

Business Monitor by Departments

An old adage says, "That which gets monitored gets done." A dental practice aiming for top-tier patient care, production, and profit is monitored in detail. The most successful dentists look at every factor, thereby avoiding surprises or calamities.

1. Personnel Department

- a. Staffing needs
- b. Work schedule, vacation, holidays, continuing education courses, etc.
- c. Training — new team members, OSHA, continuing education
- d. Team meetings — schedule, agenda
- e. Teamwork — status, needs, activities

2. Financial Department

- a. Income comparison by actual \$'s or by % of increase or decrease over last month or year to date: last year to date
 - Production this month to last month; YTD to last YTD
 - Collections this month to last month; YTD to last YTD
- b. % of collections to production (to calculate: divide collections by production for same period)
- c. Sources of payments
 - Cash/checks over the counter — % of collections (goal 40 - 50%)
 - Bank card payments (monitor charge card use and cost)
 - Insurance
 1. Number claims filed
 2. Amount filed; amount paid; % of collections
 3. New carriers (employers providing dental insurance or direct reimbursement)
 4. Problems collecting claims from carriers
 5. Patient feedback; complaints; comments
 - Managed care, welfare — % of production; % of collections
- d. Write offs
 - Managed care; welfare
 - Bank card costs
 - Charity
 - Courtesy discounts
 - Bankruptcy
 - Bad debt
- e. Billing date; number of statements sent
- f. Accounts receivable; total and aged categories: current, 30 days, 60 days, 90 days, 120 days; in collections
- g. Accounts payable
- h. Budget reconciliation & update, priority needs for cash outlay

3. Scheduling Department

- a. # of days worked; # of hours worked
- b. # appointments scheduled; # seen; % show rate for treatment and hygiene (to calculate: divide # seen as appointed by # appointed for same period)
- c. # broken appointments; # rescheduled
- d. Daily production goal; actual average daily production
- e. Daily collection goal; actual average daily collection
- f. Chart audit: # active patients; # made inactive and reasons

4. Restorative Department

- a. # of treatment appointments
- b. % show rate
- c. % treatment scheduled of treatment diagnosed (treatment scheduled divided by treatment recommended for same period)
- d. Production — \$ _____; treatment is _____% of total production
- e. Top five fee producing procedures
- f. Lab cases — any problems? successes?
- g. Inventory — control? problems? costs?

5. Hygiene Department

- a. # recare appointments; # needed to meet minimum 80% effectiveness goal
- b. % show rate
- c. Analysis of appointments — 3 month, 6 month, perio, home care, etc.
- d. Production — _____; hygiene is _____% of total production

6. Marketing Department

- a. # of new patients this month; this month last year; YTD; last YTD
- b. # of patients inactivated.
- c. Paperwork — charts, forms, letters, etc.; use; appearance; processing; changes needed; online marketing activities; updates; etc.
- d. # and type of community contacts; referral thank you's; other contacts
- e. Report on past and future marketing activities, costs, dates, successes, failures.
- f. Analysis of compliments and complaints from or about patients; from or about suppliers; etc.