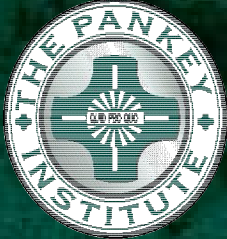


The Pankey Institute For Advanced Dental Education



PANKEYGRAM

Essence Captured

EXECUTIVE
DIRECTOR'S
MESSAGE



Christian B. Sager

Those of us, who are responsible for introducing the Pankey Philosophy to each new group of students through the Continuum, have the luxury of time and multiple interactions to provide examples that communicate the principles and nuances of the Philosophy in a form that helps the individual assimilate its wisdom. Repeated exposure to the Philosophy helps our students apply it in their lives and, over time, apply it consistently without hesitation.

On occasion, we are expected to provide a quick summary of the Philosophy to both dentists and the public. And, in these instances, we are not afforded time to elaborate. Consequently, the Institute set about forging a short assemblage of words with the hope that it cap-

tures the essence of our philosophical teachings and represents the moral and ethical beliefs we represent to the profession and the public it serves.

The philosophy statement you see in the adjacent box attempts to capture a very complex and far reaching set of principles in just a few words. In constructing the statement, I was clearly reminded of the intense effort required of you to articulate your own vision via a written practice mission or purpose statement.

Involving your staff in the process certainly adds complexity to the undertaking but yours, like ours, would be words without conviction if they expressed only one person's view. Our "Circa 2000" statement was revised countless times based upon staff participation. What you see represents our collective efforts and the consensus of our opinions.

Perhaps, the Circa 2000 Philosophy Statement will also have some value to you. With this in mind, the Institute will create a framed edition and soon make it available through our Resource Center (Book Store). ■

The Pankey Philosophy of the Practice of Dentistry—Circa 2000

The dentist must ascertain the optimal treatment for each patient without undue consideration for expense, then learn how to accomplish the treatment to the best of the dentist's ability, and finally counsel the patient in a manner that enables the patient to choose an appropriate course of care.

Fundamental to the application of this philosophy is an understanding that quality treatment and service cannot be rushed and that high patient volume is an antithesis to both comprehensive care and a meaningful doctor/patient relationship.

Based on the belief that dentists have the moral obligation to do the best they know how for all patients who present themselves, the Pankey Philosophy of the practice of dentistry puts significant value on the giving of one's best self before personal gain. As a result, the patient receives lasting dentistry that is fairly valued—regardless of cost or third party payer influences.

Thank You... Take Pride

CHAIRMAN'S
MESSAGE



Irwin M. Becker

As I sit atop our new incredible home, the Atlantic Ocean is glistening on my right, Biscayne Bay is shimmering to the left, and majestic downtown Miami's skyline is clearly in my center vision. This third week of classes in the new facility has left me and everyone involved in a very high emotional state.

A guest speaker, Dr. Lenny Garfinkel, expressed it best just after this tour prior to lecturing in Masters Hall. He told me that words could not possibly describe how incredible the facility was and that it would be ludicrous to attempt to describe the feelings abounding as one walks through our labs, clinic, and even student lounges. Lenny emphatically stated it was unbelievable that we were able to achieve such a result for a bargain price. He is an astute businessman (as well as a periodontist) and knows a great deal when he sees it.

I hope everyone else takes pride in the facility and recognizes all the positive growth that comes with this magnificent step in our history. This step means change. We are now able to be even better role models when we ask our students



One Crandon Boulevard (Sherry Cowan, Photographer)

to consider making growth changes. We all can demonstrate the effort and struggle we are making in our own changes. Working in new lecture halls, using computers instead of slides, demonstrating techniques off of a dome camera, setting up cases in new life-like manikins, and just getting used to turning lights on and closing shades through a computer programmed control box are just a few of the advances that challenge us. We have committed to those changes solely for the benefit of our students and the fulfillment of our basic mission.

During the last three weeks, my emotions swelled each time students heaped praises on us about the seeming flawless accomplishment of building, then moving into and now utilizing our unique facility. I, for one, want to thank everyone who has contributed directly or indirectly to this marvelous achievement.

In closing, I sincerely thank all of you who took the time to comment on my last *Pankeygram* message to you on Trust and Professionalism. Your comments left me with an incredible amount of pride. ■

Inside This Issue:

- Farewell to Gabe
- Campaign Update
- High-Profit Practice
- Upcoming Business
- Timeless Mentors
- Growth of the Commodity Practice
- Mission to Romania
- The Samurai, a Tea Master and The Pankey Institute

Inside One Crandon Boulevard



On September 17, 1999, President of the Board of Trustees, Dr. William E. Amos, Jr., and Mrs. Betty Pankey officially cut the ribbon and opened the doors to One Crandon Boulevard. An open house reception followed to honor the design and construction team and provide local government officials and neighbors the opportunity to view the new building.

Adjacent photos courtesy of Sherry Cowan — C6 class photo courtesy of Diego Oquendo — photos of One Crandon Boulevard rooms (below) courtesy of Harvey Trautenberg



Dr. Lindsey Pankey, Jr., and Mrs. Betty Pankey at the Ribbon Cutting Open House



The inaugural class at One Crandon Boulevard was a Continuum Level VI class during the week of September 19 - 24, 1999.



Second Floor Lab



The Anderson Clinic



Casper Memorial Library



Masters Hall Auditorium



First Floor Reception



Entry Hall

Publisher: Christian B. Sager
 Editor: Deborah E. Bush
 Editorial Assistant: Elise Mills

The *Pankeygram* is published quarterly by The L.D. Pankey Alumni Association.

Correspondence may be sent to the Editor at:

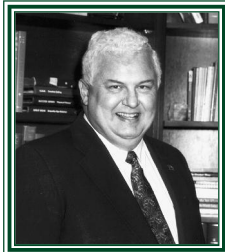
The Pankey Institute
 One Crandon Boulevard
 Key Biscayne, Florida 33149

Phone: (305) 361-5433
 Fax: (305) 361-6534
 Email: ldp@gate.net
 Web Site: <http://www.pankey.org>

Annual subscription is \$15. Students, Alumni, and Associates of the Institute receive a free subscription.

Farewell, Gabe

At this high point in our history, we stop to honor and mourn the passing of one of the Institute's founders and dentistry's true leaders.



Dr. Gabriel R. Coulon
 June 29, 1937-August 28, 1999

Gabriel R. Coulon, a Bethesda, Maryland dentist, who played a prominent part in the history of The Pankey Institute and dentistry as a whole, died of cancer on August 28, 1999. Dr. Coulon graduated from Georgetown University in 1959 and its dental school in 1963. He then served in the Naval Dental Corps for two years before joining the private Washington practice of his father, Charles E. Coulon, in 1965. He later moved his practice to Bethesda, Maryland.

Dr. Coulon ("Gabe") taught courses at the Georgetown University Dental School for 25 years until it closed in 1990. He was a member of the District of Columbia Dental Society from 1963 until his death. He was a member of the American Academy of Restorative Dentistry, the American College of Dentists, the International College of Dentists, the Delta Sigma Delta fraternity, and the Flying Dentists Association.

He also served as president of the American Equilibration Society from 1990 to 1991. He was program co-chairman of its annual meeting in 1983, 1985, and 1989. According to longtime friend and colleague, Dr. William H. Lady of Washington, D.C., "He was so adept at organizing these meetings that he turned down the invitation to co-chair the meeting on two other occasions. Gabe served on the Board of Directors of the AES for eight years from 1984 to 1992. In addition to his involvement in the programs, he was largely responsible for putting the AES on a sound financial footing."

Dr. Coulon was a founder of the L.D. Pankey Dental Foundation, Inc. He has served as the Foundation's President of the Board of Trustees, and had been a member of The Pankey Institute's Visiting Faculty. Both he and Dr. Lady attended what is now known as the "breakfast in

Miami" in 1969 to hear the idea of honoring Dr. L.D. Pankey by establishing a school to further his philosophy of dentistry.

Together, Dr. Lady and Dr. Coulon made a financial commitment to the project that according to Dr. Lady was so large it required a lot of explaining to their wives. Soon after, they designed the Pankey pin which adorns so many lapels and has been a significant source of income to the Foundation ever since.

Lady recalls, "Gabe's involvement and dedication to The Pankey Institute is truly legendary. As a member of the Associate Faculty starting in 1982, he gave two or three weeks of his time every year. Gabe also served on the Institute's Curriculum Committee from 1982 until 1992. During that time, he personally reorganized and re-wrote the Teaching Manual and the Student Manual for the Continuum Level I course, as well as the Continuum Level IV course which covered complex cases."



Dr. William H. Lady Remembers

"Gabe's dedication to the L.D. Pankey Dental Foundation was even greater," says Lady. "He was on the Board of Directors for twenty years and was on the Board of Trustees from 1982 to 1992, serving as Secretary, Vice President, and President. But what he accomplished during this time is what really counts. He helped make the decision to hire Chris Sager as Executive Director."

Lady continues, "While Gabe was President, the Foundation was able to purchase ten units in the Key Colony condominium complex that are used to house students attending the Institute's courses. And, during Gabe's tenure, the Foundation began to position itself to be able to build its own building. During this time, he made dozens of trips to Key Biscayne, in addition to his teaching visits. What a shame Gabe couldn't be with us in October to help us officially dedicate the new teaching facility at One Crandon Boulevard."

Gabriel R. Coulon, a giant in our profession, will be missed and not forgotten. Survivors include his wife of 38 years, Barbara War Coulon of Bethesda, and their three children: Gabriel Coulon, Jr., Elizabeth Coulon Byrd, and Robert Charles Coulon. ■

Is Your Name Here?



Dr. William J. Davis, Capital Campaign Chairman

As of November 10, 1999, the total committed to the One Crandon Boulevard Fund is \$2,416,000. By the first of January, I would like to see us go over the top of our \$2.5 million goal. The Pankey Institute has done so much for so many of you, improving your practices, personal lives, and the health and happiness of your patients. I have to believe that, given the opportunity, many more of you will joyfully give to our permanent new home.

L.D.'s dream of the Institute someday owning its own building, free

and clear of debt, may soon be a reality. But our Pankey 2000 Capital Campaign won't be over until we meet our goal of \$2.5 million. Please, won't you make a year-end financial commitment to The Pankey Institute of \$5,000 or more?

If you commit \$5,000 or more to the Pankey 2000 Capital Campaign (to be paid over a five-year period), your name will appear on the One Crandon Boulevard Fund wall of the entry Hall of Honor. Those of you who are in the Class One Triple Plus Club will have your name listed on the Triple Plus wall, as well. And don't forget that the Quid Pro Quo Society is composed of donors who have made cumulative financial gifts of

\$25,000 or more to The Pankey Institute. They, too, will be listed on a wall of the Hall of Honor. This means that Triple Plus Club members, who give \$5,000 or more to the One Crandon Boulevard Fund and \$25,000 or more to the Institute overall, may find their names in three locations of the Hall of Honor.

Personally, I desire to have everyone I have ever associated with at the Institute listed in the Hall of Honor. I am filled with pride when I think of you. In the next few weeks, those of you who have given a substantial gift, but still less than \$5,000, will be contacted by letter. Please increase your pledge and join the following people on the wall.

PLEASE JOIN US NOW.

To make your pledge to the One Crandon Boulevard Fund, you may call The Pankey Institute at 305-361-5433 and ask for the Capital Campaign Coordinator.

Seeking...

Because you asked us to do so, we are printing a list of Pankey Participants who have indicated they are seeking an associate or to associate with another Pankey trained dentist. Although we are happy to help you network with Pankey colleagues, we are not in the business of brokering practices. Make all contacts directly with the "seeking" practitioner. The Pankey Institute takes absolutely no responsibility for the outcome of any relationship you may establish with any of the following parties.

- Seeking an associate/partner:**
 Lake Tahoe, California: Drs. Robert E. Wynnman and Donald N. Reid (530-546-3363)
 Boulder, Colorado: Dr. Gerald B. Savory (303-530-4145)
 Colorado Springs, Colorado: Dr. Joseph Wilson (719-590-8895)
 Clearwater, Florida: Dr. Ralph D. Kimbrough (727-799-4897)
 Douglas, Georgia: Dr. Steve Wilkerson (912-384-4432)
 Farmington, Maine: Dr. Peter Swallow (207-778-6268)
Seeking to associate:
 Texas: Anonymous (318-746-1609)
Seeking to associate or purchase:
 East Coast Florida: Dr. Jonathan Cohen (954-917-6999)
 New York City or Long Island: Dr. Robert Popkin (516-889-2418)
 Southeast Michigan: Dr. Jehan Wakeem (313-882-6058)
Seeking to purchase practice:
 South or Central California, or Northeast/Central Coast, or Northern Florida: Dr. Robert Wrable (619-673-9382)
 Fairfax, Virginia: Dr. H. Charles Jelinek, Jr. (703-560-8700)
 South or Southeast Virginia: Anonymous (703-378-0510)
Seeking to sell and gracefully transfer practice:
 Lajolla, California: Anonymous (858-454-3046)
 Crystal Lake, Illinois: Dr. Brian Koukol (815-459-9444)
 Bossier City/Shreveport, Louisiana: Anonymous (800-321-4540)
 Auburn, Maine: Dr. Robert D. Limoges (207-998-2879)
Available to provide locum tenens in case of disability, continuing education, etc.
 Atlanta, Georgia: Dr. Sidney Williams (404-371-9154)

At One Crandon Boulevard, these donor's names will appear on the wall of the entry "Hall of Honor":

Capstone Donors: \$25,000 & above

- Anonymous Donor
- Dr. Steven T. Cutbirth
- Dr. William J. & Pamela V. Davis
- Dr. Peter E. Dawson
- Dr. Richard A. & Linda Green
- Dr. Wayne G. Hill
- Dr. Yasuo Kawamura
- Dr. Glenn M. Kidder
- Dr. James C. & Glenn Kincaid
- Dr. Michael J. & Martha Anne McDevitt
- Dr. Hiroshi Okamoto
- Dr. W. Lee Payne
- Dr. Gayle T. Reardon
- Dr. C. Michael Sage
- Dr. Ronald M. & Mary Teel
- Dr. Schuyler & Jane Van Gordon
- Dr. Charles W. & Sherry Vittow

Keystone Donors: \$10,000-\$24,999

- Dr. Richard L. Alpert
- Dr. William E. Amos, Jr.
- Dr. Ernie F. & Karen Anderson
- L.M. Anderson, Jr.
- Dr. Leonard F. & Nancy Anglis
- Dr. Philip N. Ankrim
- Dr. Donald C. Asbjornson
- Dr. Irwin M. Becker
- Dr. Herbert E. & Wanda Blumenthal
- Dr. & Mrs. William J. Brennan
- Dr. Stephen F. Chase
- Dr. Michael J. Crete
- Dr. Thomas W. Dawson
- Dr. Cheryl A. DeWood
- Dr. Gary M. DeWood
- Dr. Kevin P. Dougherty
- Dr. Robert H. Feider
- Dr. Carl E. Findley, Jr.
- Dr. Peter C. Furnari
- Dr. Robert F. Gallagher
- Dr. Henry A. Gremillion
- Dr. Yvonne S. Hanley
- Dr. E. Flynn Harris
- Dr. Steven M. Hart
- Dr. & Mrs. James A. Hill, Jr.
- Dr. Jurgen H. Huck
- Dr. Richard F., III & Amy W. Hunt
- Dr. William H. Lady
- Dr. Larry E. & Valery Landers
- Dr. David L. Latz
- Dr. Kurt D. Mackie
- Dr. John R. McFarland
- Dr. Edmond O. Mukamal
- Dr. Robert L. O'Kelley
- Dr. Lindsey & Nancy Pankey
- Mrs. Betty Pankey
- Dr. Crispin W. Paul
- Dr. Mark P. & Keyea Peters

- Mrs. Rose H. Quick
- Dr. Steve & Jane Ratcliff
- Dr. Jack "Buzz" Raymond
- Dr. Steven J. Rosencstein
- Dr. Deborah A. Fleming Sager
- Dr. Michael J. Scherb
- Dr. Barry S. Segal
- Dr. Jack Shirley & Family
- Dr. James A. & Mary Beth Sievert
- Dr. Bud & Karin Sipko
- Dr. Jeffrey C. Socher
- Dr. Dale A. Sorensen
- Dr. Matthew Steinberg
- Dr. Carol Cline Stilwell
- Dr. Donald F. Swartz
- In Honor of Dr. Henry M. Tanner
- Dr. Gregory J. Tarantola
- Dr. W. Keith Thornton
- Dr. Gus E. & Linda Tiboris
- Dr. George F. Warga
- Dr. Dan R. Wood

Cornerstone Donors: \$5,000-\$9,999

- Dr. Bruce Robert Adams
- Dr. William J. Adams, Jr.
- Dr. John A. Anderson, Jr.
- Ms. Katharine B. Anderson
- Dr. Donald P. Aust
- Dr. Steven J. Austin
- Dr. Louis W. Avriett
- Dr. Jeff D. Baggett
- Dr. Robert H. Basile
- Dr. Steven G. Barasz
- Dr. Machen Barker
- Dr. Janet C. Barresi
- Dr. Brian R. Beitel
- Dr. Marc J. Beshar
- Dr. Beau & Shay Biggs
- Dr. Bradley A. Blair
- Dr. DeAnne C. Blazek
- Dr. Thomas J. Bowie
- Dr. William A. Brachvogel
- Dr. J. Wayne Browder
- Dr. Gary P. Brunk
- Dr. Bobby L. Butler
- Dr. J. Gregg Caputo
- Dr. Joe H. Carley
- Dr. Steve & Midge Carstensen
- Dr. Catherine Cech
- Dr. James A. Cerney
- Dr. Claude Charette & Family
- Dr. Donald G. Check
- William E. Connell, C.D.T.
- Dr. Gabriel R. Coulton
- Dr. John M. Crabill
- Dr. Herbert F. Cross
- Dr. Clayton R. & Julia Davis
- Dr. John F. Davis
- Drs. Todd C. & Lisa A. Davis
- Dr. Barbara Devine

- Dr. Mike Devine
- Dr. Michael R. Dick
- Dr. Bruce R. Dunn
- Dr. & Mrs. Gregory N. Eleftherin
- Dr. Deborah A. Fleming
- Dr. J. Mark Flesch
- Dr. Michael C. & Leslie Fling
- Dr. James F. Fondriest
- Dr. Charles B. Foy
- Dr. James R. Friedeck
- Dr. Andrew R. Gall
- Dr. Michael J. Gallagher
- Dr. Reginald Patrick Gin
- Dr. John L. Greene
- In honor of Robert Gregg
- Dr. James M. Harris
- Dr. Richard F. Heilemann
- Dr. Thomas R. Henry
- Dr. Richard A. Herbert
- Dr. Lary D. Hetzel
- Dr. Jay M. Hislop
- Dr. Mark C. Huberty
- Dr. & Mrs. Mark E. Hyman
- Dr. J. Dean Jensen
- Dr. Kirk A. Johnson
- Dr. Marshall V. Johnson
- Dr. Lynn F. Johnston
- Dr. Dharmi P. Joshi
- Dr. Rick K. Jungers
- Dr. Robert C. Keene
- Dr. Wayne E. King
- Dr. James F. Kinoshita
- Dr. John D. Kling, II
- Dr. William L. Koch
- Dr. Beverly A. Kodama
- Dr. Walter J. Leckowicz
- Dr. Albert & Lisa Lee
- Dr. Dianna L. Lenick & John Vargo
- Dr. Charles P.D.P. Lister
- Dr. James E. LoCascio
- Dr. Scott A. Logan
- Dr. Parker E. Mahan
- Dr. John A. Mander
- Dr. Walter R. Maziazz
- In honor of Edwin A., Jr. & Carol McDonald
- Dr. Tom M. McDougal
- Dr. John R. McFarland
- Dr. James McKee
- Dr. Darren A. McKeever
- Dr. Gloria J. McNeill
- Dr. Matthew J. Messina
- Dr. Mark P. Miller
- Dr. Kent Moberdy
- Dr. John R. Montgomery
- Dr. James M. Morgan
- Dr. Richard Morris
- Dr. Mark T. Murphy
- Dr. Jay A. Nelson
- Dr. Kirk A. Nelson

- Dr. James F. & Vicki Otten
- Dr. L. Gary Painter
- Dr. Sandy L. Patrott
- Dr. Dan Patterson
- Dr. Richard R. Pence
- Dr. A. Keith Phillips
- Dr. Thomas J. Piccolo
- Dr. George B. Platt
- Dr. Jeffrey B. Price
- Dr. John J. Reilly
- Dr. James H. Reisman
- Dr. Karen Rehmeyer
- Dr. Thomas H. Risbndt
- Dr. Donald R. Rozema
- Dr. Ronald H. Ruffle & Family
- Dr. James L. Sanderson, Jr.
- Dr. Gerald B. & Mary Ellen Savory
- Dr. Lawrence P. Schmakel
- Vernon H. & Richard Shafer
- Dr. Dan H. Singley, Jr.
- Dr. A.J. Smith
- Dr. David P. Solomon
- Dr. Gary B. Solomon
- Dr. George P., III & Jeanne Spine
- Dr. Robert W. Spreen
- Dr. David L. Stanley
- Dr. Jeffrey & Lisa Stefani
- Dr. Daniel L. Steinke
- Dr. R. Bruce Stewart
- Drs. Janet & Ron Stukatin
- Dr. John E. Sullivan
- Dr. Carol Gomez Summerhays
- Dr. John A. Susamin
- Dr. James W. Taneyhill
- Dr. Daniel S. Tanita
- Dr. Mark R. & Mary Jane Taylor
- Dr. Thomas J. Thacker
- Dr. Ann Stone Thelen
- Dr. J. Steven Tonelli
- Dr. Tymon C. Totte
- Dr. Curtis F. Travis
- Dr. Carol C. & Brett Trewet
- Dr. Ronald L. Uppleger, Jr.
- Dr. Dennis C. Vaughn
- Dr. William E. Virtue
- Drs. Nancy A. Ward & Denison Byrne
- Dr. Thomas P. Warner
- Dr. John S. & Lisa Waters
- Dr. Dane Welch
- William W. Wengonovius, C.D.T.
- Dr. Jack C. Wesch
- Dr. James R. Whiteman, II
- Dr. George H. Winn
- Dr. Carol A. Wooden
- Dr. John C. Workman
- Dr. Roy B. York

- The Staff of The Pankey Institute

High-Profit Practice

Reprinted from the May 1999 issue of "Dental Practice Advisor," a monthly publication of Advisory Publications, Leif Beck Editor and Publisher (phone 888-941-4488; fax 610-941-4499)

How would you like to see the following changes in your financial statements at the end of the year?

- ◆ \$63 more per patient
- ◆ \$27 more per doctor hour
- ◆ \$2 more per hygienist hour

Those amounts represent the productivity difference between a "high-profit" practice and an "average" practice, according to the results of the 1998 Pankey Practice Operations Study. (Conducted in association with Moss Adams Advisory Services of Seattle, Washington, the survey reflects data collected through year-end 1997.)

If those numbers pique your attention, consider these:

- ◆ Median annual receipts for "high-profit" practices total \$610,500, compared to \$575,000 for "typical" practices.
- ◆ The high-profit practices' median annual principal (the owner dentist) production runs \$500,694, in contrast to \$421,080 for the "average" practice.
- ◆ Principal dentist's salary and retirement contributions are 9.4% higher among high-profits; total principal's compensation (which may include payroll taxes, insurance, auto expenses, bonuses and perks) is typically 42.1% higher.

ABOUT THE PARTICIPANTS

So, who are these powerhouse practitioners? First understand that the study includes dentists who have participated in the Pankey Institute's continuing education courses. That qualification necessarily limits survey respondents to private practice dentists who are both successful enough to afford and motivated enough to seek out cutting-edge management and clinical advice.

Pankey further narrows participants to only those who have completed at least Level V curriculum, which provides a thorough grounding in the Institute's own financial model.

The current study covers data reported for the year-end 1997 from 158 Pankey dentists. Although the methodology makes for small, highly selective sampling, we believe the goals Pankey attendees set for themselves, closely mirror those of *Dental Practice Advisor* readers. We're, therefore, happy to bring you these findings, previously available only to the Institute's own members.

The Practice Operations Study asks participants to minutely monitor their annual financial and operational data. An independent service firm then individually analyzes each response to derive its unique performance productivity measures; a database of all responses allows calculating median values. The database next ranks each practice's operating characteristics as *low, average, or high* in comparison to all other practices surveyed.

Finally, the service firm Moss Adams ranks participating practices in descending order according to their "modified operating profit percentage." To determine this percentage for your practice, first take your net operating profit (before deducting non-operating income and such expenses as interest, capital lease payments and depreciation) and add to it

your (and any other dentist-principals') salary and benefits. Then, divide that total by your practice's total receipts. (This formula assumes, of course, that your practice is incorporated and you draw salary and benefits as an employee. If unincorporated, your salary benefits and perks would already be part of the typical net operating profit.)

annually). However, they put in *more chair hours* each year (1,344 compared to 1,300). This suggests that high-profit practitioners are more efficient when they're in the office, seeing fewer patients but generating higher revenue per patient.

- ◆ In fact, high-profits routinely perform a greater number of complex procedures

from particular services performed by practice principals for each type of practice.

- ◆ Practices in the top-producing 25% spend 3.1% less—a median \$20,988 each year—on clinical supplies and lab fees. The study found that high-profits most often use those savings to boost staff, and their own, salaries and capital investment.
- ◆ High-profits do a slightly better job on collections—making in 99.6% annually compared to 98.6% for average practices. That one-percent edge amounts to an additional \$6,872 each year in practice revenue, according to the study analysis.

Perhaps most surprising of all, high-profits use fewer total staff (6 versus 7 employees)—the difference being they employ *one less hygienist* than the average.

"Contrary to conventional wisdom that the average healthy practice should derive 30% of all revenue from its hygiene department, high-profit practices register significantly lower hygiene revenue as a percentage of total revenue," notes Green. High-profit respondents in the Pankey survey generate 20% or less total revenue from hygiene services.

HOW TO USE THE STUDY RESULTS

Impressive as these findings seem, you may question such a small sample's significance.

"We consider these results a guide, not a goal," emphasizes Green. "Indeed," he adds, "the Institute uses its biennial survey chiefly as a tool for teaching incoming dentist-students how to become financially adept."

The main lesson: High-profit dentists don't automatically assume that rising revenue means rising profitability, as too many do. Instead, "they know how to measure what their numbers mean and how to focus on those that can be improved."

It's a valuable lesson, even if your practice performs well now. So if you routinely view general statistics averaging all practices, such as the ADA's, add the more focused findings from Pankey (and others, including those from the National Association of Healthcare Consultants). These studies let you benchmark your-

Table 1
1998 Pankey Operations Study: Participants Profile

| | All Respondents | | High-Profit Practices | |
|--|-----------------|-----------|-----------------------|-----------|
| | Median | Average | Median | Average |
| Gross Practice Billings | \$575,000 | \$649,653 | \$610,500 | \$613,505 |
| Principal's Billings | 421,080 | 457,599 | 500,694 | 489,017 |
| Principal's Compensation* as dollars | 198,076 | 223,389 | 281,404 | 294,840 |
| Production (Yield) per office hour | \$ 330 | \$ 365 | \$ 357 | \$ 339 |
| per doctor hour | 253 | 306 | 279 | 312 |
| per doctor chair hour | 292 | 320 | 302 | 355 |
| per hygienist hour | 66 | 75 | 68 | 77 |
| per associate hour | 155 | 157 | -0- | 70 |
| Gross Margin | 72.7% | 71.9% | 78.1% | 79.0% |
| Net Operating Income | 4.8% | 5.5% | 11.4% | 13.3% |
| Modified Operating Profit | 41.1% | 40.3% | 52.6% | 53.3% |
| Profit | 1.3% | 2.5% | 9.9% | 10.6% |
| Yield Cost hygiene associate | 44.5% | 44.4% | 43.4% | 45.3% |
| | 41.6% | 47.2% | 48.4% | 48.4% |
| Collections Rate | 98.6% | 97.8% | 99.6% | 98.2% |
| New Patient Rate as a % of all patients | 10.4% | 13.6% | 10.5% | 13.4% |
| Salaries and Benefits clinical hygiene | 8.2% | 9.0% | 6.8% | 7.0% |
| administrative associate | 10.6% | 10.5% | 8.4% | 8.8% |
| | 8.2% | 8.3% | 7.1% | 7.2% |
| | 8.3% | 8.2% | 1.4% | 1.4% |
| Principal's Compensation* as a % of receipts | 34.6% | 35.0% | 48.6% | 48.5% |
| Continuing Education as a percentage of profit | 0.88% | 1.08% | 0.87% | 1.16% |

*Including salary, payroll taxes, pension, insurance, auto expenses, bonus, perks and practice net income.

To earn the designation "high-profit," a practice's modified operating profit percentage must be 47.6% or higher (placing them in the upper quartile of all practices surveyed). Note that such a high-profit percentage reflects an unusually low overhead rate—52.4%, compared to the generally assumed 60-70%. In the 1998 survey, 32 respondents (about one-fifth) qualified.

Table 1 presents an operations profile of all the study participants, separating just the high-profit practices. Both median values and overall averages are included.

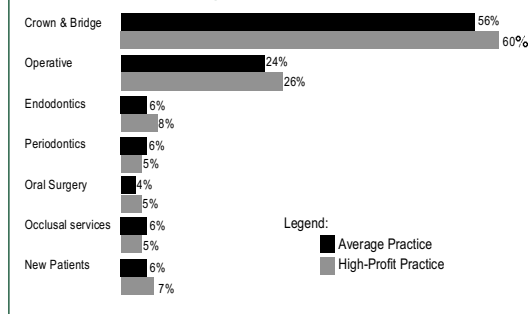
DRAWING CONCLUSIONS

"The study's findings draw a clear picture of how differently average and high-profit practices operate," says Pankey Business Systems Manager, Dr. Richard Green. Among the more surprising findings:

- ◆ Principals of high-profit practices work slightly fewer office hours (1,512 annually) than those of average practices (1,523

than the typical practice. Table 2 compares the percentage of total revenue (as a percentage of total work) derived

Table 2
Comparison of Revenue from Principal's Procedural Work as a Percentage of Total Practice Revenue





Upcoming Business

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

Two new items are on my mind this month that will benefit your practice. Let me begin by announcing the Year 2000 Operation Study that will reflect the 1999 financial numbers of a large sample of our participants' practices. The second new item is a management tool called "The Gallup Strength Finder."

The 2000 Operation Study will consist of a survey mailed early in the year 2000 to the practices who choose to participate. Those participating will provide us with their 1998 financial data. The survey results will then be analyzed and published as a guideline for students, mentors and faculty of The Pankey Institute. Those participating in the survey will contribute to a valuable body of information that will help themselves and other Pankey participants. They will receive a copy of the full published report.

As you read on the preceding page of this newsletter, the 1999 Operations Study uncovered some valuable information. I encourage each of you to look forward to participating in future Operations Studies we perform and publish every two years. These studies help all of us. The more of you who participate, the greater the information we gather.

It is my great desire that the year 2000 Operations Study include more practices than any of the previous Operations Studies. As in the following words of Henry David Thoreau, "Go confident-

ly in the direction of your dreams. Live the life you've imagined." The gathered information will help you do so.

To volunteer for the 2000 Operation Study you need to have completed C5 and kept your practice financial numbers in the Management Income Statement (MIS) format presented at the Institute. Please call my administrative assistant, Elise Mills, at 305-361-5433, if you would like to participate.

The Gallup Strength Finder is a new assessment and feedback tool under development for the individual and their manager. It will help you guide the performance of a staff member by focusing on and developing that individual's unique talent.

The 1999 Pankey-Gallup High Impact Management Seminar participants were a part of the Gallup Organization's original research, for the Strength Finder, that included over 10,000 individuals from various industry groups. The initial research proved highly predictive, and we are encouraged by our partnering with Gallup to do a research project to specify its use in dentistry.

After the Pankey-Gallup research results are analyzed, we should have a "researched" tool for discerning dental staff members' unique talents. This can then be used to help you and others in understanding and developing dental team members. We'll keep you informed about our progress in the *Pankeygram*. ■

Timeless Mentors



by Dr. Kenneth E. Myers (Falmouth, Maine)

My journey at the Institute began after L.D. Pankey passed away. However, through his readings and the stories told, I have come to realize he was a master at finding mentors to guide him through his career. Many of these mentors were dental professionals, but he also studied under Dr. Crane in Chicago, who taught him about the Cross of Life philosophy. And, early in Dr. Pankey's career, he met a very special elderly patient by the name of Mrs. Blanchard. As a reward for saving her teeth, she sent Dr. Pankey to the 1931 International Dental Congress in Paris. She knew that Dr. Pankey would "rub elbows with the most outstanding dentists in the world" and learn from them.

I have a patient by the name of Mrs. Gates, who shares many similarities with Mrs. Blanchard. They both were widows of prominent physicians and had outstanding values. Like Mrs. Blanchard, Mrs. Gates would do anything to save her teeth. In fact, teeth were so important to Mrs. Gates that she sent her care over to me and paid for her dental needs as well.

As her impressions were setting one day, I began to tell Mrs. Gates about The Pankey Institute, L.D. Pankey, and Mrs. Blanchard. I explained the Cross of Life Philosophy and how Dr. Pankey had applied the cross to dentistry. I told her I had decided to follow a similar path. I mentioned the points of Work, Worship and Play. Her eyes lit up! As I removed the impression, she looked at me and said, "You forgot the point of Love!" "That's right," I exclaimed. "The cross comes from a book titled *What Men Live By* and was written by Dr. Richard Cabot." Mrs. Gates smiled and told me she had that book. She then explained how years ago, her husband, Dr. Donald Gates, was a student of Dr. Cabot at Harvard. Dr. Cabot had been a lifelong mentor for Dr. Gates.

Days later, when Mrs. Gates received her crown, she gave me that very special book. When I first opened the copy, published in 1914, I noticed an aged envelope with a handwritten note attached to the inside cover. Here, Dr. Gates explained the importance of the message written by Dr. Cabot and how he had "sought to follow his examples and philosophies throughout his life."

In the book, Dr. Cabot uses the four points of Work, Play, Love and Worship to develop a pathway through the "ancient problems" that were concerns of the time. Problems such as capitalism, unwed mothers, lower quality public schools, job satisfaction, care of patients and the definition of worship. His words, to me, are suspended in time, as these same issues confront us almost 100 years later. Even today, we could follow the examples and philosophies of Dr. Cabot, just as Dr. Gates and Dr. Pankey were wise enough to do.

When I first went to The Pankey Institute, I thought I was successful but I wasn't truly happy with my dental career. I knew that I could be a better dentist. At the end of my C1 experience, I felt as if I was mentally aimed, patted from behind, and sent off to find answers to my own problems. You see, the Institute and the mentors we all seek out, never have all the answers for us. They have an understanding of the problems that exist and can point us in the right direction.

By surrounding ourselves with mentors, whether in the dental profession or not, you can develop the insight and knowledge needed to find your own path through life's problems, which history proves never really change. Today, I understand that success is a journey and not a destination. Now, I have begun to enjoy this journey knowing not to get frustrated looking for the end of its path. The Institute and its Faculty help to keep me headed in the right direction.

I will never understand how or why Mrs. Gates and I found the common thread of Dr. Cabot's book, other than the realization that her husband and I had similar philosophical goals, which she, herself, understood. Also, I had opened myself to identifying those around me who could give me direction. The student was ready to learn, so the teachers could teach. I urge you to do as Dr. Pankey, Dr. Gates and Dr. Cabot did. Identify your mentors, look up to them for the path and not the answers, and you, too, will begin to enjoy the journey through your career and life. ■

Reflections on Our Life

by Dr. Richard A. Green

Particularly at special times like these, we more easily pause to celebrate life—is gifts, its dance and the realization that, without the Significant Mentors in our lives, we wouldn't be standing where we are today. Each of us has mentors, past and present, that flash in our minds. The time spent with them seems but an instant in our minds.

Rose Quick often reminded me, "When you drink the water, remember who dug the well!" At this moment of dedication of our new facility to house The Pankey Institute, it is indeed appropriate to remember those who dug our wells. They often smiled quietly or had a twinkle in their eye when they knew, before us, that we were about to learn something. They allowed us the opportunity to stand on their firm shoulders to see a bit further. They acted as our "Stepping Stones." And so, this poem was born to reflect these sentiments.

Stepping Stones

So much time has gone since The Pankey Institute first began with the hopes of generations pooled around us —their strength revealed.

So much has been done since we first opened our doors, not always knowing where our commitments would lead us— if, indeed, we could measure to the task.

But here we stand aware we do not stand alone. We stand with and for the past, present and future generations. We stand upon and become their Stepping Stones.

Certainly, their simple souls continue to smile while we learn—sometimes unaware. They gave us all they knew.

Through their dreams, we gather strength with an honest smile to keep that distant view.

In our quiet hours when reflection examines our journey past We think on our departed conversations —their earthly sound— and wonder...so much time yet so fast.

We wonder about the future: maybe just offer an honest smile, a firm shoulder to help others see yet further —a Stepping Stone!

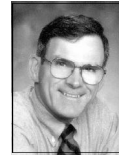
L.D. Pankey Occlusion Award



Dr. Bernice Ackerman was recently presented the 17th annual L.D. Pankey Occlusion Award by Carmine J. Esposito, Coordinator of Occlusion and Temporomandibular Disorders at the University of Louisville School of Dentistry. The honor is bestowed upon the University of Louisville student who has expressed the greatest desire to continue studies in the area of Occlusion and Temporomandibular Disorders. This award is presented in recognition of one of the Dental School's most distinguished alumnus, Dr. L.D. Pankey. Dr. Ackerman will enter General Practice next year.

Growth of the Commodity Practice

Why not cheaper, faster, easier?



by Dr. North A. Shetter
(Menominee, Michigan)

The media have been noting how corporate America is *downsizing and streamlining* for the past several years. We have all noticed how everything from fast food chains to banks are expecting fewer employees to do more jobs. Where possible, businesses are utilizing *reliable* computers to replace *unreliable* humans. Most of us can go for days and not have to use cash for a transaction. If the grocer could figure out the way, we would scan our own food items and swipe our debit card for the purchases. All these experiences, along with the explosion of *personalized media* such as video stores and 500 channel satellite TV, make me wonder how far we can go toward making every part of our life a commodity.

Commodities are goods, merchandise or assets. I like to call them "stuff" and "things." The more our society, as a whole, trivializes the personal experience and relationship in the purchase of goods and services, the more difficult it will become for us to educate our patients about the value of high quality dentistry.

Our teenagers expect food *now your way*. Our working age population, having been weaned on Demming's mantra of statistical process control, often just wants uniformity and a predetermined price and experience. Our aging population may express economic concerns. It is, however, the most open to a values-driven personal relationship experience.

We are seeing the beginning of commodity-based dental practice in the purchase of Orthodontic practices around the country and in the development of PPO clinics in the larger population centers. We have a rich history of just how well these types of delivery systems serve our patient population if we closely observe the ebb and flow of HMOs and PPOs in the medical field. There may be a place for this type of service delivery model in our profession. However, for those who wish to continue to deliver fee-for-service dental care, we must move our patient's experience as far from the commodity experience as possible.

Every part of the patient's experience in our practice must work toward relationships and away from the commodity world. This sounds very simple and is ever so hard to accomplish smoothly and well. The behavioral aspects of multiple-person relationship development require skilled listeners, time consuming conversations, and excellent communication between staff, doctors and patients. Often follow-up calls and letters are needed, as well as input by persons outside your practice. Can your office be responsible if an office you refer to, or from, *drops the ball*? You can count on the patient feeling you are responsible.

This is one place that technology can help you. A good office management computer system will reduce the number of times things need to be written down, manage letter templates, and help orga-

nize your database of clients and doctors—if you and your staff faithfully use it.

The core of your fight against being a commodity practice, however, is your people. Behaviorally skilled, well trained staff who believe in the mission, vision and values of the practice are the starting point for all of us. Do you have the basics in place for yourself? Do you have a written mission statement? Read Steven Covey's *7 Habits of Highly Effective People* if you need a model or get Sandy Roth, Doug Young, or Robert Frazer to come to your offices or study club, if you want hands-on help.

Clarifying your own life goals and plans is a key step in moving away from a commodity-based practice. You must live what you have developed and written down. No matter what you say, your office will be a reflection of what you do.

When you share your plans and visions with your staff, they can decide if they want to *buy in* or not. If they do not wish to buy in, then they need to know that they will have a better life somewhere else. I am in no way suggesting a top-down management style. Rather, I emphasize that the doctor must know and own the mission vision and values of the practice before the staff can share in those issues. Once staff is brought into the picture, we must allow for a remodeling of the road that we might take to get where we want to go, but not for movement away from our core values.

The group needs to achieve consensus on commitment to the core values of the practice, not doctor-driven but doctor-owned, individually-owned and group supported. This is a never-ending process requiring time to have meaningful staff meetings, morning huddles and commitment to continuous learning on the part of the staff, as well as the doctor.

When we have a wonderful meal at a fine restaurant, the experience is a carefully orchestrated series of events. Each event took planning, preparation and effort. The entree would be nothing without the accompaniments. Our clients should have the same effort applied to developing a quality experience when they visit our dental practice.

Is there some system we can use to make sure we do everything right? There may be, but it would probably feel unnatural and stiff to your patients. What is right for you, your staff and your part of the country would not be right for me. Whatever we do will not work for everyone. That said, once you are clear on what makes you happy relative to mission, vision, and values, life is much easier for you and those around you. People know where you are headed from day to day.

Development of the behavioral systems in your practice is not easy or quick. Most dentists have little or no training in this area. We may be *helper* personality styles but we have little knowledge of how to surround ourselves with others that complement us. Spend the time and money to get competent

long-term coaching in this area. Any change in office direction leads to some chaos. These types of change require total office support.

Be sure your total team is on track with the program before you begin—a rotten apple will ruin the whole bushel. This is easy to say and hard to do as the one dissenter in your group may be very skilled in other areas. Since most dentists do not deal well with confrontation, this one person may be enough to stop an office from making long-term positive change.

about *selling*. We are talking about a patient-focused experience that educates and motivates people to have an enlightened self interest.

For many of our patients, a real relationship may take several years to develop. Those with great behavioral skills may be able to move that process a bit faster. However, it is the patient who will ultimately define the outcome desired. Over time, you will need to provide carefully thought-out information and support that is congruent—congruent within your office and among your refer-

The core of your fight against being a commodity-based practice is your staff.

Besides having an office that is patient-focused and congruent in its values, what else can we do to avoid a commodity practice? One thing is to use technology appropriately. *Appropriately* is the key word. Many times two minutes with a hand mirror helps a staff person relate with the patient more effectively than a \$3,000 video camera. We need to remember one of the key elements that Sandy Roth points out to us about successful practices. Patients, given a chance to determine the outcomes that they want, will make good decisions that allow you to use your superior clinical skills. Use technology where it reduces stress for you and your patient, improves the clinical outcome, helps educate the patient, and helps patients decide what they want.

Develop relationships with your patients that are real. People think we are smart when we are good listeners. Doctor and staff must work on listening skills, making careful notes and helping patients define what is in their, not our, best interest. We are not talking about being manipulative. We are not talking

relationships.

Finally, make sure you have your clinical and treatment planning skills in order. You will be asking yourself to deliver your very best dentistry for your very close friends. The more behaviorally skilled you are, the more fine dentistry you will be asked to perform. Use your referral sources wisely. Congruence among all parties in comprehensive cases is critical. Communicate, communicate, communicate. Speak honestly about what you can deliver clinically. Some cases are not meant to be done by you.

Also, understand the costs of operating a business that is not an assembly line. This is not an excuse for a poorly run business. Charge fees that allow a fair profit, which you can only do if you have your business skills as finely tuned as your behavioral and clinical skills.

Moving toward a practice based on relationships may lead to chaos before stability. However, in today's market place, the long-term rewards far outweigh the risks involved in becoming a part of the commodity-based system. ■

Upcoming Events in the Year 2000

Please contact the editor if you would like to have an upcoming study club event or professional presentation announced in the *Pankeygram*.

January 31, 2000—Deadline for receiving annual membership dues for the L.D. Pankey Alumni Association Year 2000 Membership Directory. You will receive a mailed notice by mid-December 1999.

March 17-18, 2000—L.D. Pankey Dental Foundation, Inc., Trustees Meeting at The Pankey Institute

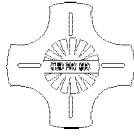
March 24, 2000—Calgary District Dental Society, Presenter: Dr. Gregory J. Tarantola (Contact: 403-239-1465)

March 26-31, 2000—Lake Tahoe Dental Meeting/Ski Vacation for individual dentists, families and staff, sponsored by the Dental Update Study Club of Massachusetts (Contact: Dr. Paul D. Epstein 781-273-1152)

April 11, 2000—District of Columbia Dental Society, Presenter: Dr. Irwin M. Becker (Contact: 202-331-3881)

(Continued on next page)

Pankey Dentists Ease Suffering in Romania



From an interview with Dr. Edwin A. "Mac" McDonald, III and Dr. David C. Hildebrand of Texas

The Samurai, a Tea Master, and The Pankey Institute



by Dr. Gregory J. Tarantola
Clinical Director, The Pankey Institute

Recently, eleven dentists led by Dr. Kevin Seidler, a Pankey dentist, spent one week in Braïlia and Galati, Romania. As Dr. David C. Hildebrand and Dr. Mac McDonald (two of our Visiting Faculty taking part) expressed it, "It was an amazing adventure!"

They were part of a larger group sponsored by Global Missions Fellowship that works with churches in Braïlia, Galati and surrounding villages. Prior to going, Drs. Seidler, Hildebrand and Matt Miller were able to acquire donations of equipment and supplies sufficient to fill a sea cargo container and outfit two clinics.

In addition to four Pankey dentists (Seidler, Hildebrand, MacDonald and Miller), the dental team included two oral surgeons, two other restorative dentists, two senior dental students—Brodie and Sloan Hildebrand, an orthodontist, four hygienists, two nurses, multiple assistants, administrators, and translators from two Romanian churches. Together, they treated a total of 528 patients. Their final day began at 8:30 am and concluded at 2:30 am.

Hildebrand and MacDonald related to us how they both felt discouraged and exhausted after the first 12-14-hour day. The decay, disease, pain and suffering seemed overwhelming. It was difficult to decide which teeth to attempt to save, especially without x-rays. But, as they looked into the eyes of the people, who were so appreciative of their help, they discovered that anything the teams could do well, in the true Pankey spirit,

was a real blessing to their patients.

These dental professionals and others are now raising funds to build permanent dental/medical clinics in Romania. Even though the general populace endures hardships and fatigue, the churches there are bringing hope and doing great things with very few resources.

Expressing sincere commitment to continue helping, McDonald told us, "I honestly felt I was a participant in an authentic church filled with authentic people, with an authentic purpose. I call it a miracle but with God all things are possible." In these words, the rest of us can catch a sense of just how much our Pankey colleagues were enriched and grateful for the opportunity given them to love and serve others. Having been blessed with so much opportunity, education, and comfort at home, these dental professionals received yet another gift. They saw firsthand "the abundant life of the Romanian church people with so little to give and so much willingness to give it." As Hildebrand put it, "It was a gift to our spirit that we will cherish for the rest of our lives."

Dr. Kevin Seidler practices dentistry in The Colony, Texas. He can be reached at 972-370-2125. Dr. David Hildebrand practices dentistry in Dallas, Texas. He can be reached at 972-931-0681. Dr. Mac MacDonald practices dentistry in Plano, Texas. He can be reached at 972-733-3400. Dr. Matt Miller practices dentistry in Plano, Texas. He can be reached at 972-985-3300. ■

Our new home, at One Crandon Boulevard, is a tribute and testament to Dr. Pankey, the many masters who were integral to the establishment and continuation of the Institute, and most importantly you, the dentists who make the commitment to attend courses here and to be the best you can be for your patient and to solidify and strengthen our wonderful profession.

I often ask, "Why?" What is it that motivates the dentist to make such a big commitment of time, energy, effort and money? It is common, now, for almost the entire continuum class to sign up for the next level before they leave the week.

I believe it is the non-judgmental atmosphere that helps create such a unique experience, one that just cannot be found anywhere else. This makes it very easy to let down your guard and be yourself, which in turn makes it very easy to be open to learning and to new ideas.

This environment allows dentists to look into a mirror—a self-discovery mirror—and ask themselves if they are happy with what they see. If so, that's great—who are we to try to change them? If not, we can facilitate a process of discovery to help them change.

You see, we don't try to change anyone. We don't try to make anyone practice a certain way. We do try to motivate dentists to change themselves for the better. Our mission of narrowing the gap between what is known and what is practiced moves us in that direction. If comprehensive care in a relationship-based setting is part of your vision and purpose, we can help a lot.

A story illustrates this point well. As I describe this story, I think there are parallels between the story and The Pankey Institute.

There was a great samurai warrior. He had courage and skill, wisdom and understanding. His reputation spread far and wide. On his travels, he met a tea

master, and they became friends. While the samurai was napping one day, the tea master took the samurai's armor and put it on. He wanted to see what it was like to have the respect of the town's people so he went to the town in the armor.

While in the town, the tea master met a cruel and inhumane samurai who was dangerous and unfair. This fierce warrior challenged the tea master to a contest of skill, thinking he was the true samurai. The tea master was horrified. He would surely be killed.

The tea master returned to the real samurai and apologized for taking his armor. The real samurai forgave him but said the tea master had to follow through with the contest. He counseled him to be himself. The tea master pondered this.

On the day of the contest, the tea master put on his ceremonial robe and began a tea ceremony. The cruel warrior laughed and scoffed but quieted quickly as he observed the skill, concentration and discipline the tea master conveyed. He thought, "If he does this with such skill and precision, then he must surely be a great warrior." The cruel samurai put down his sword, begged for forgiveness and forfeited the contest.

There is power in one's self. Being like someone else is the fastest road to unhappiness and discontent. Students are sometimes irritated that we don't give them *the* technique, *the* checklist, *the* examination forms, *the* answer, etc. But, we know the answers must come from within. We must set the challenge on the table. We can lead discussions. We can develop workshops. We can put together lab and clinic exercises. But, for the sole purpose of dentists discovering—on their own—who they are, where they are, and where they are going.

I believe that is what The Pankey Institute does so well. That is why dentists return again and again. That is why The Pankey Institute will continue to thrive and prosper. ■

Referral Champions

During the last six months, new Continuum students told us the following individuals encouraged them to attend The Pankey Institute. We know many more of you referred new students. Thanks go to all of you!

Dr. John Orsi (Sacramento, CA), Dr. Flynn Harris (Charlotte, NC), Dr. Scott A. Logan (Huntsville, TX), Dr. Beverly A. Kodama (Sacramento, CA), Dr. Jeffrey M. Martin (Toronto, Canada), Dr. Charles A. Varipapa (Dunkirk, MD)

UPCOMING EVENTS CONTINUED

April 28, 2000—Harrisburg Dental Society, Presenter: Dr. Irwin M. Becker (Contact: 717-938-4647)

April 28, 2000—Seattle King County Dental Society, Presentors: Dr. Barry S. Segal and Mr. Christian B. Sager (Contact: 425-746-0021)

May 6, 2000—South Carolina State Dental Meeting, Presenter: Dr. Irwin M. Becker (Contact: 864-233-4166)

May 19, 2000—Southeast Texas AGD, Presenter: Dr. Irwin M. Becker (Contact 409-883-4163)

May 31-June 3, 2000—High Impact Management Seminar at Gallup (Lincoln, Nebraska) for Pankey Patient Satisfaction Survey Participants (Contact: Dr. Richard A. Green 305-361-5433)

September 22, 2000—7th District Dental Society, Presenter: Dr. Irwin M. Becker (Contact: 716-461-1416)

June 16, 2000—Tufts Dental School, Presenter: Dr. Irwin M. Becker (Contact: 617-636-6629)

October 4-8, 2000—Class One Triple Plus Club Meeting in Bermuda (Contact: Duke Schwarte 305-361-5433)

http://www.pankey.org
 Fax (305) 361-6534
 (305) 361-5433
 (Address service requested)
 Key Biscayne FL 33149
 One Crandon Boulevard



**The Pankey
 Institute
 For Advanced
 Dental
 Education**

NON-PROFIT ORG.
 U.S. POSTAGE
 PAID
 MIAMI, FL
 PERMIT NO. 986

THE PANKEY INSTITUTE UPCOMING CLASSES SCHEDULE

| | | | |
|----------------------------------|------------------------------------|---------------------------------------|------------------------------|
| NOVEMBER 1999 | JANUARY 2000 | 13 Continuum Level IIE** | AUGUST 2000 |
| 07 Continuum Level IIE** | 05 - 07 Periodontal Team Therapy** | 13 Continuum Level V** | 06 Continuum Level IIE** |
| 14 Continuum Level I** | 09 Continuum Level I** | 20 - 23 Predictable Complete Dentures | 13 Continuum Level II |
| 14 Continuum Level IV** | 09 Continuum Level IV | 27 Continuum Level II | 13 Esthetics** |
| 21 Open Week | 16 Continuum Level III Spanish | 27 Continuum Level III** | 20 Continuum Level III |
| 30 - 03 Administrative Staff I** | 23 Continuum Level III** | | 27 - 30 Administrative Staff |
| 30 - 03 Dental Assistant I** | 23 Continuum Level III | MARCH 2000 | 27 - 30 Dental Assistant |
| | 30 Continuum Level IIE** | 05 Continuum Level IIE** | |
| DECEMBER 1999 | FEBRUARY 2000 | 05 Esthetics** | SEPTEMBER 2000 |
| 05 Continuum Level IIE | 06 Continuum Level I** | 12 Continuum Level VI** | 03 Open Week |
| 12 Continuum Level I** | 06 Continuum Level IV | 19 Continuum Level V** | 10 Continuum Level V |
| 19 Open Week | | 27 Dawson Master's Forum** | 17 Continuum Level IV |
| 26 Open Week | | | 24 Continuum Level VI |
| | | APRIL 2000 | OCTOBER 2000 |
| | | 02 Continuum Level I** | 01 Open Week |
| | | 09 Continuum Level III** | 08 Continuum Level III** |
| | | 16 Continuum Level III** | 15 Continuum Level IIE** |
| | | 23 Open | 22 Continuum Level I |
| | | 30 Continuum Level II | 29 Continuum Level II |
| | | 30 Continuum Level VI** | 29 Continuum Level VI |

** Denotes the class has been filled. You may call us to be placed on our waiting list.

Class Registration Form

Name _____

Address _____

City _____

State _____ **Zip Code** _____ **Phone** _____

Preferred Course & Date _____
 (\$400 nonrefundable deposit required)

Alternate Course Date _____

Pankey Lodging (\$100 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**

| | | | |
|--------------------------|--|----------------------------------|------------------------------|
| MAY 2000 | 07 Continuum Level I | JUNE 2000 | 04 Continuum Level I |
| 07 Continuum Level IV** | 14 Continuum Level IIE** | 11 Continuum Level III | 09 Continuum Level I |
| 14 Continuum Level III** | 21 Continuum Level III** | 18 Continuum Level V** | 16 Continuum Level III** |
| 21 Esthetics** | 21 Esthetics** | 18 - 21 Specialist | 23 - 26 Administrative Staff |
| 28 Open | 31 - 03 High Impact Man. Seminar at Gallup (Lincoln, Nebraska) | 28 - 30 Periodontal Team Therapy | 23 - 26 Dental Assistant |
| | | | 30 Continuum Level II |
| JULY 2000 | 02 Open Week | | International |
| 02 Continuum Level I | 09 Continuum Level I | | 30 Continuum Level IV |
| 16 Continuum Level III** | 16 Continuum Level III** | | |

| TUITION SCHEDULE | | |
|--------------------------------|---------|---------|
| | 1999 | 2000 |
| Continuum Level I | \$2,690 | \$2,850 |
| Continuum Level II | \$2,800 | \$2,950 |
| Continuum Level IIE | \$2,850 | \$3,050 |
| Continuum Level III | \$2,900 | \$3,150 |
| Continuum Level IV | \$2,950 | \$3,250 |
| Continuum Level V | \$3,050 | \$3,350 |
| Continuum Level VI | \$3,100 | \$3,450 |
| Dawson Master's | \$3,300 | \$3,550 |
| Esthetics | | \$4,100 |
| Administrative Staff | \$1,600 | \$1,700 |
| Dental Assistant | \$1,565 | \$1,700 |
| Predic. Com. Dentures | \$2,100 | \$2,250 |
| Periodontal Team | | |
| Dentist & Hygienist | \$2,600 | \$3,000 |
| Ad'l Hygienist | \$1,650 | \$1,750 |
| Specialist Course | \$1,700 | \$1,970 |
| High Impact Mgmt. | \$2,950 | \$3,280 |
| Lodging: | | |
| Single occupancy/night | \$130 | \$145 |
| Shared occupancy/night | \$100 | \$105 |