



ORTHO2

# Getting the Most out of Your Ortho2 Scheduler

by **Dr. Dean C. Bellavia**

A scheduling system doesn't care whether it's electronic or paper, it's either designed to be smooth, productive and easy to use or it isn't. What makes your schedule smooth and productive is the effective use of the doctor, assistants and patients' time while providing the practice's services. The design of all computerized schedulers have certain elements in common:

- All schedulers have specific types of appointments that are used to provide patient treatment, for example, exams, records, bandings, checks, archwire changes, debandings, etc.
- Each scheduled appointment has a specified length of time (chair time) required by an assistant to adequately provide the treatment, for example, the appointment might be 15, 30, 45, 60, 90, etc., minutes in length.
- Each scheduled appointment has a specified amount of doctor treatment time, for example: a 30-minute arch change might require 11 minutes of the doctor's time, or a 90-minute banding might require 36 minutes of the doctor's time.
- The number of each type of appointment that defines the daily schedule depends on the level of productivity of a practice, which is measured in "Full Starts/Day" (FS/D) and usually ranges from 0.3 to 3.0 FS/D, nationally averaging 0.75 FS/D. A full start is a comprehensive treatment of typically 12 to 36 months, followed by 0.5 to 3.0 years of retention therapy. There are also Ph-I starts (requiring a Ph-II in a few years, for example, an RPE Tx), Ph-II starts (that already had a Ph-I start) and Limited starts (a partial, one-shot treatment, for example a one-arch Tx).
- A daily structure, including, a specific number of columns, start and end times and a lunch hour, for example, 5 columns with a start time of 8:00, lunch from 12:00 to 1:00, ending treatment at 4:45, and out the door by 5:00.

There are many levels of scheduling design sophistication and the more sophisticated it is the better it accounts for items 1 through 5 above. For simplicity though, let's just consider three levels and explain them in detail; one of these levels is within your realistic grasp.

## Simplistic Scheduling Design:

The design of a simple schedule is a step up from having just a blank page with a column or two and time slots for the hours of the day you treat patients. To design such a schedule, use the following sequence of thought and data gathering.

Define your day: the specific number of columns, start and end times and the lunch hour.

Appt. Time	TC	RT	DA-1	DA-2	DA-1&2	Appt. Time
	Exams Consults	Records	Band/Bond Adjust	Band/Bond Adjust	High Volume	
8:00			CK	A	R	8:00
:15			CK	A	R	:15
:30			CK	2A	R	:30
:45	EX		CK	↓	R	:45
9:00	↓ ■					9:00
:15	↓					:15
:30		IR	7B			:30
:45		↓	↓			:45
10:00			↓ ■			10:00
:15			↓			:15
:30			↓ ■			:30
:45			↓			:45
11:00			↓	DB		11:00
:15				↓ ■		:15
:30				↓		:30
:45				↓		:45
12:00						12:00
1:00						1:00
:15						:15
:30	EX					:30
:45	↓ ■					:45
2:00	↓					2:00
:15		IR				:15
:30		↓				:30
:45						:45
3:00			CK	A	R	3:00
:15			CK	A	R	:15
:30			CK	A	R	:30
:45			CK	A	R	:45
4:00			CK	A	R	4:00
:15	TC		CK	A	R	:15
:30	↓		CK	A	R	:30
:45	↓ ■					:45

Set your New Patient Exams and Tx Consult times at convenient times of the day, so as not to occur during high volume time (non-school time).

Have records time available directly after the Exam to get the patient started as soon as possible.

### More Sophisticated Scheduling Design:

The design of a productive orthodontic schedule follows a sequence of thought and data gathering.

- Define the doctor's Tx Mechanotherapy (the Full, Ph-I, Ph-II and Limited services provided).
- Define realistic exam, consult, initial Banding/Bonding, and DeBand/DeBond appointments, which realistically account for both the doctor and assistants' treatment time IN SEQUENCE.
- Define your day: the specific number of columns, start and end times and the lunch hour.
- Define the number of each appointments you need per day, for example, a 1.0 FS/D schedule may need 2 exams, 1 consult, 1 initial banding and 1 debanding.
- Arrange these appointments in the various columns on your scheduler so that the large intervals of doctor time DO NOT

OVERLAP. See example below; the black blocks represent Dr-Tx-Time.

The columns with the CK, A and R are done that way to account for doctor and assistant time. Typically, a doctor takes 2-4 (3 avg.) minutes for a CK, 3-5 (4 avg.) minutes for an A and 3-5 (4 avg.) minutes for an R. If we have a column each of CK, A & R, we have a total of 8-14 (11 avg.) out of 15 minutes of Dr-Tx-Time needed in a 15-minute unit. Typically, an assistant takes 10 minutes for a CK, 15 minutes for an A and 5 minutes for an R. Thus, if we have a column each of CK, A & R, we have 10 + 15 + 5 = 30 minutes total, the same amount of time available for two DA's with 15-minutes each.

### Highly Sophisticated Scheduling Design:

The design of a highly productive and sophisticated, smooth and flexible orthodontic schedule follows a sequence of thought and data gathering.

- Define the doctor's Tx Mechanotherapy (the Full, Ph-I, Ph-II and Limited services provided).
- Define realistic exam, consult, initial Banding/Bonding, and DeBand/DeBond appointments, which realistically account for both the doctor and assistants' treatment time IN SEQUENCE.

Appt. Time	TC	RT	DA-1	DA-2	DA-2	DA-1&2	Appt. Time
	Exams Consults	Records	Band/Bond Adjust	Band/Bond Adjust	Band/Bond Adjust	High Volume	
8:00			CK	A	CK	R	8:00
:15			CK	2A	CK	R	:15
:30		IR	CK	↓	CK	R	:30
:45	EX	↓	2B	A	CK	R	:45
9:00	↓		↓	7B	4B		9:00
:15	↓		CK	↓	↓		:15
:30		IR	1S	↓	↓		:30
:45		↓	6B or 7B	↓	↓		:45
10:00			↓	↓	2A		10:00
:15	EX		↓	↓	↓		:15
:30	↓		↓	↓	2S		:30
:45	↓		↓	↓	1S		:45
11:00		IR	↓	↓	2B	DB	11:00
:15	TC	↓	↓	↓	↓		:15
:30	↓		2B	2A	↓		:30
:45	↓		↓	↓	↓		:45
12:00							12:00
1:00	PC		2B or 3B	1S	DB		1:00
:15			↓	A	↓		:15
:30	EX		CK	↓	2B		:30
:45	↓		2S	↓	↓		:45
2:00	↓		↓	2B	A		2:00
:15		IR	2A	↓	A		:15
:30		↓	↓	2A	A		:30
:45			CK	↓	CK		:45
3:00			CK	A	CK	R	3:00
:15	OB		CK	A	CK		:15
:30		IR	CK	2A	CK	R	:30
:45	OB	↓	CK	↓	CK		:45
4:00			CK	A	CK	R	4:00
:15	TC		CK	A	CK	R	:15
:30	↓		CK	A	CK	R	:30
:45	↓						:45

EX = Exam, IR = Initial Records, TC = Tx Consult, 7B = 7-unit Initial Banding, DB = DeBand, A = 1-unit Archwire Change, 2A = 2-unit Archwire Change, CK = 1-unit Fixed Appl. Check, R = 1-unit Removable Appl. Check

- Define your day: the specific number of columns, start and end times and the lunch hour.
- Define the number of each appointments you need per day, for example, a 1.0 FS/D schedule may need 2 exams, 1 consult, 1 initial banding and 1 debanding.
- Design the schedule for the maximum doctor productivity, or, if the doctor has a lot of potential growth, design progressively more productive schedules as you grow, increasing production and staffing as needed.
- Arrange these appointments in the various columns on your scheduler so that the large intervals of doctor time DO NOT OVERLAP. See example below of a 1.50 Full Start/Day schedule; the black blocks represent Dr-Tx-Time.

The example schedule on the next page is based on the following example appointments and calculations. If you require more assistance in designing your schedule, refer to [www.deanbellavia.com](http://www.deanbellavia.com) for books and Microsoft Word and Excel scheduling design files. See examples below for appointments and calculations for the above sophisticated schedule. If you desire the ultimate schedule, refer to the above website.

APPT. CODE	Type of Tx	Per 1.00	1.50	DR MIN. per Appt.	TOTAL DR MIN	TC Min./Appt.	TOTAL TC MIN	Rec. Tech Min./Appt.	TOTAL RT MIN	DA Min./Appt.	TOTAL DA MIN
		FS/D	FS/D								
EX	NP Exam	1.50	2.00	15	30	45	90				
TC	Tx Consultation	1.50	2.00	5	10	45	90				
OB	Recall Observation	2.00	3.00	5	15	15	45				
PC	Parent Conf.	0.50	1.00	5	5	15	15				
IR	Initial/Retention Records	2.50	4.00	0	0			30	120		
7B	7-Unit Band/Bond/Appl.	0.90	1.35	32	43					105	142
6B	6-Unit Band/Bond/Appl.	0.45	0.68	30	20					90	61
4B	4-Unit Band/Bond/Appl.	0.70	1.05	20	21					60	63
3B	3-Unit Band/Bond/Appl.	0.50	0.75	9	7					45	34
2B	2-Unit Band/Bond/Appl.	3.50	5.25	7	37					30	158
2A	2-Unit AW Appts.	4.00	6.00	6	36					30	180
1A	1-Unit AW Appts.	9.00	13.50	4	54					15	203
CK	Fixed Appl. Check	16.00	24.00	3	72					10	240
1S	1-unit SOS	1.30	2.00	2	4					10	20
2S	2-unit SOS	1.00	2.00	5	10					20	40
DB	Full DeBanding	1.00	1.50	17	26					45	68
DB1	Ph-I DeBanding	0.40	0.60	12	7					45	27
RI	Retainer Insertion (max 2x)	1.00	1.50	5	8					30	45
1R	Retention Check	6.00	9.00	4	36					5	45
<b>Column Totals</b>		<b>54</b>	<b>81</b>	<b>Total DR Min</b>	<b>440</b>	<b>Total TC Min</b>	<b>240</b>	<b>Total RT Min</b>	<b>120</b>	<b>Total DA Min</b>	<b>1324</b>

### Example Tx Mechanotherapy

(These example mechanotherapy is available at [www.deanbellavia.com](http://www.deanbellavia.com) to be edited on a Microsoft Word file).

#### Full Treatment Appointments:

##### Starting & Band/Bond Appointments:

Exam, Records, and Case Presentation, SEPARATE U&L 6's  
BAND U&L 6's, BOND U&L 5-4-3-2-1's; U&L 016 NIT AW's  
BOND U or L 7's and Re-BOND 1-6 brackets as needed.

##### Archwire Change Sequence:

Change from U 016 NIT to U 016 SS and from L 0165 NIT to L 016 SS  
Change from U 016 SS to U 018 SS and from L 016 SS to L 018 SS  
Change from U 018 SS to U 16x22 SS and from L 018 SS to L 16x22 SS  
Remove, Reshape and Reinsert U or L AW's 2 times each.  
Remove, Reshape and Reinsert U & L AW's 2 times.

##### DeBand & Retention:

Acct. Check, Retn. Evaluation & End of Active Tx PCD Letter  
DeBand/DeBond All, U IMP for Hawley, L IMP for 3x3 Retainer, RR  
Next Day, Insert U Truform Retainer  
In 2 weeks, Insert U Hawley and L 3x3 Spring Retainers  
6 Ret. Checks in: 1 mo, 2 mo, 3 mo, 6 mo, 12 mo = 24 mo. retention

#### PHASE-I or LIMITED Treatment Sequences:

##### ANTERIOR CROSSBITE FIXED APPLIANCE CORRECTION

Exam, Records  
BOND U C-2-1's, U AW  
Approx. 6 Active Treatment visits 4 weeks apart  
Remove All, IMP for U Tru-Form Retainer  
INSERT U Retainer; 4-6 Recall visits 6 mo apart for 2-3 years.

##### ANTERIOR/POSTERIOR FIXED APPLIANCE CORRECTION

Exam, Records, Tx Conference, Separate U 6's  
BAND U 6's; BOND U 2-1's, Insert U HG & Segmental NIT AW  
Approx. 12 Active visits 4 weeks apart  
Remove All; U&L IMP's for U Hawley  
INSERT U Retainer; 4-6 Recall visits 6 mo apart for 2-3 years.

##### LIMITED TREATMENT TO ALIGN U&L INCISORS

Exam, Records,  
BOND U&L 3-2-1's, U&L AW's  
Approx. 10-12 Active visits 4 weeks apart  
Remove All; IMP for U Hawley & L IMP 3x3 Spring Retainer  
INSERT U Retainer; 4-6 Recall visits 6 mo apart for 2-3 years.

#### Example Treatment Sequences:

(These example sequences are available at [www.deanbellavia.com](http://www.deanbellavia.com) to be edited on a Microsoft Word file).

Communications (Treatment Coordinator) Appointments:

##### New Patient Exam:

TC = 20 minutes: New Pt. Welcome, History Taking, Imaging if used  
DR = 15 minutes: Dictated Orthodontic Exam & Discuss Findings  
TC = 10 minutes: Discussion of Finances, Appts, & Communications

Tx Consult/Pt. Orientation:

TC = 30 minutes: Setup, Discuss Dx & Tx Plan, Financial Arr., Coop.

DR = 05 minutes: Summary of Goals for Treatment & Cooperation

TC = 10 minutes: Appointments and Communications & PO

Pre-Active Tx Recall & Phase-I Observation Recall:

TC = 05 minutes Obtain & Seat Patient & Parent

DR = 05 minutes: Doctor examines Pt. & Gets them involved in Tx

TC = 05 minutes: Reviews anything required or sets up starting Appts

Parent Conference:

TC = 10 minutes: Discussion of Problems & Solutions

DR = 05 minutes: Decisions on Resolving or Stopping Treatment

#### Records & Patient Training Appointments:

Initial Records & Retention Records Appointment: 100%

RT = 30 minutes: Ceph, Pano, U&L IMP, Wax Bite, Photos, Process

#### Miscellaneous Records:

RT = 15 minutes: To Take & Process Pano

#### Appliance Insertion and Removal Appointments:

BAND U&L 6's; BOND U&L 5-4-3-2-1's; U&L 016 NIT AW's

BAND U&L 6's; BOND U&L 2-1's; U&L 016 NIT AW's

BAND 4 Teeth; BOND 12-20 Teeth; U&L AW's

DA = 20 minutes: Pt. Prep, Remove Seps., Clean, Fit Bands

DR = 02 minutes: Check & Adapt Bands

DA = 15 minutes: Remove Bands, Polish Cleats, Mix Cement

DR = 10 minutes: Cement Bands

DA = 13 minutes: Clean Excess Cement, Prep for Bonding

DR = 20 minutes: Bond Brackets, Final Pt. Check-out

DA = 25 minutes: Insert & Ligate AW's, Pt. Instr., Clean-up

BAND U 6s; BOND U 2-1's; U AW

BAND 2 Teeth; BOND 4-6 Teeth; Insert AW

DA = 20 minutes: Pt. Prep, Remove Seps., Clean, Fit Bands

DR = 02 minutes: Check & Adapt Bands

DA = 13 minutes: Remove Bands, Polish Cleats, Mix Cement

DR = 10 minutes: Cement Bands

DA = 08 minutes: Clean Excess Cement, Prep for Bonding

DR = 12 minutes: Bond Brackets, Final Pt. Check-out

DA = 25 minutes: Insert & Ligate AW, Pt. Instr., Clean-up

BOND U &/or L 7's; U&L AW's

BOND U or L 3-2-1's, Insert U or L AW

BOND U&L 3-2-1's, Insert U&L AW's

BOND U 3-2-1's or U C-2-1's, Insert U AW

BOND 7 to 16 Teeth; U&L AW's

DA = 20 minutes: Pt. Prep, Remove Seps., Clean, Prep Bonding

DR = 15 minutes: Bond Brackets, Final Pt. Check-out

DA = 25 minutes: Insert & Ligate AW's, Pt. Instr., Clean-up

BOND 1 to 6 Teeth; U or L AW's

RE-BOND 1 to 6 Teeth; Replace AW's

DA = 10 minutes: Pt. Prep, Remove Seps., Clean, Prep Bonding

DR = 05 minutes: Bond Brackets, Final Pt. Check-out

DA = 15 minutes: Insert & Ligate AW's, Pt. Instruction, Clean-up

FIT U or L 6's; U or L IMP for Fixed Appl.

FIT U 6's; U IMP For Expansion Appliance

FIT U 6's; U IMP For U Quad Helix

DA = 15 minutes: Pt. Prep, Remove Seps., Clean, Fit Bands

DR = 02 minutes: Check & Adapt Bands, Final Pt. Check-out

DA = 13 minutes: U&L IMP, Re-separate, Pt. Clean-up

INSERT U or L Fixed Appliance

INSERT U Expansion Appliance

INSERT U Quad Helix

DA = 15 minutes: Pt. Prep, Remove Seps., Clean, Mix Cement

DR = 08 minutes: Check/Adjust/Cement Appl., Final Check-out

DA = 07 minutes: Clean Excess Cement, Pt. Instr., Clean-up

U&L IMP for Bionator, Etc., Removable Appliance

DA = 10 minutes: Pt.. Prep, Set-up, Size Tray, U or L IMP

DR = 10 minutes: Check Impression, Final Pt. Check-out

DA = 10 minutes: Pt. Clean-up & Check-out

INSERT Bionator, Etc., Removable Appliance

DA = 05 minutes: Pt.. Prep, Adapt Appliance

DR = 15 minutes: Insert/Adjust Appliance, Final Pt. Check-out

DA = 10 minutes: Pt.. Instr. with Parent, Cleanup & Check-out

Change to U and/or L Non-Loop Round or Rectangular AW's

DA = 13 minutes: Pt.. Prep, Remove AW, Form/Insert/Ligate AW

DR = 02 minutes: Final Pt Check-out

Remove, Reshape and Re-Insert U or L AW's

DA = 10 minutes: Pt.. Prep, Remove AW, Patient Brushes

DR = 05 minutes: Adjust AW's and Special Ligation

DA = 15 minutes: Archwire Ligation, Pt. Cleanup & Check-out

Remove, Coordinate and Re-Insert U and L AW's

Change to U or L Closing Loop AW

Insert Extrusion Auxiliaries

DA = 10 minutes: Pt.. Prep, Remove AW, Patient Brushes

DR = 12 minutes: Adjust AW's and Special Ligation

DA = 08 minutes: Archwire Ligation, Pt. Cleanup & Check-out

Change to U and L Surgical AW

DA = 10 minutes: Pt.. Prep, Remove AW, Patient Brushes

DR = 20 minutes: Adjust AW's and Special Ligation

DA = 15 minutes: Archwire Ligation, Pt. Cleanup & Check-out

FULL DeBAND/DeBOND All, U&L IMP for Retainers, Retn Records

DA = 05 minutes: Pt.. Prep., Set Up Handpieces

DR = 02 minutes: Check for DeBand

DA = 13 minutes: Remove All, Clean Cement

DR = 15 minutes: Remove Composite, Final Pt. Check-out

DA = 28 minutes: Polish, IMPs, Pan Photos, Pt. Instr., Clean-up

Ph-I DeBAND/DeBOND All, U or L IMP for U or L Retainer

DA = 05 minutes: Pt.. Prep., Set Up Handpieces

DR = 02 minutes: Check for DeBand

DA = 08 minutes: Remove All

DR = 10 minutes: Remove Composite, Final Pt. Check-out

DA = 20 minutes: Polish, IMPs, Pan Photos, Pt. Instr., Clean-up

INSERT U Trutain Retainer

INSERT U &/or L REPLACEMENT Retainers

DA = 5 minutes: Pt.. Prep, Try-in, Insert Retainers

DR = 3 minutes: Check & Adjust Retainers, Pt. Check-out

DA = 7 minutes: Pt.. Instr., Retn Conference, Clean-up

INSERT U Hawley & L 3x3 Spring Retainer (use 2B)

DA = 5 minutes: Pt.. Prep, Try-in Retainers, Prep Bonding

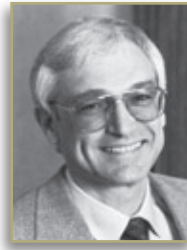
DR = 10 minutes: Check/Adjust Ret., Bond L Ret, Pt Check-out

DA = 02 minutes: Pt.. Instr., Retn Conference, Pt. Clean-up

All Fixed Appliance Adjustments (HG, Reties, etc.)

Sched. Chair Time = 15 minutes

# About the Author



Dr. Bellavia has been a leading consultant in the orthodontic profession since 1972, and has been involved in the design of many practice management systems used in orthodontics today. Dean personally has organized hundreds of orthodontists and thousands of team members, showing an average increase in production of 43%, without increased staffing or work hours/days. Dean has organized The Millennium Society, Great Lakes Orthodontics Lab, The Holistic Dental Association, as well as dozens of dental practices to better understand and enhance the relationship between the orthodontist's team and the referring dentist's team.

Appl. - FIT U 6's; U IMP For Expansion Appliance - FIT U 6's; U IMP For U Quad Helix - INSERT U or L Fixed Appliance - INSERT U Expansion Appliance - INSERT U Quad Helix - U&L IMP for Bionator, Etc. - INSERT Bionator, Etc. with the sequence: DA=10, DR=7, DA=13 minutes.

- The composite appointments are then placed in an Excel spreadsheet and the total doctor, TC and assistant times are calculated for varying levels of production.

## Example Calculation of Appointment Codes Needed/Day:

The table at left shows the doctor and team member needs for a schedule that increases the team's productivity from 0.81 to 1.50 full starts/day. This is an 85% increase in production. ☺

Total DR Time = 03 minutes

Total DA Time = 10 minutes

All REMOVABLE Appl. Adjustments (Retainers, Bionators, etc.)

Sched. Chair Time = 15 minutes

Total DR Time = 04 minutes

Total DA Time = 05 minutes

SHORT SOS/Emergencies (Pain, Minor Problems)

Sched. Chair Time = 15 minutes

Total DR Time = 02 minutes

Total DA Time = 10 minutes

LONG SOS/Emergencies (Loose or Broken Appl.)

Sched. Chair Time = 30 minutes

Total DR Time = 05 minutes

Total DA Time = 20 minutes

## Examples of Determining the Least Appointment Codes:

- The above treatment sequences are reduced to a set of appointment codes by creating "composite Appointments." Composite appointments create one appointment code for many appointments, allowing for the correct amount of DA time and DR time.
- An example would be a two-unit banding/bonding type appointment (2B) to satisfy the above treatment sequences for: BOND 1 to 6 Teeth; U or L AW's - RE-BOND 1 to 6 Teeth; Replace AW's - FIT U or L 6's; U or L IMP for Fixed

APPT. CODE	Type of Tx	Per 1.00	1.50	DR MIN. per Appt.	TOTAL DR MIN	TC Min./Appt.	TOTAL TC MIN	Rec. Tech Min./Appt.	TOTAL RT MIN	DA Min./Appt.	TOTAL DA MIN
		FS/D	FS/D								
EX	NP Exam	1.50	2.00	15	30	45	90				
TC	Tx Consultation	1.50	2.00	5	10	45	90				
OB	Recall Observation	2.00	3.00	5	15	15	45				
PC	Parent Conf.	0.50	1.00	5	5	15	15				
IR	Initial/Retention Records	2.50	4.00	0	0			30	120		
7B	7-Unit Band/Bond/Appl.	0.90	1.35	32	43					105	142
6B	6-Unit Band/Bond/Appl.	0.45	0.68	30	20					90	61
4B	4-Unit Band/Bond/Appl.	0.70	1.05	20	21					60	63
3B	3-Unit Band/Bond/Appl.	0.50	0.75	9	7					45	34
2B	2-Unit Band/Bond/Appl.	3.50	5.25	7	37					30	158
2A	2-Unit AWV Appts.	4.00	6.00	6	36					30	180
1A	1-Unit AWV Appts.	9.00	13.50	4	54					15	203
CK	Fixed Appl. Check	16.00	24.00	3	72					10	240
1S	1-unit SOS	1.30	2.00	2	4					10	20
2S	2-unit SOS	1.00	2.00	5	10					20	40
DB	Full DeBanding	1.00	1.50	17	26					45	68
DB1	Ph-I DeBanding	0.40	0.60	12	7					45	27
RI	Retainer Insertion (max 24)	1.00	1.50	5	8					30	45
1R	Retention Check	6.00	9.00	4	36					5	45
<b>Column Totals</b>		<b>54</b>	<b>81</b>	<b>Total DR Min</b>	<b>440</b>	<b>Total TC Min</b>	<b>240</b>	<b>Total RT Min</b>	<b>120</b>	<b>Total DA Min</b>	<b>1324</b>

7.5 Avg. Hrs/Tx-Day, Presently: 196 Full starts in 200 Tx-Days/Year, Desired: 180 Tx-Days/Year

Total DR Hours/Day = 440/60 = 7.3	Total TC Hours/Day = 240/60 = 4.0	Total RT Hours/Day = 120/60 = 2.0	Total DA Hours/Day = 1324/60 = 20.6
Total DRs/Day = 7.3/7.5 = 0.97	Total TCs/Day = 4.0/7.5 = 0.53	Total RTs/Day = 2.0/7.5 = 0.27	Total DAs/Day = 20.6/7.5 = 2.75
Total Recep/Day = 81/60 = 1.35	Total BKKPR/Day = 1.35x.75 = 1.01	Total DA+RT per Day = 3.02	