principal Payment	12,414
- Personal Ret. Plan Contribution	0
- Draw This Quarter	5,000
- Total Expenses	128,196
- CD's Purchased	10,000
Income Tax (Paid) or Refund	0
ENDING CASH THIS QUARTER	60,359



**** FINANCIAL INFORMATION ****

Business Index This Qtr:	103	Accounts Receivable:	27,093
Business Index Est. Next Qtr:	106	Accounts Receivable 60+ Days Old:	6,916
Prime Rate This Qtr (% / Year):	7.0	Uncollectibles:	1,705
Inflation Rate Last Qtr (% / Year):	4.0	Loan Balance:	462,740
Investment Rate last Qtr (% / Year):	10.0	Individual Demand Value:	1.17
Adjustments: Pvt Pay: 181 Med: 198 PPO: 7,636 Cap: 0			

**** PATIENT VISITS AND PRODUCTION ****

Total Patient Visits:	887	Days Open This Qtr:	53
Doctor Visits:	408	Office Hours This Qtr:	448
Hygiene Visits:	478	Total Number Operatories:	4
New Patients:	81	Total Capacity (Visits):	1,385
Recall Patient Visits:	397	Doctor Capacity:	408
Recall Patients Due:	509	Hygienist Capacity:	977
Hygienist Production:	50,127	Capacity Utilized (%):	64
Managed Care Patient Visits:	351	Non lab-Related Production:	46,751
Managed Care Production:	51,509	Lab-Related Production:	33,254

**** STAFF INFORMATION ****

Number Receptionists:	1.0	Receptionists (\$\$/hr):	\$22.00
Number Chairside Assistants:	1.0	Assistants (\$\$/hr)	\$16.00
Number Hygienists:	2.0	Hygienists (\$\$/hr):	\$38.00
Incident Next Quarter:	5	Staff Turnover:	0

**** RESULTS OF INCIDENT NUMBER 4 ****

Your fellow dentists are very glad to see you at the society meetings and volunteering in the clinic.
You have noticed several additional referrals.

**** MESSAGES TO PLAYERS ****

Your note to Administrator: Make Us Money!!
You did not have a profit this quarter, so you cannot contribute to your retirement plan.

**** MARKET RESEARCH ****

You did not order any Marketing Research Reports this quarter.



**** RECAP OF DECISIONS FOR QUARTER # 4 ****

1. Hours of Operation:	3	7. Hygienist (+/-):	0.0	16. Investment in CD's:	10,000
2. Operatories Added:	0	8. Staff Comp (+/- %):	0	17. Retirement Plan (%):	5.0
3. Credit / Collection Policy:	2	9. Benefits (per Employee):	250	18. Market Research::	
4. Managed Care Participation:		10. Cont Educ (Days):	0	18a. Operational Pkg:	No
4a. Medicaid:	Hold	11. Practice Style:	1	18b. Staff Pkg:	No
4b. PPO:	Full	12. Fee Indicator:	1,000	18c. Type / Fee Pkg:	No
4c. Cap Plan:	None	13. Advertising:	10,000	18d. Marketing Pkg:	No
5 Receptionist (+/-):	0.0	14. Draw Projected:	5,000	18e. Financial Analysis Pkg:	Yes
6. Chairside Ass't (+/-):	0.0	15. Loan Addition / Pmt:	25,000	19. Incident Response:	1