

## The Pankey Institute For Advanced Dental Education



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# PANKEYGRAM

## Higher Awareness Around the World

Here it is 2001, and we are still waiting for the Y2K problems to surface. The 2000 U.S. Presidential Election is history and could not have been more appropriate to the year detailed in Stanley Kubrick and Arthur C. Clarke's 2001: *A Space Odyssey*.

The Pankey Foundation enjoyed an excellent beginning to the new millennium, and our mission remains clear and worthy. Our academic contributions to the profession are being seen as meaningful, and our community is increasingly representative of the most dedicated, ethical and highly skilled dentists in private practice.

You have colleagues applying the Philosophy in many nations throughout the world and an increased ability to communicate with them through the emergence of the electronic media. We are increasingly being "discovered" by the public media and are gaining significant opportunities to make a contribution to their awareness of the values inherent in excellent dental health.

On that subject, I want to relay to you an experience I had in Japan last fall. Dr. Yasuo Kawamura has an established

presence in Osaka and has been treating patients in accord with the Pankey Philosophy for over 25 years. Along with his team of dentists and staff, they have created an organization of patients who are endeavoring to keep their teeth well into their octogenarian years. They founded a club 25 years ago, the Aishi Club, which celebrates patients who reach 80 years of age and still have more than 20 of their natural teeth. Their 80/20 mantra is impacting their patients' psyches, and the results are being celebrated on an annual basis.

One of my pleasant tasks, while in Japan, was the opportunity to address the members of this club and to congratulate those who had achieved the 80/20 goal during the last year. Dr. Yasu Kawamura and his son, Dr. Yasuyuki Kawamura, along with other members of the practice held a day-long program for their patients wherein they introduced new treatment information, enhanced their knowledge of dental health, entertained them with an opera singer, and finally celebrated those who had achieved 80 years of age with at least 20 natural teeth in their mouths. He awarded them plaques,

### EXECUTIVE DIRECTOR'S MESSAGE



Christian B. Sager

introduced each to the assemblage of over 200 patients, and at the end of the day, treated them to an elegantly catered buffet.

You cannot imagine how proud these patients were to have been recognized, by their dental team, in this fashion. Surely, this is clearly representative of the expectations Dr. Pankey had when he began his quest to never remove another tooth and to raise patients' dental IQ. It's amazing that this sort of celebration did not begin in Kentucky or Coral Gables but rather Osaka, Japan.

I am not yet certain how to use this increased knowledge, but I bet amongst all of us, we will find a way to recreate what is occurring in Osaka for all patients receiving the benefit of treatment from students of the Pankey Philosophy. This is a beautiful example for basing a New Year's resolution and setting achievable goals.

Congratulations, Doctors Yasu and Yasuyuki Kawamura, for demonstrating creative leadership and the resolve to implement the Philosophy in such a meaningful manner. ■

## The Open Mind

Perhaps, the highest mark a person or institute can achieve in its search for excellence is the "ready" willingness to accept a paradigm shift. Although I am quite skeptical of those who are constantly finding "life changing" experiences, I see tremendous value in the willingness to occasionally re-evaluate a long held belief. A proactive attitude towards change (growth) is liberating and necessary for becoming and remaining a leader who can influence others along their journey toward optimal care.

Let's first look at our movement toward inclusion of more "team" courses. There is mounting evidence that change is implemented most successfully when the dentist and staff study and learn together. So, we designed the new *Pankey Team Enhancement* course, that will begin in 2001, to be our new "entering" mechanism for your office staff at The Pankey Institute. This course is designed for the dental assistant, hygienist, administrative assistant, and dentist to attend as a team. We will cover subjects as varied as philosophy, team building, communication skills, and application of social and personality style analysis.

*Pankey Team Enhancement* will prepare your team for the follow-up "specialty" courses. The next level course will

be *Dental Assistant II* for dental assistants, *Administrative Assistant II* for office administrators, and *Team Periodontal Therapies* for hygienists. These courses will not spend time covering material already presented in *Pankey Team Enhancement*. Rather, additional time will be spent covering subjects never before addressed.

In the 2001 courses, much greater responsibility will be shared with your staff. For example, in *Team Periodontal Therapies*, we will no longer be saddled with a 1950s view of our Hygiene Departments. The hygienist will be viewed as a co-therapist, who can determine a custom approach to the particular needs of each patient. This view will result in an individualized length of time and fee set for each hygiene visit. It will clearly empower our hygienists to be "like us" in building caring relationships and understanding of the patient's circumstances and needs. It will compel our hygienists to work with us as a collaborative team in planning and encouraging optimal care.

In 2001, you also will see evidence of another paradigm shift—this one in the diagnostic work up of our cases. For years, I insisted it was the responsibility of the restorative dentist to complete the

### CHAIRMAN'S MESSAGE



Irwin M. Becker

work-up and wax-up his/herself. I emphasized this practice to hopefully stop dentists from abdicating responsibility for diagnosis and treatment planning. Now, I see it differently. The model we want to use now is one that promotes a collaboration between the dentist and technician/ceramist during the diagnostic work-up stage. Together, they plan out and create the diagnostic wax-up. Issues such as material choice, preparation design, and even the eventual lab fee are discussed before the case is presented to the patient.

This is the model we will be presenting in our new team course, *DC Team*. This course will be for the dentist and his/her technician/ceramist. Instead of just focusing on porcelain esthetics, we will focus on the team planning and diagnostics needed to predictably produce the beautiful porcelain esthetics achievable today. So, the team approach will again be emphasized.

Next, I'd like to re-emphasize an opportunity for each of our constituents to study with their specialists. Simply

*Continued on page 2*



## Dr. William E. Amos, Jr.

### Tribute to a True Leader

**D**r. William E. Amos, Jr., President of the L.D. Pankey Dental Foundation, Inc., and a beloved Pittsburgh, dentist, who touched the lives of many through over 40 years of service to his patients, profession, and community died suddenly on Tuesday, September 26, 2000.

The son of William E. Amos and Dora Polan Amos, "Bill" was born on April 15, 1934 and grew up in Washington, Pennsylvania. He graduated from the University of Pittsburgh in 1956, where he was Quarterback of the football team and took the Pittsburgh Panthers to the Sugar Bowl in 1955 and the Gator Bowl in 1956. He then graduated from the University of Pittsburgh Dental School in 1960 and established a private practice in Pittsburgh that same year.

Dr. Amos was a Fellow of the Academy of General Dentistry, Past President of the Pittsburgh Academy of Dentistry, and member of the American and Pennsylvania Dental Associations. In addition to actively practicing dentistry for 40 years, he was on the Visiting Faculty of The Pankey Institute for Advanced Dental Education, in Key Biscayne, Florida, for the last 20 years, and President of the L.D. Pankey Dental Foundation, Inc. since 1995.

During his term as President of the Board of Trustees of The Pankey Institute, Dr. Amos oversaw, with the Institute's Director, Christian B. Sager, the planning, construction, financing, and appointment of the One Crandon Boulevard teaching facility. He also chaired the Steering Committee of the successful capital campaign that fully funded the building.

Dr. Amos served on the Board of Trustees of the Robert Morris College in Pittsburgh for the past 24 years. On this board, he was Chairman of the Student and Athletic Affairs Committee and a member of its Executive Committee.

Dr. Amos was an avid golfer, handball player, and basketball player. He was known for his innate sense of fair play and absolute integrity. His leadership ability manifested itself in many venues and to great distinction.

He contributed mightily to his beloved profession of dentistry. Through his efforts, the art and science of healthcare were developed to a higher level by the many students he taught and the thousands of patients he served. Unselfish and unswerving in pursuing his life's goals, he always had time to lend a hand to those who chose to rise above complacency and mediocrity, and he became a mentor to literally hundreds of dentists throughout his distinguished career. He will be remembered for his gentle resolve, compassionate manner, and dogged determination to achieve excellence.

Dr. Amos is survived by his wife, Barbara Amos, five sons (Bill, Tim, Kevin, Bryan, and Scott), two daughters (Leah and Jenny), and twelve grandchildren. Dr. Amos will be greatly missed by his wife, family and many friends. Letters may be sent to Barbara Amos at home (514 Longridge Drive, Pittsburgh, PA 15243).

Memorial donations may be made to the Dr. William E. Amos, Jr. Memorial Fund of The Pankey Institute or the Dr. William E. Amos, Jr. Memorial Scholarship Fund of Robert Morris College (Robert Morris College Development Office, 881 Narrows Run Road, Moon Township, PA 15108-1189). ■

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#### CHAIRMAN CONTINUED...

encourage your specialists to attend either the three-day *Specialist* course or *CI*. Then, they can attend *C5* or *C6* with you when you are ready for each of those courses. Think of the advantage you would have if you spent a week with your periodontist in *C5*, or your orthodontist or oral surgeon in *C6*. Please plan ahead so your specialists have taken the prerequisite course (*Specialist* or *CI*) in time.

We know the new team courses described above will fill early. Call our Registration Department as soon as possible to reserve your space. Let me know if you have thoughts regarding the above mentioned paradigm shift.

Our greatest strength, as an Institute, is our ability to balance our firmly held concepts and principles with an open mindedness that promotes appropriate change, and yet keeps a clear focus on our ultimate mission. ■

## In the Crucible

### Scheduling Your Way to Your Ideal



by Dr. Richard A. Green, Director of Business Systems Development

*The "crucible" is the metaphorical place where I work out new ideas, feelings and behaviors to make them my own. Using mortar and pestle engenders in me the image of working hard and long with materials that at first don't seem to mix. It's a place of discovery for me, a place for putting things together and rubbing them around—all the while not really knowing what the outcome will be but trusting I'll discover something in the process.*

**L**ast issue, I discussed how good things come to those who invest quality time in getting to know the patient first. By investing in the patient, you increase patient satisfaction. As satisfaction increases, so does the quantity of work patients want you to do over a period of time. Doing your best work requires you to see fewer patients because your best work requires time.

The way you schedule and organize your treatment plans can take your practice to another level. In this issue, we will explore a process for refining your schedule every six months. If you repeat this process, your practice will not look or feel the same in two to three years. The continually refined schedule takes you to a place yet unknown in your experience. The excitement comes later as you reflect back on just how far you have come in making quality time to know your patients and do your best work.

The Value Based Scheduling Exercise leads you through a strategic planning process in which you clarify what you do well, how your practice is unique, and what you want to spend more time doing. It next helps you analyze how you have been spending your time and set goals for how you want to spend your time six months from now. Finally, it has you outline your schedule to reflect your goals, and it charges you to implement and monitor usage of the new schedule.

An instructional document and forms for the Value Based Scheduling Exercise can be found at the Institute's web site: [www.pankey.org](http://www.pankey.org). Simply go to the *Educational Program* section of the site, click on *Business Systems*, and go to *Value Based Scheduling*. A brief version of the instructions follows.

1) List, categorize and rank the procedures you do in order of the most enjoyable to the least enjoyable. When doing this, don't just list "endo." Be more specific: "anterior, bicuspid, and molar." Instead of listing "crown and bridge," list the number of units such as six or more. Ask yourself these questions when ranking the procedures in order of importance: "If I could sit a patient down and

do a quadrant of operative, would I prefer that over a single tooth operative? If I could, would I prefer ... over ...? What is unique to my practice? What do I do that others do not? Which of the procedures are important enough to increase? Which procedures put a smile on my face?" Generally speaking, we tend to do well what we like to do most.

2) Analyze your previous schedule for the last one to three months. Identify hours spent in each of your listed categories. What percentage of your time did you spend on each category?

3) Decide what percentage of your time you want to spend on each major category six months from now. If category "A" represented 30% of last month's total and you choose 36% as a target for six months from now, you will need to increase the percentage of time you spend on category "A" by 20%. Ask yourself if this is an attainable goal. If you set attainable goals, you will meet them. Each six months, set new goals and over time, you will move to your practice ideal.

4) Outline your schedule to reflect your desired percentages and the individual uniqueness of your practice. We have found the following scheduling rules to be helpful:

a. In both the doctor's and hygienist's schedules, hold open every sixth work week to allow flexibility in your schedule. You can begin to fill it as you enter the first week of the six-week period.

b. In the doctor's schedule: (1) Save a half day each week and fill it in one week or less ahead. (2) Save emergency time each day that only can be filled that day. (3) Book "A" work as far ahead as necessary as long as you observe the sixth week rule. (4) Book "B" work three to four weeks ahead. (5) Book "C" work one to two weeks ahead. (6) Book "D&E" work one week ahead, or refer the work to someone else.

c. In the hygienist's schedule: in addition to the sixth week rule, reflect the following items, depending on the type of recare appointment system you and your patients prefer. Hold time in the schedule for new patients, root planing and cur-retment, and those folks who like to schedule only one month in advance.

By analyzing the number of new patients you see weekly and RP&C done weekly for a six-month period, you can determine the percentage of patients who make appointments in advance and the percentage who prefer to schedule one month in advance. Create time to care for your health-centered patients who value individualized care.

Have fun thinking through these steps. You are proactively creating your future desired practice. In the next *Pankeygram*, we will throw into the crucible, a process for discovery! We will explore creation of a "learning organization" and discuss the value of "discovery"

**Dr. William W. Dolan** entered into rest on October 16, 2000. He attended Syracuse University and the Columbus University College of Dental Surgery. He had a distinguished dental career, practicing 37 years in Coral Gables, Florida. He was one of the Founders, Trustees, and Faculty of The Pankey Institute. He served as President of the Florida Academy of Practice Administration, and the South Dade Dental Society. He also was an Adjunct Professor of the University of Miami Department of Biomedical Engineering and member of the International College of Dentists.



## Best Kept Secret Predictable Complete Dentures Course

Taught by Dr. Joseph J. Massad and Dr. William J. Davis for Dentists and Technicians...Feb. 18 - 21, 2001...No Prerequisite...26 Lecture & Participation Credits

The Predictable Complete Dentures course, known as "PCD," has been taught at the Institute for 20 years but has been continuously updated and made consistent with current materials and techniques. Students frequently comment on the course's relevance, not only to removable prosthetics but also implant and restorative dentistry.

Last year, the course incorporated work with a live patient of The Pankey Institute. This year, the course is open to both dentists and technicians. We still have openings in the February 18 - 21, 2001 class.

Two dynamic faculty members who have lectured on this topic internationally—Dr. Joseph J. Massad and Dr. William J. Davis—bring a world of knowledge to our classroom. And, because this is a 3.5-day seminar instead of a one-day introduction, they are able to take you on an extensive journey. With these experts, you will address the management of patients with severely difficult and compromised mastication systems who commonly have other health problems. It is clear that if we can manage these most difficult patients, we can always manage other patients, guided by our knowledge of fundamental principles such as centric relation, lingualized occlusion, and the neutral zone.

The course combines the accepted technique of denture fabrication with the occlusal and philosophical considerations taught at the Institute. You will have the opportunity to treatment plan, fully understand and utilize the "neutral zone" concept, use the Coble Balancer to record and fine tune the denture occlusion, and achieve excellent esthetic re-

sults. Post-case consultation, as well as laboratory procedures and communication, are included in the curriculum. You will return to your practice with the skills to dramatically improve the physical and emotional stability of the edentulous patient.

"Think about it. The restorative dentist treats the entire mastication system and is responsible for its long-term maintenance—and, therefore, should logically oversee its interdisciplinary reconstruction. According to Dr. Irwin M. Becker, Education Chairman of The Pankey Institute, "By integrating the knowledge of removable prosthodontics with advanced restorative procedures, we have found that dentists have a much better understanding of occlusion/equilibration and splint therapy. And, surgical procedures for tissue enhancement, bone augmentation, orthognathic modification, implants, and the like should be all thoroughly thought out and managed with the knowledge of a complete denture construction."

It has been said that the most difficult restoration that a dentist can provide for edentulous patients is a complete denture in which the dentist must restore function, esthetics, and speech within the physiological boundaries of a patient's stomognathic system. The knowledge and step-by-step technique you learn here for these patients can be utilized in all other phases of complete dentistry.

Note that our schedule allows time for and encourages dialogue among participants, faculty, and staff. The Year 2001 tuition fee for this course is \$2,475. Call our registration associates at (305) 361-5433 to reserve your space. ■

## HIMS Makes Practitioners Better Managers

Next Seminar Scheduled for May 30 - June 2, 2001

The Pankey Institute and the Gallup Organization will jointly sponsor their fourth annual *High Impact Management Seminar* for dentists at Gallup headquarters in Lincoln, Nebraska, on May 30 - June 2, 2001. Those attending will be able to define and implement objectives developed for their specific practice through The Pankey Institute's *Patient Satisfaction Survey (PSS)*. An individualized session with a Gallup Organization senior consultant, as well as group sessions with other Pankey dentists, will create a rare opportunity to explore management strengths and learn how to maximize them.

This seminar will be limited to 20 participants. If you have completed a *Patient Satisfaction Survey* since October 1998, you automatically qualify for this *High Impact Management Seminar*. If you completed your last *PSS* survey prior to October 1998 or have not yet completed a *PSS*, you need to do so before the seminar and should start the *PSS* now. To register, call Melissa Wilhite, our Business Systems Administrator, at 305-428-5503.

Dr. Steve Ratcliff, one of our Visiting Faculty, has attended HIMS twice before and will be assisting with the 2001 Seminar at Gallup. Hear what he had to say about his participation:

*"At the first High Impact Management Seminar, I was with other dentists who were experiencing similar frustrations. Our practices were all different, yet we had much in common. My time with a senior Gallup consultant was enlightening and enriching. I was encouraged to understand that I have many talents. Included in those is the ability to inspire and activate people to new levels of*

*understanding. I also started to understand that if I use my strengths, instead of trying to fix my weaknesses, I will make rapid improvement. The Gallup consultant helped me formulate a plan to enhance my management style. The rest of the participants helped affirm what I learned.*

*"It was the most profound learning experience I have ever had in dentistry! I am reaping great benefits. My productivity continues to move upward. My team is slowly stabilizing and happy. There is less conflict during the workday because together we are moving towards an effective model of scheduling rather than an efficient model.*

*"The second time I went back to a High Impact Management Seminar, I learned even more about how I can change and adapt to fulfill my vision. I encourage others to engage in the process." ■*

## Are You Missing in Action?

by Dr. Richard A. Green

If you participated in the Pankey 2000 Operations Study with Moss-Adams Advisory Services and did not receive your individualized report, you are one of the "Missing in Action." Please call Phillip Palaveev of Moss-Adams at his direct telephone line, 206-442-2639. Identify your individual report by telling him your exact number of Total Practice Yield (line number 4 on the income statement) and your Total Annual Hours the office is open (answer to first survey question).

Thanks go to all who participated in making the 2000 Study a success. We uncovered informative data that updates, confirms and helps in teaching the management of numbers for a fee-for-service, relationship-based practice. ■

Fond Farewell—Elise Mills, Dr. Richard A. Green's assistant of three years, has moved to Conyers, Georgia due to her husband's job relocation. She was with The Pankey Institute for 12 years. Melissa Wilhite is the new Administrative Assistant in the Business Systems Development Department. ■

## Are You Going to Camp?



If Dr. Pankey had coached a basketball team, he would have begun by developing a vision of what he wanted his team to become. He would have looked for players with natural ability, reputable character, and a disciplined work ethic. Next, he would have placed learning the fundamentals of the game as a top priority.

In dental school, we are exposed to many areas of dentistry—oral surgery, endodontics, pedodontics, operative, crown and bridge, and so on. After graduation, most of us seek additional information about the areas that interest us, and in a few years, we begin to get a feel for the different ways to practice dentistry. The Continuum at The Pankey Institute was established for those dentists who want to learn the fundamentals of restorative dentistry. It is the Five Star Basketball Camp for rising stars in dentistry. The fundamentals are the building blocks, the basics, and the foundation for

the restorative practice. The better the fundamentals, the higher the potential is for success.

Dr. Pankey would have had all his players attend summer basketball camp. For five days, players eat, sleep, and talk basketball. They learn through lectures, printed handouts, demonstrations, videos, individual drills, and small group drills. Games are played but winning is not an important part of the process. Kids learn from each other. They look for moves, ways to score, the hands, the feet, and the release—skills which cannot be described. They look for mentors. They want to see and talk to the best. They want to see and emulate—what we call "see and do."

The Pankey Institute is a camp for dentists who want to raise the level of their game. It is the ideal environment to learn the fundamentals of restorative dentistry. It is a time to think, to reflect, to ask questions, and to set goals.

Besides fundamentals, it is important to get a feel for the level and type of game you hope to play. Restorative den-

by Dr. Walter D. Fain, Teaching Assistant, Knoxville, Tennessee

istry is diagnosis and treatment that returns the mouth to its natural state, to whatever degree that is practical for each individual patient. Restorative dentistry is not just prosthodontics, nor is it general dentistry with an emphasis on crown and bridge. General dentistry today is preoccupied with changing color and putting it back like it is. Restorative dentistry puts as much emphasis on tissue health, anatomy, and occlusion throughout the mouth as it does the restoration. General dentistry treats people in the present with objectives on immediate concerns. Restorative dentistry treats people for the future with thoughts of longevity, stability, minimizing wear and future problems while maintaining natural beauty.

The Continuum is solid and up to date on the fundamentals—technical, financial, relationships, and teamwork. Michael Jordan is always quick to point out that although there is not an "I" in the word "team," there is an "I" in the word "win." The Pankey Institute will help you become a winner. ■

## Referral Champions

Over the last three months, Continuum Level I students reported to us that the following individuals referred them to The Pankey Institute: Dr. Kurt D. Mackie, Dr. Leslie M. Londeree, Dr. Chet Hawkins, Dr. Thomas J. Bolt, Dr. Peter E. Dawson, Dr. Martin G. Williams, Dr. James R. Whiteman, Dr. John Ahlschwede, Dr. Thomas G. Brown, Dr. Susan Hollar, and Dr. DeAnne C. Blazek. Quality referrals such as these are the lifeblood of The Pankey Institute. ■

## An Ancient Text

Submitted by Dr. Christopher H. Hughs, Herrin, Illinois

The masters in the art of living make little distinction between their work and their play, their labor and their leisure, their mind and their body, their education and their recreation, their love and their religion. They hardly know which is which. They simply pursue their vision of excellence in whatever they do, leaving others to decide whether they are working or playing. To them, they are always doing both. ■

# Happiness, Fulfillment and The Pankey Cross of Life

by Dr. Robert M. Maguire,  
Wolfeboro, New Hampshire



I was introduced to the Cross of Life at Continuum Level I in June of 1998. Since then, I completed Continuum Level III and have gained a deeper understanding of Happiness and Fulfillment. I have to be honest, though. Trying to keep a balance among love, work, play and worship continues to be a challenge. However, I have learned that when I focus on the big picture, the journey becomes easier and more fun. This article elaborates on the concept of happiness. My goal is to help you more deeply experience peace and joy in your life.

Dan Millman defines true happiness as "the ability, developed over time and with practice, to radiate positive energy regardless of external or internal circumstances." We've all had days at the office where a patient has upset us. The truth is that we chose to give up our joy. Happiness is not something that happens to us, rather it is something we own. We can choose to keep it, share it, or lose it like steam from a kettle. We cannot misplace it like our keys or wallet. The only way we lose it is to allow a situation or another person to take it from us. Regardless of our earthly desires for money, good health, and a love filled marriage, being happy is really all that matters. So, why does it seem so elusive? What do we need to be happy and feel fulfilled? A tape by Tony Robbins titled *Secrets to Happiness and Success* answered those questions. On this tape, he describes six human needs that must be met in order to feel true happiness and fulfillment in our lives.

The first need is the *need for certainty* (security). The feeling of security is

a survival mechanism. We fill this need by creating daily routines and adopting certain beliefs. For example, imagine yourself trying to concentrate with the Chicken Little belief that the sky is falling. In our practices, a schedule controls how many hours we work, who we see, and what we will produce. It helps us achieve our daily, monthly and yearly goals.

All of this seems pretty straight forward. However, we also have a second need, the *need for uncertainty*. A life that is totally structured quickly gets boring. Examples of uncertainty include a surprise birthday party, an unexpected compliment, or a visit from a long lost friend. All of these events bring us joy. So, what happens when our well planned schedule falls apart because of bad weather, patient illness, or other cancellations?

Do we sometimes panic and become angry, or do we use the time as an opportunity to complete a trial equilibration or write a referral letter? How we react to these situations is a conscious choice. Life without a schedule would be chaotic and unproductive but life without surprises would be stagnant and mundane.

The third need we have is the *need for significance*. We all need to feel unique, that our lives and work make a difference or have an impact on other people's lives. We seek out ways to be special, elevating ourselves from the "usual, customary, and reasonable." We study at The Pankey Institute in order to improve our clinical and verbal skills. We take photos, conduct post treatment conferences and become comfortable asking patients for referrals. We seek patients who value our

services and pay for them with gratitude and appreciation. We become leaders who are willing to confront and influence our own behaviors, as well as those of our patients.

Our vision is our guiding light. Hopefully, we steer ourselves through the river of life rather than let the current bounce us from shore to shore (otherwise known as going with the flow). As we climb to the top, we separate ourselves from the pack and violate the fourth need, the *need for connection and love*.

All of us need to feel wanted and loved. This need explains the uneasiness we sometimes experience when we confront a patient whose goals regarding their teeth differ from our philosophy of care. How did you feel the last time you dismissed a "nice" patient? Staying connected as a group via mentors or Pankey study clubs is essential. Other important pieces of this happiness puzzle include: networking with the community, regular physical exercise, meditation, and worship. Together, these activities maintain the body, mind, spirit connection.

Tony Robbins describes the first four needs as *fundamental needs*. Most people are able to fulfill them. However, total fulfillment and happiness are achieved with the incorporation of the last two needs. I believe that these last two needs will lead us to fully live the principles Dr. Pankey set before us.

The fifth need is the *need to grow*, or to be a perpetual student. The thirst for knowledge must always be present. Growth occurs in many different ways. We learn new techniques, attend courses, read journals, or listen to tapes to expand our knowledge. We may fail at a

procedure or a relationship, lose a loved one, or survive a health challenge. All are opportunities for growth. "You don't know a good wine until you've had a bad one." How we interpret life is crucial to our state of being.

The sixth and last need is that you *must contribute beyond yourself* in a meaningful way. My mother used to tell me that my piano playing talent would not have a purpose until I shared it with others. Zig Ziglar says, "You can have anything you want in life if you just help others get what they want." I believe our patients desire the best we can offer them. It is our duty to help them discover the value and benefits of ideal dentistry through experiential learning. Understanding personality profiles, using "patient friendly" terms or emotional word pictures are ways to connect with our patients on a deeper level. Our effectiveness increases when we switch focus from fulfilling our desires to meeting the patients' needs and exceeding their expectations.

In summary, we can see that we will always face challenges as we take steps toward living the Pankey Philosophy. Expect stumbling blocks, and as Dr. Richard Green says, "Develop your ambiguity tolerance." After all, a stream with no stones is silent. A constant focus on your vision will help you persevere.

Kahlil Gibran said, "When you are born, your work is placed in your heart." Dentistry is our work to be shared and enjoyed. Emerson said, "The light by which I see in this world comes out from the soul of the observer. A person's world will be exactly what he expects it to be—nothing more or less. By understanding happiness and the needs discussed above, you will feel fulfilled. For us, dentistry is our symphony to be played. Living the Pankey Philosophy is our ticket. And, so I ask, "What are you waiting for?" Go and be happy. ■

## Mt. Rainier Report

Dear fellow Pankey Participants, the Mt. Rainier Pankey Study Club is celebrating its 25th anniversary this year. In 1974, six of us were members of a large practice administration study club, and one of our members, Dr. Robert Heacox, arranged for us to listen to Drs. L.D. Pankey and Harold Wirth at a three-day retreat. It was an eye-opening experience, promoting long discussions during our study club meetings.

The seeds planted by our exposure to The Philosophy created a polarization in our group. In 1976, our study club divided, with several members choosing to explore the new paradigm of managed care and others deciding on the status quo for their practices.

Those of us, who formed the Mt. Rainier Pankey Study Club, focused on The Philosophy presented by Dr. Pankey. When Drs. Pankey and Wirth returned in 1977, we were ready to commit to attend The Pankey Institute. That fall, three of us attended Continuum Level I at the Dupont Plaza in Coral Gables. Although we felt inadequate the first few days, by the time the week ended, we were filled with enthusiasm

and ready to make the needed changes in our office protocol and practice philosophy. During the next four years, all of us attended Continuum Levels I through IV, as well as the Dawson-Fillastre week held at the Institute.

Over the past two decades, we have grown with and modified The Philosophy to meet our own unique needs and goals. We have shared intimately our successes and failures, joys and sorrows. We have enjoyed many other post-graduate seminars and lectures, but we always refer back to our great experiences with Dr. Pankey, Dr. Wirth, and the Institute. One of our members was in the Institute's teaching cadre for many years. Several of us have returned for new seminars and Alumni meetings, and two have served as mentors.

We are grateful for our exposure to The Philosophy and its value in our lives. We are now trying to give back to our community in that spirit. We recently devoted our annual study club retreat to helping Habitat for Humanity and the YWCA Women's Shelter. We have a new respect for manual labor and were affect-

ed by the gratitude of several recipients.

We have been touched by the great disparity in our affluent society and how helpful organizations are meeting basic needs like food, shelter, clothing and safety. As dentists, we have special skills and knowledge to help meet another need in our communities—that of oral health care. We are planning a dental mission for a future retreat, and urge all

Pankey Participants to give of their time and services to the less fortunate.

Your friends,  
Dr. David L. Berg  
Dr. Nick DiRe  
Dr. Robert Heacox  
Dr. Wayne Hill  
Dr. Jurgen Huck  
Dr. Jim Kinoshita  
Dr. Donald Paradise ■

## Pankey Institute in the News

**F**ast Company magazine's October issue contains an article by Ron Lieber, a journalist who attended the first day of Continuum Level I last spring. The page 88 article, titled "Where Dentists Go for a Career Checkup," describes the purpose and program of The Pankey Institute, then goes on to draw parallels between the desire of dentists—for career development and encouragement—and the midcareer syndrome common to all professionals. In a sidebar, he asks, "Do your meetings have bite?" In response, he covers the importance of the preclinical interview (choreographed meetings with purpose), holding calls and disruptions so the interviewee feels he or she is the most important person in the world, asking fewer questions but ones designed to help you distinguish real needs from perceived ones, and letting your client do the talking. We think Ron Lieber captured the essence of Dr. Becker's lecture when he summed up what he learned: "People make more decisions when they're doing the talking than when you're doing the talking. At the same time, they need to be able to see, at the end of the conversation, why you're the right person to help them. Make sure they understand that you're there to help them neutralize future risks, not simply to solve acute problems that they're having at the moment." ■

## It's a Small World

by Dr. DeAnne C. Blazek, Teaching Assistant, Waukesha, Wisconsin



From left to right: Dr. Jean-Jacques Aivazian, his wife, Gudrun, Dr. DeAnne Blazek, and her husband, Dr. Larry Hetzel

In October 1999, my husband, Larry Hetzel, and I completed Continuum Level VI at the Institute. As with all the prior Continuum levels, we met many wonderful colleagues from all over the world. On the final day of class, we said goodbye and wondered if we would have the opportunity to see our classmates in the future. On two occasions in the past five months, we were recipients of kindness and gracious hospitality by two of them.

The first occasion involved my husband, who treated a student from Indianapolis, Indiana who was attending Marquette University in Milwaukee, Wisconsin. The patient's home dentist, Dr. Mark Gleixner, had called my husband to see if he could help the student who was having a TMD problem. Larry saw the patient and called Mark to report his findings and treatment.

This happened to be the week

before the March Madness NCAA Final Four Tournament in Indianapolis! Wisconsin had not been in the Final Four in 59 years! Larry worked desperately to get tickets for himself and a friend, and upon doing so could not find a hotel within 50 miles of Indianapolis. Without hesitation, Mark offered Larry his home which is 15 minutes from stadium! This would have been a generous offer with his family there, but Mark and his family were leaving for a vacation in Florida, and Mark gave Larry and his friend full use of the house while they were away! As a thank you, Larry sent Mark enough Wisconsin cheese and bratwurst to last all year long.

The second and most recent occasion involved both of us, on a trip to France to visit our daughter, Samantha, who is studying abroad. We mapped out a 16-day travel plan that involved a visit to Vienna, which is a small city South of Lyon, where another classmate, Jean-Jacques Aivazian lives. We had met him and his lovely wife, Gudrun, during the last Continuum, and they told us to call them when we planned our trip. They were extremely helpful with travel advice and insisted we stay with them in Vienna, rather than securing a hotel. We agreed to their suggestion.

Jean-Jacques has a beautiful three-level office building that he occupies with two other dentists. They work mostly in two of the levels, with the third

being a special treatment room for implantology and a two-bedroom, two-bath apartment where we stayed.

Jean-Jacques and Gudrun saw to it that we had everything we needed. On our first night in Vienna, we were treated to a wonderful dinner at their home, with another dentist and his wife from Lyon. In true French style, the four-course dinner started at 9:00 pm and ended at midnight! We shared stories, and our daughter translated between French and English as needed until 1:00 am. We could not believe the time had gone by so quickly.

The next day, Jean-Jacques and Gudrun gave us a personally guided tour of Lyon and treated us to a dining experience second to none. We commented on the Tier IV level of service and atmosphere we shared. It was superb. We had an opportunity to meet the chef. It was obvious that his work is his passion.

We were able to watch Jean-Jacques work one morning, and we were impressed with the office design, equipment, techniques, and hospitable staff. It was very apparent he had been to The Pankey Institute. He also gave us a tour of the dental school in Lyon where he teaches implantology.

We are looking forward to seeing again Dr. Aivazian and more of our classmates at the Institute or elsewhere in the world. It's a small world after all! ■

## A Better Place to Work

by Mary Osborne, Guest Presenter, Seattle, Washington



When I graduated from hygiene school in 1964, a local dentist hired me, and the office became a two-girl office. Both of us answered phones, made appointments, entered charges and payments on ledger cards, and mixed amalgams for the dentist. A two-girl office seemed pretty progressive to us. Over the years a shift occurred: dental teams became larger, and each person's role became more specialized. There was a clear distinction between the front and the back.

Hygienists focused on hygiene and dental assistants on assisting. Although individual team members were willing to help each other with their duties, the lines were clearly drawn. Today's modern fee-for-service dental practice lends itself to a different kind of team. Another shift is occurring, and there are two changes influencing the shift. One change is functional and the other is behavioral.

The functional change in dental practice is the evolution of our computer usage. As more and more practices move into computerized scheduling and record keeping, the old model—anchored by an appointment book at the front desk—no longer makes sense. Information is decentralized. Scheduling, financial agreements, and chart notes are easily accessible to everyone. Lines between job descriptions are blurred, and the dynamic of how we work together is altered.

The behavioral change that has occurred has to do with expectations. Compartmentalization of responsibility is no longer acceptable. A waiter who says,

"It's not my station," would not be tolerated even in low to moderately priced restaurants today. At the Ritz Carlton, every employee is expected to take care of whatever requests a guest might make. If you ask someone in housekeeping for something that falls under the umbrella of maintenance, the housekeeping staff will not tell you to call maintenance. They will take the appropriate action to resolve your problem, even if that means calling maintenance for you. Guests at the Ritz expect that level of knowledge and service, as do patients and clients in the Tier IV dental practice.

The practices that thrive in this new model are those in which team members go beyond service to a different way of seeing their roles. Instead of identifying themselves primarily as assistants, hygienists, or administrators, they each define their primary role as helping people become healthier. They see making temporaries, cleaning teeth, and scheduling appointments as parts of a bigger picture that helps their patients make healthy choices. For example, whether or not they are directly involved in the new client process, they do everything in their power to make sure it is as effective as it can be. They balance the long-term health of their patients with the demands of the daily schedule. They put the patient's care first, before the narrower needs of their job description.

The team dynamic I am describing is not cross training which focuses on skills. It has more to do with an ownership of why we do things, than with what we do. It requires teams to move beyond

cooperation to what Peter Senge, in *The Fifth Discipline*, calls "alignment." Alignment is the quality that a great basketball team or jazz ensemble demonstrates: a sense of knowing how to play together—a quality of "flow."

Alignment isn't just good communication or a shared vision, although it includes both. Instead of buying into a philosophy, team members participate in developing it.

Alignment involves team learning, not just individuals on a team who learn. The process of learning together includes both information and dialogue. It allows for conflict and includes problem solving skills that build consensus.

Moving your practice toward alignment requires an investment of your resources, but the return on that investment is significant. When a team is in alignment, its members know what to expect of each other, not because of rigid rules, but because of an authentic, deep understanding of shared values. Dental teams that are in alignment move from buzz words to a deep conviction about how they serve and commitment to it. They go from using scripts to finding their own voices. Instead of being defined by their clinical or administrative skills, each team member is actively engaged in helping patients become healthier. As a result, your practice becomes not only more productive but also a better place to work. ■

## New Course: Financial Management Level I

In response to the frequent request of our students, the Business Systems Development Department will soon offer a three-day course for students who have completed Continuum Level II and a Pricing Analysis Report (within 12 months of the class). The 2001 class dates are:

Sunday, April 29 - Wednesday, May 2

Sunday, October 21 - Wednesday, October 24

Come with your own laptop computer, Excel-ready, and install the Updated Pankey Financial Management Tools (Variance Management System, plus additional new spreadsheet applications) included in the course tuition.

In addition to strengthening your strategic knowledge of financial management for a fee-for-service practice environment, you will have uninterrupted time in this class to perform computer exercises designed to help you apply financial management principles to your dental practice.

A large component of the course will be hands-on usage of the updated Pankey Tools under the tutelage of Dr. Richard A. Green and other financial application experts. In these exercises, you will use simplified case study data, and then your own practice data to diagnosis and treatment plan your financial future.

Many practitioners need focused time to understand their business finances. Even if you are one of those who find yourself glassy eyed when discussing finances or have difficulty understanding your accountant, this course can help you. By the end, you will discover your own practice numbers and have a much greater understanding of them. You'll even know concretely what to do to influence them going forward.

The 2001 tuition fee for the class is \$2,485. Class size will be limited to 20. For course content details and to register, call Melissa Wilhite at 305-428-5503. ■

It's not missing in the mail. Due to our editor's orthognathic surgery in late October, we did not publish a November/December (4th Quarter) Pankeygram in the year 2000. ■

## Upcoming Faculty Presentations

Jan. 25-28, 2001—Yankee Dental Congress (Boston), Presentors: Mr. Christian B. Sager (1/27) and Dr. Irwin M. Becker (1/25-26)—Contact: 781-273-1152

Jan. 19, 2001—Denver Mid-Winter Dental Convention, Presenter: Dr. Gregory J. Tarantola (Contact: 303-488-9700)

Feb. 16, 2001—University of Puerto Rico ADA Table Talk: Mr. Christian B. Sager

Feb. 22-25, 2001—Chicago Mid-Winter

March 23, 2001—Seattle Study Club, Presenter: Dr. Gregory J. Tarantola (Contact: 906-774-5087)

April 19-20, 2001—L.D. Pankey Dental Foundation, Inc., Board of Trustees Meeting at The Pankey Institute

April 21, 2001—L.D. Pankey Dental Foundation, Inc., Board of Directors Meeting at The Pankey Institute

May 3-5, 2001—San Antonio, 2001 Texas Meeting, Presenter: Mr. Christian B. Sager

May 17, 2001—NC Dental Society Meeting (Myrtle Beach, SC), Presenter: Dr. Steven M. Harr (Contact: 919-677-1396)

Oct. 13-17, 2001—ADA Meeting (Kansas City, MO), Presenter: Mr. Christian B. Sager

## ADA Success Seminar

The Pankey Institute has taken a positive step in reaching out to third and fourth year dental students across the United States through its sponsorship of the ADA Success Seminar. The Institute is listed prominently in the 116-page seminar program as one of the six major sponsors. The daylong seminar that is traveling the nation discusses aspects of dental practice that are usually not covered in the curriculum of most dental programs. Topics discussed include practice purchases, what to expect as an associate, seeking legal advice, how to hire staff members, financing a practice, evaluating and monitoring the financial health of a practice, and marketing for the new dentist and dental practice.

On Saturday, October 28, I had the pleasure of representing the Institute at The University of Detroit Mercy Dental School in a seminar offered to students from The University of Michigan and the University of Detroit. Dr. Matt Messina (who recently attended Continuum Level II) and Dr. Anita Elliott have been presenting the ADA Success Seminar for two years, a fact evidenced by their comfort with both the material and each other. Deftly combining information with personal stories of their experiences, both Dr. Messina and Dr. Elliott kept the audience entertained and interested.

Following a luncheon provided by the Michigan Dental Association and attended by several ADA members who were divided among the tables to talk with students, I was invited to make a statement to the audience.

Through my contact with the students throughout the day, I had heard two questions almost exclusively. They wanted to know what the Institute is, and then wondered when they should go there. I attempted, therefore, to address these two things in my short statement. I've included my comments for your thoughts, regarding how we might best plant seeds in the minds of these interested students that will blossom when they are ready.

### What is The Pankey Institute?

It's a place where dentists and specialists come together from across the country and around the world to learn—from each other and renowned faculty—how to effectively close the gap between what is known in dentistry and what is commonly practiced. Through a Continuum of advancing week-long classes and through the Institute's supportive, noncompetitive environment, we develop our clinical, behavioral, and management skills to a height rarely achieved in dental practice.

The competence, confidence and compassion—that we develop there and apply to our patients—produce in us a high sense of personal and professional fulfillment. Through participation in the Institute, we promote professionalism in dentistry, and we seek together the application of superior care, skill and judgement to the benefit of the patient. Furthermore, we come to naturally give of our absolute best to the patient prior to any consideration of personal gain.

by Dr. Gary DeWood, Teaching Associate, Pemberville, OH  
(pictured here with his wife, Dr. Cheryl A. DeWood, Teaching Assistant)



### When should I go to The Pankey Institute?

That depends on when you are ready. I know participants in Continuum Level I who have just begun their careers. I've also had the pleasure of spending the week at Continuum Level I with a gentleman who was 67 years young. I believe there are four phases that dentists go through in their practice life.

**Phase 1: I want to make a living.** (I know what I need to know.) This phase is the one you are probably feeling now. You've spent your entire life in school, working hard and struggling to pay bills.

**Phase 2: I want to realize my dreams in my profession.** (There are some things I don't know.) This phase occurs when discontent enters your professional life. For many, it's a sense that you didn't go into dentistry "for this." You begin to sense the things you don't understand, and this bothers you.

**Phase 3: I have a vision for my practice and my life.** (I know what I need to learn.) You have clarified a vision and have a plan for getting there. You are working hard to manage your staff and yourself. You are on a mission to "get there."

**Phase 4: I am on the Journey.** (I cannot live long enough to learn everything I want to know.) You now understand that learning never ends, your vision always changes, and the journey is the destination. You are leading your staff and yourself toward clarifying values—yours, theirs, and the patients you serve.

Some dentists spend their life in Phase 1 or in the early discontent of Phase 2. Many leave dentistry burned out and bitter. When you know you have left Phase 1, when you realize you want more than making a living from dentistry, you're ready to go to The Pankey Institute. My wish for each of you today, regardless of where your path takes you—to The Pankey Institute or other opportunities—is that you reach Phase 4. It's a path less traveled, but a path on which you need never be alone. I hope our paths cross again.

If you are invited to represent The Pankey Institute at an ADA Success Seminar, I encourage you to do so. My time was very rewarding. It's important that students see dentists who have passion for what we do, who are still excited about dentistry even though we are, by their standards, old. I once spent an evening with Dr. Peter Dawson and nine or ten other students in a closet. It changed my expectations of dentistry. You never know when you will have that effect on someone else. ■

## Vapors of Time

by Dr. Leonard F. Anglis,  
Teaching Assistant, Lowell, IN



From time to time, someone will ask me, "How many hours do you have in a day?" This is usually accompanied by disbelief that I am taking on another project or finishing another paper. Personally, I feel like I could be doing a lot more. It seems that for the most part, I am coasting. If I had to, I could really step on the gas and get somewhere! I prove this to myself every time I impose a time limitation on the completion of a goal or project. Invariably everything gets done. Why? Because I have established a set of goals, and when I finish one, I work on finishing the next.

We have tasks that must be done throughout the day, but there is always a spare moment. When I reach one of these times, I find it is really effective to have written in front of me a project or task on which to focus my energy.

We need to creatively look for time throughout the day to achieve our goals. Because I am a Chicago Bulls fan, who is still in denial about what happened to a once championship team, I remember the team Michael Jordan played on. One of his talents, as a basketball player, was the ability to approach the opposing team's defense and see things happening in a way that would allow him to predict how things would be in the next few seconds. When he made his move, there seemed to be a super highway opening up in the lane where in a split second there would be only defenders. I'm sure this occurred in slow motion to Michael but in a blur to everyone else. We need to be like him in order to see open moments of time and act on them.

Time is like gasoline that is dropped on the pavement. If left undisturbed, it will vaporize, and the pavement will quickly dry, leaving no trace of gasoline behind. But before it vaporizes, if we put a spark to it, the gasoline will ignite. There will be an explosion, a fire. Writing down a goal with a specific completion date can be the spark that ignites openings in time before they evaporate.

Written goals are as simple as a list of things to do. They can be educational,

monetary, spiritual, relational, recreational, and so on. Once we have goals on our list, we should prioritize them. What is more important? What is least important? These simple steps will almost ensure some success. To create a surefire plan, we should then take each of the goals and work through all of the steps necessary to accomplish them. A schedule should be applied to the steps.

I find it is best to read my schedule of milestones twice a day. I read mine on rising each morning to fix in my mind my objectives for the day. I read them again before retiring at night to allow my subconscious, during sleep, to work on problems associated with the attainment of my goals. Many times I wake up suddenly during the night with the answer to a problem.

We cannot expect to accomplish great things in each short snippet of time but the cumulative effect of these, day after day, will multiply our results. Just converting 15 minutes per day into productive time will equate to an additional 91 hours per year to allow us to accomplish our goals. A half-hour of study a day for three to five years will make you an expert on any subject. This small change in how we look at time will increase our accomplishments to the extent that people will wonder if we sleep at all.

As we perfect our visualization of time, we will see more that we can use. People around us will be looking frayed, and our previous efforts will pay off like a pump that has been primed—with little effort at the handle, water flows and flows. Our days will seem to slow up and provide endless opportunities.

At this time, I would like you to remember the words of Dr. Harold Wirth: "Life is like an hourglass. We cannot be sure of how much sand is in the top of our hourglass, but as sure as we are sitting here, these grains of sand are continually moving from the top of the hourglass into the bottom, never to be reclaimed again. Of all the moments of recorded history, there is only one today with opportunities that will never be presented again. As we grow older and more of the grains of sand have passed through the hourglass, they become more valuable to us. Please don't waste your precious grains of sand!" ■

## Seeking...

The Pankey Institute takes no responsibility for the outcome of any relationship you may establish with any of the following Pankey participants. Make all contacts directly with the seeking practitioner.

### Seeking an associate/partner:

Colorado Springs, CO: Dr. Ron Smith (719-598-0971)  
Boulder, CO: Dr. Gerald B. Savory (303-530-4145)  
Clearwater, FL: Dr. Ralph D. Kimbrough (727-799-4897)  
Marco Island, FL: Dr. Hermann Schulze (941-394-3789)  
Salina, KS: Dr. Thomas Jett (785-825-7354)  
Farmington, ME: Dr. Peter Swallow (207-778-6268)

Menominee, MI: Dr. North A. Shetter (906-863-2206)

Rutland, VT: Dr. Michael R. Dick (802-775-6981)

Waukesha, WI: Dr. DeAnne C. Blazek (262-542-2970)

Dubai, United Arab Emirates: Dr. Zeigler (amerdent@emirates.net.ae)

### Seeking to associate or purchase:

New York City or Long Island: Dr. Robert Popkin (516-889-2418)

Southeast Michigan: Dr. Jehan Wakeem (313-882-6058)

Gilford, NH: Dr. William Dowling (603-528-4252)

Northern Virginia: Dr. Lois Wilson (703-494-3176)

### Seeking to purchase practice:

South/Central California, Northeast/Central Coast, or Northern Florida: Dr. Robert Wrable (858-673-9382)

Southeast Coast Florida: Dr. Jonathan Cohen (954-917-6999)

### Seeking to sell practice:

Brunswick, ME: Dr. David N. Widmer (207-725-2121) dwidmer@gwi.net

Keene, NH: Dr. James A. Henderson (603-352-8716)

### Seeking to sell partnership in practice:

Adrian, MI: Dr. Lisa Frost (517-263-3400 & 517-423-2086)

### Will provide locum tenens:

Atlanta, GA: Dr. Sidney Williams (404-371-9154)

http://www.pankey.org

Fax (305) 361-6534

(305) 361-5433

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## THE PANKEY INSTITUTE UPCOMING CLASSES SCHEDULE

Note: \*\* denotes a class has been filled, and you may be placed on a wait list.

### JANUARY 2001

03 - 05 Periodontal Team\*\*  
07 Continuum Level I\*\*  
07 Continuum Level IV  
14 Continuum Level III  
21 Continuum Level II\*\*  
21 Continuum Level III\*\*  
28 Continuum Level III\*\*

### FEBRUARY 2001

04 Continuum Level I\*\*  
04 Continuum Level IV\*\*  
11 Continuum Level V\*\*

18 - 21 Predictable Complete Dentures  
25 Continuum Level II\*\*  
25 Continuum Level III\*\*

### MARCH 2001

04 Esthetics Week\*\*  
11 Continuum Level III  
11 Continuum Level V  
18 Continuum Level VI\*\*  
26 - 30 Dawson Masters Forum\*\*

### APRIL 2001

03 Continuum Level I\*\*  
08 Continuum Level II\*\*  
08 Continuum Level III

15 Open Week  
22 - 25 Team Enhancement  
29 Continuum Level III  
29 - 02 Financial Man. Level I\*\*

### MAY 2001

06 Continuum Level I\*\*  
06 Continuum Level IV\*\*  
13 Continuum Level III\*\*  
20 Esthetics Week\*\*  
27 Open Week  
30 - 02 High Impact Man.

### JUNE 2001

03 Continuum Level I\*\*  
03 Continuum Level IV  
10 Continuum Level II\*\*  
10 Continuum Level III  
17 Continuum Level V  
24 - 27 Specialist\*\*  
27 - 29 Technician Level I

### JULY 2001

01 Open Week  
08 Continuum Level I  
15 Continuum Level II  
22 - 25 Team Enhancement  
29 Esthetics Week

### AUGUST 2001

05 Continuum Level III\*\*  
12 Continuum Level I  
19 Continuum Level III  
26 International CV (Spanish)

### SEPTEMBER 2001

02 Open Week  
09 Continuum Level I  
09 Continuum Level IV  
16 Continuum Level II  
16 Continuum Level III\*\*  
23 Continuum Level VI  
30 Continuum Level III

### OCTOBER 2001

07 Continuum Level I  
14 Continuum Level II  
21 - 24 DC Team  
21 - 24 Financial Man. Level I  
25 - 28 Alumni Association Meeting  
28 Continuum Level VI

### NOVEMBER 2001

04 Continuum Level III  
04 Continuum Level V  
11 Continuum Level I  
11 Continuum Level IV  
18 Open Week  
25 Esthetics Week\*\*

### TUITION/LODGING FEES 2001

<b>Continuum Level I</b>	<b>\$3,075</b>
<b>Continuum Level II</b>	<b>\$3,190</b>
<b>Continuum Level III</b>	<b>\$3,275</b>
<b>Continuum Level IV</b>	<b>\$3,390</b>
<b>Continuum Level V</b>	<b>\$3,625</b>
<b>Continuum Level VI</b>	<b>\$3,740</b>
<b>Dawson Master's</b>	<b>\$3,890</b>
<b>Esthetics Week</b>	<b>\$4,100</b>
<b>Predic. Com. Dentures</b>	<b>\$2,473</b>
<b>Specialist Course</b>	<b>\$2,250</b>
<b>High Impact Management</b>	<b>\$3,280</b>
<b>Financial Management Level I</b>	<b>\$2,485</b>
<b>Pankey Team Enhancement</b>	
<b>Dentist</b>	<b>\$1,850</b>
<b>Team Member</b>	<b>\$1,450</b>
<b>Periodontal Team</b>	
<b>Dentist &amp; Hygienist</b>	<b>\$3,200</b>
<b>Add'l Hygienist</b>	<b>\$1,875</b>
<b>Technician Level I</b>	<b>\$1,890</b>
<b>DC Team</b>	
<b>Dentist</b>	<b>\$1,890</b>
<b>Ceramist</b>	<b>\$1,890</b>
<b>Lodging:</b>	
<b>Single occupancy/night</b>	<b>\$155</b>
<b>Shared occupancy/night</b>	<b>\$111</b>

## Class Registration Form

**Name** \_\_\_\_\_

**Address** \_\_\_\_\_

**City** \_\_\_\_\_

**State** \_\_\_\_\_ **Zip Code** \_\_\_\_\_ **Phone** \_\_\_\_\_

**Preferred Course & Date** \_\_\_\_\_  
(\$600 nonrefundable deposit required)

**Alternate Course Date** \_\_\_\_\_

**Pankey Lodging** (\$150 nonrefundable deposit required)

**Single Occupancy**       **Shared Occupancy**

**Method of Payment:**

**Check**     **Mastercard**     **Visa**

**Credit Card #** \_\_\_\_\_ **Exp. Date** \_\_\_\_\_

**Signature** \_\_\_\_\_

Please forward the completed form along with the appropriate deposit to:  
The Pankey Institute, One Crandon Boulevard, Key Biscayne, FL 33149  
Telephone: (305) 361-5433 or Fax: (305) 361-6534