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# Journal

OF THE COLORADO DENTAL ASSOCIATION

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# Letter to the Editor

## Dear Editor:

Foresight, insight and hindsight; is there a sequence?

In 1991-1992, Dr. Stewart Whitmarsh invited me personally to attend a meeting of the Interprofessional Council of the CDA. Yep! There was such a council. Along with numerous CDA officers and members who had the *insight* and *foresight* to perceive the value of joining interests and energies of all dental professionals, the committee evolved to become the Allied Dental Team (ADT). The team was officially voted in at the CDA Annual Session in 1993.

Through the ensuing 17 years, many opportunities were provided to anyone interested in participating. I chose to belong throughout these years, and when the *insight* occurred to open participation in the CDA councils to ADT members in 1996, I asked if that included participation on the Board of Trustees as well. My friend, Dr. Ed Leone, said "Yes!" I asked to join the board, where I enjoyed the honor and privilege for nine years, never

missing a meeting. Being term limited after nine years, the CDA, to my astonishment, threw a wonderful party to wish me well. I will always cherish my involvement, friends made, and contributions throughout those years.

Needless to say, I learned a great deal during these 17 years, of how and what and why things worked, or didn't work, for the CDA and its members. The desire and actions to incorporate the interests of dental hygienists, dental assistants, laboratory technicians and front desk personnel was always evident. The efforts of achieving legislative goals that are aimed at what is best for the public, our patients, and for all dental professionals has always been a challenge with ever-changing dynamics, and I believe the commitment has always been and will continue to be commended.

Words cannot do justice to the outstanding staff of the CDA throughout the years. I have always admired everyone's commitment and never ending energy in serving the CDA and its members. I feel like I have been so fortunate to know you

all as professionals and as friends. Thank you from the bottom of my heart!

In *hindsight*, there is no denying that from the get-go, there have been fierce supporters and fierce detractors to ADT. My philosophy has always been that when intelligent, active people put their efforts together, with negotiation, sharing, and hard work, progress and good comes forth.

So, as this chapter of the CDA comes to a close, I wish to say thank you with the deepest gratitude to all who made the ADT possible and for the understanding of the concept of *teamwork*. I believe we accomplished a great deal in expressing the willingness to work together for the good of all. With the constant threats of diluting and diminishing the requirements to our abilities to deliver care, we all must be ever vigilant and willing to step up to the plate to defend our professions and do what is right. Please know that I, for one, will remain active in pursuing social justice in the face of adversity.

-Myra Louise Bender, R.D.H.

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# You Might Be Right

By Joseph Tomlinson, D.M.D.



One of the important benefits of attending organized dental meetings is the opportunity to visit and share good times with colleagues and friends – with the occasional result of being exposed to a totally new and unexpected helpful idea. One such lesson I learned occurred while attending an ADA meeting with my wife, Dot, in Washington, D.C. several years ago. We had gone to the meeting for the purpose of my attending a few CE courses, and to balance that out with a tour of the city.

While sitting in a gathering place for our tour to begin, Dot and I had a difference of opinion about something, and we began to bicker over it. I didn't like something about her plan and she didn't like that I was critical of it, and that I was also critical of her thinking and her intelligence. Two dentist couples sitting near us overheard our disagreement and one of the dentists spoke up and said **"she might be right."** We both interrupted our discussion and turned to him to see if it was someone we knew. We had never met any of the four people before but it was clear they had been listening to us and were distracted by our discussion.

The dentist politely introduced himself and indicated that he had overheard our discussion, and asked if he might offer a suggestion to us. Of course we politely said, "Sure, what is it?" What else could we do, continue to bicker with him standing there? He explained to us that he and his wife used to bicker frequently, as we had been doing, and it nearly cost them their marriage – until they went to marriage counseling and learned this one valuable lesson he was about to share with us. His wife nodded strongly in agreement, as she knew what he was about to tell us. He said that what they

**EDITOR** continued on page 8

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**EDITOR** *continued from page 7*

learned was simple yet profound, and it changed the way they communicated with each other. Before long they were enjoying being together again and their marriage grew much stronger and better than before. He said the thing that most profoundly affected their lives was learning to form the thought and use the phrase **"you might be right."** This resulted in their interacting with each other in a more positive way whenever they disagreed over something.

The dentist went on to tell us that he considered himself better educated and better trained than his wife, and therefore smarter than she was, not only in areas of his professional expertise but in most areas of their life. Of course, that was exactly what I thought about myself, as well, so he had my attention. The dentist told us he had a tendency to discount his wife's opinions when there was disagreement, tending to put down her ideas as inferior to his own and therefore not carrying the same weight in any decisions that affected them both. That really rang true for me, as well.

To be sure we didn't miss the point he was making, he again told us that the lesson he was taught in counseling, and the message to take away that day was this: before ever disagreeing with a person on something they have said, the first thing to do is to acknowledge their

opinions by using the phrase **"you might be right."** He has learned that this simple phrase used in any discussion with anyone goes a long way in arriving at a decision that both parties can feel good about without hurt feelings.

It really is a simple thing to do. **"You might be right"** first acknowledges that the other person in fact might be right, which of course they are quite certain of, but it then allows them to feel recognized for their thoughts and ideas, and puts that person in a position to be willing to now listen to the other person's differing point of view. More importantly, it gives our own mind a moment to pause and think about how best to present our differing viewpoint in a palatable way to the person we are communicating with. Or, alternatively in that moment our own brain might decide that maybe the other person is on the right track and there is no need to pursue a differing point of view. End of discussion.

I am not a trained psychologist or counselor and may be missing some additional reasons why this is so helpful, but I have found it to be a great suggestion and helpful whenever I remember to employ it. Whenever I forget to employ it, I quickly realize when and why the discussion is not going well and try to help redirect it by thinking and saying that simple phrase.

Occasionally I witness discussions among people, be they dentists or others,

where neither party is using this important communication tool. If you are one who occasionally finds yourself in stressful disagreements with a spouse, children, parents, staff, colleagues or others in your social groups, I recommend practicing this phrase on your way to and from work each day, or whenever you have a quiet moment to think, until it becomes second nature to you. It could make your communications with others a lot more pleasant.

While most of us don't need any reminding or encouragement to attend organized dental meetings, for those who are reluctant to attend such meetings, I recommend regularly attending them and striking up conversations with people sitting close to you. You never know what helpful ideas might emerge – ideas that might be even more profound than what you hear in a three hour CE lecture. While CERP programs are highly recommended for your professional development, that isn't necessarily where you will gain the most useful ideas or knowledge to help you enjoy a better life. Not attending meetings with friends and colleagues will surely mean you will miss out on a lot of great ideas, the making of new friends, as well as some very valuable camaraderie with old friends. Keep this in mind the next time you receive a flyer for a CDA or ADA meeting.



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**Session 2 - October 28-29**

**Annual Planning Session Friday January 7**

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# Lower Your Litigation Risk

By CDA Director of Finance Pam Brockhaus

All dental offices have employees, whether it is a single assistant or more than a dozen dental professionals. While you may foster a family-like environment among your staff, it's important to not neglect your HR duties. After all, you are the boss, and with that title comes responsibilities. Unfortunately, what might be a "perfect" employee situation now could change in the future for a variety of reasons and unforeseen circumstances. Even the closest knit "families" can have conflict. Hopefully this conflict is minor, but you should always have good business practices in

place should more serious circumstances present themselves.

While this might be the furthest thing from your mind, it's important to know that employment litigation is on the rise, but that employees are bypassing the traditional reporting process and filing private lawsuits instead. The economic downturn has required employers to make many difficult decisions – restructuring, hiring the "best" candidates, and reducing benefits to reduce costs, which has also created an increased risk of becoming a party to a lawsuit. Since jobs are no longer plentiful, workers are more likely to question why they were not hired or why they were laid off, and are all the more likely to look for legally actionable causes.<sup>1</sup>

Out of the top 10 types of employment litigation, U.S. companies pointed to race discrimination as having the greatest financial exposure followed by sexual discrimination, wage-and-hour disputes, age discrimination, harassment, retaliation, disability and violations of the Family Medical Leave Act.<sup>2</sup>

At this point, you might be thinking, "this could never happen to me." Ensure that it doesn't – take just a few minutes to verify that you're following these simple steps.

**1. Know the legalities involved in the employment process** – Employers should ensure that anyone involved in the employment process understands what is allowable from a legal perspective. The process used in selecting employees for layoff must be documented and applied in a consistent manner. Do you provide

annual evaluations for your employees? And do you document your evaluation? When an incident occurs, do you document its occurrence and do you appropriately address the concern with the employee? Free classes are available at the Colorado Civil Rights Division. To review the current schedule, visit [www.dora.state.co.us/civil-rights/Current\\_Agenda\\_Coming\\_Events\\_and\\_Commission\\_Policy\\_Statements/Coming\\_Events/trainingschedule.htm](http://www.dora.state.co.us/civil-rights/Current_Agenda_Coming_Events_and_Commission_Policy_Statements/Coming_Events/trainingschedule.htm).

**2. Maintain a structured hiring process** – Those involved in hiring staff must be aware of questions that are appropriate for the interview process to avoid discrimination claims in hiring. It is generally well advised to screen candidates prior to selection for interviewing. Review the information concerning allowable questions with the Colorado Civil Rights Division or copy and paste this Web address into your Web browser: [Colorado.edu/humres/downloads/OOEPLawful-UnlawfulInquiries.doc](http://Colorado.edu/humres/downloads/OOEPLawful-UnlawfulInquiries.doc).

**3. Documentation** – Documentation is critical for a legal defense. Staff should be reminded that everything is subject to legal review in a lawsuit. Be certain that what is written down is objective and defensible in court. When you counsel an employee about a work issue, be certain to document that session with the employee and have the employee sign that they understand the issues. The best practice is to offer a timeframe in which the employee has an opportunity to correct the behavior.

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ior. Be sure to give the employee a copy of the agreement for their records. Follow-up with the employee on the agreed upon date and note their progress. These records will be needed if you decide to terminate the employee for cause.

**4. Create an employee manual AND FOLLOW IT** – Document your policies and procedures, and specifically address what constitutes non-performance and misconduct. A free sample employee manual is available at [www.fhba.com/docs/Employee Handbook Sample.doc](http://www.fhba.com/docs/EmployeeHandbookSample.doc), or you can call the CDA at 303-740-6900 or 800-343-3010 and request a copy of their manual.

**5. Brush up on wage and hour laws** – Wage and hour laws govern the criteria for designating an employee as salaried-exempt, salaried non-exempt and how overtime pay must be computed. Be aware that overtime is calculated on a week-by-week

basis, not the total pay period, and that any non-exempt employee working more than 12 hours in one-day is eligible for overtime. Review the guidelines at [www.colorado.gov/cs/Satellite/CDLE-LaborLaws/CDLE/1248095305395](http://www.colorado.gov/cs/Satellite/CDLE-LaborLaws/CDLE/1248095305395).

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2. 2009 Survey of Litigation Trends, Fulbright & Jaworski, <http://www.all-business.com/legal/legal-services-law-practice-major-us-firms/13295787-1.html>.



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# Looking Forward to the Future

By Brandon Owen, D.D.S.

**O**ur CDA President, Dr. Pasco Scarpella, made it his charge at the 2010 CDA Annual Session to increase involvement in Colorado organized dentistry. The New Dentist Committee hopes to aide in this movement by introducing resolutions at the 2011 Annual Session to lower the obstacles for those who would like to get involved with the CDA. Additionally, the committee is concentrating on helping the Executive Committee to integrate new members into various positions in the CDA. As a result, a primary focus of the year ahead is hosting events encouraging involvement and enhancing leadership in the association's members.

## Upcoming events:

**October 22** – The ADA will present an Advanced Leadership Workshop for members of the New Dentist Committee and those interested in serving on the New Dentist Committee at the CDA. Anyone interested in becoming a member of the committee or attending should contact Jeanne Nicoulin at [jeanne@cdaonline.org](mailto:jeanne@cdaonline.org), 303-996-2842 or 800-343-3010 x102.

**October 23** – Prompted by CDA President Dr. Scarpella, the New Dentist Committee is having a leadership meeting for any dentist who has an interest in getting involved with the CDA. This meeting will explain the functions of the CDA committees and discuss the roles of the House of Delegates, the Board of Trustees, and the Executive Committee. The hope of the workshop is to inform members and help those in attendance to find a role to play in our dental association. If you have any interest in this event, please contact me at [owenorthodontics@gmail.com](mailto:owenorthodontics@gmail.com) for more information.

**January 2011** – Don't miss the New Dentist Committee's evening social event held in conjunction with the Rocky Mountain Dental Convention in Denver, Colo. (details forthcoming).

**June 9-12, 2011** – The CDA Annual Session will be held in Snowmass, Colo. We would love for any new dentists who have any interest in being involved with the CDA to become a delegate or an alternate delegate at the Annual Session. Please contact your local component society or the CDA if you would like to learn more about serving in the House of Delegates meeting next June.

## Year in Review:

**Midlevel Providers** – Last fall, the New Dentist Committee hosted a seminar presented by 14th District Trustee Dr. Ken Versman and Dr. Mike Zakula of the Minnesota Dental Association to discuss the evolution of the midlevel dental provider in Minnesota. Dr. Zakula discussed how the idea for the midlevel provider sprouted from a community college in a Minneapolis suburb and rapidly progressed to legislation. The Minnesota dentists were told that this position was going to be created, and that they could help shape the role or they could remain in opposition and be defeated. The University of Minnesota's Dean Patrick Lloyd was dedicated to making sure that this position would be well trained and would be a part of a dental team rather than a stand-alone practitioner. They traveled all over the globe to observe many training sites for similar providers and established a well thought out curriculum. A big concern for the future in Minnesota is the development of programs from the other colleges in Minnesota that have been excluding dentists in the development process.

The message that many took from this meeting is that Colorado dentists need to have an action plan in place when similar resolutions come to our state legislature, so we have an active rather than a reactive role.

**Social events at the CDA Annual Session and at the RMDC** – A big highlight to the many in attendance at both the CDA Annual Session and Rocky Mountain Dental Convention was the New Dentist Committee evening gatherings. Both meetings last year brought new dentists together with the CDA officers and vendors to offer a wonderful platform for making connections and networking.

**ADA New Dentist Conference** – This national conference for new dentists was held in San Diego, Calif. in June. The conference highlighted numerous topics for those new to the practice of dentistry including leadership seminars and fabulous lectures from prominent dental lecturers (including Dr. Gordon Christensen). The most unique part of the conference was a question and answer session with the ADA trustees and the ADA leadership.

**Practice Transition/Making Connections** – On Aug. 21, the CDA hosted a forum for all members who were looking to purchase or sell a practice, or who were seeking an associate or an associateship opportunity, to meet and discuss opportunities in a "speed dating" format. The event was well attended, and was such a success that there are already plans to host another event for practice transitions in the near future. ■

*To learn more about these networking, learning and leadership opportunities, contact the CDA at 303-740-6900 or 800-343-3010.*





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# Mythbuster: You Can Profit from Medicaid

By Greg Evans, D.D.S.

**A**lthough a cliché, sometimes the more things change, the more they stay the same. We chose a seldom used, older name for my daughter, Grace, thinking it would be unique for her age group. Well, turns out lots of other parents had the same thought that year. This past year, I have had several conversations with various foundations, rural community health centers, and dental groups all presenting a question that has been asked almost continuously since the last time the name Grace was a popular girl's name decades ago: How can we get more dentists to accept children with Medicaid insurance?

The ADA re-affirmed in the 2008 House of Delegates meeting that we, as dentists, might need to support the states' efforts to provide dental care for our low-income neighbors. However, as wise as our ADA House of Delegates members and leaders are, even they have been unable to arrive at a solution that has resulted in increased participation by dentists. That may finally be changing, however. The time may have arrived where individual dentists can actually *profit* from such participation.

That was the gist of a meeting that I just attended in Chicago. A group of private dentists came together to discuss how some offices accept Medicaid insurance and profit from it. Sixteen private offices from sixteen states were represented at that meeting. Of course, the ADA gave it an official sounding name – the 2010 Medicaid Symposium, and added a lot of other official type stuff, but in the end we had an excellent discussion with some conclusions I thought would actually help the INDIVIDUAL DENTIST take another look at Medicaid insurance.

Now, of course, everyone who takes Medicaid insurance will sing the praises, usually self-promoting praises, about the *warm feeling* they get treating children who have so many barriers to care. The *patients are grateful*, the *kids are sweet*, and the *staff gets a morale boost*, but this article isn't about that. I don't want to rewrite my dental school entrance essay! This article is about the nuts and bolts of why **dentists can accept Medicaid insurance and profit** from the decision.

First of all, do you have time available in your schedule? If you do, you know your overhead expenses are essentially

the same whether or not you have empty chairs. Of course, we are all planning for the day when fee-for-service patients fill those seats, but in the meantime, what can you do? If you had the option to temporarily put children with Medicaid into those chairs, you would collect extra income to offset your expenses now, right?

Well, how difficult is it to get reimbursed is the next question. Colorado's Medicaid program is NOT the one you heard about from dental school, the old guys at your society meetings, or casual conversations with friends. Rumors abound, but here are the facts: Medicaid is easier to run than any other insurance I take – they pay within five days, I file electronically, and I rarely have to preauthorize a procedure. Medicaid also pays about the same as some well-known PPOs for many preventive procedures.

Another fact: you can shape your Medicaid-insured patient population in just about any way you want. Want to see kids only on Tuesday mornings? Sure. Want to see only 15 kids a month? Sure. Want to only see teenagers? Glad to have you. Want to accept Medicaid for only one year? No problem. I was amazed at a recent Colorado pediatric meeting I attended where most of the pedos in the room thought they did not have these freedoms. Marcy Bonnett, the policy specialist for the dental component of Medicaid, keynoted that meeting and stated those facts – putting them in writing. This is not the Medicaid of the old days. Did I mention they also have a step-by-step manual to help you get set up? Seriously, if you already accept some insurance plans in your office, you already

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That was the conclusion of that ADA meeting. It will come out later in some report and article, but we identified three types of dental practices who can profit from accepting Medicaid insurance. The office models were: participating offices, adaptation offices and concentration offices.

The **participation office model** is just what it says. Many, many offices accept a few Medicaid insured patients a month for various reasons. Some offices like to accept all area residents; this works well for rural practices. Some offices find if they take referrals from their local pediatricians (90% of Colorado pediatricians accept Medicaid) they will return the favor with referrals of those fee-for-service patients too. Some offices accept teenagers because it's the dentistry they can fit into their office schedule without adjustment, and the need is great.

The **adaptation office** model is for the type of office that is just starting out, or one that is transitioning their market due to a loss of a major employer in the area. Or, how about the practice transitioning from owner to new associate? The California delegate at our meeting wrote a letter reminding the group of how many of us "trained" on kids with Medicaid right out of school. If you are transitioning your practice and looking for new markets, why not temporarily get a few kids with Medicaid to fill your time or bring a new dentist up to speed? Your patients will be grateful, you will be busy, and you can drop your Medicaid contract at any time when your practice matures or stabilizes.

We have all heard about the **concentration office model**, and it's not usually good news. We all know of the predatory Medicaid-only practices in our state that are chronically over-treating kids, holding them down, and doing crowns from ear to ear. What you may not know is that these corporate practices are literally making

millions from taxpayer dollars. As a profession, we need to stand up to these practices. Like the delegate from Louisiana reminded me, unethical treatment is a board issue that should be reported. For some practices, opening a satellite practice in a high-need area can serve a need and you can make a profit from the ethical treatment of children. I know. I started such a practice to combat what I was seeing in northern Colorado. That office sees children, does infant dental care screening with the Cavity Free at Three model, and treats pregnant women. If you want to take a look, come up north and spend some time with us. It's a simple economic rule that if people have a choice, the standard of care will go up. For some of you, this concentration model may make perfect sense and your population will absolutely love you for it. Hey...that sounds a lot like my dental school entrance essay conclusion! ■

# Practice Monitoring in Colorado

By Rebecca Heck, B.S.N., R.N., M.P.H.,  
Dental Peer Health Assistance Program, Peer Assistance Services, Inc.

On Sept. 10, the Colorado State Board of Dental Examiners hosted the Colorado Dentist Practice Monitor Training, which prepares dentists and dental hygienists to serve as monitors for colleagues with health issues that affect professional practice. This year, the training was attended by five dentists and three hygienists.

Dr. Troy Fox and Dr. Brett Kessler presented on the professional experience of a monitor and monitoree by highlighting the need for a monitor, the development of a relationship with a monitor, and monitor reporting requirements. Common issues faced by monitors

were also discussed, and attendees were provided with case studies and the opportunity to role-play scenarios they may expect to encounter as monitors.

"The Practice Monitor Program allows for a dentist to have an additional set of eyes on their practice to ensure they are practicing at or above the standard of care as defined by the state," said Dr. Brett Kessler, CDA treasurer and Practice Monitor Program presenter. "It also provides assurance that the patients are well taken care of; and it minimizes liability.

"If the doctor is deficient in some areas, those areas are defined and a plan is put into place to help that doctor overcome the difficulties he or

she is having – whether it be substances, procedural weaknesses or administrative oversights. It allowed for me to have a colleague/mentor in the community. The State Board is not in place to punish dentists; they are in place to protect the public. This is the best way for that to happen with confidence."

The training was developed through a unique partnership between the State Board, CDA, Concerned Colorado Dentists and the Dental Peer Health Assistance Program that is implemented by Peer Assistance Services, Inc. The Practice Monitor Training has received national recognition with presentations at the ADA Well Being Conference, the California



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Dental Association and Board, and the Oregon Dental Association and Board. The training was also nominated for an award with the Council on Licensure Enforcement and Regulation Conference.

#### What does the training do?

- Provides a comprehensive manual with statutes, forms and resources.
- Provides background information about monitoring a dentist's practice that includes the context and purpose of monitoring.
- Discusses how to handle difficult situations.
- Addresses the Colorado Dental Practice Act and the roles of the State Board, CDA, Colorado Concerned Dentists and the Dental Peer Health Assistance Program (DPHAP). Practice monitors must agree to periodic training to review standards.

The Practice monitor role makes it possible to assure public protection and provide support for the rehabilitation of

the dentist. Through regular, random site visits, a practice monitor inspects, evaluates and recommends improvements for a dentist who may have a condition such as a substance use disorder or a substandard care issue. The monitors help dentists who are the subject of a State Board stipulation and order, or a Dental Peer Health Assistance Program rehabilitation contract. The State Board and DPHAP use reports submitted by the practice monitor to assess the monitoree's ability to practice safely during rehabilitation.

"The value of this program in assisting the board with furthering its mission of public protection is immense," said Maulid Miskell, program director of the Colorado State Board of Dental Examiners. "Not only do these practice monitors act as the 'eyes and ears' for the board and help ensure that licensees practicing on a conditional license are doing so within the generally accepted standards of Colorado, they also act as mentors. This training underscores these two points through a standardized program and provides an

opportunity for the more seasoned monitors to share their stories, as well as their dos and don'ts for effective practice monitoring.

"I encourage anyone who is a licensed dentist in Colorado to join us at the next Practice Monitor Training for an opportunity to give back to your profession by making available your knowledge, experience and skills for others to learn from while helping the consumers of Colorado receive appropriate dental care. Just as importantly, please take the time to acknowledge and thank those among you who have participated or are participating in this program. Their service has been invaluable and we salute their efforts." ■

*Practice Monitor Training will be scheduled every fall. For more information, contact Abi Gaskins, compliance monitor, Colorado State Board of Dental Examiners, 303-894-7757; or Rebecca Heck, R.N., B.S., M.P.H., director, Dental Peer Health Assistance Program, Peer Assistance Services, Inc., 303-369-0039 x247 or [rheck@peerassist.org](mailto:rheck@peerassist.org).*

# 3M Lava Chairside Oral Scanner – A One Year Review

By James Grant, D.D.S.

When purchasing new equipment, I find it helpful to learn as much as I can about the equipment, and to seek candid opinions and reviews about the product from other full-time practicing dentists and colleagues. In an effort to “return the favor,” I wanted to take an opportunity to provide my colleagues with my own candid review of one of my most recent purchases: the 3M Lava Chairside Oral Scanner.

Let me start by stating that I do NOT work for 3M, nor do I receive one penny of commission or compensation from them. Over the 35 years I have been practicing dentistry, there has never been a piece of equipment that I have purchased that has consistently impacted my daily routine as much as the 3M Chairside Oral Scanner (C.O.S.). This is my experience using this new technology.

Before I decided to purchase the C.O.S., I researched other systems available to manufacture crowns at the chair while the patient waits, and had various scanning systems brought into my office for a trial. So why did I choose this one? First, I do not want to be my own lab technician. I have the utmost respect for the professional dental technician who manufactures the crowns and bridges that make us look good, and make our patients thrilled with their new teeth. Technology in their field is changing so fast, with new materials and procedures, that I would have to study the technology on a full-time basis just to keep current.

The C.O.S. is a *scanning system* (digital impression system) that results in producing a highly accurate model of the prepared teeth. A clean and accurate Stereolithography Model is produced at 3M by a laser using ultraviolet light applied in layers to photo polymer resin. It is this model that a technician can then use to fabricate whatever it is that I have requested. It does not limit me to one crown milling system but offers greater flexibility as to my choice of lab and material.

Second, I find the size and ease of use of the Wand favorable. It weighs about 14 ounces and is under 14 mm in length. Third, I’m impressed by the speed and accuracy of the real time 3-D image, capturing 20 data sets per second as the teeth are instantly projected onto the monitor. After an image is displayed I can move the image by a touch of my finger to any position I need in order to examine specific areas for accuracy and acceptance. Plus, the software has an intelligence that detects and corrects any deficiencies that need to be corrected, or to indicate if there is a need for the addition of more data.

One of my concerns about the system was this: would it measure up to the standard that the sales people from 3M promised? Or had I bought yet another disappointing piece of equipment looking for the promised results that I could not duplicate in my office? We have all been to the continuing education lectures given by dentists who do not practice full-time, or who use the ideal patient in the perfect

scenario to achieve the desired outcome every time; yet in the real world, it could never be duplicated consistently.

My experience has been greater than promised and more rewarding than expected. The two days of training, which is included in the price, was intense. That was followed by months of scan reviews using a PowerPoint type of e-mail communication and unlimited technical support. The learning curve was short and quick for me due to my high motivation to master the scanning. By the way, I still occasionally use that tech support, which is located in Lexington, Mass.

What I have learned and come to respect from 3M is that they are a conservative company that tests and retests their products before offering them in the market. As of May 2010, they released “a recently published evaluation of the Lava Chairside Oral Scanner, from an independent non-profit dental education and product testing institute.” This report is from Dr. Gordon Christensen’s *Clinicians Report*, Volume 3, Issue 4, April 2010. This report is very interesting and worth reading. It discusses both positive attributes of the system and also mentions concerns about the future of the use of scanners in general.

A 3M ESPE letter of May 2010 states some conclusions as follows: *100% of users rated the C.O.S. as worthy of trial by colleagues. 100% of users rated the product as living up to advertised features and qualities. 91% of respondents reported a decrease in time to seat the*



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restorations. All multiple adjacent restorations fabricated using the Lava C.O.S. were superior to those fabricated using a conventional VPS system. 3D images of preparations provided enhanced visualization that is superior to other systems. My experience of using the C.O.S. for almost a year has matched or exceeded these claims.

There is a predictability of fit for crowns that are manufactured by a scan that produces an image with accuracy of 6-12 microns (as a review – there are 1,000 microns in a millimeter; and a human hair is about 50 microns in diameter). The result, in my experience, is a crown that routinely does not need adjustment of the occlusion or contacts. I am no longer flattening the beautiful work the lab created to make a perfectly restored tooth, or adjusting the opposing arch so it no longer “feels high” to the patient. Therefore, the great looking crown out of the lab pan still looks just as great in the mouth. Final x-rays then confirm margins rarely achievable without this technology, nearly undetectable in the mouth and perfect on a film, even using digitally enhanced and enlarged radiography. These results become routine and anticipated.

And then there is what 3M terms the “wow” factor – a bit corny but I have come to expect it as a common reaction. I first hear it when I review the scan with the patient who is so impressed with the outcome and advanced technology used to replace the “messy, wet and nasty stuff used before.” Then to further “wow” them, I switch the already 3D virtual image to the multicolor 3D mode and hand them the red/blue glasses for an inspection of the prep in 3D. This is a very impressive tool by which I can inspect the teeth for any unusual situation, such as one that might involve my sending a note to the lab with a specific request.

But the real payoff comes at the next appointment when the patient's new crown feels natural, looks great, fits perfectly and requires little to no adjustment. Statistically, 3M states that there is a 41% decrease in seating time. I find that very conservative. In the past, if I had to adjust until it felt right for the patient, I usually needed to re-apply some anatomy and then re-stain and glaze, which typically took 45 minutes or more. Now, I seat crowns in less than 15 minutes. It takes longer to visit with the patient than to do any actual work.

C.O.S. has come to mean “Cutting Out Stress” for me, making dentistry fun and predictable, and making me a better dentist in the eyes of my patients. I can't put a dollar amount on what this has meant to me personally and to my practice. Yes, it has increased the patients coming into my office now that word of this new technique has spread, but the personal satisfaction I get every day, and the positive atmosphere it brings to my life and office is far beyond the initial cost and fees.

3M has proven their commitment to digital imaging to me, which is certain to be the future of impression taking, by continued research and development and technical support. I would encourage my fellow dentists to see if this fits your practice. The purchase of the Chairside Oral Scanner is the best decision I have made in years. ■

*Dr. James Grant practices dentistry in Colorado Springs, Colo. He does not receive commission from the sale of any 3M equipment.*

# Save More with Year-Round Tax Tips

By Mimi N. Hackley, M.P.H., C.F.P.®

**B**e proactive! It's easy to become paralyzed when the markets and economy are roiling, and then look back later and say "I should have." Yet, one of the best things you can do in difficult markets is to take advantage of any and all opportunities that present themselves. The following are steps you can take in 2010 to keep more of your money.

**1. Refinance.** If your mortgage rate is above 5.5% and you plan to stay in your home 7-10 years or more, consider refinancing. Even the jumbo mortgages, those over \$417,000, are around 4.5% (30-year fixed). Set the term of your refinance to the same time-frame you have remaining on your current mortgage. For instance, if you have been in your home for 10 years, consider refinancing to a 20-year fixed or refinance to a 30-year fixed, but pay it off in 20 years. That way, you don't extend the term of your loan payment, saving you even more.

**2. Harvest investment gains and losses.** Review the capital gains and losses in your currently taxable accounts to determine if there are any that can offset each other. The current 15% capital gains rate, will

likely increase to 20% in 2011 and beyond. If you've already taken some losses or have a carryover from prior years, think about selling some appreciated assets.

**3. Convert your IRA to a Roth IRA.**

Roth conversions are now available to everyone regardless of income level. Conversions completed by Dec. 31, 2010, can be reported on your 2010 tax return, OR half of the amount can be reported on your 2011 tax return and the remainder on your 2012 tax return. Conversions done after 2010 must be reported in the tax year of the conversion. There are many advantages of Roth IRAs including tax-free growth and distributions at age 70½ or thereafter, and your heirs receive the money tax-free. Given the bear market and its resulting depressed account values, the timing for a Roth conversion may be terrific.

**4. Estimate your AMT potential.** Now is the time to have your accountant estimate your exposure to the alternative minimum tax (AMT) and advise you on how you can limit its impact on your taxes. If you're in a higher tax bracket now than you'll be in the future, it makes sense to limit

or postpone AMT preference items such as municipal bond income. However, with income tax-rates due to rise, it might make sense to accelerate these preference items so that they can be taxed at a 26% or 28% rate instead.

**5. Bundle medical expenses into**

**2010.** In 2010, you are able to deduct any medical expenses above 7.5% of your adjusted gross income. In 2011, that "floor" increases to 10%. Therefore, if you anticipate lots of medical expenses or a few high cost procedures, accelerating them into 2010 may make some of those expenses deductible.

These are just a few ways to help save you money. For more ideas work with your Certified Financial Planner™ or accountant. ■

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*Mimi N. Hackley, M.P.H., C.F.P.®, is director of financial planning at Sharkey, Howes & Javer, Inc., a Denver-based, nationally recognized, financial planning and investment management firm and a supporter of the Colorado Dental Association. Visit [www.SHWJ.com](http://www.SHWJ.com) or call 303-639-5100.*





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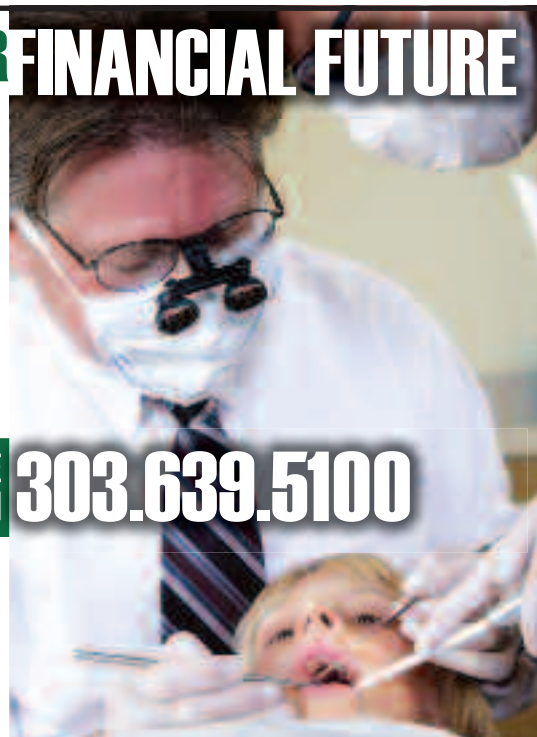
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# An Ounce of Prevention is Worth a Pound of Cure

*By Larry Chatterley*

**B**enjamin Franklin popularized the phrase “an ounce of prevention is worth a pound of cure.” In our line of work, as practice transition consultants, we see many types of contracts and agreements. Some agreements do a good job of spelling out the critical details of a set of mutual promises. These promises between two parties define their mutual and respective rights and obligations, along with consequences, in the forms of rewards and penalties.

Ideally, these promises create a win-win outcome where both parties are pleased. However, problems often occur when one or both of the parties seek only their own interests with little or no consideration for the other or without considering the longer term impact of their actions. Sometimes negotiations result in one party getting their ideal result, but at the expense of the other party. Unfortunately, we see contracts far too often that are not designed to create win-win outcomes and fail miserably to meet the respective or mutual needs of the parties, but most could have been “cured” with “an ounce of prevention.”

To avoid such undesirable results when transitioning your practice – regardless of which side of the equation you are on – ask yourself the following questions before entering into any agreement:

- Does the agreement further your personal long-range goals? Does the outcome of the agreement fit into your objectives?

- Have you considered and are you attempting to meet the other party's goals and objectives without compromising your own?
- Does the agreement fall comfortably within the goals and limits that you set for this particular negotiation?
- Does the other party feel good about and comfortable with the terms of the agreement? Has any possibility of resentment as a result of uncomfortable compromises been removed?
- Can you perform your side of the agreement to the fullest?
- Do you intend to meet your commitment?
- Based on all the information, can the other side perform the agreement to your expectations?
- Based on what you know, does the other side intend to carry out the terms of the agreement?

Obviously a best case scenario would involve answers in the affirmative to all these questions. If you are unsure about any one of them, take some extra time and review the entire situation. Assess how the agreement could be changed in order to create a “yes” answer to each question.

Although it may not be found in any mainstream business management textbook, we often counsel clients to check their “gut feeling” on an issue. If it does not “feel” right, then they should

seek greater understanding and obtain additional information until it does feel right. And if it they still feel uncertain about it, they should either ask for revisions to the agreement or no longer pursue the transaction.

For example, associateship contracts may seem a bit confusing to a first-time doctor looking for employment. Some may assume that since other dentists before them have entered into similar arrangements, it must be acceptable for them to do the same; however, as time goes on incongruences may arise in the expectations of each party. Contention will result, and if not addressed and resolved, even the “best” of contracts may not be able to hold the professional relationship intact and the parties will part ways.

A contract is only as good as the person(s) entering into it. In other words, contracts do not perform, people do.

There is always an element of trust when entering into a contractual arrangement. Each party trusts that the other party will uphold their side of the agreement. When that trust is damaged, it usually takes a lot more than just a contract to restore it. The key is to get to know people and trust them to be who they are. Instead, we all have a tendency to trust people to be who we want them to be, and when they are not, we question their trustworthiness. Trust is developed based on the integrity exhibited by the individual.

Sadly, most of us have had or will have experiences where we enter into some





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form of contractual agreement with the best of intentions only to end up frustrated and dismayed by the outcome – due either to the performance of the other party, or our own. If you doubt your trust in yourself or the other party, seek first to build that trust. Ask questions. Seek to understand and seek to be understood. It may be wise to also seek professional guidance and counsel to assist you in communicating your position, understanding the other party's position and building a mutual framework of trust before entering into any agreement. The axiom “an ounce of prevention is worth a pound of cure” is as true today as it was when Benjamin Franklin popularized it in the 1700s. ■

*Larry M. Chatterley is a senior partner at CTC Associates. Learn more by calling 303-795-8800 or visiting [www.ctc-associates.com](http://www.ctc-associates.com).*



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## OPPORTUNITIES WANTED

**Opportunity Wanted:** General dentist, four years experience in office. Surgical extractions, endo molar, implant placement, C&B, CD, RPD. Looking for a part-time, one to two days per week (Mon. and Sat.), 12 to 15 hours per week. Ready to drive to rural area or from Fort Collins to Colorado Springs. Email [colobugdds@gmail.com](mailto:colobugdds@gmail.com).

**Opportunity Wanted:** General dentist looking for an associateship Fridays and/or Mondays within 60-70 miles of Ft. Collins. Three years experience in solo family practice in Ft. Collins. Please email [noco2thfiller@yahoo.com](mailto:noco2thfiller@yahoo.com) if interested.

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**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](mailto:darbthedog@aol.com).

## POSITIONS AVAILABLE

**Dental Director:** Director needed for new non-profit community health center in Rifle, Colo. Mountain Family Heath Center will begin building a brand new 8,536 sq. ft. facility on the Garfield County Human Services Campus in 2010. The new center will include expanding operations to grow and sustain a dental clinic within our primary care practice. Completion and opening of the new center is expected to occur

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**Associate:** Seeking an experienced general dentist with great interpersonal skills to work as an associate. This arrangement may lead to buy-in. Office is in the Boulder/Lafayette area. If interested, send resume to [tsbdds@gmail.com](mailto:tsbdds@gmail.com).

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

**Associate:** Family dental practice in Lakewood is looking for an associate. This practice has been in the area for over 30 years and has a well-established patient base. We are strictly a fee-for-service practice. As an associate you will examine, diagnose and provide treatment counseling to patients in a comprehensive manner. The professional staff allows a doctor to focus solely on dentistry. All contacts will be kept confidential. View our Website at [www.green-mountaindentalgroup.com](http://www.green-mountaindentalgroup.com). Please e-mail cover letter and resume to [gmdg4@netzero.com](mailto:gmdg4@netzero.com).

**Associate:** Seeking a dentist who would like to associate and eventually purchase cosmetic/comprehensive care, fee-for-service dental practice in Denver. Please contact Dr. Slota at [Bdsloata@aol.com](mailto:Bdsloata@aol.com).

**Associate:** Associate position available in a general practice treating children. State-of-the-art-facility including digital x-rays. Friendly staff. Starting at \$120,000/year with great benefits. Please e-mail resume to [kids31272@yahoo.com](mailto:kids31272@yahoo.com).

**Associate:** Our state-of-the-art office is completely digital and chartless. Our office is located in Green Valley Ranch (near DIA). We are seeking an associate dentist who has completed a dental residency program or has two+ years experience after dental school. We require 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 and will be a leader and role model to our wonderful team. If you have always wanted to focus on your patients, without the headache of running the day-to-day operations of the practice, have a wonderful support team in place and the latest technology at your fingertips, then this is the opportunity for you! 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 and salary requirements to [stephanie@veatchconsulting.com](mailto:stephanie@veatchconsulting.com), so we can set up a time to meet. We look forward to hearing from you.

**Associate:** Our high quality established private practice group in Englewood, Colo. is seeking a full-time associate. Must have a minimum of three years clinical experience and a Colorado license. Potential for future buy-in. Please send cover letter and CV to [citycenterdental@qwestoffice.net](mailto:citycenterdental@qwestoffice.net).

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**Associates:** Associateships available around the state with or without buy-in/buy-out. Please visit our Website, [www.ctc-associates.com](http://www.ctc-associates.com), for a list of current associate opportunities. To apply, please e-mail your resume to [info@ctc-associates.com](mailto:info@ctc-associates.com) and let us know which location you are applying for and when you are available to start.

**Associate:** Longmont/Greeley, Colo. Experienced general dentist needed for busy practices. Must have good communication skills. Potential partnership. Call Jerry Weston, Professional Marketing and Appraisal, 303-526-0448.

**Associate:** Energetic general dentist needed for dynamic associateship position in Ft. Collins area. Molar endo and surgical extraction proficiency required. Three years minimum experience. To inquire, please call 218-546-3123.

**Associate:** Denver, Colo. This beautifully designed, well-established, fee-for-service general dental practice is seeking another quality dentist to join the team as an associate leading to partnership. Outstanding, patient-centered team with an emphasis on comprehensive, restorative dentistry is located in one of the most highly sought after areas in Denver. Please reply in confidence with your objectives, Curriculum Vitae, and written goals to: The Sletten Group, Inc., 303-699-0990, fax 303-699-4863 or [carrie@liffetransitions.com](mailto:carrie@liffetransitions.com).

**Pedodontist:** Boulder practice looking for part-time pedodontist leading to full-time. Call 303-579-8395.

**Orthodontist/Pedodontist:** Seeking ortho/pedo specialist for office in north Colorado Springs. New private practice office looking for you. Prefer dual specialty, will work with either specialist. Let's talk. Expand without any money, new grads ok. Contact Dr. Moore at 719-297-1010 or [gandk452@yahoo.com](mailto:gandk452@yahoo.com).

**Dentist:** Montrose, Colo. Full-time general dentist needed, treating children ages 1-21. Start date Jan. 3, 2011. Great family community central to hiking, biking, skiing, fishing, hunting. Will provide training. Excellent compensation and benefits. Contact Ben Wilson at [smiles4kids@montrose.net](mailto:smiles4kids@montrose.net) or call 970-901-9865.

**Dentists:** Woodland Park, Colo. Seeks dynamic experienced full-time or part-time dentists for all phases of general practice, including implants, molar endo., surgery, prosthodontics. Join an exciting practice model providing quality care in a beautiful state-of-the-art facility. Actively managed by DDS-owner. Reply to [colomtdnds@gmail.com](mailto:colomtdnds@gmail.com).

**Dentist:** Join one of America's fastest growing networks of dental practices providing affordable dentures and related services in Colorado Springs. Considered Colorado's largest city in area, Colorado Springs was selected as the No. 1 Best Big City in "Best Places to Live" by Money in 2006, and placed

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**Dentist:** Southern Colo. Digital x-ray, paperless office looking for a dynamic dentist with two-to-three year's experience, surgical extraction proficiency required, implants a plus. Please fax resume to 866-224-5947 for more information.

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

**Dentists:** Pueblo, Colo. Mountain Dental is seeking candidates for Pueblo, Colo. Since 1968, our philosophy of supporting doctors and staff has led to unmatched consistency and paved the way for future growth. Our team is committed to supporting doctors focused on providing optimal patient care. We pride ourselves on providing doctors the ability to practice in a traditional non-HMO practice environment coupled with the flexibility and rewards that a group can offer. We'd enjoy the opportunity to learn about your practice philosophy along with your career goals and expectations. Please consult our Website at [www.mountaindental.com](http://www.mountaindental.com) for more specific background on our support team. For a direct contact, call 715-926-5050 or e-mail [development@midwest-dental.com](mailto:development@midwest-dental.com).

**Dentist:** Mountain Dental is seeking candidates for Colorado Springs. Since 1968, our philosophy of supporting doctors and staff has led to unmatched consistency and paved the way for future growth. Our team is committed to supporting doctors focused on providing optimal patient care. We pride ourselves on providing doctors the ability to practice in a traditional non-HMO practice environment coupled with the flexibility and rewards that a group can offer. Throughout 2010, we will be working on new opportunities in Colorado Springs. We'd enjoy the opportunity to learn about your practice philosophy along with your career goals and expectations. Please consult our Website at [www.midwest-dental.com](http://www.midwest-dental.com) for more specific background on our support team. For a direct contact, call 715-926-5050 or e-mail [development@midwest-dental.com](mailto:development@midwest-dental.com).

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**CLASSIFIEDS** continued on page 26

**CLASSIFIEDS** continued from page 25

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**Dentists:** Denver, Colo. Dental One is opening new offices in the upscale suburbs of Denver. Dental One is unique in that each of our 12 offices in the Denver area has an individual name such as Rock Canyon Dental Care or Heather Park Dental Care in Aurora. All of our offices have top of the line equipment, digital x-rays and intra-oral cameras. We are 100% fee-for-service but take most PPO plans. PPO patients make up 70% of our patient bases. We offer competitive salaries, a complete benefits package and equity buy-in opportunities. To learn more about working for Dental One, please call Andy Davis at 602-391-4095.

**Dentist:** Practice owner in Longmont, Colo. is ready to add a fill-in dentist. Candidate must be comfortable performing extractions and working in a high volume environment. No nights or weekends. Practice open Monday through Friday. Will train the right doctor. Guaranteed daily income. Retired doctors welcome. Call Mike for more information. Practice visit and working interviews are available. Mike James, 800-313-3863; fax: 252-208-7087.

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Website at [www.smilebrands.com/careers](http://www.smilebrands.com/careers) or e-mail your resume to [sherrie.dean@brighnow.com](mailto:sherrie.dean@brighnow.com). A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

**Dentist:** Part-time general dentist for this busy Colorado Springs Bright Now! Dental office. Must work every Friday, and one to two additional week days. Requires two+ years experience, must be skilled with molar endo treatment, dentures, partials, oral surgery and leadership skills. This office has fantastic potential to do a substantial amount of production with a large patient base. Help us with our mission to promote "Smiles for Everyone." Please visit our Website at [www.smilebrands.com/careers](http://www.smilebrands.com/careers) or e-mail your resume to [sherrie.dean@brighnow.com](mailto:sherrie.dean@brighnow.com). A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

**Dentist:** Part-time lead general dentist working Friday and Saturday for this busy Fort Collins Bright Now! Dental office. Requires two+ years experience, must be comfortable with molar endo treatment, oral surgery and have leadership skills. This office has fantastic potential to do a substantial amount of production with a large patient base. Help us with our mission to promote "Smiles for Everyone." Please visit our Website at [www.smilebrands.com/careers](http://www.smilebrands.com/careers) or e-mail your resume to [sherrie.dean@brighnow.com](mailto:sherrie.dean@brighnow.com). A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

**Dentist:** Full-time lead general dentist for this busy Lakewood Bright Now! Dental office. Requires two-plus years experience, must be comfortable with molar endo treatment, dentures, partials, oral surgery and leadership skills. This office has fantastic potential to do a substantial amount of production with a large

patient base. The office is open Monday thru Friday. Help us with our mission to promote Smiles for Everyone. Please visit our Website at [www.smilebrands.com/careers](http://www.smilebrands.com/careers) or e-mail your resume to [sherrie.dean@brighnow.com](mailto:sherrie.dean@brighnow.com). A comprehensive benefits package is offered to full-time employees, which includes: medical, vision, life insurance, 401(k), malpractice insurance and in-house CE opportunities. Equal Opportunity Employer.

**Dental Assistant:** Telluride, Colo. Busy four chair practice, computer skills a must, long-term commitment, three to four days per week. Upbeat personality and great team player. Fax to 970-369-4386.

**Dental Assistant:** Full-time 32-40 hours per week assistant wanted who is available for both our Boulder and Golden oral surgery offices. Professional appearance and a positive attitude are necessary. Must be motivated, detail oriented, and a team-player. Prior assisting not necessary, but radiology certificate is required. Please contact 303-938-0130.

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**CLASSIFIEDS** continued on page 27



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**Practice:** Arvada, Colo. SOLD! This practice has five treatment ops. with consult room or convert to six! Collected \$650,000 in 2009 with only two doctor days per week, six hygiene days. 1,440 active patients, with excellent FT dental team. This won't last long! Susan Spear, MPB, Inc., 303-973-2147, e-mail [susan@practicebrokers.com](mailto:susan@practicebrokers.com).

**Practice:** Northern Colorado Springs, Colo. SOLD. Wonderful location! Three treatment ops. w/large consultation room that can be converted to fourth op! Collecting \$520,000 with four weeks off. Great cash flow. Large loyal patient base. After 24 yrs. at this location, owner is retiring. Susan Spear, MPB, Inc., 303-973-2147, e-mail [susan@practicebrokers.com](mailto:susan@practicebrokers.com).

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**Practice:** Aspen, Colo. dental practice. Do you dream of being in the mountains? Excellent four op. office in Aspen. Newly renovated. Great opportunity. Contact [AspenDentist@gmail.com](mailto:AspenDentist@gmail.com).

**Practice:** Stop working so hard! Low overhead practice for sale in southern Colorado. 2009 collections: \$600,000. 2009 profit: \$360,000. Priced to sell quickly at \$300,000. Contact [westernslopedental@gmail.com](mailto:westernslopedental@gmail.com) for more information.

**Practice:** Busy established modern general practice with great staff in Pueblo, Colo. Must see. Contact Dr. Robert B. Deloian, Professional Transition Strategies at 303-814-9541.

**Practice:** Lone Tree, Park Meadows area. Three operatories with expansion possible. 2009 production, \$635,000. Owner moving. Call Dr. Robert Deloian, Professional Transition Strategies, 303-814-9541.

**Practice:** Excellent opportunity to join or purchase a general practice in northeastern South Dakota. Great hunting and fishing area, excellent school system, small town atmosphere with a large drawing area. General practice performing nearly all aspects of dentistry. Six ops with expansion space. \$1.2M gross. Confidential. E-mail [dentalopportunity@iw.net](mailto:dentalopportunity@iw.net).

**Practice:** Southwest Colorado mountain town, near ski resorts. Three ops., fully computerized, part-time practice. Contact [COdentist2@gmail.com](mailto:COdentist2@gmail.com).

**Practice Buyer Representation:** If you would like more information on buying a practice or associating before a buy-in or buy-out, please call CTC Associates at 303-795-8800 or email [info@ctc-associates.com](mailto:info@ctc-associates.com).

**Practice Transition Services:** If you would like more information on how to sell your practice or bring in an associate, please contact Larry Chatterley or Susannah Hazelrigg with CTC Associates at 303-795-8800 or visit our Website for practice transition information and current practice opportunities, [www.ctc-associates.com](http://www.ctc-associates.com).

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**Practice:** New listing! Family practice in an upscale area of Littleton. Modern, paperless, 100% fee-for-service. New equipment, three ops with expansion for five, grossing \$460,000+ with growth potential. Dave Goldsmith, AFTCO Transition Analyst, 303-304-9067, [dgoldsmith@aftco.net](mailto:dgoldsmith@aftco.net).

**Practice Buyers/Sellers:** If you want your transaction to be handled in a professional, non-adversarial environment, we welcome the opportunity to be of service to you. We will determine your needs, then fit you with one of our more than 150 programs to help you achieve quality of life goals. Please visit [www.aftco.net](http://www.aftco.net). Dave Goldsmith, AFTCO Transition Analyst, 303-304-9067, [dgoldsmith@aftco.net](mailto:dgoldsmith@aftco.net).

**Practice:** Highly desirable mountain location. Highly profitable practice available for buy-out or associate to buy-in/out opportunity. Send CV and inquiry letter to [coloradodds@gmail.com](mailto:coloradodds@gmail.com) for more information.

**Practice:** Lafayette, Colo. Premier, fee-for-service general dental practice seeks dentist interested in exceptional purchase opportunity.

Owner will assist with quality introduction period to ensure smooth transition. Wonderful patients and growth opportunity with an exceptional dental team. Please reply in confidence with your objectives and Curriculum Vitae to: The Sletten Group, Inc., 303-699-0990, fax 303-699-4863, e-mail [carrie@lifetransitions.com](mailto:carrie@lifetransitions.com).

**Practice:** Denver/Lakewood, Colo. Practice in upscale area for sale, grossing \$320,000 with 1,000 patients. Contact [quinoxotic@hotmail.com](mailto:quinoxotic@hotmail.com).

**Practice:** Small pediatric practice for sale. Share space with an orthodontist. Great starter location near Park Meadows Mall. Call Shannon at 303-792-0345.

**Practice:** Keystone, Colo. Ski to work! Excellent two op. office with great views and many patients. Doctor retiring. Price is \$145,000. Professional Marketing & Appraisal, call Jerry Weston, 303-526-0448.

**Practice:** Montrose, Colo. Five op. practice near hospital. Collecting \$300,000 with much potential. Doctor retiring. Call Jerry Weston, Professional Marketing and Appraisal, 303-526-0448.

**Practice:** Lone Tree, Colo. Three nicely equipped ops. in tremendous location. Collecting \$75,000 plus per month. Call Jerry Weston, Professional Marketing and Appraisal, 303-526-0448.

**CLASSIFIEDS** continued on page 28

## CLASSIFIEDS continued from page 27

**Practice:** Lakewood, Colo. Prosthodontic practice in great location. Four ops. of newer equipment. Great starter opportunity. Price \$150,000. Call Jerry Weston, Professional Marketing and Appraisal, 303-526-0448.

**Practice:** Lakewood, Colo. Great 6th and Simms medical-dental building, four ops. Currently an endo practice with newer Adec equipment. Ideal for general dental, endo, oral surgery, etc. No blue sky. Owner financing. Price \$100,000. Call Jerry Weston, Professional Marketing and Appraisal, 303-526-0448.

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**Space Sharing:** Awesome space sharing opportunity available at Pearl Street Dental. We usually practice three days a week and can sublet our office and peripheral dental equipment two to three days a week. Our location in Boulder is ideal. Please see our Website at [www.pearlstreetdental.com](http://www.pearlstreetdental.com). This is a wonderful opportunity for a young start-up GP who wants to learn microscope and laser enhanced dentistry as well as work from a very modern and beautifully equipped office. Please call 303-443-3771 to learn more or to set up a viewing of our space as well as subleasing details. You won't be disappointed.

**Space Sharing:** General practice in Centennial is seeking a dentist to share space with option to associate. High tech equipment and great location! Contact us at [pmnicolossidds@yahoo.com](mailto:pmnicolossidds@yahoo.com).

**Space Sharing:** Dentist wanted to share office within a state-of-the-art facility with a friendly and competent staff. New high tech office with room to expand. Great location! 719-260-0216.

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

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

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

**Space Sharing:** Southern Colorado. Pediatric dental office seeking an orthodontist to share office space in two different offices. Great opportunity. Call 719-369-8484.

**Office Space:** Glenwood Springs, Colo. 1,000 sq. ft., central Grand Avenue location, near hospital, first floor. Professional neighbors,

including an endodontist. Lease rate based on tenant finish and length of lease term. Call 970-310-6328.

**Office Space:** Colorado Springs, Briargate area by major intersection. 2,095 sq. ft.

first floor modern bldg., four ops. Plumbing, cabinetry, data lines, etc. present. Call 719-266-4848 or [derdds@yahoo.com](mailto:derdds@yahoo.com).

**Office Space:** Boulder, Colo. 1,350 sq. ft. Four plumbed ops. for lease or lease purchase. Great central location. 303-818-2787, [drbeeb1@hotmail.com](mailto:drbeeb1@hotmail.com).

**Office Space:** 1,100 sq. ft., near Park Meadows mall. Plumbed for nitrous, includes one fully-equipped operator, x-ray, air and suction lines. Shared space with orthodontist. Ideal for oral surgeon or pediatric dentist. Automatic referrals. Call Shannon at 303-792-0345.

**Office Space:** Loveland, Colo. New construction class "A" space. Up to 8,500 sq. ft. available for immediate build-out. Great location and tenant finish allowance. Call 970-663-1000.

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

**Office Space:** Dental offices in Lakewood, Colo. 26th and Kipling area. 850 sq. ft. built-out, four ops., full service \$15/ft. 1,900 sq. ft., owner will assist w/tenant finish per your specs., full service \$12/ft. 2,000 sq. ft., owner will assist w/tenant finish per your specs., full service \$12/ft. Three months FREE with three year lease. Call Jack, 303-919-0813.

**Office Space:** Centennial, Colo. Ortho/pedo space for lease. 1,800 sq. ft. plumbed for five open-bay ops. Located across from Newton Middle School on the busy corner of Arapahoe and Colorado. Approx. one mile from new Streets of Southglenn development. General dentist located in the same building. 303-221-3044 or [irene@ButtermanDental.com](mailto:irene@ButtermanDental.com).

## FOR SALE

**For Sale:** 10-year-old Global Protégé Plus microscope with six magnification, double halogen light source and ceiling mounted hook-up. No beam splitter or camera set-up. Asking \$12,900. Please email [beth@drmathys.com](mailto:beth@drmathys.com). Serious inquires only please.

**For Sale:** Six operatories of near new dental equipment. A couple of years ago, I purchased this equipment from a bankruptcy with plans to use it in relocating to a larger space. I found a space with equipment in place and this equipment has been stored in a dust proof container. Call Dr. Campbell at 970-769-1398.

**For Sale:** Schick Digital Panorex, serviced by Patterson. Great images! \$15,000 (computer

included). Owner financing available. Contact [jeff1363@indra.com](mailto:jeff1363@indra.com) or 303-579-9882.

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**Income Opportunities:** Reduce overhead by renting your office on Saturdays to a dental assisting school. Any donations of old/expired/unused dental supplies to our school go to a good cause. Call 888-878-2732 if interested.

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**Start-up/Practice Management:** If you would like more information on doing a scratch start-up or assistance with managing your practice, please call Marie Chatterley at 720-219-4766 or e-mail [marie@ctc-associates.com](mailto:marie@ctc-associates.com).

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**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. Michael Ford at 303-810-4475 (day or night). All inquiries are kept confidential.

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