

JADA⁺ CAREER GUIDE

Launching a Practice?
Don't Forget These Three Tasks

ADA 2018
America's Dental Meeting
Honolulu, HI
October 18-20, 2018

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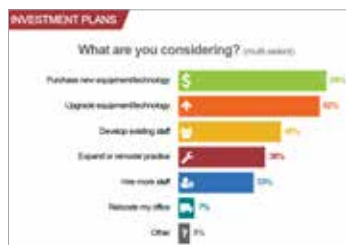


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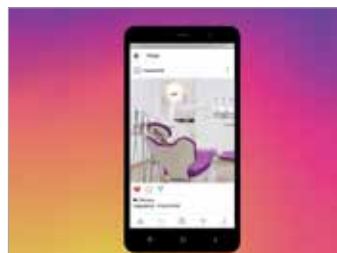


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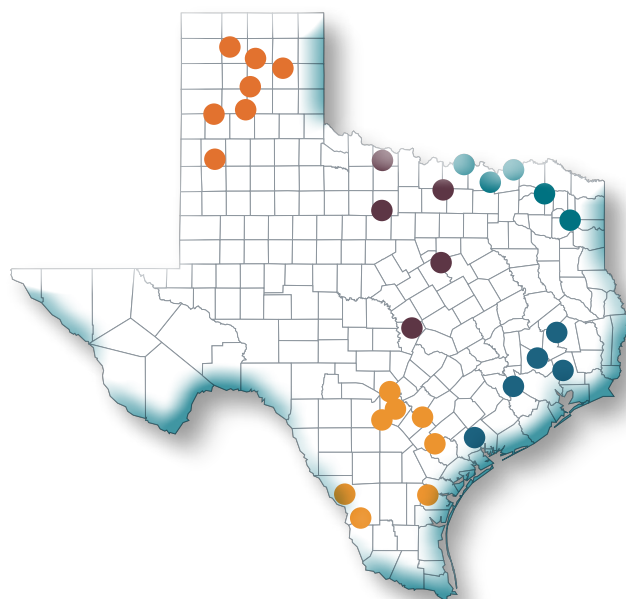
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Launching a Practice? Don't Forget These Three Tasks

Are you thinking about starting your own practice? Or have you already taken the plunge and opened your first office? Whether you're a newbie or think you have it figured out, here are a few tasks you may not have thought about:

1. Check your local laws. This is especially true if you are moving from another state. Your county and municipal governments may have regulations in place related to opening a dental practice that differ from the state and federal government. You always have to abide by the one that is the narrowest interpretation.

Questions to consider asking your local authorities:

- Is there a municipal or county occupancy permit?
- What about a building or remodeling permit?
- Are there any additional Americans with Disabilities regulations with which you'll need to comply?
- What are the codes regarding the plumbing for your new office?
- How about any preopening inspection rules or regulations?

Tip: Contact your state dental society (<https://ebusiness.ada.org/mystate.aspx>) before you pick a location and apply for building permits. They may be able to provide helpful information.

2. Check List of Excluded Individuals and Entities status before hiring. Don't know what this is? Then

you definitely need to keep reading. All employers are required by federal law to check the List of Excluded Individuals and Entities (LEIE) on the Office of the Inspector General (OIG) website before hiring a potential employee. An individual may be excluded for a variety of reasons, including having been convicted of certain criminal offenses, such as Medicare or Medicaid fraud or other health care-related fraud or financial misconduct; having a felony conviction, especially pertaining to illegal manufacture and/or distribution of controlled substances; and patient neglect or abuse.

Why this is important:

- With limited exceptions, no payment will be made by any federal health care program for any items or services furnished, ordered or prescribed by an excluded individual or entity, and no federal health care program payment will be made for anything that an excluded individual furnishes, orders or prescribes.
- The OIG has the authority to seek civil monetary penalties against an individual or entity based on a wide variety of prohibited conduct, such as employing or contracting with an excluded individual. See more at <https://oig.hhs.gov/fraud/enforcement/cmp/cmpa.asp>.

Tip: Verifying is as easy as a visit to the LEIE Online Searchable Database at <https://oig.hhs.gov/exclusions/>. The OIG updates it monthly, so bookmark it and check back regularly.

3. Get your National Provider Identifier number. Since 1996, all health care providers are required to have a National Provider Identifier (NPI) number. NPI numbers that specify an individual, such as a solo practice dentist, are classified as Entity Type 1 (Individuals) NPI numbers. NPI numbers that specify a dental practice organization are classified as Entity Type 2 (Organizations) NPI numbers. The ADA provides an overview of the application process, including a list of Provider Taxonomy Codes, which you will need to complete the application. This is an alphanumeric code that designates a health care provider's area of specialization. Visit ADA.org and search for National Provider Identifier for more information.

Tip: You can visit the National Plan and Provider Enumeration System website at <https://nppes.cms.hhs.gov/#/> to get started. NPI numbers take about one to five business days to process and then you will be sent an email. So, check your inbox (and spam folder) regularly until you receive it.

Find these tips and many more in the ADA Center for Professional Success New Dental Practice Checklist, online at Success.ada.org. ■

The ADA Center for Professional Success is an interactive web portal that features practice management content and decision support tools with the goal of helping members practice successfully, learn conveniently and live well. Visit Success.ADA.org.

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Busy general dental practice has an opening for a General Dentist Wed-Fri from 8-5 for a year with the growth into a 4 day a week position. One of the existing general dentists is cutting back hours to spend more time with his family. There is another full time general dentist working as well. There are already 4 full days of hygiene booked during the 3 days we have open for the position.

Skills

At least one year of general dental experience is desired and a dentist that is comfortable talking to patients about periodontitis is a must. Our office is focused on overall health and there are many opportunities to advance your education.

Notes

General Dentist is cutting back to part-time for one year before retiring fully. This practice is a high production office with great potential. Pay is based of collectible production (very few write offs), fee for service practice with some cash discounts. Some benefits like portion of medical insurance, 401K and negotiable for continuing education.

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The completely remodeled office is fully equipped and updated with digital equipment including a state of the art CEREC machine. The office is an attractive, well maintained, single-story professional building with storage available in a full basement.

The building occupies approximately 2,400 square feet and consists of 5 fully equipped operatories with plumbed space for an additional operatory. A beautiful reception area, private doctors office, business office and staff lounge accompany a modern central sterilization area, lab and 2 handicapped equipped restrooms.

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10 Ways to Go Green in Your Practice



Adopting an environmentally friendly approach in one's practice isn't just a "feel good" activity, it can offer direct and indirect business advantages as well.

Simply reducing waste and increasing efficiency produce an obvious savings. In addition, making a commitment to sustainability demonstrates a sense of responsibility and community engagement to existing and potential patients, many of whom may seek out and support green businesses. Taking the first steps into sustainability can be intimidating. With that in mind, the ADA Center for Professional Success has compiled a list of suggestions

- Use sensor-operated faucets and low-flow faucets and fixtures.
- Use only chlorine-free, high postconsumer recycled paper products instead of traditional paper products.
- Drink tap water as an alternative to bottled water.
- Encourage recycling with clearly labeled and accessible recycling containers.
- Conduct a practice energy audit. For the complete list of handy tips visit [Success.ADA.org](https://success.ada.org/en/practice-management/office-design/80-ways-to-make-your-dental-practice-green) and search for "80 Ways to Make Your Dental Practice Green" (<https://success.ada.org/en/practice-management/office-design/80-ways-to-make-your-dental-practice-green>).

Making a commitment to sustainability demonstrates a sense of responsibility and community engagement to existing and potential patients, many of whom may seek out and support green businesses.

to help ADA members initiate green practices. Following even a few such tips can help produce long-term benefits for both the practice and the environment.

- Install an amalgam separator, which is not just green, but in many instances now required. Plan office layouts to maximize natural light and ventilation.
- Place indoor plants around the office.
- Install a programmable thermostat to reduce HVAC costs.
- Invest in a central vacuum system that uses no water and has an amalgam trap.

You can find many additional resources for going green on the internet. For example, many states offer rebates and tax incentives to businesses that meet certain green standards. Look at DSIRE (Database of State Incentives for Renewables & Efficiency), an initiative of the North Carolina Clean Energy Technology Center, which offers a state-by-state list of incentives and policies that support renewables and energy efficiency in the United States at <http://www.dsireusa.org/>.

The U.S. Department of Energy, at energy.gov, has posted a series of tips for home energy audits, many of which are applicable to small businesses. In addition, the

federal USA.gov website, at <https://www.usa.gov/green>, includes additional resources for energy efficiency and environmental sustainability.

A green dental practice might also encourage positive habits among patients and staff members. Suggest to patients that they turn off the faucet when they brush their teeth and post reminders in restrooms and break areas to help conserve water.

There may be a good business case to implement a green approach in your practice. A few easy-to-implement steps can take you down a rewarding path to success and sustainability. ■

This article is provided by the ADA Center for Professional Success. The Center is an interactive web portal that provides practice management content and decision support tools with the goal of helping members practice successfully, learn conveniently and live well. Visit the Center for Professional Success at Success.ADA.org.

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Why Dentists Must Be More Green

Many of us have a genetic predisposition to help people or things get better. If not, we would have chosen investment banking for our careers. It's much more lucrative and there is no saliva, but it's not typically as interactive or lifesaving as dentistry.

This care factor is what keeps me energized in dentistry, and it's what led me to take an in-depth look into green dentistry. I care about peoples' health and, therefore, I cannot overlook environmental issues that impact our overall health.

Fine particulate matter, for example, is a dangerous substance in our air. Fine particulate matter is produced by agricultural fields, smokestacks and construction sites among other things. It's the haze you might see hanging around on a still, calm day. The particles are smaller than the size of a hair, but this makes it easier for them to penetrate into the deep parts of our lungs and even into our bloodstreams. According to EPA.gov,¹ "Numerous scientific studies have linked particle pollution exposure to a variety of problems," including:

- Premature death in people with heart or lung disease.
- Nonfatal heart attacks.
- Irregular heartbeat.
- Aggravated asthma.
- Decreased lung function.

- Increased respiratory symptoms, such as irritation of the airways, coughing or difficulty breathing.

When I realized the health effects of our lifestyle choices, it was easier to become an advocate for environmental education and change. So, I started small and now make almost all of my dental business decisions with an environmental consciousness that could ultimately help save lives.

In my office, we recycle everything we can, and we learn from others what the best practices are in dentistry. The insane amount of paper and plastic waste within our small businesses is mind blowing. With a modest recycling program, we save thousands of pieces of plastic from entering crowded landfills where they would take more than 400 years to break down. If the plastic ended up in a waterway, it would break down through photodegradation, but the by-products of bisphenol-a and polystyrene oligomers would still be in our water, and that is toxic to our food chain that starts with small fish. According to the United Nations Environment Program, by 2050 the amount of plastic is expected to outweigh the amount of fish in our oceans. And, plastic does not go away because it does not biodegrade well.

Research from 2016 gives us some hope for plastic degradation. According to the Independent, an enzyme first produced by bacteria was discovered in Japan at a recycling center in 2016; the enzyme learned to help digest plastic.² Studies are ongoing to help further understand how to use this enzyme.

Until then, we can minimize our impact on the environment. In our office, a recent purchase of a water distiller helps us reduce the number of plastic jugs of distilled water we buy to fill our autoclave and self-contained water systems. We also stopped buying plastic toys and trinkets for our kids' play area and treasure box.

We can look for ways to support community events that promote environmental causes such as recycling events, clean water efforts or tree planting days. While we mingle with like-minded people, we can learn about new ways to improve our efforts, and sometimes we may even pick up new patients.

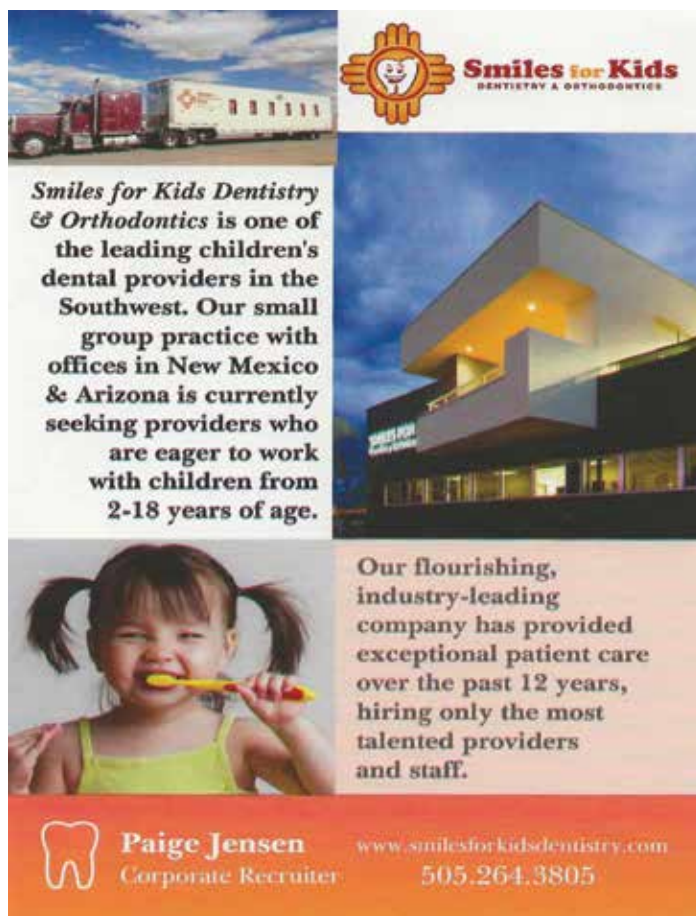
Because we are naturals at helping make situations better, we can be at the forefront of helping others understand the relationship between environmental health and overall health. When we experience record-setting temperature changes and have garbage in our oceans that disrupts the food chain, we can offer our critical thinking skills and our people skills to help others connect the dots for future health care consequences. Our small efforts to be more intentional with our trash or water usage in our homes and work places are a start for anyone interested in becoming more green. There are many resources available, like airnow.gov, to help track safe air quality levels. By being more astute with our green knowledge, our patients will lead healthier lives, and we will be helping make things better. ■

Resources:

1. US Environmental Protection Agency. Particulate matter (PM) pollution: health and environmental effects of particulate matter (PM)—health effects. Available at: <https://www.epa.gov/pm-pollution/health-and-environmental-effects-particulate-matter-pm>. Accessed June 12, 2018.
2. Gabbatiss J. Plastic-eating enzyme accidentally created by scientists could help solve pollution crisis. Independent. April 16, 2018. Available at: <https://www.independent.co.uk/news/science/plastic-eating-enzyme-pollution-solution-waste-bottles-bacteria-portsmouth-a8307371.html>. Accessed June 12, 2018.

Dr. Knowles is a national speaker, health educator and practicing dentist in East Lansing, Michigan. Her article originally appeared in the Summer 2018 issue of Dental Practice Success. Find this article and more at ADA.org/DPS.


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Optimism and Expansion Highlight Q1 Member Survey

The Quarterly Business Survey of ADA members sponsored by ADA Member Advantage in cooperation with the ADA Center for Professional Success finds that many dental practice owners are optimistic about the U.S. economy and are looking to expand. More than 80 percent of practice owners say that they are planning to invest in their practices in 2018 and are prioritizing upgrades such as 3-dimensional printing, digital workflows and computer-aided design and computer-aided manufacturing. In addition, 12 percent are considering a practice purchase, and five percent are planning to open a new practice.

The survey data also suggest that younger dentists may find increased opportunities in ownership and private practice as existing practitioners seek to grow their business.

Information was obtained from a survey of members of the ADA Advisory Circle, a representative sample of ADA membership, during Q1 2018. Overall, 70 percent of respondents identified as practice owners, and 30 percent identified as nonpractice owners. ■

This article is provided by the ADA Center for Professional Success, an interactive Web portal that provides practice management content and decision support tools with the goal of helping members practice successfully, learn conveniently and live well. Visit the Center at Success.ADA.org.

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SEARCH FOR A PRESIDENT AND CHIEF EXECUTIVE OFFICER

AMERICAN DENTAL EDUCATION ASSOCIATION Washington, District of Columbia

The Board of Directors of the American Dental Education Association (ADEA) invites applications for the position of President and Chief Executive Officer. ADEA is a nonprofit membership association representing all 76 United States and Canadian dental schools, more than 1,000 allied and advanced dental education programs, 66 corporations, and more than 20,000 individual faculty, staff and students. As *The Voice of Dental Education*, ADEA's mission is to lead institutions and individuals in the dental education community to address issues influencing education, research and the delivery of oral health care for the overall health and safety of the public.

ADEA has undergone unprecedented growth over the past decade. As the Search Committee and Board undertake the search, ADEA is in a strong position as a well-regarded organization committed to ensuring a better understanding of the essential role oral health plays in the overall health of society. The successful candidate for this influential role will be familiar with the full range of stakeholders in academic dentistry as well as those in other health professions, together facing the challenges of educating and training the next generation of the health care team. This individual will bring experience as a leader of complex organizations and skill in setting a broad vision that inspires all ADEA members and staff.

The President and CEO reports to the Board of Directors, and serves as a voting member of that body. Working with the Board of Directors, s/he sets the strategic direction for the Association, identifies and pursues growth strategies, continuously analyzes the Association's progress, and ensures that ADEA's vision, mission, and priorities remain relevant in the ever-changing fields of dental education and health care. The President and CEO also works closely with key governance stakeholders on key policy decisions, develops and monitors an annual budget of approximately \$26 million, and provides overall management of the organization and its 70 employees based in Washington, DC.

Isaacson, Miller, a national executive search firm, has been retained to assist in this search. Inquiries, nominations, referrals, and application materials, including a CV with cover letter, should be directed in confidence to:

Michael Baer, Philip Jaeger and Jennifer Carignan
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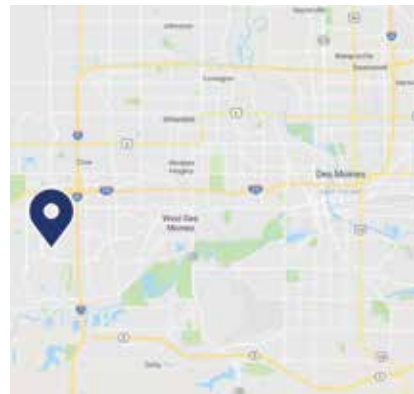
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Juggling Motherhood and a Full-Time Career in Dentistry: How I Make It Work

U.S. News & World Report Jan. 18 listed dentistry as the No. 2 job in the country. Undoubtedly, our profession offers great work-life balance, career growth and low unemployment. However, it's not without its challenges, of course – especially if you're a working mother.

According to a 2014 survey on CreditDonkey.com, more than 70 percent of the women polled agreed that being a mom in today's world is much harder than it was 20 to 30 years ago. Think about it. Today, we not only play caretaker, but we are often our family's primary source of income. No pressure, right? Wrong! A lot of women still face the enormous burden of having to choose between either having a baby or climbing the career ladder.

For me, having to choose between being a dentist or mother was never an option. Dentistry is my passion, and I never thought about getting out or taking a break. At the same time, becoming a mother has also been one of my greatest achievements, and it's a role that I don't take lightly either.

The working mom: a balancing act

Some people might argue that it's not possible to work full time and still effectively raise a child. I'll be the first to admit that when I gave birth several years ago, transitioning between the roles of a career woman and mother was quite challenging. But I'm living proof that it's certainly doable.

What I've discovered is that juggling the two has become easier over time. Early on, I found that embracing technology was the most helpful tool that allowed me to

be more organized, more efficient and focused on the things that I was pursuing. Here are a few other things that have helped me to be not only a great mother but an effective dentist, too.

Control your schedule

Yes, I completely get that this is not always possible. Things happen. But if you own your practice or have a good relationship with your employer, some minor tweaks can make the day less stressful. As with any dental practice, some days are going to be super busy with back-to-back appointments or unexpected emergencies. I personally try to start the day with the biggest procedures that require the most focus and end the day with the easy ones. I also have my schedule on the cloud, so I can securely login and check my schedule a day before to plan things. That way I am not stuck in surgery at the last appointment of the day with my kid waiting in hopes of going to the park.

Focus on the bigger procedures

As much fun "bread and butter dentistry" is, it still requires lot of hard work and patient volume. Of course, your goal is to provide the services your patients need. I invested in a 3-dimensional cone-beam scanner in my practice and started offering dental implants to my patients. Investing in CE courses also enables offering wider array of services under one roof, which provides convenience for my patients.



What I've discovered is that juggling the roles of a career woman and motherhood has become easier over time.

Compress your work day

Many dental practices provide patient care Monday through Thursday 8 a.m.-5 p.m. I have compressed my schedule to work Monday through Wednesday for a longer time each day. This gives me an extra day at home to catch up with my little one.

Use a walkie-talkie at work

The layout of modern dental offices is often a hallway leading to various operatories. An already busy day could get even more tiring if you have to keep walking over to communicate with your staff. I found that implementing two-way radios has been very helpful for making quick announcements like “running five minutes behind with a patient,” and “I need to see you.”

Pamper yourself

Get some time away from work and chores at home to rejuvenate and decompress. Remember. If you don't take care of yourself, you won't be able to take care of anyone else – be it your patients or your children. When I like to unwind, I go to the spa, get a massage or go shopping. Going on vacation is nice, too.

A final note

Great mothers are always able to multitask and improvise – even when working. Don't get me wrong. I was never fully prepared by just how motherhood would impact

me as a career woman. Sure, it's challenging. However, I wouldn't change it for the world. Watching my young daughter learn and grow every day has been so rewarding. Motherhood has taught me patience and made me more caring. In some ways, I think it's even made me a better dentist. ■

Resources:

1. *US News Announces the 2018 Best Jobs.* Available at: <https://www.usnews.com/info/blogs/press-room/articles/2018-01-10/us-news-announces-the-2018-best-jobs>. January 10, 2018.
2. *Infographic: Working Mothers Statistics.* Marie C. Available at: <https://www.creditdonkey.com/working-mom.html>. May 8, 2014

Dr. Rohini Agarwal is New Dentist Now guest blogger (<https://newdentistblog.ada.org/>) and a member of the American Dental Association.

Dr. Rohini Agarwal, Juggling motherhood and a full-time career in dentistry: How I make it work, New Dentist Now bog, posted April 30, 2018. Copyright 2018 © American Dental Association. All rights reserved. Reprinted with permission.

CONTRIBUTOR: RITA ZAMORA



Instagram Basics: Should Your Practice Be on Instagram?

Now that many dentists have their practices established on Facebook, it's time to talk Instagram. Another important social media tool in your online toolbox, Facebook-owned Instagram can help your practice be discovered and attract new patients.

Instagram's popularity has skyrocketed in the last few years. In 2017 CNBC reported that Instagram added 100 million new users in just four months, its fastest ever growth rate. In fact, Instagram has been so popular that some Instagram lovers might say Instagram is THE most important tool. That's right, you may find some practices putting all their social media resources into Instagram – which makes sense if all your ideal patients are only using Instagram.

According to Pew Research Center's February 2018 Social Media Fact Sheet, the percentage of US adults who currently use Instagram breaks down like this: 64 percent age 18-29, 40 percent age 30-49, 21 percent age 50-64 and 10 percent 65 and older.

You can open an Instagram account free of charge. Just download the Instagram app from the app store on your device of choice. Although you can view Instagram accounts from a desktop browser, your options are currently limited. To easily use all the bells and whistles Instagram offers, you will need to use the tool from a smart phone or tablet.

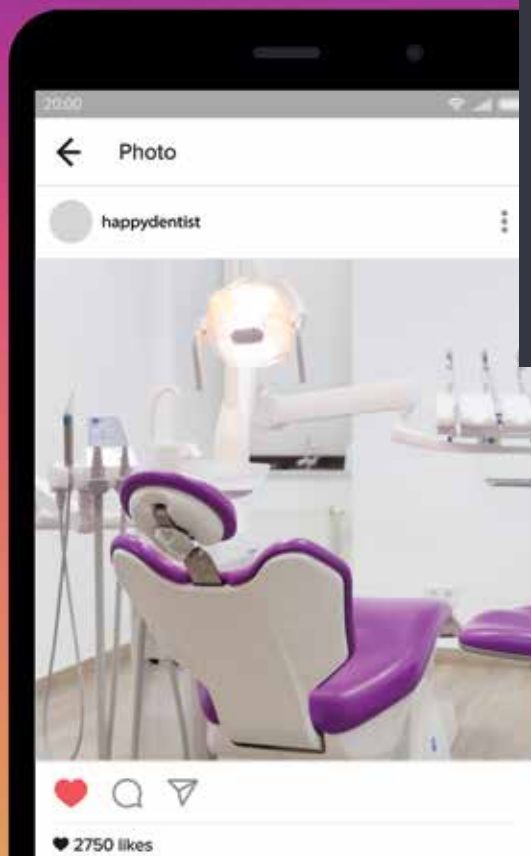
If you want to explore Instagram incognito, you can set your profile to private and simply follow other people and businesses and get familiar or inspired. One of the first things you will likely notice is that the platform is heavily focused on photos and video – no reviews or services tabs, and users are limited to one online or website link in their bios.

Instagram is a visual economy, where words won't get noticed unless you have a great visual to capture someone's attention. If you love taking photos, congratulations. Instagram content generation will be easy for you. In some cases, practices might decide to hire a photographer to visit their practice and snap a variety of photos and video to share in the future. By using any of the multitude of apps available you can make almost any image look fabulous with cropping, lighting, filters or other tools. Or for brands that support fun, add text, doodles or stickers to your images.

Once your practice is set up on Instagram, there are a variety of tactics you can use to help expand your visibility, grow followers and attract patients. Here are a few tips.

Invite patients to join you

You can let your patients know your practice is on Instagram in a variety of ways:



In 2017, Instagram added 100 million new users. You may find some practices putting all of their social media resources into Instagram.

- Invite your Facebook followers to join you on Instagram.
- Include the Instagram logo and link on your practice website and other online profiles.
- Print the Instagram logo on reception signage, business cards and other marketing materials.
- Announce your Instagram presence in your patient e-newsletters.
- Offer patients a goody like a personalized lip balm when they check-in or tag your practice on Instagram. (Remember: If using them, keep gifts nominal in value to comply with any antikickback statutes. The Department of Health and Human Services Office of the Inspector General defines “nominal” to mean a retail value of no more than \$15 per item or \$75 per patient annually for Medicare or Medicaid beneficiaries.)

Network business-to-business

Instagram is a great place to network business-to-business. You can follow local businesses, like the posts they share and comment on their activities. To your patients or other business owners, these actions would show up as a notification like, “Dr. Smith’s Dental Practice liked or commented on so-and-so’s Instagram post.” This is virtual door knocking and handshaking that only costs a little time, effort and energy, but it’s extremely effective in getting the word out about your practice and helping you to get found.

Share your practice’s ‘Stories’

According to Instagram’s blog, Instagram Stories is a feature that lets users “share all the moments of your day, not just the ones you want to keep on your profile. As you share multiple photos and videos, they appear together in a slideshow format: your story.”

The Stories feature allows users to share as much as they want throughout the day – with the option to embellish with text and drawing tools. The photos and videos will disappear after 24 hours and won’t appear on your profile grid or in your feed. A colorful ring will appear around your profile picture to let your followers know you have added to your story. Keep in mind that Instagram is not encrypted nor is it secure. Never share protected health information here! And when using patient photos or videos, be sure to have a signed release. Despite the temporary nature of Instagram, things still “live on” in cyberspace, and permission is a must. The ADA Center for Professional Success has a sample image release and a sample patient authorization form online.

Include location hashtags

Remember to frequently use your location hashtags in Instagram Stories and posts. Although there currently aren’t data available to support people specifically searching for a new dentist on Instagram, it makes sense to use hashtags or stickers that refer to your practice location. In the event that someone does search

something like “Denver Dentist” on Instagram you want to make sure your practice shows up. Try it for yourself. While using the Instagram app:

- Enter “your town” and “dentist” in the Instagram search (for instance, “Denver Dentist”) and see what pops up.
- Enter your local or neighborhood hashtag, (for instance, Denver) in the Instagram search and explore. This is where you want to be sure your practice shows up for your area.

Leverage sponsored posts or ads

Like Facebook, Instagram offers options to pay for sponsored posts or ads that will help your practice expand visibility within specific ZIP codes and among the demographic of your choice. In fact, Facebook’s software offers ads that can automatically populate your Facebook ads on Instagram, but you can also place ads specifically for Instagram. You can explore opportunities for as little as a few dollars per day.

A new development is that Instagram recently approved prescheduling. This is an exciting option because it can both save time and allow you to be more effective. The first scheduling tool available is Hootsuite, a social media management platform; however over time there will likely be other tools that will also accommodate scheduling. Most importantly, planning and prescheduling allow you to consider what content will best support your practice goals.

Now that you know more about Instagram, will your practice get started or do more with what you’ve already established? If you are already using Instagram, what have you found to be most challenging or effective? We’d love to hear your feedback, questions or successes at dps@ada.org. ■

Ms. Zamora and her team provide customized social media marketing services for general dentists and specialists. Her article originally appeared in the Spring 2018 issue of Dental Practice Success. Find this article and more at ADA.org/DPS.

Rita Zamora, Instagram basics: should your practice be on Instagram?, Dental Practice Success, Spring 2018. Copyright © 2018 American Dental Association. All rights reserved. Reprinted by permission.

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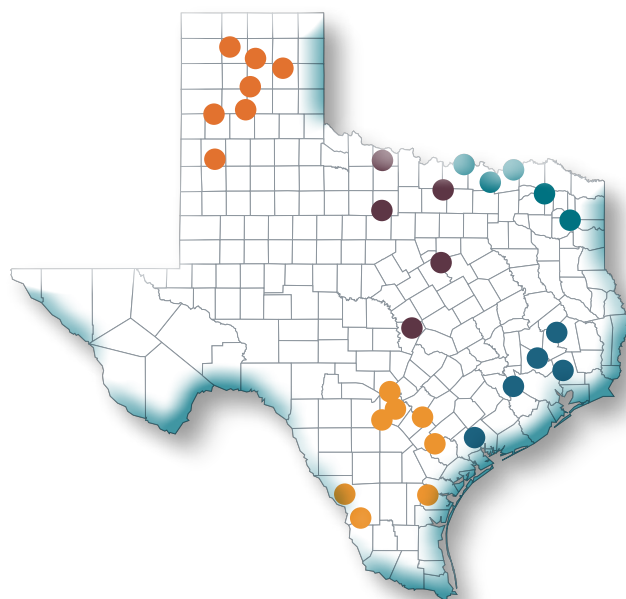
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