

2007 JCO Orthodontic Practice Study

ECONOMICS AND PRACTICE ADMINISTRATION

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**TABLE 1-1
DEMOGRAPHIC INFORMATION (MEDIAN)**

<i>Age</i>	50
<i>Sex</i>	
Male	85.7%
Female	14.3%
<i>Years in Orthodontic Practice</i>	20.0
<i>Number of Satellite Offices</i>	0.6*
<i>Main Office Community Size</i>	
Rural (less than 20,000)	12.0%
Small city (20,000-50,000)	25.0%
Large city (50,000-500,000)	40.1%
Metropolitan (more than 500,000)	23.0%
<i>Number of Treatment Chairs</i>	
Open bay	4.0
Private	1.0
Semiprivate	1.0
<i>Legal Status</i>	
Sole proprietorship	34.5%
Partnership	0.7%
Professional corporation	64.8%
<i>Hours/Week Full-Time Employees Worked</i>	35
<i>Weeks/Year Full-Time Employees Worked</i>	49
<i>Hours/Week Orthodontist-Owner Worked</i>	36
<i>2006 Continuing Education Course Days</i>	4
<i>2006 Continuing Education Meeting Days</i>	4

*Mean.

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**TABLE 1-2
SELECTED VARIABLES (MEANS) BY SEX**

	Male	Female
Number of Years in Practice	21.1	13.4*
Number of Satellite Offices	0.6	0.5
Full-Time Employees	6.0	5.1
Part-Time Employees	1.7	1.7
Total Referrals	358.6	289.9
Case Starts	253.9	217.5
Adult Case Starts	24.7%	21.8%
Active Treatment Cases	554.4	456.9
Adult Active Cases	22.6%	19.4%
Patients Covered by Third Party	45.4%	44.8%
Patients Covered by Managed Care	8.7%	4.6%
Offer Third-Party Financing Plan	67.8%	76.1%
Total Chairs	6.1	5.6
Patients per Day	50.8	46.9
Emergencies per Day	3.0	2.7
Broken Appointments per Day	3.5	2.7
Cancellations per Day	2.7	2.7
Gross Income	\$1,032,161	\$880,300
Overhead Rate	57%	54%
Net Income	\$460,651	\$357,369
Net Income per Case	\$935	\$951
Child Case Fee	\$4,916	\$5,085
Full-Time Employee Hours/Week	34.2	34.0
Full-Time Employee Weeks/Year	47.6	48.2
Orthodontist-Owner Hours/Week	37.2	35.8
2006 Continuing Education Course Days	6.3	6.7
2006 Continuing Education Meeting Days	5.3	4.7

*Differences between these groups are statistically significant at or below the .01 probability level.

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**TABLE 1-3
MEAN FEES AND FEE INCREASES**

	Child Fee (Permanent Dentition)	Adult Fee	Reported Fee Increase	
			2005	2006
<i>Years in Orthodontic Practice</i>				
2-5 years	\$4,917	\$5,273	4.3%	4.4
6-10 years	4,832	5,308	4.1	4.1
11-15 years	4,854	5,274	4.0	4.3
16-20 years	4,987	5,500	4.4	3.8
21-25 years	5,075	5,398	3.6	3.8
26 or more years	4,949	5,356	3.8	4.3
<i>Legal Status</i>				
Sole proprietorship	4,892	5,340	4.0	4.3
Professional corporation	4,969	5,371	3.9	4.0
<i>Community Size</i>				
Rural (less than 20,000)	4,852	5,160*	3.5	4.0
Small city (20,000-50,000)	4,875	5,264	3.6	3.8
Large city (50,000-500,000)	4,964	5,363	3.9	3.9
Metropolitan (more than 500,000)	5,021	5,537	4.4	4.7
COMPOSITE	4,941	5,354	4.0	4.1

*Differences between these groups are statistically significant at or below the .01 probability level.

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**TABLE 1-4
MEAN FEES AND FEE INCREASES BY GEOGRAPHIC REGION**

	Child Fee (Permanent Dentition)	Adult Fee	Reported Fee Increase	
			2005	2006
New England				
(CT,ME,MA,NH,RI,VT)	\$5,180	\$5,576	3.4%	4.6%
Less than 20,000	5,038	5,438	2.9	3.4
20,000-50,000	5,144	5,584	3.6	5.6
50,000-500,000	NA	NA	NA	NA
More than 500,000	NA	NA	NA	NA
Middle Atlantic				
(NJ,NY,PA)	4,829	5,308	3.9	3.6
Less than 20,000	5,309	5,679	3.9	3.6
20,000-50,000	4,732	5,184	3.7	3.5
50,000-500,000	4,185	4,615	3.0	3.4
More than 500,000	5,250	5,975	5.2	4.2
South Atlantic				
(DE,DC,FL,GA,MD,NC,SC,VA,WV)	5,018	5,470	4.4	4.3
Less than 20,000	4,821	NA	NA	NA
20,000-50,000	4,911	5,219	4.4	4.2
50,000-500,000	4,984	5,398	4.3	3.9
More than 500,000	5,165	5,734	4.3	4.5
East South Central				
(AL,KY,MS,TN)	4,491	4,781	3.2	3.4
Less than 20,000	NA	NA	NA	NA
20,000-50,000	NA	NA	NA	NA
50,000-500,000	4,740	5,094	4.0	3.5
More than 500,000	NA	NA	NA	NA
East North Central				
(IL,IN,MI,OH,WI)	4,981	5,282	3.4	3.1
Less than 20,000	5,008	5,229	3.4	3.1
20,000-50,000	4,890	5,202	3.2	3.0
50,000-500,000	5,009	5,338	3.7	3.2
More than 500,000	5,109	5,402	3.5	3.4
West North Central				
(IA,KS,MN,MO,NE,ND,SD)	5,060	5,334	4.3	4.7
Less than 20,000	NA	NA	NA	NA
20,000-50,000	NA	NA	NA	NA
50,000-500,000	5,098	5,385	3.9	4.6
More than 500,000	5,066	5,423	4.3	4.4
Mountain				
(AZ,CO,ID,MT,NV,NM,UT,WY)	4,706	5,109	4.0	3.6
Less than 20,000	NA	NA	NA	NA
20,000-50,000	4,295	4,505	4.0	3.4
50,000-500,000	4,887	5,306	3.9	3.5
More than 500,000	4,800	5,437	4.9	3.2
West South Central				
(AR,LA,OK,TX)	4,828	5,231	3.9	4.9
Less than 20,000	NA	NA	NA	NA
20,000-50,000	4,871	5,321	3.8	5.3
50,000-500,000	4,746	5,095	3.3	4.3
More than 500,000	4,947	5,370	4.4	5.2
Pacific				
(AK,CA,HI,OR,WA)	5,205	5,754	4.2	4.4
Less than 20,000	NA	NA	NA	NA
20,000-50,000	5,365	6,233	3.1	2.6
50,000-500,000	5,196	5,678	4.6	4.3
More than 500,000	5,177	5,758	4.2	6.6

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**TABLE 1-5
FINANCIAL POLICIES (MEDIANS)**

<i>Initial Payment</i>	25%
<i>Payment Period</i>	22 months
<i>Fee Method</i>	
Fixed fee	90.7%
Fee range	8.1%
Open-ended	1.3%
<i>Frequency of Fee Adjustment</i>	
Every 3 months	0.2%
Every 6 months	6.2%
Every 12 months	60.6%
Every 24 months	12.2%
Every 36 months	1.8%
Not regularly	18.7%
<i>Services Not Included in Case Fee</i>	
Initial consultation	20.2%
Diagnostic records	47.3%
Extended treatment time	30.6%
Broken appointment	33.3%
Occlusal equilibration	13.8%
Retention	8.6%
Treatment of TMJ dysfunction	72.7%
Repair of broken appliances	68.8%
Phase I treatment	89.3%
<i>Fee Presented Before Records Taken</i>	
Yes	75.3%
No	24.7%
<i>Patients Routinely Billed</i>	
Yes	51.5%
No	48.5%
<i>Accept Assignment of Benefits</i>	
Yes	77.2%
No	22.8%
<i>Offer Third-Party Financing Plan (such as OFP)</i>	
Yes	70.2%
No	29.8%
<i>Case Presentation Made</i>	
First Visit	56.0%
Second Visit	22.7%
Third Visit	20.7%
Other	0.5%

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**TABLE 1-6
METHODS OF PAYMENT**

	% of Practices Using Method	Median % of Gross Income From Method (All Practices)
Cash and Personal Checks	99.0%	50.0%
Credit Cards	92.1	20.0
Insurance	88.1	25.0
Bank Plans	41.0	0.0
Medicaid/Government Plans	13.3	0.0
Managed Care/Capitation Plans	3.5	0.0
Direct Reimbursement	12.1	0.0

**TABLE 1-7
PRACTICE ACTIVITY (MEDIANS)**

Case Starts	222.0
Adult Case Starts	20.0%
Active Treatment Cases	480.0
Female Active Cases	58.5%
Adult Active Cases	18.5%
Adult Female Active Cases/Adult Cases	66.7%
Total Referrals	300.0
Patients Covered by Third Party	45.0%
Gross Income	\$922,500
Operating Expense	\$500,000
Net Income	\$400,000
Current Delinquent Accounts	\$10,000
Overhead Rate	55%
Number of Patients/Day	50.0
Number of Emergencies/Day	2.0
Number of Broken Appointments/Day	3.0
Number of Cancellations/Day	2.0
Additional Cases That Could Have Been Handled in 2006	50.0
Additional Cases That Could Have Been Handled with more Staff	100.0

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**TABLE 1-8
SOURCES OF REFERRALS**

	% of Practices Using Source	Median % of Referrals (All Practices)
Other Dentists (GPs)	99.4%	48.0%
Other Dentists (Specialists)	69.4	2.0
Patients and Parents	99.2	30.0
Personal Contacts	64.6	2.0
Transfers	64.2	1.0
Staff	52.5	1.0
Other Professionals	18.9	0.0
Dental Franchises	1.4	0.0
Dental Referral Service	1.8	0.0
Direct-Mail Advertising	9.9	0.0
Yellow Pages	45.9	0.0
Commercial Advertising	15.1	0.0
Drive-By Signage	28.8	0.0
Managed Care/Capitation	9.3	0.0

**TABLE 1-9
PRACTICE BUSYNESS**

	Too Busy to Treat All Persons Requesting Appointments	Provided Care to All Who Requested Appointments But Felt Overworked	Provided Care to All Who Requested Appointments —Did Not Feel Overworked	Not Busy Enough
<i>Years in Orthodontic Practice</i>				
2-5 years	3.9%	7.8%	43.1%	45.1%
6-10 years	1.5	15.2	54.5	28.8
11-15 years	0.0	22.4	52.6	25.0
16-20 years	2.3	14.0	59.3	24.4
21-25 years	1.3	19.7	47.4	31.6
26 or more years	2.9	12.1	49.4	35.6
<i>Legal Status</i>				
Sole proprietorship	3.2	16.1	51.6	29.0
Professional corporation	1.4	14.1	50.8	33.6
<i>Community Size</i>				
Rural (less than 20,000)	6.3	12.7	60.3	20.6
Small city (20,000-50,000)	2.9	15.4	54.4	27.2
Large city (50,000-500,000)	0.5	18.8	45.9	34.9
Metropolitan (more than 500,000)	1.6	9.6	51.2	37.6
COMPOSITE	2.0	15.0	51.4	31.6

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**TABLE 1-10
PRACTICE BUSYNESS BY GEOGRAPHIC REGION**

	Too Busy to Treat All Persons Requesting Appointments	Provided Care to All Who Requested Appointments But Felt Overworked	Provided Care to All Who Requested Appointments —Did Not Feel Overworked	Not Busy Enough
New England				
(CT,ME,MA,NH,RI,VT)	5%	10%	62%	24%
Less than 20,000	13	25	50	13
20,000-50,000	0	0	80	20
50,000-500,000	NA	NA	NA	NA
More than 500,000	NA	NA	NA	NA
Middle Atlantic				
(NJ,NY,PA)	3	24	57	16
Less than 20,000	0	11	78	11
20,000-50,000	8	23	50	19
50,000-500,000	0	27	55	18
More than 500,000	0	33	58	8
South Atlantic				
(DE,DC,FL,GA,MD,NC,SC,VA,WV)	2	12	53	33
Less than 20,000	14	0	43	43
20,000-50,000	0	15	55	30
50,000-500,000	0	15	52	44
More than 500,000	3	9	56	32
East South Central				
(AL,KY,MS,TN)	0	23	54	23
Less than 20,000	NA	NA	NA	NA
20,000-50,000	NA	NA	NA	NA
50,000-500,000	0	36	36	27
More than 500,000	NA	NA	NA	NA
East North Central				
(IL,IN,MI,OH,WI)	4	11	51	34
Less than 20,000	11	11	33	44
20,000-50,000	4	7	50	39
50,000-500,000	0	19	50	31
More than 500,000	9	0	73	18
West North Central				
(IA,KS,MN,MO,NE,ND,SD)	0	27	32	41
Less than 20,000	NA	NA	NA	NA
20,000-50,000	0	25	38	38
50,000-500,000	0	29	29	43
More than 500,000	0	0	38	63
Mountain				
(AZ,CO,ID,MT,NV,NM,UT,WY)	2	2	54	41
Less than 20,000	NA	NA	NA	NA
20,000-50,000	9	0	55	36
50,000-500,000	0	6	53	41
More than 500,000	0	0	36	64
West South Central				
(AR,LA,OK,TX)	3	16	43	37
Less than 20,000	NA	NA	NA	NA
20,000-50,000	0	18	73	98
50,000-500,000	4	19	42	35
More than 500,000	0	13	29	58
Pacific				
(AK,CA,HI,OR,WA)	0	17	55	28
Less than 20,000	NA	NA	NA	NA
20,000-50,000	0	17	58	25
50,000-500,000	0	22	45	33
More than 500,000	0	7	26	9

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**TABLE 1-11
PRACTICE MANAGEMENT**

<i>Management Methods Used</i>	
Written philosophy of practice	53.3%
Written practice objectives	33.1
Written practice plan	21.2
Written practice budget	19.1
Office policy manual	79.6
Office procedure manual	53.3
Written job descriptions	58.2
Written staff training program	29.3
Staff meetings	83.7
Individual performance appraisals	66.4
Measurement of staff productivity	17.4
In-depth analysis of practice activity	31.9
Practice promotion plan	34.6
Dental management consultant	18.9
Patient satisfaction surveys	34.2
Employee with primary responsibility as communications supervisor	25.3
Progress reports	40.3
Post-treatment consultations	31.6
Pretreatment flow control system	46.1
Treatment flow control system	23.4
Cases beyond estimate report	28.7
Profit and loss statements	75.8
Delinquent account register	80.7
Monthly accounts-receivable reports	78.8
Monthly contracts-written reports	54.3
Measurement of case acceptance	50.5
<i>Computer Activities Routinely Performed</i>	
Patient accounting/billing	93.5
Patient recall	84.2
Payroll	65.0
Inventory control	17.7
Insurance forms	81.9
Appointment scheduling	89.4
Practice analysis reports	80.8
Word processing/correspondence	96.3
Treatment records	48.3
Cephalometric analysis	54.4
Diagnostic imaging/storage	52.7
Monitor treatment progress	30.8
Practice newsletter	18.8
E-mail/Internet	83.5
Website service	57.5
Patient access to records	14.4
Patient access to account and schedule	29.4
Referring dentist access to records	9.6

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**TABLE 1-12
DELEGATION**

	Routinely Delegated	Occasionally Delegated	Never Delegated
<i>Record-Taking</i>			
Impressions for study models	93.6%	2.9%	3.5%
X-rays	96.1	1.3	2.6
Cephalometric tracings	40.0	6.8	53.1
<i>Clinical</i>			
Impressions for appliances	83.7	9.4	7.0
Removal of residual adhesive	33.0	19.1	47.8
Fabrication of:			
Bands	55.6	14.1	30.3
Archwires	31.8	24.6	43.6
Removable appliances	47.9	13.6	38.6
Insertion of:			
Bands	32.0	12.2	55.8
Bonds	11.8	10.6	77.6
Archwires	61.6	24.1	14.3
Removable appliances	22.8	32.7	44.5
Adjustment of:			
Archwires	11.3	22.9	65.8
Removable appliances	9.2	22.7	68.1
Removal of:			
Bands	58.9	12.7	28.4
Bonds	54.2	13.7	32.1
Archwires	82.9	9.1	8.0
<i>Administrative</i>			
Case presentation	23.7	15.6	60.7
Fee presentation	73.4	9.9	16.7
Financial arrangements	88.1	6.1	5.9
Progress reports	28.4	36.1	33.5
Post-treatment conferences	16.2	21.8	62.0
Patient instruction and education	89.2	8.8	2.0

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**TABLE 1-13
PRACTICE-BUILDING METHODS**

	Started in 2006	Started Prior to 2006	Perceived Effectiveness (Mean)*
Change practice location	5.7%	25.5%	3.3
Expand practice hours:			
Open one or more evenings/week	2.0	14.1	2.8
Open one or more Saturdays/month	0.9	8.6	2.6
Open a satellite office	4.0	30.5	3.3
Participate in community activities	5.3	48.6	2.6
Participate in dental society activities	3.7	53.6	2.2
Seek referrals from general dentists:			
Letters of appreciation	4.6	67.9	2.6
Entertainment	2.6	52.3	2.6
Gifts	5.7	70.8	2.5
Education of GPs	4.6	31.6	2.6
Reports to GPs	3.7	65.9	2.6
Seek referrals from patients and parents:			
Letters of appreciation	5.1	53.6	2.8
Follow-up calls after difficult appointments	5.9	60.9	3.0
Entertainment	2.2	20.2	2.7
Gifts	4.2	37.1	2.6
Seek referrals from staff members	5.3	50.5	2.3
Seek referrals from other professionals (non-dentists)	2.2	22.0	2.2
Treat adult patients	3.5	79.6	2.8
Improve scheduling:			
On time for appointments	4.4	65.3	3.0
On-time case finishing	2.6	57.1	3.0
Improve case presentation	5.3	43.3	3.0
Improve staff management	4.6	38.0	2.9
Improve patient education (communication, AV, etc.)	4.2	38.2	2.9
Expand services:			
TMJ	1.3	20.9	2.3
Functional appliances	1.5	24.6	2.6
Lingual orthodontics	0.9	6.4	2.0
Surgical orthodontics	1.5	36.5	2.4
Invisalign treatment	6.6	53.6	2.5
Patient motivation techniques	5.1	35.4	2.6
No-charge initial visit	5.7	71.0	2.9
No-charge diagnostic records	2.0	19.8	2.9
No initial payment	1.8	13.4	2.6
Extended payment period	2.4	33.0	2.8
Practice newsletter	3.5	15.2	2.1
Personal publicity in local media	2.9	15.4	2.5
Advertising:			
Yellow pages boldface listing	5.1	58.0	1.8
Yellow pages display advertising	2.2	28.4	2.0
Local newspapers	4.6	19.3	2.0
Local TV	0.9	5.5	2.0
Local radio	0.7	7.3	2.1
Direct-mail promotion	4.8	16.5	2.1
Managed care	1.5	11.6	2.6
Affiliation with management service organization	0.2	3.1	2.4

*4 = excellent; 3 = good; 2 = fair; 1 = poor.

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**TABLE 1-14
MANAGEMENT SERVICE ORGANIZATION AFFILIATION**

<i>Affiliated with Management Service Organization:</i>		Yes	2.2%	No	97.8%
<i>Effects of Affiliation on:</i>	Highly Positive	Somewhat Positive	None	Somewhat Negative	Highly Negative
Referrals	33.3%	13.3%	40.0%	13.3	0.0%
Case Acceptance	0.0	53.8	46.2	0.0	0.0
Gross Income	38.5	23.1	15.4	23.1	0.0
Practice Efficiency	33.3	40.0	26.7	0.0	0.0

**TABLE 1-15
SELECTED VARIABLES (MEANS) BY
MANAGEMENT SERVICE AFFILIATION**

	Affiliated	Not Affiliated
Number of Years in Practice	20.3	20.0
Number of Satellite Offices	1.3	0.6*
Full-Time Employees	9.4	6.0*
Part-Time Employees	1.9	1.7
Total Referrals	491.6	348.0
Case Starts	411.6	245.8*
Adult Case Starts	42.1%	24.1%*
Active Treatment Cases	1313.9	531.0*
Adult Active Cases	31.4%	22.1%
Patients Covered by Third Party	42.5%	45.3%
Patients Covered by Managed Care	18.7%	7.9%
Offer Third-Party Financing Plan	50.0%	71.1%
Total Chairs	6.6	6.0
Patients per Day	63.5	50.1
Emergencies per Day	2.9	3.0
Broken Appointments per Day	3.0	3.4
Cancellations per Day	2.1	2.7
Gross Income	\$1,371,698	\$1,005,477
Overhead Rate	64%	56%
Net Income	\$455,372	\$488,963
Net Income per Case	\$572	\$938
Child Case Fee	\$5,012	\$4,937
Full-Time Employee Hours/Week	37.6	34.1
Full-Time Employee Weeks/Year	49.2	47.7
Orthodontist-Owner Hours/Week	33.6	37.1
2006 Continuing Education Course Days	5.6	6.3
2006 Continuing Education Meeting Days	5.2	5.2

*Differences between these groups are statistically significant at or below the .01 probability level.

TABLES

**TABLE 2-1
NET INCOME BY SELECTED VARIABLES**

	Number	Median
<i>Years in Orthodontic Practice</i>		
2-5 years	37	\$250,000*
6-10 years	54	450,500
11-15 years	49	461,735
16-20 years	68	500,000
21-25 years	54	500,000
26 or more years	118	316,000
<i>Legal Status</i>		
Sole proprietorship	137	325,000
Professional corporation	252	450,000
<i>Community Size</i>		
Rural (less than 20,000)	46	360,000
Small city (20,000-50,000)	110	418,500
Large city (50,000-500,000)	145	400,000
Metropolitan (more than 500,000)	88	378,500
COMPOSITE	391	400,000

*Differences between means in these categories are statistically significant at or below the .01 probability level.

**TABLE 2-2
LEGAL STATUS BY YEARS IN PRACTICE**

	Years in Practice				
	2-5	6-10	11-15	16-20	21-50
Sole Proprietorship	26.0%	30.3%	31.6%	45.3%	40.0%
Professional Corporation	74.0	69.7	68.4	54.7	60.0

**TABLE 2-3
NET INCOME BY HIGH AND LOW FEES**

	Number	Mean
Low Fee Practices (less than \$4,600**)	92	\$415,079
High Fee Practices (more than \$5,300**)	99	\$465,722

**Child, permanent dentition.

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**TABLE 2-4
MEDIAN NET INCOME BY GEOGRAPHIC REGION**

New England	
(CT,ME,MA,NH,RI,VT)	\$499,209
Less than 20,000	NA
20,000-50,000	500,000
50,000-500,000	NA
More than 500,000	NA
Middle Atlantic	
(NJ,NY,PA)	450,000
Less than 20,000	600,000
20,000-50,000	475,000
50,000-500,000	NA
More than 500,000	425,000
South Atlantic	
(DE,DC,FL,GA,MD,NC,SC,VA,WV)	475,000
Less than 20,000	NA
20,000-50,000	400,000
50,000-500,000	500,000
More than 500,000	525,000
East South Central	
(AL,KY,MS,TN)	575,000
Less than 20,000	NA
20,000-50,000	NA
50,000-500,000	750,000
More than 500,000	NA
East North Central	
(IL,IN,MI,OH,WI)	450,000
Less than 20,000	NA
20,000-50,000	445,000
50,000-500,000	479,500
More than 500,000	290,500
West North Central	
(IA,KS,MN,MO,NE,ND,SD)	339,537
Less than 20,000	NA
20,000-50,000	NA
50,000-500,000	219,084
More than 500,000	523,932
Mountain	
(AZ,CO,ID,MT,NV,NM,UT,WY)	303,500
Less than 20,000	NA
20,000-50,000	364,500
50,000-500,000	307,000
More than 500,000	250,000
West South Central	
(AR,LA,OK,TX)	319,000
Less than 20,000	NA
20,000-50,000	400,000
50,000-500,000	375,000
More than 500,000	300,000
Pacific	
(AK,CA,HI,OR,WA)	350,000
Less than 20,000	NA
20,000-50,000	320,000
50,000-500,000	390,000
More than 500,000	492,000

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**TABLE 2-5
MEAN NET INCOME BY MANAGEMENT METHODS**

	Used	Not Used
Written philosophy of practice	\$462,728	\$399,222
Written practice objectives	474,293	412,254
Written practice plan	450,923	429,702
Practice budget	429,948	435,887
Office policy manual	454,698	351,231
Office procedure manual	448,849	416,483
Written job descriptions	442,263	429,917
Written staff training program	440,994	431,777
Staff meetings	446,942	371,290
Individual performance appraisals	451,521	400,478
Measurement of staff productivity	451,849	430,772
In-depth analysis of practice activity	485,914	406,993
Practice promotion plan	456,463	421,726
Dental management consultant	493,839	419,591
Patient satisfaction surveys	463,809	418,702
Employee with primary responsibility as communications supervisor	468,581	421,391
Progress reports	458,381	417,754
Post-treatment consultations	441,498	431,328
Pretreatment flow control system	466,869	406,098
Treatment flow control system	439,935	433,820
Cases beyond estimate report	452,752	427,631
Profit and loss statements	450,570	384,969
Delinquent account register	449,455	371,939
Monthly accounts-receivable reports	448,089	380,440
Monthly contracts-written reports	452,435	411,927
Measurement of case acceptance	453,354	412,731

*Differences between these groups are statistically significant at or below the .01 probability level.

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TABLE 2-6
MEAN NET INCOME BY DELEGATION

	Routinely Delegated	Not Routinely Delegated
<i>Record-Taking</i>		
Impressions for study models	\$460,797	\$235,279*
X-rays	458,964	282,000
Cephalometric tracings	501,594	414,713*
<i>Clinical</i>		
Impressions for appliances	479,921	299,492*
Removal of residual adhesive	501,347	427,561
Fabrication of:		
Bands	499,926	394,236*
Archwires	517,654	410,784*
Removable appliances	511,517	391,661*
Insertion of:		
Bands	473,555	436,661
Bonds	443,826	446,464
Archwires	485,936	388,472*
Removable appliances	486,935	435,271
Adjustment of:		
Archwires	484,377	445,851
Removable appliances	482,876	445,609
Removal of:		
Bands	476,315	407,257
Bonds	488,385	399,556*
Archwires	464,886	376,115
<i>Administrative</i>		
Case presentation	537,886	417,907*
Fee presentation	475,403	370,887*
Financial arrangements	472,795	287,291*
Progress reports	469,655	441,712
Post-treatment conferences	508,450	417,687
Patient instruction and education	460,442	343,693

*Differences between these groups are statistically significant at or below the .01 probability level.

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**TABLE 2-7
MEAN NET INCOME BY PRACTICE-BUILDING METHODS**

	Used	Not Used
Change practice location	\$479,113	\$429,201
Expand practice hours:		
Open one or more evenings/week	426,698	448,910
Open one or more Saturdays/month	458,238	443,494
Open a satellite office	521,874	400,393*
Participate in community activities	460,346	425,455
Participate in dental society activities	451,142	436,361
Seek referrals from general dentists:		
Letters of appreciation	449,479	431,991
Entertainment	493,489	384,434*
Gifts	452,410	416,686
Education of GPs	498,612	411,901
Reports to GPs	451,891	425,777
Seek referrals from patients and parents:		
Letters of appreciation	432,462	463,716
Follow-up calls after difficult appointments	459,439	415,773
Entertainment	466,,817	438,469
Gifts	442,065	447,252
Seek referrals from staff members	461,151	425,845
Seek referrals from other professionals (non-dentists)	468,954	438,058
Treat adult patients	450,530	414,033
Improve scheduling:		
On time for appointments	449,758	432,378
On-time case finishing	474,669	395,388
Improve case presentation	450,982	438,988
Improve staff management	472,942	422,775
Improve patient education (communication, audiovisuals, etc.)	458,888	434,265
Expand services:		
TMJ	503,412	429,970
Functional appliances	490,186	428,810
Lingual orthodontics	655,359	426,182*
Surgical orthodontics	502,947	407,397*
Invisalign treatment	486,964	376,508*
Patient motivation techniques	505,166	400,892*
No-charge initial visit	444,654	446,660
No-charge diagnostic records	446,770	444,553
No initial payment	438,605	446,273
Extended payment period	448,928	442,804
Practice newsletter	532,467	422,799
Personal publicity in local media	503,468	432,028
Advertising:		
Yellow pages boldface listing	452,520	432,847
Yellow pages display advertising	504,769	417,633
Local newspapers	473,328	435,631
Local TV	633,028	431,417*
Local radio	547,602	436,210
Direct-mail promotion	464,979	439,703
Managed care	379,806	455,264
Affiliation with management service organization	571,256	440,438

*Differences between these groups are statistically significant at or below the .01 probability level.

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**TABLE 2-8
SELECTED VARIABLES (MEANS) BY NET INCOME LEVEL**

	High	Moderate	Low
Number of Satellite Offices	0.8	0.6	0.4*
Full-Time Employees	8.4	6.1	3.2*
Part-Time Employees	1.8	2.1	1.5
Total Referrals	550.4	406.1	184.4*
Case Starts	395.3	255.8	133.4*
Adult Case Starts	24.9%	21.4%	26.0%
Active Treatment Cases	863.8	596.4	309.9*
Adult Active Cases	22.9%	21.9%	22.6%
Patients Covered by Third Party	43.0%	46.8%	46.6%
Patients Covered by Managed Care	3.5%	9.0%	17.8*
Offer Third-Party Financing Plan	75.9%	77.7%	65.7%
Total Chairs	7.1	6.4	4.8*
Annual Hours	1,659.0	1634.8	1,564.4
Patients per Day	67.7	53.5	34.3*
Emergencies per Day	3.7	3.6	1.7*
Broken Appointments per Day	4.2	3.4	3.0
Cancellations per Day	3.2	2.8	1.9*
Gross Income	\$1,642,420	\$1,059,014	\$480,224*
Overhead Rate	48.4	56.0	62.4*
Net Income	\$822,581	\$434,768	\$161,573*
Net Income per Case	\$1,107	\$1,038	\$676*

*Differences between these groups are statistically significant at or below the .01 probability level.

**TABLE 2-9
NET INCOME LEVEL BY GEOGRAPHIC REGION**

	High	Moderate	Low
New England (CT,ME,MA,NH,RI,VT)	35.7%	35.7%	28.6%
Middle Atlantic (NJ,NY,PA)	46.3	34.1	19.5
South Atlantic (DE,DC,FL,GA,MD,NC,SC,VA,WV)	46.0	31.7	22.2
East South Central (AL,KY,MS,TN)	58.8	17.6	23.5
East North Central (IL,IN,MI,OH,WI)	32.6	37.0	30.4
West North Central (IA,KS,MN,MO,NE,ND,SD)	38.1	23.8	38.1
Mountain (AZ,CO,ID,MT,NV,NM,UT,WY)	10.3	41.4	48.3
West South Central (AR,LA,OK,TX)	17.6	38.2	44.1
Pacific (AK,CA,HI,OR,WA)	27.9	30.2	41.9

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**TABLE 2-10
SOURCES OF REFERRALS (MEANS) BY NET INCOME LEVEL**

	High	Moderate	Low
Other Dentists (GPs)	51.0%	49.4%	40.1%
Other Dentists (Specialists)	4.9	4.4	4.3
Patients and Parents	32.8	33.0	32.9
Personal Contacts	3.3	3.0	4.9
Transfers	1.5	1.5	1.6
Staff	1.4	1.4	1.9
Other Professionals	0.3	0.4	0.5
Dental Franchises	0.0	0.2	0.0
Dental Referral Service	0.0	0.0	0.1
Direct Mail Advertising	0.4	0.3	1.6
Yellow Pages	1.1	1.6	2.4
Commercial Advertising	1.2	0.6	1.3
Drive-By Signage	0.6	0.9	1.5
Managed Care/Capitation	0.6	1.5	5.0

**TABLE 2-11
MEAN FEES AND FINANCIAL POLICIES
BY NET INCOME LEVEL**

	High	Moderate	Low
Child Fee (Permanent Dentition)	\$4,984	\$5,130	\$4,743*
Adult Fee	\$5,453	\$5,557	\$5,080*
2005 Increase (Reported)	4.2%	4.3%	3.4%
2006 Fee Increase (Reported)	4.1%	4.1%	3.7%
Initial Payment	23.8%	24.0%	23.5%
Payment Period (months)	21.2	21.6	22.0

*Differences between these groups are statistically significant at or below the .01 probability level.

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**TABLE 2-12
USE OF MANAGEMENT METHODS BY NET INCOME LEVEL**

	High	Moderate	Low
Written philosophy of practice	58%	61%	43%
Written practice objectives	40	36	32
Written practice plan	25	25	20
Written practice budget	18	29	18
Office policy manual	87	84	72
Office procedure manual	60	58	52
Written job descriptions	64	61	54
Written staff training program	35	28	24
Staff meetings	88	87	78
Individual performance appraisals	68	72	55
Measurement of staff productivity	24	20	11
In-depth analysis of practice activity	43	35	25
Practice promotion plan	40	37	28
Dental management consultant	26	22	12
Patient satisfaction surveys	33	42	30
Employee with primary responsibility as communications supervisor	28	36	21
Progress reports	44	45	35
Post-treatment consultations	29	37	27
Pretreatment flow control system	53	49	38
Treatment flow control system	23	27	28
Cases beyond estimate report	29	30	19
Profit and loss statements	79	80	69
Delinquent account register	88	75	76
Monthly accounts-receivable reports	87	76	75
Monthly contracts-written reports	66	54	48
Measurement of case acceptance	57	51	45*

*Differences between these groups are statistically significant at or below the .01 probability level.

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**TABLE 2-13
ROUTINE DELEGATION BY NET INCOME LEVEL**

	High	Moderate	Low
<i>Record-Taking</i>			
Impressions for study models	98%	97%	88%*
X-rays	99	97	93
Cephalometric tracings	50	48	29*
<i>Clinical</i>			
Impressions for appliances	93	89	75*
Removal of residual adhesive	41	25	29
Fabrication of:			
Bands	63	65	45
Archwires	39	41	17*
Removable appliances	60	56	32*
Insertion of:			
Bands	36	27	29
Bonds	13	10	11
Archwires	68	64	51
Removable appliances	24	20	15
Adjustment of:			
Archwires	12	13	8
Removable appliances	10	10	8
Removal of:			
Bands	67	61	49
Bonds	65	56	43*
Archwires	88	33	77
<i>Administrative</i>			
Case presentation	35	29	12*
Fee presentation	83	78	54*
Financial arrangements	93	92	73*
Progress reports	32	30	27
Post-treatment conferences	26	21	14
Patient instruction and education	94	92	85

*Differences between these groups are statistically significant at or below the .01 probability level.

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TABLE 2-14
PRACTICE-BUILDING METHODS BY NET INCOME LEVEL

	High		Moderate		Low	
	Used	Rating†	Used	Rating†	Used	Rating†
Change practice location	35%	3.3	31%	3.3	31%	2.9
Expand practice hours:						
Open one or more evenings/week	15	2.7	20	2.7	20	3.0
Open one or more Saturdays/month	8	2.8	11	2.3	14	3.1
Open a satellite office	48	3.3	35	3.3	29	2.9
Participate in community activities	61	2.7	55	2.7	44	2.4
Participate in dental society activities	66	2.4	55	2.3	52	2.0
Seek referrals from general dentists:						
Letters of appreciation	76	2.7	79	2.7	71	2.5
Entertainment	69	2.7	57	2.6	42	2.4
Gifts	85	2.5	79	2.5	75	2.3
Education of GPs	48	2.5	44	2.8	25	2.4
Reports to GPs	79	2.7	80	2.7	69	2.4
Seek referrals from patients and parents:						
Letters of appreciation	58	2.9	66	2.7	63	2.7
Follow-up calls after difficult appointments	74	3.1	71	3.0	60	2.9
Entertainment	31	2.7	22	2.8	11	2.5
Gifts	46	2.7	38	2.8	39	2.6
Seek referrals from staff members	58	2.3	57	2.2	45	2.1
Seek referrals from other professionals (non-dentists)	26	2.0	24	2.0	18	1.9
Treat adult patients	90	2.8	85	2.8	81	2.6
Improve scheduling:						
On time for appointments	77	3.2	70	3.0	73	2.9
On-time case finishing	75	3.1	60	2.8	57	2.9
Improve case presentation	58	3.2	51	3.0	45	2.8
Improve staff management	52	3.1	47	2.9	33	2.7
Improve patient education (communication, AV, etc.)	44	2.9	49	2.9	38	2.7
Expand services:						
TMJ	30	2.1	26	2.3	14	1.9
Functional appliances	34	2.7	33	2.7	20	2.2
Lingual orthodontics	16	1.8	8	NA	1	NA
Surgical orthodontics	50	2.4	40	2.4	30	2.1
Invisalign treatment	71	2.6	65	2.5	51	2.6
Patient motivation techniques	49	2.6	52	2.6	27	2.5
No-charge initial visit	83	3.0	79	3.0	81	2.8
No-charge diagnostic records	29	3.0	17	3.1	18	2.7
No initial payment	18	2.7	12	2.6	13	2.5
Extended payment period	45	2.8	35	2.6	33	2.8
Practice newsletter	25	2.0	22	2.2	13	2.2
Personal publicity in local media	21	2.7	20	2.4	15	2.5
Advertising:						
Yellow pages boldface listing	64	1.6	60	1.9	67	1.9
Yellow pages display advertising	34	1.8	33	2.1	30	1.9
Local newspapers	29	2.2	27	1.9	25	1.8
Local TV	11	2.2	8	NA	2	NA
Local radio	9	2.2	9	NA	7	NA
Direct-mail promotion	24	2.3	14	2.5	19	2.4
Managed care	7	3.2	13	2.7	23	NA
Affiliation with management service organization	4	NA	4	NA	2	NA

†4 = excellent; 3 = good; 2 = fair; 1 = poor.

TABLES

**TABLE 3-1
GROSS INCOME BY SELECTED VARIABLES**

	Number	Median
<i>Years in Orthodontic Practice</i>		
2-5 years	41	\$700,000*
6-10 years	61	960,000
11-15 years	57	1,000,000
16-20 years	77	1,150,000
21-25 years	65	1,200,000
26 or more years	142	696,626
<i>Legal Status</i>		
Sole proprietorship	154	850,000
Professional corporation	297	1,000,000
<i>Community Size</i>		
Rural (less than 20,000)	50	725,753
Small city (20,000-50,000)	118	1,000,000
Large city (50,000-500,000)	178	889,295
Metropolitan (more than 500,000)	105	920,000
COMPOSITE	454	922,500

*Differences between means in these categories are statistically significant at or below the .01 probability level.

**TABLE 3-2
GROSS INCOME BY HIGH AND LOW FEES**

	Number	Mean
Low Fee Practices (less than \$4,600**)	107	\$885,430*
High Fee Practices (more than \$5,300**)	99	\$1,092,851

*Differences between these groups are statistically significant at or below the .01 probability level.

**Child, permanent dentition.

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**TABLE 3-3
MEDIAN GROSS INCOME BY GEOGRAPHIC REGION**

New England	
(CT,ME,MA,NH,RI,VT)	\$1,050,000
Less than 20,000	NA
20,000-50,000	1,133,500
50,000-500,000	NA
More than 500,000	NA
Middle Atlantic	
(NJ,NY,PA)	975,000
Less than 20,000	1,300,000
20,000-50,000	975,000
50,000-500,000	730,500
More than 500,000	1,000,000
South Atlantic	
(DE,DC,FL,GA,MD,NC,SC,VA,WV)	1,000,000
Less than 20,000	NA
20,000-50,000	1,131,000
50,000-500,000	1,000,000
More than 500,000	1,108,504
East South Central	
(AL,KY,MS,TN)	1,200,000
Less than 20,000	NA
20,000-50,000	NA
50,000-500,000	1,357,937
More than 500,000	NA
East North Central	
(IL,IN,MI,OH,WI)	1,000,000
Less than 20,000	1,038,400
20,000-50,000	1,000,000
50,000-500,000	850,000
More than 500,000	875,000
West North Central	
(IA,KS,MN,MO,NE,ND,SD)	1,026,138
Less than 20,000	NA
20,000-50,000	NA
50,000-500,000	750,000
More than 500,000	1,213,069
Mountain	
(AZ,CO,ID,MT,NV,NM,UT,WY)	700,000
Less than 20,000	NA
20,000-50,000	887,500
50,000-500,000	675,270
More than 500,000	650,000
West South Central	
(AR,LA,OK,TX)	837,000
Less than 20,000	NA
20,000-50,000	1,150,000
50,000-500,000	733,472
More than 500,000	837,000
Pacific	
(AK,CA,HI,OR,WA)	900,000
Less than 20,000	NA
20,000-50,000	775,000
50,000-500,000	900,000
More than 500,000	1,200,000

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**TABLE 3-4
MEAN GROSS INCOME BY MANAGEMENT METHODS**

	Used	Not Used
Written philosophy of practice	\$977,821	\$709,350*
Written practice objectives	1,003,739	777,686*
Written practice plan	918,860	834,635
Written practice budget	952,870	828,774
Office policy manual	915,666	606,108*
Office procedure manual	926,762	767,645*
Written job descriptions	913,080	767,992
Written staff training program	918,996	824,895
Staff meetings	895,442	631,098*
Individual performance appraisals	932,878	693,904*
Measurement of staff productivity	1,086,699	803,155*
In-depth analysis of practice activity	1,038,343	765,209*
Practice promotion plan	1,003,272	772,706*
Dental management consultant	1,095,966	795,707*
Patient satisfaction surveys	1,009,956	770,555*
Employee with primary responsibility as communications supervisor	1,069,256	778,923*
Progress reports	952,210	785,235*
Post-treatment consultations	910,744	825,582
Pretreatment flow control system	965,612	755,599*
Treatment flow control system	967,374	817,286
Cases beyond estimate report	988,092	797,785*
Profit and loss statements	889,546	736,306
Delinquent account register	887,674	705,080
Monthly accounts-receivable reports	905,667	654,391*
Monthly contracts-written reports	963,703	720,546*
Measurement of case acceptance	979,793	722,711*

*Differences between these groups are statistically significant at or below the .01 probability level.

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**TABLE 3-5
MEAN GROSS INCOME BY DELEGATION**

	Routinely Delegated	Not Routinely Delegated
<i>Record-Taking</i>		
Impressions for study models	\$1,035,795	\$569,489*
X-rays	1,036,215	522,000*
Cephalometric tracings	1,152,427	922,640*
<i>Clinical</i>		
Impressions for appliances	1,073,535	723,069*
Removal of residual adhesive	1,125,986	965,832*
Fabrication of:		
Bands	1,141,253	858,789*
Archwires	1,150,231	937,305*
Removable appliances	1,133,796	885,711*
Insertion of:		
Bands	1,186,334	934,817*
Bonds	1,148,041	996,216
Archwires	1,109,632	863,918*
Removable appliances	1,158,196	971,910*
Adjustment of:		
Archwires	1,121,386	998,896
Removable appliances	1,228,720	996,056
Removal of:		
Bands	1,108,636	874,369*
Bonds	1,118,976	882,539*
Archwires	1,060,583	802,607*
<i>Administrative</i>		
Case presentation	1,301,778	912,205*
Fee presentation	1,099,671	765,279*
Financial arrangements	1,068,955	642,914*
Progress reports	1,131,751	977,926
Post-treatment conferences	1,235,398	934,971*
Patient instruction and education	1,035,411	775,271*

*Differences between these groups are statistically significant at or below the .01 probability level.

TABLES

**TABLE 3-6
MEAN GROSS INCOME BY PRACTICE-BUILDING METHODS**

	Used	Not Used
Change practice location	\$926,064	\$872,336
Expand practice hours:		
Open one or more evenings/week	949,898	877,486
Open one or more Saturdays/month	935,127	884,301
Open a satellite office	1,958,653	799,778*
Participate in community activities	955,853	811,230
Participate in dental society activities	910,115	860,836
Seek referrals from general dentists:		
Letters of appreciation	916,554	816,637
Entertainment	968,516	792,261*
Gifts	939,345	725,704*
Education of GPs	1,044,043	800,949*
Reports to GPs	941,338	769,116
Seek referrals from patients and parents:		
Letters of appreciation	893,979	882,181
Follow-up calls after difficult appointments	953,849	758,757*
Entertainment	1,111,694	824,786*
Gifts	930,506	859,952
Seek referrals from staff members	948,281	814,324
Seek referrals from other professionals (non-dentists)	988,420	857,438
Treat adult patients	926,708	704,501*
Improve scheduling:		
On time for appointments	944,716	761,359*
On-time case finishing	976,668	758,954*
Improve case presentation	975,222	807,771*
Improve staff management	998,232	807,990*
Improve patient education (communication, audiovisuals, etc.)	946,914	846,519
Expand services:		
TMJ	1,011,850	854,083
Functional appliances	1,025,589	840,766*
Lingual orthodontics	1,378,888	850,803*
Surgical orthodontics	1,021,846	807,670*
Invisalign treatment	993,010	731,810*
Patient motivation techniques	1,038,276	787,821*
No-charge initial visit	919,828	817,578
No-charge diagnostic records	1,067,874	839,390*
No initial payment	1,039,036	862,303
Extended payment period	953,814	853,668
Practice newsletter	1,142,219	830,956*
Personal publicity in local media	1,050,728	853,043
Advertising:		
Yellow pages boldface listing	906,521	859,350
Yellow pages display advertising	1,023,783	829,862*
Local newspapers	985,753	858,657
Local TV	1,401,495	854,223*
Local radio	1,352,568	849,284*
Direct-mail promotion	987,296	862,499
Managed care	861,317	893,325
Affiliation with management service organization	1,361,474	873,001*

*Differences between these groups are statistically significant at or below the .01 probability level.

2007 JCO ORTHODONTIC PRACTICE STUDY

**TABLE 4-1
MEDIAN TOTAL EXPENSES AND OVERHEAD RATE
BY SELECTED VARIABLES**

	Total Expenses	Overhead Rate
<i>Years in Orthodontic Practice</i>		
2-5 years	\$356,000*	.57
6-10 years	500,000	.52
11-15 years	520,000	.58
16-20 years	600,000	.54
21-25 years	600,000	.54
26 or more years	427,500	.57
<i>Legal Status</i>		
Sole proprietorship	436,110	.55
Professional corporation	541,850	.56
<i>Community Size</i>		
Rural (less than 20,000)	397,079	.54
Small city (20,000-50,000)	525,000	.56
Large city (50,000-500,000)	500,000	.55
Metropolitan (more than 500,000)	525,000	.54
COMPOSITE	500,000	.55

*Differences between means in these categories are statistically significant at or below the .01 probability level.

TABLES

**TABLE 4-2
MEDIAN TOTAL EXPENSES AND OVERHEAD RATE
BY GEOGRAPHIC REGION**

	Total Expenses	Overhead Rate
New England		
(CT,ME,MA,NH,RI,VT)	\$450,000	.51
Less than 20,000	NA	NA
20,000-50,000	450,000	.51
50,000-500,000	NA	NA
More than 500,000	NA	NA
Middle Atlantic		
(NJ,NY,PA)	512,500	.53
Less than 20,000	425,000	.54
20,000-50,000	530,246	.50
50,000-500,000	NA	NA
More than 500,000	579,813	.56
South Atlantic		
(DE,DC,FL,GA,MD,NC,SC,VA,WV)	523,583	.54
Less than 20,000	NA	NA
20,000-50,000	564,196	.60
50,000-500,000	552,500	.54
More than 500,000	500,000	.51
East South Central		
(AL,KY,MS,TN)	625,000	.46
Less than 20,000	NA	NA
20,000-50,000	NA	NA
50,000-500,000	667,000	.47
More than 500,000	NA	NA
East North Central		
(IL,IN,MI,OH,WI)	600,000	.56
Less than 20,000	NA	NA
20,000-50,000	577,500	.59
50,000-500,000	600,000	.55
More than 500,000	539,500	.50
West North Central		
(IA,KS,MN,MO,NE,ND,SD)	650,000	.56
Less than 20,000	NA	NA
20,000-50,000	NA	NA
50,000-500,000	518,055	.61
More than 500,000	700,000	.55
Mountain		
(AZ,CO,ID,MT,NV,NM,UT,WY)	401,000	.60
Less than 20,000	NA	NA
20,000-50,000	401,000	.51
50,000-500,000	362,587	.63
More than 500,000	450,000	.61
West South Central		
(AR,LA,OK,TX)	442,575	.55
Less than 20,000	NA	NA
20,000-50,000	600,000	.60
50,000-500,000	339,209	.53
More than 500,000	550,000	.61
Pacific		
(AK,CA,HI,OR,WA)	500,000	.56
Less than 20,000	NA	NA
20,000-50,000	475,000	.60
50,000-500,000	560,000	.58
More than 500,000	670,000	.56

2007 JCO ORTHODONTIC PRACTICE STUDY

**TABLE 5-1
MEDIAN CASE STARTS AND ACTIVE CASES
BY SELECTED VARIABLES**

	Case Starts	Active Cases
<i>Years in Orthodontic Practice</i>		
2-5 years	180*	368*
6-10 years	240	500
11-15 years	261	530
16-20 years	281	628
21-25 years	245	500
26 or more years	184	377
<i>Legal Status</i>		
Sole proprietorship	200	420
Professional corporation	235	500
<i>Community Size</i>		
Rural (less than 20,000)	196	420
Small city (20,000-50,000)	242	518
Large city (50,000-500,000)	210	418
Metropolitan (more than 500,000)	210	473
COMPOSITE	222	480

*Differences between means in these categories are statistically significant at or below the .01 probability level.

**TABLE 5-2
REFERRALS BY NUMBER OF CASE STARTS**

Case Starts	Number of Respondents	Mean % of General Dentist Referrals	Mean % of Patient Referrals
50-150	137	41.8	33.7
More than 300	123	48.4	33.6

TABLES

**TABLE 5-3
MEDIAN CASE STARTS AND ACTIVE CASES
BY GEOGRAPHIC REGION**

	Case Starts	Active Cases
New England		
(CT,ME,MA,NH,RI,VT)	250	435
Less than 20,000	250	510
20,000-50,000	254	475
50,000-500,000	NA	NA
More than 500,000	NA	NA
Middle Atlantic		
(NJ,NY,PA)	250	550
Less than 20,000	330	775
20,000-50,000	235	500
50,000-500,000	225	519
More than 500,000	250	610
South Atlantic		
(DE,DC,FL,GA,MD,NC,SC,VA,WV)	244	500
Less than 20,000	NA	NA
20,000-50,000	250	575
50,000-500,000	250	477
More than 500,000	229	469
East South Central		
(AL,KY,MS,TN)	303	675
Less than 20,000	NA	NA
20,000-50,000	NA	NA
50,000-500,000	338	682
More than 500,000	NA	NA
East North Central		
(IL,IN,MI,OH,WI)	220	539
Less than 20,000	210	445
20,000-50,000	250	580
50,000-500,000	200	550
More than 500,000	170	425
West North Central		
(IA,KS,MN,MO,NE,ND,SD)	278	529
Less than 20,000	NA	NA
20,000-50,000	278	550
50,000-500,000	283	403
More than 500,000	247	635
Mountain		
(AZ,CO,ID,MT,NV,NM,UT,WY)	185	361
Less than 20,000	NA	NA
20,000-50,000	235	530
50,000-500,000	163	331
More than 500,000	184	304
West South Central		
(AR,LA,OK,TX)	200	400
Less than 20,000	NA	NA
20,000-50,000	230	487
50,000-500,000	198	363
More than 500,000	200	454
Pacific		
(AK,CA,HI,OR,WA)	195	394
Less than 20,000	NA	NA
20,000-50,000	170	395
50,000-500,000	202	408
More than 500,000	215	200

2007 JCO ORTHODONTIC PRACTICE STUDY

**TABLE 5-4
CASE STARTS BY HIGH AND LOW FEES**

	Number of Respondents	Mean
Low Fee Practices (less than \$4,600*)	123	246
High Fee Practices (more than \$5,300*)	114	240

*Child, permanent dentition.

**TABLE 5-5
MEAN CASE STARTS BY MANAGEMENT METHODS**

	Used	Not Used
Written philosophy of practice	270.9	229.6*
Written practice objectives	273.0	240.6
Written practice plan	252.4	251.4
Written practice budget	256.9	250.3
Office policy manual	265.2	197.9*
Office procedure manual	259.4	242.0
Written job descriptions	262.8	235.1
Written staff training program	258.2	248.9
Staff meetings	260.3	205.2*
Individual performance appraisals	271.3	213.6*
Measurement of staff productivity	309.1	238.6*
In-depth analysis of practice activity	287.9	232.9*
Practice promotion plan	285.5	232.9*
Dental management consultant	310.4	237.7*
Patient satisfaction surveys	281.9	235.7*
Employee with primary responsibility as communications supervisor	287.4	239.1*
Progress reports	265.8	241.8
Post-treatment consultations	258.9	248.1
Pretreatment flow control system	273.9	232.5*
Treatment flow control system	271.6	245.2
Cases beyond estimate report	275.4	241.6
Profit and loss statements	259.0	227.3
Delinquent account register	262.5	205.0
Monthly accounts-receivable reports	264.3	201.1*
Monthly contracts-written reports	275.0	222.1*
Measurement of case acceptance	278.0	223.5*

*Differences between these groups are statistically significant at or below the .01 probability level.

TABLES

**TABLE 5-6
MEAN CASE STARTS BY DELEGATION**

	Routinely Delegated	Not Routinely Delegated
<i>Record-Taking</i>		
Impressions for study models	255.0	155.5*
X-rays	255.1	145.8*
Cephalometric tracings	272.0	234.6*
<i>Clinical</i>		
Impressions for appliances	262.7	186.8*
Removal of residual adhesive	269.7	240.5
Fabrication of:		
Bands	280.3	210.5*
Archwires	275.0	233.4*
Removable appliances	274.3	225.0*
Insertion of:		
Bands	296.3	225.8*
Bonds	288.6	242.9
Archwires	270.8	213.6*
Removable appliances	282.4	238.3*
Adjustment of:		
Archwires	291.4	243.7
Removable appliances	291.3	245.8
Removal of:		
Bands	272.2	213.8*
Bonds	272.1	219.9*
Archwires	256.6	216.0
<i>Administrative</i>		
Case presentation	308.5	228.6*
Fee presentation	267.5	196.5*
Financial arrangements	261.6	167.7*
Progress reports	282.2	236.4*
Post-treatment conferences	308.1	228.4*
Patient instruction and education	255.3	200.5

*Differences between these groups are statistically significant at or below the .01 probability level.

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TABLE 5-7
MEAN CASE STARTS BY PRACTICE-BUILDING METHODS

	Used	Not Used
Change practice location	269.4	250.8
Expand practice hours:		
Open one or more evenings/week	271.5	253.5
Open one or more Saturdays/month	276.5	254.5
Open a satellite office	294.2	236.4*
Participate in community activities	273.3	237.1
Participate in dental society activities	264.2	246.3
Seek referrals from general dentists:		
Letters of appreciation	258.1	252.2
Entertainment	270.3	239.2
Gifts	262.1	237.1
Education of GPs	280.6	242.1
Reports to GPs	262.9	240.5
Seek referrals from patients and parents:		
Letters of appreciation	256.1	257.1
Follow-up calls after difficult appointments	264.0	241.4
Entertainment	311.9	240.2*
Gifts	265.6	250.1
Seek referrals from staff members	276.8	230.8*
Seek referrals from other professionals (non-dentists)	287.5	246.9
Treat adult patients	263.4	221.4
Improve scheduling:		
On time for appointments	261.6	244.0
On-time case finishing	272.3	231.9*
Improve case presentation	269.7	243.8
Improve staff management	281.5	237.8*
Improve patient education (communication, audiovisuals, etc.)	270.6	246.1
Expand services:		
TMJ	273.9	251.6
Functional appliances	276.6	249.1
Lingual orthodontics	335.0	250.1*
Surgical orthodontics	284.4	239.2*
Invisalign treatment	268.9	237.4
Patient motivation techniques	283.3	238.0*
No-charge initial visit	261.7	238.4
No-charge diagnostic records	298.2	244.1*
No initial payment	301.7	247.9*
Extended payment period	267.2	250.4
Practice newsletter	311.5	243.3*
Personal publicity in local media	297.8	247.1*
Advertising:		
Yellow pages boldface listing	264.7	242.6
Yellow pages display advertising	296.1	238.6*
Local newspapers	283.9	247.5
Local TV	415.1	245.4*
Local radio	365.3	246.4*
Direct-mail promotion	299.0	245.4*
Managed care	269.6	254.4
Affiliation with management service organization	423.4	250.7*

*Differences between these groups are statistically significant at or below the .01 probability level.

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**TABLE 6-1
MEAN ACTIVE CASES BY TOTAL NUMBER OF EMPLOYEES**

	0	1	2	3	4	5	6	7	8	9	10+
Full-Time	282	359	339	369	421	475	542	570	710	798	965*
Part-Time	500	506	581	565	581	506	1236	NA	NA	NA	NA*

*Differences between these groups are statistically significant at or below the .01 probability level.

**TABLE 6-2
MEAN NUMBERS OF SELECTED AND TOTAL STAFF**

	Receptionist/ Secretary		Chairside Assistant		Lab Technician		Office Manager		TOTAL	
	Full- Time	Part- Time	Full- Time	Part- Time	Full- Time	Part- Time	Full- Time	Part- Time	Full- Time	Part- Time
<i>Case Starts</i>										
Less than 150	0.8	0.3	1.6	0.9	0.1	0.1	0.2	0.0	3.0	1.5
150-200	1.1	0.2	2.2	0.9	0.3	0.1	0.2	0.1	4.3	1.5
201-250	1.3	0.5	2.6	0.8	0.2	0.2	0.3	0.0	5.3	1.9
251-350	1.4	0.4	3.6	0.8	0.5	0.1	0.3	0.0	7.1	1.6
More than 350	2.0	0.4	4.9	1.0	0.6	0.3	0.5	0.0	10.0	2.2
<i>Active Patients</i>										
Less than 300	0.9	0.3	1.5	0.8	0.1	0.1	0.2	0.1	3.2	1.4
300-425	1.0	0.3	2.2	0.7	0.2	0.1	0.2	0.0	4.3	1.4
426-550	1.2	0.4	3.6	0.9	0.4	0.1	0.3	0.0	5.2	1.7
551-750	1.4	0.5	3.6	0.7	0.4	0.2	0.4	0.1	7.2	1.7
More than 750	1.9	0.5	4.7	1.2	0.7	0.2	0.5	0.0	9.5	2.4
<i>Net Income Level</i>										
Low	0.8	0.3	1.6	0.9	0.1	0.1	0.2	0.0	3.3	1.5
Moderate	1.3	0.5	3.0	1.1	0.4	0.2	0.3	0.1	6.1	2.1
High	1.7	0.4	4.3	0.9	0.5	0.1	0.4	0.0	8.5	1.9
<i>Number of Chairs</i>										
3-5	1.0	0.4	2.0	0.9	0.1	0.1	0.2	0.0	3.9	1.6
6-10	1.4	0.4	3.5	0.8	0.4	0.2	0.3	0.0	7.0	1.7
COMPOSITE	1.3	0.4	2.9	0.8	0.3	0.1	0.3	0.0	5.8	1.7

2007 JCO ORTHODONTIC PRACTICE STUDY

**TABLE 6-3
PERCENTAGES OF PRACTICES EMPLOYING SELECTED STAFF**

	Receptionist/ Secretary		Chairside Assistant		Lab Technician		Office Manager	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
<i>Case Starts</i>								
Less than 150	71%	29%	78%	50%	10%	6%	15	3%
150-200	89	18	92	47	23	13	22	5
201-250	88	34	93	43	19	13	28	4
251-350	90	27	97	46	42	8	33	2
More than 350	89	30	99	49	49	24	41	4
<i>Active Patients</i>								
Less than 300	70	28	80	49	13	9	13	6
300-425	86	24	92	44	16	11	21	4
426-550	93	28	91	47	26	7	28	4
551-750	88	32	99	40	38	16	34	5
More than 750	90	32	96	54	53	19	41	3
<i>Net Income Level</i>								
Low	73	26	80	46	13	6	18	4
Moderate	89	30	95	49	34	17	29	8
High	89	30	97	47	39	13	34	3
<i>Number of Chairs</i>								
3-5	81	27	86	46	15	9	22	3
6-10	87	26	95	43	37	16	30	4
COMPOSITE	85	27	91	45	28	12	28	3

TABLES

TABLE 6-4
MEAN MONTHLY SALARIES FOR
FULL-TIME STAFF BY SELECTED VARIABLES

	Receptionist/ Secretary	Chairside Assistant
<i>Years in Orthodontic Practice</i>		
2-5 years	\$2,545	\$2,626
6-10 years	2,492	2,545
11-15 years	2,419	2,283
16-20 years	2,692	2,666
21-25 years	2,570	2,609
26 or more years	2,691	2,723
<i>Legal Status</i>		
Sole proprietorship	2,642	2,665
Professional corporation	2,565	2,539
<i>Child Fee (permanent dentition)</i>		
Low (less than \$4,600)	2,347*	2,375*
High (more than \$5,300)	2,880	2,903
<i>Net Income</i>		
Low	2,331*	2,340*
Moderate	2,708	2,698
High	2,678	2,687
<i>Community Size</i>		
Rural (less than 20,000)	2,379	2,624
Small city (20,000-50,000)	2,640	2,541
Large city (50,000-500,000)	2,565	2,588
Metropolitan (more than 500,000)	2,716	2,647
<i>Geographic Region</i>		
New England	2,624*	2,567
Middle Atlantic	2,730	2,719
South Atlantic	2,417	2,456
East South Central	2,283	2,235
East North Central	2,495	2,600
West North Central	2,543	2,645
Mountain	2,459	2,527
West South Central	2,566	2,519
Pacific	3,092	2,960
COMPOSITE	2,596	2,595

*Differences between these groups are statistically significant at or below the .01 probability level.

2007 JCO ORTHODONTIC PRACTICE STUDY

**TABLE 6-5
MEAN MONTHLY SALARIES FOR
FULL-TIME STAFF BY GEOGRAPHIC REGION**

	Receptionist/ Secretary	Chairside Assistant
New England		
(CT,ME,MA,NH,RI,VT)	\$2,624	\$2,567
Less than 20,000	NA	NA
20,000-50,000	3,118	2,722
50,000-500,000	NA	NA
More than 500,000	NA	NA
Middle Atlantic		
(NJ,NY,PA)	2,730	2,719
Less than 20,000	2,730	2,908
20,000-50,000	2,861	2,808
50,000-500,000	2,295	2,290
More than 500,000	2,836	2,674
South Atlantic		
(DE,DC,FL,GA,MD,NC,SC,VA,WV)	2,417	2,456
Less than 20,000	2,461	NA
20,000-50,000	2,320	2,163
50,000-500,000	2,263	2,446
More than 500,000	2,696	2,745
East South Central		
(AL,KY,MS,TN)	2,283	2,235
Less than 20,000	NA	NA
20,000-50,000	NA	NA
50,000-500,000	2,839	2,453
More than 500,000	NA	NA
East North Central		
(IL,IN,MI,OH,WI)	2,493	2,597
Less than 20,000	2,669	3,619
20,000-50,000	2,494	2,427
50,000-500,000	2,464	2,503
More than 500,000	2,417	2,442
West North Central		
(IA,KS,MN,MO,NE,ND,SD)	2,543	2,645
Less than 20,000	NA	NA
20,000-50,000	2,675	NA
50,000-500,000	2,312	2,622
More than 500,000	NA	2,669
Mountain		
(AZ,CO,ID,MT,NV,NM,UT,WY)	2,486	2,531
Less than 20,000	2,600	2,467
20,000-50,000	NA	NA
50,000-500,000	2,431	2,587
More than 500,000	2,575	2,500
West South Central		
(AR,LA,OK,TX)	2,566	2,518
Less than 20,000	NA	NA
20,000-50,000	2,611	2,611
50,000-500,000	2,445	2,485
More than 500,000	2,845	2,521
Pacific		
(AK,CA,HI,OR,WA)	3,071	2,952
Less than 20,000	NA	NA
20,000-50,000	3,189	3,030
50,000-500,000	3,010	2,887
More than 500,000	3,316	3,251

**TABLE 6-6
BENEFITS PROVIDED FOR EMPLOYEES BY SELECTED VARIABLES**

	Paid Vacation	Paid Sick Leave	Paid Holidays	Health Insurance	Retirement Plan	Uniform Allowance	Continuing Education	Dental Benefits	Orthodontic Benefits	Cafeteria Plan	Direct Reim- bursement
<i>Years in Orthodontic Practice</i>											
2-5 years	96.0%	74.0%	96.0%	48.0%	60.0%	88.0%	78.0%	12.0%	98.0%	14.0	8.0%
6-10 years	93.7	68.3	90.5	49.2	76.2	88.9	76.2	22.2	96.8	13.1	12.7
11-15 years	96.0	72.0	92.0	62.7	84.0	85.3	74.7	22.7	93.3	9.5	12.0
16-20 years	98.8	69.9	97.6	68.7	91.6	90.4	79.5	22.9	97.6	17.1	14.5
21-25 years	98.6	79.2	95.8	59.7	91.7	84.7	73.6	25.0	93.1	11.1	11.1
Over 25 years	97.0	77.3	94.0	58.7	76.1	83.2	68.9	27.5	93.4	12.8	9.0
<i>Legal Status</i>											
Sole proprietorship	96.0	74.9	96.0	59.4	78.9	81.1	74.9	22.3	94.3	8.1	9.1
Professional corporation	97.4	74.1	93.2	58.3	80.6	87.9	72.7	23.5	95.6	14.9	11.8
<i>Turnover Rate</i>											
1-24 months	89.7	65.5	89.7	41.4	48.3	75.9	67.2	15.5	86.2	15.8	8.6
25-36 months	95.7	63.0	93.5	65.2	72.8	92.4	71.7	25.0	97.8	10.0	8.7
37 or more months	98.4	78.9	95.1	58.8	87.1	85.7	74.7	23.9	95.3	13.1	11.8
<i>Net Income</i>											
Low	95.7	79.8	95.7	47.9	60.6	77.7	72.3	18.1	88.3	8.5	10.6
Moderate	96.0	72.0	94.0	57.0	84.0	88.0	79.0	18.0	100.0	13.4	9.0
High	99.0	75.5	98.1	72.6	95.3	92.5	69.8	23.6	100.0	17.3	16.0
<i>Community Size</i>											
Rural (less than 20,000)	93.2	69.5	89.8	49.2	88.1	89.8	71.2	17.0	96.6	16.9	6.8
Small city (20,000-50,000)	97.7	76.6	96.1	62.5	79.7	82.8	78.1	16.4	97.7	9.5	9.4
Large city (50,000-500,000)	98.5	73.7	94.6	54.2	79.0	88.3	76.6	28.8	95.1	13.9	13.2
Metropolitan (more than 500,000)	95.2	76.0	93.6	63.2	76.8	83.2	66.4	25.6	90.4	13.0	11.2
COMPOSITE	96.9	74.5	94.2	58.2	79.7	85.8	73.3	23.4	94.8	12.8	10.9

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**TABLE 6-7
BENEFITS PROVIDED FOR EMPLOYEES BY GEOGRAPHIC REGION**

	Paid Vacation	Paid Sick Leave	Paid Holidays	Health Insurance	Retirement Plan	Uniform Allowance	Continuing Education	Dental Benefits	Orthodontic Benefits	Cafeteria Plan	Direct Reim- brsmnt
New England											
(CT,ME,MA,NH,RI,VT)	100.0	84.2%	100.0	68.4%	89.5%	84.2%	68.4%	5.3%	100.0%	15.8%	10.5%
Less than 20,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
20,000-50,000	100.0	90.0	100.0	80.0	80.0	80.0	70.0	0.0	100.0	10.0	10.0
50,000-500,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
More than 500,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Middle Atlantic											
(NJ,NY,PA)	98.2	77.8	90.7	63.0	77.8	83.3	66.7	22.2	94.4	7.4	5.6
Less than 20,000	95.6	77.8	100.0	77.8	100.0	100.0	77.8	11.1	100.0	22.2	0.0
20,000-50,000	100.0	87.0	91.3	73.9	82.6	87.0	73.9	26.1	95.7	0.0	8.7
50,000-500,000	100.0	63.6	81.8	36.4	54.6	100.0	63.6	36.4	90.9	9.1	9.1
More than 500,000	100.0	72.7	90.9	54.6	72.7	45.5	45.5	9.1	90.9	9.1	0.0
South Atlantic											
(DE,DC,FL,GA,MD,NC, SC,VA,WV)	96.2	76.9	94.3	58.7	76.9	89.4	75.0	27.9	98.1	14.9	16.4
Less than 20,000	85.7	85.7	85.7	28.6	71.4	85.7	42.9	14.3	100.0	42.9	42.9
20,000-50,000	100.0	79.0	100.0	52.6	73.7	79.0	79.0	10.5	94.7	16.7	15.8
50,000-500,000	95.4	72.1	90.7	58.1	81.4	93.0	74.4	34.9	97.7	14.0	14.0
More than 500,000	97.1	80.0	97.1	68.6	74.3	91.4	80.0	31.4	100.0	9.1	14.3
East South Central											
(AL,KY,MS,TN)	92.6	74.1	96.3	51.9	85.2	81.5	70.4	22.2	85.2	7.4	3.7
Less than 20,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
20,000-50,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
50,000-500,000	100.0	81.8	100.0	63.6	90.9	90.9	46.7	36.4	90.9	0.0	9.1
More than 500,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
East North Central											
(IL,IN,MI,OH,WI)	97.4	67.5	93.5	61.0	85.7	87.0	72.3	23.4	97.4	14.3	15.6
Less than 20,000	100.0	50.0	100.0	70.0	100.0	100.0	80.0	40.0	100.0	20.0	10.0
20,000-50,000	100.0	65.4	96.2	57.7	88.5	84.6	76.9	15.4	100.0	7.7	3.9
50,000-500,000	100.0	70.0	93.3	66.7	83.3	86.7	80.0	20.0	100.0	13.3	23.3
More than 500,000	81.8	81.8	81.8	45.5	72.7	81.8	36.4	36.4	81.8	27.3	27.3
West North Central											
(IA,KS,MN,MO, NE,ND,SD)	97.1	82.4	100.0	70.1	82.4	85.3	76.5	20.6	91.2	25.0	20.6
Less than 20,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
20,000-50,000	87.5	50.0	100.0	62.5	62.5	75.0	87.5	12.5	87.5	28.6	25.0
50,000-500,000	100.0	100.0	100.0	71.4	85.7	85.7	64.3	21.4	92.9	15.4	14.3
More than 500,000	100.0	87.5	100.0	75.0	87.5	87.5	75.0	25.0	87.5	37.5	37.5
Mountain											
(AZ,CO,ID,MT,NV, NM,UT,WY)	93.5	60.9	92.2	60.9	80.4	87.0	69.6	21.7	95.7	15.6	6.5
Less than 20,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
20,000-50,000	100.0	70.0	100.0	70.0	90.0	80.0	70.0	0.0	100.0	10.0	0.0
50,000-500,000	94.1	64.7	95.7	41.2	70.6	94.1	76.5	35.3	94.1	18.8	11.8
More than 500,000	92.9	50.0	95.8	78.6	78.6	92.9	57.1	21.4	92.9	21.4	7.1
West South Central											
(AR,LA,OK,TX)	96.9	85.9	92.2	37.5	76.6	87.5	81.3	21.9	89.1	4.7	4.7
Less than 20,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
20,000-50,000	100.0	90.9	100.0	36.4	72.7	81.8	72.7	9.1	100.0	9.1	9.1
50,000-500,000	100.0	87.0	95.7	26.1	91.3	87.0	91.3	13.0	91.3	4.3	4.4
More than 500,000	95.8	83.3	95.8	54.2	70.8	91.7	79.2	33.3	83.3	4.2	4.2
Pacific											
(AK,CA,HI,OR,WA)	100.0	71.1	98.7	61.8	77.6	82.9	79.0	29.0	94.7	17.3	7.9
Less than 20,000	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
20,000-50,000	100.0	72.7	100.0	72.7	72.7	81.8	100.0	36.4	100.0	0.0	9.1
50,000-500,000	100.0	72.3	97.9	59.6	72.3	83.0	76.6	31.9	100.0	21.7	10.6
More than 500,000	100.0	66.7	100.0	73.3	93.3	86.7	73.3	20.0	93.3	13.3	0.0

TABLES

**TABLE 6-8
STAFF TURNOVER RATE BY SELECTED VARIABLES**

	1-24 months	25-36 months	37 or more months
<i>Years in Orthodontic Practice</i>			
2-5 years	43.1%	27.5%	29.4%
6-10 years	10.8	38.5	50.8
11-15 years	11.8	22.4	65.8
16-20 years	3.8	16.3	80.0
21-25 years	4.2	2.8	93.1
26 or more years	4.8	13.8	81.4
<i>Legal Status</i>			
Sole proprietorship	9.4	19.4	71.1
Professional corporation	11.7	17.8	70.6
<i>Child Fee (permanent dentition)</i>			
Low (less than \$4,600)	12.7	24.6	62.7
High (more than \$5,300)	7.3	19.4	73.4
<i>Net Income</i>			
Low	23.7	16.1	60.2
Moderate	5.0	18.0	77.0
High	8.3	12.0	79.6
<i>Community Size</i>			
Rural (less than 20,000)	13.6	16.9	69.5
Small city (20,000-50,000)	7.7	19.2	73.1
Large city (50,000-500,000)	13.1	16.8	70.1
Metropolitan (more than 500,000)	10.7	20.5	68.9
<i>Geographic Region</i>			
New England	0.0	11.1	88.9
Middle Atlantic	7.3	12.7	80.0
South Atlantic	11.8	20.0	68.2
East South Central	18.5	11.1	70.4
East North Central	2.6	17.1	80.3
West North Central	18.8	9.4	71.9
Mountain	16.7	29.2	54.2
West South Central	12.1	22.7	65.2
Pacific	15.0	16.3	68.8
<i>Practice Busyness</i>			
Too busy to treat all persons requesting appointments	18.1	9.1	72.7
Provided care to all who requested appointments but felt overworked	3.8	15.4	80.8
Provided care to all who requested appointments—did not feel overworked	10.1	19.9	70.0
Not busy enough	15.1	16.9	68.1
COMPOSITE	11.1	18.3	70.6

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TABLE 6-9
SELECTED VARIABLES (MEANS) BY STAFF TURNOVER RATE

	1-24 months	25-36 months	37 or more months
Receptionist/Secretary Monthly Salary	\$2,410	\$2,498	\$2,648
Chairside Assistant Monthly Salary	2,365	2,544	2,636
Total Full-Time Employees	4.0	5.9	6.3
Total Part-Time Employees	1.0	1.6	1.6

TABLES

**TABLE 7-1
PRACTICE GROWTH BY SELECTED VARIABLES**

	Case Starts			Gross Income		
	Increase	Decrease	Same	Increase	Decrease	Same
<i>Years in Orthodontic Practice</i>						
2-5 years	83.3%	10.4%	6.3%	81.3%	8.3%	10.4%
6-10 years	52.2	23.9	23.9	65.2	19.7	15.2
11-15 years	58.3	18.1	23.6	67.1	16.4	16.4
16-20 years	42.4	28.2	29.4	57.1	23.8	19.0
21-25 years	37.0	35.6	27.4	52.1	27.4	20.5
26 or more years	34.3	34.9	30.8	45.2	31.5	23.2
<i>Legal Status</i>						
Sole proprietorship	41.3	33.7	25.0	52.2	28.0	19.8
Professional corporation	49.0	25.1	26.0	59.3	22.1	18.6
<i>Child Fee (permanent dentition)</i>						
Low (less than \$4,600)	48.5	25.0	26.5	54.6	24.6	20.8
High (more than \$5,300)	44.4	33.9	21.8	56.9	28.5	14.6
<i>Net Income</i>						
Low (\$25,000-250,000)	36.6	36.6	26.7	41.4	36.4	22.2
Moderate (\$325,000-525,000)	45.1	30.4	24.5	62.7	21.6	15.7
High (\$600,000 and more)	48.1	20.4	31.5	63.9	14.8	21.3
<i>Community Size</i>						
Rural (less than 20,000)	53.1	23.4	23.4	60.7	21.3	18.0
Small city (20,000-50,000)	43.9	26.5	29.5	55.6	23.7	20.7
Large city (50,000-500,000)	46.7	29.5	23.8	59.1	24.0	16.8
Metropolitan (more than 500,000)	44.1	30.5	25.4	52.9	26.9	20.2
<i>Geographic Region</i>						
New England	42.9	33.3	23.8	47.4	31.6	21.1
Middle Atlantic	43.9	29.8	26.3	54.4	28.1	17.5
South Atlantic	52.8	27.4	19.8	63.0	19.4	17.6
East South Central	60.0	8.0	32.0	72.0	12.0	16.0
East North Central	34.6	32.1	33.3	51.3	27.5	21.3
West North Central	50.0	23.5	26.5	67.6	20.6	11.8
Mountain	53.2	25.5	21.3	66.0	19.1	14.9
West South Central	56.9	26.2	16.9	58.7	22.2	19.0
Pacific	38.2	32.9	28.9	48.1	29.9	22.1
COMPOSITE	46.5	28.0	25.5	57.1	24.1	18.8

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**TABLE 7-2
PRACTICE GROWTH BY GEOGRAPHIC REGION**

	Case Starts			Gross Income		
	Increase	Decrease	Same	Increase	Decrease	Same
New England						
(CT,ME,MA,NH,RI,VT)	42.9%	33.3%	23.8%	47.4%	0.0%	33.3
Less than 20,000	50.0	12.5	37.5	NA	NA	NA
20,000-50,000	50.0	40.0	10.0	50.0	40.0	10.0
50,000-500,000	NA	NA	NA	NA	NA	NA
More than 500,000	NA	NA	NA	NA	NA	NA
Middle Atlantic						
(NJ,NY,PA)	43.9	29.8	26.3	54.4	28.1	17.5
Less than 20,000	44.4	44.4	11.1	44.4	44.4	11.1
20,000-50,000	34.6	34.6	30.8	50.0	26.9	23.1
50,000-500,000	60.0	10.0	30.0	70.0	10.0	20.0
More than 500,000	50.0	25.0	25.0	58.3	33.3	8.3
South Atlantic						
(DE,DC,FL,GA,MD,NC,SC,VA,WV)	53.3	27.6	19.0	63.6	19.6	16.8
Less than 20,000	71.4	28.6	0.0	85.7	14.3	0.0
20,000-50,000	50.0	22.2	27.8	50.0	20.0	30.0
50,000-500,000	52.2	30.4	17.4	67.4	19.6	13.0
More than 500,000	52.9	26.5	20.6	61.8	20.6	17.6
East South Central						
(AL,KY,MS,TN)	60.0	8.0	32.0	72.0	12.0	16.0
Less than 20,000	NA	NA	NA	NA	NA	NA
20,000-50,000	NA	NA	NA	NA	NA	NA
50,000-500,000	72.7	0.0	27.3	81.8	0.0	18.2
More than 500,000	NA	NA	NA	NA	NA	NA
East North Central						
(IL,IN,MI,OH,WI)	33.8	32.5	33.8	51.3	27.5	21.3
Less than 20,000	10.0	50.0	40.0	20.0	40.0	40.0
20,000-50,000	21.4	35.7	42.9	46.4	35.7	17.9
50,000-500,000	50.0	28.1	21.9	62.5	21.9	15.6
More than 500,000	40.0	20.0	40.0	60.0	10.0	30.0
West North Central						
(IA,KS,MN,MO,NE,ND,SD)	50.0	23.5	26.5	67.6	20.6	11.8
Less than 20,000	NA	NA	NA	NA	NA	NA
20,000-50,000	75.0	12.5	12.5	87.5	12.5	0.0
50,000-500,000	35.7	28.6	35.7	64.3	21.4	14.3
More than 500,000	25.0	37.5	37.5	37.5	37.5	25.0
Mountain						
(AZ,CO,ID,MT,NV,NM,UT,WY)	51.1	26.7	22.2	64.4	20.0	15.6
Less than 20,000	NA	NA	NA	NA	NA	NA
20,000-50,000	60.0	10.0	30.0	54.5	9.1	36.4
50,000-500,000	40.0	33.3	26.7	53.3	26.7	20.0
More than 500,000	50.0	42.9	7.1	71.4	28.6	0.0
West South Central						
(AR,LA,OK,TX)	56.9	26.2	16.9	58.7	22.2	19.0
Less than 20,000	NA	NA	NA	NA	NA	NA
20,000-50,000	60.0	20.0	20.0	80.0	10.0	10.0
50,000-500,000	53.8	30.8	15.4	56.0	24.0	20.0
More than 500,000	56.5	21.7	21.7	50.0	22.7	27.3
Pacific						
(AK,CA,HI,OR,WA)	37.3	33.3	29.3	47.4	30.3	22.4
Less than 20,000	NA	NA	NA	NA	NA	NA
20,000-50,000	41.7	33.3	25.0	50.0	25.0	25.0
50,000-500,000	38.3	31.9	29.8	52.2	30.4	17.4
More than 500,000	18.2	45.5	36.4	23.1	38.5	38.5

TABLES

**TABLE 7-3
SELECTED VARIABLES (MEANS) BY PRACTICE GROWTH**

	Case Starts			Gross Income		
	Increase	Decrease	Same	Increase	Decrease	Same
Satellite Offices	0.6	0.5	0.7	0.6	0.5	0.7
Child Fee	\$4,952	\$5,002	\$4,860	\$4,968	\$4,977	\$4,833
Adult Fee	\$5,374	\$5,468	\$5,205	\$5,392	\$5,397	\$5,205
Case Starts	270	214	257	269	214	246
Adult Case Starts	25.6%	21.9%	25.0%	24.9%	22.7%	24.7%
Active Cases	573	462	597	578	468	553
Adult Active Cases	23.3%	21.2%	21.4%	21.9%	23.0%	22.5%
Patients Covered by Third Party	45.1%	44.2%	46.3%	46.2%	43.7%	44.5%
Patients Covered by Managed Care	7.3%	7.7%	9.3%	6.8%	10.0%	9.1%
Accept Assignment of Benefits	75.5%	76.2%	80.5%	76.4%	77.0%	78.6%

**TABLE 7-4
SOURCES OF REFERRALS (MEANS) BY PRACTICE GROWTH**

	Case Starts			Gross Income		
	Increase	Decrease	Same	Increase	Decrease	Same
Other Dentists (GPs)	46.1%	45.7%	46.1%	46.1%	44.5%	45.9%
Other Dentists (Specialists)	7.2	3.3	4.6	6.7	3.2	4.7
Patients and Parents	33.0	35.2	32.7	33.3	35.2	32.9
Personal Contacts	4.0	3.3	3.6	4.2	3.5	2.7
Transfers	1.4	1.7	1.5	1.5	1.5	1.7
Staff	1.5	1.5	1.3	1.4	1.6	1.5
Other Professionals	0.5	0.8	0.7	0.6	1.0	0.4
Dental Franchises	0.4	0.0	0.2	0.4	0.0	0.2
Dental Referral Service	0.0	0.1	0.1	0.0	0.1	0.1
Direct Mail Advertising	0.9	0.4	0.1	0.7	0.5	0.3
Yellow Pages	1.5	2.1	1.8	1.6	2.1	2.1
Commercial Advertising	0.7	1.3	0.6	0.8	1.4	0.3
Drive-By Signage	1.0	1.0	0.8	1.0	1.0	0.9
Managed Care/Capitation	1.5	2.4	2.6	1.7	2.7	2.1

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**TABLE 7-5
PRACTICE GROWTH BY MANAGEMENT METHODS USED**

	Case Starts			Gross Income		
	Increase	Decrease	Same	Increase	Decrease	Same
<i>All Practices</i>	46.5%	28.0%	25.5%	57.1%	24.1%	18.8%
<i>Practices Using Method</i>						
Written philosophy of practice	52.6	25.9	21.5	60.5	22.9	16.6
Written practice objectives	50.9	25.7	23.4	59.3	22.8	18.0
Written practice plan	47.6	31.1	21.4	59.0	27.6	13.3
Written practice budget	56.1	29.6	14.3	64.3	24.5	11.2
Office policy manual	49.6	25.6	24.8	59.8	22.3	17.9
Office procedure manual	50.2	24.4	25.5	60.4	22.2	17.4
Written job descriptions	49.7	27.0	23.3	58.6	24.4	16.9
Written staff training program	52.0	26.0	22.0	61.7	24.8	13.4
Staff meetings	50.0	26.9	23.1	60.3	22.7	17.0
Individual performance appraisals	50.3	25.6	24.1	61.1	22.0	16.9
Measurement of staff productivity	47.3	27.5	25.3	54.9	25.3	19.8
In-depth analysis of practice activity	52.1	30.9	17.0	59.6	26.5	13.9
Practice promotion plan	52.6	27.7	19.7	58.2	22.6	19.2
Dental management consultant	52.1	33.3	14.6	62.2	25.5	12.2
Patient satisfaction surveys	54.7	25.0	20.3	60.3	20.7	19.0
Employee with primary responsibility as communications supervisor	49.2	24.6	26.2	58.9	18.6	22.5
Progress reports	43.7	30.1	26.2	57.6	25.9	16.6
Post-treatment consultations	46.3	27.2	26.5	57.1	21.1	21.7
Pretreatment flow control system	46.8	33.0	20.2	56.6	26.4	17.0
Treatment flow control system	55.5	26.1	18.5	60.5	21.0	18.5
Cases beyond estimate report	45.6	35.4	19.0	57.4	26.4	16.2
Profit and loss statements	46.8	27.8	25.5	57.5	22.8	19.7
Delinquent account register	48.6	27.8	23.7	59.0	22.9	18.0
Accounts-receivable reports	47.4	28.4	24.2	58.0	23.9	18.1
Contracts-written reports	47.3	27.4	25.3	58.9	22.5	18.5
Measurement of case acceptance	50.0	30.5	19.5	58.4	25.3	16.3

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**TABLE 7-6
PRACTICE GROWTH BY ROUTINE DELEGATION**

	Case Starts			Gross Income		
	Increase	Decrease	Same	Increase	Decrease	Same
<i>All Practices</i>	46.5%	28.0%	25.5%	57.1%	24.1%	18.8%
<i>Practices Routinely Delegating</i>						
<i>Record-Taking</i>						
Impressions for study models	47.3	27.3	25.3	58.4	23.4	18.2
X-rays	47.3	27.0	25.8	57.8	23.0	19.1
Cephalometric tracings	44.8	30.5	24.6	55.9	26.0	18.1
<i>Clinical</i>						
Impressions for appliances	47.8	26.3	25.9	59.4	22.1	18.4
Removal of residual adhesive	47.0	31.9	21.1	58.1	25.7	16.2
Fabrication of:						
Bands	45.0	27.1	27.9	57.8	22.5	19.8
Archwires	44.6	26.1	29.3	56.4	22.4	21.2
Removable appliances	46.8	26.8	26.4	60.0	21.3	18.7
Insertion of:						
Bands	48.4	25.5	26.1	60.6	21.9	17.5
Bonds	53.4	25.9	20.7	60.3	27.6	12.1
Archwires	51.3	24.7	24.1	60.7	22.4	16.8
Removable appliances	47.8	27.4	24.8	57.5	24.8	17.7
Adjustment of:						
Archwires	60.3	22.4	17.2	63.2	22.8	14.0
Removable appliances	58.7	23.9	17.4	63.0	21.7	15.2
Removal of:						
Bands	48.8	28.1	23.1	58.6	24.0	17.4
Bonds	48.4	29.7	21.9	57.9	25.7	16.4
Archwires	48.4	26.3	25.4	58.5	22.3	19.2
<i>Administrative</i>						
Case presentation	41.8	33.6	24.6	58.8	24.3	16.9
Fee presentation	48.5	28.2	23.2	63.7	18.8	17.5
Financial arrangements	47.5	27.7	24.8	58.0	24.1	17.9
Progress reports	47.8	28.4	23.9	56.9	24.1	19.0
Post-treatment conferences	37.5	34.4	28.1	50.8	27.7	21.5
Patient instruction and education	48.0	28.1	24.0	59.4	23.4	17.2

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TABLE 7-7
USE OF PRACTICE-BUILDING METHODS BY PRACTICE GROWTH

	Case Starts				Gross Income			
	Increase		Decrease		Increase		Decrease	
	Used	Rating†	Used	Rating	Used	Rating	Used	Rating
Change practice location	29.5%	3.4	24.2%	3.0	33.5%	3.3	26.0%	3.0
Expand practice hours:								
Open one or more evenings/week	16.9	2.9	21.0	2.5	16.1	2.8	21.2	2.6
Open one or more Saturdays/month	10.1	2.6	10.5	2.2	9.5	2.6	8.7	2.4
Open a satellite office	34.3	3.4	33.9	3.0	35.4	3.4	32.7	3.0
Participate in community activities	56.5	2.6	46.0	2.4	57.1	2.7	46.2	2.4
Participate in dental society activities	58.5	2.3	58.9	2.1	55.1	2.3	62.5	2.1
Seek referrals from general dentists:								
Letters of appreciation	73.4	2.7	73.4	2.4	70.1	2.7	77.9	2.3*
Entertainment	58.0	2.6	53.2	2.3*	55.1	2.6	52.9	2.3*
Gifts	80.7	2.5	74.2	2.3*	78.4	2.5	76.9	2.3
Education of GPs	40.6	2.6	33.1	2.5	34.6	2.6	36.6	2.4
Reports to GPs	73.0	2.7	68.6	2.5	70.9	2.7	70.2	2.4*
Seek referrals from patients and parents:								
Letters of appreciation	59.4	2.9	61.3	2.7	54.7	2.9	64.4	2.6
Follow-up calls after difficult appts.	68.1	3.1	70.2	3.0	66.1	3.1	68.3	3.0
Entertainment	26.1	2.8	16.9	2.5	23.6	2.7	17.3	2.7
Gifts	47.8	2.8	36.3	2.4*	42.1	2.8	42.3	2.3*
Seek referrals from staff members	57.0	2.3	54.8	2.1	54.3	2.4	56.7	2.1*
Seek referrals from other professionals (non-dentists)	20.8	2.1	29.8	2.2	18.5	2.1	33.7	2.3
Treat adult patients	83.1	3.0	86.3	2.6*	84.3	2.9	89.4	2.6*
Improve scheduling:								
On time for appointments	72.5	3.2	69.4	2.9*	72.1	3.1	72.1	2.9*
On-time case finishing	63.3	3.1	62.9	2.8*	61.0	3.1	65.4	2.8
Improve case presentation	50.7	3.2	50.8	3.0	49.2	3.2	50.0	2.9
Improve staff management	46.4	3.0	41.1	2.7	45.3	3.0	42.3	2.7
Improve patient education (communication, audiovisuals, etc.)	45.9	3.0	40.3	2.7	44.1	3.0	39.4	2.7
Expand services:								
TMJ	20.8	2.3	21.8	2.4	21.3	2.3	20.2	2.3
Functional appliances	24.1	2.7	27.4	2.5	25.2	2.7	29.8	2.6
Lingual orthodontics	8.2	2.3	4.0	1.9	8.3	2.3	2.9	2.0
Surgical orthodontics	37.2	2.5	34.7	2.2	39.8	2.5	35.6	2.1
Invisalign treatment	66.2	2.5	55.7	2.4	65.4	2.5	53.9	2.4
Patient motivation techniques	46.9	2.7	41.9	2.4	41.3	2.7	42.3	2.5
No-charge initial visit	80.2	3.0	72.6	2.8	80.7	3.0	70.2	2.8
No-charge diagnostic records	24.6	2.9	23.4	2.9	21.3	3.0	27.9	2.7
No initial payment	17.4	2.6	14.5	2.6	15.8	2.6	16.4	2.6
Extended payment period	33.8	2.8	32.3	2.6	34.7	2.8	34.6	2.6
Practice newsletter	20.8	2.2	21.0	2.0	19.7	2.2	19.2	1.9
Personal publicity in local media	20.3	2.4	15.3	2.4	18.5	2.5	17.3	2.4
Advertising:								
Yellow pages boldface listing	64.3	1.8	58.9	1.7	63.8	1.7	58.7	1.8
Yellow pages display advertising	34.8	2.0	27.4	1.8	32.3	2.0	30.8	1.9
Local newspapers	30.9	2.0	16.9	1.9	26.8	2.0	18.3	1.9
Local TV	7.3	1.8	5.7	1.9	7.5	2.1	5.8	1.7
Local radio	9.7	2.2	7.3	2.1	9.5	2.2	8.7	2.1
Direct-mail promotion	21.7	2.4	25.0	2.0	20.5	2.2	27.9	2.0
Managed care	11.6	2.5	16.1	2.5	10.6	2.6	17.3	2.6
Management service affiliation	2.9	NA	4.0	NA	3.9	NA	4.8	NA

*Differences between these groups are statistically significant at or below the .01 probability level.

†4 = excellent; 3 = good; 2 = fair; 1 = poor. NA = less than 1% of entire sample.

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**TABLE 7-8
DEGREE OF INFLUENCE OF FACTORS CITED FOR LACK OF GROWTH**

	None (1)	Some (2)	High (3)	Mean Rating
Increased number of orthodontists in your area	20.3%	47.5%	32.2%	2.1
Local economic conditions	23.7	47.2	29.1	2.1
Increased number of dentists doing orthodontics in your area	21.2	58.9	19.9	2.0
Loss of contact with younger dentists	35.2	48.8	16.0	1.8
Ineffective practice-building methods	29.9	56.9	13.2	1.8
Low-fee competition	33.8	54.6	11.6	1.8
Advertising dentists in your area	39.2	52.8	8.0	1.7
Ineffective practice management	46.5	47.2	6.4	1.6
Personal decision not to increase size of practice	63.9	23.2	13.0	1.5
Managed care (closed-panel) dental programs	55.1	40.1	4.9	1.5
Declining number of children in the local population	64.6	29.2	6.3	1.4
Quality of staff	69.5	25.2	5.3	1.4
Management service organizations	62.3	33.8	3.9	1.4
Retail store clinics	77.3	21.2	1.4	1.2

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**TABLE 7-9
EXPECTATIONS FOR PRACTICE GROWTH IN 2007 BY SELECTED VARIABLES**

	Expected Case Starts			Expected Gross Income		
	Increase	Decrease	Same	Increase	Decrease	Same
<i>Years in Orthodontic Practice</i>						
2-5 years	84.3%	5.9%	9.8%	90.2%	2.0%	7.8%
6-10 years	65.7	7.5	26.9	74.6	7.5	17.9
11-15 years	58.7	5.3	36.0	64.8	4.2	31.0
16-20 years	61.6	11.9	26.7	67.1	9.4	23.5
21-25 years	50.7	22.7	26.7	54.7	21.3	24.0
26 or more years	45.6	13.5	40.9	55.0	12.3	32.7
<i>Legal Status</i>						
Sole proprietorship	56.1	14.4	29.4	61.6	13.0	25.4
Professional corporation	58.2	10.6	31.2	65.9	9.2	24.9
<i>Child Fee (permanent dentition)</i>						
Low (less than \$4600)	52.2	12.7	35.1	62.1	10.6	27.3
High (over \$5300)	64.0	14.4	21.6	68.0	12.0	20.0
<i>Net Income</i>						
Low (\$25,000-250,000)	60.8	10.8	28.4	62.3	10.2	27.6
Moderate (\$325,000-525,000)	62.1	10.7	27.2	70.9	9.7	19.4
High (\$600,000 and more)	54.6	15.7	29.6	62.0	14.8	23.1
<i>Community Size</i>						
Rural (less than 20,000)	56.3	14.1	29.7	69.4	11.3	19.4
Small city (20,000-50,000)	52.9	10.3	36.8	61.9	8.2	29.9
Large city (50,000-500,000)	60.5	13.5	26.0	63.8	12.2	23.9
Metropolitan (more than 500,000)	60.2	9.8	30.1	68.5	9.7	21.8
<i>Geographic Region</i>						
New England	47.6	23.8	28.6	50.0	15.0	35.0
Middle Atlantic	50.9	21.1	28.1	60.7	17.9	21.4
South Atlantic	59.6	10.1	30.3	63.0	11.1	25.9
East South Central	57.7	7.7	34.6	76.9	3.8	19.2
East North Central	48.1	12.3	39.5	59.3	12.3	28.4
West North Central	67.6	11.8	20.6	70.6	8.8	20.6
Mountain	62.0	6.0	32.0	71.4	2.0	26.5
West South Central	71.2	4.5	24.2	70.8	6.2	23.1
Pacific	59.3	12.3	28.4	65.9	11.0	23.2
COMPOSITE	57.7	11.8	30.4	64.8	10.4	24.8

**TABLE 7-10
EXPECTATIONS FOR 2007 BY 2006 PRACTICE GROWTH**

	Expected Case Starts			Expected Gross Income		
	Increase	Decrease	Same	Increase	Decrease	Same
<i>2006</i>						
Increase	79.2%	3.7%	17.1%	79.9%	5.4%	14.8%
Decrease	45.3	26.4	28.4	44.1	26.0	29.9
Same	32.6	11.9	55.6	43.9	7.1	49.0

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**TABLE A-1
SELECTED VARIABLES BY ACTUAL
OR ESTIMATED INCOME FIGURES**

	Number	Median
Gross Income		
Actual	66	\$1,050,200
Estimated	300	870,000
Total Expenses		
Actual	61	579,000
Estimated	280	450,000
Net Income		
Actual	60	448,262
Estimated	265	400,000
Overhead Rate		
Actual	60	.58
Estimated	261	.55

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**TABLE A-2
PRACTICE ACTIVITY (MEDIAN) BY NUMBER OF ORTHODONTIST-OWNERS**

	Number of Owners		
	1	2	3
Number of Satellite Offices*	0.6	1.1	2.0
Full-Time Employees*	5.8	10.4	13.4
Part-Time Employees*	1.7	2.0	1.1
Child Case Fee*	\$4,900	\$5,023	\$4,895
Adult Case Fee*	\$5,300	\$5,479	\$5,400
Case Starts	222.0	350.0	500.0
Adult Case Starts	20.0%	16.8%	19.6%
Active Cases	480.0	755.0	1,100.0
Adult Active Cases	18.5%	17.7%	20.0%
Patients Covered by Third Party	45.0%	47.5%	45.0%
Offer Third-Party Financing Plan	70.3%	71.2%	62.5%
Patients per Day	50.0	60.0	75.0
Emergencies per Day	2.0	3.0	6.0
Broken Appointments per Day	3.0	3.0	5.0
Cancelled Appointments per Day	2.0	3.0	5.0
Gross Income	\$922,000	\$1,579,503	\$2,513,000
Operating Expense	\$500,000	\$800,000	\$1,200,000
Net Income	\$400,000	\$700,000	\$986,671
Net Income per Case	\$815	\$1,086	\$919

* Means.

**TABLE A-3
PEARSON'S CORRELATION COEFFICIENTS FOR SELECTED VARIABLES**

	Child Case Fee	Case Starts	Gross Income	Total Expenses	Net Income
Child Case Fee		-.01	.14	.08	.07
Case Starts	-.01		.87	.49	.74
Gross Income	.14	.87		.57	.83
Total Expenses	.08	.49	.57		.52
Net Income	.07	.74	.83	.52	