CDA Endorsed Companies

Are you taking advantage?

The CDA endorsed companies provide members with products and services at discounted prices AND provide the CDA with revenue to better serve you. In the 2013/2014 fiscal year, the revenue received by the CDA from these companies helped to fund:

Statewide lobbying efforts
and government relations for the dental profession

Construction of a state-of-the-art conference facility

New Dentist Committee
networking and study club events for dentists 10 years or less out of dental school

Ladies in the Loupe
networking events for female dentists to connect with their peers

CDA endorsed companies most frequently used by your colleagues:

To learn more, visit www.cdaonline.org/endorsedoffers or contact the Colorado Dental Association at 303-740-6900 or info@cdaonline.org.
CDA Endorsed Companies

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- Construction of a state-of-the-art conference facility
- Networking and study club events for dentists 10 years or less out of dental school
- Ladies in the Loupe networking events for female dentists to connect with their peers

CDA endorsed companies most frequently used by your colleagues:

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- Best Card Team
- Copic
- US Bank
- TD Platinum
- Association Gloves
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Other CDA Endorsed Companies: Colorado Heart Rescue, UPS, Lands’ End, InTouch Practice Communications, Medical Systems of Denver, SolmeteX, Officite, Ping HD, Workplace Resource and Whirlpool Corporation

Back by popular demand! Pay your 2015 dues the easy way! CDA Easy Pay Authorization for 2015 CDA Membership

I authorize the Colorado Dental Association to debit my checking/savings account or charge my credit card in 4 monthly installments between the 20th and 25th of the month (Sept. 2014 through Dec. 2014) for an amount equal to my 2015 membership dues and the following voluntary contributions.

<table>
<thead>
<tr>
<th>Contribution</th>
<th>Amount</th>
<th>Yes</th>
<th>No</th>
<th>Other Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDA Charitable and Educational Fund</td>
<td>$25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMOM (Colorado Mission of Mercy)</td>
<td>$50</td>
<td></td>
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<tr>
<td>CODPAC (Colorado Dental Political Action Committee)</td>
<td>$15</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>ADPAC (American Dental Political Action Committee)</td>
<td>$49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Colorado Small Donor Committee</td>
<td>$50</td>
<td></td>
<td></td>
<td>(limited giving)</td>
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</table>

Full Name ________________________________________ Phone ____________________
Billing Address ________________________ City/State/ZIP _________________________
E-mail Address (to receive receipt) _____________________________________________
Pay by Credit Card:
Credit Card Number ________________________ Exp. _______ CVC Code _______
OR Pay by checking/savings account:
Account Number __________________________ Bank Routing Number ________________
*Please attach a voided check

This authority is to remain in full-force and effect until the Colorado Dental Association receives written notification from me of its termination in such time and manner as to afford the Colorado Dental Association reasonable opportunity to act on it.

Signature ________________________________________ Date _____________________

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

Dues will be automatically charged/withdrawn in 4 monthly installments, September 2014 through December 2014, between the 20th and 25th of each month. If the ADA or component dues increase, your 4th installment will adjust to reflect the change. Please return this form by Sept. 20, 2014 by fax at 303–740–7989 or e-mail jeanne@cdaonline.org.

Colorado Dental Association, 8301 E. Prentice Ave., Ste. 400, Greenwood Village, CO 80111
Interested in selling/buying a dental practice? Looking for an opportunity to become an associate or need to hire an associate?

The format will allow for an information exchange in a group of dentists who are interested in the same goal. We will have participants break into groups of 8-10 (organized by your response to our short questionnaire) to answer predetermined questions designed for both the seasoned and new dentists. The event will be moderated by Dr. Justin Pearson and Dr. Eric Rossow. Once you’ve registered, we will be sending a checklist of information you will want to bring with you.

Register today! The Colorado Dental Association New Dentist Committee is hosting an event to help newer dentists meet seasoned dentists who are preparing for a practice transition.

“Speed Dating” Practice Networking Event
Saturday, November 8, 2014, 6:00 to 10:00 p.m.
Colorado Dental Association Office
8301 E. Prentice Ave., Ste. 400
Greenwood Village, CO 80111

The format will allow for an information exchange in a group of dentists who are interested in the same goal. We will have participants break into groups of 8-10 (organized by your response to our short questionnaire) to answer predetermined questions designed for both the seasoned and new dentists. The event will be moderated by Dr. Justin Pearson and Dr. Eric Rossow. Once you’ve registered, we will be sending a checklist of information you will want to bring with you.

Please register for this event – Space is limited!
Which option best represents your interests?
☐ Selling/buying a practice and willing to partially finance/accept partial financing
☐ Selling/buying a practice and willing to completely finance/be financed
☐ Selling a practice with no financing
☐ Looking for a full-time associate/associateship
☐ Looking for a part-time associate/associateship
☐ Looking for a partnership
☐ Selling a practice with a predetermined transition

Name: __________________________________________________________________________________
Address: ________________________________________________________________________________
Phone: __________________________________________________________________________________
E-Mail: __________________________________________________________________________________

This program is open exclusively to CDA members and designed to put dentists in touch with a potential business opportunity. The CDA extends confidentiality to its members and asks that all participants extend confidentiality to other participants in this professional program. Refreshments will be provided. There is no charge to attend, but dentists must register in advance. Please RSVP by October 31, 2014 to Jeanne@cdaonline.org, 303-996-2842, or fax 303-740-7989.
Colorado Dental Association
8301 E. Prentice Ave., Ste. 400
Greenwood Village, CO  80111-2906
303-740-6900
800-343-3010
Fax 303-740-7989
www.cdaonline.org or info@cdaonline.org

American Dental Association
312-440-2500
800-621-8099
Fax 312-440-7494
www.ada.org

Colorado State Board of Dental Examiners
303-894-7800
Fax 303-894-7764
www.dora.state.co.us/dental

Metropolitan Denver Dental Society
303-488-9700
800-810-0140
Fax 303-488-0177
www.mddsdentist.com

Colorado Springs Dental Society
719-598-5161
Fax 719-532-0054
www.cs-ds.org

University of Colorado School of Dental Medicine
Main Office 303-724-6900
General Practice Residency Program 303-724-6941
Faculty Practice Clinic 303-724-5505
Clinical Affairs 303-724-7110

Continuing Education 303-724-7121
Graduate Orthodontic Program 303-724-7002
International Student Program 303-724-7060
www.ucdenver.edu/dentalmedicine

Department of Public Health and Environment X-ray Unit 303-692-3443

Drug Enforcement Administration
(DEA Numbers and Drug Issues) 720-895-4040

OSHA 303-844-5285
www.osha.gov

Internal Revenue Service 800-829-1040

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No Conflicts of Interest

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President
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303.817.6654
colin@carrhr.com

Roger Hernandez
Colorado Springs
Southern Colorado
719.339.9007
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Kevin Schutz
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Northern Colorado
970.690.5869
kevin@carrhr.com

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Lease Negotiations • Office Relocations • Lease Renewals • Purchases
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The Statue of Liberty stands proudly in New York Harbor. It stands as the universal symbol of freedom and democracy. This symbol stands for what makes our country great.

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

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

Author Peter Drucker said in the 70s, “Those that are content to rise with the rising tide will also fall with it.” And when it falls, if we did nothing to better and preserve our work, we have no right to complain. In other words, if we are passively riding the waves, we will have no choice but to accept our fate when the wave crashes.

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

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

We continue to fight hard to shape the benefits and make sure that our communities have access to our finest care. Our communities need Medicaid providers to serve this need. We understand that the system is a work in progress, and are working daily on your behalf to address concerns to help the system run much smoother in coming weeks and months.

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

The fate of our profession is in our hands. “With freedom comes responsibility.”

Author Jim Collins wrote, “No matter how much the world changes, people still have a fundamental need for guiding values and sense of purpose that give their life and work meaning. They have a fundamental need for connection to other people, sharing with them the common bond of beliefs and aspirations. They have a desperate need for a guiding philosophy. More than any time in the past, people will demand operating autonomy - freedom plus responsibility - and will simultaneously demand that the organizations of which they are...
We take this statement seriously.

What does the Colorado Dental Association stand for? The CDA is advancing oral healthcare to our communities — **in the best way possible.** It is here to support its members so we can provide the best, most appropriate dentistry to our patients.

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

We sent them information about key legislative priorities and our objective to make it as easy as possible for dentists to deliver the best possible care to our communities. We dialogued about possible solutions regarding these subjects: increasing Medicaid reimbursements, improving student loan forgiveness programs, dental insurance reform and preventing the introduction of a new mid-level dental provider in our state.

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

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

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

If you would like to make a donation to CODPAC/ADPAC please contact the CDA at info@cdaonline.org or 303-740-6900 or 800-343-3010.
August 2014 marks just over two months since I joined the Colorado Dental Association. I suppose it is time to formally introduce myself. As you may have already read or heard, I come from Kansas where I spent the past 15 years, serving as both the assistant executive director of the Kansas Dental Association and the executive director of its non-profit, the Kansas Dental Charitable Foundation.

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

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

Community – First, I believe that community is the framework of leadership. To be a leader, you must have people to lead. Whether a staff, an industry, a civic organization or school, I believe in providing leadership whenever it is needed. That doesn’t necessarily mean I will serve on an organizations board of directors or help fundraise whenever asked (although I will admit, I did overcommit myself in the past with too much volunteerism). Sometimes being a leader means listening to problems and being able to effectively guide a person or a group. I didn’t come to the Colorado Dental Association to tell you how I am going to do things. I came as someone who will listen first, measure possible outcomes and then seek to guide the organization using the best and most effective team to achieve those goals.

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

Leadership – So often we view leadership as a position of authority. We talk about the leaders of an organization as those elected officers.
and trustees. Well here is a crazy idea; I believe that leadership is an activity and not a position. Each and every one of you is a leader. You are an integral part in what we seek to achieve in this organization and you are the most effective way to advance oral health in Colorado.

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

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

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

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

<table>
<thead>
<tr>
<th>Practice Act Change</th>
<th>New Requirement</th>
<th>Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing Education (CE)</td>
<td>• Requires 30 hours of CE per 2-year license renewal cycle.</td>
<td>The amount of CE required by the Sunset Review bill is consistent with the current CE requirement for CDA members. State Board rulemaking will help determine how this requirement will be phased in during the first renewal cycle, as well as documentation and reporting requirements. The State Board is expected to create exemptions for certain license types such as inactive and retired licenses. The State Board may also specify topics that must be addressed in the CE hours attained, as well as any certifications required by entities offering CE credits.</td>
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<td></td>
<td>• For dentists holding an anesthesia or sedation permit, requires 17 hours of CE specific to anesthesia or sedation administration during the 5-year permit renewal cycle. Any CE taken to fulfill the anesthesia requirement can also be counted toward fulfilling the above 30-hour CE requirement.</td>
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<td>Anesthesia: Pediatric Permits</td>
<td>• Requires a separate permit for dentists who administer minimal sedation, moderate sedation or deep sedation/general anesthesia to pediatric patients.</td>
<td>The intent was for this permit to be designed to minimize the administrative burden for both the State Board and dentists. It could perhaps be implemented as simple as a designation on the broader anesthesia permit. State Board rulemaking will help determine the training and education required for the permit designation (and perhaps automatic allowances for dentists who have completed certain specialty residencies). State Board rulemaking will likely need to address age distinctions or developmental markers that identify a pediatric patient.</td>
</tr>
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<td>Anesthesia: Permit Applications and Renewals</td>
<td>• Requires re-inspections of the dental facility when renewing moderate sedation and deep sedation/general anesthesia permits, not just inspection at initial application as before.</td>
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<td></td>
<td>• Imposes fees for all anesthesia permit applications, not just for deep sedation/general anesthesia as before.</td>
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<td></td>
<td>• Imposes fees for local anesthesia permits issued to dental hygienists after July 1, 2014.</td>
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<td>Anesthesia: Supervision</td>
<td>• Requires a dentist or other qualified anesthesia provider to be physically present in the operatory during administration of moderate sedation and deep sedation/general anesthesia.</td>
<td>This addition was made to clarify that observation of cases and cases conducted in group settings where the dentist is not providing direct patient care does not count toward fulfilling training requirements. Anesthesia training cases should as closely mirror the dentist’s actual practice setting and support structure as possible to ensure patient safety and quality of care.</td>
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<tr>
<td>Anesthesia Training:</td>
<td>• Clarifies that the dentist applying for an anesthesia permit must be the primary provider and directly provide care during all cases claimed toward fulfillment of anesthesia training and experience requirements.</td>
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<td>Use of Lasers</td>
<td>• Requires the State Board to write rules to ensure the safety of lasers used in dental settings.</td>
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<td></td>
<td>• Allows dental hygienists to use lasers for pocket disinfection at settings that preclude hard and soft tissue removal.</td>
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<tr>
<td>Practice Act Change</td>
<td>New Requirement</td>
<td>Discussion</td>
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<tr>
<td>Dental Laboratories and Prosthetics</td>
<td>• Clearly allows ePrescribing of laboratory work orders.</td>
<td>Adherence to infection control standards was previously required as an element of meeting “generally accepted standards of dental practice.” This addition makes State Board discipline for failing to use proper infection control more straightforward.</td>
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<td></td>
<td>• Requires a dentist who writes a laboratory work order to have appropriate training, education and experience related to the prescribed treatment.</td>
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<td></td>
<td>• Clarifies that a dentist must be responsible for directly supervising all intraoral treatment related to laboratory services that is provided to a patient.</td>
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<tr>
<td>Infection Control</td>
<td>• Clearly delineates that failure to follow infection control standards is grounds for discipline.</td>
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<td>Peer Assistance and Dentist Well Being</td>
<td>• Requires any dentist convicted of a drug/alcohol related offense to contact Peer Assistance and undergo a confidential evaluation within 30 days of the arrest.</td>
<td>These requirements were added to help identify and address dentist well being needs early and before long-term impacts on a dentist’s practice come into play.</td>
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<td>• Requires dentists who have physical or mental conditions that affect their ability to perform dental services to notify the State Board; allows confidential agreements to be made outlining any needed practice restrictions.</td>
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<td>Dental Hygienist Prescribing</td>
<td>• Allows dental hygiene prescribing of a limited formulary of preventive agents like fluoride and non-systemic topical antimicrobials.</td>
<td>State Board rulemaking may help clarify what dentist-dental hygienist prescribing collaboration requires.</td>
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<td>• Requires collaboration with a dentist.</td>
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<td>Dental Hygiene Licensure</td>
<td>• Allows limited charitable care to be provided by retired dental hygienists.</td>
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<td></td>
<td>• Creates an inactive license class for dental hygienists.</td>
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<td>State Board Composition</td>
<td>• Clarifies that State Board members are allowed to continue serving until their successors are appointed.</td>
<td>Allowing service of existing State Board members ensures efficiency during times of Board transition. The Colorado governor remains responsible for making appointments and has an extensive screening process in place to ensure that State Board members are qualified.</td>
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<td>Licensure Changes</td>
<td>• Eliminates the jurisprudence exam requirement as a prerequisite for licensure.</td>
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<td>• Allows the State Board to consider additional options for evaluation of clinical skills, such as residency and portfolio models; the State Board is no longer limited to just regional exams for evaluation of clinical competency.</td>
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<td>• Eliminates the requirement for a dentist to submit verification of other healthcare licenses when seeking licensure by exam.</td>
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<td></td>
<td>• Will likely increase licensure fees by $14 for both dentists and dental hygienists during the 2016 license renewal.</td>
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<td>Compliance and Disciplinary Changes</td>
<td>• Gives the State Board fining authority in disciplinary cases; fines are capped at $5,000 for dentists and $3,000 for dental hygienists, and must be tiered based on the severity of the offense and number of occurrences.</td>
<td>The CDA House of Delegates has substantial concerns around fines being imposed in disciplinary cases. Once it became apparent that fining authority would be granted to the State Board during the Sunset Review process, the CDA worked hard to establish safeguards and parameters to ensure that fines were as reasonable and effectively targeted as possible.</td>
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<td>• Allows suspension of a license for failing to comply with a State Board order.</td>
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<td>• Allows discipline of a license for failing to respond to a State Board complaint.</td>
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<td></td>
<td>• Eliminated the certified mail requirement for letters of admonition.</td>
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<tr>
<td>Complaints Made to the State Board</td>
<td>• Requires the patient to be notified prior to a complaint submission to the State Board when the complaint is related to the standard of care and is not submitted directly by the patient (i.e. when submitted by another dentist, caretaker, etc.).</td>
<td>State departments and agencies are exempt from this restriction.</td>
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<tr>
<td>Technical Changes</td>
<td>• Renames the State Board as the “Colorado Dental Board.”</td>
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<td>• Eliminates outdated terminology.</td>
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<td>• Cleans up and reorders the Dental Practice Act to make it easier for dentists to understand.</td>
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SUNSET continues on page 14
While these changes to the Dental Practice Act technically took effect as of July 1, 2014, extensive rule-making is required to implement certain sections of the bill. The State Board has established four rulemaking committees, which are expected to begin meeting this fall. The CDA will publicize dates for these committee meetings, and any interested CDA member is welcome to attend. We hope that many of the questions that naturally arise when reviewing the changes to the practice act will be addressed during the rulemaking process.

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

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

Thank You!

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

CDA Sunset Review Committee Members

Ken Peters, D.D.S., Chair
Skip Boone, D.D.S.
Garo Chalian, D.D.S.
Karen Foster, D.D.S.
Kate Hakala, D.D.S.
Jeff Hurst, D.D.S.
Mike Hurtado, D.D.S.
Jeff Kahl, D.D.S.
Brett Kessler, D.D.S.
Steve Nelson, D.D.S.
Pam McClain, D.D.S.
Bill Pfeifer, D.D.S.
Tom Pixley, D.D.S.
Brad Potter, D.D.S.
Cal Utke, D.D.S.
A recently passed bill, HB14-1283, requires all dentists with a DEA registration to enroll with Colorado’s Prescription Drug Monitoring Program (PDMP) by Oct. 31, 2014. If you have not already signed up to use the PDMP, you may register for an account at: http://www.hidinc.com/copdmp. If you are already registered or are a current user of the PDMP database, no future action is needed at this time to meet the state requirement.

The PDMP is a secure, online database created in 2005 that provides objective information about patients’ controlled substance prescription records to assist Colorado healthcare providers in offering appropriate treatment to their patients. The hope with the new registration requirement is that dentists who prescribe controlled substances will routinely use the program as a reference once they’ve registered. The PDMP database can be a helpful tool, as it provides dentists with vital information to make informed decisions about prescribing a controlled substance.

While dentists are required to register with the PDMP, there is no requirement that prescribers utilize the program on an ongoing basis. At this time, registration is the only requirement, aside from the notification requirement that’s been in place since 2011 for any patient prescribed a controlled substance. (For additional information on the notification requirement, please visit http://cdaonline.org/dentalprof/practice-resources/pdmp).

HB14-1283 made some additional enhancements to the PDMP, including creation of a task force to enhance the effectiveness of the PDMP and authorization for dentists to assign PDMP logins to up to three employee staff members. With staff-level PDMP accounts, the dentist is responsible for ensuring that any employee granted access to use the PDMP uses the program for approved purposes only and maintains the confidentiality of the information obtained from the PDMP, as the information is considered part of the patient’s medical record. Approved purposes for accessing PDMP data include queries related to a current patient of the practice to whom the dentist is prescribing or considering prescribing a controlled substance. PDMP accounts for staff will be available starting in January 2015.

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

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

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

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

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

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

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

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

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

1. Date and time of appointment (month/date/year/time)
2. Clinical findings
3. Chief complaint of the patient
4. Radiographs and findings, type and number taken
5. Diagnostic tests and results
6. Diagnosis
7. Treatment plan to be rendered (expand fully)
8. Use standard abbreviations
9. How the treatment was rendered
10. Local anesthesia – site, type and dose
11. Post-operative instructions
12. Medications prescribed and how to be taken
13. Treatment refused
14. Patient comments
15. Treatment accepted
16. Failed appointments
17. Lack of following directions
18. Non-compliance by the patient
19. Limitations of treatment
20. Risks of treatment
21. Risks of not having treatment
22. Future treatment that may be required
23. Name of the doctor to whom the patient was referred
24. A copy of the referral sheet
25. Signature for refused recommendations
26. Informed consent documents
27. Discussion topics
28. Drawings or pictures used in describing treatment or clarifying treatment
29. Estimated expenses for the patient
30. Medication reactions
31. Copy of all informational letter(s) regarding the consultation
32. Corroborating notes by your auxiliary with signature or initials
33. Avoid using vernacular
34. Use accepted dental and medical terminology
35. Record oral orders
36. Denture approval
37. Adverse patient attitude
38. All existing restorations and missing teeth
39. Foreign bodies found
40. Inadvertent mishaps during treatment and the advising of the patient (broken file, root tip, etc.). Be complete
41. All patient letters, e-mails or text messages received
42. Materials used
43. Home care instructions and pamphlets
44. Laboratory prescriptions
45. All telephone calls regarding the patient’s treatment. Record if no answer or left message
46. Telephone calls received at home or cell phone from a patient
47. Patient’s method of payment
48. Complete medical history
49. Complete dental history
50. Allergy to metals
51. Allergy to acrylics
52. Allergy to latex
53. Allergy to vinyl
54. Herbal medicines
55. Supplements
56. Nitrous Oxide administration/monitoring details
57. Patient behavior and management

What Not to Put in the Progress Notes

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

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

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

What is a Patient Entitled to?

A request for records can come from several sources: the patient, another dentist, or another person or entity. The patient is entitled, under the Dental Practice Act of Colorado, to receive a copy of their dental record – the entire record. (However, the exception would be your personal “doctor’s notes.”) You may wish to use a Records Release signed by the patient or provide the information at the verbal request of the patient. Records may not be withheld for past due fees relating to dental treatment (Rule VII, G).

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

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

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

What Can be Subpoenaed?

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

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

X-rays are part of the patient record and should be handled as such. Casts and photographs are technically part of the record but some common sense is needed here as far as retention goes. One way of managing casts is to take digital photographs from various views articulated and not articulated to preserve them in an electronic format.

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

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

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

Record Retention

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

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

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

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

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

Closing the Office Permanently

With some frequency, retiring dentists are choosing to close their offices and wanting to bring closure to their practice careers. Here are some suggestions to limit the risk of abandoning the closure and that Dr. (Jones) has agreed to continue the treatment of your patients. State that all records have transferred to the new office, and provide that location and telephone number.

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

Information provided by: The Dentists Professional Liability Trust of Colorado, a totally self-insured trust endorsed by the Colorado Dental Association and supported by the contributions paid by the participating dentists. It was formed in 1987 by dentists and is managed by a board of member dentists representing the CDA component societies. The Trust is dedicated to the reduction of risk through continuing dental education. It is administered by Berkley Risk Services.
Choosing Deanna Goodrich and Fortune Management to help me with my practice has been fantastic. Our team is improving communications and role responsibilities, having more fun, and getting immediate results.

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

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

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

- **HB14-1053: Consistency for Pediatric Dental Benefits**
  HB14-1053 gives the state Insurance Commissioner authority to require consistent standards for pediatric dental benefits purchased inside and outside of the state insurance exchange (Connect for Health Colorado). For healthcare plans purchased outside the state exchange, pediatric dental benefits must be a part of every plan. However, for plans purchased inside the state exchange, it’s only required that pediatric dental benefits be offered to the consumer. The state Insurance Commissioner is expected to require the purchase of pediatric dental benefits for future plans bought through the state exchange, which is hoped to increase dental health and access.

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

- **HB14-1236: HCPF Supplemental Appropriation and HB14-1336: “Long Bill”**
  HB14-1236 and HB14-1336 are the budget bills that determine funding for state programs. HB14-1336 increased Medicaid provider rates by an additional 2%, which will be retroactively applied to services rendered on or after July 1, 2014. In addition, the CDA successfully advocated in these bills for funding to cover the addition of full dentures as part of the new adult Medicaid dental benefit. The CDA also secured $5M of funding to provide financial incentives and support dentists and dental hygienists who sign up to see new Medicaid patients in their practices. Additional information on this incentive program will be provided to participants in the Take 5 program as details are finalized. The CHP+ dental program was also expanded, with the annual max increasing from $600 to $1,000 for covered children, and the addition of new periodontal, prosthodontic and orthodontic codes.

- **HB14-1207: Prescription Drug Take Back Program**
  HB14-1207 creates an ongoing program for disposal of unwanted household medications (controlled substances, prescription drugs and over-the-counter medications) through the Colorado Department of Public Health and Environment. Permanent drop-off locations will be established for
patients who wish to dispose of unwanted medications. The CDA also supported several bills to restrict the availability of tobacco and nicotine products to children and teenagers.

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

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

  SB14-180 moves administration of the Old Age Pension (OAP) dental care program for low income seniors from the state department of health to the state healthcare policy and financing department, the same department that is overseeing the new adult Medicaid dental benefit. An advisory committee, which will include several dentists, will be appointed to craft an OAP benefit that best helps the target population, in light of many individuals now having access to basic dental services through the Medicaid program.

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

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

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

A complete synopsis of all bills monitored this legislative session is available at cdaonline.org/billstatus. If you have questions regarding the CDA’s legislative efforts, you can contact 303-740-6900, 800-343-3010 or jennifer@cdaonline.org.
2014 CODPAC Endorsements

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

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

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

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

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

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

To ensure that giving is as easy as possible for you, we have created a single giving stream for CODPAC and the Small Donor Committee (CDSDC). Donations are made to the CO Political Giving Fund. Contributions are then split between CODPAC and CDSDC, with the first $50 given in a calendar year going to CDSDC and any remaining state political contributions (up to $525 per two-year election cycle) going to CODPAC. This allocation helps the CDA maximize the influence of the political dollars given. If you would prefer a different allocation for your political contribution at any time, simply contact the CDA at 303-740-6900 and we will be happy to accommodate your request.

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

As the saying goes, practice makes perfect. So if you are looking for a practice partner who understands the business needs of dental professionals, look no further than Pacific Continental Bank. Our bankers not only speak your language, their practice knowledge is perfect for you and your business. Who says we can’t be more than a bank?


877-231-2265
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President
Dr. Brett H. Kessler has been practicing dentistry, with a focus on esthetic, functional and reconstructive services, since 1995. In 2003, he and his wife, Dr. Gina Kessler, established Town Center Dentistry and Orthodontics in northeast Denver. Dr. Kessler served on the MDDS Board from 2007-2010 and is a former part-time faculty member of the University of Colorado School of Dental Medicine. He also serves as the chair of the Dental Well Being Committee for the State of Colorado. In 2007, Dr. Kessler testified before congress on behalf of the ADA on the ravages of methamphetamines on oral health. He speaks internationally regarding this subject. He is a fellow of the American College of Dentists and was awarded an ADA Golden Apple Award for Leadership in Mentoring. He keeps in shape by coaching and participating in various endurance races including running, cycling, mountain biking and triathlon. He and his wife have four children: Ab- bey, Max, Sydney and Riley.

Immediate Past President
Dr. Calvin D. Utke graduated from Creighton University in 1984 and has been in private practice for 30 years, except for a six-month overseas tour as a reservist during Desert Storm. Dr. Utke has his general dentistry practice in north central Colorado Springs. He has served in all positions within the Colorado Springs Dental Society and was the trustee or alternate trustee for his component for 12 years. Dr. Utke has also served on the CDA Finance Council for 10 years and was a member of the COMOM Board of Directors. He is a member of the Pierre Fauchard Academy, International College of Dentists and a fellow of the Academy of General Dentistry. He and his wife, Kathryn, live in Black Forest and in his spare time, he likes to golf and tends to all their animal friends.

President-Elect
Dr. Gary L. Field was born and raised in Nebraska. He received a B.S. degree from the University of Nebraska-Lincoln in 1985, and a D.D.S. degree from the University of Nebraska College of Dentistry in 1988. He completed a one-year GPR program at Ravenswood Hospital in Chicago in 1989 before moving to Colorado. He started his private practice in general dentistry in 1991 in Colorado Springs, Colo., and has been a member of organized dentistry since 1989. He has been a delegate to the CDA House of Delegates for over 20 years and an ADA alternate delegate. He is a past president of the Colorado Springs Dental Society, and a past member and chair of the CDA New Dentist Committee. He is also a member of the Pierre Fauchard Academy and Pikes Peak Dental Study Club. Dr. Field is a COMOM board member and KIND clinic volunteer. His pastimes include golfing, biking, hiking, playing softball and running (completing several half and full marathons). He and his wife, Jenny, have two children, Spencer and Delaynie.

1st Vice President
Dr. Michael Varley received his bachelor’s degree from Eastern Michigan University and M.S. from Wayne State University. Before attending and after graduating from the University of Detroit School of Dentistry, he served on the part-time faculty until moving to Colorado and entering private practice. His Highlands Ranch general dental practice of 26 years focuses on functional and aesthetic dental services. Dr. Varley served as president of both MDDS and the Metropolitan Denver Dental Foundation in 2005. He has served the CDA and MDDS in several capacities including 2011 co-chair of the Rocky Mountain Dental Convention, CDA Board of Trustees, and finance council for both organizations. In addition, Dr. Varley has been the treasurer of the American Equilibration Society and is a fellow of the Pierre Fauchard Academy. Dr. Varley enjoys Colorado with his wife, Suzanne, and sons, Mike and Kevin, engaging in long distance swimming, scuba diving and downhill sports.
2nd Vice President and Secretary
Dr. Carol M. Morrow graduated from the University of Colorado School of Dental Medicine in 2006. She was in private practice with her father, Dr. Robert Morrow, until his retirement in 2013. She has been active in organized dentistry since dental school, where she served as ASDA president. Dr. Morrow has been co-chair of the Colorado New Dentist Committee, president of the Arkansas Valley Dental Society, member of the CDA Government Relations Council, member of CODPAC, and board member of the Colorado Mission of Mercy. She is a fellow of the International College of Dentists and Pierre Fauchard Academy, and serves as the co-chair of the CDA Membership Council. Dr. Morrow is very passionate about access-to-care and making sure every person in Colorado receives the highest quality of care available. Dr. Morrow loves to garden, run, eat, and spend time with her husband, Tyler, and young children, Marley and Bode.

Treasurer
Dr. Karen Foster graduated from Texas Tech University with a bachelor’s degree in zoology. She received her D.D.S. from Baylor College of Dentistry and then completed residency in pediatric dentistry at the University of Texas-Houston Dental Branch. Dr. Foster moved to Grand Junction in 2005 where she practiced part-time as an associate in a private practice and part-time at Marillac Clinic. In 2008, she opened Saddle Rock Pediatric Dentistry located in Aurora, Colo. Dr. Foster is a diplomate of the American Board of Pediatric Dentistry and a fellow of the Pierre Fauchard Academy. She is a clinical associate professor at the University of Colorado School of Dental Medicine in the Special Care Clinic. In 2013, the CDA recognized her contributions to organized dentistry with its Exceptional Leadership Award. Dr. Foster served on the MDDS Board of Directors and was awarded with the MDDS Volunteer of the Year award in 2012. She is the former chair of CODPAC, advocating locally and in Washington DC for improvements benefitting patients and the profession. Dr. Foster and her boyfriend, Todd, enjoy gardening, travelling and hanging out with their pets.

Speaker of the House
Dr. David Lurye is a 1985 graduate of the University of Minnesota School of Dentistry. He attended the University of Bergen, Norway Dental School in 1984 through an exchange program. Dr. Lurye served as a lieutenant in the U.S. Public Health Service and worked in three Indian Health Service hospitals/clinics. He is the dental director at Uncompahgre Medical Center in Norwood, Colo. and maintains a part-time private practice in Ridgway, Colo. He is a former associate professor at the University of Colorado School of Dental Medicine. He is also part of a U.S. team involved in an international research project on head, neck and dental anatomy. Dr. Lurye is a past president of the Western Colorado Dental Society, and a fellow in the Academy of Dentistry International, American College of Dentists, International College of Dentists, and Pierre Fauchard Academy. He and his wife, Patricia, enjoy running, working out, cycling, motorcycling, and hanging out with their cats, dogs, family, and friends.

Editor
Dr. Michael K. Diorio graduated from the University of Colorado School of Dentistry in 1985. After graduation, he served three years in the U.S. Navy Dental Corps as a dentist stationed at Marine Corps Recruit Depot in San Diego, Calif. Upon his return to Colorado in 1989, he established his private practice in the Denver area. Dr. Diorio has been very active in organized dentistry at both the state and local level. He served as the MDDS editor for nine years and won the William J. Gies Award for the most outstanding dental editorial in 2000. Dr. Diorio has a passion for working with patients with disabilities. He has been on the consulting dental staff at Craig Hospital since 1995, providing dental care for those with traumatic spinal cord and brain injuries. He is also very active in the anti-tobacco community and frequently presents the CDA’s “Quit the Spit” program to students. In his spare time he enjoys time on his road bike, and is an avid skier and concert photographer. He has been able to shoot numerous national and local acts.

He has two grown children, Benjamin and Holly, and enjoys spending time with them. 🎵
Executive Director
Greg Hill, J.D., joined the CDA in 2014. Prior to that, he served as the assistant executive director of the Kansas Dental Association and the executive director of the Kansas Dental Charitable Foundation for 15 years. He is a graduate of the Washburn University School of Law in Topeka, KS and received his bachelor of science degree in economics from Kansas State University. Recognized in the dental profession as a leader in strategic communications, Greg has regularly presented education programs on effective communication strategies to associations and organizations using social media. You can reach Greg Hill at 303-996-2846, 800-343-3010 x106 or greg@cdaonline.org.

Associate Executive Director – Operations/Communications
Molly Pereira joined the CDA in 2002. A Colorado native with a journalism background, Molly came to the CDA after working for the Colorado Bar Association. Her duties at the CDA include association publications, member correspondence, Annual Session and media relations. She also coordinates volunteer charitable programs including Give Kids a Smile Day, maintains the Website and is responsible for e-communications. You can reach Molly Pereira at 303-996-2844, 800-343-3010 x104 or molly@cdaonline.org.

Associate Executive Director – Finance
Pam Brockhaus joined the CDA in 2008. Prior to joining the CDA, Pam spent a number of years in the governmental accounting field working for the State of California, Douglas County Colorado and the City of Maumelle, Ark. Pam’s duties include overseeing the association’s fiscal operations, for-profit activities and endorsed companies. Pam also assists dental offices with third party payer issues and human resource questions. You can reach Pam Brockhaus at 303-996-2843, 800-343-3010 x103 or pam@cdaonline.org.

Director of Membership
Jeanne Nicoulin joined the CDA in 1999. Her responsibilities include membership recruitment and retention. Jeanne maintains the CDA membership database, and handles membership records and requests, including invoicing, retirement affidavits and waivers. She coordinates the CDA New Dentist Committee and Ladies in the Loupe (the CDA women’s dentist group) activities. You can reach Jeanne Nicoulin at 303-996-2842, 800-343-3010 x102 or jeanne@cdaonline.org.

Director of Government Relations
Jennifer Goodrum joined the CDA in 2009. Her duties include overseeing the CDA’s state legislative activities, serving as a liaison to state regulatory agencies like the Colorado State Board of Dental Examiners, managing the CDA’s action team leader program, grassroots advocacy, and CODPAC and small donor committee administration. Prior to joining the CDA, Jennifer managed the government relations program for a national pharmacy association. You can reach Jennifer Goodrum at 303-996-2847, 800-343-3010 x107 or jennifer@cdaonline.org.

Accounting/Facilities Manager
Mike Masamori joined the CDA in 2006. Prior to the CDA, Mike spent 30 years in the wholesale electrical industry working in warehouse operations management, purchasing, sales, inventory control and customer service. Mike’s current duties at the CDA include management of billing, accounts payable and accounts receivable, bank reconciliations and reporting. He also oversees facility management and lab authorization book sales. You can reach Mike Masamori at 303-996-2841, 800-343-3010 x101 or mike@cdaonline.org.

Office Manager
Akila Martin joined the CDA in 2012. Prior to the CDA, Akila spent 10 years in the medical support field specializing in customer service and operations support. Akila draws on her past experience as the national membership coordinator for the National Association of Chain Drug Stores, as well as her involvement helping organizations achieve JCAHO accreditation. Her responsibilities at the CDA include Peer Review administration, systems and operations support, and meeting coordination. She also oversees the x-ray training program. You can reach Akila Martin at 303-740-6900, 800-343-3010 or akila@cdaonline.org.
Delegates from each of the 12 component societies are elected by their respective components. The number of delegates from each component is proportional to the membership of the component society.

Comprised of one trustee from each component society, a student representative, and a New Dentist Committee representative plus the elected officers and ex-officio members of the Executive Committee.

Comprised of the seven elected officers and the three ex-officio members (Speaker of the House, Editor and Executive Director).
1. Metropolitan Denver Dental Society  
   Dr. Michael Scheidt 303-457-9617

2. Colorado Springs Dental Society  
   Dr. Arnold Cullum 719-591-2004

3. Southeastern Colorado Dental Society  
   Dr. R.J. Schultz 719-542-0036

4. Boulder/Broomfield County Dental Society  
   Dr. David Jackson 303-447-2872

5. Western Colorado Dental Society  
   Dr. Jim Setterberg 970-945-8753

6. Larimer County Dental Society  
   Dr. Seanna Mattison 970-223-8555

7. Northeastern Colorado Dental Society  
   Dr. Cameron Birch 970-842-2858

8. San Luis Valley Dental Society  
   Dr. Joshua Erekson 719-589-2257

9. San Juan Basin Dental Society  
   Dr. Mark Blue 970-385-6800

10. Weld County Dental Society  
    Open

11. Arkansas Valley Dental Society  
    Open

12. Intermountain Dental Society  
    Dr. Stephenie Kaufmann  
    719-687-4033

- Members practicing in Grand or Summit counties can choose to belong to MDDS or Western Colorado Dental Society.

- Members practicing in Elbert County can choose to belong to MDDS or Colorado Springs Dental Society.

- Members practicing in the city and county of Broomfield may choose to belong to MDDS or Boulder/Broomfield County Dental Society.
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Dentists regularly remind their patients about the importance of regular dental checkups. Do you conduct regular employment-related checkups of your practice to keep your office healthy?

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

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

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

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

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

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

In addition to essential functions, other incidental duties should be listed separately. The job description itself should not be overwhelmingly detailed and should not list every incidental duty that may be assigned. However, you should include a phrase such as “other duties as assigned,” making it clear that the written job description is not all-inclusive and that duties may be modified or added as appropriate.

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

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

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

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

**Have You Adopted an Effective Handbook?**

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

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

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

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

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

Once you have implemented a handbook for your practice, you should have it reviewed and revised by experienced employment counsel. Provide it to your employees and discuss it with them. Then apply it, rely on it, and enforce the policies consistently.

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

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

Judith H. Holmes, J.D., is a practicing attorney with law firm of Judith Holmes & Associates, LLC. Contact her at 303-781-6858 or Judy@JHolmesLaw.com.
Membership in the CDA can pay for itself if you take advantage of the many special benefits offered only to CDA members. The following pages list the CDA endorsed companies and special member offers. For more information about these companies and benefits, please visit the CDA’s Website at www.cdaonline.org/endorsedoffers.

**Premier Endorsed Companies**

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**Wells Fargo Bank**


**CDA Member Benefit:** Preferred pricing for CDA members, up to 100% financing, waived documentation fee ($500 value)

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All financing is subject to credit approval.

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- Next day deposit if batch is closed by 4:00 p.m. MST
- No leased equipment – use existing or purchase new equipment at cost

You will get PEOPLE not PROMPTS when you call. Best Card is powered by First Data and has one of the highest customer-retention rates in the industry. See customer service testimonials at www.bestcardteam.com.

Options: Take payments on your Website, smart-phone or iPad. Set up recurring billings and e-mail receipts. ACH check deposit, ACH check warranty, NSF check collection, prepaid gift cards for referrals and other services are also available. New EMV (Euro-Mastercard-Visa) chip technology as well as NFC (near field communication) technology for cell phone payments is fast approaching and Best Card will keep you informed on new equipment options.

**Best Card CDA Member Challenge:** Fax a recent credit card processing statement to 866-717-7247 and receive a detailed cost comparison as well as a $5 Starbucks gift card.
**Exclusive CDA Member Benefits**

**ENTRDED FOR 28 YEARS · 1,500 COLORADO DENTIST CLIENTS**

**Dentists Professional Liability Trust of Colorado**

administered by Berkley Risk Services

**CDA Member Benefit:** Exclusive to CDA members only.

Liability (malpractice) insurance coverage through the Dentists Professional Liability Trust of Colorado continues to set the standard for dentists’ liability coverage in this state. There are over 1,500 participating members. The Trust was created by Colorado dentists, for Colorado dentists and continues to be managed by Colorado dentists. Voting members of the board are CDA dentists. Call Dr. Randy Kluender (manager of the Dentists Professional Liability Trust of Colorado) at 303-357-2602 or 877-502-0102 for more information.

**ENTRDED FOR 12 YEARS · 1,300 COLORADO DENTIST CLIENTS**

**COPIC Financial Service Group**


**CDA Member Benefit:** Several discounts on various insurance services.

COPIC Financial Service Group provides business and personal insurance products at competitive prices through multiple providers. Insurance products include:

- Business Owners Property and Liability (BOP) (Mitch Laycock, 720-858-6287)
- Worker's Compensation (Mitch Laycock)
- Commercial Umbrella (Mitch Laycock)
- Employment Practices and Cyber Coverage (Mitch Laycock)
- ERISA, Fidelity, Fiduciary Bonds (Mitch Laycock)
- Personal Lines (home and auto umbrella liability) (Mitch Laycock)
- Disability Income (up to a 20% CDA discount) (Mike Edwards, 720-858-6289)
- Disability Overhead (10% CDA discount) (Mike Edwards)
- Disability Retirement Security (10% CDA discount) (Mike Edwards)
- Life Insurance (personal and business needs, best rates regardless of health issues) (Mike Edwards)
- Long-Term Care (5% discount from two carriers) (Andrea Levine, 720-858-6287)
- Group and Individual Health Insurance (Andrea Levine)
- Dental and Vision Benefits (Andrea Levine)

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

**ENTRDED FOR 20 YEARS · 100 COLORADO DENTIST CLIENTS**

**Sharkey, Howes & Javer**


**CDA Member Benefit:** Up to 10% discount

Sharkey, Howes & Javer is a nationally recognized fee-only financial planning and investment management firm. They provide financial solutions to fit your financial goals. They offer discounted financial planning fees, investment selection, 401(k) consulting, retirement advice and objective insurance evaluation. Members receive a free consultation and up to a 10% discount on planning services. Call for more information at 303-639-5100 or 800-557-9380.

**ENTRDED FOR 5 YEARS · 190 COLORADO DENTIST CLIENTS**

**Association Glove Program**

877-484-6149, www.associationgloves.com

**CDA Member Benefit:** Exclusive member pricing.

Every dental professional has unique needs when it comes to the comfort, fit and feel of the gloves they wear. The Association Glove Program provides special pricing exclusively for CDA members on more than 60 nitrile, powder-free and powdered latex, vinyl and chloroprene gloves from seven nationally known manufacturers. Fitted gloves are also available. All gloves are sold by the case, with 10 boxes per case. An obligation-free recurring order program is offered to reduce your office’s inventory management challenges. Free glove samples are available upon request.

Here are a few examples of the special pricing available exclusively to members:
- Powder-free nitrile starting at $6.45 per 100 gloves
- Powder-free latex starting at $6.40 per 100 gloves
- Fitted gloves starting at $7.50 per 100 gloves

There are two easy ways to place an order, get more information or request samples: call 877-484-6149 or visit www.associationgloves.com.
You’re caring for your patients, who’s caring for you? The CDA is proud to offer members priceless benefits.

**CDA Professional Support for Your Practice:** The CDA is fully staffed by a team of individuals to help member dentists. Information about exclusive member benefits, regulations and rules affecting dental professionals is just a click or phone call away.

**Political Advocacy:** With a team of lobbyists and a full-time staff member, the CDA has a constant presence at the state and federal legislature to represent CDA member dentists.

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

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

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

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

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

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

**State Board Approved Lab Authorization Books and X-ray Training Course:** Lab Authorization Books are available for purchase from the CDA office. Each book contains 50 state board approved duplicate work order forms. The CDA also has a state board approved x-ray training course available to dental offices. This self-taught video course is jointly sponsored by the CDA and the University of Colorado School of Dental Medicine. Call the CDA to place orders for either product at 303-740-6900 or 800-343-3010.
DON’T MISS OUR EXCITING LINE-UP!

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Ms. Teresa Duncan  
Dr. Mic Falkel  
Dr. Greg Gillespie  
Dr. Sam Low  
Dr. Henry Salama  
Dr. Maurice Salama  
Dr. John Svirsky  
Ms. Rebecca Wilder  
...and many more!

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2014 Annual Session

Vail, Colorado
July 5-7, 2014

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

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

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

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

Enjoying the mountain networking atmosphere at the Delegates' Luncheon.
The dedicated morning runners at the 5K/1 Mile Fun Run in Vail, CO.

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

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

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

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

The CDA House of Delegates in session.
Resolution 01-14-H
Concerning the Standing Rules and Procedures.

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

HOUSE ACTIONS: ADOPTED

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

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

HOUSE ACTIONS: ADOPTED

Resolution 03-14-H
Concerning life members.

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

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

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

RESOLVED, that the Colorado Dental Association fund Colorado’s maximum number of delegates and five alternate delegates to the 14th District Caucus I meeting and the American Dental Association House of Delegates on an ongoing basis starting in 2015. And be it further
RESOLVED, that this resolution supersede any previous resolutions or policies on this matter. And be it further
RESOLVED, that the CDA President establish a task force to review policy and procedures in selecting delegates and alternate delegates, their term length and succession, as well as their funding for attending the caucus and ADA Annual Session.

HOUSE ACTIONS: ADOPTED

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

RESOLVED, that the Colorado Dental Association 1st Vice President be named a delegate to the American Dental Association beginning in 2015. And be it further
RESOLVED, that the role of ADA alternate delegate be removed from the CDA Immediate Past President’s
duty beginning in 2015. And be it further
RESOLVED, that the CDA Bylaws be modified as presented.

**HOUSE ACTIONS: ADOPTED**

Resolution 06-14-B
Concerning changes to the Colorado Dental Association Bylaws regarding the performance of an annual audit.
RESOLVED, that a financial audit of the Colorado Dental Association occur at a frequency of at least every two years or at an increased frequency if deemed necessary by the Board of Trustees. And be it further
RESOLVED, that the CDA Bylaws be modified as presented.

**HOUSE ACTIONS: ADOPTED**

Resolution 07-14-B
Concerning changing the Colorado Dental Association Constitution to reflect the correct location of the CDA building, in addition to housekeeping modifications for consistency
RESOLVED, that the Colorado Dental Association Constitution be modified as presented.

**HOUSE ACTIONS: ADOPTED**

Resolution 08-14-HA
Concerning the annual dues of the Colorado Dental Association.
RESOLVED, that beginning the first of January 2015, the annual dues for active members of the Colorado Dental Association shall be $408.

**HOUSE ACTIONS: ADOPTED**

Resolution 09-14-HA
Concerning the 2014/2015 fiscal year operating budget.
RESOLVED, that the 2014/2015 operating budget of revenue and expenses be approved as amended.

**HOUSE ACTIONS: ADOPTED**

### 2014 Election Results

#### 2014-2015 CDA Officers
- President: Dr. Brett Kessler, MDDS
- President-Elect: Dr. Gary Field, CSDS
- Immediate Past President: Dr. Cal Utke, CSDS
- 1st Vice President: Dr. Michael Varley, MDDS
- 2nd Vice President & Secretary: Dr. Carol Morrow, AVDS
- Treasurer: Dr. Karen Foster, MDDS
- Speaker of the House: Dr. Dave Lurye, WCDS
- Editor: Dr. Michael Diorio, MDDS

#### Elected 2015 ADA Delegates (three-year term)
- Dr. Karen Foster, MDDS
- Dr. Jeff Kahl, CSDS
- Dr. Dave Lurye, WCDS
- Dr. Cal Utke, CSDS

#### Elected 2015 ADA Alternate Delegates (one-year term)
- Dr. Dan Alleman (new dentist), BBCDS
- Dr. David Jackson, BBCDS
- Dr. Marilyn Ketcham, MDDS
- Dr. Seanna Mattison, LCDS
- Dr. Loren Sites, SECDS

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www.michaelgilbertlaw.com
I would like to express my sincere appreciation to the members of the Colorado Dental Association who have long supported the University of Colorado School of Dental Medicine through engagement in our educational programs, patient care activities, and student clubs and events. Both the leadership of CDA and its individual members have been our great partners over many years. We take great pride in the fact that many of the leaders of the CDA are either CU grads or are CU honorary alums.

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

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

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

With this goal in mind, I’m pleased to announce the CU Dental Student Success campaign – an academic initiative and campaign to raise support for future dental students before, during, and following completion of their formal training. This initiative rests on four pillars:

- **Access and financial assistance** – unique pathways, pipelines, and student scholarships and grants to attract, retain, and support excellent students.
- **Inclusive environment** – inclusive inter-cultural learning environment where professionalism is exhibited by all.
- **Evidence-based academic and clinical programming** – excellent faculty, strong academic program support, research activities that form the foundation of the curriculum and transformative clinical care for diverse patient populations.
- **Unique growth opportunities** – global, rural and urban-underserved tracks; research track; education track; dual degrees and leadership opportunities including participating in organized dentistry.

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

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

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

Dentist: Mutually beneficial opportunity for a dentist to do treatments in Denver. Have over 25 years experience in the operating room. Am proficient with pediatrics and developmentally delayed adults. I supply all restorative materials, assistant and can help with the history and physical evaluation of patients. It is easy to schedule as one phone call. I would work as an independent contractor. Please email me at suileen1357@gmail.com.

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

POSITIONS AVAILABLE

DIRECTORS, ASSOCIATES, PARTNERS


Associate: Dentist office in Westminster, Colo. (1235) seeking an associate for 2 offices. Please send your resume to Kelly@veatchconsulting.com.

Part-Time Associate: Established fee-for-service (non-corporate) general practice is seeking a part-time associate for Tues. and Fri. Busy practice, great new patient flow and beautiful facility. Focused on customer service and high quality care. Please send CV to amy@amyforsch.com or call 303-796-0656. All inquiries are confidential.


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

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

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

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

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

Associate: Beautiful western Colo. Solo family practice – your interest in perio. and/or endo. would be helpful. Emphasis on service versus volume dentistry. E-mail CV to kayppapham@gmail.com.
The demand for successful dental practices is at an all time high, and We at PROFESSIONAL MARKETING & APPRAISAL are working daily with qualified buyers!

If you are thinking of retiring, moving, or a career change we will counsel you as to the fair market value of your practice at NO COST TO YOU. We will discuss our TIME TESTED strategies for a seamless transition. We will explore your options and take into consideration your personal and professional needs in a private and confidential manner.

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

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

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

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

Associate: Fort Collins, Colo. Seeking full-time associate in an established, high quality, fee-for-service dental practice. This is an exceptional opportunity to move into partnership after a successful initial employment phase. Must be committed to providing optimal patient care with exceptional technical skills, strong people skills and a passion for excellence. This practice has a dynamic, experienced team and a strong emphasis on CE and professional growth. Please send a letter outlining your future objectives and goals, a current photograph and CV to The Sletten Group, Inc. by fax at 303-699-4863 or e-mail at suzanne@fifthmissions.com.

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

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

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

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

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

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

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

Associate: Associate needed for a group practice in central Denver, Colo. Established practice drawing 100+ new patients per month. Experience or GPR preferred. Send resume to colorado@i2t.com.

DENTISTS:

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

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

CLASSIFIEDS continues on page 44
Dentist: Seeking currently licensed dentist to join a practice where you can focus on dentistry and not administrative duties. We have a state-of-the-art facility catering to patients of all ages and backgrounds, focusing on family and making the lives of our patients more easily managed. Great location in Fort Collins, Colo. Buy-in option available. Submit references and resume to d dentalservices.com.

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

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

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

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

Endodontist: South Denver, Colo. Associate needed for part-time or full-time to handle the referral volume from multiple group practices. Ownership opportunities exist. Pay is very competitive with minimum guarantee or commission based whichever is higher and flexible schedule is available. Please contact A.J. at 412-337-5254 or aj@peakdentalservices.com.
Dentist: Greeley Modern Dentistry and Orthodontics is looking for an experienced general dentist to join their growing team in Greeley, Colo. The dentists in this beautiful practice see approximately 12-13 patients a day in a PPO/FFS (no Medicaid) environment. Office is modern with digital charts/x-rays. Great work environment with an ability to work independently and with others in a fast-paced environment. Why is this opportunity unique? Work-life balance, latest in dental care technology, facilitating the highest quality of care, a great mix of existing patients and new patient flow, excellent patient demographics and practice location, and the managerial, marketing, HR, payroll and other administrative aspects are provided for you! We are looking for an exceptional dentist for this exciting opportunity. If you have an interest, please forward your CV to scott.shue@dentalonepartners.com or call 615-624-8128.

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

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

PERIODIST: Greeley has an immediate need for a part-time general dentist to join large growing practice. Four day work week. All the reasons you wanted to be a pediatric dentist come together at our practice. Please e-mail CV to peddentistresume@gmail.com.

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

Dentist: Denver and Colorado Springs, Colo. offices need both full-/part-time dentists. Extended hours with day, evening, and weekend shifts. Must be comfortable with molar endo and oral surgery. Generous 1999 commission. For immediate consideration, please e-mail us at dentist@northbear.com.

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

Dentist: Growing dental practice has an immediate opening for a part-time general dentist in beautiful Evergreen, Colo. Experience great small town living while being only one hour drive to the major ski resorts. Unlimited potential is yours. E-mail CV to dentatimeline80439@gmail.com.

Dentist: Busy, modern Fort Collins, Colo. private practice is looking for a pediatric dentist, ready to start August with a full schedule one-to-two days a week. Day(s) may be flexible. Great for satellite opportunity. For more information or for immediate consideration, please contact Nikki at 970-223-2886 or nikki@dentalcentrorockies.com.

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

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

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

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

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

Dentist: Eagle County area. General dentist needed to work at private practice four days/week. $500/day or 30%
As Dental Practice Transition Consultants, we are more than TRANSACTIONAL, we are TRANSFORMATIONAL

The practice brokerage business is essentially transactional. Our mission is to go further, to be TRANSFORMATIONAL for our clients and in the industry. Beyond adding value to our services, we understand that success isn’t just about what you accomplish in your life, it’s about what you inspire others to do with their lives.

CTC Associates
Practice Transition Specialists

info@ctc-associates.com 303-795-8800 www.ctc-associates.com
Hygienist: Hygienist needed for a family oriented Denver Highlands area fee-for-service office. This position is part-time Wednesday and every other Friday. Please fax resume to 303-455-1884.

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

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

PRACTICES FOR SALE

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

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

Practice: Bloomfield, NM. Mountain Dental is seeking dental candidates for a practice opportunity in Bloomfield. Our philosophy of preserving and supporting the traditional private practice setting provides a great work life balance, excellent compensation and benefits, and unlimited opportunity for professional development. Our comprehensive support team takes care of the administrative details, providing you the freedom to lead your team while focusing on your patients and skills. If you possess a passion for providing quality care and are looking for a rewarding practice opportunity in Bloomfield, please contact Derek Lindholm at 715-775-4551 or e-mail: dlindholm@snickers-dental.com. Visit our Website at mountaindent.com.

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

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

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

Orthodontic Practice: Outstanding opportunity for the mountain lifestyle. Doctor looking to retire, wonderful mountain locations. Buy-out to include multiple locations or possible split. The purchasing doctor must be energetic and have a realistic understanding of the competitive nature of the Colorado market. Facilities are modern up-to-date/digital and paperless. Please respond to smile-ha333@qaiol.com.

Practice: South Denver. Remodeled, state-of-the-art practice at a very busy location. 50+ active patients. Great opportunity for a start-up or a satellite practice! The owner is selling due to health problems. Contact denvenden1@yahoo.com.

Practice: Glenwood Springs, Colo. Experience all of the rewards of living and practicing in a Colorado mountain community. Wonderful team and patients in a well established, premiere fee-for-service general dental practice. Owner is seeking qualified associate to enter into phase transition leading to partnership/ownership. Please reply in confidence with your objectives, curriculum vitae and written goals to The Sletten Group, Inc., 7558 S. Argonne St., Centennial, Colo., 80016, or fax to 303-699-4863, or e-mail to suzanne@life-transitions.com.

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

Practice: Castle Rock, Colo. Exceptional practice opportunity. Highly regarded fee-for-service general dental practice committed to providing optimal patient care to the Castle Rock community and surrounding areas is seeking a quality dentist interested in an exceptional purchase opportunity. Outstanding, experienced team in place with an emphasis on comprehensive, restorative dentistry. Owner will assist with quality introduction period to ensure a smooth transition. Please reply in confidence with your objectives and CV to the Sletten Group, Inc., 303-699-0990, pam@life-transitions.com, or fax your information to 303-699-4863.

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

Thinking of Transitioning? Jerry and Tyler Weston will meet with you personally to discuss the transition of your dental practice. We will explore your options considering preparation, valuation, representation and timing of the sale at no cost to you. Call Jerry and Tyler Weston at 303-526-0448, pma0448@yahoo.com, www.dental-trans.com.

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


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


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

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

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

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

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

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


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


Practice: Parker, Colo. (CO 1226). Price $65,000, gross $148,000, one op. + one equipped, 750 sq. ft. ADS Precise Consultants, 888-909-2545, www.adsprecise.com. 


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


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


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


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


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

Solid dental and laboratory staff. This 2,800 sq. ft. facility is located in a five-year-old medical building in southwest Colorado Springs, Colo. near the Broadmoor. This is not your typical practice and can accommodate partnerships, group practices or sole proprietor. Appraisal is $363,000. Negotiable terms. Retirement or transition. Contact Julie Rush at 719-597-7979 or mjhulden@gmail.com. 

Practice: Southern Colo. University town. Good hik- ing, skiing and other outdoor opportunities. Established comprehensive care practice. Ethic office Quality patient base. Four ops. Contact heinch@yahoo.com or 719-588-9096. 


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

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


Practice: Pinetop, Ariz. Near ski area, production $450,000, office is 2,000 sq. ft., six ops., electronic x-rays, $125,000. Call 928-205-8357 or e-mail mountainidental1@hotmail.com. 

SPACE AVAILABLE 

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

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

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

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

Space Sharing: Space to share with specialty office in high profile dental/medical building in Highlands Ranch/ Littleton, Colo. Contact dannetttta73@hotmail.com. 

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

Space Sharing: Space share in GP office in Aurora, Colo. Six treatment rooms, fully-equipped with latest ergonomic...
Office Space: Second generation dental space available with premier visibility and access from south Broadway, near Littleton hospital. 48,000 cars per day will see your sign! Call Patricia at 303-830-1444 x301.

For Sale:
- Film based Gendex Orthoralis 9000 pano for sale. Great working condition, ready for pickup in Boulder, Colo. $3,500. Please contact abboudd@hotmail.com.
- Two Pelton “Chairman” dental chairs with traverse movement, two ADEC delivery units model 2000, one Pelton & Crane LF I track light, Pelton & Crane LF II ceiling mount light. Two Pelton assistant stools. All located in Denver, Colo. Please e-mail rorij@usa.net.
- Dental equipment including dental EZE chairs, one working, one for parts, four acucam intraoral cameras and four view boxes for x-rays. Contact mangelamp@guvtoffice.net.
- Film based Gendex Orthoralis 9,000 pano. for sale, great working condition, we are asking $3,500 for it, ready for pickup from Boulder, Colo. Please contact abboudd@hotmail.com.

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

For Sale:
- Recently purchased seven-year-old dental practice, have upgraded my digital pano./ceph. to 3D cone beam, want to sell the Digital Gendex Orthoralis 9200 pano./ceph. unit. Excellent condition, all software and accessories included. Unit is located in Broomfield, Colo. Willing to help make arrangements to transport in state of Colo. Call 434-989-3712 or e-mail at dhciff37@gmail.com.
- Panoramic corp PC 1000 pan./ceph. Single switch for all functions streamlines operation for you and staff. Operates on a standard 110v outlet. Easy wheelchair accessibility. Completely free standing unit does not require floor or wall mounting. $6,795. Power requirements: 115v, 20 amp dedicated. Physical dimensions 72” wide by 44” deep by 91”. Contact stowersortho@comcast.net.

For Sale:
- Degussa-Ney Centurion Q50 porcelain furnace. 50 user programs. 1204 C (2200 F) maximum 5) C (122 F) minimum temperature. $1,000. Contact tnyr@centurionel.net.

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


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The Trust: Personal risk mitigation training, educational programs and an on-call team that “speak dentist.”
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Do I have personal input and access to the company?
The Trust: Yes. You are represented by dentists from your CDA Component Society giving you direct, personal access to the Trust.
Them: Yes, via their national board.

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