


# Colorado DENTISTRY

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THE NEWSLETTER OF THE COLORADO DENTAL ASSOCIATION

JUNE 2007

VOL. 23, NO.4



**Attention Dentist Volunteers!**  
Not volunteering for Donated Dental Services?

Please take just a few minutes to help the Colorado Foundation of Dentistry for the Handicapped (CFDH) better understand volunteerism among dental professionals. The survey can be found as an insert in this publication or can be completed online at [www.nfdh.org](http://www.nfdh.org).

## Peer Review – The Process

By Dr. Bruce Nordstrom

Did you know that one of the Colorado Dental Association member benefits is Peer Review? Peer Review is a process set up to help resolve specific conflicts between patients and CDA member dentists. Ideally, this process prevents needless litigation and offers a way to satisfy our patient's needs. Each component society has its own Peer Review Committee comprised of volunteer dentists from the local area. Members from these groups and others form the CDA's Council on Peer Review.

The Peer Review process usually starts with a phone call from a patient to the CDA concerning their dental treatment. The patient is asked to put their concerns in writing via a Request For Dental Services Review Form. For the most part, cases accepted by

the Council on Peer Review deal with quality of care issues, or appropriateness of treatment situations. Peer Review does NOT accept cases that are solely based on a complaint with regard to insurance, billing, fees, or their reasonableness. Peer Review does not accept cases concerning care from non-member dentists, those where a patient has already initiated litigation, or when the named dentist has a case currently being reviewed by the State Board of Dental Examiners (or a history of being reviewed by the Board).

Once the Request For Dental Services Review Form is received by the CDA, it is reviewed and, if it meets the above criteria, the council votes whether or not they will accept it. Once the case has been accepted, it is usually assigned to a representative dentist from

the component society to mediate. The mediation process is a non-biased, non-judgmental conflict resolution between the provider and their patient. Patient exams and records collection are NOT part of mediation. The mediating dentist contacts all involved parties and tries to resolve the problem. If the problem is resolved, both parties sign a Resolution Agreement and the case is closed.

Most often, mediation is able to successfully resolve the complaint. However, if mediation fails to resolve the problem, the patient will be offered the next stage of review, which is arbitration. Patients who desire arbitration, must sign a binding release authorizing the arbitration proceeding and relinquishing their future rights to action in a court of law. Typically, at least three dentists are then

assigned to review the case. This assessment may include a review of all pertinent records, interviews with involved parties, and sometimes, examination of the patient. The arbitrating dentists then make a decision and recommendation in writing. If their advisement includes a monetary refund to the patient, it cannot be more than the actual fees the patient paid for the service(s). The Council on Peer Review further reviews the paperwork and decision, and then closes the case.

I have found my participation on the CDA Council on Peer Review to be a professionally rewarding experience. I would encourage all members to get involved in this process at the local or state level, as peer review depends on you!

### Colorado Dentistry

Joseph Tomlinson, D.M.D.  
Editor-in-Chief

Molly Osberg  
Director of Communications



All CDA publications are printed on recycled paper

Colorado Dentistry is a publication of the Colorado Dental Association for its members. If you have information you would like to have published, or have comments about this publication, address them to CDA EDITOR. You can also access CDA information through our website at [www.cdaonline.org](http://www.cdaonline.org).

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## MDDS Bestows Annual Honors

On May 11, the Metropolitan Denver Dental Society (MDDS) honored local dentists who have demonstrated outstanding leadership and community service in the dental profession. The following awards were presented at a special ceremony held during the MDDS Annual Meeting at the Denver Museum of Nature and Science.

**Dr. Kenneth Peters**  
*2007 Honus Maximus Award*

**Dr. Michael Scheidt**  
*2007 MDDS Volunteer of the Year Award*

**Dr. Michael Poulos**  
*2007 MDDS Chair of the Year Award*

**Dr. Jim Abramowitz**  
*2007 Award of Excellence for Outstanding Service to the Domestic Violence Dental Care Program (DVDCP)*

**Dr. Randall Wise**  
*2007 Outstanding Service to Patients with Special Needs Award*

**Dr. Lawrence Purcell**  
*2007 Outstanding Service to the Underserved Award*

**Dr. Paula Coffee**  
*2007 Outstanding Service to the World Community Award*

**Dr. Stephanie Clements**  
*2007 Outstanding Contributions to Dental Advocacy Award*

**MDDS also introduced its new officers for 2007/2008:**  
President:

**Dr. Terry Brewick**

President-Elect:

**Dr. Troy Fox**

Vice President:

**Dr. Michael Scheidt**

Treasurer:

**Dr. Charles Danna**

Secretary:

**Dr. George Gatseos**

**MDDS Board of Directors:**

**Dr. Mitchell Friedman**

**Dr. Olinga Hargreaves**

**Dr. Paul Glick**

**Dr. Jason Hall**

**Dr. Brett Levin**

**Dr. Brett Kessler**

## Thank You BBCDS Dentists!

By Teresa Marshall, R.N., M.S.N. and  
Susan Rowley, R.N., M.S., C.P.N.P.

Each year, dentists in Boulder, Broomfield, Lafayette and Louisville are asked to donate or discount dental care for one or two students between Jan. 15 and June 30 through the Boulder Valley School District (BVSD) Adopt a Smile Program.

BVSD nurses collaborate with the Colorado Department of Public Health and Environment to provide dental screening services to students in Boulder County's "neediest" schools. These screenings predictably identify a number of low-income children who have dental problems requiring attention, but whose families have no financial means to afford the needed dental care.

This year, there are 22 local dentists participating in the Adopt a Smile Program and 53 spaces available for deserving students who will receive all of their dental care at no cost during a six-month period.

We are nearing the end of this year's six-month Adopt a Smile Program. Fifty students have already been served, and their collective treatment plans totalled \$41,191!

Parents, students, teachers and nurses in the BVSD have been consistently impressed by the care and generosity of the dentists who have volunteered for this program – 11 of these dentists have participated for all five years! Following are the names of the 2007 participating dentists. We wish to express our sincere thanks to those who have made such a difference in the lives of so many individuals.

Dr. Anne Birnbaum  
Dr. Julie Brown  
Dr. Steven Buffer  
Dr. Edward Christensen  
Dr. Wayne Franz  
Dr. Tom Greany  
Dr. Forrest Groves  
Dr. Rob Hannagan  
Dr. Phil Harwood  
Dr. Mark Jaffee  
Dr. Lisa Kalfas  
Dr. Stephen Koral  
Dr. Donovan Martin  
Dr. Joseph Mazzola  
Dr. F. Robert Murphy  
Dr. Alan Reisman  
Dr. David Sabott  
Dr. Gary Sellers  
Dr. Kevin Sessa  
Dr. Paul Sica  
Dr. Thomas Simpson  
Dr. Corbett Summers II

## Dental Dates

### Calendar of Events

#### JUNE

- 1 PDA 1st Annual Golf and Learn: "Profitable Dental Implants, How to Get a Hole-In-One"**  
Broomfield, Colo.  
303/494-2118 or 888/494-2118  
[www.pdacolorado.com](http://www.pdacolorado.com)
- 7-8 2007 Annual Rural Health Conference**  
Trinidad, Colo.  
[cp@coruralhealth.org](mailto:cp@coruralhealth.org)
- 8-9 Biolase Laser Training Certification (12 CE)**  
303/494-2118 or 888/494-2118  
[www.pdacolorado.com](http://www.pdacolorado.com)
- 12 Disney Keys to Excellence**  
DU Daniels College of Business,  
8:30 a.m.-4:30 p.m.,  
Denver, Colo., 877/544-2384 or  
[registrations@keysus.com](mailto:registrations@keysus.com)  
[www.disneydenver.com](http://www.disneydenver.com)
- 15-17 CDA Annual Session**  
Beaver Run Resort  
Breckenridge, Colo.  
303/740-6900 or 800/343-3010  
[www.cdaonline.org](http://www.cdaonline.org)
- 22-23 Understanding the Biology of the Stomatognathic System**  
Dr. Jeff Rayl and  
Dr. Scott McKinney  
Denver, Colo., 800/438-6441  
[www.bioesthetics.com](http://www.bioesthetics.com)
- 28-29 2007 Annual Rural Health Conference**  
Burlington, Colo.  
[cp@coruralhealth.org](mailto:cp@coruralhealth.org)

#### JULY

- 19 Surgical and Restorative Challenges and Complications in Implant Dentistry**  
Dr. Ole Jensen  
CDA Building, Denver, Colo.  
Call Dr. Aldo Leopardi,  
720/488-7677
- 19-21 American Association of Women Dentists 86th Annual Meeting**  
Cheyenne Mountain Resort  
Colorado Springs, Colo.  
[www.aawd.org](http://www.aawd.org)
- 19-20 2007 Annual Rural Health Conference**  
Delta, Colo.  
[cp@coruralhealth.org](mailto:cp@coruralhealth.org)

#### AUGUST

- 9-10 2007 Annual Rural Health Conference**  
Craig, Colo.  
[cp@coruralhealth.org](mailto:cp@coruralhealth.org)
- 23-24 Caring for Your Patients Through the Ages: Addressing Dental Issues for Those 50 and Beyond**  
Reno, Nev., 775/747-6522  
[www.bawcinc.org](http://www.bawcinc.org)

#### SEPTEMBER

- 7 Ergonomic Dentistry, Utilizing Today's Technology**  
303/494-2118 or 888/494-2118  
[www.pdacolorado.com](http://www.pdacolorado.com)
- 7 Charity Golf Tournament**  
Arrowhead Golf Course  
303/755-5711 x302.
- 14 How to Master the Art of Case Presentation**  
Rene Schubert and  
Wes Jankowski (6 CE)  
Lafayette, Colo.  
303/494-2118 or 888/494-2118  
[www.pdacolorado.com](http://www.pdacolorado.com)
- 20 Visions of Where We Are and Where We Are Going with Implant Dentistry**  
Dr. Clark M. Stanford  
CDA Building, Denver, Colo.  
Call Dr. Aldo Leopardi,  
720/488-7677
- 21 Biolase Laser Application (6CE)**  
303/494-2118 or 888/494-2118  
[www.pdacolorado.com](http://www.pdacolorado.com)
- 24 Update on Reconstructive Dentistry with Special Emphasis on the Compromised Anterior Dentitions**  
Dr. Urs Belsler  
Holiday Inn DIA Conference  
Center, 303/422-0094 or  
[www.coloradoprossoc.com](http://www.coloradoprossoc.com)
- 28-29 Implant Surgery: Hands-On Surgical Placement and Lab Assisted Restorative**  
Dr. Dennis Thompson (16 CE)  
303/494-2118 or 888/494-2118  
[www.pdacolorado.com](http://www.pdacolorado.com)

# To Buy a Practice or To Start One From Scratch...

By Marie Wutbrich

Own your own business may seem intimidating, but for the majority of dentists this is a reality. Some choose to jump right into practice ownership, while others prefer to continue their education or decide to work as an associate in preparation for the risk and responsibility to follow.

Differing options correspond with differing dentists. Many share the same concerns: Am I good enough? Am I fast enough? Will I be able to tackle the business side of the practice? Your own level of confidence in your skills and abilities is probably the best indicator. If you feel that buying a practice is right for you, keep these three things in mind:

First, you must be committed. It is time to sink or swim. For many docs, this "back-against-the-wall" mentality acts as a motivator. For others, it paralyzes them with fear. If you feel fear taking over, you may want to reconsider. You will be stepping into a role of management and leadership. Confidence – not arrogance – is important in your success. Your staff and patients will sense your level of comfort.

Second, be a leader. The experienced staff that will likely accompany your practice will take care of your business and show you the ropes, but only if they respect you.

Third, your attitude will contribute more to your success than virtually anything else. Knowledge and skills can always be gained and improved through continuing education, but your attitude comes from within. Only when patients can sense your genuine concern for their well-being will they trust you to provide health-care for them and their friends.

Purchasing an existing practice is attractive because of the immediate cash flow.

However, there are not always practices available for purchase in the exact area where you want to live, or the practices available may not be what you had envisioned. Buying a practice means choosing from what is available, so the idea of your "dream practice" may be compromised.

Starting a practice from scratch is another option. Areas experiencing high population growth allow you to easily attract and retain patients on

your own. The key to success is found in your approach. Too many practice start-ups fail due to poor planning and overspending.

First of all, be sure to do your homework. Research the demographics of the area(s) in which you are interested. Begin by looking at the dentist-to-population ratio, considering population growth, office space availability, exposure, and rental rates. Hire a professional to do this for you if you are not sure how. In addition, make sure your real estate agent is familiar with your needs as a dentist when negotiating space requirements. You should always have legal council to review purchase or lease agreements.

Second, be smart about the build of the practice. Choose lenders, architects, contractors and equipment specialists wisely. Don't just go with the first person referred. Interview each specialist, and compare services and fees. You don't need to spend tons of money on high end materials and equipment to get patients in the door.

Third, you should think just as strategically about your marketing plan as you do

about the color of your countertops and walls. Bottom line: stay on a budget. The ability to attract and retain new patients will make or break the practice. There is more to marketing than just direct mailers and directory ads. You should formulate an external marketing plan that includes more than just print forms of advertising. Be creative; use the community, schools, churches, and internet. Your internal marketing strategy is just as important as your external strategy. It does you no good to spend \$30,000 per year on mailers just to see your patients go out the back door as fast as they come in the front.

Last but not least, starting a practice from scratch is a great opportunity to get practice systems set up correctly the first time. If you don't know how the front office runs, make sure to get some training yourself. You will be thankful you did.

*Marie Wutbrich is a consultant with CTC Associates. If you are interested in exploring your options of starting or purchasing a practice, please call Marie Wutbrich at 720/219-4766 or e-mail her at [marie@ctc-associates.com](mailto:marie@ctc-associates.com).*

## Washington Leadership Conference 2007



CDA Board of Trustees Member Dr. Tom Pixley, President-Elect Dr. Jeanne Salcetti, Immediate Past President Dr. John Hanck, Rep. Doug Lamborn (R), President Dr. Rhett Murray, Past President Dr. Ken Versman, Executive Director Gary Cummins, Speaker of the House Dr. Kevin Sessa.



CDA President Dr. Rhett Murray, President-Elect Dr. Jeanne Salcetti, Board of Trustees Member Dr. Tom Pixley, Rep. Diana DeGette (D), Past President Dr. Ken Versman, Executive Director Gary Cummins, Immediate Past President Dr. John Hanck, and ADA Treasurer Dr. Ed Leone in Washington DC.

On April 30-May 2, representatives from the Colorado Dental Association took part in the 2007 Washington Leadership Conference. CDA Executive Director **Gary Cummins**, President **Dr. Rhett Murray**, President-Elect **Dr. Jeanne Salcetti**, Immediate Past President **Dr. John Hanck**, Board of Trustees Member **Dr. Tom Pixley**, Speaker of the House **Dr. Kevin Sessa**, Past President **Dr. Ken Versman**

and ADA Treasurer **Dr. Ed Leone** met with U.S. legislators to discuss dental-related issues that are important to Colorado and the nation. These issues included the Fiscal Year 2008 Indian Health Service Dental Appropriation, Children's Dental Health Improvement Act of 2007, Meth Mouth Prevention and Community Recovery Act, and the State Children's Health Insurance (SCHIP) Reauthorization/Expansion. The CDA represen-

tatives had appointments with Sen. Ken Salazar (D), Sen. Wayne Allard (R), Rep. Diana DeGette (D), Rep. John Salazar (D), Rep. Doug Lamborn (R), Rep. Ed Perlmutter (D), Rep. Mark Udall (D), Rep. Marilyn Musgrave (R) and Rep. Tom Tancredo (R).

Sen. Jeff Bingaman (D-NM), Sen. Tom Coburn (R-OK) and Rep. Mike Simpson (R-ID) gave excellent speeches during the conference. Rep.

Simpson began his remarks with a remembrance of Charlie Norwood that was both funny and touching, followed by a commitment to do his best and to use his dental background to help us in Congress as Charlie had. Hundreds of dental members from around the country were in attendance and carried legislative messages to the "Hill" about improving access to dental care.

# One Dentist...Many Hats



*Dr. Bob Morrow and his daughter, Dr. Carol Morrow. Both practice dentistry in Walsh, Colo.*

Most cities and towns have a fireman, an EMT, a dentist and a county coroner, but rarely are all these professionals a single person. Meet Dr. Bob Morrow. In addition to all of the essential roles mentioned above, he also has two dental practices, is a member of the CDA Board of Trustees, a member of the CDA Legislative Council, a member of Colorado's Biological, Nuclear, Incendiary, Chemical and Explosive (BNICE) Advisory Council, and chair of the CDA task force charged with designing a plan for reacting to adverse events in Colorado. We also hear that he is a member of his city council and that he preaches on Sunday in the absence of the regular pastor.

Dr. Bob Morrow, one of the two dentists in Walsh, Colo. (the other dentist is his daughter, Carol), does a lot of everything, and his skills have been put to the test this year during the devastating blizzards in southeastern Colorado and the deadly tornado in Holly, Colo. (a town 40 miles north of Walsh).

On March 28, a tornado as wide as two football fields carved a destructive path through the small southeastern town of Holly, killing one person and injuring 11 others. At least 48 homes were completely destroyed and up to 65 other homes were severely damaged.

"This is certainly my year for dealing with disasters," Dr. Morrow recalled. "We were paged after the tornado hit, and I took a fire truck and three other firefighters with me to Holly where we spent the entire night on search and rescue. My first mission was to rescue an elderly couple who were trapped in their home. We had to crawl under downed power lines to get to them. I'm glad we had an ambulance with us because they both were invalid on oxygen and had lacerations.

"The rest of the night I continued to search houses that were unbelievably damaged, many had trees through their roofs. The strangest feeling was when I gained entry through the back of a house because a large tree had fallen over the front entrance. I searched the lower level and when I went upstairs I realized I was just staring into open sky. I won't ever forget that feeling. Other houses you would gain entry through the front door, but the back of the house was missing."

Less than three months before the tornado, the holiday blizzards paralyzed this part of the state and killed more than 10,000 cattle. Walsh received three feet of snow with snowdrifts up to 10 feet tall. In April, yet another blizzard was expected to hit southeastern Colorado but when the area only received 12-14 inches of snow, Dr. Morrow and his wife, Dolly, decided to drive to Holly to spend their weekend volunteering in the Salvation Army's Disaster Relief Food Center.

"It was a great opportunity not only to serve the community but to see how these disaster food services work,"

Dr. Morrow said. "They had a big refrigeration trailer for storage and a large mobile home-like kitchen for cooking. They kept the food coming as we served fried chicken, mashed potatoes, gravy, corn, biscuits and coconut cream pie. It was run like any other food service provider, following all food handling regulations. The food was excellent and was freshly prepared.

"I learned a lot to put away in my disaster knowledge bank. Holly is cleaning up quite well. Most of the non-salvage homes have been torn down and removed making way for the FEMA trailers. Some will go on-site and some will be outside of town on a friend's land.

"One individual told me they were discouraged that they didn't get to go through the debris before it was cleaned up to look for personal items. I informed them that the reason it was cleaned up so quickly was because all the debris was co-mingled, including pesticides from businesses and garages, and toxic household chemicals. The debris becomes one big toxic pile and must be removed as soon as possible. The mistake of allowing people to go through the debris has caused problems in other similar situations. I was sorry for them but I think that was the first time they understood.

"I'm glad I was able to work in the food center. It allowed me to see the residents in a new light. They

had smiles, or at the very least had resolved to get through this. The image of that first night of search and rescue, and the looks on the faces of the people walking up to me reaching out for help have haunted me ever since. Seeing the town now, helps."

Holly is currently in the slow process of rebuilding its community. The FEMA trailers are being established but the logistics of running water, sewer and electricity is an extensive project and taking longer than planned. The



*The aftermath of the Holly tornado in March 2007.*

Morrow and other volunteers have been baking casseroles in new pans and freezing them for Holly residents. When the residents move into their new FEMA homes they will get the casseroles and a new pan to use. In addition, Walsh school children have raised \$3,800 for the Holly schools to use for necessary expenses. In May, the CDA mailed toothbrushes to Shanner Elementary (in Holly, Colo.) for each of the school's students.

"I certainly know, after this year, why I spend so much of my time preparing for mass disasters," Dr. Morrow said. "I used to think I might be wasting my time. I don't think that anymore."

Dentists are needed in the event of a mass disaster. Several training programs are offered through the Rita Bass Trauma and EMS Education Institute at Denver Health. Classes can also be held off-site throughout Colorado by request. To register for these courses, call 303/436-5075 or visit [www.bnice.org](http://www.bnice.org).

#### **Colorado BNICE-WMD**

##### **Clinical Care Course (5.25 CE)**

Participants will receive a basic understanding of a BNICE terrorist threat; the acute health effects of a BNICE agent exposure; recognition of trends indicating a possible BNICE event; and appropriate individual protective measures to be used in a BNICE situation. Participants will also gain familiarity with the unique aspects of triage during a BNICE event; mass casualty considerations during a BNICE event; emergency decontamination procedures for patients and healthcare workers during a BNICE event; and appropriate emergency medical treatment for BNICE agents.

**June 22, July 26, August 16**

#### **Colorado BNICE-**

##### **Hospital Incident Command System (HICS) Course (2.75 CE)**

Participants will receive an understanding of HICS structure; an understanding of various positions and responsibilities within HICS; understand the process for expanding or contracting the HICS structure; understand the process for transferring command under the HICS structure; understand the structure and importance of the Unified Command system; and gain familiarity with HICS documentation.

**June 6, July 10, August 2**



## Play Golf to Benefit Dental Charities!

**SEPT. 7, 2007 ARROWHEAD GOLF CLUB**

**Tournament Fee: \$150 per player**

Foothills Commercial Builders, Inc. has teamed up with the Colorado Dental Association for its first annual golf tournament. Foothills has been serving Colorado for over 20 years and would like to take the opportunity to say thank you and give back to the community. All proceeds from the tournament will go to the CDA 501(c)3 Charitable Fund to benefit Colorado dental charities and Kids In Need of Dentistry (KIND).

Play golf at the Robert Trent Jones Jr.-designed Arrowhead Golf Club in Littleton, Colo. This is a four-star rated course and voted one of the "Best Places to Play in Colorado" by *Golf Digest* magazine.

**Enter to win a chance to play in the \$1,000,000 shoot out!**  
**Many Other Contests and Prizes are Also Available!**

#### **Register Today!**

*Call your colleagues and register for this scramble tournament. Sponsorships also available.*

*Register by calling Scott at Foothills Commercial Builders, 303/755-5711 x302.*

# CLASSIFIED ADS

Reach over 2900 CDA Members across the State each month with your classified ad. The CDA reserves the right to edit or refuse an ad in part or in whole. For only \$25 you can place your five line ad. Call Molly Osberg at the CDA 303/740-6900 or 800/343-3010 for all the details. Remember there's no better way to reach more Colorado dental professionals than placing a classified ad with *Colorado Dentistry*.

## POSITIONS AVAILABLE

**Opportunity Wanted:** Prosthodontist interested in treating your implant patients in your office or your implant surgeon's office. Independent contractor agreement. Call Brian J. Brada, D.D.S., at 303/916-8185 (cell) or e-mail [brianbradads@msn.com](mailto:brianbradads@msn.com).

**Opportunity:** If you're not sure about re-upping with your current lease or want to expand, build or start-up in the Littleton area, look me up before you commit to something else. I have 2,600 sq. ft. of well-designed, already built-out space with great street visibility, and I want to keep my practice active and growing. Write me at [iougraddads@yahoo.com](mailto:iougraddads@yahoo.com) and see if there's a deal that's right for both of us!

**Associate/Partner:** Colorado Springs, Colo. This beautifully designed, well-established fee-for-service general dental practice is an excellent opportunity for a general dentist seeking an associate/partnership opportunity in a unique patient-centered practice. This premier practice has an excellent reputation in providing comprehensive quality dentistry with an emphasis on cosmetic, laser and implant dentistry. Wonderful patients and growth opportunity with an exceptional dental team that will welcome you to the community. Please reply in confidence with your objectives, Curriculum Vitae, and written goals to: The Sletten Group, Inc., c/o Terri Ness, 7882 S. Argonne St., Centennial, CO 80016. Contact 303/699-0990, fax 303/699-4863 or e-mail [terri@lifetransitions.com](mailto:terri@lifetransitions.com).

**Associate/Partner:** High-quality group practice in Aurora is seeking a FT associate/partner. Must have a minimum of two years dental experience. Potential for partnership within 12 months. Please e-mail your resume to [familydentist4you@yahoo.com](mailto:familydentist4you@yahoo.com).

**Associate:** Positions leading to buy-in. CO: Colorado Springs, Littleton, Longmont, Denver (Spanish speaking a must), Parker. Temporary Dentist Available: 20+ years experienced practitioner will work anywhere in Colorado. WY: Casper, state-of-the-art facility, \$1.2M collections, buy-in. Buffalo: Gross \$816,000, net \$474,000 w/buy-in. Oral Surgery Assoc.: Denver. Precise Consultants: Peter Mirabito, D.D.S., Jed Esposito, M.B.A., [www.dentalsales.com](http://www.dentalsales.com), 303/759-8425.

**Associate:** Colorado Springs, Colo. Unique practice seeking an associate. Possible buy-in potential. Four general dentistry operatories, and three prosthetics operatories. Modern office equipped with latest technology. On-site laboratory. 2006 gross production: \$1.3M. Fax resume to 719/213-2249. Include references, experience and education.

**Associate/Partner:** Littleton/Denver, Colo. New, freestanding, state-of-the-art practice on busy street. 12 ops., 5,200 sq. ft. X-rays, PentaMix, RotoMix, Cavitron, Digital IOC, Dentrix, Panorex, CAESY, Diagondent. Fee-for-service. Seek associate to integrate as future partner. Visit [www.transdent.com](http://www.transdent.com) or call Mercer Transitions, 800/588-0098.

**Associate:** Monument, Colo. Associate to partner! Seeking associate to assist w/large practice and grow new business. Exceptional location, state-of-the-art facility, established patient base, great team! Call Susan Spear, 303/973-2147 or [susan@sustransitions.com](mailto:susan@sustransitions.com).

**Associate Buy-In:** Cheyenne, Wyo. Three operatory practice grossing \$820,000, with 45 percent overhead. Call Larry Chatterley 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Associate Buy-In:** Hotchkiss, Colo. Very busy practice with six ops. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Associate Buy-In:** Denver, Colo. Located in Denver Tech area. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Associate Buy-In:** Woodland Park, Colo. Very modern facility with six ops. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Associate:** Associate needed for our established practice located Wheat Ridge/Denver, Colo. Great money for a production-oriented dentist. This is a full-time position. We see adults and children. Please call Todd at 303/940-9755.

**Associate:** Grand Junction, Colo. Experienced GP needed for busy practice. Four ops. of nice equipment in great location! Generous base salary plus commission. Possible buy-in and partnership. Call Professional Marketing and Appraisal, Jerry Weston, 800/632-7155.

**Associate:** Second associate needed for fee-for-service practice. Located in new facility in Lakewood, Colo. Practice produced and collected \$2M last year. First year associate produced \$500,000 in first full year out of school in 2006. He is currently producing \$60,000/month in first quarter of 2007. Please fax resume to 303/987-9123.

**Dentist:** Progressive rural community with established and growing dental clinic seeks general dentist. Enjoy a safe community with

clean air, good schools and welcoming environment. Compensation range beginning at \$105,000 with incentive package and benefits. Loan repayment options available. Please e-mail resume to [dfryrear@baxtunhealth.org](mailto:dfryrear@baxtunhealth.org) or call 970/774-6123 x231.

**Dentists:** Quality of care, quality of life. Need a change of practice environment? Tired of the pressures of private practice? Come join our team! The Colorado Department of Corrections is seeking dentists to staff its facilities. The department offers a competitive salary, excellent employee benefits, and flexible work schedule. Opportunities available statewide. Contact Anna Marie Campbell at 719/226-4536; e-mail her at [annamarie.campbell@doc.state.co.us](mailto:annamarie.campbell@doc.state.co.us). The State of Colorado is an equal opportunity employer.

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

**Dentist:** Entrepreneurial dentist needed. Grand Junction crown and bridge practice. Spanish a plus, prior earnings of \$100,000. Please e-mail resume to [pbd.mg@ix.netcom.com](mailto:pbd.mg@ix.netcom.com).

**Dentists:** Dental One is opening new offices in the upscale suburbs of Denver. Dental One is unique in that each office has an individual name. Our latest office to open is Cherokee Trail Dental Care in Aurora. All our offices have top of the line equipment, digital X-rays and intra-oral cameras. We are 100% FFS with some PPO plans. We offer competitive salaries, benefits and equity buy-in opportunities. To learn more about working for Dental One, please call Rich Nicely at 972/755-0836.

**Full-Time/Part-Time Dentist:** Aurora, Colo. Large, busy established bilingual practice seeking full/part-time dentist starting in June. Lots of endo, crown and bridge, and general dentistry. Speaking Spanish a plus but not necessary.

Opportunity for buy-in. Please fax resume to 303/367-2776 or e-mail [esandoval@apolloniadms.net](mailto:esandoval@apolloniadms.net). Cell: 303/908-5155 (after 6 p.m.).

**Periodontist/Associate:** Our beautifully designed high-quality group practice in Lakewood, Colo. is seeking a permanent part-time periodontist, one or two days per week. Flexible. Please e-mail CV to [grabiak@west-wooddental.net](mailto:grabiak@west-wooddental.net).

**Hygienist:** Nice general practice seeks full-time hygienist. Located downtown, covered parking is provided. Three to four days/week. Great staff and benefits! 303/296-1770.

**Hygienist:** Opportunity available at Interquest Dental Group in Colorado Springs, Colo. (80921). Full-time R.D.H. New graduate or experienced. Beautiful office, wonderful opportunity and benefits! 719/266-5150.

**Front Desk:** Aurora, Colo. Need experienced front desk team member. Must be bilingual, possess basic computer skills, and be able to handle appointments and patient issues in Spanish and English. Please fax resume to 303/367-2776 or e-mail [esandoval@apolloniadms.net](mailto:esandoval@apolloniadms.net). Cell: 303/908 5155 (after 6 p.m.).

## PRACTICES/OFFICE SPACE FOR SALE/LEASE

**Practice:** North/central Boulder general practice with six chairs. Very modern. Average age of dental equipment is two years. Can accommodate two dentists. Gross income \$950,000. Call 303/499-7133 or 303/579-9729.

**Practice:** Great starter practice in Lakewood, Colo. Two ops. equipped and two ops. plumbed. Includes new equipment and furniture, completed build-out, almost turn key. \$85,000. Call 303/978-1189 after 6:30 p.m.

**Practice:** West Aurora, Colo. Producing \$282,000 with 50% overhead, 1,200 patients. Dentist must leave for active duty. All offers considered. Susan Spear at 303/973-2147 or [susan@practicebrokers.com](mailto:susan@practicebrokers.com).

**Practice:** Lakewood, Colo. Under contract: \$341,000. Producing \$40,000-\$45,000 per month part-time! Newly remodeled, five high-tech ops. Susan Spear at 303/973-2147 or [susan@practicebrokers.com](mailto:susan@practicebrokers.com).

**Practice:** Alamosa, Colo. Practice grossing over \$500,000 with low overhead! Fee-for-service, digital x-ray, state-of-the-art facility, dental condo, part of the sale. Hiking, fishing, hunting, skiing and more! Call Susan Spear, 303/973-2147 or [susan@practicebrokers.com](mailto:susan@practicebrokers.com).

**Practice:** Centennial, Colo. Motivated seller. Discounted to \$200,000 for a quick sale. Start-up practice ready to move in! Susan Spear at 303/973-2147 or [susan@practicebrokers.com](mailto:susan@practicebrokers.com).

**Practice:** Aurora, Colo. \$122,000, priced to sell! Producing \$300,000! Four days hygiene, three days restorative. Susan Spear at 303/973-2147 or [susan@practicebrokers.com](mailto:susan@practicebrokers.com).

**To Sell or Buy a Practice in Colorado:** Call Susan Spear, practice transition specialist/licensed broker, Medical Practice Brokers, Inc., 303/973-2147 or [susan@practicebrokers.com](mailto:susan@practicebrokers.com).

**Practice:** Pueblo, Colo. Well-run family practice in a professional building. Four plumbed ops. 1,566 sq. ft. Normal operative, surgical, implant equipment. No capitation or PPO insurance. Looking to transition ownership over to the

new dentist. Visit [www.TransDent.com](http://www.TransDent.com) or call Mercer Transitions at 800/588-0098.

**Practice:** Boulder, Colo. Practice at the foot of the Rockies in the beautiful, exciting city of Boulder – where recreational, educational and lifestyle opportunities abound. Well-established, highly successful, high-income oral surgery office offering a partnership leading to a progressive buy-out and complete ownership. Owner will assist in the transition. Modern, highly computerized, no managed care. Emphasis on dental/veolar, implants, bone grafting, pathology, some orthognathics and trauma with full scope opportunities. Ideal candidate will be honest, caring, and have excellent people and surgical skills. Please send objectives and CV to: The Sletten Group, Inc., 7882 S. Argonne St., Centennial, CO, 80016. Contact 303/699-0990, fax 303/699-4863 or e-mail [terri@lifetransitions.com](mailto:terri@lifetransitions.com).

**Practice:** Fort Morgan, Colo. Enjoy fishing and boating in the Colorado Eastern Plains. General practice. \$200,000 gross with great potential. Practice and stand alone building for sale, \$300,000. Contact Dr. Robert B. Deloian at Professional Transition Strategies, 303/814-9541.

**Practice:** Greeley/Loveland, Colo. Must see two office, modern growing orthodontic practice. \$650,000 gross. Seller can stay to introduce. \$458,000. Contact Dr. Robert B. Deloian at Professional Transition Strategies, 303/814-9541.

**Practice:** Westcliffe, Colo. Beautiful small town community, 75 miles south of Colorado Springs. Three operatories, \$160,000 collections for 2006, two days a month. Asking \$95,000, negotiable. For inquiries, call Tom Abood, 303/793-3200.

**Practice:** Durango, Colo. Unbelievable buy-in opportunity! Earn \$125,000 first yr., guaranteed increase, full ownership, sweat equity. Established GP, five ops., practice collected \$1.2+ million. Buyer will receive majority of profit from growth. Practice mgt. and seller assist. Prof. Practice Advisors, 800/863-9373, [www.practiceadvisors.com](http://www.practiceadvisors.com).

**Practice:** Longmont, Colo. Grossing over \$700,000 and netting \$350,000, fee-for-service patient base. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Practice:** SE Denver, Colo. Grossing \$272,000 with two ops. (can expand to three). Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Practice:** Cortez area. Grossing \$120,000 with two ops. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Practice:** South Colorado Springs, Colo. Five ops., new equipment with digital X-rays and grossing \$477,000. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Practice:** Fort Collins, Colo. Grossing \$240,000 with three ops. and can expand to five ops. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Practice:** Fort Collins, Colo. Grossing \$242,000 with three ops. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Practice:** Small town southern Colorado. Grossing \$341,500, 51 percent overhead, busy practice, facility and equipment look great. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Practice:** Delta, Colo. Acquire the building and the practice for \$220,000. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Practice:** Evergreen, Colo. Grossing \$423,000 and netting \$195,000. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Practice:** Southwestern CO in Durango/Cortez area. Grossing \$232,000 with 56 percent overhead. Call Larry Chatterley at 303/795-8800 or go to [www.ctc-associates.com](http://www.ctc-associates.com).

**Seller/Buyer Services:** If you would like more information on how to buy, sell or associate in a practice, please check our Web site, [www.ctc-associates.com](http://www.ctc-associates.com) or call CTC Associates at 303/795-8800.

**Practices:** 1. Aurora, Colo. Great location, three ops. collecting \$400,000 with \$200,000+ profit. 2. Centennial, Colo. Four ops. of new equipment, collecting \$35,000 per month, owner financing. 3. Louisville, Colo. Booming area, great location, three ops., doctor retiring. For information on these and other listings, call 800/632-7155, Professional Marketing and Appraisal.

**Practice:** Laramie, Wyo. Set for life! General practice in college town collecting \$800,000. State-of-the-art equipment, owner retiring. Call Professional Marketing and Appraisal, Jerry Weston, 800/632-7155.

**Practice:** Colorado Springs, Colo. Ortho practice in great location. Four ops., beautiful office, collecting \$1M with profit of \$560,000. Owner will help transition. Call Professional Marketing and Appraisal, Jerry Weston, 800/632-7155.

**Practices:** CO: Arvada, Aurora, Boulder, Colorado Springs, Commerce City, Crested Butte, Denver, Cherry Creek, Downtown Denver, Dillon, Durango, Fort Collins, Denver Tech Center, Dillon/Silverthorne, Glenwood Springs, Eagle, Littleton, Lakewood, western mountain resort, central CO, southern CO, Steamboat Springs, Pueblo, Rifle, southwest CO, Edwards, Winter Park. AZ: Arrowhead, Bullhead City, Prescott, Mesa, Phoenix, Flagstaff, Yuma. NE: Scottsbluff. SD: Sturgis-Spearfish. WY: Casper (state-of-the-art facility, \$1.2M collections, buy-in), Buffalo (gross \$816,000, net \$474,000). Specialties: Oral surgery in Denver (central Denver grossing \$2M; south Denver hospital grossing \$200,000).

Pediatric in Colorado Springs. Precise Consultants: Peter Mirabito, D.D.S., Jed Esposito, M.B.A., [www.dentalsales.com](http://www.dentalsales.com), 303/759-8425.

**Office Space:** Boulder, 2,000 sq. ft. four op. space share dental office for lease. Ken Caryl: 1,550 sq. ft., four ops., newly finished dental office for lease. Southeast Denver: 1,490 sq. ft., three ops., partially equipped dental office with some charts for sale \$60,000. Parker: Space share, \$2,500/month. Littleton: 1,542 sq. ft., four ops., dental office for lease. Castle Rock: Five op. dental office for lease. Precise Consultants: Peter Mirabito, D.D.S., Jed Esposito, M.B.A., [www.dentalsales.com](http://www.dentalsales.com), 303/759-8425.

**Space Sharing:** Denver, Colo. Share expenses – why pay for everything yourself? Seeking general dentist/specialist wanting to share practice costs without the burden of going solo on expenses. Office totally re-equipped three years ago. Four operatories, each with computer, intra-oral camera, DVD, CD, satellite radio and TV. Digital x-ray, Pan-X, Caesy, Luma bleaching, portable Diagondent, Harvey, Statim, & Hydrim washer. Software schedules, bills, processes insurance for multiple providers. Private office, consult room, and reception room with large flat screen educational program. Contact Dr. Pavlik, 719/592-0878 or [pjp@trackerenterprises.com](mailto:pjp@trackerenterprises.com).

**Office Space:** Boulder general practice offering cosmetic services, high-tech equipment. Great location with high visibility. Open to share space with dentist or specialist. Please call 303/449-1119 or fax 303/449-1914.

**Office Space:** SW Colorado Springs, Colo. Excellent location near Broadmoor-Skyway area. Open concept with dental chairs, Panorex and cabinets that can be purchased. Beautiful view of mountains. Professionally designed. Great for GP or specialist. 2,500 sq. ft. Call Dr. Gary Steihl, 719/636-3015.

**Office Space:** Dental office space for lease at 496 S. Dayton St., Denver. (Across from Windsor Gardens.) Size: 1,035 sq. ft. Three operatories, two offices, two bathrooms, one lab and one dark room. Will give first two months rent, free. Please call 303/498-0472.

**Office Space:** Space available in Grand Junction, Colo. 1,440 sq. ft. established dental office. High profile, central location near major hospital. Four ops., low tenant start-up costs. Plumbing, electrical, air, vacuum, N2O lines and cabinets in place. Ready for installation of dental equipment. Possible purchase or lease of some dental chairs and equipment in place that are less than five years old. Call 970/243-1532.

**Office Space:** Build/Relocate/Remodel: Call us or visit [www.fcbidener.com](http://www.fcbidener.com) for free office locator assistance. Foothills Commercial Builders, the future is now! 303/755-5711 x306.

**Office Space/Equipment:** Equipment for sale and office space available in Highlands Ranch, Colo. Six treatment rooms fully equipped with Pelton Crane. You renew the lease in Highlands Ranch Health Care Plaza at County Line Road and South Broadway. 2,625 sq. ft. available December 2007. Current dentist's lease terminates Feb. 1, 2008 (relocating practice). Contact Robert Martinich, D.M.D., 303/791-0160.

**Office Space:** Offered for lease or lease/purchase. Up to 4,800 sq. ft. ready to build-out in brand new building with dramatic views of the Front Range. Access growing patient populations in northeastern Colorado Springs and expand your practice from this ideal location adjacent to Endodontic Specialists. Competitive lease rates with generous tenant finish allowance or lease-purchase as condo. Call Jane Peck at 719/599-3210 or Tom Binnings at 719/471-0000.

**Office Space:** Offered for lease. Ready to move in dental space with high quality finish! 4,080 sq. ft. finished space with seven operatories, 380 sq. ft. unfinished space available for future growth in ideal northeastern Colorado Springs location adjacent to Endodontic Specialists. Competitive lease rates. Call Jane Peck at 719/599-3210 or Tom Binnings at 719/471-0000.

**Office Space:** Fountain, Colo. Close to Colorado Springs. One of the fastest growing areas in Colorado. 25-year dental office location, available in October. Dr. Stephen Seiler, 719/576-4247.

**Office Spaces:** Plug and Play #1: Finished dental suite, south DTC. Three-to-five ops., two offices, lab, reception, admin. #2: Finished dental or oral surgery space, County Line Road and south Holly Street. Four ops., office, reception, two restrooms, recovery room, two labs. Great location, excellent value. Contact Bob, 303/713-1588.

**Office Space:** Two months free rent! 2,500 sq. ft. dental space, already plumbed and ready to go. Building totally renovated in 2005. By new streets of Southglenn redevelopment. Average HH income, \$98,000. 303/726-2093.

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

**Office Space:** Operatories to rent. One to two fully equipped operatories in lovely tech center office. Call Dr. Kevin Evans, 303/796-8668.

**Office Space:** Dental office condo for sale near University and County Line in Centennial. 2,028 sq. ft. Leaseholds in place. Great location! 303/881-1263.

**Office Space:** Lakewood, Colo. Dental office space for lease at 2290 Kipling St. Building has eight other dental practices. 1,000 sq. ft., three ops. plus office, lab and x-ray. Owner will assist with cost of tenant finish. Call Jack Maxfield, 303/919-0813.

**Office Space:** First floor dental office for lease in Arvada with four fully plumbed and wired operatories, lab, sterilization and private office. Call 303/425-6200 or 303/420-1234.

**Office Space:** Aurora, Colo. Professional dental office space consisting of 1,234 sq. ft. will be available for lease on August 1, 2007. It is currently partitioned, plumbed and wired for three dental operatories. The dental suite is in excellent condition, and in a wonderful location and beautiful building. Great visibility and easy access near a highly residential area. Ideal location for a general dentist, orthodontist, pedodontist, prosthodontist, periodontist or endodontist. Call Dr. James Trompeter at 303/688-3838.

**Office Space:** Denver, Colo. Space for lease near downtown REI, Confluence Park and Highlands area. Adjacent to Vitamin Cottage, high visibility, great exposure, lots of daily retail traffic. Includes parking. Approximately 2,000 sq. ft. Fantastic growth area, private financing possible. Share floor with other medical. Call 303/956-2654 or e-mail [jbenetka@comcast.net](mailto:jbenetka@comcast.net).

**Office Space:** Fort Collins, Colo. Commercial land, very desirable and visible Harmony Corridor location across from mall! Work up and layout is city approved for dental office. 4,600 sq. ft., eight operatory building plans can be included. Private financing possible. [coloradodentist@yahoo.com](mailto:coloradodentist@yahoo.com), 970/988-6655.

## SERVICES/ANNOUNCEMENTS/MISC.

**For Sale:** Dr. and assistant stools, several matched and mismatched sets – good condition. New Crystal Mark air abrasion unit, VISICOM inter-office messaging system, Ellman 90 FFP electro surgery unit, lab pans, algometer, NewImage intraoral camera, printer, monitor, cabinet, dr./asst. carts, pole light arm deliveries, daylight film loader, H/C water mixer valve, N2O2 valve and more. Needs? [coloradodentist@yahoo.com](mailto:coloradodentist@yahoo.com), 970/988-6655.

**For Sale:** Complete two-chair equipped operatories. Dental EZ chairs with mounted PC lights, Triplex syringes, vac., phone over patient, A-DEC units, five handpieces, Chemflex 5000, Siemens 70KV x-ray, Dentomat amalgamators, etc. \$6,000. All hand instruments for operative procedures, box of surgical instruments. For appointment to see equipment, call 303/986-3076.

**For Sale:** Sopro camera, dark green A-DEC "Priority" chair, two side delivery units, complete nitrous unit. Please call Dr. Richard Smith, 303/237-1553.

**Practice Management Software:** PerfectByte: Comprehensive/user friendly/affordable, \$695-\$1,295. Billing, scheduling, recall module, charting, image storage, customizable documents and more. Free trial! [www.perfectbyte.net](http://www.perfectbyte.net), 877/767-7007.

**Temporary Coverage:** We have more jobs than we have dentists! Just name your flat daily fee. Paid weekly. Bread and butter procedures only. Maternity, disability, personal leaves. Fee-for-service practices, not mills. We can't call you until you first call us. No strings or obligation. So say hello. Doctors per Diem, Inc., 800/600-0963. Temporary placement (locums) since 1997. Ask us the secret to working out of state occasionally or on demand, in state. E-mail: [docs@doctorsperdiem.com](mailto:docs@doctorsperdiem.com) or visit <http://www.doctorsperdiem.com>.

**On-Call Services:** I need occasional call coverage two-to-three times per year. Do you? General dentist in south Denver area wishes to share occasional on-call with other area dentists. Please call 303/733-8885.

**Temporary Dentist Available:** Why close your office for lack of vacation, pregnancy, or disability coverage? I am a semi-retired, quality oriented, GP dentist willing to cover your office on short-term basis anywhere in Colorado. Terms negotiable. 970/547-1440.

**Looking To Hire A Trained Dental Assistant?** We have dental assistants graduating every three months in the Denver/Boulder, Colorado Springs and Grand Junction areas. To hire or to host a 32-hour externship, please call the Colorado School of Dental Assisting at 866/880-3030.

**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 720/989-7960 (day or night). All inquiries are kept confidential.

**Practice, Equipment and Real Estate Financing:** We provide financing for the purchase of new/existing practices. Equipment financing and real estate. We can assist you with your entire banking relationship. Please call Tyson Bullard at 303/473-2310 or [Tyson.Bullard@USBank.com](mailto:Tyson.Bullard@USBank.com).

**Delivery:** Let Crystal Courier Service take care of your delivery needs! From Ft. Collins to Pueblo, we deliver SAME DAY. Call 303/534-2306 or visit us on the Web at [www.crystalcourierservice.com](http://www.crystalcourierservice.com).

**Attorneys:** Representing dentists/dental practices: Practice start-ups, purchase/sale of practices, associate agreements, employment law, and contracts. Hourly and flat fee billing arrangements. Responsive. Please contact Ryan Howell at 303/957-3795 or [ryan@bedbergboell.com](mailto:ryan@bedbergboell.com). This is an advertisement.

**AA Meeting for Health Professionals:** Meet with your peers...not your patients. Saturdays at 11 a.m. 2860 Ames St., Wheat Ridge, Colo. (one block west of 29th and Sheridan). Contact Dave at 303/910-3881.