

MOUTHPIECE

smcnds.com

Making the Case for Special Care Dentistry

IN THIS ISSUE

- Making the Case for Special Care Dentistry
 - Starting the Year Strong: HR Priorities Dental Practices Should Address Now
 - Remote Work in Dentistry: A Practical Approach to Building a Hybrid Front Office
 - Why Dentists Benefit from Coordinated Financial, Tax, and Practice Planning
 - Building a Dental Practice That Is Always Sale-Ready
- and much more...



San Mateo County
DENTAL SOCIETY

Member Events Calendar

See Education / Events > Calendar of Events at www.smcds.com for details and registration.

New / revised course info in **bold text**. Featured courses **highlighted**.

M A R C H						
DATE	DAY	TYPE	TOPIC	SPEAKER/CONTACT	LOCATION	TIME
3	Tu	SCCE	Bay Area Aesthetic Masters Study Club	Ken Hovden, DDS / baaestheticmasters.com	SMCDS	6:30-8:30 P
5	Th	PS	Last-Minute 2025 Tax Reduction & Smart 2026 Planning for Dental Practices	Bardia Hariri, MBA, PhD	SMCDS	6:30-8:30 P
10	Tu	G	SMCDS Leadership Meeting	President: Tyler W. Davis, DDS	SMCDS	6:30-8:00 P
12	Th	SCCE	Palo Alto Oral & Maxillofacial Surgery Study Club	Alexander Hoghooghi, DDS, MD / paomfs.com	SMCDS	6:00-9:00 P
18	W	CE1	SMCDS General Membership Meeting w/ MPDS Topic: <i>Ridge Preservation: Less Traumatic Extractions and Bone Grafting for Implant Placement</i>	Aman Bhullar, DMD	Hiller A.M. San Carlos	6:00-9:00 P
23	M	RCE	BLS CPR Renewal Course	Stephen R. John, DDS	SMCDS	6:00-7:30 P
26	Th	SCCE	SMCDS Hygiene Study Club Topic: <i>Toothpaste Truths: What Every Dental Professional Needs to Know</i>	Cheryl Calmis, RDH, BS, MEd	SMCDS	6:00-8:00 P
A P R I L						
4	Sa	FMB	Shredathon: Document Shredding, eWaste, & Lead Foil	Jim Aicardi 650.637.1121	Dntl Office San Mateo	9:00-12:00 P
7	Tu	SCCE	Bay Area Aesthetic Masters Study Club	Ken Hovden, DDS / baaestheticmasters.com	SMCDS	6:30-8:30 P
14	Tu	G	SMCDS Executive Board Meeting	President: Tyler W. Davis, DDS	N/A, Virtual	6:30-8:00 P
16	Th	SCCE	SMCDS Study Club Topic: <i>Aligning the Team: Orthodontic Treatment Planning and Interdisciplinary Care</i>	Jacklyn R. Kurth, DDS	SMCDS	6:30-8:30 P
21	Tu	RCE	BLS CPR Renewal Course	Stephen R. John, DDS	SMCDS	6:00-7:30 P
23	Th	SCCE	Palo Alto Oral & Maxillofacial Surgery Study Club	Alexander Hoghooghi, DDS, MD / paomfs.com	SMCDS	6:00-9:00 P
M A Y						
2	Sa	RCE1/2	Peninsula Dental Compliance Symposium	Multiple	Alexandria San Carlos	8:15-6:00 P
5	Tu	SCCE	Bay Area Aesthetic Masters Study Club	Ken Hovden, DDS / baaestheticmasters.com	SMCDS	6:30-8:30 P
12	Tu	G	SMCDS Leadership Meeting	President: Tyler W. Davis, DDS	SMCDS	6:30-8:00 P
13	Th	PS	Planning with Purpose: A Coordinated Approach to Your Practice, Taxes, and Retirement	Sheri Pan, CFP®, Master of Taxation & Kyle Chuang, CFP®	SMCDS	6:00-8:00 P
14-16	Th-Sa	CE1/2	CDA Presents: Anaheim	Multiple / California Dental Association	Convent Ctr	Multiple
18	M	RCE	BLS CPR Renewal Course	Richard A. Fagin, DDS	SMCDS	6:00-7:30 P
21	Th	SCCE	Palo Alto Oral & Maxillofacial Surgery Study Club	Alexander Hoghooghi, DDS, MD / paomfs.com	SMCDS	6:00-9:00 P
26	Tu	RCE	BLS CPR Renewal Course	Stephen R. John, DDS	SMCDS	6:00-7:30 P
J U N E						
9	Tu	G	<i>Tentative</i> SMCDS Executive Board Meeting	President: Tyler W. Davis, DDS	N/A, Virtual	6:30-8:00 P
16	Tu	SCCE	Bay Area Aesthetic Masters Study Club	Ken Hovden, DDS / baaestheticmasters.com	SMCDS	6:30-8:30 P
22	Tu	RCE	BLS CPR Renewal Course	Stephen R. John, DDS	SMCDS	6:00-7:30 P
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A U G U S T						
11	Tu	G	<i>Tentative</i> SMCDS Executive Board Meeting	President: Tyler W. Davis, DDS	N/A, Virtual	6:30-8:00 P
21-22	F-Sa	CE1/2	Bay Area Dental Expo	Multiple / Santa Clara County Dental Society	Santa Clara	8:00-6:00 P

EVENT TYPE	
AR	Allied Dental Relations
CE1	Core CE
CE2	20% CE
CO	Community Outreach
FMB	Free Member Benefit
G	Governance

EVENT TYPE	
H	Holiday
HWS	Hands-On Workshop
L	Leadership
NDS	New Dentists Social
PG	Personal Growth
PM	Practice Management

EVENT TYPE	
PM1/4	Pract Mgmt 1=New Dent 4=Life Active
PS	Professional Success
PS1/4	Prof Success 1=New Dent 4=Life Active
RCE	Required CE
S	Social Event
SCCE	Study Club CE



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2026 Executive Board

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Treasurer, Secretary: Jennifer H. Chew, DDS

Immediate Past President: Zachary E. Held, DDS

CDA Bd Component Reps: Purvi K. Zavery, DDS, MS

Financial Guardian: Frederic G. Holloszy, DMD

Executive Director & Editor: Nakia Brandt

MOUTHPIECE

Published Quarterly

Publisher

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All editorial contributions are subject to space and/or content editing at the Editor's discretion.

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Photo by [Nicolas Cool](#) on [Unsplash](#)



President's Message

By Tyler Davis, DMD

It is an honor to serve as the 2026 President of the San Mateo County Dental Society. I am grateful for the opportunity to lead such a strong and engaged community of dental professionals and look forward to the year ahead.

As we begin the new year, my priorities center on supporting the health and wellness of our members and staff. Dentistry is a demanding profession, and SMCDS is committed to promoting balance, resilience, and well-being within our dental community. In addition, we will continue to refine and enhance our continuing education offerings by providing efficient, high-quality CE programs that are relevant, practical, and valuable for both doctors and their teams.

Strengthening the value of SMCDS membership will also be a key focus. This includes expanding business memberships and pursuing improved discounts and benefits for our members. By building strong partnerships, we can continue to deliver meaningful resources that support our members' professional success.

Lastly, I encourage members to consider becoming involved in Society leadership. Serving as a volunteer leader has been one of the most rewarding aspects of my involvement with SMCDS, and welcoming new leaders ensures a strong and vibrant future for our organization.

Thank you for your continued support of SMCDS. I look forward to working together in the year ahead.



New Member Celebration

Welcome!

Join us in celebrating **3** new members from January 2026 to February 2026, contributing to the voice that is SMCDs - **652** strong...

Poriya Dokhanchi, DDS
NYU - 1988 - GP

Apurva Dabak, DDS
UCSF - 2023 - GP

Jin Hoon Lim, DDS
UOP - 2023 - GP

Resources & Support for Early Career Dentists

Navigate the early years in dentistry with CDA on your side. Through membership, you have access to time-saving resources, one-on-one expert guidance and a community that supports your ongoing success.



Discover savings, support and solutions designed to help you navigate your early years in practice.

Visit cda.org/NewDentists



New Member Introductions



Please join the SMCDs Leadership in welcoming our newest members. Take a moment to introduce yourself when you see them at an upcoming General Membership meeting (they wear yellow daisy name tags). Our personal new member interview gives you a sneak-peek into who they are...



Apurva Dabak, DDS

General Dentistry
93 Arch St.
Redwood City, CA 94062-1401
USCF - DDS - 2023

What brought you to San Mateo County?

School connection.

What is your favorite part of working in dentistry?

Every day and every tooth is different!

What do you like to do in your spare time?

Cook, crochet, and travel.



2026 Membership Renewal:

Keep SMCDs Strong – Renew Now!

IF you haven't paid yet, act NOW to avoid having your membership dropped. You can still do your part to **keep your society's business running efficiently by paying before the drop date.**

Don't lose access to resources that make a difference

- Continuing Education, Social/Networking Events ■ Study Clubs ■ Patient Referrals, Vendor Relationships
- Advocacy & Leadership Development ■ Community Outreach/Volunteering
- Job Resources (for dentists & staff) ■ Practice Management & Regulatory Compliance
- Updates on Requirements, Laws, Insurance, Benefits ■ Professional Headshots
- Mandatory Courses: CPR, Infection Ctrl, CA Dental Practice Act, Sexual Harassment Prevention
Prescribing Controlled Substances, Workplace Violence Prevention & Active Shooter Training
- Staff Courses: 8-Hour Infection Control, Radiation Safety Training, Front Office Training
- Discount on tickets to the Peninsula Dental Compliance & Business Symposia & Bay Area Dental Expo
- Document Shredding, eWaste/lead foil disposal and much more...

Discounted/waived dues are available up until the renewal date for:

- retirees ■ post-graduate students ■ dental school faculty members
- federal employees: active military duty/work full-time at a VA clinic
- serving full-time for a charitable organization ■ temporary/permanent disability
- financial hardship ■ medical illness ■ leave of absence from dentistry

■ **If you're not sure** about **why** you should renew and need reassurance of member benefits and the **power of organized dentistry**, please e-mail mike@smcds.com.

■ IF you run into any problems in the process, call **CDA Membership at 800.232.7645** or **Mike on the SMCDs phone line at 650.637.1121**.

CHOOSE AUTOPAY TODAY!

For your convenience, CDA offers the option to break dues into recurring monthly payments. When you enroll in autopay, equal dues monthly payments will automatically be deducted from your chosen payment option and method and your membership will automatically renew each year. See full details at cda.org/autopay.

Member Specialist Spotlight



Pedodontists

SMCDs has **23** member pedodontists spread throughout San Mateo County

Urmi Amin, DDS

10 El Camino Real Ste 102
San Carlos, CA 94070-2451
(650) 596-8045

Kristine C. Chong, DDS

121 N San Mateo Dr
San Mateo, CA 94401-2708
(650) 342-1512

Juei Y. Kao, DMD

7455 Mission St Ste K
Daly City, CA 94014-2977
(650) 755-0277

Anne R. Lee, DDS

1475 Huntington Ave Ste 150
South San Francisco, CA 94080-5975
(650) 873-5212

Hung D. Pham, DDS, MS

1001 San Bruno Ave W
San Bruno, CA 94066-3318
(650) 989-9299

Charles M. Spitz, DDS

247 N San Mateo Dr
San Mateo, CA 94401-2608
(650) 375-8300

Laleh Vakili, DMD

1700 S El Camino #110
San Mateo, CA 94402-3046
(650) 372-9292

Naomi Zaul, DDS

1720 El Camino Real Ste 101
Burlingame, CA 94010-3211
(650) 239-9384

Joyce H. Bright, DDS

540 Ralston Ave Ste A
Belmont, CA 94002-2866
(650) 610-1233

Tyler W. Davis, DMD

247 N San Mateo Dr
San Mateo, CA 94401-2608
(650) 375-8300

Karen L. Kishiyama, DDS

1700 S El Camino Real Ste 110
San Mateo, CA 94402-3046
(650) 372-9292

Christine Liaw, DDS

1733 Woodside Rd Ste 280
Redwood City, CA 94061-3464
(650) 366-5437

Katalina Ramirez, DDS, MS

358 Marine Pkwy Ste 300A
Redwood City, CA 94065-5228
(650) 592-2100

Kenny Tse, Jr., DDS

1215 Mission Rd
South San Francisco, CA 94080-1397
(650) 871-5437

Christian P. Yee, DDS

1291 E Hillsdale Blvd Ste 100
Foster City, CA 94404-1293
(650) 574-4447

Purvi K. Zavery, DDS, MS

1390 El Camino Real Ste 150
San Carlos, CA 94070-5156
(650) 394-4200

Nicolas L. Bronzini, DDS

101 Taylor Blvd
Millbrae, CA 94030-1915
(650) 697-0981

Niki Fallah, DDS

120 S El Camino Real Ste 1
Millbrae, CA 94030-3133
(650) 689-5355

Terrence Y. Lau, DDS

121 N San Mateo Dr
San Mateo, CA 94401-2708
(650) 342-1512

Lerida F. Lipumano-Picazo, DDS

210 San Mateo Rd Ste 104
Half Moon Bay, CA 94019-7172
(650) 727-3480

Cicely B. Smith, DDS

1720 El Camino Real Ste 101
Burlingame, CA 94010-3211
(650) 239-9384

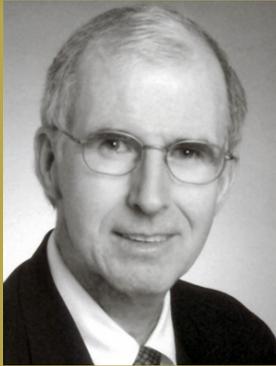
Sepideh Vafi, DDS

731 Oceana Blvd.
Pacifica, CA 94044-2272
(650) 989-9299

Jack C. Yeung, DDS

2946 Broadway # A
Redwood City, CA 94062-1510
(650) 569-1680

Retirements



Congratulations to Paul R. Schauer, Jr., DDS on retiring from practice after 52 years and selling his practice to SMCDS member dentist Parisa Shahi.

In Memoriam



We are saddened by the loss of Donald Magrini, DDS. Dr. Magrini was a member for 48 years. He practiced in dentistry for over 40 years in Burlingame and San Francisco.



We are saddened to hear of the passing of Herman Duran, DDS. Dr. Duran was a member for 42 years and served as SMCDS President.

Thank You to Our Volunteer CPR Instructors

We could not train over 200 members and staff a year without them



Richard A. Fagin, DDS (Lead Instructor)
Stephen R. John, DDS (Lead Instructor)
Arsalan Ahani, DDS
Lynne Baldassari-Cruz, DDS
John Boghossian, DDS

William Bruce Bohannon, DDS, MD
Tal Rapoport, DMD
Lori Taylor, RDH
Ngoc-Nhung Tran, DMD, MS
Jessy Tseng, DDS

Looking for space to host your next seminar, meeting, study club or clinical training?

Consider the **NEW SMCDs Seminar Room**

It's perfect for small or medium groups and provides an ideal teaching and learning environment, for less than you'd pay at a hotel or commercial conference site.

The SMCDs Seminar Room is available for rentals 8am to 10pm daily and offers...

Over 1000 square feet comfortably seating 35 classroom

Access to 85" LED 4K UHD TV or projector screen

SMCDs Members get 20% off

Call 650.637.1121 or email info@smcds.com for rates and booking schedule

Located in beautiful
Downtown San Carlos



San Mateo County
DENTAL SOCIETY

SERVING DENTAL PRACTITIONERS ACROSS OUR COUNTY

939 Laurel St., Suite C • San Carlos • CA • 94070

650.637.1121 • fax 650.649.2980 • info@smcds.com



Member Events

October 23 Laser Study Club



Tony Carreon, DDS presented Cutting-Edge Lasers: Excellence in Aesthetic Dentistry, Perio, and Implantology. The presentation was followed by a hands-on session with the lasers.

Sponsors: Yaeger Dental Supply, Professional Sales Associates and Americorp Financial

October 29 College of San Mateo Health Fair



Our members provided 25 free dental screenings to students and staff. We handed out educational pamphlets, toothpaste, toothbrushes and floss.

Thank you to our volunteers: Mina Desai, DDS, Urim Amin, DDS, Albert Landucci, DDS and Steven Liu, DDS

Special thanks to Nimbus Dental for donating toothbrushes.

November 5 Senior Society Lunch



We had an enjoyable lunch at the Iron Gate with some of our longest and most faithful members and their spouses. It was a great day of catching up and sharing memories.

November 12 General Membership Meeting



It was a pleasure to have Ankur Gupta, DDS present Using Tech to Seamlessly Make Your Office Extraordinary. Members enjoyed the company of colleagues and friends with a delicious dinner. Special thanks to our Dr. Gupta's sponsors: Electro Medical Systems, Pearl AI, Shofu, EMS, Paperlane Therapeutics

December 4 Study Club



Sampada Deshpande, DDS presented on Treating Patients with Special Health Care Needs.
Sponsor: Patterson Dental

January 29 Study Club



Charles Spitz, DDS and Tyler Davis, DMD presented on Pediatric Dentistry.
Sponsors: Yaeger Dental, Nimbus Dental & Fortune Management



San Mateo County
DENTAL SOCIETY



May 2nd
10am-2pm
San Carlos

Peninsula Dental Job Fair



Designed by [Freepik](#)

Meet people who know how to find what you're looking for:

a job / a practice / an associate / a staff member

- Resume and Interview Review
- Breakout Sessions with Industry Experts

Sign up today!



Our Hiring, Staff Resources and Industry Experts

- College of San Mateo Dental Assisting ■ Corvia Commercial Real Estate
- Dental & Medical Counsel ■ Foothill College Dental Hygiene
- Revolve Practice Transitions ■ Swiss Monkey



ENJOY A COMPLIMENTARY HR SCREENING WITH ADP!

Talk through where you're at in your small business journey and gain a basic understanding of payroll and HR, while learning about compliance concerns, legislative updates, and other mandates that may affect your small business.



To learn more, contact Porter Rees at Porter.Rees@ADP.com or (310)978-5842. Visit <https://connect.adp.com/Porter-Rees>

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Continuing Education Peninsula Dental Compliance Symposium

Saturday May 2
The Alexandria San Carlos
8:15am - 6:00pm

Earn Up to 8 CE in 1 Day!
Tickets Available!

SMCDS & MPDS Members \$90
SMCDS & MPDS Team Members \$75
CDA Members \$100
CDA Team Members \$90
Non-Members \$110

- ▶ CA Dental Practice Act
- ▶ Infection Control
- ▶ Cal-OSHA
- ▶ CPR Renewal
- ▶ Harassment Prevention for Employers and Employees
- ▶ Delivering Complex Restorative and Multidisciplinary Cases
- ▶ 3D Printing Hands-On Workshop
- ▶ Coronal Reconstruction of the Endodontically Treated Tooth
- ▶ The Hybrid Practice Revolution
- ▶ Land the Role: Insider Strategies to Ace the Dental Interview and Get Hired Fast
- ▶ Hiring Connections: Meet & Mingle Lunch



Featured Speakers



Kenneth Moore II, DDS



Marc Geissberger, DDS



Patrick Roetzer, DDS, FACD



Christine Sison, BA, MS

Making the Case for Special Care Dentistry

Sampada Deshpande, DDS



I had always been interested in caring for patients with Special Health Care Needs (SHCNs). However, like many of you, I never knew what it would look like in a private practice setting. I imagined it would look just the way it did in dental school- difficult. Not just clinically, but also behaviorally, and socially.

While these challenges exist even now, I am happy to share that most if not all, can be carefully navigated with the right information, help and training. Today, 60% of my patients are those with SHCNs or severe medical complexities. We refer less than 2% of our patients to hospital dentistry and can complete almost all treatment in-house. How, you wonder?

I am going to share five practices that have worked for my team, and hopefully will work for you. My goal in sharing these is to inspire you to see these patients in your own practice. This is a rewarding group of patients to treat, bringing a steady stream of referrals that will keep your phones ringing off the hook.

1. Clinical knowledge

Clinical knowledge is first and foremost. While this group of patients can pose many dental challenges, most arrive with a significantly long medical history. My first recommendation is to equip yourself with the latest and most comprehensive medical history. Sometimes it may be necessary to get a full 'history and physical' from the primary care provider. My team often has this ready even before the first visit so we can plan our dental care accordingly. Some patients are simply not ready to receive dental care without medication adjustment (for example, blood sugar needs to be in range, platelet count must be made optimal, dialysis patients need to be seen on certain days of the week, etc).

With a full medical history in hand, one can plan dental treatment properly. You also get the time to read up on specific medical conditions, seek advice from mentors if needed, and get consultations in advance.

PRO TIP: When in doubt, make a phone call. I have found that most physicians are far better at returning phone calls, than sending responses via faxes.

2. Academic and medical preparedness

Epocrates and UpToDate are my favorite apps. These are on my phone and used frequently to decode drug interactions, and the medical and dental considerations of different conditions. It is simply not possible to know everything so use the research available to guide your treatment.

Another recommendation is the How to Save a Life app by ADSA. My favorite feature in this app is not the medical emergency flow, although that is fantastic, but the local anesthetic dosage calculator. Many of our patients today are either overweight or obese. Recording their height and weight and calculating their BMI should be standard practice in all clinics. Plug the BMI in the app, and it automatically calculates how many cartridges of Septocaine or Lidocaine etc. you can use. We always have this ready to go when we intend to do multiple extractions or quadrant dentistry.

3. Information gathering

Take your time in assessing the patient, their caregiver and or family. We often get critical pieces of information from caregivers and family members. We also take our time in the first few appointments to go over preventative care. Many of our patients depend on others for meeting their basic hygiene needs and so educating their team cannot be missed. Re-doing dentistry due to recurrent decay is often a major source of annoyance for many patients with SHCNs. The reason for this often lies in lack of preventative care at-home, so address this point first before proceeding with costly treatment.

4. Behavioral challenges

There are few patients that are not ready to accept treatment on the first day. While this is okay, it would help if your team and you knew this in advance. Training your receptionist in asking the right questions can save you a wasted appointment. Our favorite questions to ask are listed below:

- How did their last dental visit go? What makes their visits go better?
- How do they do at the doctor's office with shots? Do they need to be held down physically or do they get a little medicine before receiving a shot?
- Do they allow haircuts?
- Do they like music? What's their favorite, most calming song?

It's also important to have caregivers or family members present for appointments. This is especially true for patients with dementia or Alzheimer's, who do a thousand times better with a familiar face.

5. Focus days per month

In our practice, we only see one patient at a time. Many of our patients with cognitive challenges will do poorly with providers rushing in and out of the operatory (even if it is just for a hygiene check). If seeing one patient at a time is not feasible, consider booking a single day a month for your most challenging patients. Have a smaller, focused team on that day. Perhaps, for just that one day, treat one patient at a time and give them your full attention. When patients become familiar with you and the flow of your office, you could gradually move them to other days and introduce them to more providers (such as a hygienist or an associate dentist).

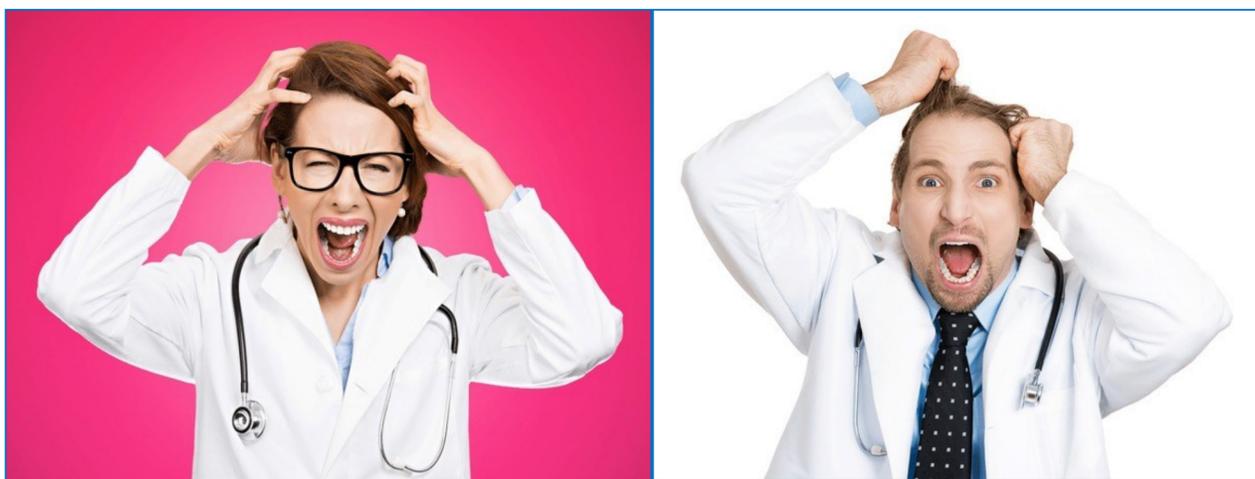
As you can tell, this is a vast topic and this article is just the tip of the iceberg. Should you be interested in learning more please consider taking this course and expand care to these wonderful patients:

<https://www.sampadadeshpandedds.com/courses/special-care-dentistry-for-general-dentists-and-specialists/>

Sampada Deshpande DDS, FADC practices in San Mateo, CA. Due to her specialized training, she is consistently approached for care by patients with Special Health Care Needs (SHCNs) and/or medical complexities. Author of the book, [Persevering](#), Sampada earned a DDS from the University of Washington and completed a GPR at Alameda Health System.

Sampada lectures nationally on treating patients with SHCN's in a private practice setting and using portable dentistry. Her writing on this topic and others has been featured in the American Dental Association, Academy of General Dentistry and Dental Economics. She is currently building a family first dental practice in San Carlos, CA, which will also offer sedation services. She lives with her husband and children in the Bay Area.

1. Could you be a target of scams that lead to costly labor disputes and lawsuits?
2. Are you vulnerable to disgruntled patients & employee complaints that often lead to costly labor disputes and lawsuits?
3. Are you vulnerable to cyber criminals who prey on Doctors for a ransom or steal your patient data?



The answer is a resounding YES!

Watch this short true story to see what happened to a Bay Area doctor:

Click this link to view: https://www.youtube.com/watch?v=g_ELljRQ9f0
or scan this code with your phone camera:



But the good news is we can eliminate all these liabilities and guarantee you against them financially!

Click on the link below to receive your complimentary \$400 gift per employee just to see a sample of what we provide:

<https://emplportal.live/smcDs>

Or Scan this QR Code on your phone:





Continuing Education

Peninsula Dental Compliance & Business Symposium

**Earn Up to 6.5 CE in 1 Day!
Tickets Available!**

Saturday October 24

Crowne Plaza Foster City

8:00am - 5:00pm

SMCDS & MPDS Members \$80

SMCDS & MPDS Team Members \$55

CDA Members \$90

CDA Team Members \$75

Non-Members \$100

- ▶ **Mandatory Workplace Violence**
- ▶ **Medical Emergencies in the Dental Office**
- ▶ **Equipment Repair Workshop**
- ▶ **Prescribing Opioids**
- ▶ **Please Doc, Not Another Crown! Modern Full-Coverage Alternatives**
- ▶ **The 10 Steps for Building a Successful Full Fee Dental Practice**
- ▶ **Locator Fixed Workflow**
- ▶ **Business Courses: Purchasing, Starting & Selling a Practice**



Featured Speakers



Aman Bhullar, DMD



Lauren Yasuda Rainey, DDS



Tim Yaeger Jr.



Sampada Deshpande, DDS



Ali Oromchian, JD., LLM



Starting the Year Strong: HR Priorities Dental Practices Should Address Now

By Ali Oromchian, Esq.

The beginning of a new year presents an opportunity for dental practices to reset operational priorities and strengthen internal systems that often receive attention only when problems arise. Human Resources is one of those systems. While HR is sometimes viewed as administrative overhead, it directly affects compliance exposure, team stability, and practice profitability.

For dental practices navigating staffing pressures, evolving workplace expectations, and regulatory oversight, proactive HR planning is not optional. It is a foundational component of risk management and long-term growth.

Below are key HR areas practice owners should evaluate as they plan for the year ahead.

Reviewing Policies and Employee Documentation

Employment laws and workplace expectations continue to evolve, making annual policy review essential. Employee handbooks should reflect current wage and hour rules, leave requirements, workplace conduct standards, and anti-harassment protections.

Outdated documentation creates exposure when disputes arise because enforcement agencies and courts look first to written policies. Practices should confirm that:

- Handbooks reflect current federal, state, and local requirements
- Job descriptions match actual responsibilities
- Offer letters and agreements are consistent across hires
- Required workplace notices are current and posted

A policy review early in the year reduces reactive legal scrambling later.

Hiring and Retention in a Competitive Labor Market

Recruitment and retention remain among the most pressing operational challenges facing dental practices. Turnover disrupts scheduling, impacts production, and increases training costs.

Effective HR strategy involves more than filling openings. Practices should examine:

- Structured onboarding processes that set expectations early
- Compensation benchmarking against local markets
- Defined career development pathways
- Clear performance feedback systems

Retention improves when employees understand expectations, feel supported, and see opportunities for growth. These elements require intentional planning rather than ad hoc management.

Compliance and Training Initiatives

Regulatory compliance is a constant responsibility. The start of the year is an ideal time to schedule required and recommended training programs that reinforce expectations and reduce risk.

Common priorities include:

- Workplace harassment prevention training
- HIPAA awareness refreshers
- Safety and infection control procedures
- Documentation and recordkeeping practices

Training initiatives demonstrate organizational commitment to compliance while strengthening workplace culture and accountability.

Managing Employee Relations Proactively

Most employment disputes develop gradually. Early intervention often prevents escalation into legal claims or team disruption.

Practice leaders should encourage:

- Open communication channels
- Prompt response to concerns
- Consistent documentation of issues
- Fair and uniform enforcement of policies

HR structure provides a framework for addressing workplace concerns constructively. Practices that address issues early often avoid costly turnover or formal disputes later.

Compensation, Benefits, and Wellness Considerations

Benefits administration and compensation review are practical year-start priorities. Beyond payroll adjustments, practices should evaluate whether benefit offerings remain competitive and aligned with workforce needs.

Healthcare employees increasingly value flexibility, work-life balance, and wellness support. Practices that assess these areas may see improvements in morale and retention.

Even modest initiatives such as schedule flexibility, professional development support, or wellness resources can positively impact workplace stability.

Performance Management and Goal Setting

Annual goal setting creates alignment between organizational objectives and individual performance expectations. HR-driven performance frameworks provide structure for accountability and recognition.

Effective systems include:

- Defined performance metrics
- Regular feedback intervals
- Documentation of achievements and concerns
- Professional development planning

When performance management is consistent, it supports productivity and reinforces professional standards.

Succession Planning and Leadership Development

Dental practices often operate with lean leadership structures. Unexpected departures or growth opportunities can expose gaps if planning has not occurred in advance.

Identifying high-potential team members and investing in their development supports continuity and scalability. Succession planning does not require formal corporate infrastructure; it begins with awareness and preparation.

The Role of Healthcare Legal Guidance

Because HR intersects with employment law, regulatory compliance, and contractual obligations, legal guidance plays an important supporting role. Healthcare attorneys assist practices by:

- Reviewing policies and agreements
- Advising on compliance obligations
- Supporting dispute resolution
- Identifying risk exposure before it escalates

Early consultation often prevents costly mistakes and helps practices implement legally sound HR strategies that align with operational goals.

Looking Ahead

Human Resources is not simply administrative infrastructure. It influences recruitment success, team stability, regulatory compliance, and ultimately patient experience.

Beginning the year with deliberate HR review positions dental practices to operate with clarity, consistency, and confidence. By investing time in policy alignment, workforce development, and compliance planning, practice owners strengthen both their teams and their long-term business outlook.

[If you have questions about your practice's HR policies, compliance obligations, or employment agreements, our team at Dental & Medical Counsel is available to help. We regularly advise dental practices throughout California on practical, legally sound HR strategies that reduce risk and support growth. You are welcome to contact us for a complimentary consultation to discuss your specific situation and priorities for the year ahead.](#)



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REMOTE WORK IN DENTISTRY:

A Practical Approach to Building a Hybrid Front Office

By Christine Sison | CEO, Swiss Monkey

Dentistry has always been rooted in trust, continuity, and personal connection. While clinical care will always remain hands-on, the systems that support patient care — scheduling, insurance coordination, follow-up, and communication — have grown increasingly complex. As practices navigate staffing shortages, rising administrative demands, and changing workforce expectations, many are beginning to ask a deeper operational question:



How do we build a practice that remains stable, adaptable, and patient-centered — even as conditions change? For some practices, remote work has become part of that answer.

Remote work in dentistry is not about distancing the practice from patients. It is about designing operations that support care — consistently and responsibly.

What “Remote Work” Means in Dentistry

Remote work in dentistry generally falls into two distinct categories, each serving a different purpose.

Clinical Remote Care (Teledentistry)

Teledentistry enables patient care through virtual consultations, triage, post-operative check-ins, and care coordination. This model is governed by clinical standards, licensure, and state regulations and continues to evolve as technology and reimbursement models mature.

Non-Clinical Front Office Support

Non-clinical remote work focuses on administrative and operational tasks, including:

- 📞 Answering and returning patient calls
- 📅 Scheduling and confirming appointments
- ✔️ Insurance verification and claims follow-up
- 💰 Accounts receivable outreach
- 🦷 Hygiene recare and unscheduled treatment follow-up
- 📁 Patient intake and administrative coordination

This article focuses primarily on non-clinical remote front office work, which many practices explore first because it does not alter clinical delivery and can be implemented incrementally.

What Remote Front Office Support Is — and What It Isn't

Remote front office support is often misunderstood. When structured correctly, it functions as an extension of the practice rather than an outsourced service, operating within established workflows, preferences, and expectations. At the same time, it is important to clarify what this model is not.

Remote support does not involve outsourcing clinical judgment or decision-making, nor does it replace leadership, culture, or accountability



within the practice. It is also not a “set it and forget it” solution. Like any team member—whether onsite or remote—success depends on clear roles, ongoing communication, and shared understanding of what good performance looks like. When these elements are in place, remote work strengthens continuity and follow-through without disrupting patient experience or team dynamics.

Why Practices Are Exploring Hybrid Models



Many practices are exploring hybrid models in response to a familiar set of operational pressures that have become more pronounced in recent years.

- Missed calls during peak hours
- Delayed insurance follow-up
- Overdue hygiene and unscheduled treatment
- Front office burnout
- Loss of institutional knowledge during staff transitions
- Raising wages
- Pressure of practice margins

At the same time, chronic turnover, increasing demand for flexible work arrangements, and shifting expectations among Millennial and Gen Z team members have made traditional staffing models more difficult to sustain. Remote front office support allow on-site teams to remain present with patients while administrative work continues consistently in the background. For many doctors, the appeal of a hybrid model is not efficiency alone, but continuity—maintaining steady operations even as staffing dynamics and workforce expectations continue to evolve.

Common Questions — and a Practical Reframe

What Can a Remote Professional Actually Do?

In a dental practice, most non-patient-facing front office work can be performed remotely, though that does not mean it always should be. Remote professionals are commonly used in different ways depending on a practice's needs. Some practices engage remote support for task-based work, such as answering phones during specific hours, following up on insurance claims, or managing recall outreach. Others use remote professionals for short-term coverage like sick leave or maternity coverage or contract or part-time initiatives like credentialing, fee negotiations or following up with past due accounts. Remote support can also be role-based, mirroring traditional in-office positions such as scheduling coordinator, financial coordinator, or practice manager.



The right approach depends on the existing on-site team, current workload, and which skills need to be complemented rather than replaced. Platforms like Swiss Monkey allow practices to select professionals based on specific tasks or defined roles, providing the flexibility to adjust support as priorities shift. This structure helps practices respond to the fluid nature of daily operations while maintaining control over how and where work is performed.

Will I Lose Visibility or Control?



Loss of visibility is a common concern when practices first consider remote support, but in well-structured hybrid models, the opposite is often true. When work is documented,

tracked, and reviewed against clear expectations, practices gain a clearer understanding of what is being completed and where time is being spent. Structured remote models frequently provide more insight into administrative activity than informal in-office processes that rely on verbal updates or assumptions.

What About HIPAA and Data Security?

Remote work requires intentional safeguards: limited access, secure communication tools, and clear data-handling standards. These are foundational — not optional — in healthcare environments.



Choosing a Hybrid Front Office Platform

When evaluating platforms that support remote or hybrid front office teams, practices should look for healthcare-specific infrastructure, including HIPAA-aligned workflows, role-based access, KPI reporting, end-of-shift productivity summaries, and incident reporting.

Platforms like Swiss Monkey provide visibility into what work was completed, how performance is tracking against expectations, and a clear process for documenting and addressing issues if they arise. This level of structure allows practices to track return on investment, protect patient experience, and add capacity without adding overhead or long-term commitments.

Will This Disrupt My Team or Patient Experience?

When introduced thoughtfully, remote professionals reduce pressure on on-site staff rather than replace them. Patients should always know who they are communicating with, and interactions should feel seamless regardless of where work is performed.

Flexibility as a Design Principle

One of the most important considerations when exploring hybrid or remote front office support is flexibility. Practices operate in dynamic environments, and staffing needs can shift quickly due to growth, turnover, seasonality, or



unexpected changes. Remote models are often appealing because they allow practices to access qualified talent more quickly than traditional hiring, test support in a measured way, and adjust hours or scope as needs evolve. For practices new to remote work, it is important to understand the type of commitment involved, as some solutions require fixed scopes or long-term contracts that limit the ability to adapt or reassess. Maintaining the ability to start small, scale intentionally, and flex costs up or down helps practices stay responsive while protecting patient experience and operational control.

How Swiss Monkey Supports Flexible Hybrid Models



Swiss Monkey is designed around this need for adaptability, offering a usage-based model that allows practices to access talent quickly without long-term contractual commitments. Practices can select the professional that best fits their needs, set rates aligned with role complexity and experience, and adjust hours as workflows change. This structure supports faster access to support while giving practices the freedom to evolve their staffing approach over time.

Choosing the Right Professional

When selecting a remote professional, practices should consider factors such as years of experience, familiarity with dental practice management software, knowledge of the practice's specialty, and whether the role involves patient-facing, non-patient-facing, or hybrid responsibilities. For many practices, especially when work includes direct patient communication, insurance conversations, or coordination with clinical teams, U.S.-based professionals offer advantages in shared language, cultural familiarity, and understanding of domestic dental workflows and patient expectations.



When engaging global professionals, practices should ensure that appropriate HIPAA-aligned safeguards are in place, including clear data handling standards, access controls, identity verification, and background screening, recognizing that while HIPAA itself is a U.S. regulation, the responsibility to protect patient information remains with the practice.

The Role of Structure, Documentation, and Access Control

Hybrid models are most effective when expectations are documented rather than held in memory. Clear, shared documentation helps ensure consistency, continuity, and alignment across onsite and remote teams. Best practices include maintaining up-to-date records of scheduling preferences and appointment lengths, standard operating procedures, escalation paths and communication norms, and defined team roles with relevant contact information.

Equally important is access control. Limiting access to only what a professional needs—and nothing more—is essential for protecting patient information and maintaining trust, regardless of where work is performed.

Best-Practice Hybrid Infrastructure Includes:

- HIPAA-aligned workflows and data-handling standards
- Secure, role-based system access
- Centralized documentation and shared knowledge resources
- End-of-shift visibility into work completed
- Identity verification and background screening
- Workplace and device attestations
- Business Associate Agreements (BAAs) and Non-Disclosure Agreements (NDAs)
- Clear accountability without micromanagement

Remote work in dentistry is best understood as an operational strategy. When implemented intentionally, hybrid front office models give practices the structure and adaptability needed to serve patients well today while remaining prepared for what comes next.

Interested in Learning More?

If this is your first time exploring remote or hybrid front office support and you'd like to learn more, contact:

www.swissmonkey.io
contact@swissmonkey.io



Book a Call



About Christine

Christine Sison, BA, MPH, is the Founder and CEO of Swiss Monkey, a dental workforce marketplace that helps practices access experienced remote front-office professionals and implement flexible, hybrid staffing models. She earned a bachelor's degree from University of California, Berkeley and her Masters in Health Policy and

Management from Harvard University. Christine is a national speaker and thought leader on dental workforce trends and front-office resilience, working with dentists and office managers across the United States to improve patient experience, reduce burnout, and strengthen operational performance.

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Why Dentists Benefit from Coordinated Financial, Tax, and Practice Planning

Sheri Pan, CFP® Master of Taxation

If you're a dentist, you're used to juggling a lot.

You're running a practice, caring for patients, managing staff, making big equipment decisions, and still trying to think about your own financial future. Most days, it feels like there's always one more thing pulling at your attention.

What I see far too often is that the *financial side* of a dentist's life gets handled in pieces. Taxes here. Investments there. Practice decisions somewhere else. Everyone is working hard — but not always together.

And that's where things can quietly start to feel more complicated than they need to be.

The “Three-Legged Stool” Most Dentists Are Standing On

I like to think of long-term planning like a three-legged stool. For it to be stable, all three legs need to be working together:

- **Your personal financial planning**
- **Your tax and legal planning**
- **Your practice planning**

When one of those legs is ignored — or handled in isolation — things start to wobble. Saving aggressively without understanding tax impact. Growing a practice without clarity on how it supports retirement. Making tax decisions that don't align with long-term goals.

Any one of those on its own isn't wrong. It's just incomplete.

When You're Stuck Playing Middleman

One of the most common frustrations dentists share with me is this:

“I feel like I'm the messenger between my CPA, my attorney, and my financial advisor.”

That's exhausting — and it's not where your time or energy should be going.

When your advisors aren't aligned, you end up translating conversations, forwarding emails, and trying to connect dots that shouldn't be yours to connect. Even worse, important opportunities can get missed simply because no one is looking at the full picture at the same time.

Doing “Good Things” Isn't Always the Same as Doing the *Right* Things

Many dentists are doing a lot of things right. Contributing to retirement accounts. Reinvesting in the practice. Staying disciplined.

But without a coordinated plan, it can start to feel like throwing darts at a dartboard and hoping they land where you want.

A coordinated approach brings clarity. It answers questions like:

- *How much do I actually need to accumulate to create income later?*
- *How does the value of my practice fit into that plan?*
- *When should I be making certain tax or investment decisions — and why?*

That clarity is incredibly powerful. It turns effort into intention.

What Changes When Everything Is Aligned

When financial, tax, and practice planning are coordinated, something really important happens: **complexity gives way to confidence.**

Decisions start supporting each other instead of competing with each other. Timing becomes intentional. Conversations become simpler. And you're no longer carrying the burden of making everything fit together on your own.

You move from reacting... to planning with purpose.

A Clear Path Forward

Planning for retirement and a future beyond your practice doesn't have to feel overwhelming. Yes, there are a lot of moving parts — and yes, the responsibility ultimately rests with you. But you don't have to navigate it alone, and you don't have to do it in pieces.

When your advisors are working together — your financial life becomes easier to understand, easier to manage, and far more aligned with the life you're working so hard to build.

And that's the goal: not just doing more, but creating a clear, connected strategy that supports *both* your practice and your life.

The Modern Dentist's Financial 3-Legged Stool

Retirement stability has shifted from pensions to intentionally aligning practice value, personal savings, and tax strategy.



Designate a "Central Hub" Coordinator: Assign one professional to manage the communication between your CPA, Attorney, and Advisor to save time and ensure consistency.

This information was created to provide accurate and reliable information on the subjects covered but should not be regarded as a complete analysis of these subjects. It is not intended to provide specific legal, tax or other professional advice. The services of an appropriate professional should be sought regarding your individual situation.

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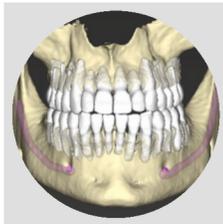


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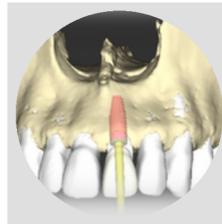
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Building a Dental Practice That Is Always Sale-Ready

By Michael Njo, DDS

In the past, my first article of the year typically focused on setting goals while reflecting on and celebrating the highlights of the prior year. Recently, while speaking with a longtime client, we noted that meaningful goal setting doesn't happen just once a year—it happens continuously. Every month, week, and day we reflect on performance, use data-driven insights, reset goals, and pivot when necessary.

Proper monitoring of your business is essential, and our industry is fortunate to have a wide range of tools that make this possible. In February, I will be presenting for The Phillips Group, one of our valued business members, on a topic I believe is especially important in our field. One of my guiding mantras—alongside my core values of being pro-quality of life, pro-work-life balance, and pro-family—is to “retire as you go” and to build a practice that is always sale-ready. What does this mean?

Why Asset Thinking Matters at Every Career Stage

For decades, dental practice ownership has been viewed primarily through the lens of clinical production and personal income. Yet the dental industry is undergoing structural shifts that demand a more sophisticated perspective—one that treats the dental practice not just as a place to deliver care, but as one of the most significant financial assets a dentist will ever own.

“Sale-ready” does not mean a dentist is preparing to sell tomorrow. Rather, it reflects a mindset: designing and operating a practice so it is transferable, financeable, and resilient at any point in a dentist's career. In today's environment, optionality—not urgency—is the ultimate form of control.

The State of Dentistry: A Profession in Transition

The U.S. dental workforce is larger, younger, and more diverse than at any point in history. Women now represent nearly 40% of practicing dentists, with projections indicating gender parity by 2040. At the same time, baby boomer retirements are accelerating, reshaping ownership opportunities and market dynamics across the country.

Practice models are also shifting. While solo practice remains strong in certain regions, particularly California, group practices and DSOs continue to expand—especially among early-career dentists. DSO

affiliation has more than doubled since 2015, now exceeding 16% nationally. Ownership is increasingly delayed, and fewer dentists view practice ownership as an early-career milestone.

Compounding these changes are growing economic pressures. Inflation-adjusted incomes have declined over the past decade, while operating expenses and administrative demands continue to rise. These trends place a premium on efficiency, predictability, and strategic design—qualities that directly influence practice value.

From Practice Operator to Asset Builder

Most dentists run practices. Fewer intentionally build assets.

This distinction matters. Buyers, lenders, and investors evaluate practices very differently than owner-operators do. While dentists often focus on production and personal effort, the market values predictability, systems, governance, and transferability.

Production, by itself, does not equal value. A high-producing practice that is heavily owner-dependent, poorly structured, or operationally opaque may be difficult to finance or transition—regardless of clinical excellence. Conversely, a well-designed practice with strong systems and limited owner dependence can command premium valuations even without record-setting production.

If a practice cannot transfer cleanly, it cannot maximize value.

What Drives Transferable Practice Value

Across all transition types—internal, external, or institutional—certain fundamentals consistently drive value:

- **Predictable cash flow** supported by systems rather than personalities
- **Limited owner dependence**, clinically and operationally
- **Clear governance and compensation structures**
- **Scalable operations** with documented workflows
- **Clean entity and ownership structures** that enhance flexibility

Complexity is rarely rewarded in the marketplace. Clarity is.

Sale-Readiness at Every Career Stage

Sale-readiness is not reserved for dentists nearing retirement. In fact, each career stage benefits from a different strategy:

- **Associates** who think like owners create optional futures—whether ownership, partnership, or leadership opportunities.
- **Mid-career owners** hold the greatest leverage window. Preparing early preserves negotiating power and strategic choice.

- **Late-career dentists** benefit most from risk reduction, not reinvention. Practices that are already sale-ready reduce pressure and preserve value.

The earlier a dentist adopts asset thinking, the more control they retain over outcomes.

Ownership Structure: The Silent Value Lever

How a practice is owned, compensated, and governed often matters more than dentists realize. Entity structure can quietly enhance—or limit—future options, borrowing power, and transition strategies.

A sale-ready practice is also a bankable practice. Lenders finance predictability, not potential. Practices with strong cash-flow quality, clean financials, and professionalized systems can be leveraged to fund other investments, acquisitions, or personal wealth strategies.

In this way, the dental practice becomes more than a source of income—it becomes a financial tool.

Transition Without Urgency

The most successful transitions are rarely reactive. They are planned quietly, years in advance, with aligned advisors protecting value at every stage.

Sale-ready practices create choices, not deadlines. They allow dentists to transition on their own terms—whether that means selling, affiliating, bringing on partners, or simply working less while maintaining enterprise value.

Ultimately, a dental practice should serve the dentist's life—not dictate it.

Sale-Ready Is a Mindset, Not a Milestone

In a rapidly evolving dental landscape, asset thinking is no longer optional. Practices that are intentionally designed to be transferable, financeable, and resilient offer their owners the greatest freedom—professionally, financially, and personally.

Sale-ready is not about selling.
It's about control, leverage, and choice.

I have often spoken about mindset. That is one of the hallmarks to success!

So set this as a continual goal and have a wonderful 2026!!! If you would like to discuss this topic or any related topics. I would be happy to schedule a call. Please email me at dentalstrategies@gmail.com

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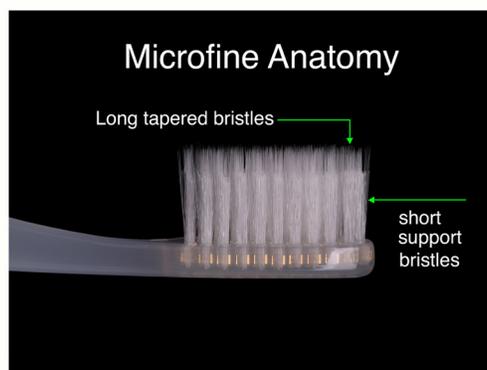
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About Us

We help dentists, physicians, owners of closely-held family businesses and retirees determine what it is they are trying to accomplish from both a business and personal strategies perspective, and then help ensure our clients achieve it.

At Hariri Financial Partners, we envision a future where financial prosperity knows no bounds. Our commitment is to empower families and individuals alike to navigate the complex financial landscape with confidence, guided by a resolute vision for a secure and flourishing future.

We believe in the relentless pursuit of financial security, where the foundations of asset protection, wealth accumulation, and strategic distribution strategies are not merely words, but the keystones of a prosperous life.

Our Services

- Family Protection
- Estate and Legacy Planning
- Philanthropy
- Wealth Management and Retirement Planning
- Disability and Extended Care Needs
- 401(k) and IRA Rollovers
- Business Succession and Exit Planning
- Executive and Employee Benefits
- Key Person Insurance
- Funding Buy-Sell Agreements
- Funding Deferred Compensation

Our Partners

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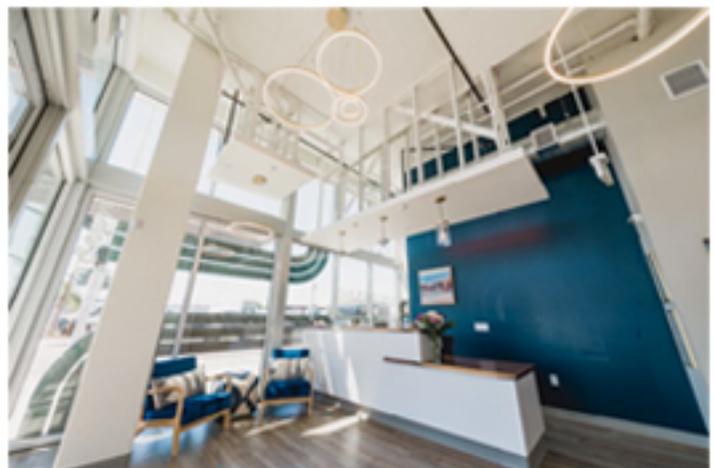
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2026 ongoing **2026 GM Meeting Season Ticket Offers**

6:00pm-9:00pm

3/18 & 11/18

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Description

General Membership meetings provide an opportunity to meet, socialize, and dine with member dentists, hear distinguished speakers on relevant topics, and earn up to 3 Core or 20% Continuing Education credits, per meeting. Payment must be received by **March 16 for 2-meeting package**. Usable by any non-dentist on your staff; one or more per meeting accepted.

See registration for speakers and topics.

\$90 for 2 mtgs @ \$45

6 CE Units at \$15 each

We 3/18

General Membership Meeting

6:00pm-9:00pm

Hiller Aviation Museum
San Carlos

Buffet Dinner

3 CE (Core)

For Teams Too!

Season Ticket Package
Meeting 1 of 2



Aman Bhullar, DMD

Ridge Preservation: Less Traumatic Extractions and Bone Grafting for Implant Placement

Event includes: social hour to meet and network with fellow dentists, teams, & exhibitors + dinner.

Learning Objectives

- Understand the biologic principles of post-extraction ridge remodeling and how extraction technique influences hard and soft tissue preservation.
- Apply atraumatic extraction principles to minimize alveolar bone loss and optimize sites for future implant placement.
- Select appropriate ridge preservation strategies based on socket anatomy, infection status, and implant timing considerations.
- Choose bone grafting materials and barrier techniques that support predictable ridge preservation and implant-driven outcomes.
- Integrate ridge preservation into comprehensive implant treatment planning to improve implant positioning, esthetics, and long-term success.

Th 3/26

SMCDS Hygiene Study Club

6:00pm-8:00pm

SMCDS Seminar Room
939 Laurel Ste C
San Carlos

Dinner Included

2 CE (Core)

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Cheryl Calmis, RDH, BS, MEd

Toothpaste Truths: What Every Dental Professional Needs to Know

Description

This CE course provides dental professionals with a comprehensive understanding of toothpaste, including its ingredients, indications, mechanisms of action, and current evidence-based recommendations.

This continuing education course explores the science, composition, and clinical implications of toothpaste formulations. Dental professionals will gain a deeper understanding of active and inactive ingredients, including fluoride and its alternatives, brasures, humectants, surfactants, and desensitizing agents. The course will also address the latest evidence on whitening, sensitivity, natural and DIY products, and how to guide patient recommendations based on individual oral health needs.

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