

# YOUR PRACTICE PRE-SALE TO DO LIST

It is important to keep in mind the fact that your practice, which has numerous personal components, is a business – an economic venture – that has a value based upon what it is today and not what it might be tomorrow.

The checklist following is intended to help you view your practice in the same way as a Buyer or a bank as a business first and a personal testament of your dental skills second. An objective Seller with a clear understanding of the strengths and weaknesses of his/ her practice will always receive more and better offers than an unrealistic Seller that is being misled by a less than reputable practice broker that has overpriced the practice to get the listing. This is not to say that there is not a significant personal or personality component to every practice. There is, but to the extent that we have not yet figured out a way to clone personalities, we must rely upon the tangible and the objective representations that are the consequence of your dental skill and your personality – the business.

# TIPS FOR SELLERS

As a dentist, you work hard and juggle an enormous number of responsibilities, both clinical and entrepreneurial. You are intimately involved with every aspect of your practice. This can create a distorted perception of what is realistic regarding the ultimate sale of your practice.

In my 30 odd years as a dental practice broker I have seen many dentists suffer significant financial loss and personal indignity because they selected a practice broker that overpriced the practice only to ultimately sell the practice a year or more later below market value, because the practice earned the reputation as an overpriced lemon. A good example is a dentist, in his 70's, that wanted to retire. The broker gave him an initial asking price that was at least 50% above the market value. The Seller made it clear that he wanted to sell as he was tired of working. The broker assured him that the practice would sell. A year and two price reductions later, the practice was now at fair market value, but because the Seller was slowing down and the market perception was that there were problems with the practice (because if not, it would have sold), it still did not sell. Two and one-half years after the initial broker's listing another broker finally sold the practice for the value of the equipment and nothing more.

The total value of the practice had been lost due to a broker's misrepresentation of the value and a Seller that sought an unrealistic selling price.

It disturbs me to see hard working doctors endure such avoidable losses... even more so when their retirement plans bear the brunt of the damage. You must be grounded and get honest, objective advice regarding the value of your practice. This article is intended to help you avoid those losses.

The following suggestions are by no means the textbook for all practice sales, but each one will help you to focus on the business aspects of your practice and help you enhance those components by clearly representing them. The goal is to make your practice as financially strong and "funding friendly" as possible.

If you have multiple practices and do not intend to sell them all at the same time, separate the practices by creating distinct corporations and keep the income

and expenses for each office strictly separated. Do this at least one full tax year, if not two, ahead of your anticipated sale date.

For at least the last full tax return prior to the anticipated sale of the practice, keep your non-practice expense deductions in expense categories that can be readily identified as not related to expenses required to generate the income shown. Have your accountant or, using your Quick Books/Quicken program, clearly show every check in each such category in your general ledger to allow for easy verification.

Maintain your bank statements for at least two full tax years prior to the anticipated sale date.

Make sure that there will be a lease available to a buyer with at least a five year term as of the sale date. This does not mean that you should sign such a lease, as to do so will, in most cases, result in you becoming a guarantor of the buyer's performance of the lease obligations. If your landlord requires you to

sign a new lease or there is an expectation that the landlord would seek to sign a new lease with someone else for your space, then sign the lease with a conditional release provision that in the event of the sale of your practice to a buyer reasonably approved by the landlord that you will be released of all future liability for the lease.

Hire and maintain staff that will remain with the practice after the sale. Specifically, if your spouse works in your practice, replace them with someone that will be trained in those duties and will stay

> with the buyer. If you have a small staff, it is always a good idea to have personnel cross trained so that if one leaves the other knows how to perform the other's job. Staff retention is important as the staff can make or break a smooth transition; however, outrageously overpriced staff are a drain on profit and will be difficult for a buyer to retain.

Maintain your production. Practices are valued based on an income stream. If the "stream" becomes a trickle, the sale price will be equally diminished. Do not slow down in anticipation of retirement. Keep the production up, but

tion/collection figures in the year before a sale are viewed with great suspicion by buyers and lenders alike.

**Keep accurate records** of the number and nature of any referrals to specialists as this will allow a buyer to determine the potential for additional income if they perform those specialty procedures. Keep good records of the number of new patients per month and the source.



This is a good idea even if you are not planning to sell as it gives concrete feedback as to the effectiveness of any marketing.

If you have a single hygienist, especially one that has been with the practice a long time and is older, consider offering a bonus to that person for staying a minimum of six months with the buyer after the closing. Hygienists often have the closest relationship with the patient after the dentist. They can be critical to patient retention after the sale.

If you have a high accounts receivable balance, work on getting the past due accounts collected or write them off. High account receivable balances indicate a poor collection history or negligence at the front desk, neither benefits a sale.

To minimize ordinary income taxes, sell earlier in the year rather than later in the year.

Consider cosmetic improvements to your office. Do not invest in new equipment as the cost will not be recaptured in an increased sale price, but if your office could use a fresh coat of paint or new carpet do it before listing the practice. Also, if your dental chairs or reception room furniture looks tired, have them reupholstered. These are inexpensive items that enhance the appeal of the office and show buyers that you care. You might also notice that your staff and patients will feel the same way. It may sound simple, but brightening the appearance of an office makes everyone feel better, including buyers.

I have built my business with the same approach as my father before me – on honesty and integrity. I appreciate the fact that dentists will rely upon the information that I provide to guide their retirement planning and life style post-dentistry. I try to be as objective and realistic in advising them as possible. I would far prefer to have a Seller be thrilled because they received the higher end of the price range that I gave them than to have them complaining about how they were misled about the value and ended up selling well below the value they expected.

The phrase "win-win" is overused, but I believe that with the sale of a dental practice it is possible. With my background in psychology, I think that I am better equipped to match buyers and sellers than any other dental practice broker working today. The successful pairing of buyers and sellers is critical to a mutually beneficial practice sale and transition.

If you are looking for a cheerleader to pump up your ego to make you feel better about yourself and your practice, I am not that guy.

If you want straight talk about what you can expect from the sale of your practice and a broker with a history of over 1,800 successful practice sales to date (and not one lawsuit even threatened in the bunch), call me. Performance speaks volumes.



Kurt Skarin has been the president of Lee Skarin and Associates, Inc. for thirty years. He received his doctorate in psychology from Tulane University in 1976 and his law degree from Loyola University in 1983. He has, personally, completed over 1,800 dental practice sales and has been qualified as an expert in dental practice sales in

the Superior Courts of Los Angeles, Orange, San Diego, Riverside, San Bernardino, Ventura, Santa Barbara and San Luis Obispo Counties. Lee Skarin and Associates has been assisting dentists for over fifty years, designing offices and selling equipment in the 1960's and selling dental practices in the

1970's and beyond.

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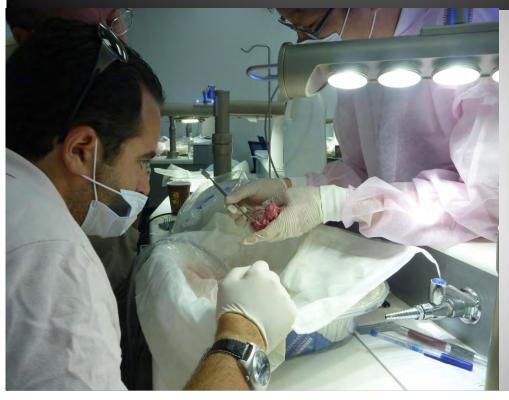






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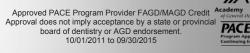




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- Working with medical professionals to provide comprehensive solutions - Practice Success

- What are the business models & systems that need to be implemented
- What and how to bill for services
- Training your team to facilitate appropriate charges for services and get paid for them.

- Medical Insurance & Medicare Billing

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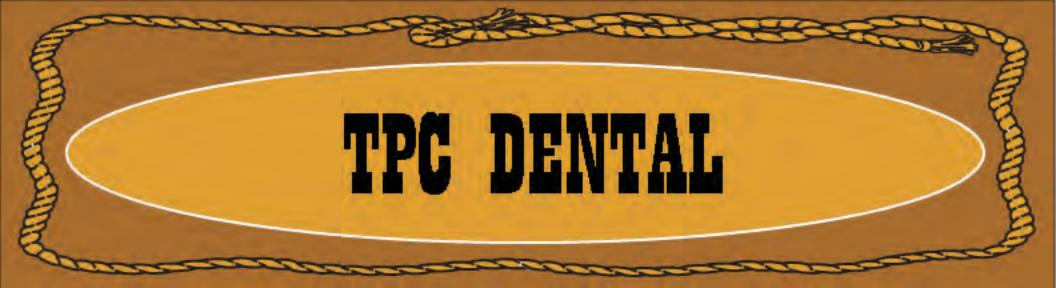
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#### Large Equipment



#### #MP2015 Mirage Operatory Package (no cuspidor)

- · Mirage hydraulic patient chair
- 3 hpc. automatic delivery system
- telescoping assistant's package · Lucent operatory light
- optional: LCD monitor
- X-ray viewer
- freight not included

Retail: \$8,540 SHOW SPECIAL \$6,835



#### #MP2000 Mirage Operatory Package (with cuspidor)

- Mirage hydraulic patient chair
- 3 hpc. automatic delivery system · telescoping assistant's package
- Lucent operatory light
- optional: LCD monitor.
- X-ray viewer

  freight not included

Retail: \$9,040

SHOW SPECIAL \$7,235



#### #MSP3500 Mirage Swing Mount Package

- Mirage hydraulic patient chair3 hpc. automatic radius
- delivery system
- · assistant's rear radius
- vacuum package
- optional: LCD monitor
- with front radius arm · freight not included

Retail: \$8,900

**SHOW SPECIAL** \$7,120



#### #4000 Mirage Hydraulic Patient Chair

- three programmable position foot control
- 30° swivel from left and right of center
- · pivoting armrests
- durable articulating headrest
- 5 year warranty
   freight not included

Retail: \$4.700

SHOW SPECIAL \$3,760



#2000 Mirage Chair-Mounted Delivery System with Cuspidor

Retail: \$3,490 SHOW SPECIAL \$2.795

#### #2015 Mirage Chair-Mounted **Delivery System**

- 3 handpiece automatic
- self contained bottle system
- air/water quick disconnect
  hve, se & 3 way syringe
- includes light post
- 1 year warranty
  rear and side delivery available

Retail: \$2,990

SHOW SPECIAL \$2,395



#### #MS3000 Mirag Cabinet-Mounted **Side Delivery Unit**

- 3 handpiece automatic
- 3 way syringeair locking flex arm
- wall / cabinet mount bracket · utility center

Retail: \$2,390

SHOW SPECIAL \$1,910



#### #OMC2375 Orthodontic Mobile Delivery Cabinet

- five drawers
- 1 hi speed, 1 low speed position
- three way syringe, hve and se
  self-contained water system
- 1 year warranty

Retail: \$2.300

SHOW SPECIAL \$1,840



#### **#PC2630 Portable Dental System**

- . 1 hi speed, 1 low speed position
- . 3 way syringe and se · self contained water system
- 7 liter oil-less compressor
- · air-venturi vacuum system . 82 lbs / pull handle with wheels
- 1 year warranty

Retail: \$1.900

SHOW SPECIAL \$1,520



#### **#PC2635 Portable Dental System**

- 1 hi speed, 1 low speed position
- · 3 way syringe
- · 3/4 HP oil-less compressor
- 67 lbs
- built-in carrying handle

 1 year warranty Retail: \$1,390

SHOW SPECIAL \$1,112



# #L900-1 Ceiling Mounted Lucent Operatory Light

- bulb: Tungsten Halogen, 12V/55W
   high: 29,000 Lux / low: 17,000 Lux
- 8', 9' and 10' ceilings motion sensor or manual tongle
- switch available

Retail: \$1,390 SHOW SPECIAL \$1,110



- · solid top with pull handle
- · 3 instrument drawers, 1 storage drawer
- colors: white or light grey 1 year warranty
- 21.5"W x 18.75"D x 32"H
- Freight not included

SHOW SPECIAL: \$465



#### #L800-1 Lucent **Operatory Light**

- bulb: Tungsten Halogen, 12V/55W
- high: 29,000 Lux / Tow: 17,000 Lux mounts to a 2" nost
- · motion sensor or manual toggle switch
- 1 vear warranty

Retail: \$850

SHOW SPECIAL \$680



#### #MC-501 Mirage Mobile Cart with

- Assistant's Package · 3 handpiece automatic
- hve. se & 3 way syringe
- utility center junction box
- 1 vear warranty Retail: \$1,900

SHOW SPECIAL \$1,520



# #TMC318-120 Assistant's North Carolina Mobile Cabinet

- pull out amalgamator shelf w/drop leaf door

#TMC317-160 Alabama Cabinet #TMC310-140 Doctor's Cabinet

**Retail: \$580** 



## #XR-6101 Mirage

· pneumatic pump

**\$775** 

Retail: \$970 SHOW SPECIAL



### #AS-1101 Mirage

- Assistant's Stool · gas cylinder for height
- adjustment abdominal support adjustment

. 5 dual wheel casters **Retail: \$470** SHOW SPECIAL

\$375



#### #DR-1102 Mirage

- **Doctor's Stool** · gas cylinder for height adjustment
- hack rest adjustment
- wide seat pan
- . 5 dual wheel casters

**Retail: \$370** SHOW SPECIAL \$295



#### AdvanceCAM System Configurations









#### #XV100 Super Thin X-ray Viewer

- 8.5" x 11" viewing area
- · countertop, wall or unit mounted
- · view cephalometric and panoramic radiographs
- LED illumination (100,000 hours) AC power adapter included

**Retail: \$130** 

SHOW SPECIAL: \$104



#### #M015 15" Multi Media **LCD Flat Screen Monitor**

- LCD Monitor
- 1024 x 768 resolution
- . composite, s-video, cable tv & pc inputs

**Retail: \$520** SHOW SPECIAL: \$416 #M017 17" monitor

Retail: \$590 SHOW SPECIAL: \$472



#### **LCD Monitor Bracket**

4 way pivot

**Retail: \$110** SHOW SPECIAL: \$88



#### **LCD Monitor Bracket**

. 16" horizontal swing extension arm · 4 way pivot

**Retail: \$180** SHOW SPECIAL: \$145



# #P555 Prophy EZ Jet Polishing System

- · 2 prophy nozzles with quick disconnect (included)
- 130g prophy powder (included)
- · easy maintenance
- metal casing body

**Retail: \$230** SHOW SPECIAL: \$185



- 2 prophy nozzles with quick disconnect (included)
- 130g prophy powder (included)
- · easy maintenance

**Retail: \$270** 

SHOW SPECIAL: \$216

#### **Scaling Products & Accessories**

- Advance 800 Built-In Scaler
- no external water line3 tips included

• foot control activation Retail: \$470

SHOW SPECIAL: \$376



#750N Advance 750N Piezo Ultrasonic Seal

- compact • gentle
- 3 tips included • 24-28 khz
- **Retail: \$540**

SHOW SPECIAL: \$435



Retail: \$650

#### **#PM25 PowerMAX Ultrasonic Scaler**

- 1 scaler insert
- (included) · foot control included

SHOW SPECIAL: \$520

#### #\$1025 / #\$1030 Ultrasonic Scaler Insert

- · external water
- interchangeable for use with other brand scalers
- 25K or 30K universal or slim
- · 90 day warranty

Retail: \$66

SHOW SPECIAL: \$53

#### #AS5000 Air Sonic Scaler

- · connects directly to handpiece
- Universal, sickle and perio tips (included)
- easy to use!

**Retail: \$238 SHOW SPECIAL:** 

\$190



#### **Miscellaneous Merchandise**

#### N7 Micromotor & Handpiece

- 35,000 rpms variable speed motor
- · includes control unit. handpiece and foot pedal

**Retail: \$520** 

SHOW SPECIAL: \$415

# #D650 Single

- Amalgamator · digital readout
- · single speed vibration frequency

greater than 4,500 rpms

**Retail: \$350** SHOW SPECIAL: \$280

#### #UC-450/#UC-1050 Ultrasonic Cleaning System w/Stainless Steel Basket

- · 45kHz of cavitation for thorough quieter cleaning
- stainless steel cover & tank

Retail: \$498 (4.5 Qt.) SHOW SPECIAL: \$398 Retail: \$790 (10 Qt.) SHOW SPECIAL: \$635



#### Cleaning and Lubrication System · efficient and time saving

#H6000 Handpiece

- · fits most handpieces & all handniece
- solution level indicator

Retail: \$1,190 SHOW SPECIAL: \$950

#### **Curing & Bleaching Systems**



**Retail: \$320** SHOW SPECIAL: \$255

· fast, pulse & step

#### #LFD55N LED 55N

- **Cordless Curing Light**
- 1250mW/cm<sup>2</sup> light intensity
- 430-490nm wavelength
  fast, pulse & step curing modes
- · cures most materials in 10 sec. 1 year warranty

Retail: \$420 SHOW SPECIAL: \$340



#### #ALFD55BN LED 55N Curing Light

- · built-in to unit
- 1250mW/cm² light intensity
- 430-490nm wavelength fast, pulse & step curing modes

1 year warranty

cures most materials in 10 sec.

**Retail: \$360** SHOW SPECIAL: \$290



#### #LFD60N LED 60N

- Cordless Curing Light
- 1,400mW/cm<sup>2</sup> light intensity
- · 430-490nm wavelength · fast, ramp and pulse

**Retail: \$460** SHOW SPECIAL: \$370



#### #LFD70N High Speed Cordless Curing Light

- · 2,200mW/cm2 light intensity
- 430-490nm wavelength
- · fast, ramp and pulse

**Retail: \$620** SHOW SPECIAL: \$496

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#### Disposable Air/ Water Syringe Tips



- white/colored plastic
- 250 per box (w/2 dispensers)
- no adapter required. • eliminates cross-contamination

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#### **#PA144/PA500 Prophy Angles**



· regular or soft cup "latex free"

Retail: \$44 (Qty. 144) SHOW SPECIAL: \$33

Retail: \$148 (Qty. 500) SHOW SPECIAL: \$111

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#### #M6500 Disposable Micro Applicators



 400/box – regular, fine, superfine

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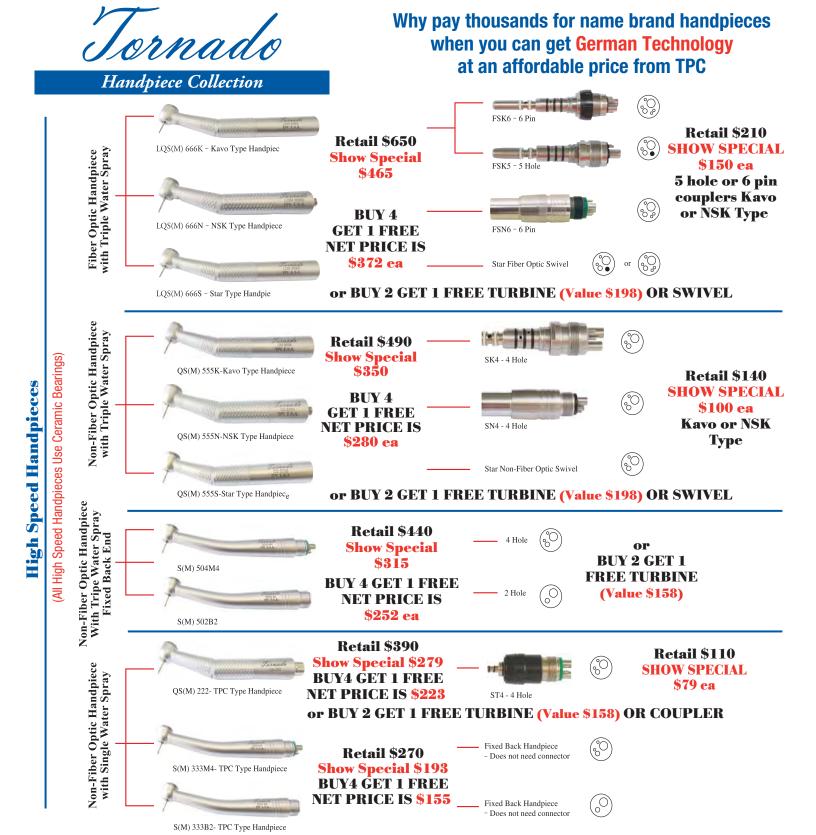
#### **Universal Film Mounts**



• 1.000 mounts per box

Retail: \$45

SHOW SPECIAL - Buy 1@ \$34 **Buy 5 Get 1 FREE!** 







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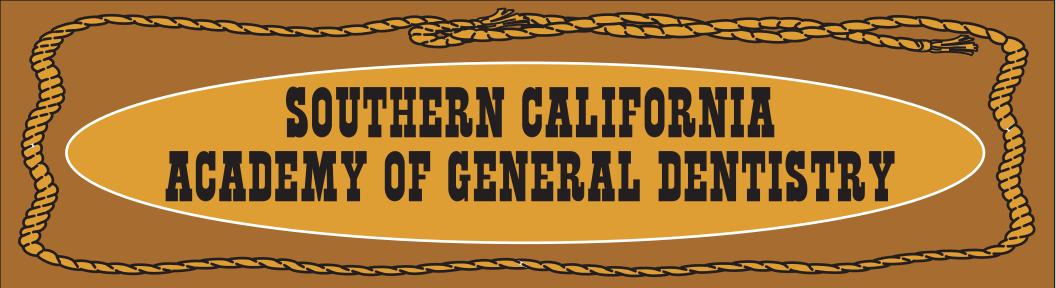
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# Southern California Academy of General Dentistry

# **Basic Implant Dentistry Hands-on Workshop**

**Speaker-Instructors:** 

Vahik Paul Meserkhani DDS, MSD, FAAID & Ronald M. Baggott, CDT, MAAIP Limited to the first 60 dentists to register. Office Staff Attendance Recommended

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**Dr. Vahik Paul Meserkhani** teaches prosthodontics and implant dentistry both nationally and internationally and is on the faculty of Loma Linda University School of Dentistry. He is a Diplomate of the American Board of Oral Implantology, a Fellow of the American Academy of Implant Dentistry and board eligible by the American College of Prosthodontics. He is in private practice in Glendale, Calif.



**Ronald M. Baggott** is the ERA product manager for Sterngold Dental. He is a graduate of the Dental Technology Institute of Orange, California and the Orange Coast College Dental Technology program. He is a Master of the American Acad. of Implant Prosthodontics Technology, a Fellow of the International Academy for Dental Facial Esthetics and has given numerous technical presentations



#### **Program Synopsis**

Dental implants are no longer a novelty consideration in the treatment planning process. They are one of the most predictable, durable and reliable restorations a dentist can provide on a daily basis. Learn what a modern dental office should know about this 30 year old treatment modality that is continuously evolving. This program will include designs for implant supported restorations, hybrid restorations and overdentures.

The Registration Form and Additional Information are on the Other Side

This presentation is being sponsored by Zimmer Dental www.zimmerdental.com







# The Exciting World of General Dentistry

# Southern California Academy of General Dentistry Turn this page over for more information

# **Basic Implant Dentistry Hands-On Workshop**

You Will Learn the Following:

- Diagnosis, planning and implant placement for "everyday" cases,
- Fixed hybrids and detachable prostheses including Mini-implants
- How to correctly present implant dentistry to your patients and staff
- Learn basic instrumentation, components and impression taking
- How to keep proper records and manage patient expectations
- How to avoid treatment and management problems with implants
- How to get started and improve your knowledge and implant skills
- How to make correct financial arrangements
- · How to create grateful patients who will refer others to your practice

# Registration Form

(All Credit Card Information is Safe and Secure with SCAGD)

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Amex/Visa/MC/Disc.#		Exp:	_Code:	_Total An	nount:
Credit card billing address & zip:		<del> </del>			

Cancellation Policy: Must be within 10 days of the meeting for a 90% refund. Otherwise a credit voucher for another meeting within one-year will be issued to you.

<b>Tuition Due by June 2, 2012</b>		<b>After Due Date</b>	At the Door If Available	
AGD Member	\$225	\$275	\$450	
<b>Non-AGD Member</b>	\$275	\$325	\$450	
<b>Dental Auxiliary</b>	\$100	\$130	\$200	
Continental Breakfast, Fab	oulous Buffe	et Lunch & Free Parki	ng Included	