



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

Player #: 7  
Slogan for Player #: 7

Quarter #: 2  
Practice #: 7

\*\*\* PRODUCTION INFORMATION \*\*\*

Pvt (FFS & Ins) Production	69,822
Medicaid Production	1,956
PPO Production	35,028
Cap Production	0
Gross Production	106,806
- Adjustments	6,060
Net Production	100,746

\*\*\* INCOME AND EXPENSE STATEMENT \*\*\*

INCOME	
Net Production	100,746
+ Pmts on Prev. A/R	15,863
+ Capitation Payments	0
- Billed to Accts Rec.	22,237
Collections	94,372

EXPENSES

Variable Costs		
Dental Lab	4,516	
Clinical Supplies	13,749	
Office Supplies	2,824	21,089
Fixed Costs		
Staff Costs		
Wages	37,544	
Employee Benefits	750	
Employee Pension	1,877	
Payroll Taxes / Ins	4,881	
Hiring & Training	0	45,052
Office Space Costs		
Office Rent	6,600	
Utilities	2,429	
Repairs / Upkeep	582	
Depreciation	4,025	13,636
Taxes / Insurance		
Business Taxes	1,100	
Business Insurance	409	1,509
Advertising	5,000	5,000
Professional Services		
Legal / Accounting	350	
Market Research	0	350
Banking		
Loan Interest	9,873	
Bank Charges	0	9,873
Other Expenses		
Office Expenses	133	
Dues & Cont. Ed.	1,601	
Auto Expense	1,750	
Miscellaneous	243	3,727
Total Costs		100,236
PROFIT / LOSS THIS QUARTER		(5,864)

\*\*\* QUARTERLY COMPARISONS \*\*\*



\*\*\* BALANCE SHEET \*\*\*

ASSETS

Current		
Cash	82,634	
CD's	5,000	
A/R (80%)	17,790	
Long Term		
Practice (FMV)	115,000	
Retirement Plan	0	220,424

LIABILITIES

Current		
Cash Due	0	
Long Term		
Practice Loan	406,942	406,942

NET WORTH (186,518)

\*\*\* CASH (Checkbook) MANAGEMENT \*\*\*

Ending Cash Last Quarter	54,316
+ Overdrawn Checks Paid	0
+ Collections	94,372
+ Loan Addition / Extra Pmt	50,000
+ Depreciation Expense	4,025
+ CD's Redeemed	1,000
+ Interest Earned	50
- Estimated Tax Payment	0
- Loan Principal Payment	10,893
- Personal Ret. Plan Contribution	0
- Draw This Quarter	5,000
- Total Expenses	100,236
- CD's Purchased	5,000
Income Tax (Paid) or Refund	0
ENDING CASH THIS QUARTER	82,634



## \*\*\*\* FINANCIAL INFORMATION \*\*\*\*

Business Index This Qtr:	102	Accounts Receivable:	22,237
Business Index Est. Next Qtr:	104	Accounts Receivable 60+ Days Old:	4,949
Prime Rate This Qtr (% / Year):	6.0	Uncollectibles:	1,220
Inflation Rate Last Qtr (% / Year):	5.0	Loan Balance:	406,942
Investment Rate last Qtr (% / Year):	9.0	Individual Demand Value:	1.32
Adjustments: Pvt Pay: 161 Med: 645 PPO: 5,254 Cap: 0			

## \*\*\*\* PATIENT VISITS AND PRODUCTION \*\*\*\*

Total Patient Visits:	936	Days Open This Qtr:	53
Doctor Visits:	448	Office Hours This Qtr:	448
Hygiene Visits:	488	Total Number Operatories:	3
New Patients:	86	Total Capacity (Visits):	936
Recall Patient Visits:	423	Doctor Capacity:	448
Recall Patients Due:	420	Hygienist Capacity:	488
Hygienist Production:	40,992	Capacity Utilized (%):	100
Managed Care Patient Visits:	324	Non lab-Related Production:	45,678
Managed Care Production:	36,984	Lab-Related Production:	21,900

## \*\*\*\* STAFF INFORMATION \*\*\*\*

Number Receptionists:	1.0	Receptionists (\$\$/hr):	\$22.00
Number Chairside Assistants:	1.0	Assistants (\$\$/hr)	\$16.00
Number Hygienists:	1.0	Hygienists (\$\$/hr):	\$38.00
Incident Next Quarter:	3	Staff Turnover:	0

## \*\*\*\* RESULTS OF INCIDENT NUMBER 2 \*\*\*\*

Your assistant left in a huff. Obviously embarrassed, she quit her job on the spot. Ten patients who know her quit coming to you. Her replacement has been very slow in learning her new job, causing office discontent. The program has rehired a new staff member to replace your assistant. She is slow, but adequate.

## \*\*\*\* 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.  
The economy showed improvement from last quarter. It is expected to improve greatly next quarter.  
The loan balance on your line of credit (\$ 406942 ) has exceeded \$300,000. The portion above the limit will be charged a higher interest rate (Prime + 6%).  
You took one week of vacation this quarter. (This was a program decision.) The office was only open 12 weeks.  
Staff are displeased with your low benefit package.  
Staff are happy that you increased the contribution to their retirement plan.  
Your hygienist is fully booked. Consider hiring additional hygiene staff.  
Your office is very busy. Consider adding capacity or becoming more efficient.

## \*\*\*\* MARKET RESEARCH \*\*\*\*

You did not order any Marketing Research Reports this quarter.



## \*\*\*\* RECAP OF DECISIONS FOR QUARTER # 2 \*\*\*\*

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1. Hours of Operation:	3	7. Hygienist (+/-):	0.0	16. Investment in CD's:	5,000
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):	1	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:	5,000	18d. Marketing Pkg:	No
5 Receptionist (+/-):	0.0	14. Draw Projected:	5,000	18e. Financial Analysis Pkg:	No
6. Chairside Ass't (+/-):	0.0	15. Loan Addition / Pmt:	50,000	19. Incident Response:	3