

Articulator Magazine

Volume 28 | Issue 1

Article 2

2022

Articulator Q3 2022

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(2022) "Articulator Q3 2022," *Articulator Magazine*: Vol. 28: Iss. 1, Article 2.

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Articulator

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Spotlight:
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DENTAL SOCIETY

QTR 3, 2022
VOL 28 • ISSUE 1



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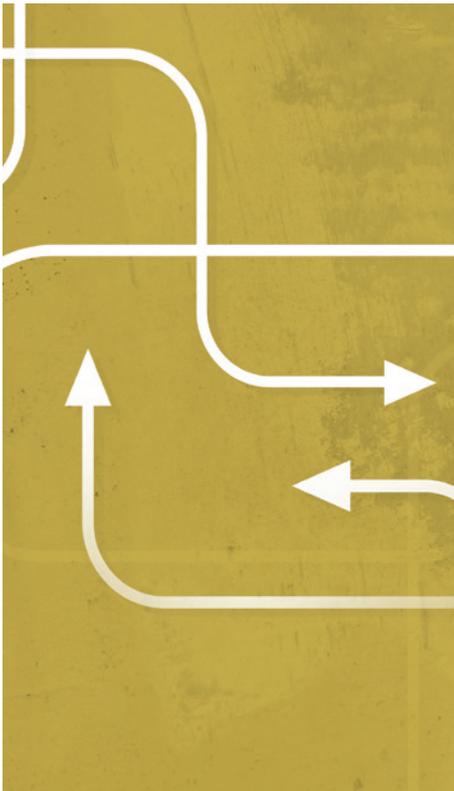


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The More Things Change, the More They Stay the Same

JANIE BOYESEN, DDS, DMSC



August is a month full of changes—parents and children start thinking about the return to school, and the relatively “less” scheduled days of summer come to an end—signaled by my local King Soopers when they start displaying the pumpkin decorations by their entrances.

For me personally, as well as professionally, this month is full of new and exciting changes—

my 5-year-old will be starting kindergarten and I will be in my first month as President of the Metro Denver Dental Society (MDDS). These are two things I hadn't thought possible when I arrived in Denver to practice dentistry 15 years ago. Parenthood was the furthest thing from my mind at that time and I knew nothing about organized dentistry. Indeed, reviewing my time in Denver so far has been a fun trip down memory lane full of changes – from being a periodontics resident to entering private practice, becoming a parent, changing roles from an associate to the owner and becoming increasingly involved in organized dentistry.

The French journalist Jean-Baptiste Alphonse Karr stated, “the more things change, the more things stay the same.” I started my dental career with the 2008 recession, a tremendous financial crisis. Now with the COVID-19 crisis (hopefully) waning, we have a new possible financial crisis approaching, with the incipient impact being felt among our teams, colleagues and families. Last year I was encouraged by the trend of patients seeking more care, this year I am concerned as I was 15 years ago about patients delaying much-needed care due to financial worries.

When I started my dental career, I thought I had two choices: private practice or academics. I was not aware of the many different career choices in dentistry and how important each of them is to the dental profession. The wealth of choices we have available to us now is what makes dentistry an enriching and privileged profession—a profession I consider myself lucky to practice in.

The burden of small business ownership is greater than ever for new graduates of dental school and residency programs and those looking to start or purchase practices. There are more technologies to implement, and more guidelines and rules to follow in addition to dealing with the omnipresent social media—I didn't have to think about the impact of social media in my nascent career. Now I am overwhelmed by the myriad of social media platforms.

“Yet among all the changes, what stays the same is there will always be challenges, and with those challenges come opportunities, no matter what the profession or period in our lives.”

Yet among all the changes, what stays the same is there will always be challenges, and with those challenges come opportunities, no matter what the profession or period in our lives. Some challenges (like COVID-19) I do not care to repeat, but all the challenges I encountered made me a better person, partner, parent and practitioner.

These challenges and changes also cemented the guiding principle I admired and adopted when I arrived in Denver and joined my current practice: “Service with Honesty and Excellence”—the mission statement originated by my mentor, Dr. Mark Shimoda. I believe our fellow dental colleagues are dedicated to excellence and want the best for our patients and our community as a whole. We are a community bound by purpose, performance and principles, which Douglas Ready, an MIT Sloan School of Management lecturer, states are the basis of a healthy organization.

Changes will continue to come in all forms. What will stay the same is the dedication of the dentists that comprise the Metro Denver Dental Society, our dedication to excellence in all things and our dedication to our purpose as health care providers. I am humbled by the opportunity to serve this great community, grateful for an incredible team at MDDS and am looking forward to the changes!

JANIE BOYESEN, DDS, DMSC
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Ikigai: Your Reason for Being

ALLEN VEAN, DMD



Two years ago, I touched on the ancient practice of feng shui, being in balance with the world around you and its relation to our personal and professional lives during an extremely difficult time. Now, I would like to introduce you to ikigai, this beautiful Japanese concept is symbiotic with feng shui. Ikigai translates to “your reason for being” or “finding purpose.”

In a recent article by George Jerjian, a cancer survivor who unretired and started a coaching company, and Dr. Ken Mogi, a Japanese neuroscientist, they discuss ikigai in the western world. Let’s examine some of these concepts and think about how you would respond.

As Mr. Jerjian points out, to achieve ikigai, one must answer in the affirmative to any combination of the following questions:

- Are you doing an activity that you love?
- Are you good at it?
- Does the world need what you offer?
- Can you get paid for doing it?

In my humble opinion, the answer to questions 2, 3 and 4 are a slam dunk for dentistry. We are good at what we do, the world needs our profession and we get paid for it. The response to question 1 is not as simple. I was extremely fortunate and entered dental school not knowing a scaler from a saliva ejector. However, from that day forward, I could see without a doubt dentistry was the profession for me. Aside from the education, I could be my own boss, own my own business, make my own hours, spend time with my family (#1 priority), make a good living, and most importantly, improve people’s health.

However, the last two and a half years have tested our love for dentistry. How difficult it has been to face the day-to-day issues of illness, debt, staffing and supply shortages, ever increasing costs of doing business and managerial responsibilities. This may partly be the reason, as the ADA Health Policy

Institute (HPI) recently pointed out, private practice ownership is steadily declining and a significant percentage of the profession will be retiring over the next few years. Dental graduates and practicing dentists are exploring different options within the profession that may provide them with their ideal ikigai. Dentistry is slowly changing from a male dominated one to one of inclusion with more than 50% of dental graduates are female (finally!). Additionally as of 2020, almost 30% of dentists were minorities, a number that hopefully will increase.

So how do we keep our love for dentistry and ikigai alive during these difficult times? We all know the satisfaction, sense of fulfillment and accomplishment in treating our patients with a beautiful result. We also know the anxiety and stress our profession puts on us. The long hours some put in can lead to more anxiety and depression. The ikigai comes from work-life balance. As dentists and humans, we must make self-care an important part of our lifestyle. The importance of exercise both physical and mental allows us to stay focused. This translates to taking time away from the office whether it be intermittent or in blocks. There are opportunities in dentistry away from your practice that will bring back your love of our profession. For example, educational institutions are in dire need of instructors. How wonderful it is to mentor young people with your knowledge and experience without the threat of a social media review. In addition, non-profit organizations are always looking for volunteers for their various activities. I have been a state clinical director for Special Olympics of Colorado providing dental screenings for children and adults with intellectual disabilities for the last five years and what I have received back in ikigai is invaluable. You may find your work-life balance comes from an activity separate from your chosen profession but that still brings you joy.

Although our profession has many challenges on the horizon, it has always been about us as individuals and our reactions to those challenges. Work-life balance in whatever form you choose will make you a better professional and person. My hope is you too will find your ikigai.

As always, thank you for being a part of organized dentistry. Your support is deeply appreciated. Your comments are always welcome.

Best and stay safe!

Allen Vean



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MDDS Friends & Family Event – Colorado Rapids vs LA FC



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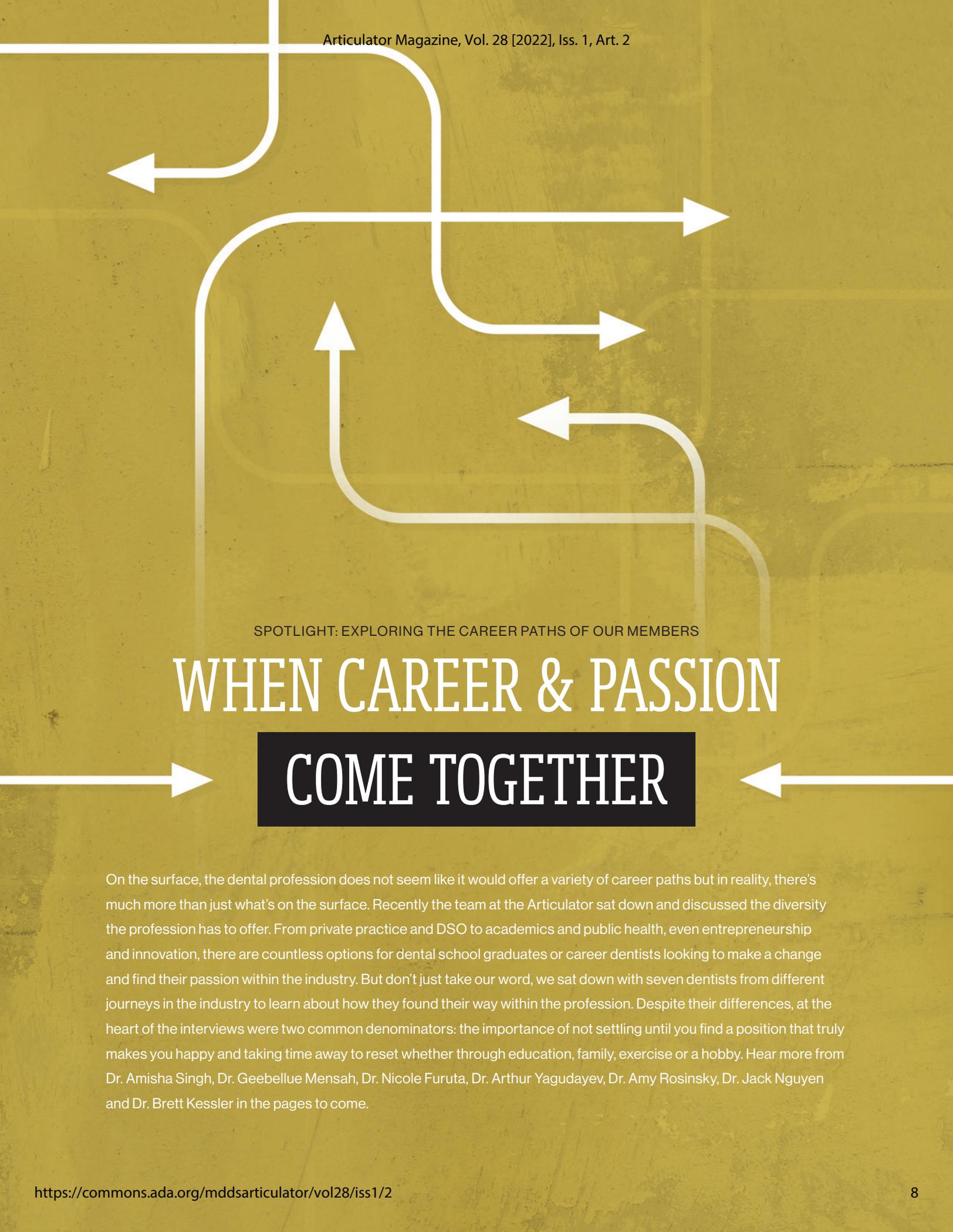


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SPOTLIGHT: EXPLORING THE CAREER PATHS OF OUR MEMBERS

WHEN CAREER & PASSION COME TOGETHER

On the surface, the dental profession does not seem like it would offer a variety of career paths but in reality, there's much more than just what's on the surface. Recently the team at the Articulator sat down and discussed the diversity the profession has to offer. From private practice and DSO to academics and public health, even entrepreneurship and innovation, there are countless options for dental school graduates or career dentists looking to make a change and find their passion within the industry. But don't just take our word, we sat down with seven dentists from different journeys in the industry to learn about how they found their way within the profession. Despite their differences, at the heart of the interviews were two common denominators: the importance of not settling until you find a position that truly makes you happy and taking time away to reset whether through education, family, exercise or a hobby. Hear more from Dr. Amisha Singh, Dr. Gebellue Mensah, Dr. Nicole Furuta, Dr. Arthur Yagudayev, Dr. Amy Rosinsky, Dr. Jack Nguyen and Dr. Brett Kessler in the pages to come.



Amisha Singh, DDS

Director of Diversity & Inclusion Programming
University of Colorado School of Dental Medicine

What drew you to the profession?

I was pre-med as an undergrad and knew I wanted to do something in healthcare, so I explored almost every health career under the sun. During this time, I was fortunate to speak with two sisters who were family friends—one was a dentist, and the other was an MD. As I was shadowing the MD, she told me if she could do it all over again, she would do what her sister did and become a dentist. This changed my trajectory. Dentistry was a place where I could connect with people, draw from my creativity, be a leader, and impact health.

I have always been intrigued by small businesses and that is part of what drew me to dentistry. My family bought our first small business the summer between my first and second year of dental school. I thought it was crazy when my husband proposed the idea, but it ended up being a life-changing decision. It's how I learned to read profit and loss statements as well as a lot of leadership skills. I gained experience in how small businesses operate and so much of what I learned then, I later applied when I opened a scratch start-up dental practice.

In addition to academia, you have tried on many other hats in dentistry. Do you have feedback on any? What would you say to a young dentist trying to decide on a practice modality? (Or, a dentist looking to make a change?) I think the best answer I have for this is to “know thyself.” Lots of people in leadership talk about the first pivotal action of being a strong leader is understanding yourself, what makes you tick and what legacy you want to leave. I often ask the young dentists I mentor questions like,

“How do you want the world to be different because of your career and your life? How will the world look different because of you dedicating 30 to 40 years to a profession? Do you have ideas of how you want that profession to be different because of dedicating decades of your life to something?” I tell them the more you understand yourself, your why, and how you want to make an impact, the better off you will be and the more career satisfaction you will have.

I believe one of the biggest disservices we do as a profession is having this gold standard of what success is in dentistry. So often we tout if you can have a multi-million-dollar fee for service practice, you should, and anything else is a consolation prize. That is just not true.

There are practice modalities out there that will create fulfillment, joy and wholeness in every one of us. And we owe it to ourselves to find out what are those options. That will be different from person to person. We cannot use the same yardstick to measure the success of every dentist in the world.

For a long time, I used to ask everyone I met, “Do you have a job that if you won the lottery, you would still show up the next day?” Most people would say, “No.” But I felt convinced that there must be a profession out there that could bring me so much joy, fulfillment, and alignment that it became more than just a paycheck. I am lucky enough to have found that profession. I never thought I would be a career academic. ▶



||

"There are practice modalities out there that will create fulfillment, joy and wholeness in every one of us. We cannot use the same yardstick to measure the success of every dentist in the world."

CONTINUED ▶

I wholeheartedly believed I was going to be a career, private practice owner dentist. I loved my time when I owned my practice and building up a scratch start-up fed that "new challenge" I crave. But I soon realized I was a teacher at heart. Our practice was a rotation site for different dental assistant schools, and I had a different student shadowing almost every day in our practice.

I paid attention and realized when I was teaching, I was the most joyful. I decided I owed it to myself to find a career in the profession where I was teaching most of the time. And I was right, my life has completely transformed.

There are gifts that every person has, something you do better than anybody else, something that sets you on fire, gives you flow and makes you smile ear to ear. I think every dentist needs to find that joy. Whatever your gift, you owe it to yourself to find it, develop and hone it.

Can you share a bit about your role as Director of Diversity & Inclusion Programming at the University of Colorado School of Dental Medicine? There are three main pillars to the DEI work that I do: 1) the path to becoming a dentist, 2) creating a culture of belonging at our school and 3) creating equity in patient outcomes in our profession.

I work to understand the systemic inequities that exist on the path to becoming a dentist, the roadblocks in the path and how to remove those roadblocks. The university manages three different pipeline programs, and we help students who have been historically excluded from the profession to access it as their career choice.

The second piece of my role is culture cultivation. In the simplest terms, I ask "does everybody in our school, faculty, staff, and students, feel like they belong?" This has become an essential tenant of our dental school and is part of our core values. Our goal at CU is that in our classrooms and in our clinics students, providers and patients don't have to minimize who they are and that they can bring all of the pieces of themselves and feel welcome.

The third piece of my DEI work is patient outcomes. Research consistently shows if our practitioners are not culturally competent, even beyond that culturally humble, it impacts patient outcomes. We want all of the work in the first two pillars to drive positive health outcomes, especially for the underserved. ■





Geebellue Mensah, DDS

Employee Dentist
Dentists of Brighton

What drew you to the dental profession?

Dentistry wasn't always the avenue I thought I would go down. My father is an OBGYN and my mother is an RN and I felt pulled to follow in their footsteps. What solidified dentistry for me was when I did my first shadow day at a local dental office in Columbus, OH. Dr. Lowery was such a gracious provider, not only in his hand skills but also in how he interacted with his patients. Something about being able to connect with his patients and always provide them the care they needed spoke to me. Ever since that day, I have always felt a connection with the dental profession and fortunately, that passion continues to grow every day.

Upon graduation from dental school, you intentionally sought out mentors. Can you tell us a little about that experience and how it has helped you in your dental career?

Like every D4 dental student, I was stressed about finding the right office for me. I ended up doing 10+ interviews in Denver before I found the office that best fit my goals. Mentorship comes in many different forms, but I wanted to make sure I found providers who knew how to communicate all the esoteric dental jargon I learned into understandable and concise language the average patient could understand and absorb. I also sought out a practice with procedures I wanted to become more proficient in including oral surgery, implant placement and same-day crowns. Mentorship in these areas was most important to me but for others, it may look different. Every office wants to serve its patients but not every office does so the same way. I think finding the office and opportunity that best fits each dentist is the most important thing to being successful.

What drew you to the dental service organization practice model? A quote that always sticks with me

is from a mentor I had before I started my dental journey. "Dental school teaches you enough to treat patients but not enough to give your patients the best dentistry possible." This has always stuck with me, and I felt it was true to a degree. I knew I could do the work but not handle everything that came through my door. As a result, I looked for an environment that allowed my patients to get the best care, even if it wasn't always by me. Being able to interact and practice with great clinicians, and specialists allowed me to bridge the gap and I continued to learn and hone my skills while referring to in-house practitioners that had the experience and skills I continue to gain.

You have been interested in moving toward ownership within Pacific Dental Services. Can you tell readers anything about the process?

Lessons learned thus far? After interviewing at other offices and those within Pacific Dental Services (PDS), I felt that PDS was the most transparent about what they were able to offer me as an Associate Dentist (AD) and a Future Practice Owner. This includes what equipment is standard in every office but also what equipment you can add based on procedures you do. PDS also facilitates classes for ADs that are interested in ownership on what it takes to be an owner. These classes go over office metrics, budgets, profit and loss statements and all things on the business side of dentistry. This includes the financial responsibilities it takes to have a productive dental office, specifically what you need to be able to produce to pay your personal bills and bring the office into the green which greatly increases your financial freedom. ▶

"Follow your passions because if you pursue what you're passionate about you will dive into it fully."

SPOTLIGHT: CAREER PATHS

CONTINUED ▶

What advice would you give someone looking for a mentor? Regardless of if you're an established dentist or a new graduate, look for a mentor who is the type of dentist you want to be. This doesn't just mean clinically but on a personal level as well. Dentistry is as much about your clinical skills as it is about your people skills. I found mentors who did things I want to do clinically but are also great people who genuinely care about their patients. I think most people would agree with that but don't take it for granted because if the things your mentor says don't ring true to you, patients will know that as well.

What is one of the biggest challenges new dentists face upon graduating from dental school? How do you think dental associations like the ADA can help solve these? I think the biggest challenge for new dentists is the psychology of dentistry. In school, we learn the facts, indications and statistics but not always how to convey all the information in layman's terms the average patient understands. Patients did not go to school for

four years to learn what we did, but they do care about their health and meeting patients where they are at is one of the most important things to being a successful clinician. Organizations like the ADA, offer so many resources to continue our education outside of school. I think for new dentists it's important to explore these resources to continue their learning and knowledge of people along with dentistry.

What advice would you give dental students or new grads trying to decide on a career? Try not to compare your career path and opportunities to others. I remember wanting to come out of school and go straight to work while some of my friends and colleagues went to AEGs, GPRs and specialty schools. It made me rethink my path and wonder if I was doing the right thing but what was right for me might not be right for those colleagues and vice versa. Follow your passions because if you pursue what you're passionate about you will dive into it fully. ■

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Nicole Furuta, DDS

Private Practice Owner
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What influenced you to become a dentist?

My high school in Honolulu had a program that encouraged students to shadow different occupations before college. Everything from attorneys, doctors and architects to successful businessmen and entrepreneurs. A friend and I shadowed a pediatric dentist, Dr. Bert Sumikawa, and we connected right away. He offered me a summer job as a dental assistant and would ultimately become my mentor. He took time to slow down, show me and discuss procedures in detail. These discussions fostered a curiosity in both the art and science of dentistry. I did not have any family working in the dental field (and both my parents each had seven siblings, so that is saying a lot), so working in dentistry was very different and exciting. I worked for him over the summers through college and Dr. Sumikawa encouraged me and helped me find my path to becoming a dentist.

Can you share about your path to private practice ownership?

I graduated from the University of Iowa College of Dentistry planning on being an associate until after I had finished having kids. I moved home to Hawaii before my boards and practiced at a public health clinic before moving to La Jolla, CA to complete a GPR at the Veterans Administration. It was at the VA that I was introduced to both occlusion and some more advanced techniques that continue to capture my interest to this day. My time there also confirmed my desire to work in private practice.

I moved to Colorado with a plan to work at corporate dental practices while I figured out

the dental market in the Metro Denver Area. The goal was to use the information I learned to determine where I would ideally like to practice and then look for a practice to join in that area. I wasn't "entrepreneurial" and knew my business skills were limited. So, I knew it would be helpful if a prospective partner was both. Before long I found myself lucky to be surrounded by friends and mentors who helped me to become a better businesswoman, leader and employer.

Working as an associate in a corporate office helped me to grow my clinical and verbal skills, and it also taught me how to lead a practice's clinical and front office teams while learning the balance of entrusting key team members to manage the aspects I didn't have time to do myself. This helped me determine how I wanted to run my own practice in the future.

About nine months after moving to Colorado, I was accidentally forwarded an email from a dentist who was thinking about looking for an associate. I asked if I could meet her and we really hit it off. She was the entrepreneurial/marketing savvy personality I was looking for and we complimented each other nicely. So, I accepted a position as an associate at Lodo Dental and was a partial-then-sole owner of the practice until 2019 when my current partner joined the practice.

Is there anything you know now that you wish you knew earlier in your career? Transitioning to private practice was new and challenging and involved a lot of trial and error. But that trial-and-error would have been a lot more "error" if ►

"It's important to be open to calculated risks, so long as they are in line with healthy goals and have everyone's best interests at heart."

SPOTLIGHT: CAREER PATHS

CONTINUED ▶

it weren't for some great mentors and consultants. That isn't just limited to one-on-one consultants but thinking about your continuing education as a balance between clinical and business classes which introduce you to your weaknesses before they can sneak up on and hurt you.

Today, I think I do a much better job of not alienating my team because I learned to admit my mistakes, be open to suggestions and ask some very wise people for their help. There is wisdom in everyone. Do your best to draw it out and you'll always be on track for great success. And I do my best to apologize and try not to repeat mistakes—especially if they negatively impact others.

It's important to be open to calculated risks, so long as they are in line with healthy goals and have everyone's best interests at heart. If you are not constantly willing and open to improving and changing, dentistry/business/life will leave you

frustrated and burnt out. Why? Because change is inevitable. You either do it incrementally while balancing your focus on change or you'll get it all at once like a firehose that will knock you end-over-end.

What is the biggest challenge you face as a private practice owner? I have two big challenges: leadership and communication. I want to be the best leader possible for my team instead of being the best manager. Leaders can leave their teammates to do their jobs—managers cannot. Dentists whose style is more manager than leader pay a heavy price in their professional and personal lives. I am far from a perfect leader and it is one of the greatest challenges I struggle with daily. But I have learned, that good leaders know where their team members are and want to see them fail a little and learn. I have learned letting team members make small mistakes before they make big mistakes and asking questions I hope they will remember

before they would have otherwise made their next big mistake are keys to building a team you can trust and who will value your trust.

Take time to figure out everyone's communication styles and communicate with them on their level. Have your team take a DISC, Insights or another personality test. Then always do your best to keep this in mind whenever working with them. It won't come naturally until you practice it constantly. If it becomes easy and natural to you with little work, please teach me your secret(s)!

Can you share resources that have helped you as an owner or in clinical dentistry? Always be learning! Great continuing education will change how you practice and improve the ways you can help patients so it is worth a significant investment. And don't forget to take good care of your body—you're going to need it for the rest of your life! ■



Arthur Yagudayev, DDS, MSD

Periodontist
PerioArts of Colorado

After beginning your dental training overseas, what influenced you to move to the United States?

I came to the United States after halting my dental school training in Russia. I had a chance to see what life is like in the US and learn more about the practice of dentistry here. I was living between the two countries for some time to decide whether I would want to return to Russia or to change my life and career by moving to the US. I was thinking of applying to medical school to become an MD, instead of a DDS. It was only after I worked in various dental practices in New York City, assisting

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"The main goal is to do what makes you happy first because if it gets your heart pumping, your patients will be the greatest beneficiaries of your love for what you do every day."

different doctors and specialists, and working with CAD/CAM, that I cemented my goals and realized how much I love dentistry with all of its science vs. art nuances.

What influenced your decision to specialize in periodontics? I was always interested in surgical aspects of dentistry and was doing some minor surgical work, but found myself questioning if I was doing things correctly. "Am I using the right drilling sequence, should I irrigate and how much, what bone to place and how to secure it? Is membrane placement good enough or I can add a collagen plug? What sutures to use and when to remove them? Should I give antibiotics or not? Can I save the tooth or take it out?" To further my knowledge, I tried to answer them myself, reading magazines, participating in conferences and checking Dental Town forums. Thankfully, I realized early on I needed a proper and more fundamental education to do things right, even though I was finding answers with those extra resources. Just like anything in science, there are more questions than answers and entering a specialty training in periodontics helped me realize my professional goals and dreams.

You are also on faculty at the University of Colorado School of Dental Medicine. How do you split your time between private practice and working with students? I never thought I would be a part of the education community. Having English as a second language sometimes creates a hurdle for me, but I appreciate that my students and residents don't make a big deal out of it. When

I see them learn, grasp and create what is expected in their objectives, I realize that no matter what language you speak or how you interact, the beauty is in the final result. Teaching is a big part of my life now and I love it. If you ask my team at the private practice, I always choose students over them because I know they are the future of our field.

I love when students come to shadow at the office and show interest in periodontal practice and treatments. In essence, we learn from our teachers, we copy their treatment, philosophies and practices before we eventually create our own. At the same time, I also believe teaching helps the teacher develop and enforce skills as well. Teaching forces the teacher to view the subject from a new perspective and students' questions bring forth new ideas. The better clinical instructors we have, the more for our students to learn from, the better clinicians will graduate to do their own great work.

What is one piece of advice you regularly give your students? Spend an extra five minutes with the patient. This is the difference between a good dentist and a very good dentist. It can make a difference in making a finish line better, meaning a better impression, better occlusion for your restoration, making a patient feel more comfortable, etc. The "devil is in details" and these five minutes can make a huge impact.

What would you say to anyone thinking about specializing? I haven't seen anyone who regretted that they specialized. If you are thinking about it,

go for it. If you believe you are good at something specific, find what drives you and make it happen. The main goal is to do what makes you happy first because if it gets your heart pumping, your patients will be the greatest beneficiaries of your love for what you do every day. I know some doctors who decided to specialize after long successful careers as GPs. If you can't join any residencies, take more courses. It is worth it.

You have participated in several dental missions to provide oral health care to underserved populations in other countries. Can you provide some details on this and why you choose to give back in this way? Anything you can do to help underserved people is a good "mitzvah." From participating in the Colorado Mission of Mercy (COMOM) and Give Kids a Smile days, to creating your own version of dental care days or traveling abroad. It is just the right thing to do. Share your skills to help those who need it.

This year I am returning to the Syrian Refugee Camp in Jordan as a part of a Syrian American Medical Society with my former classmates Samer Hejlawy and Mujibunnisa Shaik and a group of medical and dental professionals. We will provide care to refugees who've been detached from their homeland for more than 10 years and are still unable to go back, raising kids in the camp with no end in sight. We are planning to give classes to local doctors for free in exchange for their help to refugees in need of dental care. I'm excited to be taking my daughter to assist me on this trip as well. ■

Amy Rosinsky, DDS

Public Health

Howard Dental Center

What influenced you to choose dentistry as a career? I was originally scheduled to take the MCAT, but my long-time dentist saw me for a visit and we had a good discussion about work-life balance, so I canceled my MCAT and here I am. One thing I liked was that I always saw the same dentist (and I saw him a lot having grown up in the '90s on Kool-Aid and Gushers) but I never seemed to see the same primary care doctor as the residents in the local hospital and associated family practice were always coming and going. I shadowed my dentist quite a bit after our initial discussion and got to see how he cared for his patients and was able to get to know them.

Can you please share a little about your career path to public health? Did you always know you wanted to work in this area of dentistry?

Aside from shadowing my personal dentist, I also shadowed at our local public health clinic and loved the work they did. People would travel more than three hours for their appointments and were always extremely thankful. This is my second job in public health, and I recently celebrated my five-year work anniversary.

What is the biggest reward and the biggest challenge of working with an underserved population? The rewards greatly outweigh the challenges. I believe our clinic has some of the best patients in the city. It is a joy to go to the office and work with some amazing and interesting personalities and to be surrounded by a team who all feel the same. We have many patients who have been with the clinic since its inception in 1994 so it is possible to build long-term patient

relationships in public health. We specifically serve individuals living with HIV, many of whom have experienced past stigma surrounding their dental care. I take great pride in being able to make patients comfortable and involve them in their care. The biggest challenge for me is having patients fall out of care due to challenges such as unstable housing, behavioral health concerns and comorbidities. It can then sometimes feel as if we are starting back at square one.

What advice would you give someone thinking about a career in public health dentistry?

There are so many paths available to dentists. I know of a few retired solo private practice docs who transitioned into public health because it takes away the stresses of owning a business and keeps the focus on patient care. Not all clinics offer the same scope of services, but you can often find a very good fit if your passion is working with the underserved. For new dentists, multiple loan repayment programs might work with your clinic site as well. One more thing—be ready to never have a dull moment!

You also give of your time and talents to the CDA New Dentist Council and the Dentist Professional Liability Trust, what prompted you to participate in these organizations? The Colorado New Dentist Council has always been on the cutting edge of engagement compared to others throughout the nation and it is because of great events and great people. This starts at the student level, and I attended several events as a student at the University of Colorado School of Dental Medicine. This year I am serving as Chair





of NDC and am looking to help it bounce back after limitations from the pandemic. We have great things planned for the coming year. As for the Dentist Liability Trust of Colorado, I started as the New Dentist Council Representative and recently became a regular board member.

Are there any takeaways you have gained from participating in either that have helped you in your career? The networking and friendships formed through New Dentist Council events have provided a sense of comradery in the Colorado dental community. Sometimes we can all feel as though we are on our own island and instead of having colleagues we have competitors. Of course, attending the educational events has also been great. This group has pushed me to be more involved when sometimes it feels easier to stay home, and also helped me grow as a leader.

Being a board member of the Trust has been an incredible learning experience for me as we discuss risk mitigation and how the Trust handles claims and complaints differently from a traditional liability company. Because it is a board run by dentists, for dentists, there is a great understanding of what a settlement in the presence

of no wrongdoing can do for the reputation of the individual dentist. Any member of the Trust can call and speak directly to the Executive Director, who also happens to be a retired dentist, for advice on a potential patient complaint. I love being involved in the Trust because of the type of personalized service we provide.

“Burnout” is a hot topic and has been in dentistry for some time. What are some things you do to help stay centered and balanced? Most importantly, it is vital for me to take time away from work to avoid burnout or compassion fatigue. This is one of the major advantages a career in public health can offer—paid time off, and often, someone else to cover the clinic in your absence. One of my favorite quotes regarding burnout is, “You don’t have to set yourself on fire to keep someone else warm.” Things I do include getting outside in our beautiful state hiking, paddle boarding, road biking, or just sitting on a lake beach and listening to the waves on the sand. For some reason, an afternoon off is more restorative for me than an entire day since I do not feel internal pressure to “be productive” at home. To be at your best for your team, your patients and your family, you cannot pour from an empty cup. ■



"To be at your best for your team, your patients and your family, you cannot pour from an empty cup."



Jack Nguyen, DDS

Entrepreneur
The Quick Company

Dentistry was a second career for you. Can you share a bit about your background and how you ended up in the dental profession? My background is originally in biotech research and I worked for a time in the industry before deciding to apply to dental school. Before applying, I had a few years of work experience and even received my master's degree. I completed my DDS at the University of the Pacific Arthur A. Dugoni School of Dentistry.

I graduated dental school in the midst of the mortgage crash which is what motivated me to move to Colorado where I joined a practice as an associate. However, after looking at my student loans I realized it made more sense financially to join a DSO practice for a few years. Ultimately I opened a scratch-start practice in Central Park.

You recently took a big leap, selling your private practice and dedicating the majority of your career to product development and innovation. Can you share the process you went through to develop the MicroTray? I make an effort to write down my one, three, five and ten-year goals. While working at my second practice, I brought up the idea of writing a patent. My fiancé pushed me to act on it sooner rather than later. At that point, I started brainstorming on a problem to solve in dentistry. I would discuss with fellow dentists, the most painful points of our day-to-day work and bring up ideas to other practitioners in the industry and there seemed to be a consensus on where innovation was needed.

Once I settled on the product idea, I went down the rabbit hole of researching patents and realized I was going to need the help of professionals

to accomplish this goal. After meeting with several patent attorneys, I clicked with one and things really took off from there. The patent agent connected me with product development engineers and things took off.

It was an eye-opening experience taking an idea, articulating it on paper, then translating it into engineering language. It took years of refining and re-refining the idea to turn into the tangible product it is today—which is actually nothing like the original idea I came up with.

A few years into the process, I decided to take a step back from clinical dentistry, sell my practice, and devote more time to the new business, The Quick Company. I still practice as an associate a couple of days a week but the decision has really allowed me more time to focus on this new journey.

Is there something you learned through the process that you wish you would have known when you started? That's a big question! The biggest thing was learning to not try to predict or control the timing. It was a long and sometimes slow process—some weeks I felt like I was going 100 miles per hour with marketing, package design, materials and more. And then there were months I felt like I wasn't doing anything because you are waiting on licenses, engineers, the FDA, etc. There was a lot of waiting on others which I wasn't expecting or used to.

On the same note, what advice would you give a fellow dentist that has an idea but is anxious to do anything with it? Write things down! Articulate ▶

"Talk to as many people as you can whether in dentistry or not. As an entrepreneur, every conversation is useful, either immediately or somewhere down the line."

CONTINUED ▶

the details as best you can, then set it aside and reopen it in three months. If it's still interesting at that point, then you should consider pursuing it—especially if you are losing sleep over it. With the microtray, I was thinking about it every night—almost an obsession—even after six months or so. I've been working on the microtray since 2016 and it only launched this year!

Talk to as many people as you can whether in dentistry or not. As an entrepreneur, every conversation is useful, either immediately or somewhere down the line. Some of the most interesting conversations I have had with other product developers were hearing about ideas that have failed. Learning about how and why things failed, the signs of failure and how the person got through it—those conversations have been so invaluable.

Now that you are immersed in the world of innovation, is there anything you believe the dental industry as a whole would benefit from?

There is a double-edged sword. One of the coolest things about dentistry is even without all the bells and whistles and huge investments in the latest and greatest equipment, a dentist can still provide great quality of care to patients. On the other edge, it's important to openly try new products and provide helpful feedback.

I think dentistry as a whole is about 20 years behind technology-wise. Things that should be commonplace in dental practices are still cost-prohibitive. Intra-oral cameras, for example, came into the market later than they should have, with less technology than your average smartphone. Fortunately, those who have made the leap by incorporating new technology into their practice have helped drive down prices for everyone. The next few years will be interesting as companies with both dentists and engineers work to innovate new technology faster, thereby creating more competition. ■



Brett Kessler, DDS

General Dentist & 14th District Representative to the ADA
Landmark Dental Studio

Can you share a bit about your background and how you got into dentistry? What has dentistry meant for you?

I studied biomedical engineering as an undergrad with the intent to go to medical school. However, at the precipice of me taking the MCAT, I stood at the mailbox with my application and decided not to do it. Then a friend who was already in dental school called me out of the blue and said, “You know, you should consider dentistry with your engineering background. You would do really well.”

Before attending dental school, the most I knew about dentistry was I liked my hygienist as a kid so I would eat Oreos to make the cleanings last longer. That and during undergrad we had a lecturer come into an engineering class to talk about dental implants. This was in the nineties, and I had never seen anything like it—how someone could go from no teeth to a full mouth of teeth with implants or dentures.

Dentistry has meant everything. I even met my wife in dental school, and we were married in our fourth year.

You have been involved at all levels of organized dentistry—starting at the local level up to the ADA. What first influenced you to get involved and how has that shaped your career?

I decided to try and get sober in 1997. At that time, I didn't know where to turn so I called the ADA and they connected me with resources to get assistance. When I finally got sober in 1998, I was a member but not active.

I started to take on a more involved role in organized dentistry when I moved to Colorado. At that time, the Dental Board put my license on probation for my history of substance abuse and it made me really angry. I got involved because I decided it was the only way to effect change. Fast forward a few years, I was practicing dentistry downtown and doing pro-bono work with Sobriety House. Word got around and other rehab centers started sending patients my way as well. It became overwhelming so I reached out to MDDS to see if anyone else was doing this kind of work. We did an article on the topic in the Articulator, which helped get some other dentists involved. All of this evolved into me joining the MDDS ▶

SPOTLIGHT: CAREER PATHS**CONTINUED ▶**

Community Access to Care Committee. Then the former Smile Again Program was created, which treated victims of domestic violence. I haven't gotten out since!

I can't imagine my career being anywhere near as fulfilling as it has been without my involvement in organized dentistry. Had I not gotten involved and worked my way to the highest level of leadership in organized dentistry I might not have a platform like I do to potentially shape the profession in the best possible way, not only for the dentists but the communities we serve. It is an honor and a privilege.

What do you know now about organized dentistry that you wish you knew when you were just starting? It is not just going to the legislature telling them which rules we need or don't need. It's meeting with insurance companies and advocating for better reimbursement rates and benefit programs. It's educating legislators

on best practices and advocating for or heading-off different policies that would be bad for the profession and patients. I think it is the ADA's biggest power and often the most under-appreciated one.

Many dentists, volunteers, students and professional team members look to you as a leader in the profession. How did you hone (and continue to) your leadership skills?

A long time ago now, I decided I wanted to live every day as my best day, and well, live my best life. I got more into leadership when I opened my practice. I dove into leadership books, and I hired a personal coach to help guide me and keep me on task with my goals. Being involved in organized dentistry leadership also helped me grow further and realize what my core values are. I strive to be a positive catalyst for change in the world and whatever role I'm sitting in.

What advice do you have for a dentist who is just starting on their career path? An exercise my coach gave me once was to write a letter for five years in the future. The letter is to your best friend telling them everything that has happened in the last five years. In the exercise, you can detail the kind of practice you want to work in, what kind of patients you are seeing and the type of dentistry you are doing. You also list personal things like trips you took, races you won, volunteer outreach or community involvement, etc. You put all these professional and personal goals out there as if they have already happened. Then you share with a person(s) you trust so they can help keep you accountable. You pick out goals from the letter to focus on and accomplish over those five years.

A life well lived is lived intentionally—not by happenstance. Each decision I make goes back to that vision, my ideal and goals—is this going to get me closer to that? Sometimes you veer off and that is ok, but you have direction. ■



"I can't imagine my career being anywhere near as fulfilling as it has been without my involvement in organized dentistry. Had I not gotten involved and worked my way to the highest level of leadership in organized dentistry I might not have a platform like I do to potentially shape the profession in the best possible way, not only for the dentists but the communities we serve."



WILL YOU SEE ONE?



Dental Lifeline Network • Colorado needs dentists like you to help those in desperate need of oral health care. This population includes people with disabilities or who are elderly or medically fragile and have no other way to get dental care.

We have 144 patients on Colorado's Donated Dental Services (DDS) program waitlist, waiting on the life-changing dental care they desperately need. This is where you come in. Since the Colorado program's inception in 1985, with support from the Colorado Dental Association and partners like Metro Denver Dental Society (MDDS), Colorado's DDS program has provided over 13,000 patients with nearly \$39 million in donated treatment. ADA President Dr. Cesar Sabates is calling on dentists nationwide to significantly impact their community by volunteering to see just one patient a year.



Our impact as dentists goes far beyond what we might consider all in a day's work. Imagine what patients feel when they leave our care. When they are able to live without pain, enjoy a meal, and smile with confidence, we have made an improvement in a fellow human being's quality of life. And that is the true work of a dentist."

**- DR. CESAR SABATES,
ADA PRESIDENT**



ABOUT DENTAL LIFELINE NETWORK

Since its launch in 1985, Dental Lifeline Network's DDS program has provided over \$500 million in donated dental therapies, impacting the lives of more than 166,000 vulnerable individuals.

Dental Lifeline Network is a strategic partner of the American Dental Association. To learn more about DLN, get involved, or explore programs in your state, visit DentalLifeline.org.



VOLUNTEER PROCESS

The DDS program makes it easy to get involved. We screen patients, coordinate appointments, and complete the necessary paperwork so you can focus on providing life-changing patient care.

LEARN MORE FROM DR. SABATES:



GET INVOLVED:



Succession Planning

JEFF FEAKES



As a partner or co-owner of a dental practice, you've spent years building a valuable financial interest in your business. Of course, you want to protect your business and your family should something happen to you but are unsure of the appropriate methods to accomplish this goal. One of the most common methods is a buy-sell agreement. Buy-sells ensure, upon passing, that the surviving members of your family experience a smooth sale of your business interest. The most common vehicle (and most cost-effective) is funding this objective through life insurance. The life insurance that funds your buy-sell agreement will create a sum of money upon your death that will be used to pay your family or estate the full value of your ownership interest.

HOW FUNDING WORKS

When using life insurance with a buy-sell, either the company or the individual co-owners buy life insurance policies on the lives of each co-owner. If you were to die, the policy owners (or company) receive the death benefit from the policies on your life. That money is paid to your surviving family members for your interest in the business. If all goes well, your family gets a sum of cash they can use to help sustain them after your death, and the company has ensured its continuity. From this scenario we can see several advantages:

- The life insurance creates a lump sum of cash and offers immediate liquidity to the surviving family.
- The liquidity offers a smooth transition, and the practice can move on quickly and efficiently.
- The agreement removes questions on the next steps for the practice, and the surviving family doesn't feel pushed into an uncomfortable situation.

ABOUT THE AUTHOR

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TYPES OF BUY-SELL AGREEMENTS

There are two main types of buy-sell agreements:

1. The organization or entity owns the coverage on the co-owners (entity purchase), or
2. The co-owners own the coverage on each other (cross-purchase).

In an entity purchase buy-sell agreement, the business itself buys separate life insurance policies on each co-owner. The business is then responsible for paying the premiums, and the business is the owner and beneficiary on all policies. When dealing with an entity purchase agreement, it's important to have additional documentation in your business plan as to how ownership will change after the death of a co-owner and when proceeds from the buy-sell are sent to the co-owner's estate. This type of buy-sell is typically put in place when more than two owners exist.

In a cross-purchase agreement, each co-owner buys a life insurance policy on each of the other co-owners. The co-owner usually pays the premiums on the policies they own, and they are also the primary beneficiary for each owned policy. If the practice has multiple co-owners, multiple policies must be purchased for everyone who has an ownership interest. The cross-purchase buy-sell agreement is most common in partnerships or practice acquisitions.

FULLY FUND THE BUY-SELL AGREEMENT

The amount of insurance coverage on your life should equal the value of your ownership interest. In other words, if your interest in the practice is valued at \$1M, then your life insurance value should equal \$1M. Upon death, there will be enough cash from the life insurance policy proceeds to pay your family or estate in full for your share of the practice. However, if you can

only afford life insurance coverage for your portion of your interest, fund that amount. Later down the road, the company may be able to increase the amount of insurance or use additional funding methods. In the meantime, the agreement should specify how your family or estate will be paid.

CHANGING BUSINESS VALUE

What if your insurance proceeds turn out to be less than the value of your business interest, due to the growth of the business? Your surviving

family members might end up getting less than the full value of your business interest. Your buy-sell agreement should specify how valuation differences will be handled, and you should regularly review coverages to make sure full interests will be properly funded.

KEEP TRACK OF YOUR AGREEMENT

Each year policy premiums will be due, so it's important to make sure coverages are in good order and do not lapse. Reviewing your agreement

regularly with your insurance broker/financial advisor should be a priority. Additionally, you should strive to build your team including a financial advisor, CPA and estate planning attorney with full transparency and fluid communication in the event of death or disability. Buy-sell agreements create appropriate succession planning. When your focus is growing your practice, it's important to have a plan in place so you won't have to worry about how your business or business interest is transferred upon your passing.

To the extent that this material concerns tax matters, it is not intended or written to be used, and cannot be used, by a taxpayer to avoid penalties that may be imposed by law. Each taxpayer should seek independent advice from a tax professional based on his or her individual circumstances. These materials are provided for general information and educational purposes based upon publicly available information from sources believed to be reliable. The information in these materials may change at any time and without notice.



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Integrating Care to Help Under-served Children

KRISTA BARNES



The Commerce City Community Campus (C4) anchors health and social services in one location. Kids in Need of Dentistry (KIND)

has joined trusted health and public service providers here to increase access to integrated care, while empowering families with choices that will decrease healthcare costs and increase quality of life.

I wish something like the C4 would have been around when I was taking care of my little brother Alexander.

I began raising my brother, Alex, when he was just nine years old. As a 19-year-old college student I felt lost and overwhelmed after our mother died following a two-year battle with cancer. We had little to no resources and I found myself seeking dental care for this little boy who was already struggling to smile through so much loss and grief. On top of that, he was embarrassed and being rejected by peers because of his teeth, which were covered in decay.

When it seemed like no one else was able to help us, we discovered KIND. KIND stepped up, made it easy, and was very effective in supporting Alex as he regained his smile. After his teeth were restored, he really came out of his shell. He joined a baseball team, which he'd always wanted to do, but never felt confident enough to try. He had a fun, comedic personality that was always tucked away and thanks to KIND, he was able to give joy to others through his sense of humor.

After a career as a teacher, I now work for KIND. Just last week, KIND had a father call in needing to reschedule his child's appointment because the little boy's mom had passed away. This stopped me in my tracks and took me back to my own experience. The compassion and care the KIND team showed this father was exceptional.

"KIND is not just about oral care; it is also a shoulder to cry on when life hits hard. It's not just about appointments; it's about building community trust by addressing true needs," said Dr. Les Maes, KIND team dentist.

For 109 years, generations of Colorado children and teens have found their smile at KIND. The oral health non-profit provides dental services to thousands each year and is well known for its Chopper Topper program in highly impacted schools across the state. KIND also conducts outreach and education while integrating pediatric care. Focusing on the whole-person and believing good oral health is intrinsically linked to overall physical and mental wellbeing, KIND knows when families understand this, and can access comprehensive care, and the care costs less the long-term situation can significantly improve.

KIND worked diligently to stop the closure of its Commerce City clinic, where thousands of children are served each year. To do this, the organization raised over \$500,000 for the new C4 project. Channeling this challenge into an



"We cannot trade one health crisis for another. As we look forward, we are continuing to rigorously seek out opportunities toward accomplishing our timeless mission."

— DR. LES MAES, KIND TEAM DENTIST

opportunity, KIND is partnering with other non-profits to repurpose an existing county building into an innovative hub for neighborhood wellness in Adams County.

The C4 includes a KIND comprehensive pediatric oral health clinic that nurtures cross-agency collaboration. It opened in May 2022, at 7190 Colorado Blvd, Commerce City, CO, KIND hopes to continue uninterrupted services for thousands of children in need. There will be a celebration and grand opening on September 22, 2022.

"We cannot trade one health crisis for another. As we look forward, we are continuing to rigorously seek out opportunities toward accomplishing our timeless mission. Our clinic services have re-opened, and we continue to serve patients remotely, as we've been able to add teledentistry resources and support to our lineup," says Dr. Maes.

If you are interested in learning more about the C4 clinic and how to become involved, please visit kindsmls.org. KIND is a non-profit that survives with generous donations.



Committee Spotlight

Were you aware the members of the Metro Denver Dental Society are the owners of the Mountain West Dental Institute (MWDI) education facility and meeting space? In 2012, the Society made the innovative decision to purchase real estate near the state Capitol and create a state-of-the-art dental education and meeting rental space. Since then, hundreds of continuing education courses have been offered in this nationally recognized space that also serves as an important revenue stream for MDDS. In addition, MWDI is home to The Dawson Academy and OBI Foundation for Bioesthetic Dentistry.

The care and future direction of MWDI are up to dentist members who are represented on the MWDI Oversight Committee. The committee makes decisions about routine maintenance, technology upgrades, rental rates and event policies.

“The MWDI Oversight committee is responsible for one of MDDS’ most important and unique assets. This facility was the first of its kind created by a local dental society with the express purpose of housing a dental education center while also being available for rental by members and community partners.”

– SHELLY FAVA, MDDS EXECUTIVE DIRECTOR

If you are interested in learning more or volunteering for this committee, please contact Jill Kingen, Director of MWDI and Exhibits, at events@mddsdentist.com or (303) 957-3274.

Nationally-recognized dental speakers in the Mile High City:

Dr. Gerard Kugel
Dr. Sam Strong
Dr. Theresa Gonzales

Dr. Mark Ludlow
Dr. John Kalmar
Dr. Mia Geisinger

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MDDS CE & EVENT CALENDAR

 = HANDS-ON EVENT

SEPTEMBER 16

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

SEPTEMBER 17

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

SEPTEMBER 17

MDDS Shred Event

Peebles Prosthetics
909 Wadsworth Blvd
Lakewood, CO 80214
9:00am - 12:00pm

SEPTEMBER 23

Twenty-First Century Laser-Assisted Dentistry

Dr. Anthony Cardoza
Mountain West Dental Institute
925 Lincoln St Unit B
Denver, CO 80203
8:00am - 3:00pm

OCTOBER 7

Crown Lengthening Procedures to Enhance Excellent Restorative Dentistry

Dr. Sam Low
Mountain West Dental Institute
925 Lincoln St Unit B
Denver, CO 80203
8:00am - 3:00pm

OCTOBER 27

MDDS October Social

Cheluna Brewing Company
2501 Dallas St #148
Aurora, CO 80010
6:30pm - 8:30pm

OCTOBER 28

Navigating the World of 3D Imaging

Dr. Peter Green and Dr. Michael Moroni
Mountain West Dental Institute
925 Lincoln St Unit B
Denver, CO 80203
8:00am - 3:00pm

NOVEMBER 8

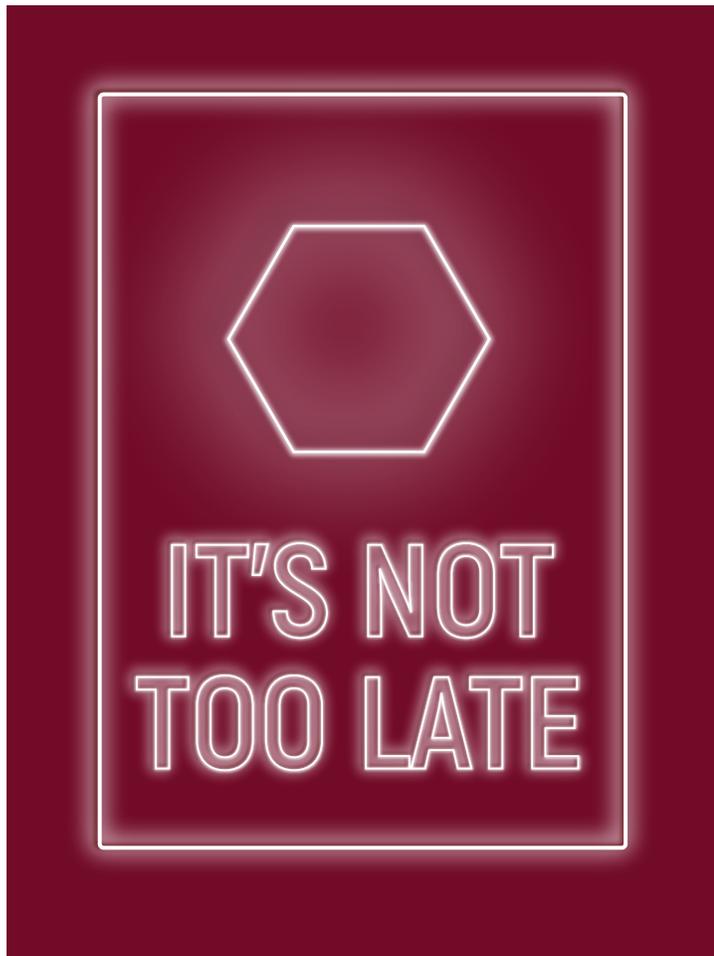
CPR & AED Training

CPR Choice
Mountain West Dental Institute
925 Lincoln St Unit B
Denver, CO 80203
6:00pm - 8:30pm

DECEMBER 3

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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CLASSIFIEDS

General Dental Practice in South West Denver, CO (Listing# CO 2201) Great location! Collections of \$1.1M. Practice occupies 1,550 square feet and consists of 5 fully equipped operatories. Potential for an additional 1,600 sq ft adjacent to this office. Dr relocating. Price \$850,000. For more info email: jed@adsprecise.com or call 303-759-8425.

Great opportunity to own Established General Dental Practice & Building in South Colorado Springs (Listing# CO 2127). Collections \$325K, 3 OPS with opportunity for an additional OP. 2,300 sq. ft.. Practice Price is \$199K + Dental Office Building. Dr Retiring. For more information, please call 303.759.8425 or email jed@adsprecise.com.

General Dental Practice for Sale in Colorado Springs (Listing# CO 2124). Great opportunity to acquire and established a well-established practice in a great location. Collections \$450K, 3 OPS. Dr. Retiring. Practice Building is also for sale with practice. For more information, please call 303.759.8425 or email jed@adsprecise.com.

General Practice for sale in Boulder County (Listing# CO 2123). This beautifully built out practice is 3,090 sq. ft. and consists of 5 operatories with opportunity for an additional Op. The office also includes a reception area, a private doctor's office, a business office, a lab area with nitrous closet, a sterilization area, consultation room, a dental storage room, restroom, employee break room and laundry. The practice collected \$863K + in 2021 and is 100% FFS (Fee for Service). Doctor works 3 days a week. For info contact jed@adsprecise.com or call 303.759.8425.

OMS Practice for Sale North Denver Metro (Listing# CO 2122). Annual Collections \$1.7M, 3 ops, Professional building, Office Condo also for sale, Excellent location, Dr. retiring. The practice produces \$510K in collections. For info contact jed@adsprecise.com or call 303.759.8425.

General Practice for sale in North Central Colorado (Listing# CO 2121). Occupies 1,100 square feet and consists of 3 fully equipped operatories. Doctor works two and half days a week. The office also includes a reception area, lab, sterilization area, staff lounge and a bathroom. The practice produces \$510K in collections. For info contact jed@adsprecise.com or call 303.759.8425.

Orthodontic Practice for Sale in Northwestern Denver Area, CO (Listing# CO 2116). Collections of \$400K. Practice occupies 1,400 square feet and consists of 4 chairs. 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.

GP for Sale: Colo Springs (Listing# CO 2010). Annual Revenues \$319K, 3 Ops fully enclosed, 1682 sq. ft. – Dr. Retiring. Sale price \$199K. 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 sq. ft., 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: Northeastern 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.



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Visit mwdi.org or contact Jill Kingen, Director of MWDI, at events@mddsdentist.com or (303) 957-3274 to learn more.





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