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Signature _____ Date _____

If you are authorizing CDA Easy Pay for more than one dentist, please photocopy this blank form and complete a separate form for each dentist. Dues amounts vary depending on membership type and component society. To confirm your total dues amount, please contact CDA Director of Membership Jeanne Nicoulin at 303-996-2842, 800-343-3010 x102 or jeanne@cdaonline.org.

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Colorado Dental Association, 8301 E. Prentice Ave., Ste. 400,
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**Interested in selling/buying a
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Register today! The Colorado Dental Association New Dentist Committee is hosting an event to help newer dentists meet seasoned dentists who are preparing for a practice transition.

“Speed Dating” Practice Networking Event
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Colorado Dental Association Office
8301 E. Prentice Ave., Ste. 400
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The format will allow for an information exchange in a group of dentists who are interested in the same goal. We will have participants break into groups of 8-10 (organized by your response to our short questionnaire) to answer predetermined questions designed for both the seasoned and new dentists. The event will be moderated by Dr. Justin Pearson and Dr. Eric Rossow. Once you've registered, we will be sending a checklist of information you will want to bring with you.

Please register for this event – Space is limited!

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Inalienable Rights

By Brett Kessler, D.D.S., CDA President



The Statue of Liberty stands proudly in New York Harbor. It stands as the universal symbol of freedom and democracy. This symbol stands for what makes our country great.

I love the practice of dentistry. I love the freedom that it offers us. We have the freedom to cooperatively treat our patients, helping them achieve their goals in a predictable and satisfying manner. Patients are free to choose to go to any dentist they like. Dentists are free to choose to treat anyone they like and do any procedures that they like and vice-versa. As a result of these freedoms, we are an example of a free-market healthcare system that works.

Our professional autonomy (freedom), however, isn't free. Eleanor Roosevelt said, "*Freedom makes a huge requirement of every human being. With freedom comes responsibility.*" The values of the profession must be actively upheld by us — the practicing dentists. If we are not diligent and stand for what is best for our patients, our profession will no longer be autonomous.

Author Peter Drucker said in the '70s, "*Those that are content to rise with the rising tide will also fall with it.*" And when it falls, if we did nothing to better and preserve our work, we have no right to complain. In other words, if we are passively riding the

waves, we will have no choice but to accept our fate when the wave crashes.

We are responsible to serve the needs of our communities. We have an obligation to stand up for the individuality of our practice philosophies. Our uniqueness is what makes our practices special and attractive to our patients. We cannot let outside entities influence our standards, our ethics and our decisions. We do what is best for our patients because it is in their best interest.

This past year, Colorado has introduced an adult Medicaid benefit to our state. They have allocated over \$100 million to provide these services to those who are eligible. It is estimated that over 300,000 adults are now eligible for this benefit. The CDA worked closely with legislators and the governor's office to create this benefit. As dentists, we directly witness the impact that dentistry has on those who need it. We improve oral and overall health, we restore function, and we provide smiles.

We continue to fight hard to shape the benefits and make sure that our communities have access to our finest

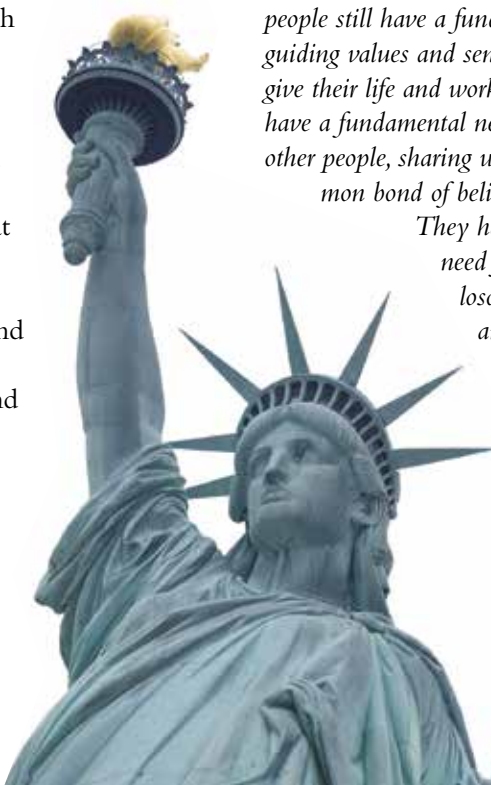
care. Our communities need Medicaid providers to serve this need. We understand that the system is a work in progress, and are working daily on your behalf to address concerns to help the system run much smoother in coming weeks and months.

At the same time, we have the responsibility to provide care to Medicaid patients. Currently, there is extensive discussion among policymakers and the public regarding gaps in Colorado's dental health. If we are to make the case to the public that qualified dentists are the answer to access concerns, then it is incumbent on our profession to step up to the plate.

The fate of our profession is in our hands. "*With freedom comes responsibility.*"

Author Jim Collins wrote, "*No matter how much the world changes, people still have a fundamental need for guiding values and sense of purpose that give their life and work meaning. They have a fundamental need for connection to other people, sharing with them the common bond of beliefs and aspirations.*"

They have a desperate need for a guiding philosophy. More than any time in the past, people will demand operating autonomy - freedom plus responsibility - and will simultaneously demand that the organizations of which they are



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Recently, the Colorado Dental Political Action Committee (CODPAC) met with 40 state legislators and candidates individually. It was an extensive task that involved hundreds of volunteer hours and immense coordination. The purpose of this endeavor was to further our relationships with key influencers, educate the legislators on our issues, and then strategize our legislative agenda.

We sent them information about key legislative priorities and our objective to make it as easy as possible for dentists to deliver the best

possible care to our communities. We dialogued about possible solutions regarding these subjects: increasing Medicaid reimbursements, improving student loan forgiveness programs, dental insurance reform and preventing the introduction of a new mid-level dental provider in our state.

The legislators seemed genuinely impressed with our ideas, our passion and our mission. The hard work that we have been doing over the past several years resulted in several congratulatory statements of support by the legislators. Respect for our profession has greatly improved. **Today** legislators look at us as experts to help guide and shape policy around oral health and oral health care delivery. But if we don't fulfill our obligations, our influence will be gone.

Thank you to our CODPAC colleagues representing us. Thank you to our members for contributing to CODPAC and the American

Dental Political Action Committee (ADPAC). These dollars are the best investment that you can make to preserve the freedom that we have. Please tell your communities how important it is to get involved either with monetary or voluntary contributions. Remember, we all must do our part in giving to the profession.

On the west coast there is a proposal to build another statue. This one is being called the statue of responsibility (<http://statueofresponsibility.com>). It will symbolize this notion that freedom isn't free. We are responsible for setting the standard and delivering the finest oral healthcare in this state. We take this seriously and by our actions, we will continue to enjoy our freedoms. 🇺🇸

If you would like to make a donation to CODPAC/ADPAC please contact the CDA at info@cdaonline.org or 303-740-6900 or 800-343-3010.

The Interview

By Greg Hill, J.D., CDA Executive Director



August 2014 marks just over two months since I joined the Colorado Dental Association. I suppose it is time to formally introduce myself. As you may have already read or heard, I come from Kansas where I spent the past 15 years, serving as both the assistant executive director of the Kansas Dental Association and the executive director of its non-profit, the Kansas Dental Charitable Foundation.

My background certainly provides me a basic understanding of the dental profession and the unique way that dentistry fits into the healthcare industry. I've spent a great amount of time in my career managing the Kansas Dental Association's communications, working with members on legislative and regulatory issues and traveling across the state to fundraise

and share the vision of the Kansas Mission of Mercy.

But along with the issues of dentistry, I have also spent much time studying the art of leadership and management, in hopes that one day I would have the opportunity to lead an organization like the Colorado Dental Association. So rather than introduce myself with my credentials, I want to introduce myself with a leadership philosophy I brought before the search committee this spring when I was hired to this position.

Community – First, I believe that community is the framework of leadership. To be a leader, you must have people to lead. Whether a staff, an industry, a civic organization or school, I believe in providing leadership whenever it is needed. That doesn't necessarily mean I will serve on an organizations board of directors or help fundraise whenever asked (although I will admit, I did overcommit myself in the past with too much volunteerism). Sometimes

being a leader means listening to problems and being able to effectively guide a person or a group. I didn't come to the Colorado Dental Association to tell you how I am going to do things. I came as someone who will listen first, measure possible outcomes and then seek to guide the organization using the best and most effective team to achieve those goals.

Creativity – I am sure you have heard the phrase, "if you keep doing the same thing the same way you will always get the same results." While I do believe that saying, I actually like to take it a step further. "If you keep doing the same thing the same way, you will get diminishing results." It is critical that we, as an association, look beyond the way things have always been done and find new, innovative and creative ways to engage younger dentists, dentists in large practices, those at the end of their careers, and everyone in between. This doesn't just mean how we communicate, it means finding new products and services that can make dentists more successful and it means listening to the needs of every member. I also believe in crazy ideas, if the end result seeks to make the organization more effective. If we don't begin to think differently, the CDA will quickly become less effective as an organization.

Leadership – So often we view leadership as a position of authority. We talk about the leaders of an organization as those elected officers

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and trustees. Well here is a crazy idea; I believe that leadership is an activity and not a position. Each and every one of you is a leader. You are an integral part in what we seek to achieve in this organization and you are the most effective way to advance oral health in Colorado.

So how do I view my role as your executive director? At our recent Executive Committee retreat, each of the officers and I took a personality profile test. Most of us came back with slightly different personalities, which I believe is critical to an effective board. According to the results of my personality traits, I naturally coordinate and organize the activities of others and seek to make an organization more efficient. As I think back to the interview process, these are things I spoke of.

As I have said countless times since I started here on June 1, I am blessed to have a highly competent and effective staff working alongside me to serve you. I believe a big part of our success ultimately rests in how effectively I can coordinate and lead them to achieve the goals set out by the Executive Committee, the direction of the Board of Trustees, and ultimately the satisfaction of the members of the CDA. I pledge to you that I will do everything I can to make the CDA the best it can possibly be.

I look forward to meeting each of you as the CDA executive director and I hope that, together, we can continue to make the CDA thrive!



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Dental Practice Act Changes | What You Need to Know

During the 2014 state legislative session, the Colorado Dental Practice Act was reviewed and updated pursuant to HB 14-1227, the dental Sunset Review bill. Substantial changes were made that will impact dental practices in the months and years to come. Key highlights of the bill changes are reviewed below. The chart below includes both changes advocated by the CDA, as well as modifications made by other stakeholders.

Practice Act Change	New Requirement	Discussion
Continuing Education (CE)	<ul style="list-style-type: none"> Requires 30 hours of CE per 2-year license renewal cycle. For dentists holding an anesthesia or sedation permit, requires 17 hours of CE specific to anesthesia or sedation administration during the 5-year permit renewal cycle. Any CE taken to fulfill the anesthesia requirement can also be counted toward fulfilling the above 30-hour CE requirement. 	The amount of CE required by the Sunset Review bill is consistent with the current CE requirement for CDA members. State Board rulemaking will help determine how this requirement will be phased in during the first renewal cycle, as well as documentation and reporting requirements. The State Board is expected to create exemptions for certain license types such as inactive and retired licenses. The State Board may also specify topics that must be addressed in the CE hours attained, as well as any certifications required by entities offering CE credits.
Anesthesia: Pediatric Permits	<ul style="list-style-type: none"> Requires a separate permit for dentists who administer minimal sedation, moderate sedation or deep sedation/general anesthesia to pediatric patients. 	The intent was for this permit to be designed to minimize the administrative burden for both the State Board and dentists. It could perhaps be implemented as simple as a designation on the broader anesthesia permit. State Board rulemaking will help determine the training and education required for the permit designation (and perhaps automatic allowances for dentists who have completed certain specialty residencies). State Board rulemaking will likely need to address age distinctions or developmental markers that identify a pediatric patient.
Anesthesia: Permit Applications and Renewals	<ul style="list-style-type: none"> Requires re-inspections of the dental facility when renewing moderate sedation and deep sedation/general anesthesia permits, not just inspection at initial application as before. Imposes fees for all anesthesia permit applications, not just for deep sedation/general anesthesia as before. Imposes fees for local anesthesia permits issued to dental hygienists after July 1, 2014. 	
Anesthesia: Supervision	<ul style="list-style-type: none"> Requires a dentist or other qualified anesthesia provider to be physically present in the operatory during administration of moderate sedation and deep sedation/general anesthesia. 	
Anesthesia Training:	<ul style="list-style-type: none"> Clarifies that the dentist applying for an anesthesia permit must be the primary provider and directly provide care during all cases claimed toward fulfillment of anesthesia training and experience requirements. 	This addition was made to clarify that observation of cases and cases conducted in group settings where the dentist is not providing direct patient care does not count toward fulfilling training requirements. Anesthesia training cases should as closely mirror the dentist's actual practice setting and support structure as possible to ensure patient safety and quality of care.
Use of Lasers	<ul style="list-style-type: none"> Requires the State Board to write rules to ensure the safety of lasers used in dental settings. Allows dental hygienists to use lasers for pocket disinfection at settings that preclude hard and soft tissue removal. 	

Practice Act Change	New Requirement	Discussion
Dental Laboratories and Prosthetics	<ul style="list-style-type: none"> Clearly allows ePrescribing of laboratory work orders. Requires a dentist who writes a laboratory work order to have appropriate training, education and experience related to the prescribed treatment. Clarifies that a dentist must be responsible for directly supervising all intraoral treatment related to laboratory services that is provided to a patient. 	
Infection Control	<ul style="list-style-type: none"> Clearly delineates that failure to follow infection control standards is grounds for discipline. 	Adherence to infection control standards was previously required as an element of meeting “generally accepted standards of dental practice.” This addition makes State Board discipline for failing to use proper infection control more straightforward.
Peer Assistance and Dentist Well Being	<ul style="list-style-type: none"> Requires any dentist convicted of a drug/alcohol related offense to contact Peer Assistance and undergo a confidential evaluation within 30 days of the arrest. Requires dentists who have physical or mental conditions that affect their ability to perform dental services to notify the State Board; allows confidential agreements to be made outlining any needed practice restrictions. 	These requirements were added to help identify and address dentist well being needs early and before long-term impacts on a dentist’s practice come into play.
Dental Hygienist Prescribing	<ul style="list-style-type: none"> Allows dental hygiene prescribing of a limited formulary of preventive agents like fluoride and non-systemic topical antimicrobials. Requires collaboration with a dentist. 	State Board rulemaking may help clarify what dentist-dental hygienist prescribing collaboration requires.
Dental Hygiene Licensure	<ul style="list-style-type: none"> Allows limited charitable care to be provided by retired dental hygienists. Creates an inactive license class for dental hygienists. 	
State Board Composition	<ul style="list-style-type: none"> Clarifies that State Board members are allowed to continue serving until their successors are appointed. 	Allowing service of existing State Board members ensures efficiency during times of Board transition. The Colorado governor remains responsible for making appointments and has an extensive screening process in place to ensure that State Board members are qualified.
Licensure Changes	<ul style="list-style-type: none"> Eliminates the jurisprudence exam requirement as a prerequisite for licensure. Allows the State Board to consider additional options for evaluation of clinical skills, such as residency and portfolio models; the State Board is no longer limited to just regional exams for evaluation of clinical competency. Eliminates the requirement for a dentist to submit verification of other healthcare licenses when seeking licensure by exam. Will likely increase licensure fees by \$14 for both dentists and dental hygienists during the 2016 license renewal. 	
Compliance and Disciplinary Changes	<ul style="list-style-type: none"> Gives the State Board fining authority in disciplinary cases; fines are capped at \$5,000 for dentists and \$3,000 for dental hygienists, and must be tiered based on the severity of the offense and number of occurrences. Allows suspension of a license for failing to comply with a State Board order. Allows discipline of a license for failing to respond to a State Board complaint. Eliminated the certified mail requirement for letters of admonition. 	The CDA House of Delegates has substantial concerns around fines being imposed in disciplinary cases. Once it became apparent that fining authority would be granted to the State Board during the Sunset Review process, the CDA worked hard to establish safeguards and parameters to ensure that fines were as reasonable and effectively targeted as possible.
Complaints Made to the State Board	<ul style="list-style-type: none"> Requires the patient to be notified prior to a complaint submission to the State Board when the complaint is related to the standard of care and is not submitted directly by the patient (i.e. when submitted by another dentist, caretaker, etc.). 	State departments and agencies are exempt from this restriction.
Technical Changes	<ul style="list-style-type: none"> Renames the State Board as the “Colorado Dental Board.” Eliminates outdated terminology. Cleans up and reorders the Dental Practice Act to make it easier for dentists to understand. 	

SUNSET *continues from page 13*

While these changes to the Dental Practice Act technically took effect as of July 1, 2014, extensive rule-making is required to implement certain sections of the bill. The State Board has established four rulemaking committees, which are expected to begin meeting this fall. The CDA will publicize dates for these committee meetings, and any interested CDA member is welcome to attend. We hope that many of the questions that naturally arise when reviewing the changes to the practice act will be addressed during the rulemaking process.

An updated version of the Dental Practice Act that incorporates the changes outlined above is not yet available from the state. The CDA will let members know when the updated practice act is published.

Additional details will be provided to CDA members as rulemaking and implementation efforts progress. 📱

Thank You!

The *Sunset Review of the Colorado Dental Practice Act* was an extensive process that included more than two years of regulatory and stakeholder meetings and planning. Thank you to the many CDA volunteers who invested substantial time to review the practice act, make recommendations on changes and guide those changes through the legislative process. While the legislative process is always one of compromise, the CDA Sunset Review team accomplished an impressive feat in advancing many proactive changes that will improve patient safety and enhance professional accountability. Please join us in thanking your colleagues for their tireless work on your behalf.

CDA Sunset Review Committee Members

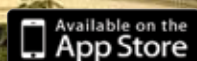
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Regulatory Spotlight

Do You Have an Account with Colorado's PDMP?

All Dentists Required to Create a PDMP Account by Oct. 31, 2014

A recently passed bill, HB14-1283, requires all dentists with a DEA registration to enroll with Colorado's Prescription Drug Monitoring Program (PDMP) by Oct. 31, 2014. If you have not already signed up to use the PDMP, you may register for an account at: <http://www.hidinc.com/copdmp>. If you are already registered or are a current user of the PDMP database, no future action is needed at this time to meet the state requirement.

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The PDMP is a secure, online database created in 2005 that provides objective information about patients' controlled substance prescription records to assist Colorado healthcare providers in offering appropriate treatment to their patients. The hope with the new registration requirement is that dentists who prescribe controlled substances will routinely use the program as a reference once they've registered. The PDMP database can be a helpful tool, as it provides dentists with vital information to make informed decisions about prescribing a controlled substance. While dentists are required to register with the PDMP, there is no requirement that prescribers utilize the program on an ongoing basis. At this time, registration is the only requirement, aside from the notification requirement that's been in place since 2011 for any patient prescribed a controlled substance. (For additional information on the notification requirement, please visit <http://cdaonline.org/dentalprof/practice-resources/pdmp>).

HB14-1283 made some additional enhancements to the PDMP, including creation of a task force to enhance the effectiveness of the PDMP and authorization for dentists to assign PDMP logins to up to three employee staff members. With staff-level PDMP accounts, the dentist is responsible for ensuring that

any employee granted access to use the PDMP uses the program for approved purposes only and maintains the confidentiality of the information obtained from the PDMP, as the information is considered part of the patient's medical record. Approved purposes for accessing PDMP data include queries related to a current patient of the practice to whom the dentist is prescribing or considering prescribing a controlled substance. PDMP accounts for staff will be available starting in January 2015.

In addition, the 2014 PDMP bill authorized the state to send proactive notifications to dentists and other prescribers if they write a controlled substance prescription for a patient who is a frequent user of controlled substances. While the state does not plan to release the exact thresholds for what will trigger these "frequent flyer" alerts, they will involve a patient filling multiple prescriptions for controlled substances from multiple prescribers at multiple pharmacies over a short time period. There is no obligation for a dentist who receives one of these proactive reports to do anything with the information. The reports are non punitive and there is no penalty for the prescribers associated with the report. The report is simply provided as information to help in future decision making about prescribing. These automatic reports will be shared with prescribers starting in September 2014. 🐾

You Protect Your Patient Records, *But Are Your Records Protecting You?*

By Nathan Reynolds, D.D.S. and Randy L. Kluender, D.D.S., M.S.

Patient records. As dentists, we all keep them and understand their importance, but are your records good enough? Would they help you or hurt you in a malpractice situation?

The role of records in a dental malpractice case is critical to building a proper defense for any dentist. Without proper documentation, the risk increases on two fronts, the pending civil case and the Colorado Dental Board.

The dental record, hard-copy or electronic, is all about factual “story telling” and how well the story is being told accurately from the beginning to the end by the dentist/staff. A well-documented set of patient records means less recollection by the dentist of what happened during the patient visit. It is based on the actual event(s) at the time, which helps build a strong defense.

The story should be told so not just you, as the dentist, can understand it. It should be understandable by individuals like your attorney, your malpractice carrier, the patient’s attorney, the dental insurance company and the Colorado Dental Board.

The Colorado Dental Board, being an interested party, requires the dentist to be responsible for making essential entries. You may be in violation of the Dental Practice Act of Colorado under C.R.S. § 12-35-129(z) if you fail to do so. Telling a good, complete and accurate story will avoid that risk.

The dentist has the responsibility for how the records are documented by any staff member and needs to ensure that staff members are adequately trained to make acceptable patient record entries. Be sure to check all entries for accuracy and content before signing off on them.

The following “Recordkeeping Checklist” is provided for informational purposes to help determine how and what content should be included as part of the “story” about your patient’s dental visit. As a preventive measure, The Dentists Professional Liability Trust of Colorado recommends that you periodically review your record keeping protocol.

1. Date and time of appointment (month/date/year/time)
2. Clinical findings
3. Chief complaint of the patient
4. Radiographs and findings, type and number taken
5. Diagnostic tests and results
6. Diagnosis
7. Treatment plan to be rendered (expand fully)
8. Use standard abbreviations
9. How the treatment was rendered
10. Local anesthesia – site, type and dose
11. Post-operative instructions
12. Medications prescribed and how to be taken
13. Treatment refused
14. Patient comments
15. Treatment accepted
16. Failed appointments
17. Lack of following directions
18. Non-compliance by the patient
19. Limitations of treatment
20. Risks of treatment
21. Risks of not having treatment
22. Future treatment that may be required
23. Name of the doctor to whom the patient was referred
24. A copy of the referral sheet
25. Signature for refused recommendations
26. Informed consent documents
27. Discussion topics
28. Drawings or pictures used in describing treatment or clarifying treatment
29. Estimated expenses for the patient
30. Medication reactions
31. Copy of all informational letter(s) regarding the consultation
32. Corroborating notes by your auxiliary with signature or initials
33. Avoid using vernacular
34. Use accepted dental and medical terminology
35. Record oral orders
36. Denture approval
37. Adverse patient attitude
38. All existing restorations and missing teeth
39. Foreign bodies found
40. Inadvertent mishaps during treatment and the advising of the patient (broken file, root tip, etc.). Be complete
41. All patient letters, e-mails or text messages received
42. Materials used

43. Home care instructions and pamphlets
44. Laboratory prescriptions
45. All telephone calls regarding the patient's treatment. Record if no answer or left message
46. Telephone calls received at home or cell phone from a patient
47. Patient's method of payment
48. Complete medical history
49. Complete dental history
50. Allergy to metals
51. Allergy to acrylics
52. Allergy to latex
53. Allergy to vinyl
54. Herbal medicines
55. Supplements
56. Nitrous Oxide administration/monitoring details
57. Patient behavior and management

What Not to Put in the Progress Notes

The progress notes will be reflecting the detailed "story" of what went on at the patient's visit to your office. If, based on the events that took place with your patient, you or your staff has some personal thoughts, reactions or emotional feelings, you should not let those become words that end up in the progress notes.

You can, however, record those thoughts in a separate file of "doctor's notes," which would be separate from the patient file/progress notes.

Keep any collection calls and follow-up in a log separate from the dental record if you want to keep track of them.

What is a Patient Entitled to?

A request for records can come from several sources: the patient, another dentist, or another person or entity. The patient is entitled, under the Dental Practice Act of Colorado, to receive a copy of their dental record – the entire record. (However, the exception would be your personal "doctor's notes.") You may wish to use a Records Release signed by the patient or provide the information at

the verbal request of the patient. Records may not be withheld for past due fees relating to dental treatment (Rule VII, G).

Should the patient request records be sent or if another dentist requests records, then you must get a release signed by the patient that will authorize you to send the indicated information to the third party. Only that information should be sent.

Dentists also get requests from other third parties (i.e. attorneys). Any request for records needs to be accompanied by the HIPAA compliant release signed by the patient. The release will, again, tell you what you are authorized to release.

The question often arises about what to do about the patient who has "20" years worth of records. Do you have to send them all? If the patient's file is robust, contact the requesting party to let them know the extent of the record and find out what they want to receive. Document this action, and send the records with a cover letter that recaps the contact and what is being included as requested.

What Can be Subpoenaed?

The entire record or portions of the record can be required to be produced under a subpoena.

Radiographs, Photographs, Casts and Explanation of Benefits (EOBs)

X-rays are part of the patient record and should be handled as such. Casts and photographs are technically

part of the record but some common sense is needed here as far as retention goes. One way of managing casts is to take digital photographs from various views articulated and not articulated to preserve them in an electronic format.

Retaining the casts/images of casts for complex patients and/or complex treatment may be wise, however, especially if the records have been requested earlier or your comfort level and instincts tell you that this may be something that could progress forward.

Retention of EOBs may also vary with your comfort level. Since these are documents retained by the insurance company, your office may decide to retain two years and discard as the third year approaches. Copies can be requested from the insurance company if needed.

Doctor's notes are your personal property and are not discoverable. However, from a risk management perspective, be sure to keep these notes in a separate file for each patient and away from the patient's record.

Record Retention

The Dental Practice Act of Colorado addresses record retention under its Record Retention Policy (Rule VII) which states:

A. Records for minors shall be kept for a minimum of seven (7) years

RECORDS continues on page 18



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RECORDS *continued from page 17*

after the patient reaches the age of majority (age 18).

B. Records for adult patients shall be kept for a minimum of seven (7) years after the last date of dental treatment or examination, whichever occurs at the latest date.

From a risk management perspective, it is suggested (by the Trust) that you retain records for a longer period of time for “complex” patients or complex treatment, or the combination of both.

Closing the Office Permanently

With some frequency, retiring dentists are choosing to close their offices and wanting to bring closure to their practice careers. Here are some suggestions to limit the risk of abandon-

ment and give due consideration to your patients.

If you firmly decide to not sell the practice (equipment and records), consider working to get a local dentist to at least purchase the records, even for just one dollar. To validate the transaction, put together a letter of understanding between the two parties reflecting the decision on the records. Add as part of the language that you have access to the records for litigation purposes and if the records are going to be purged in accordance with the Colorado Dental Practice Act that, if possible, you be contacted for your agreement. After securing the future care of your patient records, closure can now be finalized.

To officially close your practice, place an ad in the local newspaper and run it at least three times an-

nouncing the closure and that Dr. (Jones) has agreed to continue the treatment of your patients. State that all records have transferred to the new office, and provide that location and telephone number.

Lastly, but importantly, give a note of thanks to your many loyal patients, telling them that it was your pleasure to be their dentist. 🙏

Information provided by: The Dentists Professional Liability Trust of Colorado, a totally self-insured trust endorsed by the Colorado Dental Association and supported by the contributions paid by the participating dentists. It was formed in 1987 by dentists and is managed by a board of member dentists representing the CDA component societies. The Trust is dedicated to the reduction of risk through continuing dental education. It is administered by Berkley Risk Services.

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2014 Legislation for the Dental Profession

The Colorado state legislature completed its regular session on May 7, 2014. As always, the CDA worked hard at the statehouse on your behalf. It was a busy – and successful – session for the dental profession. This year, the CDA actively participated in the Sunset Review of the Dental Practice Act, and monitored nearly 50 additional bills that had direct and indirect impacts on the profession.

Legislative Successes

The CDA supported the following key bills that passed during the 2014 session:

- **HB14-1227: Dental Practice Act Sunset Review.**

HB14-1227 was a complete review and revision of all laws that govern dentistry. A detailed discussion of the impacts of the Sunset Review bill on dental practices can be found in this Journal issue.

- **HB14-1053: Consistency for Pediatric Dental Benefits**

HB14-1053 gives the state Insurance Commissioner authority to require consistent standards for pediatric dental benefits purchased inside and outside of the state insurance exchange (Connect for Health Colorado). For healthcare plans purchased outside the state exchange, pediatric dental benefits must be a part of every plan. However, for plans purchased inside the state exchange, it's only required that pediatric dental

benefits be offered to the consumer. The state Insurance Commissioner is expected to require the purchase of pediatric dental benefits for future plans bought through the state exchange, which is hoped to increase dental health and access.

- **HB14-1283: PDMP Enhancements**

HB14-1283 updated the Prescription Drug Monitoring Program that allows prescribers to check patterns of controlled substance use for patients and prescriptions written under their licenses. Dentists are required to register with the PDMP system by Oct. 31, 2014. Other program modifications include creation of an advisory committee to help improve the efficacy of the program, delivery of automated reports to dentists who prescribe to frequent users of controlled substances, and provisions to allow a dentist to assign up to three authorized staff members to access the PDMP on the dentist's behalf. A detailed discussion of the impacts of HB14-1283 can be found in this Journal issue.

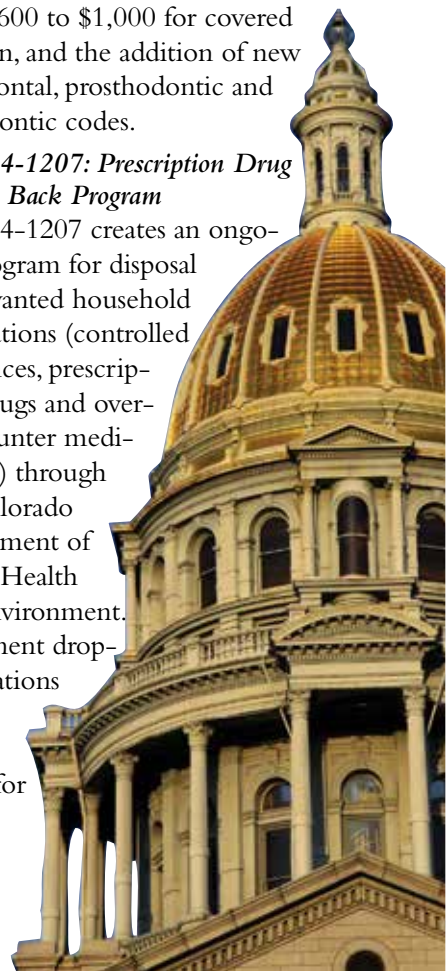
- **HB14-1236: HCPF Supplemental Appropriation and HB14-1336: "Long Bill"**

HB14-1236 and HB14-1336 are the budget bills that determine funding for state programs. HB14-1336 increased Medicaid provider rates by an additional 2%, which will be retroactively applied to services rendered on or after July 1, 2014.

In addition, the CDA successfully advocated in these bills for funding to cover the addition of full dentures as part of the new adult Medicaid dental benefit. The CDA also secured \$5M of funding to provide financial incentives and support dentists and dental hygienists who sign up to see new Medicaid patients in their practices. Additional information on this incentive program will be provided to participants in the Take 5 program as details are finalized. The CHP+ dental program was also expanded, with the annual max increasing from \$600 to \$1,000 for covered children, and the addition of new periodontal, prosthodontic and orthodontic codes.

- **HB14-1207: Prescription Drug Take Back Program**

HB14-1207 creates an ongoing program for disposal of unwanted household medications (controlled substances, prescription drugs and over-the-counter medications) through the Colorado Department of Public Health and Environment. Permanent drop-off locations will be established for



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patients who wish to dispose of unwanted medications.

The CDA also supported several bills to restrict the availability of tobacco and nicotine products to children and teenagers.

Other Bills of Note

Several additional bills of interest passed during the 2014 legislative session, including:

- **SB 14-180: Transfer of the Senior Dental Program from CDPHE to HCPE**

SB14-180 moves administration of the Old Age Pension (OAP) dental care program for low income seniors from the state department of health to the state healthcare policy and financing department, the same department that is overseeing the new adult Medicaid dental benefit. An advisory committee, which will include

several dentists, will be appointed to craft an OAP benefit that best helps the target population, in light of many individuals now having access to basic dental services through the Medicaid program.

- **SB14-04: Community College Four Year Degrees**

SB14-04 allows community colleges to offer certain four year bachelor of applied science degrees if the program does not compete with an existing degree program at a state four-year institution of higher education in the same geographic service area. Four-year dental hygiene programs were the most commonly cited examples of the type of degree that could be offered while proponents were advocating for the bill. It remains to be seen whether any four-year dental hygiene programs will be added in Colorado.

In addition to the bills that passed, the CDA helped to defeat a few bills that were unfriendly to the dental profession, including several bills that would have restricted state funding and potentially eliminated the recently attained adult Medicaid dental benefit. The CDA closely monitored several bills, making changes to the allocation of tobacco settlement dollars, which also fund dental loan repayment programs.

A complete synopsis of all bills monitored this legislative session is available at cdaonline.org/billstatus. If you have questions regarding the CDA's legislative efforts, you can contact 303-740-6900, 800-343-3010 or jennifer@cdaonline.org. 🐦

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Your political contributions allow the Colorado Dental Association to champion dentistry at the state Capitol and safeguard its future.

In 2014, your political contributions worked to influence state legislators to:

- Protect your practice and enhance professional standards during a complete legislative review of Colorado's Dental Practice Act.
- Prevent efforts to authorize dental mid-level providers.
- Increase reimbursement rates, add an adult denture benefit and create financial incentive programs for dental Medicaid providers.

The 2015 legislative session will bring more critical issues for dentistry, including the potential for additional efforts to authorize dental mid-level providers, continued conversations about the sustainability of Medicaid rates and dental loan forgiveness programs, and possible efforts to reform dental insurance.

Given the importance of upcoming dental issues, in 2013, the CDA created a new type of political giving organization called a Small Donor Committee. Individual contributions to a Small Donor Committee are limited to \$50 per year, per person. But, a Small Donor Committee may give a candidate 10 times more than a regular political action committee, like CODPAC.

Partnering a Small Donor Committee together with CODPAC posi-

2014 CODPAC Endorsements

Each election year, following the state legislative session, the CDA conducts a screening process to evaluate all candidates running for state legislative office. During this process, the candidates complete a questionnaire on key dental issues and participate in interviews with CODPAC leadership. This process helps determine what level of support the candidate will receive. CODPAC just completed this candidate evaluation process for 2014 will be contributing almost \$24,000 to support friends of dentistry who are seeking seats in the state legislature. An additional \$9,000 was contributed by the newly formed Small Donor Committee.

As part of this process, CODPAC gives endorsements to dentistry's best legislative supporters. An endorsement includes a contribution of maximum CODPAC dollars (\$400), publication of the candidate's name to the CDA membership and engagement of the Action Team Leader network in the district to get local dentists involved in fundraising and volunteer efforts for the candidate.

The following legislators and candidates are receiving CODPAC's 2014 endorsement:

- | | |
|--|--|
| • Rep. Daniel Kagan (DEM-HD 03) | • Rep. Dianne Primavera (DEM-HD 33) |
| • Rep. Crisanta Duran (DEM-HD 05) | • Faith Winter (DEM-HD 35) |
| • Rep. Angela Williams (DEM-HD 07) | • Rep. Su Ryden (DEM-HD 36) |
| • Rep. Dickey Lee Hullinghorst (DEM-HD 10) * | • Rep. Clarice Navarro (REP-HD 47) |
| • Rep. KC Becker (DEM-HD 13) | • Rep. Dave Young (DEM-HD 50) |
| • Rep. Pete Lee (DEM-HD 18) | • Rep. Joann Ginal (DEM-HD 52) * |
| • Rep. Lois Landgraf (REP-HD 21) * | • Jeni Arndt (DEM-HD 53) |
| • Rep. Max Tyler (DEM-HD 23) | • Former Rep. J Paul Brown (REP-HD 59) |
| • Jon Keyser (REP-HD 25) * | • Rep. Leroy Garcia (DEM-SD 03) * |
| • Rep. Libby Szabo (REP-HD 27) * | • Sen. Jeanne Nicholson (DEM-SD 16) * |
| • Rep. Brittany Pettersen (DEM-HD 28) | • Sen. Cheri Jahn (DEM-SD 20) |
| • Rep. Tracy Kraft-Tharp (DEM-HD 29) | |
| • Rep. Jenise May (DEM-HD 30) * | |

*Denotes legislators who received contributions from CDSDC, the dental small donor committee.

Please note that every attempt is made to create bipartisan balance in CODPAC and CDSDC endorsements and giving. For 2014, CODPAC and CDSDC leadership were able to balance aggregate candidate giving to give reasonably even amounts to both political parties. However, endorsements reflect an imbalance in candidate participation in this year's CODPAC process, in spite of repeated outreach. We will continue to work to improve this balance in participation in future years.



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Learn more about the Small Donor Committee and CODPAC at cdaonline.org/influence. 🗳️



Executive Committee Bios



President

Dr. Brett H.

Kessler has been practicing dentistry, with a focus on esthetic, functional and reconstructive services, since

1995. In 2003, he and his wife, Dr. Gina Kessler, established Town Center Dentistry and Orthodontics in northeast Denver. Dr. Kessler served on the MDDS Board from 2007–2010 and is a former part-time faculty member of the University of Colorado School of Dental Medicine. He also serves as the chair of the Dental Well Being Committee for the State of Colorado. In 2007, Dr. Kessler testified before congress on behalf of the ADA on the ravages of methamphetamines on oral health. He speaks internationally regarding this subject. He is a fellow of the American College of Dentists and was awarded an ADA Golden Apple Award for Leadership in Mentoring. He keeps in shape by coaching and participating in various endurance races including running, cycling, mountain biking and triathlon. He and his wife have four children: Abbeey, Max, Sydney and Riley.



Immediate Past President

Dr. Calvin D.

Utke graduated from Creighton University in 1984 and has been in private practice

for 30 years, except for a six-month overseas tour as a reservist dur-

ing Desert Storm. Dr. Utke has his general dentistry practice in north central Colorado Springs. He has served in all positions within the Colorado Springs Dental Society and was the trustee or alternate trustee for his component for 12 years. Dr. Utke has also served on the CDA Finance Council for 10 years and was a member of the COMOM Board of Directors. He is a member of the Pierre Fauchard Academy, International College of Dentists and a fellow of the Academy of General Dentistry. He and his wife, Kathryn, live in Black Forest and in his spare time, he likes to golf and tend to all their animal friends.



President-Elect

Dr. Gary L. Field

was born and raised in Nebraska. He received a B.S. degree from the University of

Nebraska-Lincoln in 1985, and a D.D.S. degree from the University of Nebraska College of Dentistry in 1988. He completed a one-year GPR program at Ravenswood Hospital in Chicago in 1989 before moving to Colorado. He started his private practice in general dentistry in 1991 in Colorado Springs, Colo., and has been a member of organized dentistry since 1989. He has been a delegate to the CDA House of Delegates for over 20 years and an ADA alternate delegate. He is a past president of the Colorado Springs Dental Society, and a past member and chair of the CDA New Dentist Committee. He is also a member of the Pierre Fauchard

Academy and Pikes Peak Dental Study Club. Dr. Field is a COMOM board member and KIND clinic volunteer. His pastimes include golfing, biking, hiking, playing softball and running (completing several half and full marathons). He and his wife, Jenny, have two children, Spencer and Delaynie.



1st Vice President

Dr. Michael

Varley received his bachelor's degree from Eastern Michigan University and M.S. from Wayne State University.

Before attending and after graduating from the University of Detroit School of Dentistry, he served on the part-time faculty until moving to Colorado and entering private practice. His Highlands Ranch general dental practice of 26 years focuses on functional and aesthetic dental services. Dr. Varley served as president of both MDDS and the Metropolitan Denver Dental Foundation in 2005. He has served the CDA and MDDS in several capacities including 2011 co-chair of the Rocky Mountain Dental Convention, CDA Board of Trustees, and finance council for both organizations. In addition, Dr. Varley has been the treasurer of the American Equilibration Society and is a fellow of the Pierre Fauchard Academy. Dr. Varley enjoys Colorado with his wife, Suzanne, and sons, Mike and Kevin, engaging in long distance swimming, scuba diving and downhill sports.



2nd Vice President and Secretary

Dr. Carol M. Morrow graduated from the University of Colorado School of Dental Medicine

in 2006. She was in private practice with her father, Dr. Robert Morrow, until his retirement in 2013. She has been active in organized dentistry since dental school, where she served as ASDA president. Dr. Morrow has been co-chair of the Colorado New Dentist Committee, president of the Arkansas Valley Dental Society, member of the CDA Government Relations Council, member of CODPAC, and board member of the Colorado Mission of Mercy. She is a fellow of the International College of Dentists and Pierre Fauchard Academy, and serves as the co-chair of the CDA Membership Council. Dr. Morrow is very passionate about access-to-care and making sure every person in Colorado receives the highest quality of care available. Dr. Morrow loves to garden, run, eat, and spend time with her husband, Tyler, and young children, Marley and Bode.



Treasurer

Dr. Karen Foster graduated from Texas Tech University with a bachelor's degree in zoology. She received her D.D.S.

from Baylor College of Dentistry and then completed residency in pediatric dentistry at the University of Texas-Houston Dental Branch. Dr. Foster moved to Grand Junction in 2005 where she practiced part-time as an associate in a private practice and part-time at Marillac Clinic. In 2008, she opened Saddle

Rock Pediatric Dentistry located in Aurora, Colo. Dr. Foster is a diplomate of the American Board of Pediatric Dentistry and a fellow of the Pierre Fauchard Academy. She is a clinical associate professor at the University of Colorado School of Dental Medicine in the Special Care Clinic. In 2013, the CDA recognized her contributions to organized dentistry with its Exceptional Leadership Award. Dr. Foster served on the MDDS Board of Directors and was awarded with the MDDS Volunteer of the Year award in 2012. She is the former chair of CODPAC, advocating locally and in Washington DC for improvements benefitting patients and the profession. Dr. Foster and her boyfriend, Todd, enjoy gardening, travelling and hanging out with their pets.



Speaker of the House

Dr. David Lurye is a 1985 graduate of the University of Minnesota School of Dentistry.

He attended the University of Bergen, Norway Dental School in 1984 through an exchange program. Dr. Lurye served as a lieutenant in the U.S. Public Health Service and worked in three Indian Health Service hospitals/clinics. He is the dental director at Uncompahgre Medical Center in Norwood, Colo. and maintains a part-time private practice in Ridgway, Colo. He is a former associate professor at the University of Colorado School of Dental Medicine. He is also part of a U.S. team involved in an international research project on head, neck and dental anatomy. Dr. Lurye is a past president of the Western Colorado Dental Society, and a fellow in

the Academy of Dentistry International, American College of Dentists, International College of Dentists, and Pierre Fauchard Academy. He and his wife, Patricia, enjoy running, working out, cycling, hiking, motorcycling, and hanging out with their cats, dogs, family, and friends.



Editor

Dr. Michael K. Diorio graduated from the University of Colorado School of Dentistry in 1985. After graduation, he served

three years in the U.S. Navy Dental Corps as a dentist stationed at Marine Corps Recruit Depot in San Diego, Calif. Upon his return to Colorado in 1989, he established his private practice in the Denver area. Dr. Diorio has been very active in organized dentistry at both the state and local level. He served as the MDDS editor for nine years and won the William J. Gies Award for the most outstanding dental editorial in 2000. Dr. Diorio has a passion for working with patients with disabilities. He has been on the consulting dental staff at Craig Hospital since 1995, providing dental care for those with traumatic spinal cord and brain injuries. He is also very active in the anti-tobacco community and frequently presents the CDA's "Quit the Spit" program to students. In his spare time he enjoys time on his road bike, and is an avid skier and concert photographer. He has been able to shoot numerous national and local acts.

He has two grown children, Benjamin and Holly, and enjoys spending time with them. 🐾



**Executive Director
Greg Hill, J.D.,**

joined the CDA in 2014. Prior to that, he served as the assistant executive director of the Kansas

Dental Association and the executive director of the Kansas Dental Charitable Foundation for 15 years. He is a graduate of the Washburn University School of Law in Topeka, KS and received his bachelor of science degree in economics from Kansas State University. Recognized in the dental profession as a leader in strategic communications, Greg has regularly presented education programs on effective communication strategies to associations and organizations using social media. You can reach Greg Hill at 303-996-2846, 800-343-3010 x106 or greg@cdaonline.org.



**Associate
Executive Director
– Operations/
Communications**

Molly Pereira joined the CDA in 2002. A

Colorado native with a journalism background, Molly came to the CDA after working for the Colorado Bar Association. Her duties at the CDA include association publications, member correspondence, Annual Session and media relations. She also coordinates volunteer charitable programs including Give Kids a Smile Day, maintains the Website and is responsible for e-communications. You can reach Molly Pereira at 303-996-2844, 800-343-3010 x104 or molly@cdaonline.org.



**Associate Executive
Director – Finance**

Pam Brockhaus joined the CDA in 2008. Prior to joining the CDA, Pam spent a number of years in the governmental accounting field

CDA Staff Bios

working for the State of California, Douglas County Colorado and the City of Maumelle, Ark. Pam's duties include overseeing the association's fiscal operations, for-profit activities and endorsed companies. Pam also assists dental offices with third party payor issues and human resource questions. You can reach Pam Brockhaus at 303-996-2843, 800-343-3010 x103 or pam@cdaonline.org.



**Director of
Membership**

Jeanne Nicoulin

joined the CDA in 1999. Her responsibilities include membership recruit-

ment and retention. Jeanne maintains the CDA membership database, and handles membership records and requests, including invoicing, retirement affidavits and waivers. She coordinates the CDA New Dentist Committee and Ladies in the Loupe (the CDA women's dentist group) activities. You can reach Jeanne Nicoulin at 303-996-2842, 800-343-3010 x102 or jeanne@cdaonline.org.



**Director of
Government
Relations**

Jennifer Goodrum

joined the CDA in 2009. Her duties include overseeing

the CDA's state legislative activities, serving as a liaison to state regulatory agencies like the Colorado State Board of Dental Examiners, managing the CDA's action team leader program, grassroots advocacy, and CODPAC and small donor committee administration. Prior to joining the CDA, Jennifer managed the government relations program for a national pharmacy association. You can reach

Jennifer Goodrum at 303-996-2847, 800-343-3010 x107 or jennifer@cdaonline.org.



**Accounting/
Facilities Manager**

Mike Masamori

joined the CDA in 2006. Prior to the CDA, Mike spent 30 years in the whole-

sale electrical industry working in warehouse operations management, purchasing, sales, inventory control and customer service. Mike's current duties at the CDA include management of billing, accounts payable and accounts receivable, bank reconciliations and reporting. He also oversees facility management and lab authorization book sales. You can reach Mike Masamori at 303-996-2841, 800-343-3010 x101 or mike@cdaonline.org.

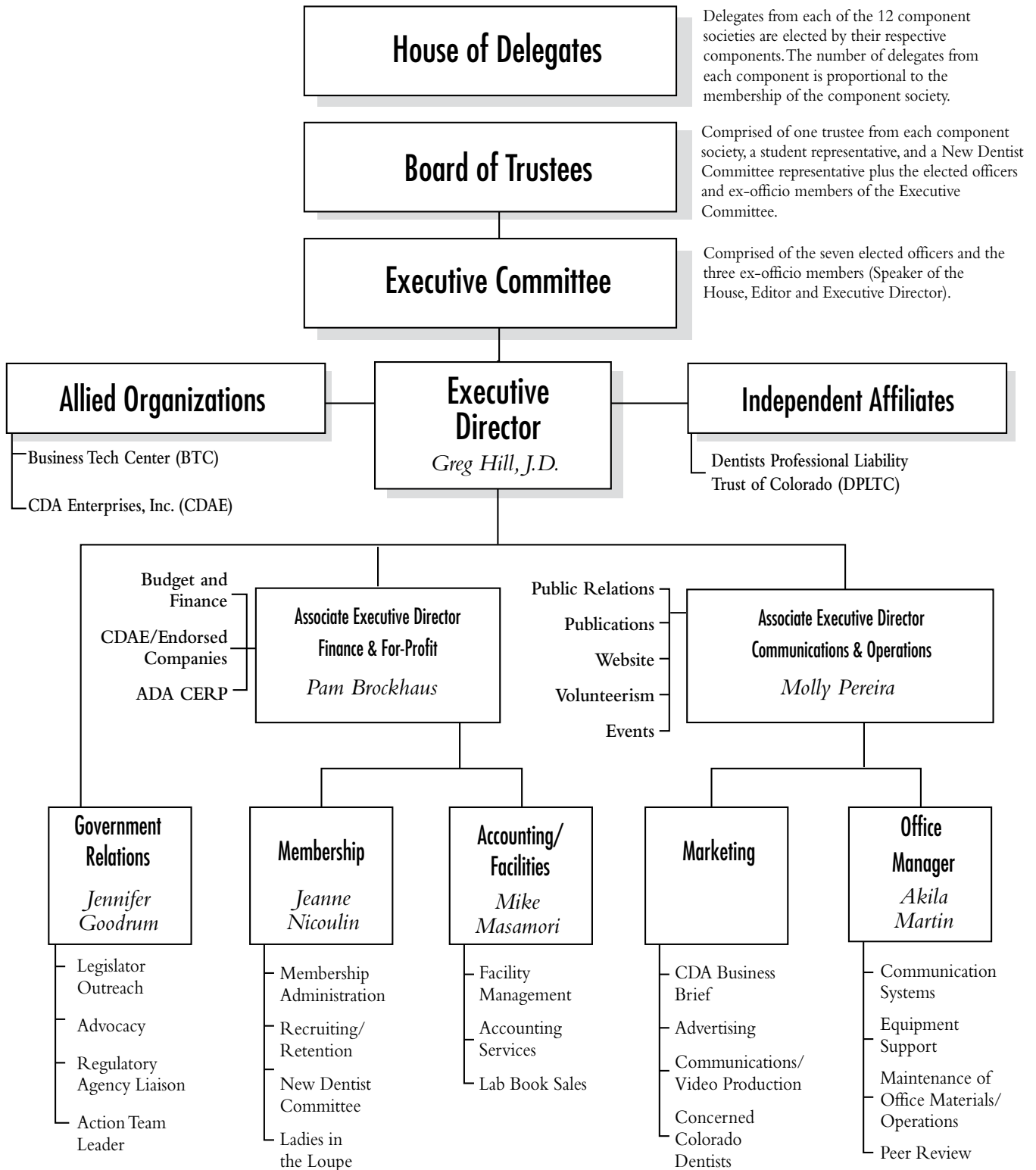


Office Manager

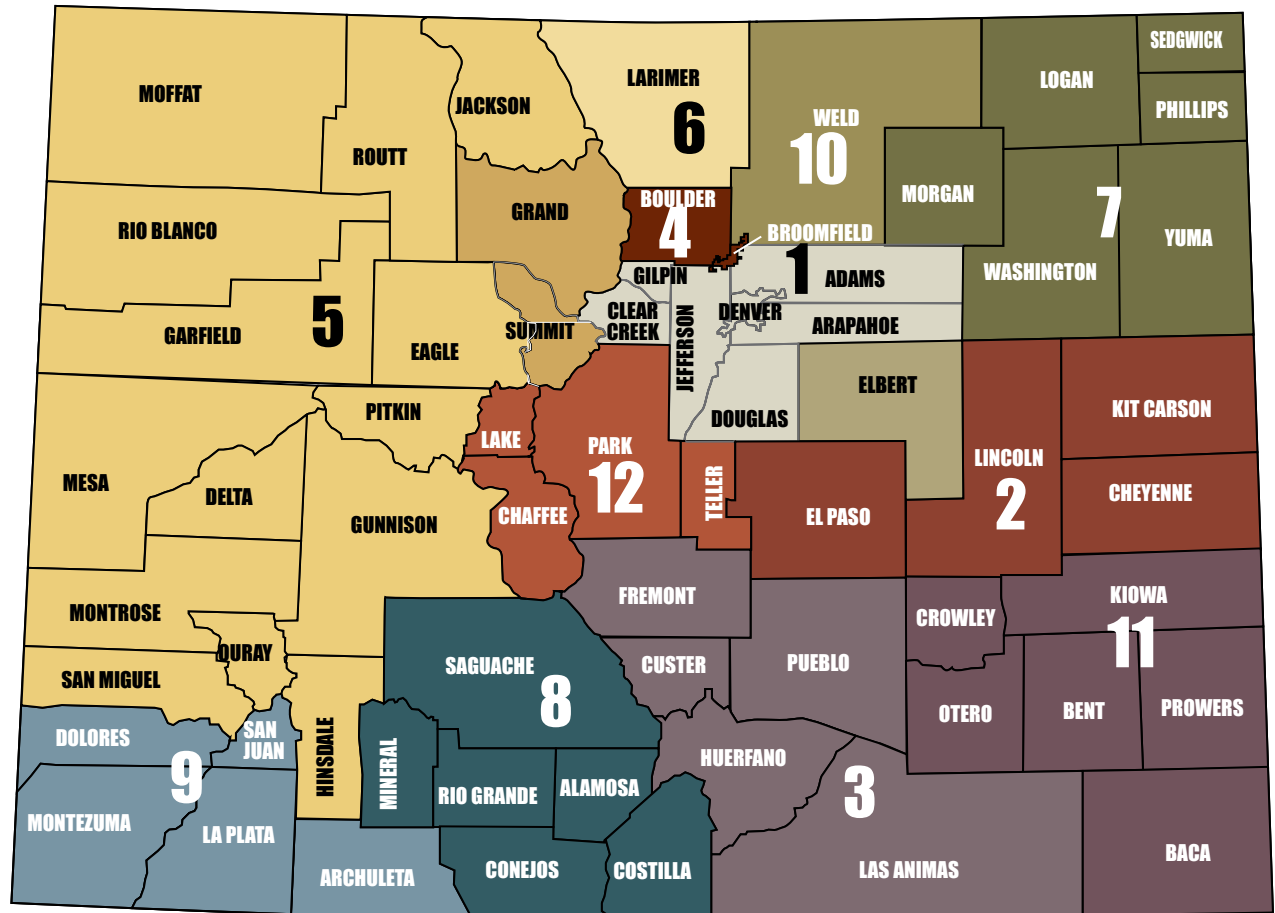
Akila Martin joined the CDA in 2012.

Prior to the CDA, Akila spent 10 years in the medical support field specializing in

customer service and operations support. Akila draws on her past experience as the national membership coordinator for the National Association of Chain Drug Stores, as well as her involvement helping organizations achieve JCAHO accreditation. Her responsibilities at the CDA include Peer Review administration, systems and operations support, and meeting coordination. She also oversees the x-ray training program. You can reach Akila Martin at 303-740-6900, 800-343-3010 or akila@cdaonline.org. 📞



Component Society Map



1. **Metropolitan Denver Dental Society**
Dr. Michael Scheidt 303-457-9617
2. **Colorado Springs Dental Society**
Dr. Arnold Cullum 719-591-2004
3. **Southeastern Colorado Dental Society**
Dr. R.J. Schultz 719-542-0036
4. **Boulder/Broomfield County Dental Society**
Dr. David Jackson 303-447-2872
5. **Western Colorado Dental Society**
Dr. Jim Setterberg 970-945-8753
6. **Larimer County Dental Society**
Dr. Seanna Mattison 970-223-8555

7. **Northeastern Colorado Dental Society**
Dr. Cameron Birch 970-842-2858
8. **San Luis Valley Dental Society**
Dr. Joshua Erekson 719-589-2257
9. **San Juan Basin Dental Society**
Dr. Mark Blue 970-385-6800
10. **Weld County Dental Society**
Open
11. **Arkansas Valley Dental Society**
Open
12. **Intermountain Dental Society**
Dr. Stephenie Kaufmann
719-687-4033

- Members practicing in Grand or Summit counties can choose to belong to MDDS or Western Colorado Dental Society.
- Members practicing in Elbert County can choose to belong to MDDS or Colorado Springs Dental Society.
- Members practicing in the city and county of Broomfield may choose to belong to MDDS or Boulder/Broomfield County Dental Society.

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Does Your Practice Need a Checkup?

Keep it healthy with effective risk management strategies

By Judith H. Holmes, J.D.

Dentists regularly remind their patients about the importance of regular dental checkups. Do you conduct regular employment-related checkups of your practice to keep your office healthy?

A complete, up-to-date set of employment policies, procedures and documents is critical to the success of your office. A large percentage of employment-related litigation is the result of inadequate, ineffective, or unlawful office policies and procedures. You should conduct regular checkups of your office to review your policies and documentation, and revise and update where necessary.

This is the first of a two-part article to describe some of the most important elements of effective practice management, and to give you some tips to help you audit your current procedures and documentation.

Do You Have Accurate, Up-to-Date Job Descriptions?

Well-written, accurate job descriptions are essential in almost every aspect of effective practice management, so it is important to draft your job descriptions carefully. Review and update them regularly for consistency and accuracy. Staff members should be given a copy of their job descriptions, and they should be held

accountable for fulfilling the duties and responsibilities described.

During the hiring process, applicants should be given a copy of the job description to review, so there is no confusion as to the job requirements and the time commitment involved. The job description should also be used when evaluating and disciplining an employee, as it helps keep your decisions and actions objective and focused. Job descriptions are also helpful when justifying employment decisions such as raises, promotions and even terminations.

What you include in your job descriptions will depend on the size of your practice, the staffing makeup, and the unique ways your office functions. However, there are several important elements that should be included. For example, you should include a section that describes the essential functions of the job. This section should list the specific duties required of someone who holds this position. This section will be useful when disability determinations must be made or when workers' compensation issues arise.

In addition to essential functions, other incidental duties should be listed separately. The job description itself should not be overwhelmingly detailed and should not list every incidental duty that may be assigned.

However, you should include a phrase such as "other duties as assigned," making it clear that the written job description is not all-inclusive and that duties may be modified or added as appropriate.

In each job description, include sections listing education, training, certification and license requirements. Are lifting, bending, or other physical requirements involved? If so, describe them sufficiently so that an individual with limitations can realistically evaluate his/her ability to perform the duties of the job. If physical limitations are a factor in the hiring process or they become a factor during a staff member's employment, the issue of providing a reasonable accommodation will need to be addressed.

It is also helpful to include scheduling information, especially if weekend or evening shifts are required. Although it is not necessary or advisable to include detailed pay information, you should consider including the job classification. Is the position exempt or non-exempt? Unless the position qualifies as exempt, the employee must be paid hourly, and must be paid overtime for hours worked over 40 each week.¹

Although drafting and implementing effective, well-written job descriptions can be difficult and

¹ To learn more about exempt employment status, go to the U.S. Department of Labor's Website, www.dol.gov, and in the top right corner search for "exempt employee." You can also reference additional information in *Wage and Hour Traps: 6 Costly Mistakes to Avoid*, *Journal of the Colorado Dental Association*, Spring Issue 2014.

time-consuming, the process is well worth the effort.

Have You Adopted an Effective Handbook?

A well-drafted handbook is an effective way to define and communicate your expectations to your employees, and can be of significant value to your practice.

As with job descriptions, your handbook should be tailored to your unique practice, and should reflect your office culture and your expectations. The following are some components of a successful handbook:

- An introduction advising your employees that the handbook is a set of guidelines, and is not a contract. It should contain a statement that there is an at-will employment relationship in which either party may terminate the relationship at any time, with or without notice, for any lawful reason or for no reason;
- Policies prohibiting unlawful discrimination, harassment and retaliation. It should include a detailed complaint reporting procedure;
- Standards of conduct, examples of prohibited conduct, and a clear policy regarding marijuana, drug, and alcohol use;
- Work hours, attendance expectations, and overtime policies;
- Leave policies (pregnancy, disability, jury duty, voting, military, and personal leave);
- Personnel policies (privacy, dress code, computer use, e-mail, and social media use,);
- Benefits (paid holidays, insurance, vacation or paid time-off policies);
- Safety (OSHA standards, workplace violence, use of protective equipment, and emergency procedures);
- A page requiring the employee's signature, acknowledging the employee has received a copy of

the handbook, understands it, and agrees to abide by its terms.

Drafting an effective handbook can seem like a daunting task. However, you should avoid the mistake of simply downloading a generic handbook from the internet, or copying a handbook from another business to save time. Those types of handbooks often contain errors that can increase your risk of employment-related suits and claims. The following are examples of common mistakes:

- A poorly-drafted or out-of-date handbook may not take into consideration current state and federal laws. Changes in workplace laws occur frequently and must be addressed appropriately in your office practice and in your handbook;
- Some handbooks are too long and detailed, making them difficult to read, which discourages employees from using them when they have questions. They are also difficult to enforce and time-consuming to keep updated;
- Some contain policies that do not accurately reflect your needs or the actual functioning of the office.
- Some contain policies and procedures that are too rigid, with complex, unworkable requirements that often backfire on employers;
- Many are written like an "employees' bill of rights" instead of a clear set of your expectations;
- Some contain rigid progressive disciplinary policies that are unworkable at best, and dangerous at worst.

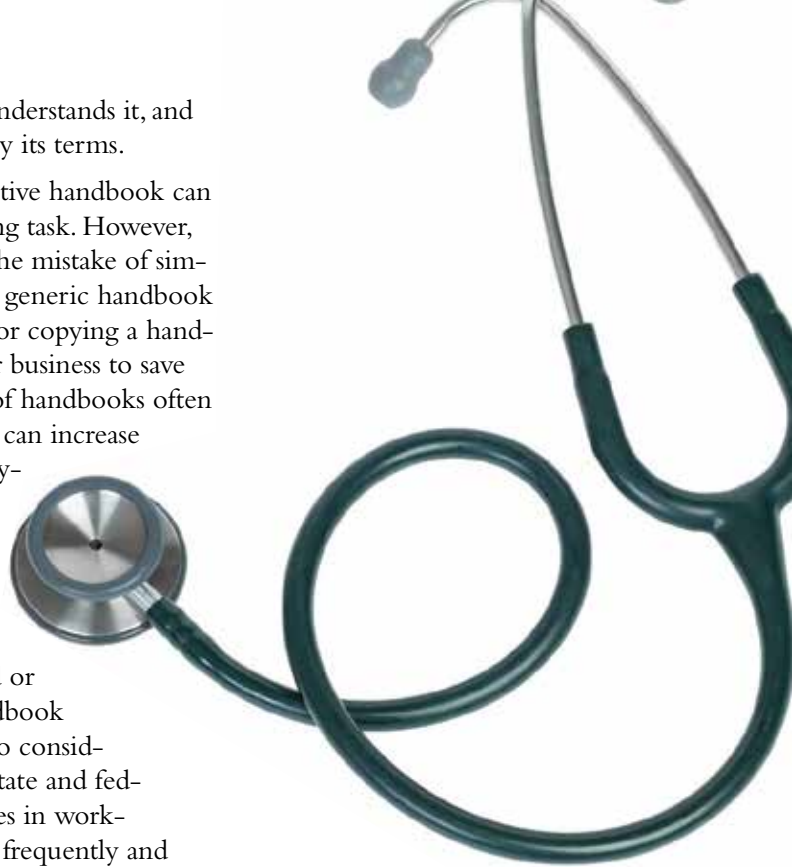
Once you have implemented a handbook for your practice, you should have it reviewed and revised by experienced employment coun-

sel. Provide it to your employees and discuss it with them. Then apply it, rely on it, and enforce the policies consistently. 📄

NEXT JOURNAL ISSUE: Part 2 of Your Practice Checkup: Lawful hiring procedures, conducting regular evaluations, implementing lawful discipline and termination procedures, employment documents you must have, and the three most important ways to avoid legal liability.

This article is for informational purposes and does not constitute legal advice.

Judith H. Holmes, J.D., is a practicing attorney with law firm of Judith Holmes & Associates, LLC. Contact her at 303-781-6858 or Judy@JHolmesLaw.com.



Exclusive CDA Member Benefits

Membership in the CDA can pay for itself if you take advantage of the many special benefits offered only to CDA members. The following pages list the CDA endorsed companies and special member offers. For more information about these companies and benefits, please visit the CDA's Website at www.cdaonline.org/endorsedoffers.

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- Commercial Umbrella (Mitch Laycock)
- Employment Practices and Cyber Coverage (Mitch Laycock)
- ERISA, Fidelity, Fiduciary Bonds (Mitch Laycock)
- Personal Lines (home and auto umbrella liability) (Mitch Laycock)
- Disability Income (up to a 20% CDA discount) (Mike Edwards, 720-858-6289)
- Disability Overhead (10% CDA discount) (Mike Edwards)
- Disability Retirement Security (10% CDA discount) (Mike Edwards)
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- Dental and Vision Benefits (Andrea Levine)

Call for more information at 720-858-6280 or 800-421-1834.

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Here are a few examples of the special pricing available exclusively to members:

- Powder-free nitrile starting at \$6.45 per 100 gloves
- Powder-free latex starting at \$6.40 per 100 gloves
- Fitted gloves starting at \$7.50 per 100 gloves

There are two easy ways to place an order, get more information or request samples: call 877-484-6149 or visit www.associationgloves.com.

Exclusive CDA Member Benefits

OTHER CDA ENDORSED COMPANIES

AEDs (member benefit: up to \$200 discount per unit)

Colorado Heart Rescue: 877-233-4381,
www.coloradoheartrescue.com

Amalgam Separators (member benefit: free waste collection containers)

SolmeteX: 800-216-5505, www.solmetex.com/dental.html

Appliances (member benefit: discounts on Whirlpool, Maytag, Amana and Kitchen Aid)

Whirlpool Corporation: 866-808-9274,
www.partners.whirlpool.com

Clothing for Staff (member benefit: 10% discount on logo'd apparel)

Lands' End: 800-990-5407, www.ada.landsend.com

Credit Cards

U.S. Bank: 888-327-2265 x80023, www.usbank.com/adavisa

Metal Reclamation (member benefit: 5% bonus on total value of refined metal)

D-MMEX: 800-741-3174, www.easyrefine.com

NSF Collection Service (member benefit: free NSF check collections)

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www.bestcardteam.com/additional_services.html

Patient Financing (member benefit: special offer on enrollment)

CareCredit: 800-300-3046 x4519 (new enrollment), 800-859-9975 (already enrolled), www.carecredit.com/dentistry

Shipping (member benefit: up to 36% discount)

UPS: 800-636-2377, www.savewithups.com/ada

Telephone Messaging/Appointment Reminders (member benefit: 20% discount on InTouch System)

InTouch Practice Communications: 877-493-9003,
www.ddsonhold.com/ada

Waste (medical) Disposal (member benefit: member pricing)

Medical Systems of Denver: 303-772-7971,
www.medsysden.com

Website Services (member benefit: 30-40% discount)

Officite: 866-203-0494, www.officite.com/dental

CDA SERVICES AND OTHER MEMBER BENEFITS

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CDA Business Brief: CDA Business Brief is an educational e-mail series delivered to CDA members. These e-mails use brief, entertaining videos to answer commonly asked business questions regarding practice management, risk management, employment law, regulatory compliance and 3rd party payors. After distribution, these e-mails are conveniently archived in our robust library. Learn more by visiting www.cdaonline.org/cdabusinessbrief.


eNews Alerts and Updates: As a member you can receive electronic communication to ensure that you're aware of important, time sensitive information. Recent communications about dentist license renewals, electronic records and legislative topics have been e-mailed to keep members aware of items that will affect them and their practices.

CDA Web Resources: cdaonline.org is a resource for both dentists and patients. It contains the CDA-exclusive "Find a Dentist" search engine to help market your practice. This marketing tool is free for members and is one of the most visited sections of the Website.

New Dentist Network: The CDA New Dentist Committee focuses on members who have been out of school for 10 years or less. This active group provides dentist members with an outlet to network, socialize and learn in an environment with their peers.

Ladies in the Loupe: The CDA's women's network is focused on providing female dentists with opportunities to meet their female colleagues, exchange ideas and address dental practice/life balance issues unique to this special demographic of professionals.

Peer Review Dispute Resolution Services: Members have access to a resource to help resolve complaints that may arise in the delivery of dental services to the public. Peer Review provides a confidential alternative dispute resolution mechanism, at no cost to either party and without involvement of the Colorado State Board of Dental Examiners.

State Board Approved Lab Authorization Books and X-ray Training Course: Lab Authorization Books are available for purchase from the CDA office. Each book contains 50 state board approved duplicate work order forms. The CDA also has a state board approved x-ray training course available to dental offices. This self-taught video course is jointly sponsored by the CDA and the University of Colorado School of Dental Medicine. Call the CDA to place orders for either product at 303-740-6900 or 800-343-3010. 

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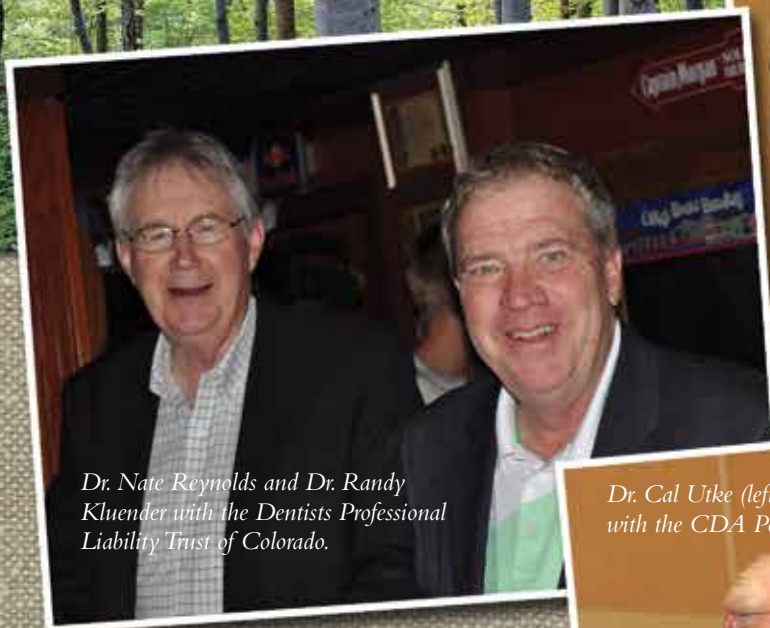
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2014 ANNUAL SESSION



Dr. Nate Reynolds and Dr. Randy Kluender with the Dentists Professional Liability Trust of Colorado.



Dr. Cal Utke (left) presents Dr. Bob Benke with the CDA Volunteer of the Year Award.



Dr. Cal Utke (left) presents Dr. Jeff Kahl and Dr. Ken Peters with the CDA Political Legacy Awards.

CDA Executive Director Greg Hill, Dr. Kevin Sessa, Dr. Cal Utke, and Dr. Jeff Hurst at the Creighton University School of Dentistry Alumni Reception.



VAIL, COLORADO
JULY 5-7, 2014



Enjoying the mountain networking atmosphere at the Delegates' Luncheon



CDA student trustee Kamran Pirastehfar (left), Dr. Terrance Wölbaum, and dental students Christopher Rogowski and Jordan York.



The elected 2014/2015 officers: Treasurer Dr. Karen Foster, Speaker of the House Dr. Dave Lurye, 1st Vice President Dr. Michael Varley, Immediate Past President Dr. Cal Utke, President-Elect Dr. Gary Field, President Dr. Brett Kessler, Editor Dr. Mike Diorio, Executive Director Greg Hill, and 2nd Vice President and Secretary Dr. Carol Morrow.



Dr. Gary Field (left) and Dr. Cal Utke (right) driving to the start of the CDA Charity Golf Tournament to benefit Kids in Need of Dentistry.



Dr. Lindsay Compton, Dr. Nicole Eberle and Dr. Tiffany Manzo at the New Dentist Committee Networking Event in Vail, CO.



The dedicated morning runners at the 5K/1 Mile Fun Run in Vail, CO.



The CDA House of Delegates in session.

Summary of Transactions

2014 CDA House of Delegates

June 6, 2014 – Vail, CO

Resolution 01-14-H **Concerning the Standing Rules and Procedures.**

RESOLVED, that the Standing Rules and Procedures of the Colorado Dental Association House of Delegates be approved as published and distributed.

HOUSE ACTIONS: ADOPTED

Resolution 02-14-H **Concerning the Summary of Transactions.**

RESOLVED, that the Summary of Transactions of the 2013 session of the Colorado Dental Association House of Delegates be approved as published and distributed.

HOUSE ACTIONS: ADOPTED

Resolution 03-14-H **Concerning life members.**

RESOLVED, that the following individuals meeting qualifications for Life Membership in the Colorado Dental Association be approved effective January 1, 2015.

Dr. John N. Abrams
Dr. Larry E. Adams
Dr. Timothy W. Adams
Dr. Dennis L. Andersen
Dr. James I. Armbruster II
Dr. David D. Beacom
Dr. Paul R. Beer
Dr. Deborah A. Bhasker
Dr. Mark Brodie
Dr. William R. Burns
Dr. Kenneth R. Carlson
Dr. Robert M. Christensen
Dr. Curtis J. Comeau

Dr. Charles S. Danna
Dr. John M. Dildine
Dr. Gerald A. Edwards
Dr. David L. Evans
Dr. R. Larry Finkbeiner
Dr. Carlton J. Floyd
Dr. Daniel B. Foley
Dr. Michael J. Foy, M.S.
Dr. Thomas R. Froning
Dr. Quentin M. Fuhs
Dr. Gordon N. Gates
Dr. Louis R. Gerken
Dr. Eric T. Helland
Dr. Gary L. Hulse
Dr. Stephen P. Jackson
Dr. Douglas M. Jensen
Dr. Ole T. Jensen
Dr. Robert J. Kammer Jr
Dr. Stephen S. Kelly
Dr. Edward A. Koditek
Dr. Carolyn S. Kupka
Dr. Mark E. Levine
Dr. Robert D. Madden
Dr. Robert L. Martinich
Dr. Peter J. Mirabito
Dr. Scott T. Moreland
Dr. Ira N. Moyer
Dr. Richard L. Myers
Dr. Spence Nelson
Dr. Michael S. Onstad
Dr. Kenneth E. Perino
Dr. Mark A. Pimper
Dr. T. Bryson Read
Dr. Gary V. Rein
Dr. Wm R. Sanders Jr.
Dr. Gerald B. Savory III
Dr. Stephen J. Schiffer

HOUSE ACTIONS: ADOPTED

Resolution 04-14-HS2 **Concerning the funding of delegates and alternate delegates to the American Dental Association.**

RESOLVED, that the Colorado Dental Association fund Colorado's maximum number of delegates and five alternate delegates to the 14th District Caucus 1 meeting and the American Dental Association House of Delegates on an ongoing basis starting in 2015. And be it further

RESOLVED, that this resolution supersede any previous resolutions or policies on this matter. And be it further

RESOLVED, that the CDA President establish a task force to review policy and procedures in selecting delegates and alternate delegates, their term length and succession, as well as their funding for attending the caucus and ADA Annual Session.

HOUSE ACTIONS: ADOPTED

Resolution 05-14-B **Concerning changes to the Colorado Dental Association By-laws regarding the delegates and alternate delegates to the American Dental Association.**

RESOLVED, that the Colorado Dental Association 1st Vice President be named a delegate to the American Dental Association beginning in 2015. And be it further

RESOLVED, that the role of ADA alternate delegate be removed from the CDA Immediate Past President's

duty beginning in 2015. And be it further

RESOLVED, that the CDA Bylaws be modified as presented.

HOUSE ACTIONS: ADOPTED

**Resolution 06-14-B
Concerning changes to the
Colorado Dental Association
Bylaws regarding the
performance of an annual audit.**

RESOLVED, that a financial audit of the Colorado Dental Association occur at a frequency of at least every two years or at an increased frequency if deemed necessary by the Board of Trustees. And be it further

RESOLVED, that the CDA Bylaws be modified as presented.

HOUSE ACTIONS: ADOPTED

**Resolution 07-14-B
Concerning changing the
Colorado Dental Association
Constitution to reflect the
correct location of the CDA
building, in addition to
housekeeping modifications for
consistency**

RESOLVED, that the Colorado Dental Association Constitution be modified as presented.

HOUSE ACTIONS: ADOPTED

**Resolution 08-14-HA
Concerning the annual dues of
the Colorado Dental Association.**

RESOLVED, that beginning the first of January 2015, the annual dues for active members of the Colorado Dental Association shall be \$408.

HOUSE ACTIONS: ADOPTED

**Resolution 09-14-HA
Concerning the 2014/2015 fiscal
year operating budget.**

RESOLVED, that the 2014/2015 operating budget of revenue and expenses be approved as amended.

HOUSE ACTIONS: ADOPTED

2014 Election Results

2014-2015 CDA Officers

President:	Dr. Brett Kessler, MD DS
President-Elect:	Dr. Gary Field, CS DS
Immediate Past President:	Dr. Cal Utke, CS DS
1st Vice President:	Dr. Michael Varley, MD DS
2nd Vice President & Secretary:	Dr. Carol Morrow, AV DS
Treasurer:	Dr. Karen Foster, MD DS
Speaker of the House:	Dr. Dave Lurye, WC DS
Editor:	Dr. Michael Diorio, MD DS

Elected 2015 ADA Delegates (three-year term)

Dr. Karen Foster, MD DS
Dr. Jeff Kahl, CS DS
Dr. Dave Lurye, WC DS
Dr. Cal Utke, CS DS

Elected 2015 ADA Alternate Delegates (one-year term)

Dr. Dan Alleman (new dentist), BBC DS
Dr. David Jackson, BBC DS
Dr. Marilyn Ketcham, MD DS
Dr. Seanna Mattison, LC DS
Dr. Loren Sites, SEC DS

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The Future Dental Profession

By Denise Kassebaum, D.D.S., M.S.

Dean of the University of Colorado School of Dental Medicine



I would like to express my sincere appreciation to the members of the Colorado Dental Association who have long sup-

ported the University of Colorado School of Dental Medicine through engagement in our educational programs, patient care activities, and student clubs and events. Both the leadership of CDA and its individual members have been our great partners over many years. We take great pride in the fact that many of the leaders of the CDA are either CU grads or are CU honorary alums.

The CDA currently sponsors the American Student Dental Association dues for DS 1 students to ensure they participate in organized dentistry starting at the very beginning of their dental school experience, and welcomes students to the CDA Annual Session as well. Years ago, the CDA demonstrated its commitment to students by creating an endowed scholarship to provide financial support to deserving students. As individuals, by volunteering your time to mentor current students and recent graduates, you are investing in the future of the dental profession and ultimately in the communities these dentists will serve.

I am pleased to congratulate and welcome Colorado's newest members to the profession – the graduates of the University of Colorado Dental Class of 2014. For 51 new dentists, the four-year educational pathway to their D.D.S. degree has ended, while the lifelong phase of professional learning and development commences. Some of these graduates will be participating in advanced education programs in general dentistry as well as in the dental specialties. Others will be serving in the U.S. military; and still others will begin to serve local communities in private practices and public health clinics. Since many of you have been involved in their dental education, I hope that you share the pride I have as I witness their excitement to embrace the opportunities and challenges of a profession they have prepared so long to enter.

This is an exciting time to be in dentistry and dental education. Recent changes in what some call a “profession in transition” require that we continuously look at how to ensure that a dental education is accessible and affordable, and that the dental curriculum prepares students for a future practice that is changing.

With this goal in mind, I'm pleased to announce the CU Dental Student Success campaign – an academic initiative and campaign to raise support for future dental students before,

during, and following completion of their formal training. This initiative rests on four pillars:

Access and financial assistance – unique pathways, pipelines, and student scholarships and grants to attract, retain, and support excellent students.

Inclusive environment – inclusive inter-cultural learning environment where professionalism is exhibited by all.

Evidence-based academic and clinical programming – excellent faculty, strong academic program support, research activities that form the foundation of the curriculum and transformative clinical care for diverse patient populations.

Unique growth opportunities – global, rural and urban-underserved tracks; research track; education track; dual degrees and leadership opportunities including participating in organized dentistry

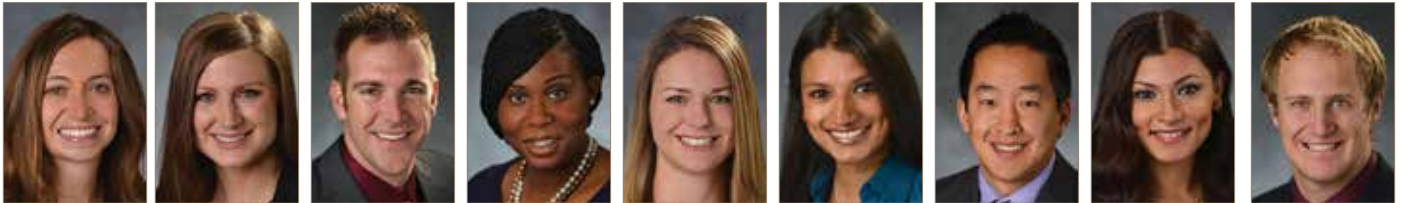
As the School of Dental Medicine makes plans to celebrate its 40th anniversary, I believe that our dental community remains one of our most important assets.

I look forward to engaging with you in the coming year on behalf of the students who represent the future of our profession, as we roll out the campaign. I encourage you to learn more by visiting www.ucdenver.edu/dentalstudentsuccess. 🍷

2014 Graduating Class



Dr. Matt Anderson Dr. Haroon Ashraf Dr. Carrie Bohon Dr. Stacey Borowski Dr. Diana Cole Dr. J.T. Crepps III Dr. Miranda Curtis Dr. Randy Demetter Dr. Moses Elango



Dr. Christine Finn Dr. Kelli Garrett Dr. Joe Gherardi Dr. Mitzy Golden Dr. Christine Goodell Dr. Nikita Goyal Dr. Ryan Haywood Dr. Alberta Hernandez Dr. Kevin Hoth



Dr. Louis Jackson Dr. Ross Johnson Dr. Brian Judd Dr. Marisol King Dr. Kye Kinzer Dr. Stacey Laiminger Dr. Ihsan Larsen Dr. Brandon Luter Dr. Savannah Mortensen



Dr. Josh Nardone Dr. LanAnh Nguyen Dr. Paul Nuanes Dr. Michael Ornelas Dr. Jacob Parsons Dr. Joseph Potter Dr. Claudia Quan Dr. Jason Rand Dr. Laci Rector



Dr. Mark Reynolds Dr. Heidi Roberts Dr. Leah Schulz Dr. Chelsea Shellhart Dr. Zach Shelton Dr. Matt Simon Dr. Danny Sluyk Dr. Brett Stallings Dr. Aram Sun



Dr. Kelly Thompson Dr. Ben Töbler Dr. Aaron Van Wyk Dr. Michael Welch Dr. Doug Whetten Dr. Matthew Whiteley

Classified Ads

Journal of the Colorado Dental Association
VOL. 93, No. 3, Summer 2014 issue.

OPPORTUNITIES WANTED

Opportunity Wanted: General dentist looking for opportunity as an associate to join dental practice in Denver area. Clinical skills include all aspects of dentistry including implant prosth restorations. Five years experience plus GPR. CV upon request. Contact farzim.mani@gmail.com.

Dentist: Mutually beneficial opportunity for a dentist to do treatments in Denver. I have over 25 years experience in the operating room. I am proficient with pediatrics and developmentally delayed adults. I supply all restorative materials, assistant and can help with the history and physical evaluation of patients. It is as easy to schedule as one phone call. I would work as an independent contractor. Please e-mail me at walsen1357@gmail.com.

Opportunity Wanted: Retired orthodontist in Denver metro area seeking part-time work; can also cover vacations and health issue situations. I can be reached at darbthedog@aol.com.

POSITIONS AVAILABLE

DIRECTORS, ASSOCIATES, PARTNERS

Associate Leading to Buy-In: Lakewood, Colo. (CO 1335) Annual revenues \$1M, four yrs. experience required. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Associate Leading to Buy-In: Denver, Colo. (CO 1235) Annual revenues \$2M, nine ops., eight to 10 years ex-

perience required. ADS Precise Consultants, 888.909.2545, www.adsprecise.com.

Associate: General dental office in Westminster, Colo. seeking an associate for two offices. Please send your resume to Kelly@veatchconsulting.com.

Part-Time Associate: Established fee-for-service (non-corporate) general practice is seeking a part-time associate for Tues. and Fri. Busy practice, great new patient flow and beautiful facility. Focused on customer service and high quality care. Please send CV to amy@amykirsch.com or call 303-796-0056. All inquiries are confidential.

Associate Leading to Buy-In: Denver, Colo. (1235). Annual revenues \$2M, nine ops. Eight to ten years experience required. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Associate: We are looking for an associate general dentist to work three-to-four days/week at our south Denver dental office. We see both kids and adults. We are a private office, and seek a dentist who is highly efficient and high quality. Please submit CV to southdenverdentist@hotmail.com.

Associate: Established private family practice in Wheat Ridge, Colo. is seeking a skilled associate dentist. The position will start three days a week, with the ability to expand as patient base grows. We have a great patient base and a great staff, providing high quality care. We are a digital and chartless office, with CEREC technology. Please send a cover letter and resume to DTSRC123@gmail.com.

Associate: Energetic orthodontic associate sought for a thriving, tech-savvy private practice in beautiful Fort Collins, Colo. Prefer to have a candidate with two years experience but not required. Please contact owenorthodontics@gmail.com.

Associate: Established busy private practice has a full- and part-time associate position available to work in my beautiful offices located in Golden, Denver and Wheat Ridge, Colo. All locations have excellent staff and great patients! I invite you to visit my Website at www.gentlemilesofcolorado.com. Please fax your resume and CV to Dr. Wachuta at 303-278-2800.

Associate: Associate, general dentist position available in private group practice in Westminster, Colo. Owner's goal is for long-term position leading to ownership. We have a Dawson-based philosophy and have thrived by providing quality, comprehensive dentistry and excellent customer service in a state-of-the-art facility. GPR and experience in IV sedation, implant surgery and restoration, routine oral surgery, occlusal rehabilitation and fixed/removable prosthetics is preferable. This is an outstanding opportunity for income potential and private practice ownership. For details call 720-536-2510 or e-mail drssdg@gmail.com.

Associate: Beautiful western Colo. Solo family practice – your interest in perio. and/or endo. would be helpful. Emphasis on service versus volume dentistry. E-mail CV to kaypopham@gmail.com.

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Associate: Longmont, Colo. General practice of 20 years needs full-time charismatic associate to join our successful practice. GPR with two years of experience or five-to-seven years of experience required. High-tech and high-touch office with most procedures done in office. Great pay and benefits with possible future buy-in. Please submit CV to DrCliffrogge@aol.com.

Associate: Boulder, Colo. General family practice looking for a full-time associate. Established practice, great location and stable patient base. Three plus years experience or GPR. Experience in molar endo., thirds removal and implant placement is preferred. Competitive pay and benefits, expected income \$200,000 per year. Please e-mail CV to abbouddds@gmail.com.

Associate Leading to Buy-In: Dentist wanted. Opportunity in Louisville, Colo. Wonderful family practice with long-tenured staff and patient base. Friendly atmosphere and easy access to Highway 36 and downtown Louisville. Looking for a dentist who is willing to buy-in. Position is Tuesday-Friday 8:30 a.m. to 5:00 p.m. Position available starting in July. Two+ years or GPR experience required. Benefits include retirement and health insurance. Please e-mail CV to izzzydds@yahoo.com.

Associate: Associate needed for extremely busy private practice in Durango Colo. Practice currently has one associate but is in need of another dentist as soon as possible. Contact cdale_rider@hotmail.com.

Associate: Fort Collins, Colo. Seeking full-time associate in an established, high quality, fee-for-service dental practice. This is an exceptional opportunity to move into partnership after a successful initial employment phase. Must be committed to providing optimal patient care with exceptional technical skills, strong people skills and a passion for excellence. This practice has a dynamic, experienced team and a strong emphasis on CE and professional growth. Please send a letter outlining your future objectives and goals, a current

photograph and CV to The Sletten Group, Inc. by fax at 303-699-4863 or e-mail at suzanne@lifetransitions.com.

Associate-to-Partner: Colorado licensed general dentist needed for a private family practice in south Denver. We are in an established professional location, but enjoy a growing patient base. We are seeking an associate who will be willing to collaborate with our retiring doctor to grow and transition the practice. We offer a competitive base salary, great staff and a great opportunity for growth. The ideal candidate will be living in Colorado currently, have at least one-to-two years experience, be entrepreneurial and preferably be able to communicate in Spanish. Please e-mail CV and questions to Girardedental@gmail.com.

Associate: Associate needed for Greeley, Colo. area general practice. Dentist will start at three days/week but can add additional days as the practice grows. Base salary plus generous bonuses. Make the practice your own. Contact Kyle at 307-287-0729 or e-mail lambdmd@gmail.com.

Associate: Full-time associate needed for modern Littleton, Colo. general practice. 11 treatment rooms with all the bells and whistles. We are producing above \$325,000/month for 2014. Current associate had \$400,000 in personal income last year. We are currently seeing 135 new patients/mo. Senior doctor cutting back clinical hours. New graduates are welcome and encouraged to apply. Please fax resume to 303-987-9123.

Associate: Littleton, Colo. General family practice looking for a full-time associate. Established practice, great location and stable patient base. Three plus years experience or GPR. Experience in molar endo., thirds removal and implant placement is preferred. Competitive pay and benefits, expected income \$200,000 per year. Please e-mail CV to abbouddds@gmail.com.

Associate: Colorado Springs, Colo. We have three practices that have associate positions available. Please contact Kyle Francis, Professional Transition Strategies, at 719-459-1021.

Associate Transitioning to Partner: Northern Colorado Springs, Colo. Our state-of-the-art office is completely digital and a leader in technology. Looking for a dynamic, outgoing, energetic dentist with private practice experience of five years or more. Must be able to produce \$80,000 to \$100,000 per month. Needs to be able to place implants, perform oral surgery and IV sedation. Our practice is a high-end \$3M+ practice on the north end of Colorado Springs. This is an incredible immediate opportunity. If you don't have five+ years experience but feel you would be a fit, please tell us why you are the superstar we should be talking to. E-mail CV to dentalgroup2012@gmail.com.

Associate: Metro Denver. General family practice looking for a full-time associate. Established practice, great location and stable patient base. Three plus years experience needed. Experience in molar endo., thirds removal and implant placement is a must. Competitive pay and benefits Please e-mail CV to abbouddds@gmail.com.

Associate: Associate needed for a group practice in central Denver, Colo. Established practice drawing 100+ new patients per month. Experience or GPR preferred. Send resume to colodds@aol.com.

DENTISTS:

Dentist: We are seeking dentists to serve the needs of patients in a rural federally qualified health center (FQHC) in Norwood, Colo. The position is typically one day per week, with occasional periods of multiple days to cover for the dental director. Experience in general dentistry with an emphasis on restorative, surgery and removable prosthetics helpful. Please reply to DCLurys@gmail.com.

Dentists: A life with clinical autonomy and time for your family isn't out of reach. You'll focus on doing what you do best...treating patients! The marketing and technical admin-

CLASSIFIEDS continues on page 44

istrative expertise is provided for you. Dentists can enjoy opportunities and career rewards such as: significant earnings potential, superior patient flow and sophisticated marketing. Want to learn more? Visit <http://jobs.dentalworks.com/> or contact scott.shue@dentalonepartners.com or call today 615-624-8128. Equal opportunity employer.

Dentists: Fort Collins, Colo. Dental office seeking an associate dentist and a part-time orthodontist. Experience required, no buy-in option available. E-mail dearcreekdental@gmail.com.

Dentist: Fee-for-service private practice in Highlands Ranch, Colo. is seeking a dentist for maternity leave. Oct. 1 – Nov. 26, 2014. Mon., Tues., Wed., 7:30 a.m. to 5:30 p.m., and Thurs. 7:30 a.m. to 12:30 p.m. Possible permanent part-time associateship after maternity leave. High quality care in a low volume setting. Please contact Amy Kirsch at amy@amykirsch.com or call 303-796-0056.

Dentist: Dental Health of Colorado is expanding our existing practice in the hip, upper Colfax area of Denver, as well as in our Westminster, Colo. location. We are looking for an experienced general dentist to join our innovative, non-corporate team. We use state-of-the-art equipment (waterlase, intra-oral cameras, DIAGNOdent, Velscope, digital x-rays, halimeter, E4D etc.) to help our patients become better, healthier versions of themselves. Lucrative compensation with partnership potential. Send resume to dt@insanelygreatidea.com. Interviews begin immediately.

Dentist: Cornerstar Dental Group and Orthodontics is looking for an experienced, full-time general dentist to join their busy team. Owned by Dr. Brad O'Neill, the dentists in this beautiful practice treat a PPO/FFS (no Medicaid) patient base with a variety of dental needs. Focus on long-term patient relationships while providing excellent quality dentistry and utilizing the latest technological advances in dentistry. The state-of-the-art facility is fully digital and equipped with Cerec 4.0 (Omnica coming soon!), intra-oral cameras, lasers, and more. Lucrative compensation package with partnership potential, full benefits, malpractice insurance, CE, and lab fees covered. To learn more, please e-mail cookt@pacden.com. Interviews begin immediately.

Dentists: Dentists and specialists needed! Hiring DDS/DMD for quality practices with great income. Options with many practice models in CO, NM, AZ, TX, SC and more! Contact Jacob with StarBrio Healthcare at 719-250-5528 or Jacobk@starbrio.com.

Dentist: Seeking currently licensed dentist to join a practice where you can focus on dentistry and not administrative duties. We have a state-of-the-art facility catering to patients of all ages and backgrounds, focusing on family and making the lives of our patients more easily managed. Great location in Fort Collins, Colo. Buy-in option available. Submit references and resume to dds dental31@yahoo.com.

Dentist: Westminster, Colo. office seeking general dentist to make partner. Our state-of-the-art office is completely digital and chartless. We are seeking a general dentist who has completed a dental residency for buy-in to our practice (military residency a plus). We need an individual who is able to sell large treatment plans with confidence and will retain many, if not all procedures in office. The right candidate for this position will share our philosophy on preventive dentistry. This is an extremely wonderful opportunity with high-earning potential for the right individual. If this sounds like what you've been looking for, please send your CV to stephanie@orchardcosmeticdental.com. We look forward to hearing from you.

Dentist: South Denver, Colo. Seeking a full-time dentist with one+ years of experience to join state-of-the-art general and specialty practice in high visibility location. Averaging 100+ new patients per month. Competitive commission compensation with minimum guarantee, benefits, and equity buy-in opportunities. Please contact A.J. at 412-337-5254 or aj@peakdentalservices.com.

Orthodontist: South Denver and Colorado Springs, Colo. One or two associates needed for part-time or full-time to handle the referral volume from multiple group general and specialty practices (all referrals are in-house resulting in minimal effort required on your end to generate referrals). All digital x-rays including Pan./Ceph. Ownership opportunities exist. Pay is very competitive with minimum guarantee or commission based, whichever is higher, and flexible schedule is available. Please contact A.J. at 412-337-5254 or aj@peakdentalservices.com.

Periodontist: South Denver, Colo. Associate needed for one-to-two days per week to partner with a two other periodontists. Current periodontists are averaging \$5,000/day. Flexible on scheduling. Please contact A.J. at 412-337-5254 or aj@peakdentalservices.com.

Endodontist: South Denver, Colo. Associate needed for part-time or full-time to handle the referral volume from multiple group practices. Ownership opportunities exist. Pay is very competitive with minimum guarantee or commission based whichever is higher and flexible schedule is available. Please contact A.J. at 412-337-5254 or aj@peakdentalservices.com.

Oral Surgeon: South Denver and Colorado Springs, Colo. Associate needed for part-time or full-time to handle the referral volume from multiple group practices. Fully equipped for an oral surgeon including IV sedation. Ownership opportunities exist. Pay is very competitive with minimum guarantee or commission based, whichever is higher, and flexible schedule is available. Please contact A.J. at 412-337-5254 or aj@peakdentalservices.com.

Dentist: Aurora, Colo. Three-to-four days a week, must be comfortable working with kids and adults. E-mail resume to cozydental@gmail.com.

Endodontist: Great opportunity for a full-time endodontist needed for a new start practice. Located in the southern end of the Denver metro area. Guaranteed salary and/or percentage of collections. Please contact and send CV via e-mail to drtwiss@twissdental.com.

Dentist: Part-time (two-to-three days per week) general dentist needed at Kids & Family Dentistry. Must be able to diagnose and treat patients of all ages specially children. Requirements include: graduation from accredited program DDS or DMD and possession of a valid current license to practice in the state of Colo. To apply please e-mail your CV to kidsandfamilydentistry@gmail.com or fax it to 303-327-4091.

Orthodontist: Part-time position (two-to-three days per week) is available at Kids and Family Dentistry. To apply please e-mail your CV to kidsandfamilydentistry@gmail.com or fax it to 303-327-4091.

Dentists: Part- and full-time dentists needed to support patients served by our 501(c)3 charity, "Visiting Ancillary Services." We pay competitive associate rates and mileage for any travel. We are the dominant provider for nursing homes, of which we serve over 60 facilities. We also serve assisted living and support our in-office Medicaid clinic. Please visit www.vasnpo.org or call 303-650-5800 for more information.

Dentist: A non-profit community health center in Fort Collins, Colo. seeks part-time dentist (23 hrs./week). Money Magazine lists Fort Collins as the "best place to live" in America. Nestled in the foothills of the Rocky Mountains, 47 miles north of Denver, Fort Collins offers an amazing lifestyle for those who love the outdoors. Excellent salary, benefits, state-of-the-art equipment and large support staff. Send resume and cover letter to: Search Coordinator, Health District of Northern Larimer County, 120 Bristlecone Dr., Fort Collins, CO, 80524, or by fax to 970-221-7165, or by e-mail to searchcoordinator@healthdistrict.org. Equal opportunity employer.

Dentist: Orchard Dental Group and Orthodontics is looking for an associate dentist to work full-time in our beautiful state-of-the-art practice in Westminster, Colo. This busy



Robert B. Deloian, D.D.S.
303-814-9541

Ty Pechek, D.D.S.
719-821-2237

Kyle Francis, M.B.A.
719-459-1021

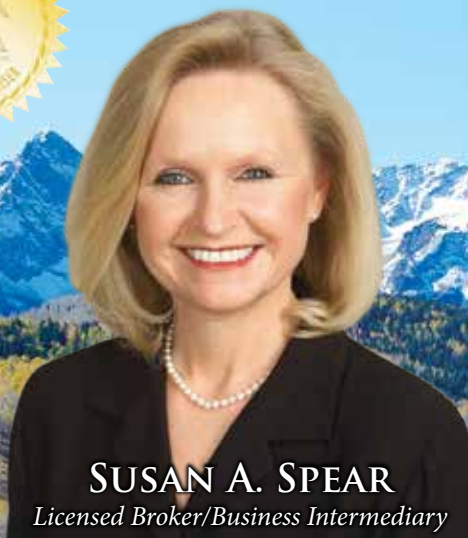


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Dentist: Greeley Modern Dentistry and Orthodontics is looking for an experienced general dentist to join their growing team in Greeley, Colo. The dentists in this beautiful practice see approximately 12-13 patients a day in a PPO/FFS (no Medicaid) environment. Office is modern with Cerec Omnicam, intra-oral cameras, soft tissue lasers and digital charts/x-rays. Great work environment with an emphasis on quality versus quantity while keeping patients for life. Lucrative compensation package with full benefits, malpractice insurance, CE and 100% of lab fees paid. To learn more, please e-mail cookt@pacden.com.

Pediatric Dentist: South metro pediatric dental practice has an immediate need for a full-time associate to join large and growing practice. Fabulous opportunity for the right individual. Four day work week. All the reasons you wanted to be a pediatric dentist come together at our practice. Please e-mail CV to peddentistresume@gmail.com.

Dentist: General dentist one-to-two days per week in Broadmoor area. Family practice doing all aspects of dentistry. E-mail CV to piperpilot@outlook.com, pay is based on production and experience.

Oral Surgeon: Our general dental office in Westminster, Colo. is looking for an oral surgeon. We are looking for someone who is experienced, motivated and reliable. We offer state-of-the-art equipment and competitive pay. Please e-mail your CV to Kelly@veatchconsulting.com. We look forward to hearing from you!

Dentist: Denver and Colorado Springs, Colo. offices need both full-/part-time dentists. Extended hours with day, evening, and weekend shifts. Must be comfortable with molar endo. and oral surgery. Generous 1099 commission. For immediate consideration, please e-mail us at dentist@northbear.com.

Dentists: When you join a practice affiliated with DentalWorks, you have more time to focus on providing your patients with the most advanced dental care available. The managerial, marketing, payroll, HR and other technical administrative expertise is provided for you...so you can do what you do best - practice dentistry and care for patients. Enjoy opportunities and career rewards such as significant earnings potential, superior patient flow and sophisticated marketing. Desired skills and experience for this position include GPR training or commensurate experience preferred, current state dental license, team-building skills, and an ability to work well independently and with others in fast-paced environment. Why is this opportunity unique? Work-life balance, latest in dental care technology, facilitating the highest quality of care, a great mix of existing patients and new patient flow, excellent patient demographics and practice location, and the managerial, marketing, HR, payroll and other administrative aspects are provided for you! We are looking for an exceptional dentist for this exciting opportunity. If you have an interest, please forward your CV to scott.shue@dentalonepartners.com or call 615-624-8128.

Dentist: Growing dental practice has an immediate opening for a part-time general dentist in beautiful Evergreen, Colo. Experience great small town living while being only minutes from Denver. Enjoy four season recreation with one hour drive to the major ski resorts. Unlimited potential is yours. E-mail CV to dentalresume80439@gmail.com.

Pediatric Dentist: Busy, modern Fort Collins, Colo. private practice is looking for a pediatric dentist, ready to start August with a full schedule one-to-two days a week. Day(s)

may be flexible. Great for satellite opportunity. For more information or for immediate consideration, please contact Nikki at 970-223-2886 or nikki@dentalcenteroftherockies.com.

Dentist: General dentist, Grand Junction/Montrose, Colo. Smiles 4 Kids (ages 0-20) is seeking a full-time dentist. Enjoy limitless outdoor recreation, above average compensation and excellent work environment. No patient pool building! Please e-mail resume to docbrowndmd@gmail.com.

Pediatric Dentist: My Kid's Dentist is looking for a pediatric dentist to work four days a week in our Pueblo, Colo. office. We offer excellent income including a daily guarantee. Contact Ed at 949-842-7936 or e-mail at loona@pacden.com for more information.

Endodontist: Perfect Teeth is looking for a part-time to full-time (two-to-five days/week) endodontist in Denver and Colorado Springs, Colo. Minimum monthly guarantee or production, great benefits, no Medicaid. Call Kevin at 303-285-6030 or e-mail ksauer@perfectteeth.com.

Periodontist: Perfect Teeth is looking for a part-time periodontist in Colorado Springs, Colo. and a part-/full-time periodontist in Denver. Minimum monthly guarantee or production, great benefits, no Medicaid. Call Kevin at 303-285-6030 or e-mail ksauer@perfectteeth.com.

Dentists: Perfect Teeth is looking for full-time dentists to join our team in Denver, Colorado Springs, and Northern Colo. Enjoy a work/life balance and autonomy not seen in most groups in Colo. We offer a minimum monthly guarantee, great benefits, and no Medicaid. Most offices have one GP. Call to see why providers from other groups are choosing to join Perfect Teeth. Call Kevin at 303-285-6030 or e-mail ksauer@perfectteeth.com.

Dentist: Eagle County area. General dentist needed to work at private practice four days/week. \$500/day or 30%

CLASSIFIEDS continues on page 46

production, whichever is greater. Come and enjoy the mountain lifestyle. Live and work where people vacation! Call 970-445-8181 for more details.

Dentist: Colorado Springs, Colo. practice needs general dentist. Unique opportunity for high production. Endo. and oral surgery are our "bread and butter." Must be comfortable with molar endo. and most wisdom teeth. Excellent 1099 commission. Full-time and part-time slot available. Please e-mail your CV to cv@endentist.com.

Pediatric Dentist: Wanted, pediatric dentist or dentist who likes kids, bilingual

a plus, but not necessary. Call Dr. Martinez at 303-956-3142, my cell anytime.

Dentist: Northwest Colorado Dental Coalition has an immediate opportunity for a full-time dentist position. This is a non-profit dental clinic serving children and adults. An active license is required, a minimum of two years experience is preferred, and a current Medicaid number is a plus. Looking for an individual who is a team player who will help this organization grow. Please e-mail resumes to claire@nwcodental.org.

Dentist: Daily travel to El Paso, Pueblo and Otero, Colo. counties. Help enhance the quality of life for children by providing a positive dental experience right in the school setting. Excellent compensation. Monday – Friday. No evenings or weekends. For more information or to apply visit www.smileprograms.com.

Pediatric/General Dentist: Pueblo, Colo. Seeking pediatric or general dentist full- or part-time to provide children dental service in Southern Colo. Excellent opportunity. Please send CV or call with any questions. Contact at mike@mikedds.com or 719-369-8484.

Dentist: Full-time dentist needed at Salud Family Health Centers in Fort Morgan, Colo. Performs professional dental care in the diagnosis and treatment of patients and assists the director in developing and implementing the dental program. D.D.S. or D.M.D. Possession of a valid current license to practice dentistry in the state of Colo. Bilingual (English/Spanish) preferred. Sensitivity to low income and ethnic minority community a must. Salary range: \$100,000 – \$120,000 based on experience. To apply please submit an online application at www.saludclinic.org or e-mail resume to mhughes@saludclinic.org.

Dentist: Full-time dentist needed at Salud Family Health Centers in Longmont, Colo. Performs professional dental care in the diagnosis and treatment of patients and assists the director in developing and implementing the dental program. D.D.S. or D.M.D. Possession of a valid current license to practice dentistry in the state of Colo. Bilingual (English/Spanish) preferred. Sensitivity to low income and ethnic minority community a must. Salary range: \$100,000 – \$120,000 based on experience. To apply please submit an online application at www.saludclinic.org or e-mail resume to jdavis@saludclinic.org.

Part-Time Dentist: Dentist is needed in family friendly office in Aurora, Colo. Must be able to diagnose and treat patients of all ages. Position is for one-to-two days per week. If interested, send CV to delmarassociates@gmail.com.

Dentist: Seeking established professional who is team-oriented and can create a positive and productive work environment. Competitive compensation and benefits offered. Please send your resume to ddssearch2013@gmail.com.

Dentist: Full-time position available in Craig, Colo. Enjoy outdoor recreation, skiing, hunting, fishing in the beautiful Yampa Valley. Candidate must be comfortable and proficient with molar endo. and oral surgery. Excellent compensation and benefit package. Contact nued@optimum.net.

Orthodontist: Commerce City, Colo. Bilingual Spanish/English a plus. All digital x-rays including pan/ceph. Call Todd, 303-809-0674.

Dentist: Seeking a clinical dentist responsible for providing service within the scope of general dentistry to patients of Pueblo Community College Dental Assisting Clinic. This ongoing hourly position will supervise clinical staff to ensure compliance with Colorado and national dental practice acts. Qualifications: must be a graduate of an accredited dental school and licensed to practice dentistry in the state of Colorado. Contact Janet Trujillo at Janet.Trujillo@pueblocc.edu or Karen Ramos at Karen.Ramos@pueblocc.edu.

HYGIENISTS/ASSISTANTS/OTHER

Dental Assistant: Dental assistant wanted. \$15-\$20/hour, 32+ hours a week. Experience required. Please send cover letter, resume and references to employmentgunnids@gmail.com.

Office Assistant: We are looking for an experienced dental professional for front and back office assistance. Requires five years experience in a dental office, with dental photography experience as well. Must be mature, reliable, professional and enjoy older patients. Four day work week. Contact barb@happysmilecat.com.

Hygienist: We are a private periodontal practice, located in North Boulder, Colo. Seeking a full-time, registered dental hygienist to join our practice! We have a beautiful environment to work in and a wonderful staff to work with! We work Monday through Thursday, from 8 a.m. to 5 p.m., with an hour lunch from 1 to 2 p.m. We offer a great compensation package and full benefits (medical, 401(k), vacation and well days). If you've been looking for a fun and energetic practice to become a part of, we may be just the practice for you! If you have at least five years experience, love dentistry, and want to make a difference, please e-mail your resume today to If you have at least five years experience, love

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dentistry, and want to make a difference, please e-mail your resume today to mayagturner@gmail.com.

Dental Assistant: Positive, energetic dental assistant wanted for a full-time position in our Dillon, Colo. group practice. Please send your resume to office@summitdentgroup.com or call 970-468-2471.

Hygienist: Hygienist needed for a family oriented Denver Highlands area fee-for-service office. This position is part-time Wednesday and every other Friday. Please fax resume to 303-455-1884.

Hygienist: Full-time dental hygienist needed at Salud Family Health Centers in Fort Lupton, Colo. Performs professional dental care in the field of dental hygiene including all related clinical procedures. Has broad responsibilities for clinical and community dental health education activities. Possession of a RDH in the state of Colo. Bilingual (English/Spanish) preferred. Sensitivity to low income and ethnic minority community a must. Salary range: \$57,000 - \$67,000 based on experience. To apply, please submit an online application at www.saludclinic.org or e-mail resume to cedwards@saludclinic.org. Salud is an NHSC approved site.

Hygienist: Hygienist needed for growing non-profit dental clinic in Steamboat Springs, Colo. Please contact mucd@optimum.net.

PRACTICES FOR SALE

Practice: Colorado mountain practice for sale. Contact attorney James Beltzer at 970-281-2701 or jim@beltzerlawoffices.com.

Practice: Haxtun, Colo. General dentist practice with building. 500 active patients. Three ops., two x-rays. Total 6,500 sq. ft., 1,440 sq. ft. dental office, 2,060 sq. ft. office, 3,000 sq. ft. in four rental apts. Very motivated seller! E-mail: muvblohm@wisepertel.net.

Practice: Bloomfield, NM. Mountain Dental is seeking dental candidates for a practice opportunity in Bloomfield. 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 development. Our comprehensive support team takes care of the administrative details, providing you the freedom to lead your team while focusing on your patients and skills. If you possess a passion for providing quality care and are looking for a rewarding practice opportunity in Bloomfield, please contact Derek Lindholm at 715-577-4551 or e-mail: dlindholm@midwest-dental.com. Visit our Website at: www.mountaindental.com.

Practice: Palm Desert, Calif. practice for sale. Established 17 year multi-specialty. Perfect for prosthodontist with implant experience. Relocating to Texas, selling price only \$495,000. 2014 yield to date collections already \$450,000. Great location and patient demographics, five ops., digital pano., x-rays, private office. If interested e-mail golfinthedesert@gmail.com.

Practice: SE, Wyo. Established general dental office. Four ops. Digital. Low overhead. May consider associate buy-out. E-mail wydentist@yahoo.com.

Practice: Exceptional dental practice for sale. This fee-for-service cosmetic, implant and restorative practice is located in Lincoln, Neb. The size of the practice could accommodate two highly skilled dentists at the current patient volume. This active practice attracts patients from within Lincoln and the surrounding area. The current owner will assist the buyer(s) in a smooth transition. All respondents will be asked to sign a letter of confidentiality before any financial or other specifics will be disclosed. Please send C.V. and requests for additional information to Consultant, 19655 William St., Omaha, NE 68130. All respondents will be contacted.

Orthodontic Practice: Outstanding opportunity for the mountain lifestyle. Doctor looking to retire, wonderful mountain locations. Buy-out to include multiple locations or possible split. The purchasing doctor must be energetic and

have a realistic understanding of the competitive nature of the Colorado market. Facilities are modern/up-to-date/digital and paperless. Please respond to smiles4u333@aol.com.

Practice: South Denver. Remodeled, state-of-the-art practice at a very busy location. 50+ active patients. Great opportunity for a start-up or a satellite practice! The owner is selling due to health problems. Contact denverdent1@yahoo.com.

Practice: Glenwood Springs, Colo. Experience all of the rewards of living and practicing in a Colorado mountain community. Wonderful team and patients in a well established, premiere fee-for-service general dental practice. Owner is seeking qualified associate to enter into phased transition leading to partnership/ownership. Please reply in confidence with your objectives, curriculum vitae and written goals to The Sletten Group, Inc., 7882 S. Argonne St., Centennial, Colo., 80016, or fax to 303-699-4863, or e-mail to suzanne@lifetransitions.com.

Practice: Two-to-three days/week. Beautiful S. Colo. mountain town in the heart of the Sangres. Great hunting, fishing, cycling and hiking. Over 1,800 active patients. Owner retiring. Opportunity to buy or lease building. Contact owner at 719-371-5524.

Practice: Castle Rock, Colo. Exceptional practice opportunity. Highly regarded fee-for-service general dental practice committed to providing optimal patient care to the Castle Rock community and surrounding areas is seeking a quality dentist interested in an exceptional purchase opportunity. Outstanding, experienced team in place 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 the Sletten Group, Inc. at 303-699-0990, pam@lifetransitions.com, or fax your information to 303-699-4863.

Practice: Chico, Calif. Dental practice for sale. This office is completely state-of-the-art and is ideally suited for a husband/wife, two person team or a high producing individual. In operation for nearly 40 years with one owner, this office has annual collections exceeding \$1.5M with an owner's net income well in excess of \$500,000 annually. For more information and to request a practice summary, send an e-mail to molinelli@aol.com or call 650-347-5346.

Thinking of Transitioning? Jerry and Tyler Weston will meet with you personally to discuss the transition of your dental practice. We will explore your options considering preparation, valuation, representation and timing of the sale at no cost to you. Call Jerry and Tyler Weston, 303-526-0448, Professional Marketing and Appraisal. For a full prospectus and photos of our listings, please visit www.dental-trans.com.

Practice: Durango, Colo. You can make \$200,000+ next year! This practice is priced to sell immediately! Once in a lifetime opportunity. Digital. Four ops. collecting \$650,000. Call Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

Practice: New! Colorado Springs, Colo. Great practice located just off Academy blvd. Collecting \$700,000+. Digital. Four ops. Call Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

Practice: New! DIA area. Newly renovated! 25 new patients a month. Four ops. Digital. Growing practice! Tremendous potential. Call Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

Practice: Aurora, Colo. Beautiful new practice located on a busy street. Two equipped ops., six ops. in total. All digital. Must see! Call Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

Pedo. Practice: Colorado Springs, Colo. Pedo. practice. Great family location. Five ops. Collecting \$650,000. Doctor retiring. Call Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

Pedo. Practice: Cherry Creek, Colo. Four ops. Excellent opportunity. Call Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

Practice: Lakewood, Colo. Three ops. Nicely equipped. Part-time office collecting \$270,000. Price: \$165,000. Contact Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

Practice: Southwest Colo. Great satellite office. \$80,000 profit on 52 days a year! Priced to sell. Contact Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

Practice: Colorado Springs, Colo. Four ops. Located near UCCS campus. Collecting \$450,000. Contact Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

Practice: Woodland Park, Colo. Motivated seller. Will sell practice and building together at a deep discount! Four ops., collecting \$340,000 on three days. Great potential. Contact Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

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

General Practices for Sale with CTC Associates: Practice listings along the Front Range in Denver, Arvada, Lakewood, Littleton, Castle Rock, Colorado Springs and Fort Collins, Colo. Additional opportunities available in Montrose and throughout the eastern mountains. We also have opportunities in New Mexico, Utah, Idaho, Wyoming and Hawaii. For a summary of each current practice opportunity, go to www.ctc-associates.com or call Larry Chatterley and Susannah Hazelrigg at 303-795-8800.

Ortho. Practice: Ortho. practice for sale with CTC Associates. New, beautiful, high-tech, spacious orthodontic practice for sale in Colorado Springs, Colo. This practice offers private consultation room, large imaging room, five operatories, digital imaging and paperless charts, with plenty of room to expand. Contact Marie Chatterley with CTC Associates at 303-249-0611 or marie@ctc-associates.com.

Practice: Monte Vista, Colo. Two general practices located in the same building. Owners will consider selling together or separate. Ideal area for growth, family living and outdoor recreation. Sellers are highly motivated. Contact Dr. Tyson Pechek, Professional Transition Strategies 719-821-2237.

Practice: Pueblo West, Colo. Fastest growing community in Pueblo area. Practice averaging 40 new patients per month. Satellite practice included. 2,000 active patients, beautiful office. Seven treatment rooms. Fair market value \$658,552. Owner must sell and will consider reasonable offer. Contact Dr. Tyson Pechek, Professional Transition Strategies, 719-821-2237.

Practice: Westcliff, Colo. Established general practice, excellent as a second location, satellite, or new office location. Modern office with three treatment rooms. Fair market value \$162,000, listed for \$148,000. Contact Dr. Tyson Pechek, Professional Transition Strategies at 719-821-2237.

Practice: Boulder/Broomfield, Colo. Excellent satellite or start-up practice. Over 350 active patients with 25 new patients per month. Collecting \$147,000 on 3 days a month. Less than 50% overhead. Great potential for growth. Contact Robert B. Deloian D.D.S., Professional Transition Strategies 303-814-9541.

Practice: South East Colorado general dentistry. Very busy recently renovated practice with great potential for growth. Current production \$1M plus per year. Excellent

opportunity. Contact Kyle Francis, Professional Transition Strategies, 719-459-1021.

Practice: New sold! North Denver, Denver, Fort Collins, Colorado Springs, northeast Colorado and Greeley! Are you ready? SAS Dental Practice Brokers! Comprehensive, confidential and caring! Your value added service broker! References! New listings at www.sastransitions.com. Susan Spear, 303-973-2147 or susan@sastransitions.com.

Practice: Denver, Colo. Top fee-for-service practice! Bells and whistles! No need to buy new equipment! Top staff, \$800,000 collections! Susan, 303-973-2147 or susan@sastransitions.com. SAS Dental Practice Brokers, www.sastransitions.com.

Practice: Colorado mountains. It's here! Collecting \$700,000 and fee-for-service. Wineries, bike, hike, fish and ski! Susan, 303-973-2147 or susan@sastransitions.com. SAS Dental Practice Brokers, www.sastransitions.com.

Practice: Denver, Colo. Practice and real estate! Stand alone building, fee-for-service collecting \$500,000, perfect! Amazing staff! Susan, 303-973-2147 or susan@sastransitions.com. SAS Dental Practice Brokers, www.sastransitions.com.

Oral Surgery Practice: Look out and see the Colorado mountains! Beyond perfect! Start-up new! Established! Motivated seller! Susan, 303-973-2147 or susan@sastransitions.com. SAS Dental Practice Brokers, www.sastransitions.com.

Periodontal Practice: Colo. Digital, cone beam. Top reputation! Own instead of associate! Susan, 303-973-2147 or susan@sastransitions.com. SAS Dental Practice Brokers, www.sastransitions.com.

Practice: Denver, Colo. Retiring dentist, good space and equipment! Digital. Great satellite or acquisitions! Susan, 303-973-2147 or susan@sastransitions.com. SAS Dental Practice Brokers, www.sastransitions.com.

Practice: Boulder, Colo. (CO 1422). Annual revenues \$359,000, three ops., 8 a.m. to 5 p.m. Mon. thru Thurs. Dr. retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: South metro Denver, Colo. (CO 1427). Annual revenues \$790,000, two ops. plus two plumbed. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Boulder, Colo. (CO 1428). 50% buy-in, annual revenues \$1.3M, six ops., four days/week. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Boulder, Colo. (CO 1313). Annual revenues \$720,000, three ops., dr. retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

OMS Practice: West mountains near Vail/Aspen, Colo. (CO 1350). Annual revenues \$755,000, three ops., 1,260 sq. ft., doctor retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: S. central, Colo. (CO1421). Annual revenue \$500,000, three ops., seller available to work back. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Boulder, Colo. (CO 1414). Annual revenue \$300,000, six ops., 2,500 sq. ft., 10-yr. lease available for \$3,500 per mo., doctor retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Mountain resort, Colo. (CO 1341). Annual revenues \$667,000, four ops., building may be for sale, doctor retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Denver Metro. (CO 1404). Annual revenues \$1.2M, six ops., doctor retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Southern Front Range, Colo. (CO 1322). Annual revenues \$230,000. Three ops., dr. retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: North metro Denver. (CO 1411). Annual revenue \$550,000, two ops., doctor is retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Orthodontic Practice: North metro Denver. (CO 1301). Five chair open bay + two chairs, annual revenues \$512,000, dr. retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Parker, Colo. (CO 1226). Price \$65,000, gross \$148,000, one op. + one not equipped, 750 sq. ft. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Aurora, Colo. (CO 1349). Annual revenues \$650,000, five ops. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: NE Colo. (CO 1327). Annual revenues \$599,000, three ops., Mon.-Thurs. 8:30 a.m. to 5 p.m., Fri. 8 a.m. to noon (no patients), space to expand, doctor retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Aurora, Colo. (CO 1405). Annual revenues \$550,000, six ops., 2,672 sq. ft., doctor relocating out of state. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

TMJ/Sleep/Pain Management Practice: Front Range, Colo. (CO 1406). Annual revenues \$630,000, three ops., 1,800 sq. ft., dr. retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: South central, Colo. (CO 0935). Annual revenues \$480,000, three ops. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Grand Junction, Colo. (CO 1431). Annual revenues \$500,000, seven ops., four days/week, dr. relocating. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Ft. Collins, Colo. area. (CO 1412). Annual revenues \$1M, one full-time hygienist, one part-time hygienist, one assistant, one receptionist, one office manager. Doctor retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: South central mountains. (CO 1326). Price \$52,000. Annual revenues \$95,000, one op., two days/week. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Northwest, Colo. (CO 1321). Annual revenue \$688,000, four ops., four days/week, 1,500 sq. ft. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Arvada, Colo. (CO 1123). Annual revenue \$135,000, three ops. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Summit County, Colo. (CO 1403). Annual revenues \$722,000, net income \$364,000, two ops., room to add two. Mon.-Thurs. 8:00 a.m. to 5:00 p.m., condo for sale, dr. relocating. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Northern Wyo. (WY 1236). Annual revenue \$759,000, five ops., 3,150 sq. ft., state-of-the-art building, dr. retiring. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Denver western suburbs. (CO1224). Annual revenue \$323,000, three ops., four days/week. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Aurora, Colo. (CO 1333). Annual revenues \$888,000, six ops., five days/week, two drs, one will work until 8/2015. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: South central, Colo. (CO 1430). Annual revenues \$384,000, two ops. + one hygiene room, 1,200 sq. ft., relocating. ADS Precise Consultants, 888-909-2545, www.adsprecise.com.

Practice: Come up to the mountain. Unique practice offering all phases of general dentistry with a heavy emphasis on "same day" removable prosthetics. Four fully equipped operatories plus three additional operatories dedicated to removable. The on-site laboratory offers four tech stations and a porcelain room. Most equipment is new or newer. Currently operating four days per week with part-time associate.

Solid dental and laboratory staff. This 2,800 sq. ft. facility is located in a five-year-old medical building in southwest Colorado Springs, Colo. near the Broadmoor. This is not your typical practice and can accommodate partnerships, group practices or sole proprietor. Appraisal is \$633,000. Negotiable terms. Retirement or transition. Contact Julie Rush at 719-597-7979 or nushjulie@gmail.com.

Practice: Southern Colo. University town. Good hiking, skiing and other outdoor opportunities. Established comprehensive care practice. Esthetic office. Quality patient base. Four ops. Contact stesch@gojade.org or 719-588-9096.

Practice: Western slope/mountains, Colo. Great established practice. Beautiful Colo. mountain town. Three ops. Digital sensors, practice works. Owner retiring and staying in town. Strong cash flow. Opportunity to buy building or lease. Revenues \$641,000. Contact Craig.Gibowicz@henryschein.com, 303-550-0842. #CO101.

Selling Your Dental Practice or Looking to Purchase a Practice? Henry Schein Professional Practice Transitions can help with the process from appraisal to closing. Please contact licensed practice broker Craig Gibowicz at 303-550-0842 or craig.gibowicz@henryschein.com for more info.

Practice: South Denver practice – must sell. Over 300 active patients and five ops. \$150,000 gross production. Great location. All offers being considered. Practice only worked a few days/month. Opportunity to grow. Contact Craig.Gibowicz@henryschein.com, 303-550-0842. #CO100.

Practice: Western slope/mountains, Colo. Great established practice. Beautiful Colo. mountain town. Three ops. Digital sensors, PracticeWorks. Owner retiring and staying in town. Strong cash flow. Opportunity to buy building or lease. Revenues \$641,000. Contact Craig.Gibowicz@henryschein.com, 303-550-0842. #CO101.

Practice: Pinetop, Ariz. Near ski area, production \$450,000, office is 2,000 sq. ft., six ops., electronic x-rays, \$125,000. Call 928-205-8357 or e-mail mountaindental1@hotmail.com.

SPACE AVAILABLE

Space Sharing: Looking for periodontist or orthodontist to share space in privately owned, state-of-the-art, all-digital, general dental practice at Exit 229 on I-25 (intersection with highway seven). Pano and intraoral machines present. Two private operatories available Mondays, Thursdays and Saturdays. Office manager and assistant also available for hire. Practice has room to build-out a total of seven ops. with growth. Call 303-280-2285 or e-mail info@heartdentalidistry.com if interested.

Space Sharing: Prime location at bustling Southlands shopping center in Aurora, Colo. (Smoky Hill and E-470). Feng shui designed, modern 3,100 sq. ft. space with windows! Current doctor has three plumbed ops. available to design and build out to your needs and tastes. Rest of office is turnkey, and finished in zen decor. Contact Ruzanna 303-690-0800.

Space Sharing: Space to share with general dentist Monday, Thursday and Saturday. High-tech office three ops. in Centennial, Colo. Contact pmmicolosidds@yahoo.com.

Space Sharing: Beautiful dental office overlooking the High Line canal. One-to-four chairs available, one-to-five days a week. Great for a specialist looking for a satellite office or a new GP needing a flexible lease. Please call 303-885-3161 or e-mail ronedental@comcast.net.

Space Sharing: Space to share with specialty office in high profile dental/medical building in Highlands Ranch/Littleton, Colo. Contact danceattack73@hotmail.com.

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

Space Sharing: Space share in GP office in Aurora, Colo. Six treatment rooms, fully-equipped with latest ergonomic

concept, administration support, fully digital office, pleasant professional location. Call 303-369-1069.

Office Space: Fully equipped and move-in ready dental office space for lease. Why share? Prime location in growing retail center in the fastest growing residential area of NE Colorado Springs, Colo. 1,800 sq. ft., tastefully decorated. Two complete ops. and two others plumbed. All of the equipment needed to start your new practice, or your new location on your own is here and in place. Attractive lease rates with opportunity to own the equipment. Available now, ready to show. Call Scott at 719-201-5244.

Office Space: Prime location in central Denver, 1,900 sq. ft. on major blvd. with 45,000+ cars going by per day. Current doctor has five ops. plumbed, the rest is turnkey. One dr. office, one consult room, central sterilizing area and room for a pano. and 23+ years of good will. Current lease is expiring and will be available on Oct. 1, 2014. Please contact Tom at 303-937-7021.

Office Space: Excellent location at I-25 and Hampden Ave., 1,089 sq. ft. plus common space. Easy parking. Fully built out dental office. Please call Jack Hanlon at 720-382-7316 or Henry at 720-289-4849.

Office Space: Prime location near Southglenn mall for lease. Approximately 1,500 sq. ft. Fully built out space with plumbing and electric for four ops. Free rent, generous TI allowance. Please call Sharon Sheppard at 303-726-2093.

Office Space for Lease or Sale: Pueblo West dental office condo. Prime location sharing complex with CPA, optometrists, orthodontist and pediatrician (all owners). Built in 2008 as dental office. 3,000 sq. ft. plus 1,000 sq. ft. storage. Plumbing, electrical and N2O-O2 in place for six ops. Lots of windows. Move in ready. Just need equipment. Available June 2014. For sale or lease. Contact owner at 719-371-5524.

Office Space: Prime Loveland, Colo. location for lease. 2,245 sq. ft., four ops., sterilization room, lab, private office, admin. room, excellent parking and accessibility. Available March 1, 2014. Please call 970-593-8956.

Office Space: For lease or for sale, 1,200 sq. ft. in Ft Collins, Colo. Three ops., lab, private office, reception, shared lobby, and excellent parking. Currently available. Call Jodi at 970-223-7567 or e-mail drake2627@drakepark.net.

Office Space: 2,500 sq. ft. in west Denver dental specialists building. 41st and Kipling St. Pediatric dentist or prosthodontist. Please call 303-232-3443 with questions.

Office Space: Second generation dental space available with premier visibility and access from south Broadway, near Littleton hospital. 48,000 cars per day will see your sign! Call Patricia at 303-830-1444 x301.

FOR SALE

For Sale: Film based Gendex Orthoralix 9000 pano. for sale. Great working condition, ready for pickup in Boulder, Colo. \$3,500. Please contact abbouddds@gmail.com.

For Sale: Two Pelton "Chairman" dental chairs with traverse movement, two ADEC delivery units model 2900, one Pelton & Crane LF I track light, Pelton & Crane LF II ceiling mount light. Two Pelton assistant stools. All located in Denver, Colo. Please e-mail rsri@usa.net.

For Sale: Dental equipment including dental EZE chairs, one working, one for parts, four acucam intraoral cameras and four view boxes for x-rays. Contact marogilhanipc@qwestoffice.net.

For Sale: Film based Gendex Orthoralix 9,000 pano. for sale, great working condition, we are asking \$3,500 for it, ready for pickup from Boulder, Colo. Please contact abbouddds@gmail.com.

Monitor Set: Welch Allyn PROPAQ CS 246 patient monitor set \$3,500. Dualstream CO2, multicolor screen, printer, Nelcor Sp02, Inv. BP P2, Inv. BP P1, Egg/EKG resp., Temp. one and two, NIBP, DEFIB Synchro. Includes monitor, power supply, NIBP cable, three-led EKG cable, Nelcor Sp02 cable and finger probe, GCX roll around cart. Shipping not included. Contact nbjacobsdds@hotmail.com.

For Sale: Recently purchased seven-year-old dental practice, have upgraded my digital pano./ceph. to 3D cone beam, want to sell the Digital Gendex Orthoralix 9200 pano./ceph. unit. Excellent condition, all software and accessories included. Unit is located in Broomfield, Colo. Willing to help make arrangements to transport in state of Colo. Call 434-989-3712 or e-mail at drcliff37@gmail.com.

For Sale: Panoramic corp PC 1000 pan./ceph. Single switch for all functions streamlines operation for you and staff. Operates on a standard 110v outlet. Easy wheelchair accessibility. Completely free standing unit does not require floor or wall mounting. \$6,795, Power requirements: 115v, 20 amp dedicated. Physical dimensions 72" wide by 44" deep by 91". Contact stowersortho@comcast.net.

For Sale: Degussa-Ney Centurion Q50 porcelain furnace. 50 user programs. 1204 C (2200 F) maximum 50 C (122 F) minimum temperature. \$1,000. Contact tnary@centurytel.net.

SERVICES/ANNOUNCEMENTS/MISC.

No Contract Computer Support: 33 years experience, 6,000+ clients in south Denver, HIPAA certified, business of the year. "Non-geeky guys who can communicate" has always been our motto! We don't sell software or computers. Just the best service in Denver since 1982! See references and qualifications at onsitedenver.com/dental.html.

Staffing and Practice Transition Services: Dentist/staff recruitment and placement is our forte. We have the candidate or practice buyer you need. Guaranteed or our service is free! Contact Jacob with StarBrio Healthcare at 719-250-5528 or jacobk@starbrio.com.

TD Bank SBA Practice Finance: I would be happy to help you with financing your project and addressing your questions and concerns as well. Dan O'Meara. Contact me at 303-618-7550 or Daniel.O'Meara@td.com.

Collection Law Firm: Vinci Law Office specializes in collection of past due accounts receivables. Our firm is a leader in collection and debt services and practices. Call VLO at 303-872-1897 to discuss how we can meet your collection needs.

EDDA Course: EDDA I and II combined course. Five-week class, 12 hours per week on weekends in Denver. Classes start every three months. Tuition is \$1,295. Call the Colorado School of Dental Assisting for details at 800-383-3408. www.schoolofdentalassisting.com.

Looking To Hire a Trained Dental Assistant? We have dental assistants graduating every three months in the Denver, Broomfield, Fort Collins and Grand Junction areas. To hire or to host a 32-hour externship, please call the Colorado School of Dental Assisting at 800-383-3408. www.schoolofdentalassisting.com.

Service: Concerned Colorado Dentists (CCD) is a subcommittee of the Colorado Dental Association. We are in existence to help colleagues, staff and/or families who think they may have a problem with substance abuse. If you think you or someone you know may have a problem, please call Dr. Brett Kessler at 303-321-4445 (day or night). All inquiries are kept confidential.

Delivery: Crystal Courier Service has been delivering smiles for 60 years. From Ft. Collins to Pueblo, we do direct delivery to your labs, as well as interoffice, rush, daily, and on-call jobs. Call 303-534-2306 for more information. 📦

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Take a Closer Look

All malpractice policies are not created the same

There are a lot of differences between being a Member of the Trust and just another policy number at a large, commercial carrier. Both give you a policy the Practice Law requires, but that's where the similarity ends. Consider...

Who do I talk to when I have a patient event, claim or question?

The Trust: Local dentists who understand your practice, your business and your needs.

Them: Claims call center (likely in another state).

Besides a policy, what do I get when I buy coverage?

The Trust: Personal risk mitigation training, educational programs and an on-call team that "speak dentist."

Them: Online support.

Do I have personal input and access to the company?

The Trust: Yes. You are represented by dentists from your CDA Component Society giving you direct, personal access to the Trust.

Them: Yes, via their national board.

Do I have to give my "Consent to Settle" a case?

The Trust: All settlements are based on the best interests of the dentist, patient and Trust Members.

Them: Read the fine print; ask about their "Hammer Clause."

How much surplus has been returned to dentists in Colorado?

The Trust: Over \$1.2M has been distributed back to Colorado dentists as a "return of surplus" (after all, it's your Trust, your money).

Them: \$0

How many years has the company been serving Colorado dentists?

The Trust: 27 years. Established by dentists in 1987.

Them: It's hard to say... they tend to come and go.

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