

ORTHO TRIBUNE

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www.ortho-tribune.com

OrthoVOICE: It's about 'education, fun, giving back'

*Annual October
event set for Paris
& Bally's Resort
in Las Vegas*

Enhanced social events and a focus on presenting outstanding clinical and entrepreneurial ideas in a fresh environment have attendees and event organizers preparing for another dynamic "social meeting" experience at the OrthoVOICE 2012, which takes place Oct. 11-13 at Paris & Bally's Resort in Las Vegas.

Leading off with a sure-to-be entertaining and educational talk with Dr. Lysle Johnston, OrthoVOICE attendees are in for a wild ride of mind-stretching ideas for practice growth, according to organizers.

With a unique take on building the speaker lineup and creative social events, OrthoVOICE is set to be orthodontics' most innovative and socially interactive meeting of the year, its organizers say.

"For OrthoVOICE, it's about education, fun and giving back," according

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The Paris & Bally's Resort in Las Vegas will provide an exciting backdrop for the OrthoVOICE event in October.

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What does it mean to 'do research'?

Part two

By Dennis J. Tartakow,
DMD, MEd, EdD, PhD, Editor in Chief



As Part I left off, the following outline and categories explain the differences between various research approaches:

I Quantitative research

II Qualitative research

- Phenomenology
- Ethnography
- Case study
- Grounded theory
- Historical

III Mixed research

• *Quantitative research* — is research that involves an investigative approach that is often used in science, medical and dental milieu; it refers to the systematic and empirical investigation of a social phenomenon via statistical, mathematical or computational techniques and developing or employing mathematical models, theories and hypotheses pertaining to phenomena.

The process of measurement is vital to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. Quantitative data is any data that is in numerical form such as statistics, percentages, etc., and relies primarily on the collection of quantitative data and typically follows all the paradigm characteristics of quantitative research, which is either experimental or non-experimental research. The basic building blocks of quantitative research are variables. *Variables* are the opposite of *constants* (something that cannot vary, such as a single value or category of a variable).

• *Qualitative research* — is research that relies on the collection of qualitative data by seeking out the "why," not the "how," of its topic through the analysis of unstructured information, such as interview transcripts, open-ended survey responses, e-mails, notes, feedback forms, photos and videos. It doesn't just

rely on statistics or numbers, which are the domain of quantitative researchers. A qualitative research study is an investigative approach or method of inquiry employed in many different academic and social sciences disciplines that are concerned with society and human behaviors.

These include: anthropology, archaeology, criminology, economics, education, linguistics, political science, international relations, sociology, geography, history, law and psychology. A qualitative research study is used frequently in market research, which is any organized effort to gather information about customers or markets and often a very important component of business strategy. Qualitative researchers aim to gather in-depth understanding of human behavior and the reasons that govern such behavior, investigating the *why* and *how* of decision-making and not just *what*, *where* or *when*.

Qualitative research is used to gain insight into people's attitudes, behaviors, value systems, concerns, motivations, aspirations, culture or lifestyles. It's used to inform business decisions, policy formation, communication and research. Focus groups, in-depth interviews, content analysis, ethnography, evaluation and semiotics are among the many formal approaches that are used, but qualitative research also involves the analysis of any unstructured material, including customer feedback forms, reports or media clips.

Collecting and analyzing this unstructured information can be messy and time consuming using manual methods. When faced with volumes of materials, finding themes and extracting meaning can be a daunting task.

Below are examples of five different types of qualitative research approaches:

• *Phenomenology* — The researcher attempts to understand how one or more individuals experience a phenomenon. For example, interviewing 20 widows and asking them to describe their experiences of the deaths of their husbands. Phenomenological research investigates various reactions to or perceptions of a particular phenomenon. It assumes some commonality to the perceptions of human beings and how they interpret similar experiences, seeking to identify, understand and describe these commonalities.

• *Ethnography* — The researcher focuses on describing the culture of a group of people. Note that a culture is the shared attitudes, values, norms, practices, language and material things of a group of people. For example, decid-

ing to live in Mohawk communities and study the culture and their educational practices.

• *Case study* — The researcher focuses on providing a detailed account of one or more cases. For an example, studying a classroom that was given a new curriculum for technology use.

• *Grounded theory* — This is an approach to generate and develop a theory from data that the researcher collects. For an example, collecting data from parents who have pulled their children out of public schools and develop a theory to explain how and why this phenomenon occurs, ultimately developing a theory of school pull-out.

• *Historical* — These are research events that occurred in the past. For example, studying the use of corporeal punishment in schools during the 19th century.

• *Mixed research* — is research that involves the mixing of quantitative and qualitative methods or paradigm

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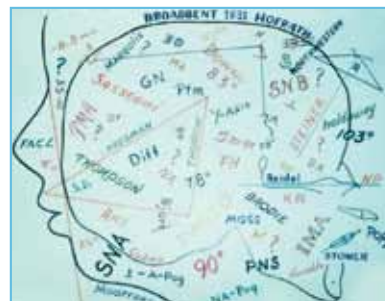


Image courtesy of Dr. Earl Broker.

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ORTHO TRIBUNE

PUBLISHER & CHAIRMAN

Torsten Oemus t.oemus@dental-tribune.com

CHIEF OPERATING OFFICER

Eric Seid e.seid@dental-tribune.com

GROUP EDITOR

Robin Goodman r.goodman@dental-tribune.com

EDITOR IN CHIEF ORTHO TRIBUNE

Prof. Dennis Tartakow
d.tartakow@dental-tribune.com

INTERNATIONAL EDITOR ORTHO TRIBUNE

Dr. Reiner Oemus r.oemus@dental-tribune.com

MANAGING EDITOR ORTHO TRIBUNE

Sierra Rendon s.rendon@dental-tribune.com

MANAGING EDITOR SHOW DAILIES

Kristine Colker k.colker@dental-tribune.com

MANAGING EDITOR

Fred Michmershuizen
f.michmershuizen@dental-tribune.com

MANAGING EDITOR

Robert Selleck, r.selleck@dental-tribune.com

ACCOUNT MANAGER

Gina Davison g.davison@dental-tribune.com

ACCOUNT MANAGER

Humberto Estrada h.estrada@dental-tribune.com

ACCOUNT MANAGER

Mara Zimmerman m.zimmerman@dental-tribune.com

MARKETING DIRECTOR

Anna Wlodarczyk-Kataoka
a.wlodarczyk@dental-tribune.com

C.E. DIRECTOR

Christiane Ferret c.ferret@dtstudyclub.com

Dental Tribune America, LLC

116 West 23rd Street, Suite 500

New York, NY 10011

Phone (212) 244-7181

Fax (212) 244-7185

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PCSO to host its 100th annual meeting in Monterey, Calif.

By Sierra Rendon, Managing Editor

The Pacific Coast Society of Orthodontists will host its annual session in Monterey, Calif., from Oct. 4–7.

This year's meeting will be the group's centennial celebration, "A Century of Smiles." Founded in 1912, the group was created to serve members in the region through educational programs, professional publications and advocacy. The group is one of the oldest and largest constituents of the AAO and serves members from Alaska to Hawaii, in the United States and Canada; it includes more than 2,800 members in 11 states and provinces.

"As we celebrate 'A Century of Smiles,' we will be honoring all those members and great leaders who came before us," said PCSO President Dr. Robert Merrill. "The 2012 PCSO Annual Session in Monterey is an event every PCSO member and staff will want to attend."

Dr. Bryan Williams, PCSO president-elect, is the general chair for the meeting, and under his direction, the team of Dr. Glenn Sameshima (doctor's program) Drs. Jahnavi Rao and Aaron Molen (staff program) and Drs. Tim Auger and Chad Cassidy (local arrangements) put together a program that will feature current topics in orthodontics and an insightful look back at the group's 100-year history, as well as changes in orthodontics during the last century.

PCSO organizers anticipate a large exhibit hall showcasing many vendors and special offers for attendees. Additionally, the planning committee has included new features — including the launch of a digital version of the PCSO Bulletin, which was recently approved by the PCSO board of directors.

Another highlight of the meeting will be the president's lecture on Friday afternoon. Dr. David Turpin, past editor of the PCSO Bulletin and the AJO-DO, will present a retrospective view of the last 100 years of PCSO and of the orthodontic profession. Also, that afternoon, PCSO awards will honor current leaders and also recognize the contribu-

tions of Phil Rollins, PCSO executive director from 1985–2007.

Immediately after the president's lecture, PCSO will hold a beach party in which attendees will eat, dance, play, share memories and celebrate the rich history of PCSO together.

"Celebrating — and learning — together. That is what the PCSO Annual Session is all about," Merrill said. "I look forward to seeing you in October!"

For more information and a program schedule, visit pcsortho.org.



Head to the coast of California to join the PCSO for its 100th annual meeting from Oct. 4–7 in Monterey, Calif.

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to the event organizers.

Plan to attend the meeting's second charity golf event on Thursday morning, Oct. 11. This year's event will be held at Desert Pines Golf Club to benefit Smile for a Lifetime Foundation (S4L).

The \$229 registration is open online at www.orthovoice.com and includes a donation to S4L, breakfast and lunch, round-trip transportation, green fees, carts and range balls.

To learn more about the full range of events and lectures at OrthoVOICE 2012, visit www.orthovoice.com.

Twelve C.E. credits are offered and doctor/team registration is only \$399 per person, through Sept. 30. Registration is open now at www.orthovoice.com.

Handling problem employees

By Scarlett Thomas

Problem employees. Their performance is unsatisfactory. They consume your time and create dissatisfaction for you and their coworkers. They show little commitment to the job and often appear bored. Employee entitlements interest them more than the team goals. Counseling sessions always end in the same manner; they agree to change but have little follow through.

Some problem employees can be helped through coaching or training to correct performance shortfalls. Others can do the job, but for one reason or another, they

need constant supervision and reinforcement to perform at an acceptable level. Whatever the situation might be, the key to handling employees with behavior problems is strong and effective communication skills.

Make sure that the work expectations and performance objectives are clear. The only way to verify the existence of a performance problem is to state the expected level of performance and measure the employee's actual performance against it.

1) Review all the details before you have a meeting with the employee. Evaluate all your previous records, including job descriptions, notes and documented conversations that relate to the

specific behavior. Don't try to wing it!

2) Give the person advance notice and specify the issue or concern. For example, for a person who is consistently late for work, you might say to them: "I'd like to speak with you tomorrow regarding your starting time."

3) At the time of the discussion, start the conversation off in an upbeat manner. Doing so will set the tone for a productive meeting. You can express your concerns in a friendly manner without being overbearing.

4) Describe the problematic behavior and its impact on you and the staff. For example, "You've been coming to work a half-hour late several days a week for the

past month. This is making it difficult for your coworkers to get their work done. And I'm very concerned it's starting to set a bad example for everyone else."

5) Refer to the history and reoccurrence of the problem. "This is not the first time we've had to talk about this. According to my records, we discussed this issue six weeks ago, and once more prior to that in March, and yet the problem continues."

6) State the actual effect that the employee's behavior has on you and the staff. For example, "I recognize that you make up the missed time by either staying late or working through lunch, but that's not a solution. Because we operate as a team, having one person unavailable can create major disruption in the practice."

7) Listen actively to the employee's response. Don't get distracted with thinking about what you'll say next. Be open to what the employee says.

8) Make a suggestion or a request to change the behavior. For example, "What I'd suggest is that you rearrange things at home so you can be punctual." Then check to make sure that the person understands your suggestion. For example, "Do you understand why I'm insisting that you be on time?"

9) Make sure that the employee is committed to the change. For example, "So you agree that you'll be here at 9 a.m. every morning." Keep a record of what was said and any agreements that were made. Have the employee sign the agreement and pick a future date to revisit the discussion and any improvements that may or may not have taken place.

At some point in your career, you will have to dismiss an employee. To do it right and in a professional manner, make sure that you've done your homework with respect to legal issues and have written documentation of the employee's performance or behavior and the steps you've taken to help. You want to feel confident that dismissing the person is the right thing to do — for him or her, for your team and for your practice.

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About the author

Scarlett Thomas is an orthodontic practice consultant who has been in the field for more than 23 years, specializing in case acceptance, team building, office management and marketing. You may contact her at (858) 435-2149, email scarlett@orthoconsulting.com or visit www.orthoconsulting.com.

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'Every year, more than \$8 million penalties are assessed because of incorrect or delinquent remittance of federal payroll taxes.'

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OrthoBanc currently serves more than 4,000 providers nationwide and manages more than half a billion dollars in patient payments annually. It has been on the Inc 5000 List of Fastest Growing American Companies for the last four years. This growth can be attributed to its customer service and solutions that are cost-effective yet valuable to practices offering an office payment plan.

To learn more

Stop by the OrthoBanc booth at any of these fall shows to learn more: SAO (booth No. 108), PCSO (booth No. 304), OrthoVOICE (booth No. 209), SWSO (booth No. 300) or NESO (booth No. 130)

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characteristics. The mixing of quantitative and qualitative research can take many forms; the possibilities for mixing are almost infinite. There are two broad classes of research studies that are currently being labeled "mixed methods research": single approach designs (SADs) and mixed approach designs (MADs). These are additional qualitative and/or quantitative strategies that are employed to enhance research quality. These classifications require that a distinction be made between research strategies and research approaches.

A research *strategy* is a procedure for achieving a particular intermediary research objective such as sampling, data collection and/or data analysis.

Sampling strategies or data analysis strategies are also important factors in research and information gathering. Multiple strategies are used to enhance construct validity, which is a form of methodological triangulation and is now routinely advocated by most methodologists. Mixing or integrating research strategies such as qualitative and/or quantitative approaches in any and all research activity is now considered a well thought-out and common feature of good research design.

A research *approach* refers to an incorporated set of research philosophies and general practical guidelines. Approaches can be holistic procedural guides or broad methodologies that are associated with particular research analytic inter-

ests or motives. Examples of research approaches include surveys, correlational studies, experiments, ethnographic research and phenomenological inquiry. Examples of analytic interests are population frequency distributions and prediction. Each approach is ideally suited to speak to a particular analytic interest: (a) experiments are ideally suited to address explanations or probable cause; (b) surveys address population frequency descriptions, correlation studies and predictions; (c) ethnography addresses descriptions and interpretations of cultural processes; and (d) phenomenology address lived experiences or descriptions of the essence of phenomena.

In a *single approach design*, only one analytic interest is pursued. In a *mixed*

approach design, two or more analytic interests are pursued. However, a mixed approach design may include entirely "qualitative" approaches, such as combining an ethnographic and a phenomenological inquiry, or entirely "quantitative" approaches, such as combining a survey and an experiment.

It has become routine to use the terms "method" and "methodology" synonymously, but there are philosophical reasons for distinguishing the two. The term *method* connotes a way of doing something, as in a procedure. The term *methodology* implies a dialogue concerning methods, i.e., an exchange of ideas regarding the competence and correctness of a particular combination of research philosophy and actions.

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At the PCSO

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By Boyd Industries staff

The effective processing of instruments has long been a critical part to any successful orthodontic practice. Patients, parents and staff have become very aware of the need to use proper protocol in processing dirty instruments to clean.

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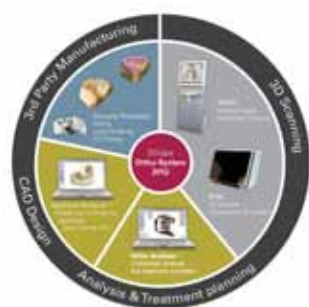
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Age of digital orthodontics is here

After having radically transformed dental restorations, the CAD/CAM revolution is finally reaching the orthodontic market. 3Shape, a world leader in digital dentistry, is bringing its technology and development power to the orthodontic market with a digital-age solution for orthodontic labs and clinics.

Ortho System™ brings together accurate 3-D scanning, archiving, intuitive treatment planning and analysis, efficient patient management, communication tools and appliance design — all providing streamlined workflows that increase efficiency and productivity for labs and practices, the company said.

The introduction of 3Shape's TRIOS



intra-oral scanner marks a new era for digital orthodontics.

This ground-breaking technology offers a more productive, accurate and comfortable way to capture the patient's impressions at the start of or during the orthodontic treatment,



3Shape is bringing digital options to orthodontics.

Photos/Provided by 3Shape

while reducing chair time compared to traditional impression taking.

Digital study models captured with the TRIOS, or with 3Shape's R700 desktop 3-D scanner, become ready for further processing and manufacturing in 3Shape's Ortho System, thanks to tight scanner and software integration. With OrthoAnalyzer, orthodontists can perform full treatment planning and fully customized analysis protocols using advanced 2-D and 3-D tools.

Simulation of extractions, interproximal reductions, full treatment planning with detailed movement overview and realistic virtual articulators are all possible in a very user-friendly environment, the company said. Full analysis or validation protocols, such as PAR or ABO, can also be implemented, allowing consistent and more efficient workflows. The unique insight provided by 3-D study models make the assessment of treatment results both easy and accurate.

Appliance Designer is the first complete digital toolbox dedicated to all types of orthodontic appliances. A host of intuitive and accurate tools enables users to create even the most demanding designs.

Appliances such as nightguards, retainers, customized bands, splints, surgical bites, palatal expanders, bionators, Twin blocks, Herbst appliances, Planas tracks and much more can easily be created on screen and made ready for computer-driven manufacturing.

Appliance Designer's open STL format guarantees complete freedom of choice in relation to materials and 3-D-driven equipment, such as 3-D printers or milling machines. 3Shape's solutions also allow full integration and file preparation for the equipment chosen.

All tools and design parameters can be combined in any way, and these can be stored as reusable and unique workflows to ensure consistency and efficiency. A tight integration between the treatment planning tools in OrthoAnalyzer and the use of realistic virtual articulators allows optimal CAD design and maximum efficiency of the orthodontic treatment, the company said.

3Shape Ortho System is the only fully integrated CAD/CAM system dedicated to orthodontics, which allows full freedom of choice in terms of equipment, material and manufacturing partners — thanks to its open format. It is easy and fast to transfer digital files, and the communication tools offered by 3-D study models enable tighter cooperation between orthodontic professionals.

The applications of CAD/CAM in orthodontics offer a host of new opportunities for more efficient treatments and follow-up. The technology also enables improved communication between orthodontists, technicians and patients, higher accuracy and repeatability, better control of costs and material consumption, and increased patient comfort. Through improved consistency and efficiency in manufacturing, CAD/CAM technologies allow the orthodontic professional to concentrate his or her resources on value-adding activities.

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Creating a win-win in the changing landscape of orthodontic treatment

By Davin Bickford, VP for practice development, WildSmiles Braces

Today, braces are a must-have for tweens and teens. The fact that getting braces is a big step, and often daunting for most kids, can easily get lost in the conversation. Statistics from many of the industry's leading organizations show that providing treatment focused on patient participation and "buy in" leads to happier and more compliant patients throughout treatment.

Take, for example, your expectation for personal life outside of orthodontics. Society demands a choice in the cars we drive, clothes we wear and shoes we sport. Everyone desires to be different and unique. Body art and piercing have become more and more popular in the past decade and are prime examples of societal beliefs to be different and unique.

In orthodontics, it is important to create a win-win experience for the patient and the practice. Popular choices of mini twins, clear brackets, WildSmiles Braces and clear aligners are an expression of these societal beliefs taking hold



WildSmiles offers unique options for children and adults. Photo/Provided by WildSmiles Braces

in orthodontic treatment.

Just like Nike, Lexus, Louis Vuitton, Walt Disney or Titleist, you are a brand in your community. These brands have learned how to create a win-win experience for their customers, offering options that create customer loyalty and brand ambassadors. The company wins through brand loyalty and referrals. The customers win because they have a choice to build a customized user experience with a quality brand. Simply, they get what they want!

You are a service provider, and you should be exploring every opportunity to build your brand as the go-to practice. This is only achieved through offering options that create win-win experiences, thus creating positive brand ambassa-



dors. Patients seek out the opportunity to customize and participate in their treatment in a caring, full-service environment.

Imagine going to a high-end car dealer and being told the features you desire (leather seats, CD or DVD player, etc.) were not available. Additionally, the salesperson suggests the base model offered on the lot should sufficiently meet your needs. While it might meet your need, getting you from point A to point B, choosing the base model is not what you desired. This experience almost definitely would encourage you to continue your search for your next new car, right?

Well, the patient expectation for his or her orthodontic experience is no differ-

ent from this scenario.

In the new economy, consumers demand options, such as clear braces, WildSmiles Braces and clear aligners. As a service provider, you must be willing to create these win-win situations. Offering these options in your practice does not cost you anything but gives you the ability to meet customer expectations and create brand loyalty. It's a win-win.

Brands offering great customer experiences and a wide variety of choice seldom worry about cost on the front end, often sparing little expense to enhance the customer experience. These investments allow the brand to charge higher prices for products, retain a higher percentage of customers and facilitate greater customer loyalty and referrals.

Orthodontic customer expectations and demands are changing with the new economy. What kind of brand are you building in your community? Are you cultivating a win-win experience by offering your patients a variety of choices with a full-service experience?

To learn more, visit wildsmilesbraces.com or call (402) 334-7171.

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