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Fall 2011

Full Circle

By Tom Pixley, D.D.S., CDA President



Dr. Tom Pixley
is a General
Practitioner in
Fort Collins,
Colo.

I never planned on becoming president. In hindsight though, I can see how it happened. In 1982, as a freshman at the University of Colorado School of Dentistry, I was elected as the American Student Dental Association (ASDA) representative. I really didn't know

what ASDA was about, but I began a journey to find out. The upper class representatives at CU helped me learn about organized dentistry, and I soon found myself at the national ASDA convention in Chicago. At that meeting, the percentage of dental students who were ASDA members at each dental school was distributed. CU had the lowest percentage in the country at 49%. It was then and there that I told myself that this was unacceptable. Back at CU, through my personal interaction with fellow students, by explaining the value and benefits of ASDA, we were able to raise that percentage to an acceptable level. Today, I'm happy to relate that CU has 100% student ASDA membership, with their dues paid by the CDA, Colorado Prosthodontic Society, Berkley Risk Services, and the Metro Denver Dental Society. Starting these students early in organized dentistry has been the best way to continue the CDA's living legacy, and I commend these groups for funding them. By 1986, I was a senior at CU and became the ASDA student delegate to the CDA

House of Delegates. I was historically the first voting ASDA delegate at the CDA's annual governing meeting. Ironically, that first Annual Session I attended was at the Mark Marriot in Vail, where I had worked as a cook the year it opened in 1974. I felt like I had come full circle, going from server to being served! Now, 25 years later, I have accomplished another first, by becoming the first CU alum to serve as CDA president. I know that many more CU alumni will follow me.

As the CDA enters its 125th year, what can we expect for our future? The most significant change in dentistry has been in technology and we expect that to continue. What has not changed is the way that organized dentistry conducts business. However, the paradigm has shifted and the CDA must adapt to be successful. A first step has been for the CDA Executive Committee to read, "*Race for Relevance*" by Harrison Coerver and Mary Byers. The focus of the book addresses the challenges of maintaining membership and providing value to members, while making optimal use of staff and volunteers. As we implement these concepts, there will be difficult decisions and hard choices leading to more efficient association management. Business as usual cannot meet the needs of the CDA. I would encourage each of you to read this book to better understand the future of associations.

No one can foresee the issues that we will be facing in the next few years. Whether we like it or not, our profession is changing. A mid-level provider model is threatening to enter our workforce; third-party interference is straining the doctor-

patient relationship like never before; and the Sunset Review of the Dental Practice Act (a review of every law that affects the dental profession) is a mere two years away. We entered into this profession to take care of our communities and to have the freedom to make decisions as the leaders of our practices. This passion must be channeled to influence and win the battles ahead of us. Luckily, by being a part of the CDA, our voice is 3,100 strong and we are heard. By being a member of the CDA, you empower our talented staff and team of lobbyists to represent the profession that we take great pride in. With your membership, the CDA is our ambassador to the legislature and the state's regulatory bodies. Historically, organized dentistry has faced disputes that directly affect the way we practice dentistry. Our future won't be any different. My commitment as president is to lead by collaborating, decide by consensus, and implement with reason. My request of you is to simply join me and continue to make the CDA strong as it represents dentistry in the months and years to come. ■

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Together we'll go far



Making the Most of Life

By Brandon Owen, D.D.S., CDA Editor



Dr. Brandon Owen is an Orthodontist in Fort Collins, Colo.

This past March, my wife and I were faced with the hardest event we could possibly imagine as parents – the loss of our nearly three-year-old son, Keller. After spending a wonderful weekend focused on him at the Broadmoor Hotel, he caught a cold for the first time. Being the over-concerned parents we are, I took Keller to urgent care at 9 p.m. where the doctor said it was nothing more than a common cold. I spent the night on his floor making sure he was doing okay. The next morning we woke up, and around 7:15 a.m., he started feeling a bit worse – a few minutes later, I was doing CPR in our living room on Keller who suffered a heart attack. Twenty minutes later, the paramedics had his heart beating again and rushed him to the hospital. At this point, my mind was going crazy. I was optimistic because he was young and healthy – not to mention the fact that I had not yet left for work and thus was able to respond immediately

with CPR, which my wife did not know. Unfortunately, we found out after a few days in a Denver hospital, that there had been progressive damage to the brain – enough to require machines to indefinitely support life. We decided to let Keller's organs go to others in need rather than keeping him in a vegetative state (by far, the hardest decision I've ever made).

Life is so unpredictable. I never imagined that anything like this would ever happen, but here I am picking up the pieces and navigating a way forward. My purpose in this article is not simply to relay the sequence of events that hit my family, but rather to express how fragile life can be. I hope that my story can help but one person make the most of the time they have.

We are blessed as dentists with the ability to shape our own lives. Many of my friends in other professions are committed to spending 60 or more hours a week at work. While that is an option in dentistry, it is not the norm. I was fortunate enough to spend only 14 to 15 days in the office each month. This schedule allowed me to spend more time with Keller in three years than many working parents are able to spend in six years with their children. He was my best


friend, and I was able to create so many memories with him in a very short amount of time. As a result, I am able to move forward – not having to wish I would have been with him more while he was alive. I am able to reflect on his wonderful life without regret.

It is so easy to find reasons to postpone the things that matter most. Whatever your passion may be, commit yourself to making it a priority. Whether it is spending time with family, traveling, having a hobby, or working that matters most to you, make sure you are devoting the time you have to it. As someone who has seen the most important thing to him disappear, I can say that if you spend the time doing what truly makes you happy, you will not have regret. Focus on what is important and find a way to integrate it into your life even more. It may seem like an arduous task, but taking small steps in the right direction – such as devoting just one more hour each week to doing what you love most – can lead to a better, happier life. I may wish every moment of everyday that I could have Keller back, but I am able to look back with a genuine happiness that I had made the decision to make Keller my priority before it was too late. ■

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A Cloud of Smoke?

By G. Garo Chalian, D.D.S., M.S., J.D.; Jack McQuitty, J.D., LL.M.; and Dulce Pena, J.D.

 Regardless of one's personal thoughts on the topic, Coloradans passed Amendment 20, also known as the Medical Use of Marijuana Act, in November 2000. Subsequently, the Colorado Department of Public Health and Environment was charged with implementing and administering a Medical Marijuana Registry program. This program began accepting and processing applications for Registry Identification Cards beginning in 2001.

Fifteen U.S. states, as well as the District of Columbia, have legalized marijuana for medicinal use. Yet Colorado is distinct from these sister states in that Colorado's medical marijuana allowance is not just provided in law but is instead an amendment to the Colorado constitution. A dilemma arises from this structure, pitting Colorado constitutional rights to use marijuana against conflicting federal laws prohibiting the use of marijuana.

The Colorado Department of Public Health and Environment has issued over 100,000 Registry Identification Cards (approximately the population of Centennial, Colo.). The *Denver Post* reports that there are 400 to 600 new medical marijuana card applications submitted everyday. Given the number of registrations, it is likely that dental office employees are included in these figures, inevitably creating legal challenges for the dentist employer.

This article is not intended to be interpreted as legal advice to the reader but rather to stimulate thought and discussion of a complicated issue where federal law and state law

conflict and create confusion. Specifically, this article will address concerns about the employment of medical marijuana card carriers as auxiliaries and providers in the dental workplace. The dentist employer, as with other small business owners, must be prepared for increasing claims of wrongful termination, discrimination and harassment related to medical marijuana and the workplace.

Factors that may contribute to an expected rise in employment claims by medical marijuana card holders include the prevalence of online information for employee education on workforce rights. Today's employees can easily obtain information, albeit sometimes erroneous, about their legal rights from advocate groups and commercial institutions through Internet Web pages. Thus, claims involving employee litigation, including the perceived rights of medical marijuana card holders, are anticipated to rise.

Unfortunately, there is very little legal guidance for the dentist employer on this subject. At this point, there is just one Colorado Court of Appeals decision to reference for guidance. In the case of *Beinor vs. Indus. Claim Appeals Office*, the court upheld a decision to deny state unemployment benefits to an employee who tested positive for marijuana, even though the employee had a valid medical marijuana card. It is unclear how other courts may rule on this issue in the future, and state legal precedents could change as this issue is further vetted.

The best defense to anticipated employment lawsuits is prevention. Employee education and clear documentation as prevention tools may reduce exposure to the dentist employer. More specifically, the dentist employer should

establish clear office policies addressing this issue with the help of legal counsel familiar with this area of Colorado and federal employment law. Well documented employment policies that are consistently implemented and evenly enforced, coupled with clear staff communication on this topic, are key ways to reduce exposure.

Am I obliged to allow my employee to use medical marijuana while on the clock?

Daily, the news covers some aspect of medical marijuana dispensaries in Colorado and battles over changes to the laws. Currently, Amendment 20 does not require an employer to accommodate the medical use of marijuana in any work place. Thus, medical marijuana card or not, it would appear that the dentist employer has the right to forbid a quick "toke" in the workplace.

That seems too easy. What if my employee claims protection under the American with Disabilities Act (AwDA) or the Colorado Anti-Discrimination Act (CADA) while on the clock?

The Americans with Disabilities Act (AwDA) and the Colorado Anti-Discrimination Act (CADA) mandate that employers provide reasonable accommodation to employees using prescription drugs that do not interfere with the employee's ability to perform the essential functions of the position. It's important to note that the accommodation requirements of both the AwDA and the CADA specifically refer to prescription medication use. In Colorado, medicinal marijuana is not *prescribed*; it is merely *recommended* by a qualified provider for application purposes to obtain a medical marijuana card. This may be a play on words, but the legislative phrasing

appears to intentionally distinguish between “prescription” and “recommendation.”

Further, the accommodation requires that the drug does not interfere with the employee's ability to perform essential functions of the position. If an employee is under the influence or his/her job performance is affected, it is highly unlikely that a court would dictate employment protection. In cases where job performance is affected, dental office employees who are subject to state licensure may also be in violation of sections of the Dental Practice Act addressing substance abuse (C.R.S. § 12-35-129 sections (d) through (f)).

The conflict between state law and federal law, which prohibits the use of marijuana, presents an additional set of considerations with respect to discrimination claims. Specifically, the accommodation mandated by the AwDA has an exception for illegal substances. The courts have recognized that, under federal law, marijuana is an illegal drug and therefore is not protected by the AwDA.

There is little precedent to be found in Colorado courts on how the CADA will be interpreted in relation to medical marijuana discrimination claims. However, other state courts have consistently rejected the notion that employers are obliged to allow or accommodate the use of marijuana in the workplace. In fact, state courts, including one in Colorado, have held that employers are not obliged to accommodate traces of marijuana in an employee's system. Even though non-Colorado court decisions are not binding on Colorado courts, they provide some guidance on how Colorado courts may rule in the future on AwDA and CADA protection.

What if my employee is using medical marijuana off the clock?

What about those employees who used medical marijuana last night or before work? Things get a little tricky around this particular issue. Colorado laws

Protecting Yourself as an Employer

Under federal law, marijuana is still an illegal drug, regardless of its intended use. In contrast, an amendment to the Colorado Constitution has decriminalized marijuana use for medical purposes. However, that amendment includes this statement: “(n)othing in this section shall require any employer to accommodate the medical use of marijuana in any workplace.”

Because there are many unsettled legal issues relating to marijuana use in the workplace, there is no way to “bullet-proof” your practice against liability. As an employer, your best protection against potential claims is to implement policies and procedures in your practice before any issues arise. Here are a few suggestions:

- Draft and adopt a strict zero-tolerance drug policy prohibiting the use of marijuana for any reason.
- Notify all current employees of the new policy and obtain their signatures acknowledging that they understand it and agree to abide by it.
- If an employee mentions that he/she currently uses marijuana for medical purposes, consult with your employment law attorney to help you work through the issue.
- If you adopt a policy of random drug tests, check with your attorney. Some cities, such as Boulder, have restrictions.
- It is probably safer to drug test only after you suspect someone is under the influence during work hours, and you have documented the specific facts and observations leading to your suspicion.
- If someone drug tests positive, deal with it as a violation of your strict zero tolerance drug policy – not as a medical or disability issue.
- When you interview applicants, show them your zero tolerance drug policy. Do not ask if they are a medical marijuana card holder – this could introduce some complicated legal scenarios. Just tell them that if they are hired and subsequently test positive for any illegal drug, they will be terminated. Those applicants with marijuana issues may elect not to pursue a job with you.

Information above contributed by Judy Holmes, J.D., Judith Holmes and Associates, L.L.C. The information does not constitute legal advice.

prohibit the dentist employer from terminating the employment of “any employee due to that employee's engaging in any lawful activity *off* the premises of the employer during nonworking hours” (C.R.S. § 24-34-402.5). Further, Amendment 20 specifically classifies smoking or ingesting marijuana for medicinal purposes after hours by a medical marijuana card carrier as legal behavior for state purposes. It is highly unlikely that a court would dictate employment protection if an employee is

under the influence on the job, as would be the case with medicinal marijuana use just before the start of the work shift. However, its use the night before is not clear. There is potential conflict in existing laws as Amendment 20 does not infer that traces of medicinal marijuana in the system must be tolerated, but Colorado laws also prohibit an employer from taking an adverse employment action against an individual for legal off-duty conduct.

MARIJUANA continues on page 12

The federal Controlled Substances Act, which prohibits possession of marijuana, may strengthen an employer's case if deciding to terminate or discipline an employee for using marijuana the night before or even days prior to working. The CADA only protects lawful off-premise activities. Courts have held that a person cannot use marijuana without possessing it. Since possession of marijuana is illegal, it would be difficult to argue that the CADA would require the dentist employer to accommodate an employee's off-premises medical marijuana use, irrespective of when the marijuana was used.

In addition, we may look to court decisions from other states for guidance on this subject. For instance, California law also gives California residents the right to use properly prescribed marijuana. However, the California Supreme Court has specifically relieved employers from liability for firing an employee for using medically prescribed marijuana, ruling that federal law prohibiting possession of marijuana preempts state laws allowing such use. The California court determined that employers may take adverse action against employees using marijuana regardless of whether the conduct takes place off duty and is legal under state law.

Can my employee, who was injured while under the influence, qualify under a workers' compensation claim?

Currently, this question has not been addressed by the Colorado courts. However, a 50% wage-loss workers' compensation benefits penalty would likely apply. Colorado's workers' compensation laws apply this penalty when an injury results from the presence of non-prescribed controlled substances in the worker's system. Under the federal law, marijuana is a Schedule I controlled substance, a drug "classified as having a high potential for abuse, no currently accepted medical use in treatment in the United States, and a lack of accepted safety for use of the drug or other

substance under medical supervision." Since marijuana is a controlled substance and technically not prescribed under Colorado's Amendment 20, it is unlikely that the courts would allow the injured employee to avoid the 50% penalty.

What is the bottom line? Can I fire a medical marijuana user who is compliant with Amendment 20 and not be liable?

While there is no clear answer to this question, a dentist employer should take appropriate action when patient care is being jeopardized by anyone, whether such neglect is caused by the use of medical marijuana or some other controlled substance.

In addition, the intent of Colorado medical marijuana allowance is to bypass state criminal law prosecution for the possession of marijuana by individuals who comply with Amendment 20. When state courts have reviewed laws with similar intent, they have not awarded worker protections. Specifically, the Washington Supreme Court used a rationale borrowed from the federal courts to rule that voter intent for the Washington medical marijuana statute, which is similar to Amendment 20, was not to explicitly or implicitly establish a legal remedy for claims of wrongful termination against the employer. Colorado's Amendment 20 does not address employment rights nor does it provide job protection for medical marijuana card carrying employees. Accordingly, given the law's construction and intent, Colorado courts may not allow Amendment 20 to be used as recourse for card-carrying employees terminated from the job for medical marijuana use.

I am more confused now. What should I do?

In light of the fact that there is little concrete guidance on this topic for employers, the dentist employer must carefully develop a risk management policy. First, consult with a qualified employment attorney to review your current workplace drug policy. Your legal

counsel may recommend that your drug policy:

- Prohibit employees from manufacturing, distributing and dispensing marijuana or any other illegal substance.
- Prohibit the use of marijuana while in the workplace.
- Prohibit the employee from having detectable amounts of illegal drugs in their system while at work, as defined by the Controlled Substance Act.
- Include a drug-free and zero tolerance workplace policy across the board without exception.
- Mandate drug testing in compliance with Colorado law.

Be sure that your revised drug and employment policies are consistently implemented and evenly enforced for all employees. ■

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Dulce L. Pena, J.D., is a California-licensed employment attorney with more than 20 years of employment litigation and advising experience in the healthcare field (medical and dental). She is a certified workplace mediator, executive coach and workplace conflict resolution expert.

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When it Comes to the Hiring Process... Your Gut is Not Enough!

By Leigh Olson, Steve Scalbom and Judith Holmes, J.D.

Have you ever been responsible for a "bad hire?" You thought the candidate looked good on paper, he/she interviewed well, and clinically, the working interview was great. A few months later, however, you realized that your new employee just "didn't fit."

Have you ever been the victim of a bad hire made by someone else? You weren't empowered to do anything about it and the person who could do something, well...wouldn't?

Then, perhaps, the worst scenario of all: Have you had to work with a hire whose bad attitude, bad habits and general lack of respect to you and the entire staff has been tolerated in some cases for years without any disciplinary action?

Hiring mistakes may result in high employee turnover, low employee morale, and a decrease in office efficiency. They can also result in an increase in theft, embezzlement and workplace violence incidents. In addition, failure to follow lawful hiring practices can lead to discrimination and harassment claims and suits. In short, we all know that bad hires affect more than just the bottom line. They can become a cancer that metastasizes throughout your practice, affecting you, your staff and your patients. Hiring mistakes result in lost productivity, as well as significant transition costs for recruiting, interviewing, training, and orientation.

Studies show that turnover due to behavior or style "incompatibility" is as high as 85%.¹ Also, American companies typically make 80% of their hiring decisions based on objective criteria alone,² without considering very important subjective elements such as the candidate's values, ethics, personality traits, and overall "fit" with the business. That poor "fit" is responsible for many unsuccessful hires. According to one recent study, nearly one in three newly hired employees leave voluntarily or involuntarily within one year, and that number has

been rising.³ With all these potential effects from a "poor hire," you should ask yourself, "do I have a hiring protocol?" Taking the time to develop good hiring strategies is well worth the effort. There are several elements of good hiring practices, and getting that "right fit" starts with **YOU**.

First Step – Self/Practice Assessment: What makes you "tick?" What are your traits, values and goals? Is your current office – the way you practice, your staff and patients – what you imagined when you first got out of dental school? Does your practice's "personality" reflect your values and principles? These elements are critical to consider when making a good hire.

Second – Understand Balance: You need to create balance. When hiring, a balance must be established between the traditional "objective" and lawful consid-

erations, and the "subjective" personal traits of a potential candidate.

There are several important qualities to consider when hiring. Successful hiring occurs when you consider and balance items from both columns below.

Third – Job Description: Job descriptions should be specific and define the job duties. They should be updated frequently and drafted by staff members who are familiar with the duties of the position.

Fourth – Want Ad: When drafting the want ad, include the personality, values and principles of your practice as well as the important elements of the job description. Use key words that describe your office "traits" and position requirements. For example, descriptive phrases such as "large, progressive, lively office" and "stable, relaxed, friendly environment" give the applicant a good idea of the office atmosphere. Phrases such as

Objective Viewpoint

The Law

Job Descriptions
Background
Education
Qualifications
Essential Job Functions
Avoiding Discrimination
Dealing with Disabilities

Subjective Viewpoint

The Candidate

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Fifth – Interview Process: Take the time to learn how to interview. Have you ever sat across from a bad interviewer? Is that the first impression you would want a prospective member of your team to have? Establish your script and questions in advance, and role play to help you prepare for the interview.

Over the years when talking to dentists and office managers about their biggest headaches in the office, the number one response has been...you guessed it: "personnel!" Your greatest assets are your people. Following a good and effective hiring process will help you to hire "right" the first time and build that dream team.

Leigh Olson and Steve Scalbom are with Nova Consulting, LLC. Judith Holmes, J.D., is the president of The Compliance Clinic, LLC. These authors are the founders of the Master Series Seminars in Colorado, offering courses that teach dental professionals the key components to hiring, firing and everything in between. To find out more about these seminars, contact them at, leigh@nova-consultingllc.com, 720-233-0574; steve@nova-consultingllc.com; and judy@jholmeslaw.com, 303-781-6858.

1. Schoeck, A. (2007), *People Skills for the Technical Person*. Phoenix, AZ: Target Training International, Ltd.
2. Id.
3. Grossman, Robert, *Hiring to Fit the Culture*, **SHRM.org**. (2009), reporting on a study by Saratoga Institute, a consulting service of PricewaterhouseCoopers.



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Electronic Health Records: What are the requirements for dental offices?

By Jennifer Goodrum, CDA Director of Governmental Relations

Several dental offices have recently been told by vendors that they are required to implement electronic records systems, including digital x-ray equipment, by 2014. While many offices are making the voluntary switch to electronic records systems, it's important to have the truth about what's actually required by law.

What some vendors are saying:

- Electronic medical records systems will be required by 2014.
- The government is requiring you to buy an electronic medical records system.
- The government is requiring you to use digital x-ray equipment by 2014.
- Simply buy an electronic medical records system and you can qualify for stimulus money.

- You must act now – in order to qualify for stimulus money from the government – you must show that you are using the electronic medical records system by 2011.

What's actually true:

Electronic health records are **not required** – not now and not in 2014. The **American Recovery and Reinvestment Act of 2009** (commonly known as the “stimulus bill”) offers some incentives to encourage healthcare providers to switch to electronic records systems, including grants of stimulus money for the purchase of electronic records systems. To qualify for a grant, at least 30% of the dentist's patients must be covered by Medicaid, the system purchased must be certified by the federal Health and Human Services (HHS) Administration, and the dentist must demonstrate that the system is effectively utilized. While maximum stimulus money

is available to those who demonstrate use in 2011 and 2012, those who show utilization of systems in 2013 or 2014 can still qualify for the majority of the funding available. The legislation explicitly states that participation is *voluntary*.

Dentistry has faced several barriers in accessing these grants, even when the above criteria are met. In fact, no electronic dental records systems have yet been certified by HHS, though numerous medical records systems are available. Under this bill, Medicaid providers who do not utilize electronic medical records systems will be penalized on reimbursement rates starting in 2016, if there are no intervening repeals or implementation delays. Starting in 2016, rates would be reduced by 1% per year with a maximum reduction of 5%. This rate reduction only affects Medicaid providers. The CDA is not aware of any parallel policies by private insurance providers.

While the **Patient Protection and Affordable Care Act of 2010** (commonly known as the healthcare reform bill) contains some references to developing information technology infrastructure, it does not create any new requirements for electronic health records. ■



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by Dr.



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"Being a member of the New Dentist Committee has allowed me to realize the importance of getting involved in dentistry on a larger scale. I was shocked to discover how many crucial issues are facing dentistry today - many of which have the potential to drastically alter the future of the profession. The dedication and determination of the New Dentist members is inspiring and empowering. As a member, I am not only well informed about these issues, but I am also provided the opportunity to take direct action toward achieving a brighter future for the dental profession that we all love."

Seanna Mattison, D.D.S.

Fort Collins, Colo.

"If I have a question or need something for my practice, I go to the CDA Website because I know it's a source I can trust. Not too long ago, I was looking at the CDA endorsed companies online and stumbled across Best Card for credit card processing. Even though we already had a credit card processing company, I knew that if the CDA had done its homework on a company, it was worth checking out. I'm glad I did, because Best Card saved us \$2,279 (a 9.2% annual savings)! That's a significant savings - and in this economy, that goes a long way. I'm busy enough with day-to-day tasks in the practice, so having the CDA stamp of approval on companies that they endorse saves me time (not to mention money). Best Card is just one of several CDA endorsed companies we use."

Collin Brones, D.D.S.

Colorado Springs, Colo.



"Ladies in the Loupe - what a brilliant concept! A venue to get together with other women dentists to network and discuss who we are and how we practice is incredibly beneficial and motivating. Each of these programs is a thoroughly enjoyable few hours well spent with women dentists of all ages and stages in their practices. The CDA provides a great benefit to female members of this profession to learn and share with one another. Bravo, CDA, for putting this together!"

Celia Turner, D.D.S.

Eaton, Colo.



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more on page 20

Membership Pays for Itself!

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More information about these benefits can be found online at cdaonline.org/endorsedoffers. Members – be sure to log-in for benefit and discount codes.

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Credit Card Processing

Best Card powered by First Data:
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ADA Members Retirement
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TASC: 800-422-4661

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Association Glove Program:
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State Board Approved Lab Authorization Pads	\$33	\$78	\$45
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*Amount reflects savings from a typical office usage of consultants and legal counsel.

**Legal fees are estimated at \$300 per hour.

***Amount reflects savings from a typical office using just three of the benefits provided by the CDA endorsed companies.

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I opened my own practice in May 2010. There were so many things to consider and implement to start-up a practice. At first I tried working with several different banks for my practice loan without much success. Then I discovered the CDA's endorsed companies, which led me to Banc of America. I was approved with a business loan in one week, and it was painless. That was proof enough for me to explore the other CDA endorsed companies. Using these companies means that the CDA has done my research for me and negotiated discounts on my behalf. Today I use COPIC Financial Service Group, Best Card, Colorado Heart Rescue and the Dentists Professional Liability Trust. These companies respond quickly and make me a priority.

Andre Gillespie, D.D.S.
Aurora, Colo.

"Since I was a dental student in 1983, I have been a part of organized dentistry. As a member, I have attended ADA-sponsored continuing education courses annually, participated in CDA-sponsored volunteer activities in the community and taken advantage of the many discounts offered by outside companies to ADA members. The CDA has monitored and taken action on so many laws and directives for its members. It would be difficult to imagine dentistry without the support of the CDA, ADA and all the local dental societies. On a more personal level, the CDA has been there for me when I returned from my military deployments. I cannot thank them enough!"

Deborah Michael, D.D.S., M.S.
Centennial, Colo.



"Organized dentistry fights for our rights as dentists. The dentists exemption from the federal Red Flags Rule is just one example of how the CDA and ADA represent and protect us. We do not have to take time away from our patients to individually fight every battle that comes along. It really boils down to expense vs. investment. We can all have the benefits of CDA membership for about the cost of a cup of coffee and donut per day. For me, deciding to invest in organized dentistry is a 'no brainer'."

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"I didn't realize how much the CDA did for me and my practice, at both the statehouse in Colorado as well as in Washington DC, until I got involved. Knowing that the CDA is protecting the profession of dentistry gives me peace of mind and allows me to focus on the real reason that I went to dental school - patient care."

Jeff Kahl, D.D.S.

Colorado Springs, Colo.

8 Tips from Colorado's Practice Management Consultants for Generating New Patients

If your practice struggles to bring in a steady stream of new patients, it's time to revise your marketing plan. Even in today's challenging and competitive environment, your practice can boost its new patient numbers. Luckily, nine Colorado consultants, who also happen to be members of the national Academy of Dental Management Consultants, meet quarterly to network, brainstorm, share, and solve the problems your dental practice faces.

Follow these eight easy-to-implement marketing ideas to generate new patients:

Focus on your internal marketing plan first to increase new patients by 20%. The foundation for new patients and growth begins with creating strong and trusting relationships with your existing patients. "WOW" them with great telephone skills and a thorough new patient exam. Don't forget to acknowledge patients who prove to be ambassadors for your practice. *Amy Kirsch, practice management consultant, www.amykirsch.com*

Learn to talk less and listen more to discover what attracts patients to your practice. Listen carefully during patient phone calls and as you build your patient relationships. Use any discovered advantages – such as your office's convenience – in all of your internal and external marketing pieces to promote your practice's benefits. *Lynda Kizer, practice management consultant, www.lyndakizerandassociates.com*

Create referrals by holding lunch-and-learns to educate pediatricians, family practice physicians, and obstetricians about the importance of all children having a "dental home" by age one to prevent early childhood caries. Recom-

mend that doctors and their staff ask parents, "does your child have a dental home?" during normal assessments and then offer a referral to your practice. *Julie Weir, practice management consultant specializing in pediatric dentistry, www.julieweir.com*

Take advantage of Search Engine Optimization (SEO). Having a Website is essential, but being on Google's first page is key to attracting new patients. Search engines rank Websites based on content, so on-page and off-page optimization are critical. Use dental-specific marketing companies that can assess your Website, add content like blog posts, and improve search results for your practice. *Janet Steward, practice management consultant, www.janetstewardconsulting.com*

Take a leadership role and use teamwork to convey your practice's marketing message. Marketing is communication and everything in your practice communicates something to your patients. Your online presence, a patient's first telephone call, the technology you offer, the look and feel of your office, and the "5-star" service you deliver to patients all impact how patients perceive you and the care you offer. Take a leadership role, get your team on board, and communicate wisely. *Kim McGuire, practice management consultant, www.fortuneofcolorado.com*

Low cost consistent internal marketing can quickly generate new patients. While there are countless marketing ideas you could implement, find methods you're comfortable with and build a plan around those tactics. Great starting points include scripting patient interaction and role-playing with your staff in various ways to ask patients for referrals. *John Abrams, D.D.S., practice*

management consultant/dental mentor, www.johnabramsconsulting.com

First impressions are key. Give every new patient a tour of the office including the asepsis area. Explain how instruments are processed, packaged and sterilized for their protection. Open sterile packages or cassettes in front of your patients. These simple steps contribute to your first impression. Make sure it's one that welcomes your patients into your office and alleviates their stress. *Annamaria Phillips, clinical consultant and educator, www.optibridge.com*

Use a major change in the practice as an opportunity for positive communication with your best marketing audience – your existing patients. A major change in the practice, such as adding an associate dentist to your team, provides an excellent opportunity to ask for patient referrals. Remember, the best referrals come from your best patients. *Susan Spear, practice transition specialist, broker/business intermediary, www.sas-transitions.com*

Marketing your practice can seem overwhelming, but you can create an easy, manageable, and effective plan. Marketing isn't a science, but rather a strategic approach to utilizing the most current resources available. Start building your plan with these eight tips, and you will be on your way to increasing new patient numbers and improving your bottom line. ■

The group of practice consultants listed above, which also includes Rita Zamora (see her article on page 26), established the Colorado study group of The Academy of Dental Management Consultants (ADMC) as a way to collaborate and share ideas to better support Colorado dentists.

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The Light at the End of the Tunnel

By Tiffany Manzo, D.D.S.



Dr. Tiffany
Manzo

I graduated in 2010 from dental school. I was energized, motivated and excited to be part of the profession that I worked tirelessly in dental school to join. It wasn't that easy though. Coming out of dental school in a recession is daunting. I tried everything to find the "perfect fit": sending unsolicited letters, cold calling, Internet searches and using my networking skills. The large corporations showed interest, but that wasn't my "vision" upon earning this dental degree. After letting the corporate contract sit for seven months, I finally accepted it as my only option. A job is a job, right?

The majority of my classmates who sought employment also joined corporate practice right out of school, and we have all had vastly different experiences. Mine, unfortunately, turned out to be a negative

one, but I know others who have found the corporate world very fulfilling. Ten months into my career, I got fired. I was completely taken by surprise and had no idea what to do. I was devastated and furious. I couldn't believe that the corporation I worked for did not understand the relationships I had created with my patients – and that they had the gall to escort me out of the office while I had patients in the waiting room!

Not knowing what to do, I went to the CDA Website and applied for all of the jobs in the classified ad listings. Then, I called my mentor and informed the staff at the CDA that I was seeking a job. After taking all of the action I could think of, I took a week off from being a grown-up and visited my parents. I was in shock and needed to decompress before addressing my new situation.

I scheduled my return to Denver to be able to attend the CDA Ladies in the Loupe inaugural event (Ladies in the Loupe is the CDA women's networking

group). After being fired, I wasn't certain that I wanted to expose myself to a plethora of successful dentists, but it was a great opportunity to network so I forced myself to go. As one of the organizers of the program, I was lucky enough to have dinner with the ADA's executive director, **Dr. Kathleen O'Loughlin** (the keynote speaker for the program) and two fabulous local female leaders the night before the event. Being able to sit and chat with the first female executive director of the ADA, and hear about her path through corporate dentistry, running a practice out of her home, and leading the ADA was inspiring and refreshing. At the Ladies in the Loupe brunch, we were encouraged by roundtable leaders to discuss how we deal with stress, run a practice, and balance our personal lives. To hear that every person in attendance experienced stressful situations and can feel overwhelmed, made me relieved that I was not alone. I met other dentists who had been fired, been unemployed, and experienced other life stresses that were

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more formidable than my own. They all succeeded and grew from their challenges – that helped me gain perspective.

Following Ladies in the Loupe, I was reenergized to find my dream job. I had become a skilled Internet job hunter, but found that there is really only one source for promising leads: the CDA's classified ads. For the next few weeks, I started most days at this Website because it is user friendly, organized and updated regularly. In addition to the traditional ads, the CDA Website allows for people seeking jobs to post opportunity wanted ads about themselves. Being able to advertise yourself is a great advantage, because it alleviates some of the workload. It also allows doctors who are confidentially hiring to approach candidates discreetly. For any person starting their job search, I recommend you take a minute to visit cdaonline.org (click

"classified ads" in the top menu). I'm more than happy to report that I found my current job on the CDA classified ad postings. It's a great opportunity for me and a perfect fit for this stage of my dental career.

My first year of practice has been a rollercoaster of experiences. Throughout it all, the only constant has been the Colorado Dental Association. The first few months in practice, it was hard to imagine that the dentistry would be the easy part. The opportunities that I've had through CDA programs (especially New Dentist Committee events) to talk to other new doctors who are past the brutal "getting started" transition and now successfully practicing, was the light at the end of the tunnel for me. These events provided me with a group where I never felt alone, and I was able to ask the hundreds of questions that I have

everyday. Networking with dentists in social settings is a great way to get honest advice, and I have made some invaluable friendships. Dentistry is rewarding, but I find that I can forget why I chose this difficult profession. Luckily, the Colorado Dental Association helps me recharge and return to the office with a fresh outlook.

Like most people, I am not a Colorado native, but during my job searches, I have kept my focus in Colorado. Getting involved in the CDA during dental school let me know that my dental family is here in Colorado. Dentistry can be isolating, and it is important to establish a network of colleagues, mentors and specialists. At the lowest moments of my last year, I'm not sure what I would have done without my friends, mentors and the CDA staff. ■

Protecting and Enhancing Your Online Reputation

By Rita Zamora



Rita Zamora

Digital reputations are increasingly shaping patient decisions. A recent study by Initiative, the Interpublic Group media agency, indicated that 40% of consumers won't make a purchase of anything from shampoo to cars without the ability to do substantial online research. The pricier the item or service, the more research consumers want to do. What does this mean for your practice? It means that potential patients want to see multiple pieces of online information about your practice, which may include reviews, testimonials, video, a Facebook Business Page, Website, etc.

In addition, situations where patients or parents post their negative opinions online continues to increase. Most recently, a dentist experienced an aggressive negative campaign from a parent of his pediatric patient. The father launched a rant against the dental practice via a Facebook group. The good news is that Facebook promptly deleted the group stating it was "in violation of their harassment regulations." All of these issues are further motivating questions and concerns about what doctors can, and should, do to help protect their online reputations.

My advice to dentists and practice administrators is two-fold. First, no longer can you ignore what happens online and leave it to chance to learn about negative reviews. It is essential to implement a plan to actively monitor the doctor's online reputation. Second, it is imperative to begin to build a foundation of positive online PR to

help establish the doctor's and practice's reputation.

Let's begin by reviewing options to actively monitor your online reputation (for both positive and negative reviews). I recommend activating Google Alerts. Google Alerts is a free Google tool that allows you to receive e-mail updates for the latest relevant search results. For example, you can submit to receive alerts as they happen, daily, or weekly, for the terms you choose. Typical terms to be monitored in Google search would be the doctor's name, practice name, etc. To set up Google Alerts, visit www.google.com/alerts.

While Google Alerts will scan Google for your relevant terms, you will need to set up another plan to monitor additional search engines. According to recent Experian Hitwise data, the top five search engines in the United States are Google, Yahoo, Bing, Ask, and AOL, respectively. These search engines may be "hand searched," meaning someone on your team could enter the doctors name and practice name to review basic broad results. This should be done, at minimum, every quarter. Assign a team member to be responsible for the online search on your behalf and then hold them accountable to complete the task.

Some practices may run across complaints during manual online searches. This is crucial information they would have otherwise been unaware of. It makes a difficult situation even stickier when you attempt to respond to a complaint that is months or years old. You must keep up with your online reputation. If you don't do regular online searches for your name, you will never know what complaints (or compliments) may exist about you. Remember it is just as important to say thank you

for positive reviews as it is to address the negative comments.

There are also a variety of emerging options to outsource the monitoring of your online reputation. Ask the service provider you are considering what their experience is in working with dental or healthcare professionals, and get three references to interview before signing up with a long-term service contract. Once you've got a plan in place to monitor your online reputation, you can focus your efforts on growing positive online PR.

There are several proven things you can do to help increase positive reviews, including asking patients while they are in your office, mailing letters requesting feedback, or using digital tools (like surveys or e-mails that push results to review sites). If this sounds like a lot of work, consider the benefits. Not only will testimonials help minimize any potential negative word of mouth, they can also give you a competitive advantage.

The best time to start protecting and enhancing your online reputation is today. Have you made a decision to create a Facebook Business Page yet? If not, this is another great option to feature positive PR about your team and practice. If you already have a Facebook Page, review it and see how much interaction you are getting. If you find feedback limited, implement a plan to encourage patients to "like" your page and share their comments. Facebook recently introduced a "Recommend This Place" option (located on business page walls). When this option is utilized, testimonials are published to your page wall where a copy will remain. In addition, those recommendations are published to everyone in the testimonial provider's Facebook friend

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network. So, the added bonus is that this action can produce literally dozens or hundreds of positive word-of-mouth mentions about your practice.

Note it's much easier to invite patients to share their opinions when you are feeling confident and un-rushed. Feeling forced to get patient reviews because you "have to" in order to help drown out a negative review can be uncomfortable for you and your team. Most importantly, remember that a simple thank you can still go a long way. Make eye contact with patients while they are in your office and say thank you, or make it a goal to write a certain number of handwritten thank you notes each week. Remind your team to practice gratitude and say thank you as well. The positive word-of-mouth referrals and reviews will naturally follow your gracious actions. In the meantime, rest assured – you've got online monitoring systems in place that will afford you peace of mind. ■

Rita Zamora is a social media marketing consultant. Contact her at Rita@DentalRelationshipMarketing.com.

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OPPORTUNITIES WANTED

Opportunity Wanted: Experienced general dentist interested in employment arrangement for two days per week. Compassionate, easy-going manner. Experienced in endo and o.s. Call 303-335-8160 to discuss.

Opportunity Wanted: Charismatic energetic dentist with five years experience seeking associate position in Boulder, Denver, or Colorado Springs with interest toward partnership. I love molar endo and impacted thirds. Contact jefff95@hotmail.com.

Opportunity Wanted: Expand your practice, let me do your hospital dentistry for you. General dentist with 25 years experience in the O.R. Very proficient with pedo. Knowledgeable with all insurance including Medicaid. References upon request. Dennis P. Driscoll, D.D.S., driscollus@aol.com.

Opportunity Wanted: Experienced (25 years+) lab tech seeking position in a CO dental office. Have some equipment to contribute. Specializing in implants and all types of fixed restorations. Anxious to relocate. Contact 858-272-9987 or larryfriebel@att.net.

POSITIONS AVAILABLE

Associate: Boulder, Colo. Associate needed in an established fee-for-service small group practice with equity potential. Great location with current equipment and technologies. Experience and a GPR a big plus. E-mail johnmbishop@comcast.net.

Associate: Well-established newly remodeled Arvada dental office is looking for a part-time associate dentist. Let's see if we're right for each other. Please call us to schedule an interview, 303-423-0860.

Associate: Trinidad, Colo. Excellent opportunity with possible future buy-in or buy-out. Please submit resume to welchdental@hotmail.com.

Associate: Great opportunity! Dynamic general sedation dentist needed for a FT associateship position in the Ft. Collins area. Dentist must possess comprehensive treatment planning, molar endo., surgical extraction, and leadership capabilities. Potential buy-in for the right individual. Please send resume to opnwyd41@yahoo.com or call 970-685-8299.

Associate: Englewood, Colo. \$1.5M gross, est. in 1984, six ops., two-to-four days/wk. (CO 1116) Peter Mirabito, D.D.S., Jed Esposito, M.B.A., ADS Precise Consultants, 303-759-8425, www.adsprecise.com.

Associate Buy-In: SE Wyoming. Gross \$3M, seven ops., est. 1978, Mon. to Fri., 7 a.m. to 4 p.m., Sat., 7 a.m. to 1 p.m. (WY 1127) Peter Mirabito, D.D.S., Jed Esposito, M.B.A., ADS Precise Consultants, 303-759-8425, www.adsprecise.com.

Associate to Partnership: Oral surgery. South suburban Denver, \$3M gross, six ops. equipped with digital imaging, state-of-the-art facility, 10 years at present location. (CO 1128) Peter Mirabito, D.D.S., Jed Esposito, M.B.A., ADS Precise Consultants, 303-759-8425, www.adsprecise.com.

Partner: General dentist and orthodontist needed in my Commerce City building. Five operatories, all digital x-rays, Pan-Ceph and much more. Brand new building. This location is a start-up. No buy-in required, plus you will own an equity position in a \$750,000 building. Sound too good to be true? Call Todd at 303-809-0674 for details.

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Dentists: Dentists needed full- or part-time for northern Colorado Springs extended-hours dental center. Generous 1099 commission for dentists comfortable with oral surgery and molar endo, along with a variety of treatment offerings. Challenging work at unique hours with an absolutely superb staff. Requires a minimum of one to two years experience using rotary systems in a clinical environment other than school. Must be able to perform timely, high-production treatment on patients who need the highest quality. Ideal for semi-retired "old pro" dentists. Forward your CV to todd@northbear.com for immediate consideration.

Dentist: Seeking general dentist to work one-to-two days a week in a very friendly, quality private family practice in southwest Colorado Springs. Looking for outgoing, compassionate dentist who enjoys treating both children and adults. Must have a minimum of two years experience. Some flexibility with schedule. E-mail resume to eurodeb@hotmail.com.

Dentist: Seeking outgoing, patient-friendly dentist to work one day per week in our new, state-of-the-art dental practice located in Broomfield, Colo. Possibility for more days, as well as potential partnership opportunity. Chinese-speaking helpful. Contact 303-745-8828 or greendentalaurora@yahoo.com.

Dentist: Part-time comprehensive dentist needed one day a week for a busy private solo practice in east Denver. Five years of experience is desired. We have an up-to-date office with great staff. Please e-mail your resume to drpatfoley@qwestoffice.net or call 303-377-5646.

Dentist: Salud Family Health Centers has a full-time dentist opening in our Sterling, Colo. site. It offers the opportunity to work in a wonderful small town community (14,000 pop.) with great recreation amenities of boating, fishing and hunting. Also home to North Sterling State Park, Prewitt Reservoir, golfing and Northeastern Junior College. SALUD is a Migrant/Community Health Center serving primarily the needs of the underserved, low income and migrant farm worker population. SALUD has dental and medical clinics in nine communities throughout NE and central Colorado. This position may be eligible for loan repayment. We offer an exc. benefits pkg. that includes: med ins., dental disc., paid CE, paid vacation and sick leave, holiday pay, malpractice ins., retirement plan, life ins., and various other benefits. SALUD is an EOE. If you are interested in this position, please contact Beth at 303-286-4592, fax CV with salary requirements to 303-286-4586 or e-mail bdazey@saludclinic.org. More information about SALUD can be found at www.saludclinic.org.

Dentist: New grads welcome. Cherry Creek Modern Dentistry is looking for an energetic, quality oriented dentist to join our busy family practice Mon.-Fri. Our state-of-the-art facility is fully digital, equipped with a fourth generation CAD/CAM Cerec system, intra-oral cameras, and soft tissue lasers. Steady patient load, comprehensive care, creating great patient experience/lasting patient relationships. Future buy-in/partnership opportunities, but no obligation. E-mail me for more details: rooneya@pacden.com.

Dentist: New grads welcome. Greeley Modern Dentistry is looking for an energetic, quality oriented dentist to join our busy family practice Mon.-Fri. Our state-of-the-art facility is fully digital, equipped with a fourth generation CAD/CAM Cerec system, intra-oral cameras, and soft tissue lasers. Steady patient load, comprehensive care, creating great patient experience/lasting patient relationships. Future buy-in/partnership opportunities, but no obligation. E-mail me for more details: rooneya@pacden.com.

Dentist: New grads welcome. Aurora Modern Dentistry is looking for an energetic, quality oriented dentist to join our busy family practice Mon.-Fri. Our state-of-the-art facility is fully digital, equipped with a fourth generation CAD/CAM Cerec system, intra-oral cameras, and soft tissue lasers. Steady patient load, comprehensive care, creating great patient experience/lasting patient relationships. Future buy-in/partnership opportunities, but no obligation. E-mail me for more details: rooneya@pacden.com.

Dentist: New grads welcome. Family practice seeking an energetic, quality oriented dentist to join us full-time in Littleton. Our state-of-the-art facility is fully digital, equipped with a fourth generation CAD/CAM Cerec system, intra-oral cameras, and soft tissue lasers. Steady patient load, comprehensive care, creating great patient experience/lasting patient relationships. Future buy-in/partnership opportunities, but no obligation. E-mail me for more details: rooneya@pacden.com.

CLASSIFIEDS *continued on page 30*

CLASSIFIEDS continued from page 29

Dentist: Centennial, Colo. New grads welcome. Are you looking for an opportunity to focus on your patients without the headache of running the day-to-day operations of a practice? Pacific Dental Services and its affiliated owner dentists are looking for dentists to join us as we grow in Centennial, Colo. Our offices are fully equipped with digital x-rays, digital charting, intra-oral cameras, and Cerec CAD/CAM. This is an amazing opportunity to have access to the latest technology in a friendly, quality-oriented environment where relationships are the focus. Unlike most large groups, our offices are individually named and function similar to a private practice, where our dentists see 10-15 patients a day. This model allows our dentists to spend more time with each patient and focus on quality, rather than quantity. Our dentists enjoy the stability and technology of being associated with a large company in a private practice environment performing a combination of general and cosmetic services. Comprehensive benefits package includes medical, dental, vision, life insurance, and matching 401(k). Continuing education/training courses provided at no charge to dentists (certified courses). This office sees a consistent number of new patients each month and will provide excellent long-term potential to include possible partnership in the future. Ideal candidates will be dynamic and extroverted with a passion for great patient care and utilizing the latest technology. Dental degree from an accredited university and an active

State Dental Board license required. D.D.S./D.M.D. Join us! Higher income, growth opportunity, extensive training, mentorship/ownership opportunities, and the latest technology at your fingertips. What's not to love? Interviews begin immediately. Please apply online at www.pacificdentalservices.com through the careers section or respond directly to rooneya@pacden.com.

Dentist: Loveland, Colo. New grads welcome. Are you looking for an opportunity to focus on your patients without the headache of running the day-to-day operations of a practice? Pacific Dental Services and its affiliated owner dentists are looking for dentists to join us as we grow in Loveland, Colo. Our offices are fully equipped with digital x-rays, digital charting, intra-oral cameras, and Cerec CAD/CAM. This is an amazing opportunity to have access to the latest technology in a friendly, quality-oriented environment where relationships are the focus. Unlike most large groups, our offices are individually named and function similar to a private practice, where our dentists see 10-15 patients a day. This model allows our dentists to spend more time with each patient and focus on quality, rather than quantity. Our dentists enjoy the stability and technology of being associated with a large company in a private practice environment performing a combination of general and cosmetic services. Comprehensive benefits package includes medical, dental, vision, life insurance, and matching 401(k). Continuing education/training courses provided at no charge to dentists (certified courses). This office sees a consistent

number of new patients each month and will provide excellent long-term potential to include possible partnership in the future. Ideal candidates will be dynamic and extroverted with a passion for great patient care and utilizing the latest technology. Dental degree from an accredited university and an active State Dental Board license required.

D.D.S./D.M.D. Join us! Higher income, growth opportunity, extensive training, mentorship/ownership opportunities, and the latest technology at your fingertips. What's not to love? Interviews begin immediately. Please apply online at www.pacificdentalservices.com through the careers section or respond directly to rooneya@pacden.com.

Dentist: Colorado Springs, Colo. New grads welcome. Are you looking for an opportunity to focus on your patients without the headache of running the day-to-day operations of a practice? Pacific Dental Services and its affiliated owner dentists are looking for dentists to join us as we grow in Colorado Springs, Colo. Our offices are fully equipped with digital x-rays, digital charting, intra-oral cameras, and Cerec CAD/CAM. This is an amazing opportunity to have access to the latest technology in a friendly, quality-oriented environment where relationships are the focus. Unlike most large groups, our offices are individually named and function similar to a private practice, where our dentists see 10-15 patients a day. This model allows our dentists to spend more time with each patient and focus on quality, rather than quantity. Our dentists enjoy the stability and technology of being associated with a large

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... Mitch Friedman, D.D.S.

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... Betty Stranahan (on behalf of Dr. Patrick Stranahan)

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... Dr. Scott Williams (Associate and new owner!)

"I have so appreciated your help with my transition planning process to help me choose the best way to transition my practice. I appreciated the team support, finding the "right" person, transition marketing, communication between all of us, development of transition documents and the sales process. Thank you for everything Susan!"

... Dr. Rok Kron



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Dentist: Full-time/part-time dentist needed at pedo office. Our state-of-the-art office is completely digital and chartless. Our office is located in Aurora, serving Medicaid patients and adults. We require an individual who is comfortable treating children, compassionate and motivated to grow with practice. Please send your CV to goodprosth@gmail.com.

Dentist: Full-time general dentist who enjoys treating children, ages 0-20, needed in Independence, Mo. Excellent pay, benefits and staff. We utilize enteral conscious sedation, hospital cases and nitrous oxide. Please contact Dr. Ben Wilson at 970-901-9865 and/or benandmichelle@frontier.net.

Dentist: Dentist needed for safety net clinic Steamboat Springs, Colo. Excellent benefit package, four-day work week, multiple locations (two). Contact for more details. 970-824-8000, nwcodental@qwestoffice.net.

Dentist: DTC dental practice looking for full-time dentist. Partnership opportunities available. Practice technologies include E4D Cad/Cam, Laser, Diagnadent and digital imaging. Great opportunity with great pay!! Ideal candidate should be charismatic, compassionate, gentle-handed, motivated,

driven and a leader. We are looking for clinicians who want to make a transition from a tooth mechanic to oral facial doctor. Please e-mail resume to mmcallister@dhcamerica.com or fax to 303-779-9182.

Dentist: Boulder dental practice looking for full-time dentist. Partnership opportunities available. Practice technologies include E4D Cad/Cam, Laser, Diagnadent and digital imaging. Great opportunity with great pay!! Ideal candidate should be charismatic, compassionate, gentle-handed, motivated, driven and a leader. We are looking for clinicians who want to make a transition from a tooth mechanic to oral facial doctor. Please e-mail resume to mmcallister@dhcamerica.com or fax to 303-779-9182.

Dentist: Lead general dentist needed full-time for this busy Longmont Bright Now! affiliated dental office. Must have leadership skills and experience. Requires three plus years experience. Must be skilled with molar endo treatment, dentures, partials and extractions. Schedule is Monday through Friday. This office has fantastic potential to do a substantial amount of production with a large patient base. Help us with our mission to promote "Smiles for Everyone." Please visit our Website at www.smilebrands.com/careers or e-mail your resume to sherrie.dean@smilebrands.com. A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

Dentist: General dentist needed full-time for this busy Cherry Creek Denver Bright Now! dental affiliated office. Requires two-to-three years experience. Must be skilled with molar endo treatment, dentures, partials, oral surgery and extractions. Must be experienced and comfortable working as the only dentist in the office. Schedule is Monday through Friday. This office has fantastic potential to do a substantial amount of production with a large patient base. Help us with our mission to promote "Smiles for Everyone." Please visit our Website at www.smilebrands.com/careers or e-mail your resume to sherrie.dean@smilebrands.com. A comprehensive benefits package is offered to

full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

Dentist: Lead full-time general dentist needed for this busy Castle Rock Bright Now! affiliated dental office. Must have leadership skills and experience. Requires three plus years experience. Must be skilled with molar endo treatment, dentures, partials and extractions. Schedule is Monday through Friday. This office has fantastic potential to do a substantial amount of production with a large patient base. Help us with our mission to promote "Smiles for Everyone." Please visit our Website at www.smilebrands.com/careers or e-mail your resume to sherrie.dean@smilebrands.com. A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

Dentist: Lead full-time general dentist needed for this busy Boulder Bright Now! affiliated dental office. Must have leadership skills and experience. Requires three plus years experience. Must be skilled with molar endo treatment, dentures, partials and extractions. This office has fantastic potential to do a substantial amount of production with a large patient base. Help us with our mission to promote "Smiles for Everyone." Please visit our Website at www.smilebrands.com/careers or e-mail your resume to sherrie.dean@smilebrands.com. A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

Dentist: Lead general dentist needed full-time for Arvada Bright Now! dental affiliated office. This is a new office and we are interviewing now. Requires three years experience. Must be skilled with molar endo treatment, dentures, partials, oral surgery and extractions. Must be experienced and comfortable working as the only dentist in the office. Schedule is Monday through Friday, and two Saturdays a month. This office

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has fantastic potential to do a substantial amount of production with a large patient base. Help us with our mission to promote "Smiles for Everyone." Please visit our Website at www.smilebrands.com/careers or e-mail your resume to sherrie.dean@smilebrands.com. A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

Oral Surgeon: Oral surgeon needed full-time covering four affiliated Bright Now! dental offices. Prefer experience, will consider a new grad. Doctor will cover Ft. Collins, Longmont, Westminster and Aurora affiliated dental offices. Will cover additional new offices opening soon. These offices have fantastic potential to do a substantial amount of production with a large patient base. Help us with our mission to promote "Smiles for Everyone." Please visit our Website at www.smilebrands.com/careers or e-mail your resume to sherrie.dean@smilebrands.com. A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

Dentist: General dentist needed part-time for this busy Tower Road Aurora affiliated Bright Now! dental office. The schedule is Monday, Tuesday and every other Saturday. Requires two years experience, must be skilled with molar endo treatment, dentures, partials and extractions. This office has fantastic potential to do a substantial amount of production with a large patient base. Help us with our mission to promote "Smiles for Everyone." Please visit our Website at www.smilebrands.com/careers or e-mail your resume to sherrie.dean@smilebrands.com. A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

Dentist: Plains Medical Center is seeking a general dentist for rural clinic on eastern Colorado plains. PMC is a Federally Qualified Community Health Center located in Limon, Colo. PMC's mission is to provide quality primary medical, dental, and behavioral healthcare in the medically underserved communities in Limon, Hugo, Flagler, and Strasburg, Colo. In addition to direct clinical duties, dentists are expected to assist with direction and training of staff. Send resume to jkelly@pmchc.org.

Dentist: Colorado Springs, Colo. Seeking a full-time dentist with one+ years of experience to join state-of-the-art general and specialty practice. Large existing patient base, averaging 150+ new patients per month. Competitive pay, benefits and equity buy-in opportunities. A.J. Peak 412-337-5254, aj.peak@gmail.com, www.ColoradoDentalGroup.com.

Periodontist: Associate needed for one-to-two days per week to partner with a second periodontist in Colorado Springs. Current

periodontist is booked out three months and averaging \$5K/day. Flexible on scheduling. Please call A.J. at 412-337-5254 or aj.peak@gmail.com.

Endodontist: Associate needed for two-to-three days per month to handle the referral volume from five general dentists across two large group practices within Colorado Springs. Pay is very competitive and flexible schedule is available. Please call A.J. at 412-337-5254 or aj.peak@gmail.com.

Dentist: Full-time position available in Fort Collins, Colo. for an energetic, competent and reasonably experienced dentist. Our facility is state-of-the-art, digital x-rays and a very progressive staff. Please forward resume to dds3dental31@yahoo.com.

Dentist: Full-/part-time dental position for GP or pediatric dentist at an award-winning private pediatric dental office. A caring person who has a commitment to excellence is needed. Practice located in Oklahoma City. Please send CV to childrensdentalposition@yahoo.com, attn: Joel.

Dentists: Care for Kids, a pediatric focused practice, is opening new practices in the San Antonio and Houston, TX areas. We are looking for energetic full-time general dentists and pediatric dentists to join our team. We offer a comprehensive compensation and benefits package including medical, life, long- and short-term disability insurance, flexible spending and 401(k) with employer contribution. New graduates and dentists with experience are welcome. Be a part of our outstanding team, providing care for Texas kids. Please contact Anna Robinson at 913-322-1447, e-mail arobinson@amdpi.com or fax to 913-322-1459.

Dentists: Denver, Colo. Perfect Teeth is seeking senior dentists in Colorado with a compensation range of \$90,000 to \$200,000+. Successful private or group experience required. Benefit package. Also seeking associate dentists (compensation range \$75,000 to \$95,000). Specialist opportunities also available for part- and full-time endo, oral surgery, pedo and perio with exceptional compensation. Call Dr. Mark Birner at 303-691-0680, e-mail at mbirner@birnerdental.com or visit www.bdms-perfectteeth.com.

Dentists: Dental One Partners is opening new offices in Colorado. Each practice is unique in that it has an individual name like Preston Hollow Dental Care or Waterside Dental Care. Our patient base consists of approximately 70% PPO and 30% fee-for-service. We do not do HMO or Medicaid. Our facilities are warm and inviting with state-of-the-art equipment. The practices have intraoral cameras and digital radiography. We offer competitive compensation packages with benefits. We also offer equity buy-in opportunities. To learn more about working with one of Dental One Partners practices please contact Andy Davis at 602-391-4095.

Dentist: Immediate opportunity. Broomfield, Colo. Mountain Dental is seeking a full-time dentist to join a long standing, fee-for-service practice. We offer the opportunity to lead your own clinical team while shedding the administrative and financial burdens. Our philosophy of preserving and supporting the traditional private practice setting provides a

great work-life balance, excellent compensation and benefits, and unlimited opportunity for professional growth. If you possess a passion for providing quality care and are looking for a rewarding practice opportunity, call Andrew Lockie at 715-579-4076 or e-mail alockie@midwest-dental.com. Visit our Website at www.mountaindental.com.

Hygienist: Do you love a winning team! Busy, expanding dental office in beautiful Broomfield, Colo. needs you immediately! Our ideal candidate is a positive, friendly R.D.H. with excellent communication skills, is self-motivated, great at multitasking, and highly detail-oriented. Part-time: Monday, 7 a.m. to 4 p.m., Wednesday, 9 a.m. to 6 p.m., and every other Thursday or Friday (day/hours TBD, either 7 a.m. to 4 p.m. or 8 a.m. to 5 p.m.). Requirements: Current CO license and malpractice insurance, Soft Tissue Diode Laser certification, and two years minimum experience. Excellent base plus incentives. Please e-mail a cover letter and resume immediately to tara@larkridgefamilydentistry.com.

Hygienist: Part-time hygiene position for Thursdays and Fridays. Please visit winterparkdentalcolorado.com. Please e-mail resume with references to marknchua@gmail.com.

Assistant: Dr. Mike Martin in Grand Junction, Colo. is seeking a full-time dental assistant. Experience with Dextrix, digital x-rays, Invisalign, intraoral cameras would be preferred. Approximately 32 hours per week. We would like you to have at least two years of hands-on chairside experience. Come work where laughter is always part of your day! Please e-mail a cover letter and resume to mikehdcare@gmail.com.

EDDA: Job opportunity for experienced Expanded Duty Dental Assistant (EDDA) with three years of experience. This is a full-time position (40-hour week) in a faith-based inner city health clinic. Must be an efficient and compassionate team player. Bilingual skills (English/Spanish) are a plus but not required. Will be expected to assist our dentists in providing caring, exceptional, quality service to a diverse population of patients in a respectful manner reflective of our mission. Please e-mail a cover letter to Cheryl Simmons at cherylk@innercityhealth.com.

PRACTICES FOR SALE

Practice: Two office practice seeking associate to buy one practice. \$2M plus in annual production. Located in Grand Junction, Colo. Contact 970-243-2025 or gretcheng@jpdentalgroup.com.

Practice: Greeley, Colo. Beautifully designed, boutique style, fee-for-service general dental practice, located in one of the most highly sought after areas in Greeley, is seeking a quality dentist interested in an exceptional purchase opportunity. Outstanding, patient-centered team with an emphasis on comprehensive, restorative dentistry. Owner will assist with quality introduction period to ensure a smooth transition. Please reply in confidence with your objectives and CV to carrie@lifetransitions.com.

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- I am personally at each and every showing of your practice.
- I return phone calls promptly.
- I give the same care and attention to smaller practices as larger practices

My commitment to you is that I will give you the Highest Level of Professionalism in order to effect a smooth and successful practice transition.

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Practice: Englewood, Colo. Start-up with 50+ active patients. Great location near Swedish Hospital. Perfect for small start-up, great lease, low cost investment. Must see before investing hundreds of thousands of dollars! Motivated seller! Susan, 303-973-2147 or susan@sastransitions.com.

Practice: Space sharing in Broomfield, Colo. Share space in "high-end" facility in excellent location! Future opportunity for practice purchase! Includes disposable supplies and computer support! Digital radiography, pano, staff availability negotiable. Susan, 303-973-2147 or susan@sastransitions.com.

Practices: New listings coming available August/September 2011! Northeastern Colorado, Englewood, Littleton, metro Denver! Call today for specific information. Inventory changes before my ads! Susan Spear, practice transition specialist/licensed broker, SAS Transitions, Inc., 303-973-2147, susan@sastransitions.com.

Pediatric Practice: Eureka, Calif. Great ownership opportunity, exceptional income, in modern pediatric dental office! Revenues \$1.5M, low overhead, seller retiring and will consider all reasonable offers! Susan Spear, SAS Transitions, Inc., P.C., Inc. of California, 303-973-2147, e-mail susan@sastransitions.com.

Need Help Buying a Practice? Help with appraisals, reports, financing and more! I provide expert advice on how to purchase your practice, negotiate on your behalf, and help you successfully become the new owner! Why go it alone? Susan Spear, practice transition specialist/licensed broker, SAS Transitions, Inc., 303-973-2147, susan@sastransitions.com.

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Practice: Loveland, Colo. Pediatric dental practice. Super family friendly community away from metro hassles yet close enough to enjoy

Denver's night life and northern Colorado's great outdoors. Consistent \$550,000+ net collections on only three work days per week with staff of three plus doctor. Low overhead and highly digital. Four main private ops. plus five chair open bay to expand practice in spacious contemporary doctor-owned office building. Please send serious inquiries to apolco2002@gmail.com.

Practice: Fairplay, Colo. Strong patient base with room to grow well beyond present numbers. Annual gross \$348,000. Close to Denver, as well as ski slopes. Dave Goldsmith, AFTCO transition analyst, 303-304-9067, dgoldsmith@aftco.net.

Practice: Montrose, Colo. Strong, active patient base and a monthly new patient count of 40+, considerably above average for this size community. High-tech equipment. Loyal staff. Good location within the city. Ample parking with a favorable lease, plus option to buy now or later. Dave Goldsmith, AFTCO transition analyst, 303-304-9067, dgoldsmith@aftco.net.

Practice: San Luis Valley, Colo. Six ops., annual gross \$773,000, large patient base, loyal staff, good hygiene department, great growth potential. Dave Goldsmith, AFTCO transition analyst, 303-304-9067, dgoldsmith@aftco.net.

Practice Buyers/Sellers: Do you want your transaction to be handled in a professional, non-adversarial environment? After determining your needs we will fit you with one of our more than 150 programs to help you achieve quality of life goals. See listings by visiting www.aftco.net. Dave Goldsmith, AFTCO transition analyst, 303-304-9067, dgoldsmith@aftco.net.

Transition Services: For more information on how to sell your practice or bring in an associate, please contact Larry Chatterley and Susannah Hazelrigg with CTC Associates at 303-795-8800 or visit our Website for transition information, www.ctc-associates.com.

Practices: General practice opportunities are available in Denver, Lakewood, Boulder, Fort Collins, Lafayette, Littleton, Centennial, Colorado Springs, Pueblo, and eastern Colorado. Pediatric practice available in Cherry

Creek. Orthodontic practice available in Boulder County. Associate opportunities across the Front Range. For more information on current practice opportunities, including an overview of each practice for sale, please visit www.ctc-associates.com or call Larry Chatterley and Susannah Hazelrigg with CTC Associates at 303-795-8800.

Practice: Montrose, Colo. Three ops., collecting \$350,000 on beautiful western slope. Doctor retiring. Call Jerry Weston, Professional Marketing and Appraisal, 800-632-7155, www.dentaltrans.com.

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Practice: Grand Junction, Colo. Great practice collecting \$625,000. Five ops. in busy location. Price \$375,000. Call Jerry Weston, Professional Marketing and Appraisal, 800-632-7155, www.dentaltrans.com.

Practice: Colorado Springs, Colo. Four op. practice in college area. Collecting \$400,000. Doctor retiring. Call Jerry Weston, Professional Marketing and Appraisal, 800-632-7155, www.dentaltrans.com.

Practice: Boulder, Colo. Four ops. in great location, ideal for satellite or starter practice. Collecting \$250,000 on two-days-a-week. Professional Marketing and Appraisal, Jerry Weston, 303-526-0448, www.dentaltrans.com.

Practice: Longmont, Colo. Five ops. in excellent location, collecting \$450,000 on two days a week. Potential for much more. Call Jerry Weston, Professional Marketing and Appraisal, 800-632-7155, www.dentaltrans.com.

Practices: Professional Marketing and Appraisal, specializing in Colorado practice sales and transitions. Over 20 years of personal attention to the dental profession. Call for current listings. Jerry Weston, Professional Marketing and Appraisal, 800-632-7155, www.dentaltrans.com.

CLASSIFIEDS continued on page 34

CLASSIFIEDS *continued from page 33*

Practice: Greeley, Colo. Exceptional opportunity for a general dentist seeking a quality, fee-for-service practice to purchase after a successful initial employment phase. This premier established practice has a fine reputation in providing comprehensive dentistry to the Greeley community. This practice has a dynamic, experienced team and a strong emphasis on CE and professional growth. Please send your CV in confidence to: The Sletten Group, Inc., 303-699-0990, fax 303-699-4863 or carrie@lifetransitions.com.

Practices: Metro Denver area. Arvada, GP, \$107,000 gross, three ops., office reconstructed in 2010. (CO 1123) Aurora, GP, \$560,000 gross, same loc. since 1984. (CO 1117) Boulder, GP, \$450,000 gross, four ops. + two, est. 2004, Tues.-Fri., 8 a.m. to 5 p.m. (CO 1121) Denver, space share in solo group arrangement, four ops., 1,700 sq. ft. (CO 0920) Denver, TMD, \$760,000 gross, est. in 1987. (CO 1021) Denver, turn-key facility, no pts., three ops. (CO 1028) Denver metro, pediatrics, fast-growing family community, \$1.11M gross, \$578,000 net w/five ops in 2,500 sq. ft., est. 1997, one office mgr., one EDDA, two assists and one recep. (CO 0923) Highlands Ranch, GP, \$1.27M gross, six ops. (CO 1107) Littleton, GP, \$1.4M gross, five ops., 1,831 sq. ft., same loc. since 1985, available Jan. 2012. (CO 0817) Peter Mirabito, D.D.S., Jed Esposito, M.B.A., ADS Precise Consultants, 303-759-8425, www.adsprecise.com.

Practice: South-central Colo. GP, \$480,000 gross, same loc. since 1991, three ops., Tues.-Thurs., 8 a.m. to 5 p.m., Fri., 8 a.m. to 3 p.m. (CO 0935) Peter Mirabito, D.D.S., Jed Esposito, M.B.A., ADS Precise Consultants, 303-759-8425, www.adsprecise.com.

Practice: Colorado Springs, Colo. GP: gross \$473,000, one recap., one asst., one hyg., three ops., prof. bldg., 1,600 sq. ft., Mon.-Thurs., 8 a.m.-5 p.m. (CO 0803) Perio: gross \$280,000, 1,749 sq. ft. with spectacular mountain view, one large surgical suite plus one large surgical operatory. (CO 1124) Peter Mirabito, D.D.S., Jed Esposito, M.B.A., ADS Precise Consultants, 303-759-8425.

Practice: Glenwood Springs, Colo. GP: \$800,000 gross, four ops., condo office available. (CO 1108) Peter Mirabito, D.D.S., Jed

Esposito, M.B.A., ADS Precise Consultants, 303-759-8425.

Practice: Nebraska: north central, GP, gross \$500,000, price \$217,000, four ops., three and a half days/wk. Doctor retiring. (NE 0809) Peter Mirabito, D.D.S., Jed Esposito, M.B.A., ADS Precise Consultants, 303-759-8425.

SPACE AVAILABLE

Space Sharing: Opportunity in existing orthodontic office with two locations in Colorado Springs. Ideal for pedodontist who needs satellite or new start-up. Contact 719-596-1363 or daniel1662@mindspring.com.

Space Sharing: Tired of your old facility in Lakewood? Space share in a brand new Lakewood general dental practice with all the modern digital equipment. Currently working 23 hours per week and could see another practice fill in perfectly. Could split days in half or whatever would work for a nice transition. Thinking of retiring? Transition from owner to associate by making more income by sharing expenses. Plenty of perks in this business model for win-win. Contact Lmzeez@aol.com or 303-475-9429 or 303-232-5280.

Space Sharing: Lovely office in DTC area looking to space share solo group with another individual interested in fee-for-service, great patient rapport, and state-of-the-art delivery of care. Five ops., low overhead, great staff. Doctor currently works only three days per week. Hours can be arranged to offer another doctor or two a very flexible work schedule. If interested, please call 303-355-1645 or e-mail inquiries to justteeth@gmail.com.

Space Sharing: Looking for beautiful office space to see your patients? Share space in our beautiful Louisville, Colo. dental office. If interested please contact 303-604-2609 or e-mail: rhansonndds@mcleodusa.net.

Space Sharing: Space sharing opportunity in newer high tech office near Quincy and Parker overlooking CC Reservoir. Open to arrangements with specialist or GP. Digital x-rays. Five ops. Phone 303-693-7330.

Space Sharing: Denver, Colo. Share expenses – why pay for everything yourself? Seeking general dentist/specialist wanting to share practice costs without the burden of going solo on expenses. Office totally re-equipped three years ago. Four operatories, each with computer, intra-oral camera, DVD, CD, satellite radio and TV. Digital x-ray, Pan-X, Caesy, Luma

bleaching, portable Diagnodent, Harvey, Statim, & Hydrim washer. Software schedules, bills, processes insurance for multiple providers. Private office, consult room, and reception room with large flat screen educational program. Contact Dr. Pavlik, 719-592-0878 or pjp@trackerenterprises.com.

Space Sharing: Space share in GP office in Aurora. Six treatment rooms, fully-equipped with latest ergonomic concept, administration support, fully digital office, pleasant professional location. Call 303-369-1069.

Office Space: Lafayette, Colo. Beautiful turn-key 3,237 sq. ft. dental suite in Class A building next to Community Medical Center on South Boulder Road. Other tenants include oral surgeon and orthodontist. Plenty of parking, great local management and excellent lease terms. Ready to move in! Call David, 303-838-0683.

Office Space: Stop looking! We have the perfect place which is 1,760 sq. ft. of dental-ready office space. Great high traffic, high visibility location, just 10 minutes from Boulder on S. Boulder road. In Lafayette. Ample parking, high speed internet, excellent rate. Please call Becky, 303-455-1127.

Office Space: Orthodontist office immediately available. Overlooks Southmoor Park at Hampden and Tamarac. Dental building, 1,065 sq. ft. Three ops. in place and shared lab space. Call Buck Oakes, 303-778-6971.

Office Space: 1,900 sq. ft. corner dental space available in Parker. Expandable to 2,800 sq. ft. Move-in ready with existing millwork and improvements – only chairs required. Located adjacent to a large pediatric dentist. A generous TI allowance and signage is available. Building features secured access, T-1 lines, Comcast cable, modern lobby, music and satellite TV broadcasting. Contact Todd Faestel, 303-841-7600 or tbfe@faestelproperties.com.

Office Space: 2,300 sq. ft. dental/orthodontic space available in a Super Target anchored development in Parker. Move-in ready with existing millwork and improvements – only chairs required. Six chair positions, central millwork station, large reception area, custom reception desk, two private patient consultation rooms, x-ray room, lab room, private office, break room. Signage and TI allowance available. Contact Todd Faestel, 303-841-7600 or tbfe@faestelproperties.com.

Office Space: Aurora, Colo. Centrally located on Mississippi. Convenient to I-225, Market Square, Aurora Medical Center and RTD. Immediate occupancy, affordable rates, flexible terms. Lots of parking. Monument signage available. Call 303-799-8800.

Office Space: Aurora, Colo. Professional dental office spaces consisting of 900 sq. ft. up to 2,672 sq. ft. will soon become available for lease. Currently partitioned, plumbed and wired for dental chairs, etc. Ideal location with high traffic visibility and easy access. Call Dr. Trompeter at 303-688-3838.

Office Space: Dental/medical office for lease. Available in October/November. Finished medical/dental office space located on Mississippi avenue, two blocks west of Havana in the medical dental building. Direct street

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Office Space: Denver dental office space. Cherry Creek East building has a new three-operator office for \$2,809 per month. Expandable to four chairs. Address is 925 S. Niagara St. Excellent location demographics. Call Wes at 303-815-2235.

Office Space: Loveland, Colo. Hwy 287 and 29th Street, two suites. #2992, dental surgeon office, 2,221 sq. ft., four operatories, \$4,425/month. #2988, open floor plan, 2,250 sq. ft. available now, \$3,915/month. Call Joe Palieri, 970-215-4713, jpalieri@comcast.net.

Office Space: Denver Tech Center/Lone Tree/Highlands Ranch area. Modern dental building in a new business park near Park Meadows Mall. A great location for any specialist or general dentist. Approx. 2,400 sq. ft. Cabinetry, plumbing and electrical in place with central vacuum and air compressor. Contact Ken Andow at 303-908-4442 or kandow@comcast.net.

Office Space: First floor office with five operator suites located in central Greeley. All plumbing, nitrous lines, computer lines and cabinetry are in place, along with sterilization room and lab space. Call 970-356-5151.

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For Sale: Air Techniques VacStar40 wet ring suction. Used for one year, switched to dry vacuum when I moved offices. It's in great shape, like new! \$900 or best offer takes it away. Contact 303-753-9916 or docwyte@comcast.net.

For Sale: New endo equipment for sale! It was ordered and played with but never used it on a patient. For info, please contact Nicki at 303-361-6668 or nicki_koonce@yahoo.com. We have: one RealSeal oven, two RealSeal Intro Kits, one EndoTouch TC motor, one PeerlessPost Kit, one Morita root zxII (apex locator), one EndoActivator System Kit.

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For Sale: Antique dental cabinet and a lab workbench – '20s vintage. Refinished oak with

all crystal knobs and glass – excellent condition! Cabinet 32W x 14D x 62H, \$1,550, O.B.O. WB 37W x 16D x 43H; bench 38H, \$400, O.B.O. 970-988-2755 or cotoothdoc@aol.com.

For Sale: 2004 ASI Ergo 4 Dual Cart, model #2202E. Asking \$4,000. Pick-up only, located in Edwards, Colo. Please call Shaya, 970-569-3074.

For Sale: 2006 ASI Ergo Elite Drawer/Door system, model #2133E/R. Asking \$3,000. Pick-up only, Edwards, Colo. Please call Shaya, 970-569-3074.

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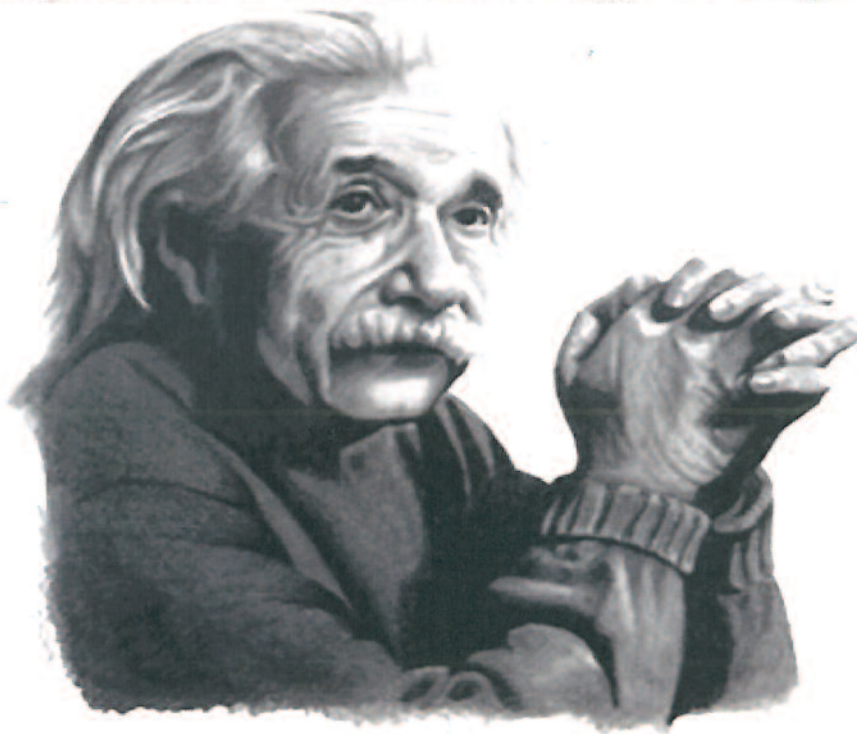
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