



News from Canada's professional
practice appraisal & sales leader.

From Dr. Jeff Williams
Associate for
Atlantic Canada



ARE YOU DOING YOUR HOMEWORK?

Selling Your Practice - Does the Internet Help? Brown, T., *Ont Dent* 2006; 83(8): 38

It appears that dentists may be early adapters to technology that will speed the delivery of care and increase patient comfort, but they may be late adapters to the idea of the Internet as a business tool. The California Association of Realtors (CAR)™ recently announced that over 70 percent of purchasers use the Internet as "an integral part of the home buying process". Should brokers rely on the internet as the preferred tool... [Read the rest of the article at www.roicorp.com](http://www.roicorp.com)

Associates and the Sale of Your Practice - An Appraiser's Perspective. Williams, J., *JCDA* 2006; 72(3): 211-12

With the average age of practicing dentists from the baby boomer cohort continuing to increase, and the seemingly younger age when they choose to sell, one can safely predict that there are several hundred practices on the market at any given time. One long-standing perception is that the best way to sell a dental practice is to attract an associate as the potential buyer, but this usually impacts negatively on the goodwill value... [Read the rest of the article at www.roicorp.com](http://www.roicorp.com)

What Motivates a Patient to Come to Your Dental Office? Brown, T., *ODN & AA Journal* January-March 2002

Dentists buying a practice (may) say this: "When I purchase this practice I will lose many of the patients." This statement has been proven to be totally incorrect, however each time we arrange for the sale of a dental practice we listen to dentists who try to convince us that this will come true. Patient retention, and how it may impact a dental practice if it is sold, is a legitimate concern... [Read the rest of the article at www.roicorp.com](http://www.roicorp.com)

Trophy Marketing - The Winning Way to Promote Your Practice. Wright, A., *Ont Dent* 1998; v75 Sept

Offices spend thousands of dollars on Yellow Pages' advertisements, newsletters, patient brochures, calendars, gifts, coupons, restaurant discounts and hockey tickets, not to mention the greeting cards that are sent - birthday, bereavement, graduation, birth, welcome to the practice, we've missed you... the list goes on. The best way to enhance this relationship with patients is internally, through something I refer to as trophy marketing... [Read the rest of the article at www.roicorp.com](http://www.roicorp.com)

Also look for these informative articles at www.roicorp.com

**The Top Five Fears of the Dental Practice Purchaser
Set Up on Your Own or Buy: The Recent Graduate's Dilemma**

What Not to do When Preparing a Practice for Sale

How to Successfully Manage Your Equipment Lease

Staff Issues When Buying or Selling a Practice

Many, many more....

Visit www.roicorp.com

For these complete Journal article postings - as well as dozens of others!



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*Please return this form to Dr. Williams - All information gathered remains **CONFIDENTIAL**
We will be pleased to quote our PRACTICE APPRAISAL FEE upon receipt of this information*

name _____
private mailing address _____

private phone number _____
private fax number _____

personal email address _____
practice address _____

your year of graduation _____ Are you a General Dentist? Y or N
from which school/faculty _____ Specialist? (specify) _____

Office: Total Square Footage _____
Number of Operatories (equipped) _____
Do you Own building? Y or N If so, what % _____
Do you have an Accurate set of Floor Plans? Y or N

Personnel: # of Associates? Full-time? _____ Part-time? _____
of Hygienists? Full-time? _____ Part-time? _____

Partners: Do you have partners? Y or N How many? _____
If so, are they: Cost Share? _____ or Equity? _____

Financial: Are you incorporated? Y or N
Is there a Holding/Management company? Y or N
How many sets of Financial Statements do you have? _____

Gross: Most recent Annual Gross Revenue (of the entire practice).
\$ _____

Scheduling: What would be the best day, when the practice is or can be
closed, for us to visit the office? _____

Notes: Is there anything unique or particular that you'd like to tell us
about your practice? _____

Not all Appraisals 'Created' Equal

ROI Corporation's Appraisal contains descriptions and details of the following:

- ❑ Summary of Valuation Concepts
- ❑ Interpretation of Values
- ❑ Complete Practice Description & History
- ❑ Philosophy of Practice
- ❑ Services & Treatment Mix, Services Referred
- ❑ Appointment Procedures (times/protocols)
- ❑ Office Hours / Vacations / Courses taken.
- ❑ Personnel / Employee Contracts
- ❑ Staff Benefits, Communication Protocols
- ❑ New, Active & Inactive Patient Information
- ❑ Patient Profile by Age and Draw Location
- ❑ Recalls - Scheduled and Pending
- ❑ Fees, Payment and Insurance Policies
- ❑ Treatment Planning Regimes
- ❑ Accounts Receivable Operations
- ❑ Systems and Records (computer / charts)
- ❑ Marketing Initiatives Undertaken
- ❑ All Facility Parameters (pluses and minuses)
- ❑ Value of the Premise Lease (includes Copy of)
- ❑ Calculation of 'Real' Rent - if Building Owned
- ❑ Practice Location Map (City/Town)
- ❑ Community Demographics (Schools, Industry)
- ❑ Dental / Population Ratios (GP and Specialist)
- ❑ Accountant's Financial Statements (3 years)
- ❑ NORMALIZED Financial States. (by ROI Corp)
- ❑ Year-to-Date Financial Info (Revs. by Provider)
- ❑ Financial Analyses & Cash Flow pro forma
- ❑ Descriptions (with Serial Numbers) of the following, with Market & Replacement Values
 - Leasehold Improvements & Fixtures
 - Clinical Equipment & Fixtures
 - Administrative Furniture & Fixtures
 - Computer Hardware & Software
- ❑ Instruments and Materials (by formula)
- ❑ Listing of Excluded Assets
- ❑ Services Contracts (O₂, security, janitorial, etc)
- ❑ Liabilities (e.g. Copies of Equipment leases)
- ❑ Recent Practice Sales Comparisons
- ❑ Goodwill Calculation based upon:
 - Local Market Factors
 - Weighted Gross Income
 - Weighted Cash Flow
 - + / - Adjustments
- ❑ Associate / Partnership Agreements
- ❑ Cost Share Agreements
- ❑ Office Policy Statements
- ❑ Floor Plans & Photographs
- ❑ Demographic Data (Canada, Province, Town)

ROI Corporation's Services

We Appraise Professional Practices

Our fees are dependant upon the practice size (revenues, # operatories, staff, associates, etc.) and practice complexity (# sets of financial statements, existence of partnership agreements, etc), time requirements and on travel expenses. Our fees for a comprehensive 75+ page Appraisal start at \$3,500.⁰⁰

We Act as the Exclusive Broker in a Sale

We market your practice using our national network of **10 ROI Corporation Associates (six of whom are dentists)**. We educate buyers and ensure confidentiality in all matters. We do all the showings, representation, negotiations, assisting with financing arrangements, drafting of offers (shares or assets) and act as trustee of the sale. Our fee is only paid upon the successful sale of your practice – typically 6-10 % of the price you accept.

We Provide Letters of Opinion

This could be our examination of another firm's appraisal of a practice you are looking to purchase. Other tasks might include analysis and commentary on local market conditions. Fees start at \$750.⁰⁰

We Offer Common-Sense Consulting

Drawing on our 32 years of first hand dental industry experience (in the appraisal/brokerage arena, academia, private practice, organized dentistry, dental regulatory bodies, banking and equipment sales & leasing) and based upon discussions with thousands of your colleagues, we will act as devil's advocates and sober second thinkers. ROI Corporation's fees range from \$250.⁰⁰ to \$350.⁰⁰ per hour.

We offer Practice Management Advice

Please check our website www.roicorp.com under the "Articles" button for a listing of nearly 100 articles on the business of dental practice (including many on appraisals and brokerage). These can be read online or downloaded in PDF format free of charge.

www.roicorp.com

Jeff's Practice Opportunities (as of November 1, 2006)

Visit www.roicorp.com for all of our available practices

HALIFAX, NS (Ref #1411) - 3 op solo practice develops strong partnerships with each of its 1,600 active recare patients. This general practice is computerized, has full time hygiene services, an intraoral camera and provides a fair amount of prosthodontic treatment (fixed and removable). About 15 NEW patients each month; local area experiencing significant growth.

SUMMERSIDE, PEI (Ref #1350) - Are you an Associate who is committed to excellence? This practice needs you for 1 to 2 days/week immediately. Potential for fulltime hours (4 days/wk), as Owner wishes additional time off. FLEXIBLE arrangements available in this successful, long established 3-op practice. New Graduates most welcome.

SUBURBAN MARITIMES (Ref #1339) - Bright surroundings provide for exceptional patient comfort. Owner sees patients 26 hrs/wk (2 DH - 38). Continue operations as is in this 'closed' 15 yr old practice, or decide to grow. Ample room within the clinic space and the appointment day. Population increase 15 times the provincial average. Cash flow ~ \$200,000.

NEW GLASGOW, NS (Ref #1337) - Mid career owner wants to enjoy more time with family. 3 ops (1 is equipped) solo practice 60 min from Halifax Airport. Has grown from 0 to 400+ active recare patients in just 3 yrs - with only part-time effort. Located in high-traffic plaza; premise lease assignable. Ample parking, tasteful leaseholds, and lots of sunlight.

CENTRAL PEI (Ref #1327) - Have the best of both - financial success and a stress-free lifestyle. Mature, 3-op solo practice provides all aspects of clinical care. FT hygiene, computerized front desk. Intraoral camera & pan. Hospital privileges available. Purchase 100% of practice and building; PT associateship of great interest to Vendor after the sale.

UPPER SAINT JOHN RIVER VALLEY, NB (Ref #1316) - Chairs are always full! Enjoy the rural lifestyle in this long-standing practice. Most major equipment is between 5 to 10 yrs old. Well maintained, community owned suite is an attractive 4-op facility, available on very favourable terms. Most patients well insured. Overhead of UNDER 50%.

WE SELL PRACTICES.



Jeff Williams is the Associate in Atlantic Canada for ROI Corporation, Canada's #1 dental practice appraisal & sales group.

"Jeff's patience and professionalism seem natural and very sincere. It was a pleasure doing business with him and ROI Corporation."

- Dr. Joe Elias, Dartmouth, NS on the recent sale of his practice.

For the most comprehensive and up-to-date listings in the country, contact Jeff today or view his opportunities online at www.roicorp.com.

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