

# Articulator Magazine

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# ARTICULATOR

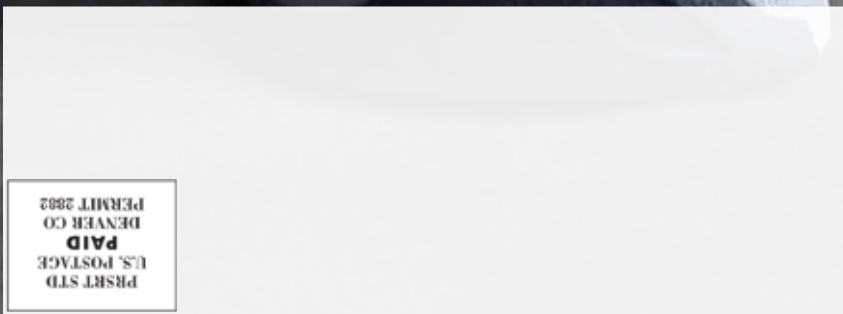
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# Remember When “Delta” was an Insurance Company?

By **Patrick Prendergast, DDS**



No matter where you get your news today, the world continues to deliver a message that seems to leave us more confused and uncertain by the day.

Clearly, COVID-19 isn't done with us yet! And still amid

this cacophony of opinions, each of us have managed to continue living our lives, caring for our families (both personal and practice based), and making important decisions as thoughtfully as possible each and every day. For just a moment, please stop here, and simply appreciate all that you have accomplished.

As summer draws to a close, we face challenges that must be lived to be learned. What will education look like for our children and grandchildren? When will people come back into the workforce? How will we learn to live with COVID-19 as a constant in our lives? Why do we seem to be ready to fight one another? We all answer these and hundreds of other questions with sentences that contain the same word...hope. We hope the kids can learn in-person; we hope to find team members for our offices; we hope that COVID-19 will become as normal in conversation and prevention as the flu; we hope our country can heal the wounds that separate us needlessly.

Hope is essential for much of what we do as humans.

I bring this up to make an enormous ask of each of us. We have a unique opportunity in this dental space where we live. No matter what your role, no matter how busy the practice might be... dental peeps remain dental peeps because of the human interaction our profession gives each of us. We provide care to all types of people in many different settings. We come to know them on different levels and because of this, we trade a bit of our story for theirs. This presents a unique opportunity.

As one of the silver, slight-haired group of dentists still practicing, I am as guilty as anyone of being disappointed by these current conditions and wondering how or by whom they will be corrected. Of course, wondering has never solved anything. Have you noticed how a problem

in life just keeps presenting itself until we finally take steps to address the issue? Often growing larger and more complex with each iteration?

If this makes any sense to you, you already understand our current problems and essentially all others are never solved from the top down, the solutions come from the bottom up. This is where we have, perhaps, our biggest opportunity. Our dental space provides us the setting to make someone smile, laugh, share, and feel a bit more appreciated and connected to one another. Could such a simple action really make a change in these bigger issues? If it were practiced by

hundreds or thousands of us, could it possibly begin to move the needle toward a kinder world? Even if it doesn't feel like it, has greater acceptance and understanding ever caused any harm? What if we focused on communicating better simply to enhance our own lives? What if we remembered that communication is a two-way street combining both speaking and, more importantly, listening?

I ask you to remember what great power you have each and every day, in the office and out of it. You have the power to help solve the issues that plague us, one small step at a time. I thank you for the honor to be your MDDS President. We have a world-class team at MDDS who stand ready to help each of us. Please commit to making the positive change this wonderful, mixed-up world so desperately needs. Dentistry is a powerful profession and I challenge each of you to use that power for good. ■

*"I ask you to remember what great power you have each and every day, in the office and out of it. You have the power to help solve the issues that plague us, one small step at a time. I thank you for the honor to be your MDDS President."*

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# Facts and Disinformation

By **Allen Veau, DMD**



As a pediatric dental resident years ago, one of the many requirements of my program was to complete a research project within the two years of training. The increased utilization of nitrous oxide in the dental operatory was always of interest. However, there were reported long-term effects to women with prolonged exposure especially in an operating room setting. The project was completed with the financial assistance of The American Society of Dentistry for Children Foundation (ASDC) to which I will always be grateful. The project was published in the November-December 1979 issue of ASDC's Journal of Dentistry for Children.

In retrospect, the destination of publication was not as important as the journey. My program was based at Children's Health Center in Minneapolis. All outpatient and general anesthesia cases were completed there. However, all didactic classes were held at the University of Minnesota School of Dentistry with the other pediatric dental residents. One of the required classes was a one semester course in statistics. I recall the first day of class when a rather short-statured professor from the dental school entered the classroom and gave a synopsis of what we would learn. Each class became more and more interesting as we explored research and clinical trials. He taught our group that good science and facts matter. It became apparent that much of the statistical basics were important. However, as a practicing pediatric dentist, it was imperative that we be able to decipher the good from the bad research and publications. Random assignment, blind or double-blind controls, replication, trusted source, and many more fundamentals were constantly with us. The professor was outstanding in his knowledge and relating it to our class. I will always be grateful to him. Perhaps many of you knew him. His name was Larry Meskin.

Why the above dialogue? Because my research project required accurate measurements, reliable references and sound conclusions. What happened over the next forty years was astounding. Technology advanced at warp speed and the creation of the internet truly changed our lives.

The Oxford English Dictionary defines social media as, "websites and applications that enable users to create and share content or to participate in social networking." The ability of a dentist to share and promote information about their practice to a world audience and share clinical outcomes to peers and patients is quite remarkable. The ability to find long lost friends, associates, family members, and others through social networking is truly extraordinary. However, social media has an ugly side. Search engines are collecting information and adjusting their results to one's behavior. The number of times that something has been cited, liked, disliked, tweeted, retweeted, or shared will increase its chance of reaching users. Bottom line, advertising revenue and profit increase become a factor in reach. Is this information scrutinized

for accuracy, truthfulness, and reliability as was my research? I think many of us know the answer.

Dental disinformation is rampant. Many of you remember when patients talked to you about their problems. Now, everything is online. Haven't you heard about the home treatment that dentists don't want you to know about? Dr. Google has a solution for you. The "mommy" groups that discuss issues without always having all the facts. The home rinse that will cure gum disease

and is available with free shipping. Lest I forget, they will double the order if you click the box within the next five minutes. How many of you have heard that fluoride is poison? It is quite unfortunate that health-related content published by unreliable sources is shared more widely than evidence-based information. Statistics show that 40% of the health content shared on social media is incorrect and 20% of such stories came from the same source. Not only is there dental disinformation within the public, but it is also within our own ranks. There are many studies that are fully or partially faked being published in peer-reviewed journals.

It is truly heartbreaking to see one of my pediatric dental peer's posts on a private pediatric dental group site that no children should receive the COVID-19 vaccination when available. The pediatric dentist states that a lawsuit from a CDC whistleblower will be filed shortly claiming

that there were 45,000 deaths within three days after receiving the vaccination. As a vaccinator who has personally vaccinated approximately 700 people, I can only refer to the announcers on Monday Night Football when they say, "C'mon, man."

It appears that we are not out of harm's way yet. More aggressive variants to this ugly virus appear to be on the rise especially in the unvaccinated population. It is imperative that we be vigilant and keep everyone around us safe. Please take time for yourself. Its importance cannot be overemphasized.

As always, your continued support of organized dentistry is deeply appreciated. Your comments and suggestions are always welcome. ■

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*"Dental disinformation is rampant. Many of you remember when patients talked to you about their problems. Now, everything is online. Haven't you heard about the home treatment that dentists don't want you to know about? Dr. Google has a solution for you."*



# Hiring From a Different Perspective

By **William van Dyk, DDS**

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**D**entists are continually searching for ideal employees. In many instances, they feel it's necessary to settle for a team member who can't perform at an acceptable level because the only alternative seems to be having an unfilled position. We've all been there, casting a wider net for someone who can step in and turn the practice around.

I'd like to offer a four-step alternative that might help. It's

not a quick fix but it will build a great team over time. It's based on a few assumptions. Assume that the best team members are already out there working in other offices, or have already left their dental professions because they were frustrated with their efforts to help a practice that didn't want the help. Assume that the best team members want choices of where they might want to work. And, assume that there are variations in the work environment where team members might want to work. With that in mind, here is the alternative.

1. We need to realize that we are not doing the real interview when we are searching for the right employee. In this marketplace quality employees are actually interviewing us. They have experience in a variety of work places and know what is important for their career enjoyment. When they come for an interview, they are looking for examples of what is important. There are many qualified employees settling for a job in an office that does not fulfill them. They would move if they found an opportunity to improve their life.
2. There are some obvious things that great team members would like to see. Dental schools who want to recruit the best and brightest to their campuses create an interview environment that highlights the most positive aspects of their facility, faculty and current students, knowing that the best undergraduates have a choice. I marvel at the efforts of senior dental students to find a residency that meets their personal and professional goals and new dental graduates who search for a practice to join that matches their philosophy of practice. They may settle in a clinic or available associate position for the short term, but they are looking for a much better fit somewhere else. It's not hard to imagine that the best and the brightest in

dental assisting, dental hygiene and front office personnel would also want to work in a place that meets their needs.

3. The best candidates are looking for a leader worth following, a feeling of integrity, a firm commitment to patients and an opportunity to grow. They know that they need good leadership that will guide them and the practice toward success. If the practice owner is not a strong leader, that void is often filled by someone else in the office, creating a conflict of loyalty. And if the practice operates without the highest standards of clinical excellence and integrity, a good team member will be frustrated when treating patients who have not always received the best care or respect by the dental practice.
4. The best employees want to continue to grow throughout their careers. They want to learn new skills. They want to be given greater responsibility, not to change careers, but to become better at the professional path they chose. A practice where continuing education is a must and support for advancement is rewarded will attract more qualified employees.

The interview process should not be an irritating disruption in the day. Begin with a phone interview by a trained staff member to clearly describe the position and evaluate if the applicant is qualified. For those who meet the minimum requirements, a pre-interview with relevant team members

will help to highlight the practice and identify potential team members with qualities that match. (Great employees want to bring in new team members who will fit their work ethic). Then, the practice owner should schedule an interview with adequate time to both evaluate the potential of the person and also extol the virtues of the practice. This process will help you choose the best person for your practice. ■

#### About the Author

Dr. van Dyk practices dentistry in San Pablo, California, and teaches in the department of Dental Practice at the Arthur A. Dugoni School of Dentistry at the University of the Pacific. He lectures on a variety of practice management issues. Contact him at [bvddd1@gmail.com](mailto:bvddd1@gmail.com) for more information.

*"The best employees want to continue to grow throughout their careers. They want to learn new skills. They want to be given greater responsibility, not to change careers, but to become better at the professional path they chose."*



### MDDS Trails & Ales Hike - North Table Mountain



MDDS member dentists hiked and socialized in North Table Mountain Park on Sunday, June 13, 2021.



After hiking, members cooled down with craft brews, refreshments and lunch at New Terrain Brewing in Golden, CO.

### New Members, Welcome!

- Dr. Pria Chang
- Dr. James Craig
- Dr. Marietta CuiFFo-Moradi
- Dr. Jennifer Giltner
- Dr. Matthew Goergen
- Dr. Travis Hamilton
- Dr. Kayla Harris
- Dr. Beau Haydon
- Dr. Shahbaz Katebzadeh
- Dr. Sarah Lee
- Dr. Aaron Lowery
- Dr. Christopher Morris
- Dr. Nicholas Nagaki
- Dr. Colton Odle
- Dr. James Parfitt
- Dr. Ashley Ortiz
- Dr. Truc-Chi Pham
- Dr. Kanchan Sawlani
- Dr. Graham Shadwick
- Dr. Taryn SlepicoFF
- Dr. Jacob Surjan
- Dr. Madison Turner
- Dr. Kyle Tuttle
- Dr. Kami Wallner
- Dr. Aaron Welch

### CDA & MDDS Celebrate Diversity Block Party - Edgewater Public Market



Member dentists celebrated diversity in the dental profession on August 19. More than 50 dentists plus their guests reconnected while enjoying cocktails and multi-cultural bites.



# MEMBER SPOTLIGHT

Susan Kutis, DDS

MDDS Secretary  
Blue Sage Dental  
Littleton, CO



## What influenced your decision to become a dentist?

"My family and I came here as immigrants when I was in the fourth grade with very little means, and my parents had multiple jobs to provide for us. Finding money for dental care was simply not in the budget. However, through the generosity of our local dentist, we were provided with free care. I have never forgotten his generosity, which shaped my decision to pursue dentistry as a career."

When you look at the future of dentistry what are you most excited about?  
"Diversity in the profession."

## What is the biggest challenge facing the dental profession?

"Without a doubt - student loan debt. The astronomical amounts impede the freedom to practice the way most new graduates envision."

## What is one thing you know now that you wish you would have known when you started your practice?

"To have the confidence to start my private practice sooner."

## What is on your desk right now?

"Way too many pieces of paper I don't want to look at."

## As newly-elected MDDS Secretary do you have any goals for your next four years on the Executive Board?

"As a full-time, single parent of a 10-year-old girl, I want her and all the other little girls and underrepresented groups to know anything is possible and to live your dream. We work daily with team members who are mostly female and often times experience struggle in their daily lives. I would love to inspire not just other dentists but also their support teams."

## What would you be doing if you were not a dentist?

"Living my best life, eating my way through Italy with Stanley Tucci. In all seriousness, dentistry fulfills and challenges me in ways that no other profession could."

# The Sweatpants to Scrubs Equilibrium: How Being Fully Present in Your Life Fights Burnout

By **Eric Block DMD, CAGS, FICOI**



**D**r. Bill has grown to hate his practice, his team and his patients. When he's at work, he feels oppressed. He's just going through the motions, counting the minutes until the office closes and he can be home and truly happy. But then, as soon as he's at the little league game, out to dinner with his wife, or even lying in bed, it happens. All he can think about is work. It consumes him. It makes him miss his

son's home run. It spoils the taste of his steak. It steals the precious hours he needs for sleep. He's unhappy in his practice, but he's also miserable at home. He's just a shell of his former self.

Does Dr. Bill sound familiar to you? If he does, it's because you're also burnt out by your dental practice. Work is a big part of your life, and when you're miserable there, it tends to spill over into the rest of your life. And then, because it's ruined the rest of your life, you hate work even more. You're stuck in a cycle of escalating burnout. It might seem like there's no escape.

There is a way out. I have been where Dr. Bill is, and where you are right now. You can start digging your way out and learn to love your life again. How? By finding your *Sweatpants to Scrubs Equilibrium*.

My life revolves around either wearing sweatpants or scrubs.

Think of it this way: Sweatpants are clothes for chilling out. (Substitute your own preferred relaxation wear here.) When you're in sweatpants, your brain should be relaxing. Hobbies, family, and vacations are all part of your sweatpants mode.

Scrubs are for work. When you're in scrubs, you should be laser-focused on the patient in front of you, the practice, the team and the business. Burnout can

happen when you're wearing one set of pants but thinking about the parts of life that go with the other set. Learning to inhabit the clothes you're in helps bring you back from burnout.

## Why Work Shouldn't Come Home

If you're feeling burnt out at work, it's tempting to bring the scrub brain into the sweatpants body. Your problems are huge! You're terrible at your job, your practice is terrible, your team is terrible, your patients are terrible. Maybe if you think really hard about it all and brood a bit, you can come up with a solution.

Stop it. Stop it right now. You're not going to fix things. What you're going to do is raise your blood pressure, ruin your sleep and destroy your health. The way to fix your work is to fix your leisure.

In March 2020, a group of British researchers published their study on the role of leisure in work performance. (I understand if you missed it.) They found that leisure time can increase your sense of self-efficacy – that you're good at your job, that you're competent and that you're in control. Basically, leisure protects you against feeling like a helpless, hopeless failure at work.

There's a catch. To be really useful your leisure has to be something you take seriously and want to get better at, and something very different from your work. So, scrolling through the internet isn't a great choice – you can't get better at that. Likewise, your continuing education classes are not leisure. Save them for the scrub-time, not the sweatpants time.

My leisure activity is tennis. I love it, I want to get better at it, and when I'm playing, I'm totally in the game. I'm not thinking about a failed restoration or how I should be marketing myself more. It's me, the court and my opponent. And getting better at tennis helps me fight burnout.

*"Work is a big part of your life, and when you're miserable there, it tends to spill over into the rest of your life. And then, because it's ruined the rest of your life, you hate work even more. You're stuck in a cycle of escalating burnout. It might seem like there's no escape."*



When you have a good leisure activity, it restores you and protects you against burnout. When you bring the scrubs home with you, you can't truly participate in serious leisure, and you start the cycle of failure.

## Joining the Sweatpants Fight Club

Are you ready to fight for your right to chill out and let work stay at work? It's going to take a major change in thinking. You have to become a member of what I call Sweatpants Fight Club. This club only has three rules:

### The 1st rule of Sweatpants Fight Club: You must realize there is a problem.

Unlike the movie with Brad Pitt, you must talk about this club. You need to look at yourself in the mirror and ask yourself if you enjoy going to work every day. Are you happy?

### The 2nd rule of Sweatpants Fight Club: Get help.

We all need help. Many dentists and hygienists are solitary, but we don't have to be. I took action to get the help I needed. I picked up the phone and finally called a therapist. I also started engaging more with my peers. Asking for help is hard but it changes you and starts the healing process.

### The 3rd and most important rule of Sweatpants Fight Club: Get comfortable on the inside.

You need to get comfortable in your own skin. Personally, I used to sacrifice my own happiness and leisure for the sake of others because I wanted to avoid confrontation. I wasn't comfortable enough to say no because I didn't want to disappoint anyone. I wanted everyone to like me.

Along with therapy and coaching, I learned I had to take care of myself before taking care of others. This meant learning to say no, which to me meant saying yes to myself. And saying yes to myself helps me keep the sweats on.

So, give it a try. Learn how to be totally in leisure mode when you are at home. Get a hobby that improves and restores you. And when you learn how to leave the scrubs at the office, you'll start leaving the sweatpants at home too. You'll be able to rekindle your love of dentistry, become a better clinician, and become a better doctor and boss. The balance starts with you. ■

#### About the Author

*Eric Block DMD, CAGS, FICOI is a full-time practicing dentist, founder of [www.DealsforDentists.com](http://www.DealsforDentists.com), Author of [www.Thestressfreedentist.com](http://www.Thestressfreedentist.com), and host of the [Deals for Dentists Podcast](#).*



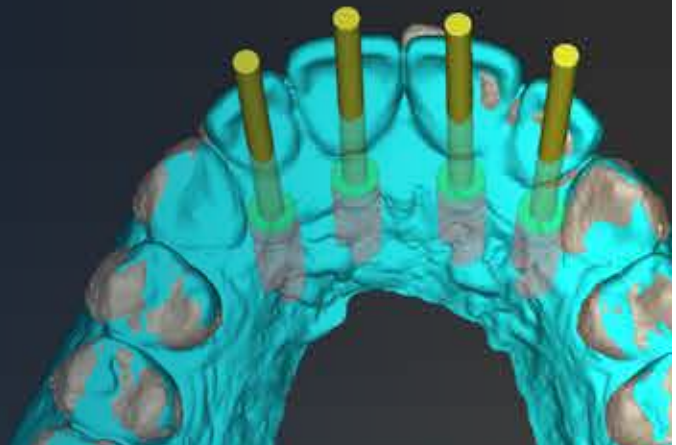
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# HOW TO STAY MOTIVATED

## WHEN YOU'RE NOT FEELING VERY MOTIVATED

By **Sampada Deshpande, DDS**



**E**very so often, I'll get a message on Instagram (IG) asking 'how do you stay so motivated? You are such a hustler.'

I don't know when I became a poster child for motivation? Because, the reality couldn't be any further from that description. What you see on IG or LinkedIn, is probably the best version of anyone's life. We are all going through the same motions every day, some highs but also many lows. Some days, I am just looking forward to going home, putting my feet up on the coffee table and watching, "Kim's Convenience."

Surprised? Why? Nobody is perfect, and we all crave the same comforts. This is a common element that unites us. Yet the question I sometimes get on IG, makes me wonder about the answer too. How do people stay motivated?

Here are a few things that have helped many before us, and may help you:

### Work with a coach

I have personally had only two experiences with coaches, one was not so great (and I got out of it quickly), the other is my current coach. To put it lightly, she has changed the way I think about my career. My coach inspires me to try different avenues, gives tangible data points, genuinely encourages me even outside of our professional coaching relationship and advocates for me. Having a professional coach can be a source of motivation like no other. All of us could use one.

### Have a peer support group

Founded by Shivani Kamodia DDS, Creative Collective (CC), is a women's group of inter-disciplinary healthcare professionals who are actively pursuing passions outside of their chosen careers. In California, these monthly meetings with the CC have been instrumental in my career growth over the last year alone. It has also introduced me to a network of people who I know will have my back. Another such group is the New Dentist Business Club- friends from far and wide, who are united by the common goal of owning a dental practice one day. I encourage you to seek out groups such as these in your local area. When you find peers who you can lean on for support, and who can help you work through problems, you don't feel as alone. You feel supported and emerge stronger. That, itself is motivating.

*"Nobody is perfect, and we all crave the same comforts. This is a common element that unites us. Yet the question I sometimes get on IG, makes me wonder about the answer too. How do people stay motivated?"*

### 'Take short life-changing courses'

This one is from my dad. It's hard to define what life changing can be, but the idea is to learn something new. It need not be about implants or sedation, it could also be about improving your communication skills, upping your game at gardening, or becoming better at practicing mindfulness. The importance here is on short courses - maybe ones that last a week, or a few days, require you to take some time off work, and allow you to completely immerse yourself in an educational experience. The last such course I took that I absolutely loved was the Business Masters course at Breakaway Seminar. Few would describe it as life changing, but for me, sitting there and listening to Scott Luene, I immediately felt motivated and couldn't wait to go back to my associateship. I wanted to begin implementing things I learned that weekend.

### Have a life outside your career

I know this is hard for many of us who have spent a majority of our lives working towards becoming a dentist. However, life is about more than just your career. It's also about family, friends, music, exercise and art. I try to bike with my husband at least a couple times a week after work. Every Saturday we take a longer bike ride together and explore a new neighborhood of San Francisco, where we live. This Saturday morning bike ride sometimes is the only thing getting me through a long work week. And, I'm grateful for it. Now, I'm not trying to participate in bikeathons or Ironman races, (although life is short, and why not?) but, all of this is fun. And, fun motivates us too.

### Give back

This one may seem pretty obvious as well, but community service, teaching, and answering people's questions can be motivating. The surprising thing is giving is so much more motivating than receiving. It jump starts all these happy hormones in our bloodstream. So even if it is volunteering as faculty at the local dental school for a half-day a week, working at the free clinic, or vaccinating the rest of the community against COVID-19, try to find a way to give back that works for you. It'll leave you happier and more motivated. ■

*Disclaimer: Sampada is the founder of New Dentist Business Club*

### About the Author

*Dr. Sampada Deshpande is a general dentist based in Seattle. A foreign trained dentist from India, Sampada earned her DDS from the University of Washington in 2018, where she is also a current LEND trainee. Outside of clinical dentistry, she enjoys hosting the New Dentist Business Club, going on hikes with her husband, and reading books on Finance & Management. You can reach her directly at @dr.deshpande on Instagram or visit her website [www.sampadadeshpandedds.com](http://www.sampadadeshpandedds.com) for more information.*

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# Colorado's Equal Pay Law: More Than Only Equal Pay

By **David Bashford, Esq.**



**C**olorado's Equal Pay for Equal Work Act was effective January 1, 2021. The foundation element of the law prohibits pay differentials between male and female employees that perform substantially similar work. Because many dental teams tend to be predominantly female, you may have paid little attention to the new law, thinking that you do not have male and female employees who perform the same job. Fair enough. The law, however, goes beyond equal pay. The following is a reminder of the other requirements that all employers in Colorado, regardless of size or industry, must satisfy.

1. You may not request or rely on pay history in setting employee compensation. The days of asking prospective employees what they earned at their last job or asking candidates to fill out an application that includes compensation history, are over. Instead, the law requires that you include the wage range in every job posting. For example, if you are looking for a new dental assistant, the position posting would show that the hourly wage ranges from \$15 to \$25. Make sure that the posted range is reflective of reality. If an auditor reviewed what you are actually paying dental assistants, will they sit in that \$15 to \$25 per hour range. Compensation discussions with prospective employees are all about confirming that they are aware of the posted range and, at some point, what your offer is to that candidate within the posted range.
2. All open positions must be posted internally, and that internal posting must also include the wage range. For example, if you would like to hire a new dentist, then you would post that position internally as well as externally through your usual channels. Yes, every one of your employees will now know what the new dentist will be paid. For that matter, every one of your employees will know what everyone is earning as you post open positions. By the way, they already know. You are kidding yourself if you think that your employees do not discuss compensation. As an aside, any employee may apply for the open position. Your new dental assistant may apply for the dentist opening. Treat internal candidates in the same manner that you treat external candidates. The new dental assistant would not even get an interview because s/he lacks the necessary education and licensure.
3. You may not take any steps to prevent or discourage an employee from discussing pay and you may not retaliate against an employee if they do. No, your payroll or human resources manager may not broadcast everyone's pay, which would breach confidentiality requirements associated with that position. Employees are free, however, standing around the autoclave, to compare earnings.

A few words about job descriptions. Please be sure that you have a job description for each position in the practice. A job description serves several important purposes. A good job description lets people know what the job entails. Simple enough. The job description also forms the basis upon which requests for accommodation, under the Americans with Disabilities Act and the Colorado equivalent, are analyzed. Job descriptions form one basis upon which an equal pay audit groups employees for purposes of comparison. If an employee is terminated for poor performance, the job description is a handy reference if that termination needs to be defended. If you decide not to hire someone because they are not qualified, the job description is the go-to if the candidate challenges your decision.

What makes a good job description? It should contain the following elements:

- A. The position title.
- B. The classification: full-time or part-time, exempt or non-exempt. If exempt, state the basis for the exemption.
- C. The wage range.
- D. The essential functions and duties of the job.
- E. Qualifications.

Essential functions, duties, and qualifications do not include personality traits. Stick to the objective duties and qualifications. A hygienist, for example, performs prophylaxis and takes x-rays. A sunny disposition and great sense of humor may be nice, and you can gauge that during the hiring process, but they are not essential duties. A license to practice in Colorado is a qualification. Three years of experience is a qualification. The ability to remain positive is not. Remember, the job description is a source of information for candidates and employees, and an important legal reference as you make compensation, classification, hiring and firing decisions. In turn, the job description is an important tool should personnel decisions ever need to be justified or defended. Stick to the objective and avoid the subjective.

A couple final thoughts. Keep job descriptions concise. Most fit on one page. Ask employees that are actually performing a particular job to review the applicable description. Things get awkward in a hurry if, in defending an action, an employee, when asked, notes the job description is not reflective of the actual work performed day-to-day.

What if you do have male and female employees that share a job description? Male and female dentists, for example, hygienists or assistants.

Under the Equal Pay for Equal Work Act, the wage/salary rate is defined as total



*"Because many dental teams, tend to be predominantly female, you may have paid little attention to the new law, thinking that you do not have male and female employees who perform the same job. Fair enough. The law, however, goes beyond equal pay."*

compensation, which means that you are not comparing just the base wage or base salary. Include bonus or incentive compensation, contributions to benefits, and other remuneration, together with base earnings, to arrive at total compensation. If there is a difference, and, in particular, if the male employee is earning more than the female employee, the critical inquiry is to understand why. You must be able to demonstrate that the reason for the disparity is not gender. For example, is the difference reasonably related to education, training or experience. A fresh out of school female dentist that joins a practice and is working

to build her own patient base probably does earn less than the male twenty-year veteran in the same practice that is constantly booked twelve weeks out. If compensation is production based, and the male employee is more productive than the female employee, it makes sense that the male employee earns more. Make sure, however, that the female employee enjoys an equal opportunity to produce.

If challenged, you must be able to demonstrate that the only basis for the disparity is permissible. The statute is explicit. A formal seniority system, a formal merit system, production, geographic location, related education, training, experience. You must be able to demonstrate the complete lack of an impermissible factor, such as pay history or gender. In other words, if an employee demonstrates that gender is also a factor, you lose.

The statute defines gender as self-identified, which may or may not be birth gender. No, you should not poll employees and ask them to identify their gender. Do, however, be generally aware and respectful of how employees self-identify and use that gender identity when performing the equal pay analysis.

As with most legislation, Colorado's equal pay law contains some nuance and it is new, which means much will be learned over the coming months as the law is tested and regulations refined. Don't miss the easy stuff. Job postings, no wage history and job descriptions. If you have questions or concerns, seek the advice of good counsel. ■

*This article is intended as general guidance and not as legal advice.*

**About the Author**

*Mr. David Bashford is an attorney with the law firm Range, a business law, strategy, communications and policy firm headquartered in Denver, CO. His practice focuses on business matters, training and management side the employment law.*

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# Where Do We Stand? A Hygienist's Reflection on the COVID-19 Pandemic

By **Kathy Forbes, RDH, BS**



**W**hen I was asked to write an article about, “how the pandemic has affected the hygiene profession and your thoughts regarding the future,” my first thought was sure, “I can do that!” After all, having been a dental hygienist for over 40 years as well as an educator, speaker, and author to a variety of publications, this is what I do.

I researched the current surveys, particularly the ADA/ADHA, “COVID-19 Prevalence and Related Practices among Dental Hygienists in the United States” as well as, “Employment Patterns of Dental Hygienists in the United States during the COVID-19 Pandemic.” There was also the DentalPost and RDH magazine survey, “The State of the RDH Career in 2021.” Add to that the many articles on the subject in almost every dental publication and a plethora of dental and dental hygiene Facebook groups where dental professionals have shared feelings, opinions, and insights into what is really happening in their practice settings. So, after digesting these publications, here is my take on the good, the bad and the ugly.

The President declared COVID-19 a national emergency on Friday, March 13, 2020. Yep, that’s right. It was Friday, the 13th and, little did I know, it would be my last day of clinical teaching until June 1, 2020.

Statewide stay-at-home mandates were being issued across this country beginning with California. Dental practices were closed except for emergency care. Dental teams were sent home; mask mandates; aerosol directives; additional personal protective equipment when treating emergency patients; taking temperatures and other screening; etc. I followed the CDC, OSHA and state of Colorado websites daily to understand the most current protocols.

Hygienists (and most of the country) thought they would be back to work in two, maybe three weeks. But then what about the PPE shortages? Could

their employer ensure workplace safety standards for them and their patients? Adding to the uncertainty was that dental hygienists were identified as one of the most at-risk, non-hospital occupations with a rating of 99.7 out of 100 due to contact with others, physical proximity and exposure to disease and infection. Many began questioning not just when they could return to work but if it was safe to return to work at all.

The Colorado Dental Hygienists’ Association (CODHA) provided daily updates, keeping all hygienists (not just members) informed of current policies, protocols, and practices. They maintained an open dialogue with the Colorado Dental Association (CDA) to address hygienists’ concerns.

When dental offices began opening, many offices were not completely following CDC/OSHA/Colorado state mandates for PPE due to mask shortages. Hygienists and other members of the dental team needed to re-use single use masks, gowns and more.

Some hygienists chose to voluntarily leave the workforce until, “after the pandemic is under control.” Concern over workplace safety standards, including PPE practices as well as many other factors was important to the dental hygienists in terms of influencing their decision to voluntarily leave their job.”<sup>1</sup>

CODHA’s contact with hygienists through Zoom meetings and webinars reflected these same concerns here in Colorado; but also shared remarkable stories of dentists who went out of their way to provide for their team during the closure. These included continuation of benefits during the stay-at-home mandate as well as having weekly Zoom meetings to keep in touch with everyone. They created a caring, understanding and supportive environment.

As hygienists returned to practice in the summer of 2020, the biggest challenge, outside of PPE shortages and aerosol-generating procedures, was



re-scheduling patients, especially perio maintenance patients who were now three to four months overdue. To schedule the back log as well as those who originally scheduled became a huge challenge for the business staff. But to top it off, hygienists were sometimes told they had to continue to work within the 60 minute appointment time.

When the profession became more vocal about their workplace conditions and concern for the safety of their patients, some were met with resistance. Even now, some hygienists are struggling to treat patients during that one-hour block of time and additionally perform all the necessary, increased sanitation, disinfection, sterilization, and refreshing of PPE between patients plus skillfully treat the overdue patient. Perhaps 60 minutes really isn't enough time anymore?

As to the future of dental hygiene in Colorado, I believe the outlook is good. Dental hygiene programs have no lack of applicants, even though they are all aware of the risks. Although nationally, 7.9% of dental hygienists have exited the workforce since the onset<sup>2</sup> research also shows that many were already approaching retirement, and COVID-19 was the key factor in their decision.

To move forward together, dentists and their hygienists need to have open conversations about workplace/safety conditions and scheduling. It should not be just about production. Although there seems to be a shortage of hygienists (or an increase in patients who are overdue seeking care), it is up to individual dental practices to cultivate a work environment that promotes

quality workplace/safety protocols as well as dental hygiene scheduling which accurately reflects the time to perform those protocols and still provide quality care to patients. Dental practices who do this will not lack for hygienists as the word will spread.

*"We can all get through this with open, honest, collaborative dialogue between hygienist/employee and dentist/employer to determine what is best for both patients and the team."*

The pandemic has affected the dental profession in so many ways. This is one hygienist's point of view. We can all get through this with open, honest, collaborative dialogue between hygienist/employee and dentist/employer to determine what is best for both their patients and the team. ■

1, 2 ADHA/ADA Employment Patterns of Dental Hygienists in the United States during the COVID-19 Pandemic, The Journal of Dental Hygiene, Vol. 95, No.1, February 2021

**About the Author**

*Kathy S. Forbes, RDH, BS has been a dental hygienist, educator, speaker, author, and seminar and study club leader for more than 40 years. Her national engagements include presentations at the ADA Annual meeting, ADHA Center for Lifelong Learning, RDH Under One Roof, the Pacific Northwest Dental Conference and Beyond Oral health. She has articles published in RDH magazine, Dentistry Today and the Insurance Solutions Newsletter. Kathy is President of Professional Dental Seminars, Inc and a Director for the DentalCodeology™ Consortium. She recently moved to Fort Worth, TX after having taught in the Concorde Career College's Department of Dental Hygiene in Aurora, Colorado for three years and prior to that, in Washington state for over 20 years. She can be reached at prodentseminars@gmail.com.*



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# FAQs on Denver's Vaccine Mandate

By **Gary Benson, Esq. and Sean O'Brien, Esq.**



**O**n August 2, 2021, Mayor Hancock issued an Executive Order for the City and County of Denver, requiring the personnel of certain entities to be fully vaccinated against COVID-19 by September 30, 2021. The key features and common questions raised by the Order are discussed below. We will continue to monitor any developments and provide updates as appropriate.

## Who needs to be vaccinated?

The Executive Order requires all personnel of the following types of entities to be fully vaccinated against COVID-19 by September 30, 2021:

- The City and County of Denver;
- Care facilities;
- Hospitals;
- Clinical settings;
- Limited healthcare settings;
- Shelters for people experiencing homelessness, including day and overnight shelters;
- Correctional facilities, including jails, detention centers 74 and community corrections sites and residences;
- Schools, including post-secondary and higher education;
- Childcare centers and services;
- Any entity providing home care to patients; and
- Any entity providing first responder services

The Executive Order explicitly defines “Clinical settings” to include dentist offices. The term “personnel” is defined broadly to include employees, contractors, volunteers, and any other individual providing services on behalf of one of the above entities.

A person is not considered fully vaccinated until two weeks after the final vaccine dose is administered. Accordingly, personnel of covered entities should receive their final vaccine dose no later than September 15, 2021 to ensure compliance. The only exception to the September 30, 2021 deadline for full vaccination is for hospital personnel, who are permitted to satisfy the COVID-19 vaccination requirement consistent with the timeline for meeting flu and other vaccination requirements.

Employers are still obligated to provide reasonable accommodations for employees who do not get vaccinated due to a medical or religious exemption. What accommodations can be made will vary from case to case and depend on the specific facts involved.

## Does the Order only apply to personnel working in Denver?

The plain language of the Executive Order indicates that it only applies to personnel working in the City and County of Denver. The Order does not require Denver-based employers to mandate vaccines for all personnel regardless of where they perform work.

For instance, if a dental practice has one office in Denver and one office in Golden, the Executive Order only requires the personnel in the Denver office to be vaccinated. However, if an employee from the Golden office provides any services in the Denver office after September 30, then he or she must be fully vaccinated.

## How will this Order be enforced?

Each covered entity is responsible for enforcing the Executive Order among its respective personnel and may decide the most appropriate mechanism for enforcement. There is no requirement that non-compliant personnel must be terminated or otherwise disciplined; for example, employers have the discretion to put unvaccinated personnel on unpaid leave or to reassign unvaccinated personnel to offices outside of Denver. The only requirement is that personnel of a covered entity must be fully vaccinated in order to work in Denver (unless a reasonable accommodation is offered due to a medical or religious exemption). Until an individual's vaccination status is ascertained, he or she must be treated as unvaccinated.

Covered entities are strongly encouraged to develop a system for enforcement, to communicate that system to its personnel, and to apply the system consistently.

The Denver Department of Public Health and Environment (“DDPHE”) enforces the Executive Order among all covered entities. The Order does not contain any information about what potential consequences a covered entity may face for non-compliance. However, employers should assume that they will face a fine and the potential closure of business if they do not comply with the Executive Order.

## How do I verify my personnel are vaccinated?

Personnel can provide their vaccine cards as proof of vaccination. Personnel can also obtain proof of vaccination through the Colorado Immunization Information System Public Portal.

The Colorado Immunization Information System Public Portal can be accessed at: <https://cdphe.colorado.gov/prevention-and-wellness/disease-and-injury-prevention/immunization/for-the-public/immunization>.

Covered entities should maintain copies of proof of vaccination that can be submitted to the DDPHE upon request. However, this proof must be kept separate and apart from employees' personnel files since it is likely to contain protected, medical information.

### Do I have to give employees time off to get vaccinated?

Employers cannot require that employees get vaccinated outside of work hours, so employees must be allowed time off to get vaccinated during work hours if necessary. This is particularly important for employees who are attempting to comply with the Executive Order.

Under Colorado's Healthy Families and Workplaces Act, employees are entitled to use accrued paid time off as well as paid leave related to a public health emergency to obtain preventive care. Preventive care includes both receiving a vaccination and recovering from the side effects of a vaccination. Whether a specific employee is entitled to paid time off will depend on the amount of accrued leave and other paid leave remains available to the employee.

### If I fire employees for non-compliance, can they still receive unemployment?

Currently, there is no clear-cut answer to this question. Separated employees can generally receive unemployment benefits unless they were terminated for

*"The Executive Order explicitly defines 'Clinical settings' to include dentist offices. The term 'personnel' is defined broadly to include employees, contractors, volunteers, and any other individual providing services on behalf of one of the above entities."*

gross misconduct. The phrase "gross misconduct" means: the willful or wanton disregard of an employer's interests; negligence or harm that demonstrates the employee's culpability or wrongful intent; or assault or threatened assault of co-workers, supervisors, or others at the work site.

It is unclear if the Colorado Department of Labor and Employment will determine that failing to comply with this Executive Order will rise to the level of gross misconduct. We will continue to monitor developments on this and other issues relating to the Order. ■

#### About the Authors

*Gary Benson has been practicing human resources law for more than 20 years. He is a partner at Dworkin, Chambers, Williams, York, Benson & Evans, PC where he counsels numerous businesses on their employment practices and procedures. In addition to being an experienced litigator, he is also a frequent lecturer on issues surrounding employment law and has presented for the Colorado Bar Association.*

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# UNPRECEDENTED TIMES

By **Steven Karsh**



Indeed, we are living in unprecedented times as we enter a new phase of the pandemic. A look at the economic landscape tells us we have (for now):

1. Record levels of economic stimulus - both fiscal (government spending) and monetary (Federal Reserve)
2. Historically low interest rates
3. Increased inflation expectations
4. High unemployment
5. Stock market at an all-time high

So, what does this mean for our portfolios? The simplest answer and the one that no-one likes is, “we don’t know.” Predicting what is going to happen in unprecedented times is extremely difficult, let alone in “normal times;” however, if we have a plan and stick to it, the individual factors above should have little impact on the long-term outcome.

Who would have predicted 18 months ago that stock markets would be making new record highs after going through the pandemic when the global economy was essentially closed for business? My guess is not many, and those who did, were not on record and, most likely, it was wishful thinking. If we look back now, it’s not that difficult to understand why. The economy was humming along before the pandemic with record low unemployment and all-time high corporate earnings. A year and half later, there has been a flood of cash put into the economy from the government and the Federal Reserve. People are spending their stimulus checks, companies are spending their stimulus money, borrowing money is extremely inexpensive with low interest rates and companies have learned how to adapt to new working conditions, resulting in better profitability because of the pandemic.

A deeper dive shows us companies like Facebook, Google, Amazon, and Netflix all did extremely well during the pandemic. This was not a surprise as people were at home; children were on social media, parents were shopping on Amazon, families were binge watching every show possible and everyone was using Google trying to stay up to date.

But what about other companies neglected during the pandemic? As we started to turn the corner on the virus, other companies have started to perform well over the past six to nine months. Smaller, more economically sensitive companies that had more challenges during the pandemic, but managed to survive, have seen a resurgence as economies around the world have started reopening. Over the long term, investors look for value and they have been finding good companies at relatively cheap prices to put into their portfolios. This has led to markets making new highs which have some concerned. The good news is that corporate earnings have rebounded and are starting to justify their valuations. With more stimulus money potentially on the way, along with the money that has yet to be spent, valuations may not be as overvalued as some may think if we are looking forward to the next 12-18 months.

This leads us to the next question and something we have started seeing signs of, “what about inflation?” With all the money injected into the economy should we expect inflation to be here to stay? Food prices are up, housing prices are up, car prices are up, just about everything seems more expensive. Whether this is temporary inflation or long-term, we don’t know. Once most of the supply chains around the globe get back up to speed, it’s possible prices may come back down, but in some industries, higher prices may persist for an extended period of time.

What about low interest rates? Well, for companies and consumers who want to borrow, it’s great; for those who depend on fixed income to live, it’s bad. When you throw in higher inflation, it’s even worse for investors who are dependent on fixed cash flows since they are less valuable as inflation decreases their purchasing power.

With that as a backdrop, as an investment advisor, I am constantly asked, “what should I do with my portfolio?” Regardless of the economic environment my answer is always the same, “Have a long-term plan and stick to it.” One can never predict the future. Build a diversified “all weather” portfolio that is poised to do well over the long term, regardless of the economic environment and most importantly, is commensurate with the level of risk with which you are comfortable.

The graphic below shows the various types of investments and the different roles they plan in the portfolio.

Maximize Return at an Appropriate Level Of Risk			
Role	Growth Engine	Diversifiers	Deflation Hedge
	Support spending needs while maintaining corpus over the long term	Mitigate volatility while attempting to improve risk/return profile	Stable value or appreciation in rising inflation environments
Examples of Asset Classes	<ul style="list-style-type: none"> <li>• Global Public Equities</li> <li>• High Yield Credit – Public and Private (Illiquid)</li> <li>• Private Equity</li> </ul>	<ul style="list-style-type: none"> <li>• Low Correlated Hedge Funds</li> <li>• Absolute Return-Focused managers</li> <li>• Reinsurance</li> <li>• Floating Rate Corporate Loans</li> </ul>	<ul style="list-style-type: none"> <li>• Midstream Energy</li> <li>• Infrastructure</li> <li>• Natural Resources</li> <li>• Real Estate</li> </ul>
			Stable value or appreciation in economic contraction (e.g., deflation), flight to quality
			<ul style="list-style-type: none"> <li>• High-Quality/Intermediate-and Long-Term Fixed Income</li> <li>• Cash</li> </ul>

Every investment in the portfolio is not going to go all up or all down at the same time. If it does, your portfolio is not well designed. By nature, some parts of the portfolio are going to disappoint because the environment is not conducive to that asset class. Economic factors are constantly changing and having a good mix of each category should protect you from large losses, while still earning a desired return regardless of the economic factors at play. This should help you to achieve your long-term goals – even in unprecedented times! ■

### About the Author

Steven Karsh is a Principal at ImmoInvest Portfolio Solutions, a Denver based independent registered investment advisor. For more information you may contact Steven at [skarsh@immoinvestinc.com](mailto:skarsh@immoinvestinc.com) or by phone at 303 694-1900 x308.



# COMMITTEE SPOTLIGHT

## Community Outreach & Public Relations Committee

By **Cara Stan, Director of Marketing & Membership**



Most people are aware that giving back feels good, but did you know it has a positive impact on your physical and mental health as well? According to the Cleveland Clinic, health benefits of giving back can go so far as to lower blood pressure, increase self-esteem, lower depression and stress levels and lead to a longer and happier life.



Member dentists and volunteers distribute oral health supplies and access to care information at the Denver St. Patrick's Day Parade.

resources and education to community groups; food bank volunteer days and more. In addition, the committee supports oral health community partners including Kids in Need of Dentistry (KIND), Colorado Orthodontic Foundation (COF), Dental Lifeline Network (DLN), Colorado Mission of Mercy (COMOM), the Colorado Dental Association Foundation and others. Members of the committee make themselves available for interviews and media appearances when the opportunity or need arises to promote oral health initiatives.

The MDDS Community Outreach & Public Relations Committee (aka the Outreach Committee) serves the community and spreads the word about the positive impact and importance of the dental profession. The Outreach Committee has fun organizing, promoting and participating in a variety of activities including the Denver St. Patrick's Day Parade oral health float; holiday toy drives; vaccine information cards and campaigns; Freedom Day USA providing care to active duty military, veterans and their families; Serving Up Smiles benefitting Dental Lifeline Network; Dental Line 9; providing oral health supplies, low income

The Outreach Committee is proud to unveil the Outreach Calendar now available on [mddsdentist.com](http://mddsdentist.com). Click on CE & Events and Community Volunteer Opportunities for a list of community events and how to get involved.

If you are interested in learning more about the MDDS Community Outreach & Public Relations Committee, contact Cara Stan, team liaison to the committee, at [marcom@mddsdentist.com](mailto:marcom@mddsdentist.com) or 303-957-3270. We would love to see you at an event or meeting – you're community and mental and physical well-being will thank you for it.

**Looking to get involved and volunteer? Visit [mddsdentist.com/volunteer/get-involved](http://mddsdentist.com/volunteer/get-involved) to learn more.**

## Mother of Four Sons Receives New Smile

By **Dental Lifeline Network**

A mother's pride and joy is to see her kids smile and for mom's like Laurie, she is able to smile right back at them thanks to Dental Lifeline Network's Donated Dental Services (DDS) program.

Laurie, 53, lives in Arvada and is a mother of four. She worked as a sales representative at a large company for several years until a bad car accident left her with several health issues including fibromyalgia and chronic fatigue. In addition, she had a failed spinal fusion and has flat back syndrome as well as other mobility health issues that make it difficult for her to get around.

Unfortunately, due to her various medical complications, Laurie isn't able to work and was unable to afford the dental care she urgently needed. Laurie's full upper denture didn't fit properly, she only had three natural teeth remaining and it was difficult and painful for her to eat.



DLN patient, Laurie, and DDS volunteer, Dr. Tamara Gibb

Thankfully DDS volunteer and MDDS member Dr. Tamara Gibb, together with New Horizons Dental Laboratory donated and fitted her with a new set of dentures that help her eat more comfortably again.

Please join the 351 volunteers in Denver who volunteer with DLN's DDS program. You too can provide relief to people with great needs right here in Colorado. By seeing just ONE patient a year, you can help provide comprehensive dental care to those who otherwise could not afford it.

Currently, in the Denver metro area, people are waiting for treatment. To help decrease our waitlist, please consider volunteering to see ONE patient. Since inception 35 years ago, more than 6,000 patients in Colorado have been treated and received over \$35 million in donated treatment. If you would like to become a volunteer, contact Diane Johnson at 303.534.3931 or visit [WillYouSeeOne.org](http://WillYouSeeOne.org).

# Excuses, Excuses...

By **Molly Pereira, CDA Associate Executive Director**



- H**ow many times have you said to yourself:
- “If I just had more time, I’d exercise.”
  - “I would love to visit but our schedules are just too crazy.”
  - “I’m not a morning person. Getting up to walk/meditate/etc. wouldn’t work.”
  - “After a long day, I don’t have the energy to make dinner.”
  - “I’m too busy in the morning to pack my own lunch.”
  - “I need to work this weekend just to catch-up.”
  - “I should go to that fitness class/CE course/gathering, but traffic will be bad.”
  - “I’m so busy I don’t have time to take a mid-day walk outside.”
  - “It’s too hot/cold to workout.”

I went on vacation this summer. It was the first time we’ve traveled on a plane since the fall of 2019. We went to a lake with extended family and boated and floated the week away.

My sister-in-law works part-time and on this trip was contemplating going back full-time since her sons are getting older. She asked me how I worked full-time and balanced kid schedules, health appointments, homework, meals, and life in general. My first reaction was to laugh because I couldn’t believe that she thought I had my life balanced; bless her heart. My second reaction was sarcasm, while explaining how selective serotonin reuptake inhibitors work. And my final reaction was to preach what I don’t practice (create boundaries, commit to a “closing time” each day and shut the computer down, don’t put your work email account on your cell phone, never work on a weekend, etc.).

*“We all might appear to others like we have our busy lives mastered, but in reality our lives are probably far from Instagram worthy.”*

Anything sound familiar here? We all might appear to others like we have our busy lives mastered, but in reality our lives are probably far from Instagram worthy. As overachieving, hard-working humans, we don’t let people down. We commit, follow-through, and get the task done right. It feels good to see hard work pay off. However, what do you think falls short when you’re taking care of everything and everyone else? You, of course! And that’s where that list of excuses comes in to play.

Being busy with a full mind causes stress. Stress can either exhaust you or, worse, ramp you up so much that you start making bad decisions for your body in terms of nutrition, substance use and negative mindset. You know that you should take care of yourself, but you don’t have time, you had a bad day, traffic will be bad, you’re too busy...and the list goes on.

I think we all had at least one moment in 2020 where we had extra time, there was no traffic and we weren’t busy (by normal standards). Did those factors cause you to start a robust exercise routine with nutritious meals, morning meditation and self-reflection? If you achieved that, I couldn’t be happier for you. But if you realized that having more time and fewer duties didn’t actually result in perfect self-care, then we can safely say the reasons we don’t take care of ourselves are just empty excuses.

Maybe you don’t need more time or less to do. Maybe your schedule isn’t as prohibitive as you thought. Maybe you just need to put yourself on your to-do list “in ink and not pencil,” flag it as important and set a reminder or alarm on your phone.

Your body and brain do a lot for you, and you have to take care of them too.

**Here are a few wellness tips so you can head into the fall with a fresh perspective:**

### Take Care of #1

You’ve been caring for family, staff and patients on hyperdrive. It’s time to practice self-care. Aim for at least 15 minutes of intentional self-care activities each day. This could be 15 minutes of yoga or a walk before work, meditation/mindfulness before bed, coloring or listening to your favorite music mix.

### Take a Break

To truly have downtime, you **MUST** schedule time off. Not only do you need to take time away from the office, but you need to escape everyday obligations too. Intentionally take one weekend off a month from scheduled activities or commitments. It’s OK to say no to others and yes to yourself.

### Eat Farm to Table

There’s lots of great produce available now before that first freeze. Produce is packed with vitamins that can help boost your immunity. Pick a color, find that color in produce and Google a healthy recipe. Your body will thank you!

### Move It, Move It!

Being active for short periods of time throughout the day can add up to big health benefits. Check out the ADA’s new member benefit, ClassPass, for access to over 20,000 on-demand audio and video workouts including strength, cardio, stretching, meditation and more. Visit [ada.org/classpass](http://ada.org/classpass) and sign-up using Company Code: ADA2021.

### Take Advantage of Your Benefits

The CDA and ADA offer connections to mental health programs for members and their teams. Take advantage of tips and resources at [cdaonline.org/wellness](http://cdaonline.org/wellness) or [success.ada.org/en/wellness](http://success.ada.org/en/wellness).

### Commit to A Day of Wellness

On Friday, Oct. 8 from 8 a.m. to 3 p.m., the CDA and MDDS are bringing together a myriad of professional wellness leaders for an in-person retreat at the Moxy Hotel Cherry Creek. This event was designed by dentists for dentists to revive long-lasting positive health and better practice outcomes. The day will conclude with a two-hour clinical CE course. Learn more at [cdaonline.org/event/a-day-of-wellness](http://cdaonline.org/event/a-day-of-wellness). ■

### About the Author

*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 CDA publications, member correspondence, Annual Session, public relations and media relations. She oversees community water fluoridation issues, coordinates volunteer charitable programs, administers the CDA Foundation grant program, maintains the website, and is responsible for correspondence for the ADA 14th District and CDA House of Delegates. She serves as a board member for the CDA Foundation and Colorado Mission of Mercy (COMOM). You can reach Molly Pereira at 303-996-2844 or [molly@cdaonline.org](mailto:molly@cdaonline.org).*

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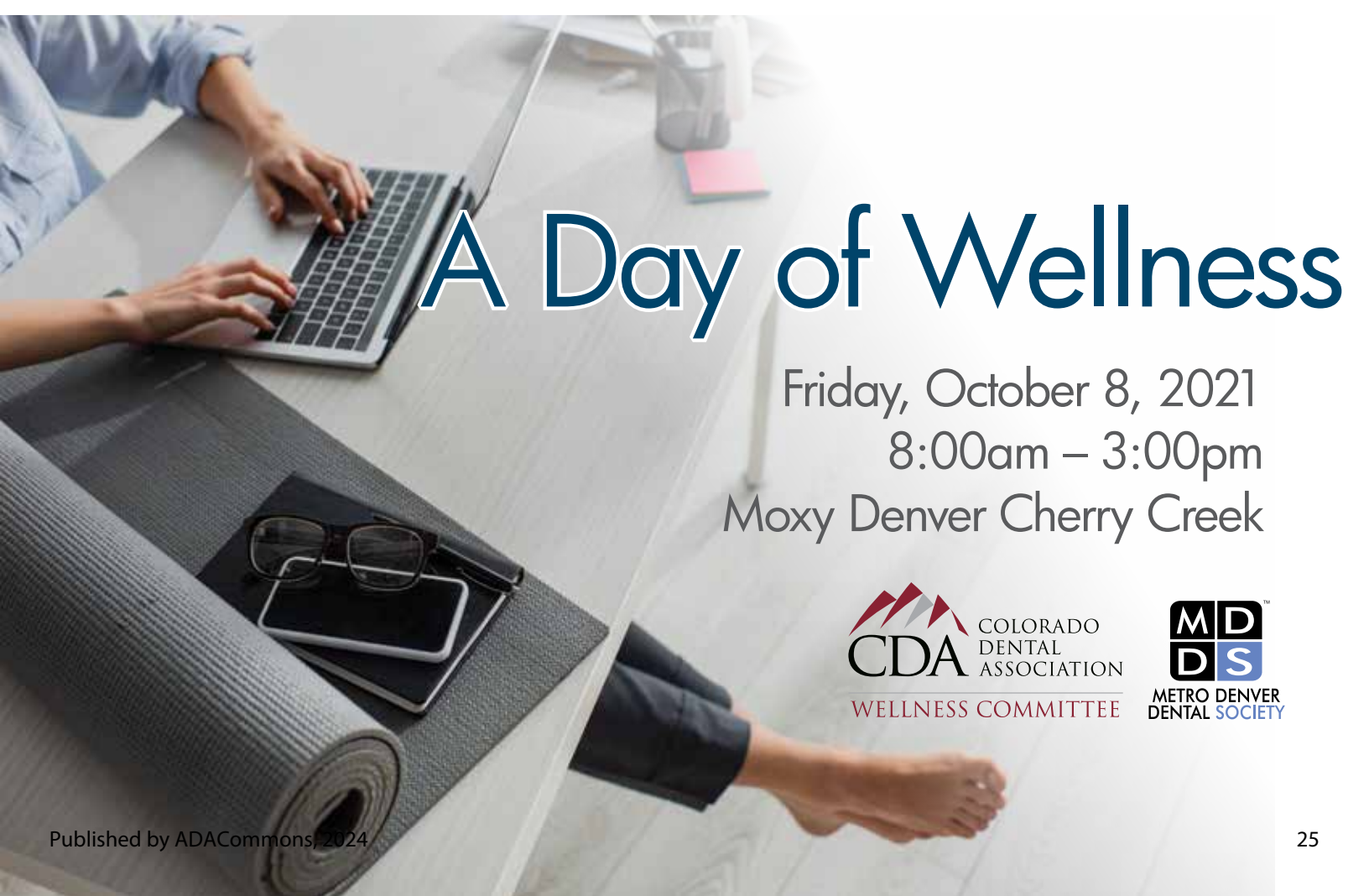
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Provided in partnership with



Presented by  
Dr. Brad Guyton  
and Dr. Brett Levin  
September 29, 2021  
6:00pm – 8:00pm





# A Day of Wellness


Friday, October 8, 2021  
8:00am – 3:00pm  
Moxy Denver Cherry Creek






**M/D** September 8  
**D/S** **CPR & AED Training**  
-CPR Choice  
 Mountain West Dental Institute  
925 Lincoln St Unit B  
Denver, CO 80203  
6:00pm – 8:30pm

**M/D** September 10  
**D/S** **Botulinum Toxins (Xeomin, Dysport, Botox) and Dermal Fillers Training, Level 1**  
-American Academy of Facial Esthetics  
 Mountain West Dental Institute  
925 Lincoln St Unit B  
Denver, CO 80203  
8:00am – 5:00pm

**M/D** September 11  
**D/S** **Frontline TMJ & Facial Pain Therapy, Level 1**  
-American Academy of Facial Esthetics  
 Mountain West Dental Institute  
925 Lincoln St Unit B  
Denver, CO 80203  
8:00am – 12:00pm


**M/D** September 19  
**D/S** **CDA & MDDS Celebrate Women in Dentistry**  
- Dr. Kathleen O'Loughlin and more  
Denver Athletic Club  
1325 Glenarm Pl  
Denver, CO 80204  
10:00am – 1:00pm

**M/D** September 29  
**D/S** **Think with Your Head, Prep with Your Hands, Lead with Your Heart**  
- Dr. Brad Guyton & Dr. Brett Levin  
Mountain West Dental Institute  
925 Lincoln St Unit B  
Denver, CO 80203  
6:00pm – 8:00pm


**M/D** October 1  
**D/S** **Navigating the World of 3D Imaging**  
-Dr. Michael Moroni  
 Mountain West Dental Institute  
925 Lincoln St Unit B  
Denver, CO 80203  
8:00am – 3:00pm

**M/D** October 8  
**D/S** **CDA & MDDS A Day of Wellness**  
- Various Speakers  
Moxy Hotel Cherry Creek  
240 Josephine St  
Denver, CO 80206  
8:00am – 3:00pm

**M/D** October 21  
**D/S** **MDDS New Member Welcome Event**  
Joy Hill Denver  
1229 S Broadway  
Denver CO, 80210  
6:00pm – 8:00pm

**M/D** November 9  
**D/S** **CPR & AED Training**  
-CPR Choice  
 Mountain West Dental Institute  
925 Lincoln St Unit B  
Denver, CO 80203  
6:00pm – 8:30pm

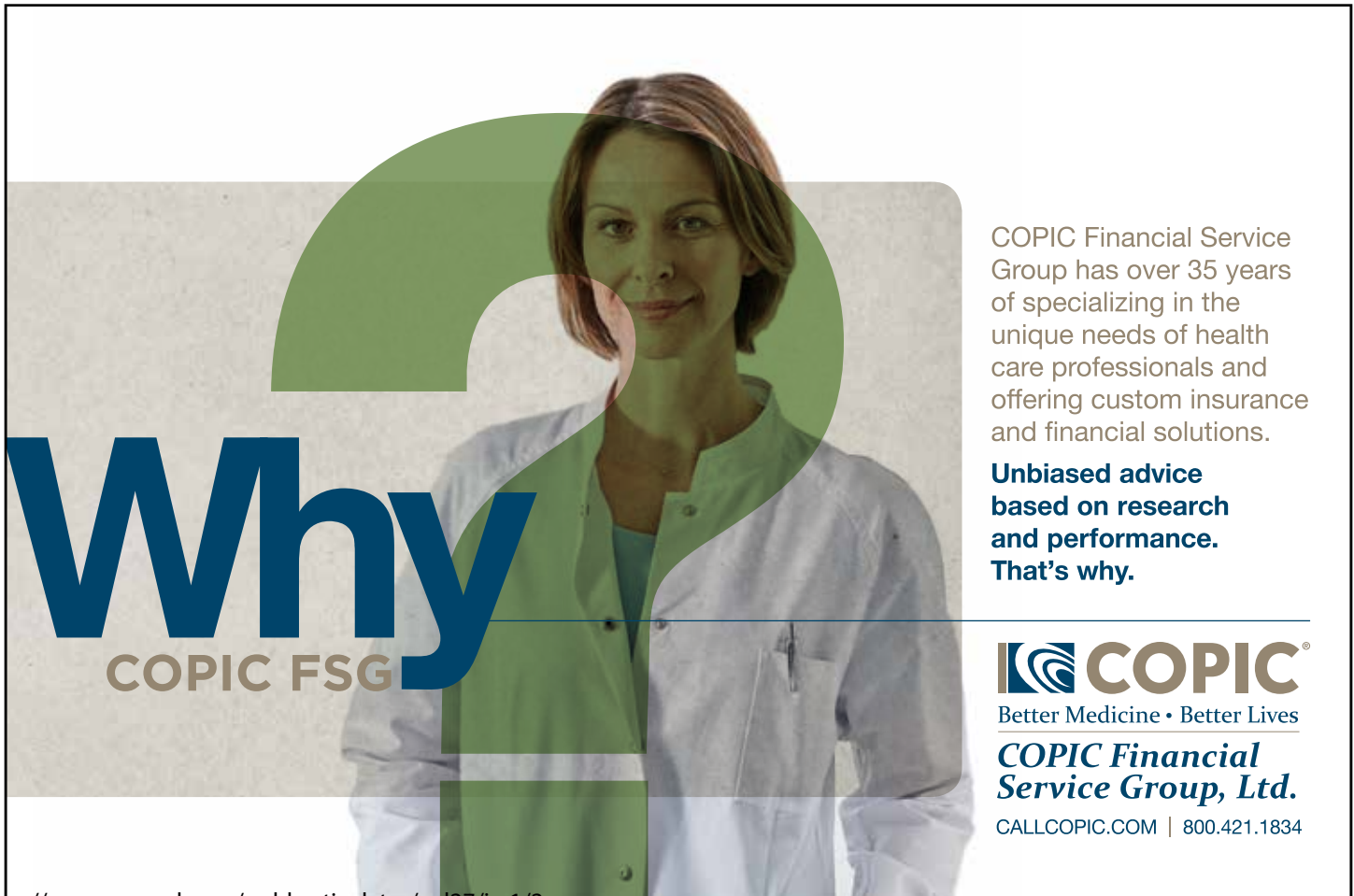
**M/D** November 13  
**D/S** **CDA & MDDS Dental Business Boot Camp**  
- Dr. Brad Guyton  
Mountain West Dental Institute  
925 Lincoln St Unit B  
Denver, CO 80203  
8:00am – 3:30pm

**M/D** December 4  
**D/S** **HANDS-ON Nitrous Oxide/Oxygen Administration Training**  
-Dr. Jeffrey Young  
 Mountain West Dental Institute  
925 Lincoln St Unit B  
Denver, CO 80203  
8:00am – 4:00pm

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**Orthodontic Practice, Grand Junction, CO** This practice is perfect for a Solo Specialist or a Group Buyer! 7,000 square foot modern office located in an excellent area of Grand Junction with lots of street recognition! Grow with the increasing population. Currently collecting \$850,000 with limited marketing! Owner is retiring! This won't last long! Administrative contact carolyn@sastransitions.com 303-973-2147. www.sastransitions.com

**Western Mountains, Colorado GP Practice!** Live and work with access to world class skiing, water sports, fishing, climbing and even golf! Collecting \$655K working 3 days per week! This area is growing and is one the nicest and more affordable areas to raise a family in mountains. The practice has CBCT technology, is fully digital and ready to move in tomorrow! Owner is retiring! Contact us Today! Administrative contact carolyn@sastransitions.com 303-973-2147. sastransitions.com

**Pueblo, Colorado GP Practice!** 7 treatment opts + 1 Private Consultation Room! Large Standalone Office with excellent visibility! Established patient base with many generation of satisfied patients! Strong collections with excellent opportunity to grow by adding more days! Administrative contact carolyn@sastransitions.com. 303-973-2147. Or go to our website and ASK Susan! www.sastransitions.com

**General Dental Practice for Sale in Boulder, CO** (listing # CO 2111) Collections of \$650K. Practice occupies 1,800 square feet and consists of 3 fully equipped operatories with room to expand. Dr retiring. For information email: jed@adsprecise.com or call 303-759-8425. For more listings visit www.adsprecise.com.

**General Dental Practice for Sale in Denver, CO** (listing # CO 2112) Collections of \$350K. Practice occupies 1,410 square feet and consists of 4 fully equipped operatories. Building also being sold with practice sale. Dr retiring. For information email: jed@adsprecise.com or call 303-759-8425. www.adsprecise.com.

**General Dental Practice for Sale in Aurora, CO** (listing # CO 2113) Collections of \$320K. Practice occupies 1,400 square feet and consists of 3 fully equipped operatories. Doctor retiring. For information email: jed@adsprecise.com or call 303-759-8425. For more listings visit www.adsprecise.com.

**General Dental Practice for Sale in Littleton, CO** (Listing # CO 2114) Collections of \$700K. Practice occupies 2,400 square feet and consists of 4 fully equipped operatories and possibility to have a 5th Operator. For information email: jed@adsprecise.com or call 303-759-8425. For more listings visit www.adsprecise.com.

**Established GP for Sale in Basin, Wyoming** (listing # WY 2108) Collections of \$572K. Practice occupies 2,432 square feet and consists of 4 fully equipped operatories. The practice also includes a reception area, business area, private doctor's office, consultation area, lab, sterilization area, and break room. Building being sold with practice. For information email: jed@adsprecise.com or call 303-759-8425.

**Established GP for sale in Denver.** Great Location! 3 Ops, \$450K in collections. Seller prefers a Dawson Trained Dentist. Dr. Retiring. For information email: jed@adsprecise.com or call 303-759-8425. Listing Reference Number: CO 2109. For more listings visit www.adsprecise.com.

**Established GP for Sale in South Metro Denver** (listing # CO 2015) Collections of \$1.1M. Practice occupies 1,530 square feet and consists of 5 fully equipped operatories. Dr retiring. For information email: jed@adsprecise.com or call 303-759-8425. For more listings visit www.adsprecise.com.

**GP for sale in North Denver Metro area** (listing # CO 2013). Annual Collections \$400K, 3 Ops, 1,100 sqft – Dr. retiring. For more information call 303-759-8425 or email: jed@adsprecise.com. For more listings visit www.adsprecise.com.

**GP for Sale: Colo Springs** (listing # CO 2010) Annual Revenues \$319K, 3 Ops fully enclosed, 1682 sqft – Dr. Retiring. Sale price \$239K. For more information call 303-759-8425 or email: jed@adsprecise.com. For more listings visit www.adsprecise.com.

**Perio practice for Sale: North of Denver Metro area** (listing # CO 1909) Annual Revenues \$500K, 3 Ops, 1,323 square feet. For more information, please contact jed@adsprecise.com or call 303.759.8425. For more listings visit www.adsprecise.com

**GP for sale in Colo Springs** (listing # CO 1908) Collections \$465K, 2,043 sqft, 5 OPS. Sales price \$250K. For more information, please contact jed@adsprecise.com or call 303.759.8425. For more listings visit www.adsprecise.com.

**GP for sale in Colorado Springs** (listing # CO 1904) 4 Fully Equipped Ops, \$250K in collections, 2540 sqft, Dr Retiring. For more information, please contact us at jed@adsprecise.com or call 303.759.8425. For more listings visit www.adsprecise.com.

**GP and free-standing Building (sold with practice) for sale in beautiful Pikes Peak area** (listing # CO 1803). Dr retiring, 5 OPS. Room for growth! Practice price \$200K and Building price \$495K. For more information please contact jed@adsprecise.com or call 303.759.8425. For more listings visit www.adsprecise.com.

**GP for Sale: North Eastern CO** (listing # CO 1735) 4 Ops, approx. \$900K in collections, Stand-alone bldg. sold w/practice. Dr. retiring. For more information, please contact us at jed@adsprecise.com or call 303.759.8425. For more listings visit www.adsprecise.com.

**PRACTICE FOR SALE: ASPEN AREA GP** (Listing # 1613) Well established Gross \$660K Net \$212K 4 + 1 ops 3 1/2 days/wk. Valued \$389,000 Motivated seller All reasonable offers considered. Peter Mirabito, DDS 303-229 2302 peter@pjmnow.com

**OMS practice, western mountains near Vail and Aspen.** (listing # CO 1350) Annual Revenues \$840K, 3 ops, 1,300 square feet, adjacent to hospital, price \$299K Excellent GP referrals, Great Opportunity! Dr. retiring. For more information, please contact us at jed@adsprecise.com or call 303.759.8425. For more listings visit www.adsprecise.com.

**GP for Sale: Pueblo, CO** (listing # CO 2006) 4 Ops, 1900 sqft office, \$393K in collections. Dr. retiring. For more information, please contact us at jed@adsprecise.com or call 303.759.8425. For more listings visit www.adsprecise.com.

**Pediatric Practice for sale** (listing # CO 2019) in beautiful resort mountain town with 7 OPS. \$900K annual collections. For more information, please contact jed@adsprecise.com or call 303.759.8425. For more listings visit www.adsprecise.com

### MDDS is Seeking a Nitrous Oxide Machine

MDDS is in need of a Porter portable nitrous oxide system with flowmeter and stand for use in CE courses and community outreach programs at MWDI. Members with an extra, fully-functional unit they no longer use are encouraged to contact Korinna Milam, Director of Convention & Events at (303) 957-3275 or [rmdc@mddsdentist.com](mailto:rmdc@mddsdentist.com).



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