YOUR STORY MATTERS ISS.1 HE MOST TERESTING ÏSTRY



2025 DENOBI AWARDS SHORTLIST

Congratulations to these distinguished individuals and teams for their exceptional contributions in fostering positive change within their communities, one smile at a time!

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DEN TE ISSUE 1

LETTER FROM THE EDITOR

Dear Readers,

With great enthusiasm, I welcome you to the inaugural issue of our new volume of Dente Magazine! This marks the beginning of another exciting chapter as we continue our mission to bring you thought-provoking insights, groundbreaking innovations, and the inspiring journeys of the visionaries shaping modern dentistry.

Our cover feature highlights the remarkable career of Dr. Uche Odiatu, a dentist whose journey from psychology to dentistry has shaped his unique approach to patient care. With a background in psychology and a DMD, *Dr. Odiatu* exemplifies the profound connection between mental well-being and oral health. His ability to integrate the science of the mind with the art of dentistry offers invaluable lessons for both practitioners and patients alike.

In addition to our cover story, this issue features a diverse collection of articles that explore various facets of dentistry:

- "What a Mazda Taught Me About Healthcare" by Dr. Suzie Bergman takes us on a deeply personal journey into temporomandibular disorders (TMDs) and the role of dentists as primary care providers.
- "How Hygienists Drive Dental Practice Success" delves into the evolving role of dental hygienists in shaping modern practice dynamics.
- "The Allergy Surge: Are Dental Clinics Ready to Handle Anaphylaxis?" examines the increasing prevalence of allergies and the readiness of dental professionals to manage emergencies.
- "The Harmony of the Dental Ecosystem: Lessons in Leadership" explores the intricate balance of teamwork, leadership, and patient care.
- "Why New Year's Resolutions Set Us Up for Failure—and How Dentists Can Redefine Success" challenges traditional goalsetting approaches and offers a fresh perspective for dental professionals.
- "Is Your Practice an Attraction or a Turn-Off to Gen Z?" investigates the expectations of the younger generation and how dental practices can adapt to meet their needs.



Dr. Uche Odiatu, Cover Story

Book Review: Irene Newman: The World's First Dental Hygienist by Linda Rhoades celebrates the pioneering contributions of a trailblazer in dental hygiene.

This issue is a testament to the ever-expanding landscape of dentistry—one where science, psychology, and human connection intersect to create a more holistic approach to patient care. As you turn these pages, I hope you find inspiration, knowledge, and renewed passion for your role in shaping the future of oral health.

Thank you for being part of our Dente community. Here's to a year of growth, discovery, and excellence!

Warm regards,

Carl Demadema Editor-In-Chief

DR. SUZIE BERGMAN IS A DENTAL EDUCATOR, CLINICIAN, AUTHOR, AND RESEARCHER SPECIALIZING IN TEMPOROMANDIBULAR DISORDERS (TMD). A TEDX SPEAKER AND TENURED INSTRUCTOR FOR PROGRESSIVE ORTHODONTIC SEMINARS AND MCGANN POSTGRADUATE SCHOOL OF DENTISTRY, SHE ADVOCATES FOR A MULTIDISCIPLINARY APPROACH TO PATIENT CARE.

A FELLOW OF THE TMJ FOUNDATION AND A VISITING SCHOLAR IN OHSU'S NEUROSURGERY DEPARTMENT, SHE RESEARCHES TMD AND TRIGEMINAL NEURALGIA. SHE HAS CONTRIBUTED TO NATIONAL TMJ/TMD RESEARCH EFFORTS AND IS DEVELOPING A DIGITAL SOLUTION TO IMPROVE PATIENT CARE. PASSIONATE ABOUT INTERPROFESSIONAL EDUCATION, DR. BERGMAN IS DEDICATED TO BRIDGING THE GAP BETWEEN DENTISTRY AND MEDICINE.

Dr. Suzie Bergman



CONTRIBUTORS ANNUAL '24

A PIONEER IN RESTORATIVE AND COSMETIC DENTISTRY, THE HOST OF DENTISTRY BEYOND THE NUMBERS, AND THE INVENTOR OF SNAP-ON SMILE. DR. MARC GRADUATED FROM THE UNIVERSITY OF PENNSYLVANIA SCHOOL OF DENTAL MEDICINE. HIS INTEREST IN RESTORATIVE AND COSMETIC DENTISTRY LED HIM TO INVENT THE SNAP-ON MULTI-PURPOSE RESTORATIVE APPLIANCE. ADDITION TO HIS THRIVING PRACTICES, DR. MARC HAS SPENT THE LAST SEVERAL YEARS EVALUATING PURCHASING PRACTICES FOR GUARDIAN DENTISTRY PARTNERS GIVING HIM AN INSIDER'S PERSPECTIVE ON WHAT DRIVES VALUE IN A DENTAL PRACTICE. RECENTLY, DR. MARC HAS EMBARKED ON THE JOURNEY OF SHARING HIS EXPERIENCE AND WISDOM WITH OTHERS. DR. LIECHTUNG CREATED 'DENTISTRY BEYOND THE NUMBERS', A PODCAST CATERED TOWARDS MASTERING THE INNER WORKINGS OF DENTISTRY FOR CLINICIANS AT ANY STAGE OF THEIR CAREER.

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RACHEL SANNER IS A DENTAL PROFESSIONAL, EDUCATOR, AND KEY OPINION LEADER SPECIALIZING IN DIGITAL DENTISTRY AND ORTHODONTICS. A REGISTERED DENTAL ASSISTANT (RDA) AND CERTIFIED SPECIALIZED ORTHODONTIC ASSISTANT (SOA), SHE BRINGS OVER A DECADE OF HANDS-ON CLINICAL EXPERIENCE TO HER ROLE AS PROFESSIONAL EDUCATION MANAGER AT DENTSPLY SIRONA.

AN ADVOCATE FOR INNOVATION, SHE INTEGRATES AI AND PROCESS REFINEMENT INTO DENTISTRY WHILE FOSTERING TEAM DEVELOPMENT AND CONTINUOUS LEARNING. A BREAKOUT SPEAKER AT DENTSPLY SIRONA WORLD 2024 AND CONTRIBUTOR TO LEADING DENTAL PUBLICATIONS, RACHEL IS DEDICATED TO ELEVATING PATIENT CARE, EDUCATION, AND INDUSTRY COLLABORATION THROUGH HER LEADERSHIP AND EXPERTISE.

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STEPHANIE NIGHTINGALE IS AN INNOVATOR, ENTREPRENEUR, AND THE CREATOR OF STIMMIE, THE WORLD'S MOST FUNCTIONAL TOOTHPICK, BRIDGING ORAL CARE WITH BEAUTY AND WELLNESS. WITH 16 YEARS IN DENTISTRY AND A SHARP EYE FOR MARKET GAPS, SHE HAS BUILT A STRONG IP PORTFOLIO AND STRATEGIC BUSINESS INITIATIVES TO DRIVE INDUSTRY IMPACT.

A CREATIVE POWERHOUSE, STEPHANIE EXCELS IN BRAND BUILDING, DIGITAL STRATEGY, AND FORGING KEY PARTNERSHIPS. PASSIONATE ABOUT CONSUMER PRODUCTS AND STARTUP GROWTH, SHE LEVERAGES DATA AND LIVE MARKET RESEARCH TO SHAPE INNOVATIVE SOLUTIONS. PURPOSE-DRIVEN AND COMMUNITY-FOCUSED, SHE IS REDEFINING ORAL CARE WITH A FRESH, STRATEGIC APPROACH.

Stephanie Nightingale



DR. ELLIE HALABIAN IS A GENERAL DENTIST AND THE CREATOR OF TEETH MATTER PODCAST, A PLATFORM FOR OPEN CONVERSATIONS AMONG DENTAL PROFESSIONALS TO NAVIGATE THEIR CAREERS. PASSIONATE ABOUT DIGITAL DENTISTRY AND PATIENT-CENTERED CARE, SHE PRACTICES AT A BOUTIQUE NYC DENTAL OFFICE, UTILIZING ADVANCED TECHNOLOGY FOR PRECISE TREATMENT.

A GRADUATE OF NYU COLLEGE OF DENTISTRY AND FORMER RESIDENT AT WESTCHESTER MEDICAL CENTER, DR. HALABIAN HAS EXPERIENCE IN COMPREHENSIVE CARE, TRAUMA MANAGEMENT, AND COMMUNITY OUTREACH. THROUGH HER PODCAST AND CLINICAL WORK, SHE IS DEDICATED TO FOSTERING EDUCATION, COLLABORATION, AND MEANINGFUL DISCUSSIONS IN THE DENTAL FIELD.

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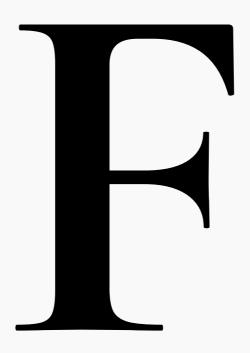


LINDA RHOADES IS A SEASONED DENTAL HYGIENIST WITH 42 YEARS OF CLINICAL EXPERIENCE, INCLUDING 22 YEARS IN A PERIODONTAL PRACTICE, WHERE SHE CURRENTLY SERVES AS DIRECTOR OF EDUCATION. A FORMER FULL-TIME MEMBER AT FORTIS COLLEGE DENTAL HYGIENE PROGRAM, LINDA HAS DEDICATED HER CAREER TO MENTORING AND EDUCATING DENTAL PROFESSIONALS. SHE IS THE FOUNDER OF TWO DENTAL CLUBS, THROUGH WHICH SHE OBTAINED CERTIFICATION TO GRANT CE CREDITS, AND SHE HAS COACHED GROUPS IN FLORIDA PURSUING THE SAME CERTIFICATION. A PASSIONATE SPEAKER AND WRITER, LINDA HAS PUBLISHED ARTICLES IN RDH MAGAZINE, RDH E-VILLAGE, AND DENTAL IQ, AND SHE IS A FELLOW OF THE AMERICAN DENTAL HYGIENISTS' ASSOCIATION (ADHA) AS WELL AS A MEMBER OF THE AMERICAN DENTAL EDUCATORS ASSOCIATION. RECOGNIZED CONTRIBUTIONS TO THE FIELD, SHE RECEIVED THE ADHA'S PRESTIGIOUS IRENE NEWMAN AWARD FOR CLINICAL EXCELLENCE IN 2021. LINDA AUTHORED A BOOK ABOUT IRENE NEWMAN, THE WORLD'S FIRST DENTAL HYGIENIST, RELEASED IN SEPTEMBER 2024.

Linda Rhoades







OLLOWING IN THE FOOTSTEPS OF A LONG LINE OF PHYSICIANS, I TOOK AN UNEXPECTED DETOUR INTO DENTISTRY. MY JOURNEY INTO THE FIELD OF TEMPOROMANDIBULAR DISORDERS (TMDs) BEGAN WITH A LIFE-ALTERING EVENT—A FLUKE ACCIDENT INVOLVING A LITTLE Mazda. As a sophomore in COLLEGE, THE CAR THREW ME OVER A HILL AND LANDED ON TOP OF ME, CAUSING SEVERE DAMAGE TO MY TEMPOROMANDIBULAR JOINTS (TMJ). EVER SINCE, I'VE LIVED WITH CHRONIC PAIN AND JAW DYSFUNCTION.

I THINK OF MYSELF AS A PRIMARY CARE DENTIST-SOMEONE WHO CARES NOT ONLY FOR TEETH AND GUMS BUT FOR THE WHOLE PERSON. HISTORICALLY, PEOPLE SAY THEY'RE "GOING TO THE DOCTOR" FOR MEDICAL ISSUES AND "GOING TO THE DENTIST" FOR ORAL CARE. BUT HERE'S THE TRUTH: A DENTIST, AS DEFINED BY THE AMERICAN DENTAL ASSOCIATION, EVALUATES, DIAGNOSES, AND TREATS DISEASES, DISORDERS, OR CONDITIONS OF THE ORAL CAVITY AND ASSOCIATED STRUCTURES, CONSIDERING IMPACT ON THE HUMAN BODY. Doesn't that sound doctor-like?

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One of my favorite quotes is, "Innovation should not be the domain of the few, but the responsibility of the many." The fragmented way we approach healthcare—treating the body in segments—leaves patients like me, and many of those I treat, feeling unseen and unheard.

AS SOMEONE WHO BOTH LIVES WITH TMD AND TREATS IT, I'VE GAINED A UNIQUE PERSPECTIVE ON HEALTHCARE. THIS DUALITY HAS SHAPED MY CAREER AND FUELED MY PASSION FOR ADVOCATING FOR INTEGRATION IN HEALTHCARE. WHILE INITIATIVES LIKE HARVARD'S CENTER FOR THE INTEGRATION OF PRIMARY CARE AND ORAL HEALTH (CIPCOH) SHOW PROMISE, WE NEED MORE EFFORTS TO BRING ORAL HEALTH BACK INTO THE BROADER HEALTHCARE CONVERSATION.

YET, IN THE UNITED STATES, WE'VE CREATED A DIVIDE BETWEEN MEDICAL AND DENTAL CARE. DENTAL EDUCATION, ELECTRONIC HEALTH RECORDS, AND INSURANCE SYSTEMS ARE ENTIRELY SEPARATE FROM MEDICAL SYSTEMS. DENTISTS ARE NOT JUST A DIFFERENT KIND OF DOCTOR; WE'RE TREATED AS A SEPARATE PROFESSION ALTOGETHER.

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Patients with complex TMD often have overlapping pain conditions, such as fibromyalgia, chronic fatigue syndrome, and irritable bowel syndrome, among others. These conditions demand an interdisciplinary approach involving dentists, physicians, and behavioral health specialists. Yet, the TMJ—the only joint necessary for basic survival tasks like eating and breathing—isn't even treated by orthopedists, and many effective treatments aren't covered by insurance.

One patient described her struggle with TMD:

"TMD has affected every aspect of my life: physically, emotionally, financially, psychologically, professionally. It has affected my relationships, my passions, my independence, and, at times, my dignity."

Stories like hers highlight the urgent need for a healthcare model that bridges gaps and ensures patients receive comprehensive care. My advocacy stems from a deep understanding of the consequences of our segmented system. I believe it's time to bring the mouth and mind back to the body, creating a truly integrated healthcare model.

Patients are suffering. Change is desperately needed. And together, we can make it happen.



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TOOTH BLACKENING ISSUE 1

Ohaguro (お歯黒), the Japanese practice of tooth blackening, was a significant cultural tradition that spanned centuries. This custom, which involved dyeing one's teeth black, held various social, aesthetic, and practical implications in Japanese society. Its evolution reflects the dynamic interplay between cultural values, social structures, and external influences in Japan's history.

Historical Origins

The practice of ohaguro is believed to have originated during the Kofun period (circa 300-538 CE). Archaeological evidence, such as blackened teeth in skeletal remains and depictions in haniwa statues, suggests that tooth blackening was prevalent during this era. Initially, it was associated with the aristocracy and was considered a symbol of beauty and maturity.

Cultural Significance

Ohaguro served multiple purposes in Japanese society:

Aesthetic Appeal: Blackened teeth were perceived as beautiful and were often contrasted with the white facial makeup used by women of the time. This contrast was thought to enhance a woman's appearance, highlighting the whiteness of her skin.

Social Status and Maturity: The practice was a rite of passage, marking the transition from childhood to adulthood. Young women, upon reaching a marriageable age, would blacken their teeth to signify their availability and maturity. Similarly, married women continued the practice to denote their marital status.

Health Benefits: The dye used in ohaguro had practical benefits. The mixture, often made from iron filings and vinegar, acted as a dental sealant, preventing tooth decay and strengthening the teeth.



The Ohaguro Process

The process of blackening teeth involved applying a special dye known as "kanemizu" (鉄漿). This solution was typically made by soaking iron filings in tea, sake, or vinegar, resulting in a dark liquid. The mixture would then be applied to the teeth using a small brush. Regular application was necessary to maintain the deep black hue, as the color would fade over time

Evolution Through Periods

Heian Period (794-1185): Ohaguro became widespread among the aristocracy. Literary works from this era, such as "The Tale of Genji," reference the practice, indicating its prominence in courtly life.

Muromachi Period (1336-1573): The custom extended beyond the aristocracy to include samurai families. Both men and women of high status practiced ohaguro, with samurai using it to display their loyalty and readiness for battle.

Edo Period (1603-1868): Ohaguro became prevalent among commoners, especially in rural areas. It was during this time that the practice became closely associated with married women, symbolizing fidelity and marital commitment.

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Decline and Prohibition

The Meiji Restoration in 1868 marked a significant turning point in Japanese society. As Japan opened its doors to Western influences, there was a concerted effort to modernize and adopt Western customs. Ohaguro began to be viewed as antiquated and was officially banned in 1870 as part of broader reforms to align with Western aesthetics and practices. Consequently, the tradition rapidly declined and became a cultural relic.

Contemporary Reflections

Today, ohaguro is no longer practiced in daily life. However, it remains a subject of interest in historical studies, traditional arts, and cultural exhibitions. In certain traditional performances, such as kabuki theater, actors may blacken their teeth to authentically portray historical figures from periods when ohaguro was customary. Additionally, some individuals with a deep appreciation for Japan's cultural heritage may explore ohaguro as a personal expression of their fascination with the past.

Ohaguro stands as a testament to Japan's rich cultural tapestry, reflecting societal values, aesthetic preferences, and practical considerations of its time. While the practice has faded into history, its legacy offers valuable insights into the evolving definitions of beauty and identity within Japanese society.



Dealing with Ohaguro in Modern Dentistry

Although ohaguro is now rare, oral health professionals may encounter its remnants when treating individuals from older generations, historical reenactors, or cultural performers. Proper handling requires understanding its cultural significance and the potential effects of the blackening solution on dental health.

Professional Considerations

Identifying Ohaguro Residues:

Dentists and hygienists should recognize that what may appear to be severe discoloration or dental neglect could, in fact, be a cultural practice. The staining from iron filings may be deeply embedded and resistant to standard cleaning methods.

Assessing Tooth Condition:

Despite its appearance, ohaguro likely protected the enamel rather than eroded it. Dentists should assess tooth structure beneath the black layer to determine the need for restorative treatments or aesthetic corrections.

Patient Communication:

Practitioners should approach the topic respectfully, acknowledging the historical and cultural value of ohaguro. Avoid language that stigmatizes or diminishes cultural heritage.

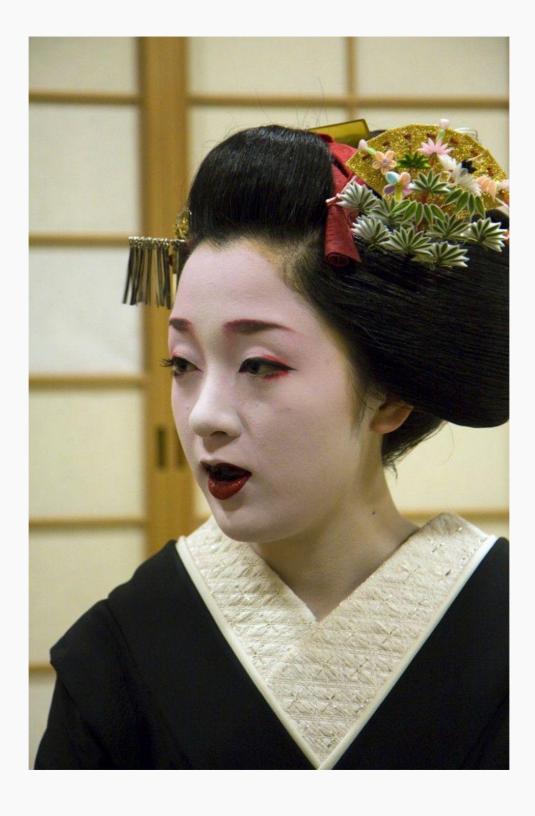
Treatment Recommendations:

Aesthetic Preferences: Some patients may wish to retain blackened teeth for traditional or personal reasons. Respect these choices.

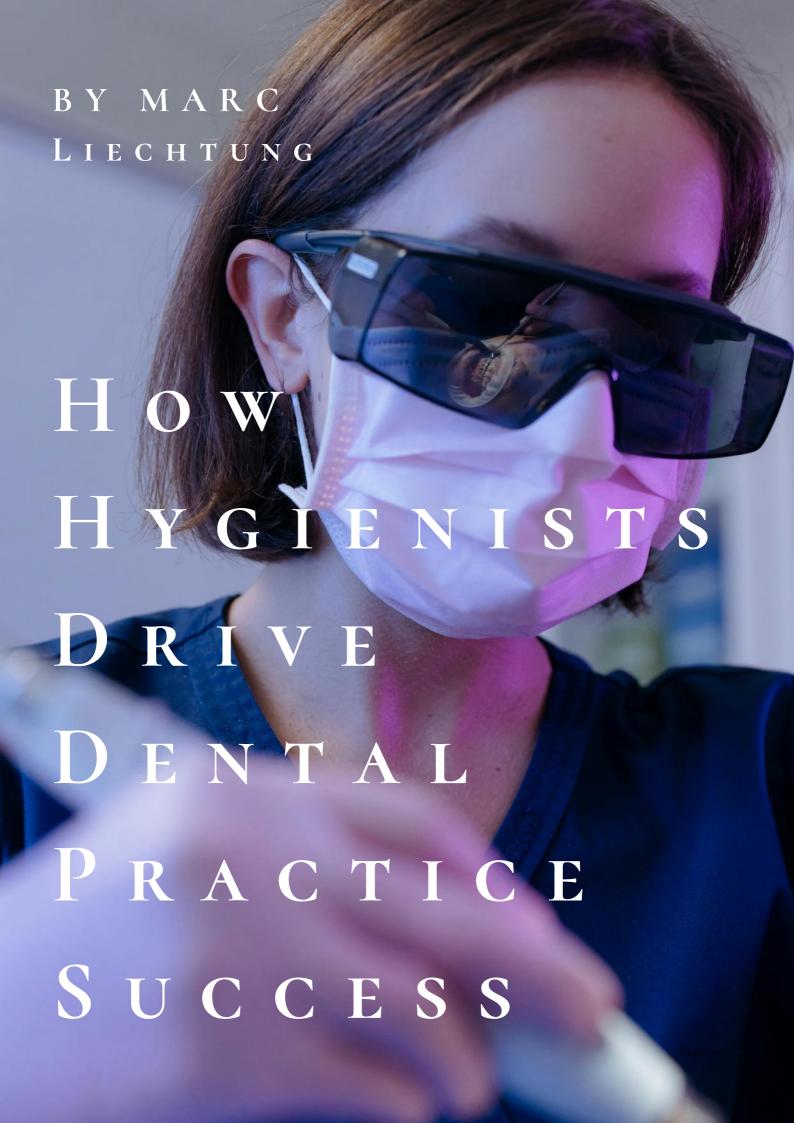
Removal Options: If removal is desired, microabrasion techniques and advanced cleaning methods can be explored to mitigate staining while protecting enamel.

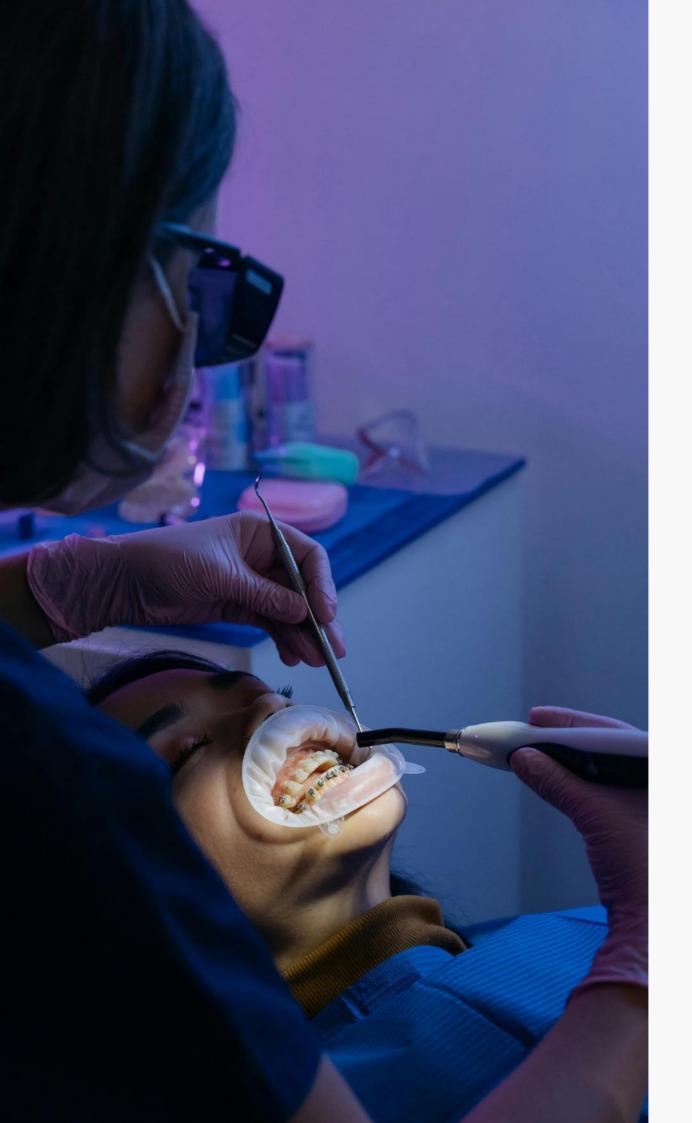
Sealant Evaluation: The iron-vinegar mix may act as a sealant; consult patients about modern alternatives if tooth decay risks are observed.

TOOTH BLACKENING ISSUE 1



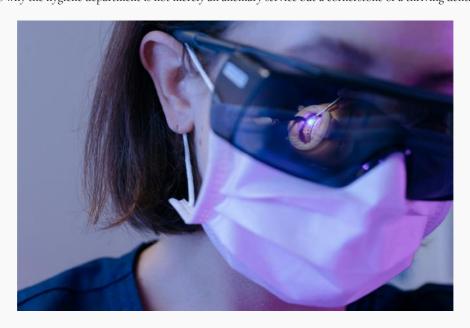






In the dynamic world of dental care, a robust hygiene program stands as a crucial, yet often underestimated factor in determining a practice's success. The contribution of hygiene to top-line revenue varies significantly across practices, ranging from a modest 12-15% to an impressive 30-32%. This disparity highlights the transformative potential of a well-integrated, proactive hygiene program that enhances patient outcomes and fuels substantial financial growth.

Let's delve into why the hygiene department is not merely an ancillary service but a cornerstone of a thriving dental practice.



The Tip Of The Spear: The Pivotal Role of the Hygienist

Often, the hygienist is the first clinical professional to interact with a patient. While front desk staff and assistants play essential roles in welcoming and preparing patients, the hygienist sets the stage for the clinical experience. This initial interaction is crucial for building trust and establishing the patient's perception of the practice.

The hygienist's role extends far beyond routine cleanings. They are highly trained providers capable of recognizing pathology, educating patients about oral health, and initiating crucial treatment discussions.

When empowered, hygienists become invaluable liaisons between the patient, doctor, and the entire dental team. This is where we often see a disconnect in dental practices: a misunderstanding the true value and multifaceted role of dental hygiene. If we simply consider the value of a chair per hour, comparing a doctor performing crown to a hygienist performing a cleaning, we miss the bigger picture. The hygiene visit encompasses so much more than just scaling teeth; it involves the entire team and office dynamics. The hygienist acts as a liaison, not only between the staff and the doctor, but also between the patient and the practice. They address patient concerns, reinforce treatment plans, and build lasting relationships.

Hygiene as a Catalyst for Comprehensive Dentistry

A strong hygiene program extends beyond simply cleaning teeth; it acts as a catalyst for comprehensive and same-day dentistry. Practices that empower their hygienists to identify potential issues, proactively discuss treatment options, and seamlessly transition patients to the doctor for further evaluation are the ones that truly excel.

Same-day dentistry is a significant advantage for both patients and practices. When a hygienist identifies a problem, such as a cracked tooth or potential decay, they can explain the situation to the patient and prepare them for immediate treatment.



This approach offers multiple benefits:

Patient Convenience: Patients save valuable time and avoid the inconvenience of multiple appointments.

Practice Efficiency: Open slots in the schedule are filled, maximizing chair time and revenue opportunities.

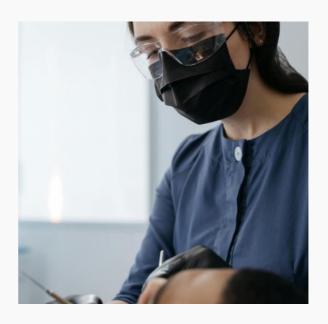
Doctor Focus: Doctors can concentrate on delivering quality care, minimizing time spent on initial patient education.

The Essential Hygiene Exam: A Standard of Care

Thorough probing, accurate x-rays, and comprehensive oral examinations should be integral to every hygiene appointment. Without these essential components, critical oral health issues can easily go undiagnosed. Hygienists who consistently perform thorough evaluations play a vital role in the early detection of problems, enabling timely and effective treatment interventions.

Unfortunately, some practices underutilize their hygienists, limiting their role to basic cleanings and patient dismissal. This approach overlooks the synergistic power of collaboration between hygienists and doctors. When they work together, fewer issues are missed, leading to better patient outcomes and increased practice revenue. This also directly addresses the disconnect often seen between the perceived value of hygiene and its actual role. It's not just about the chair time; it's about the comprehensive care provided and the crucial role hygienists play in the overall patient experience.

Hygienists as Educators, Advocates, and Liaisons Patient education is fundamental to a successful hygiene program. Hygienists spend significant time with patients, making them ideally positioned to discuss oral health, preventative measures, and potential treatments.



From explaining the benefits of localized antibiotic therapies like arrestin to outlining the importance of scaling and root planing, hygienists play a pivotal role in empowering patients to understand their oral health needs.

Arrestin, for example, is a powerful tool for treating periodontal pockets. When hygienists are trained to use it effectively and appropriately (under doctor oversight), they not only improve patient outcomes but also contribute to the practice's financial performance. This underscores the importance of proper training and doctor oversight to ensure quality control and maintain patient trust.

Hygienists also act as crucial liaisons within the practice. They often bridge the gap between the front office, assistants, and doctors, fostering a cohesive and productive team environment. Their ability to and facilitate address patient concerns communication between different team members is invaluable. This is especially important when dealing with disgruntled patients or those seeking further treatment. The hygienist can act as a calming and reassuring presence, addressing concerns and facilitating a smooth transition to the doctor for further evaluation. The connection formed when a patient calls their hygienist by their first name is a testament to the strength of these relationships.



The Profound Financial Impact of a Strong Hygiene Program

The financial benefits of a robust hygiene program are substantial. Practices where hygiene contributes 30% or more to top-line revenue are often among the most successful. This success is not solely attributable to increased cleanings; it reflects a comprehensive approach to patient care that encompasses:

- Proactive identification and initiation of treatment plans.
- Minimizing missed opportunities for diagnosis.
- Improving case acceptance rates through effective patient education and trust-building.

When hygienists are proactive and empowered, practice efficiency soars. Doctors can enter the operatory with a clear understanding of the patient's needs, thanks to the groundwork laid by the hygienist. This seamless handoff saves valuable time and allows for more patients to be seen each day.

Cultivating a Culture of Collaboration and Respect

A positive practice culture is essential for a successful hygiene program. Hygienists should feel valued as integral members of the team. This requires recognizing their contributions, providing ongoing training and professional development opportunities, and fostering an environment of mutual respect. Celebrating their successes through public praise or small rewards reinforces their importance and motivates the entire team.

The Detrimental Effects of Underutilization and the Importance of Mentorship

Underutilizing hygienists can lead to missed opportunities, inefficiencies, and even staff burnout. Temporary hygienists, while sometimes necessary, often lack the time to fully integrate into the practice's culture and processes, potentially leading to miscommunication and reduced treatment planning.

New doctors entering a practice should prioritize building strong relationships with the hygiene team. Understanding their workflows, preferences, and strengths creates a more harmonious and efficient environment. These relationships are crucial for maintaining consistent patient care.

Doctors also play a crucial role in mentoring and supporting their hygienists. By providing guidance and encouragement, doctors can empower hygienists to reach their full potential and contribute even more effectively to the practice. This includes providing support for them to discuss blatant pathology with patients, planting the seed for treatment discussions that will be confirmed and detailed by the doctor. This collaborative approach increases case acceptance and improves patient understanding.

Expanding the Scope: New Services and Technologies

Hygienists are instrumental in introducing new services and technologies into a practice. From sleep apnea screenings to clear aligner consultations and supporting cosmetic dentistry, hygienists can drive the adoption of new treatments and enhance patient care.



The Hygiene Program as a Powerful Growth Engine A well-integrated hygiene program is not just about maintaining the status quo; it's a powerful engine for practice growth. Practices achieving top-tier performance often report hygiene-driven revenue exceeding 30% of their gross income. These practices share key characteristics:

- A focus on comprehensive patient care.
- Empowering hygienists to take ownership of their roles.
- Investing in training, technology, and tools to enhance patient care.

The Financial Impact: A Concrete Example

Consider a \$3 million practice with two full-time hygienists (10-12 hygiene days per week) seeing approximately 3200 hygiene patients annually at an average of \$225 per visit. This equates to \$720,000 in base hygiene revenue. By implementing strategies such as consistent probing, increased use of arresting agents, and incorporating fluoride treatments and irrigation, this practice can significantly increase hygiene production. For example, even a small increase in scaling and root planing (six additional procedures per hygienist per week) can generate an additional \$181,000 in revenue.

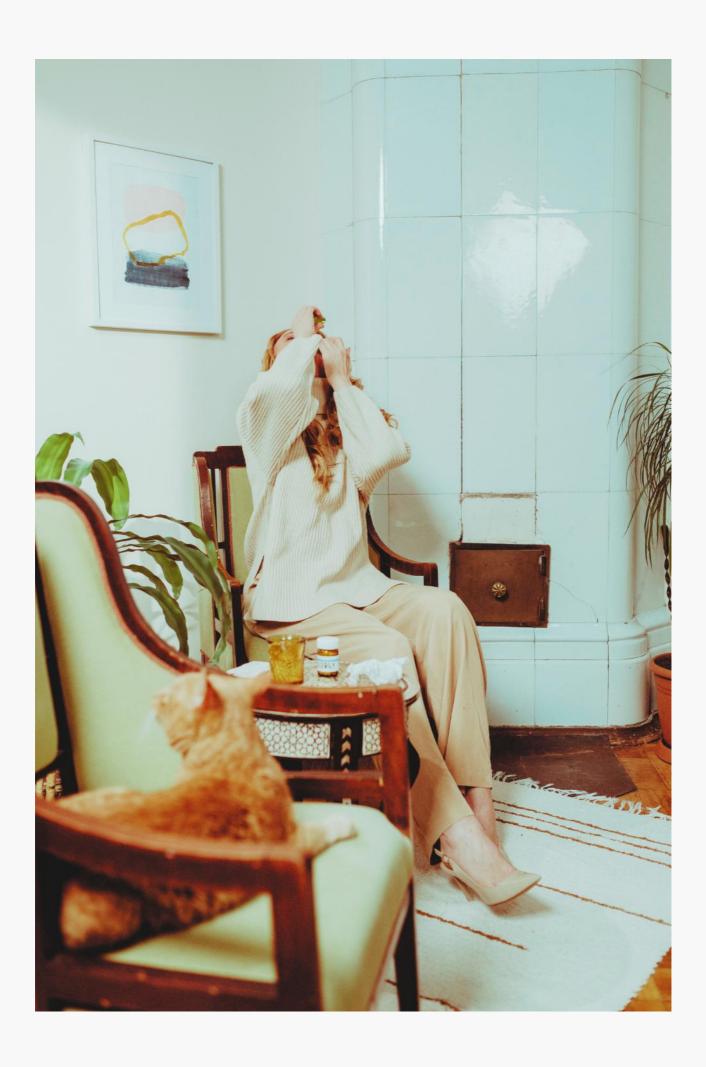
Combined with other hygiene procedures, this can push hygiene revenue to \$901,000, representing 30% of the practice's total gross revenue. This also significantly increases the practice's EBITDA, making it more valuable. This is a balanced approach, where revenue is generated not solely by the owner, but also by associates and hygienists, creating a more sustainable and profitable practice.

A Call to Action for Dental Professionals

The message is clear: your hygiene program is one of your most valuable assets. By fostering a culture of collaboration, investing in training, and empowering hygienists to take on expanded roles, you can unlock significant growth and improve patient outcomes. If your hygiene department isn't contributing at least 28-30% of your top-line revenue, it's time to re-evaluate. With the right approach, you can create a thriving, patientcentered practice where every team member contributes to its success. Let's embrace the immense potential of hygiene and take our practices to new heights. Remember, it's not just about the numbers; it's about providing exceptional patient care and building a strong, cohesive team.

Oral care that fits in—wherever life takes you.

stimmie



THE ALLERGY SURGE: ARE
DENTAL CLINICS READY TO
HANDLE ANAPHYLAXIS?

Imagine this: It's a bustling day at the dental office, the air filled with the hum of equipment and the scent of minty fresh toothpaste. Suddenly, a routine appointment takes a dramatic turn. Anaphylaxis strikes! Are you ready to be the hero of the day? Let's dive into this adrenaline-pumping guide on handling anaphylaxis in your dental practice.

Recognizing Anaphylaxis

Anaphylaxis can hit like a bolt of lightning, so knowing the signs is crucial. Look out for: Skin reactions: Hives, itching, or flushed skin

Swelling: Lips, tongue, or throat Breathing difficulties: Wheezing or shortness of breath

Heart issues: Rapid or weak pulse

Gastrointestinal symptoms: Nausea, vomiting, or diarrhea

Dizziness or fainting

Spotting these symptoms early can make all the difference!

Immediate Response Steps

It's important to familiarize yourself with these steps to ensure you're prepared.

Stop Treatment and Assess the Situation Halt all dental procedures immediately.

Quickly evaluate the patient's symptoms and overall condition.

Call for Help

Alert your team and have someone call 911. Ensure the caller provides clear details about the patient's condition and location.

Administer Epinephrine

Epinephrine is your superhero in this scenario. Administer it at the first sign of anaphylaxis. Use an auto-injector if available, or draw up the correct dose and inject it into the outer thigh. Dosage: For adults, 0.3 to 0.5 mg; for children, 0.01 mg/kg (up to 0.3 mg).

Position the Patient

Lay the patient flat with their legs elevated to boost blood flow.

If breathing is difficult, allow them to sit up, but avoid sudden movements.

Monitor Vital Signs

Keep a close watch on the patient's airway, breathing, and circulation.

Be ready to perform CPR if the patient becomes unresponsive.

Administer Additional Medications if Needed If symptoms persist, a second dose of epinephrine may be necessary after 5-15 minutes.

Antihistamines (e.g., diphenhydramine) and corticosteroids can help, but they are secondary to epinephrine.



Post-Emergency Procedures

Transfer to Emergency Care

Ensure the patient is taken to a hospital for further evaluation and treatment, even if they seem to recover.

Document the Incident

Record all details of the incident, including symptoms, treatments, and response times.

Review and Reflect

Conduct a debrief with your team to review the incident and improve your emergency response plan.

Prevention and Preparedness

Comprehensive Medical History

Always take a thorough medical history, noting any allergies or previous anaphylactic reactions.

Emergency Drills

Regularly conduct emergency drills to ensure everyone knows their roles and responsibilities.

Maintain an Up-to-Date Emergency Kit

Keep your emergency kit well-stocked with epinephrine autoinjectors, antihistamines, corticosteroids, and other essentials.

Regularly check expiration dates and replace any expired items.

A great option for this is using a company such as POM Medical LLC (www.pomnw.com) to manage your kits and ensure they are stocked and up to date. Also providing easy to follow que cards to reference in the case of an emergency.

Patient Education

Educate patients with known allergies about carrying their own epinephrine auto-injectors and informing healthcare providers of their condition.

Handling anaphylaxis in a dental setting is all about quick thinking, decisive action, and thorough preparedness. By following these steps, you can transform a potentially life-threatening situation into a story of heroism and effective care. Remember, dental professionals do more than save teeth—they save lives. So gear up, stay prepared, and be ready to shine when it matters most!







Every Tooth Has a Role

A smiles beauty lies not in the brilliance of a single tooth but in the collective harmony of every tooth working together. Incisors are designed for cutting, canines for tearing, premolars for crushing, and molars for grinding. Each type of tooth plays a specific role in the overall function of the mouth, and when they are healthy, they come together to form a smile that is not only functional but vibrant.

This interconnectedness mirrors the essence of leadership. In a thriving dental practice, no single role is more important than another. Each team member plays a unique part in the success of the whole, and it is the leaders responsibility to foster an environment where collaboration thrives, each individuals strengths are recognized, and every person has the opportunity to shine.

Curiosity and Leadership

Before I embarked on my dental career, I had the chance to intern as a broadcast host. One of the most valuable lessons I learned in that role was the concept of the curiosity gap. People are naturally curious it's why we eagerly await the next episode of our favorite show, or why we pay attention to teaser headlines that leave us wanting more. This curiosity is a powerful tool, and I've carried that with me in my career.

Last fall, during a lecture, I decided to use this principle to make a point about leadership. I walked into the room holding a simple brown paper bag, set it on the table, and said, "What if I told you that one of the keys to a successful practice is inside this bag?" The room immediately buzzed with curiosity. Everyone was wondering what was inside that bag.

When I finally revealed the answer, it was not an object, but a metaphor: the key to a successful practice is the mindset you bring into every room you enter. That bag symbolized the intentional decision to show up as your best self and investing in education, communication, and, most importantly, in one another. The cost is relatively low, but the reward is immense. It's a choice, and that choice can make all the difference in a thriving dental practice.

Just as a smile is the product of a collection of healthy teeth, the success of leadership is the result of fostering a team united by a common mindset and purpose.

Education: Investing in Growth

In dentistry, we are not only educators for our patients but also for our teams. We guide our patients in maintaining oral health, but we also need to guide our teams in developing their skills, enhancing their knowledge, and growing professionally.

Each role within a practice is unique, just like the different types of teeth. Incisors are the cutting edge, much like your front-office team, who are the first to interact with patients and set the tone for the experience. Canines are sharp and reliable, like your problem-solvers, who take on challenges and find solutions with precision. Premolars act as versatile players, crushing obstacles in their path. Molars, the grinding powerhouses with strong roots, maintaining and preventing long-term issues.

As a leader, it's essential to invest in each role according to its specific needs. Education is not a one-size-fits-all solution. Each person brings a different strength to the table, and to help them thrive, it's critical to invest in tailored training and development. Whether through clinical education, interpersonal communication workshops, or professional development opportunities, the goal should be to ensure that each member of your team is equipped with the tools to succeed in their role and contribute to the practice's overall success.

Collaboration: Building a Resilient Team

Just as teeth depend on healthy gums, strong bones, and proper alignment to function effectively, a dental practice thrives on collaboration. When challenges arise, whether due to a gap in skill, a lapse in will, or a hill that feels too steep to climb-they present opportunities for growth and improvement.

Effective leaders approach these moments with curiosity and purpose, seeing them not as obstacles but as chances to foster resilience. By addressing gaps in skill with education, reigniting will through encouragement, or tackling hills together as a team, leaders create an environment where everyone feels supported and valued.



Think of how the upper and lower teeth come together in perfect occlusion to chew effectively. If one tooth becomes misaligned, it's an opportunity to reassess and bring balance back to the system. Similarly, when a team member faces a challenge, it's a chance to assess their needs and guide them toward success. Leadership is about recognizing these opportunities, providing the right support, and ensuring the entire team stays united in purpose and effort.



Mindset: The Foundation of Success

One of the most important lessons I have learned in leadership is that success starts with mindset. Just as oral health requires consistent care, brushing, flossing, and regular check-ups, a thriving practice requires intentional action and a commitment to growth.

Mindset is a choice. It is choosing to bring your best self to work each day, approaching challenges with curiosity and optimism, and fostering an environment where everyone feels empowered to contribute their best.

During my lecture, I emphasized that mindset isn't just about personal growth; it's about collective success. When we choose to work together, to let one another shine, the result is like a healthy, vibrant smile. It is not about the brilliance of one individual, but about the synergy of the team as a whole.

Preventive Leadership: Staying Ahead of Challenges

Preventive care is essential in dentistry, and it's equally important in leadership. Just as we encourage patients to address small issues before they become bigger problems, effective leaders take a proactive approach to team dynamics.

Preventive leadership means regularly checking in with team members, identifying potential challenges early, and creating systems that promote long-term success. It is also about modeling the behaviors you want to see, empathy, effective communication, adaptability, and collaboration.

When leaders prioritize prevention, they create a culture of trust and stability. Team members feel supported, issues are addressed before they escalate, and the practice is better equipped to handle whatever comes its way.

A Unified Smile

There is nothing quite like the beauty of a genuine, confident smile. It reflects health, vitality, and harmony not because of one perfect tooth but because of the way every tooth works together to create something greater.

In leadership, the same principle applies. A thriving dental practice isn't built on the efforts of one person; it's the result of a team united by a shared vision, each individual playing their part and supporting one another along the way.

As dental professionals, we know that maintaining a healthy smile requires effort, consistency, and care. The same is true of leadership. By investing in education, fostering collaboration, and embracing the unique strengths of your team, you can create a culture where everyone feels valued and empowered to shine.

And just as a patient's smile reflects the care they have received, a thriving practice reflects the strength and dedication of its leadership. Together, you can create something truly remarkable: a system that is not only functional but beautiful, vibrant, and enduring.







By February, most of us have already abandoned our New Year's resolutions. These goals, often lofty and rigid, can quickly feel overwhelming and discouraging. In fact, 80% of people abandon their New Year's resolutions by February, according to research from the University of Scranton. Why does this happen? The issue lies in the very nature of resolutions themselves—they are typically based on external outcomes, such as losing a specific amount of weight, making a certain amount of money, or achieving a particular status. These external markers of success are often unrealistic and set us up for failure.

New Year's resolutions are often based on external outcomes—things that are measurable and visible to others. These goals, while motivating in theory, can create unrealistic expectations. If you resolve to 'lose 20 pounds' or 'increase revenue by 30%,' the focus is purely on results, which can feel rigid and difficult to attain under unpredictable circumstances. This external focus doesn't leave room for life's unpredictability. As a dentist, your schedule can shift unexpectedly, patients may cancel, or you might experience periods of burnout. These external measures do not account for the ebb and flow of daily life, making success feel out of reach.

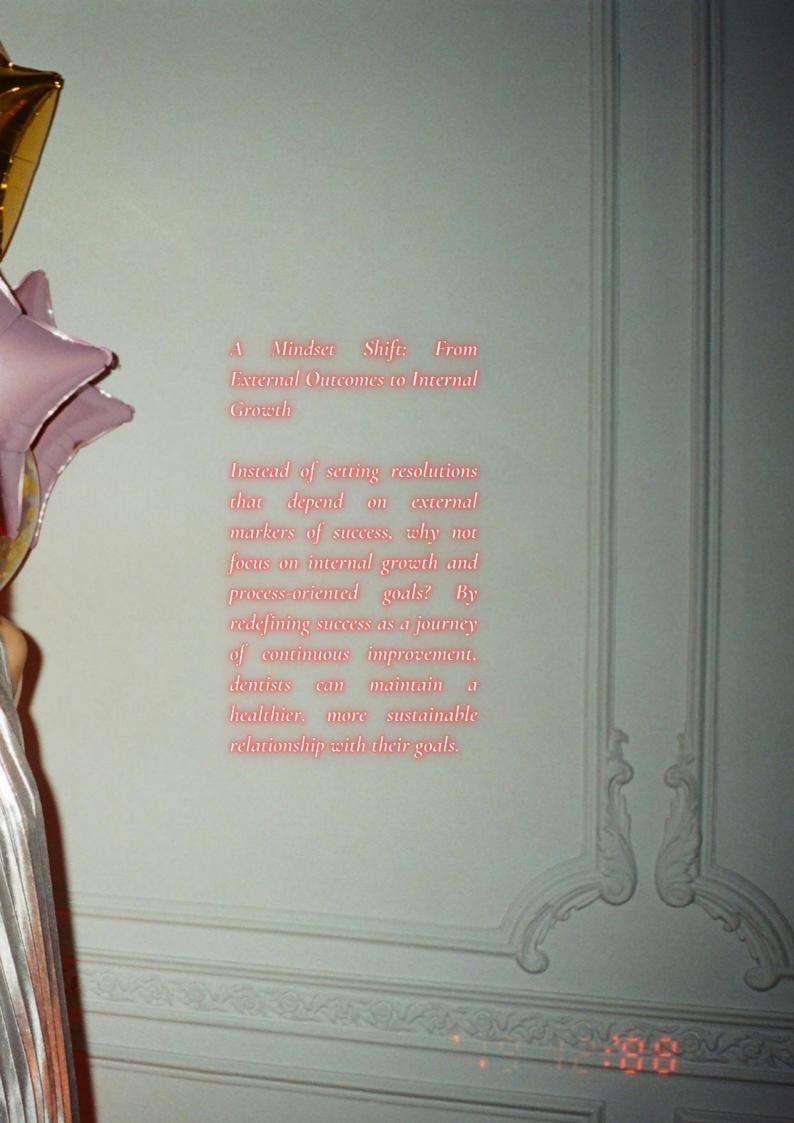
The flaw here is that goals based solely on external outcomes don't consider the deeper, internal factors that drive long-term success—like mental resilience, personal growth, and consistency.

Dentists and the Pressure of Perfection

As a dentist, you're no stranger to high standards. Whether it's striving for perfect clinical outcomes or managing a flawless patient experience, there's a pressure to perform flawlessly every day. Unfortunately, this pressure often carries over into personal goals, where resolutions can quickly turn into burdens rather than motivators.

In a field that demands a lot of you physically and mentally, having overly rigid resolutions can become another layer of stress. Resolutions can feel like a quest for perfection—especially when they are tied to visible, external results. This focus on perfection can lead to burnout, disappointment, and self-criticism when things don't go as planned. Rather than setting ourselves up for failure by rigidly pursuing external outcomes, we can create a more meaningful approach that aligns with both our profession and our well-being.





Focus on the Process, Not Just the Result: Instead of aiming for a specific outcome like 'increase revenue by 20%,' aim to build sustainable systems that allow for continuous growth. This might look like improving patient communication, enhancing office efficiency, or committing to ongoing education. The process becomes more flexible and adaptable to change.

Prioritize Mental and Physical Wellness: Wellness goals don't have to be about rigid external outcomes, such as losing a certain amount of weight by a specific date. Instead, set goals that focus on overall health, like 'take 10-minute breaks between patients' or 'schedule time for self-care every month.' This shifts the focus to creating sustainable habits that benefit your mental and physical well-being in the long run.

Embrace Flexibility: Flexibility allows for progress even when life throws unexpected challenges your way. Instead of rigidly holding yourself to a specific outcome, focus on creating a flexible framework that encourages growth, regardless of the challenges. Whether it's adjusting your schedule or reevaluating your approach, flexibility keeps you moving forward without feeling defeated by setbacks.

Sustainable Goal-Setting for Dentists: Practical Tips

To make goals more sustainable, it's important to balance ambition with adaptability. Here are a few ways you can set goals that promote long-term growth without the pressure of external outcomes:

Set Intentions, Not Resolutions: Focus on intentions that guide your behavior throughout the year. For example, 'I intend to listen more attentively to my patients' or 'I intend to continue learning and growing in my practice.' This is less about achieving a specific goal and more about creating a mindset of continuous improvement.

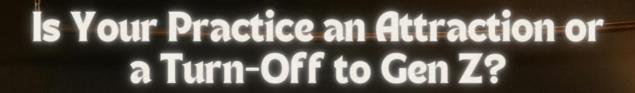
Break Goals Into Manageable Steps: Rather than trying to overhaul your entire routine or career, break your goals into small, manageable steps. For instance, if you want to improve work-life balance, start by setting a goal to leave the office 30 minutes earlier each day. Small wins lead to big changes.

Celebrate Progress Over Perfection: Acknowledge your wins, no matter how small. Did you make it through a stressful week without burning out? Celebrate that. Did you set aside time to relax and recharge? That's progress. By focusing on progress rather than perfection, you build momentum that lasts.

So what's the takeaway? Resolutions based on external outcomes are often set up for failure because they are rigid and don't account for life's natural fluctuations. Dentists can break free from this cycle by adopting a mindset that prioritizes process, flexibility, and internal growth. By focusing on sustainable habits and continuous improvement, you'll find that success comes not from a rigid resolution, but from a mindset of resilience, wellness, and mindful progression.







"I have a complaint. You guys have a mini fridge full of plastic water bottles in the reception area. Can you not have a filtered water system with paper cups instead?"

Real dialogue pulled straight from the dental chair.



I'm not a practice owner or the primary decisionmaker at a dental practice, but I am hyperaware when these conversations enter the dental op. And I'm taking notes! –Steph Nightingale, RDH & Stimmie Innovator.

When it comes to connecting with Gen Z, the rules of engagement are evolving. Born between 1997 and 2012, this tech-savvy, socially conscious generation expects more from the businesses they support — and that includes their dental offices. If your practice isn't meeting their expectations, you might be turning them off without even realizing it.

Based on observations and conversations alone, it's no surprise the Gen Z's value efficiency and convenience as a top priority. They're looking for practices that offer seamless, online self-booking systems that allow them to schedule and manage appointments with just a few clicks. The days of back-and-forth phone calls are over — if your booking system isn't intuitive and fast, you'll lose them to a practice that is.

To take this one step further, enter tech: Gen Z grew up surrounded by technology, and they expect it everywhere — including in your dental practice. This generation loves a tech-forward approach. Interactive visuals, like digital imaging or 3D scans of their teeth, give them a clear understanding of their oral health and make the experience more engaging.

This generation is deeply aware of environmental issues and wants their spending to align with their values. This means that the sample-size satin floss being thrown into their goodie bag is only marginally smaller in plastic case size, with substantially less product inside. Meaning, the plastic case heads to our landfills faster than they'll learn to spool the slippery string around their middle fingers and put the floss to good use.

Gen Z alongside the older and younger ecoconscious population are considerably turned off by wasteful practices and low-quality, throwaway products. They're looking for sustainable, highquality solutions that align with their eco-conscious mindset.

Reusable tools, like Stimmie's innovative gum stimulator, are exactly the kind of product that resonates with this audience. "Being high quality and reusable has been a huge driving factor for our enduser. When comparing the annual waste of a single use throw-away toothpicks in North America, compared to a toothpick that can be used up to 90 days, the numbers were significant. From an estimated 55.6 billion disposable toothpicks per year down to 610 million Stimmies, annually. These are the kind of changes this generation is after."—says Nightingale.



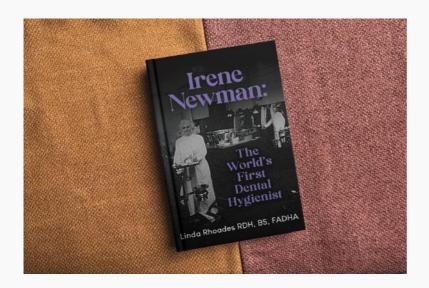
marketing play for those looking to attract new patients. Other examples can be offering ecofriendly toothbrushes, or partnering with brands that share your commitment to sustainability. Make your efforts visible and transparent.

There's no doubt when Dr. Bridget Glazarov and Dr. Ellen Katz were building their Flatiron Maison Be, they had a Gen Z consumer in mind.

We're seeing more dental practices marry their marketing opportunities to these sustainability values, by providing patients with branded merch, versus supplying your practice with things that humans will likely never use and either get tucked away in a drawer or head straight to the trash.

If your goal is attracting new patients and building your practice, consider keeping Gen Z top of mind. Is it possible your dental practice needs to be more than just a place for cleanings and fillings? Our best guess is if you are efficient, tech-forward and environmentally conscious, you'll not only capture the attention of this influential generation but also position yourself as a leader in modern, dental care. Just our \$0.02.

Want more expert-backed oral hygiene advice and lifestyle content? Follow us at @itsstimmie for a daily dose.



A PIONEER'S JOURNEY THROUGH DENTAL HISTORY

Linda Rhoades' Irene Newman: The World's First Dental Hygienist is an engaging and meticulously crafted homage to a trailblazer whose influence on modern dentistry remains largely unsung. Rhoades breathes life into Newman's story, blending historical fact with compelling narrative fiction to portray the grit, courage, and dedication of the woman who helped establish dental hygiene as a vital health profession.

The book invites readers into the early 20th century when dentistry was crude, patient education was rare, and women had limited roles in professional fields. Against this backdrop, Irene Newman emerged as a figure of resilience and innovation, working alongside her cousin, Dr. Alfred Fones, to revolutionize oral health care. Rhoades portrays Newman not only as a pioneer but also as a relatable woman navigating societal expectations, personal struggles, and professional ambition.

The writing captures the complexities of the time—the absence of sophisticated medical tools, the skepticism surrounding preventive care, and the challenges faced by women in male-dominated professions. Rhoades' vivid depiction of Newman's journey, from a reluctant assistant to a recognized leader in dental hygiene, underscores her pivotal contributions to improving public health.



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The author's extensive research, including visits to historical archives and interviews, lends authenticity to the story. The creative liberties taken in imagining Irene's emotions and experiences only enhance the narrative, offering readers an intimate connection to her journey.

This book is an inspiring read for dental professionals, historians, and anyone interested in the evolution of health care and women's empowerment.

Historical Significance

Irene Newman holds a distinguished place in history as the world's first licensed dental hygienist. Her collaboration with Dr. Alfred Fones in the early 1900s marked the birth of the preventive dental care movement. At a time when tooth extraction was the primary solution for dental issues, Newman and Fones pioneered patient education on oral hygiene, emphasizing its critical role in overall health.

Their efforts led to the establishment of the Fones School of Dental Hygiene, the first of its kind, which remains a cornerstone in dental education. Newman's work laid the foundation for a profession that has become indispensable in modern dentistry, significantly reducing the prevalence of dental diseases and improving patient outcomes.

This book is a celebration of Irene Newman's enduring legacy—a tribute to the woman whose quiet determination transformed dental care forever.



UPNEXT



DR. ODIATU

From Psychology to Dentistry

Dr. Uche Odiatu's career reflects the seamless blend of his two passions: psychology and dentistry. With a BA in Psychology and a DMD, he has built a practice and a reputation that combines the science of oral health with the art of understanding the human mind.

"Tve always been fascinated by the mind's ability to create emotions, movements, and transformative experiences," he shares. Growing up in a household brimming with books on human behavior, thanks to his father's extensive collection, young Uche was immersed in a world of ideas. Whenever boredom struck, his father's directive was simple: "Go read a book."

This early exposure to psychology became the foundation for his journey. While taking prerequisites for dental school, Dr. Odiatu excelled in psychology courses, drawn to topics like the brain and nervous system. "I found it so applicable to everyday life and excelled academically because I was inspired."

Once in dental school, the connection became clear. He realized that understanding psychology was essential for addressing the anxiety many patients feel when visiting the dentist. The demanding curriculum, too, underscored the importance of mental resilience, making psychology and dentistry a perfect match.



A Family Foundation in Wellness

Dr. Odiatu credits his mother as the original inspiration for his focus on wellness. A nutrition enthusiast, she often clipped articles from magazines like Reader's Digest and Guideposts, filling their home with discussions about food and health.

"She'd give us cod liver oil, brewer's yeast, and even sprinkle brown sugar on our cereal instead of white sugar," he recalls with a laugh. "She was ahead of her time, though some of her practices were more symbolic than scientific."

Her passion sparked a lifelong curiosity in Dr. Odiatu and his siblings about nutrition and health. "She passed away at 92, but her words and loving guidance whisper in my ear when I educate patients about the connection between oral health and overall wellness."



The Overlooked Gateway to Health

Dr. Odiatu's wellness philosophy revolves around the mouth-body connection. Quoting Hippocrates, he says, "All disease begins in the gut," but he takes it further: "The mouth is the gateway. Dental professionals are the first line of defense."

From saliva quality to periodontal health, the mouth plays a critical role in digestion and immune function. He emphasizes that maintaining oral health is essential for supporting systemic wellness.

"The healthier the occlusion, the better the saliva quality. The stronger the periodontal tissues, the more efficient digestion becomes," he explains. "It all starts in the mouth."

Patient Success Stories

For Dr. Odiatu, the most rewarding part of his work is inspiring patients to take charge of their health. One memorable story involves a patient who eagerly returns every four months for hygiene visits—not just for oral care but to hear his latest book recommendations.

"Books have always been the seed of my journey," he reflects. "My dad would be smiling in heaven knowing that his 'read a book' advice has become a cornerstone of my patient care philosophy."

Fitness as a Cornerstone

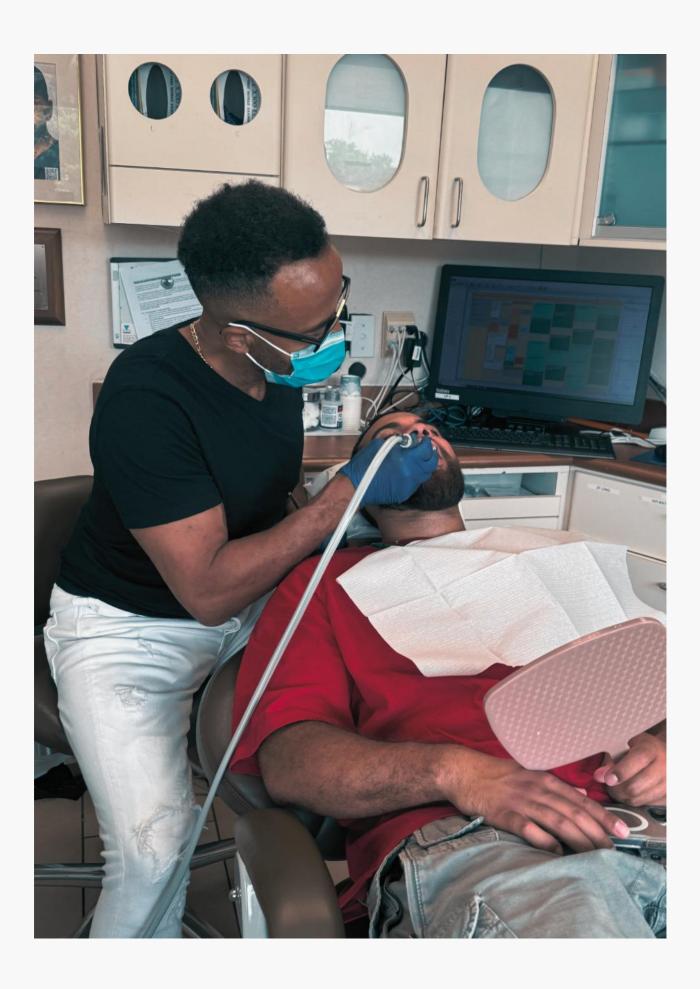
As a certified personal trainer and yoga instructor, Dr. Odiatu views fitness as integral to both professional performance and patient education. "The most valuable equipment in any dental office isn't the CBCT or scanner—it's our bodies," he says.

Comparing dental professionals to Formula 1 race cars, he highlights the importance of regular maintenance: "Indy 500 cars get their tires changed seven times in a two-hour race. We need similar care to perform at our best."

Practical Wellness Tips

Dr. Odiatu integrates fitness into his busy life by focusing on simple habits. "If your body feels stiff in the morning, don't overthink it—put on your shoes and go for a 10-minute walk." He also recommends investing in home gym equipment and placing it where it's impossible to ignore.

Another tip? Leverage technology: "Red light therapy, for example, has incredible benefits for mood, energy, and immunity."







COVER FEATURE: DR. UCHE ODIATU ISSUE 1

Fit to Lead

In his lecture Fit to Lead, Dr. Odiatu shares how physical wellness enhances professional performance. "Every muscle contraction releases chemical messengers that tell our organs to function optimally," he explains.

Oral Health and the Gut

The microbiome is a hot topic in science, and Dr. Odiatu is at the forefront of connecting it to oral health. He stresses the importance of diet and fiber, advocating for whole foods over quick fixes like supplements.

"Fast food doesn't just affect the gut; it impacts oral health, too. A balanced diet is key to a healthy biome."

Connecting with Global Audiences

Born to an African father and Irish mother, and raised in London before moving to Canada, Dr. Odiatu brings a global perspective to his work. This multicultural background allows him to connect with diverse audiences in his over 600 lectures worldwide.

"I love creating shifts in perception—helping dental professionals see their work as impacting every aspect of their patients' lives."

The Microbiome Revolution

For Dr. Odiatu, advancements in microbiome research represent a game-changing frontier. He envisions a future where dental schools integrate microbiome studies into their curricula, empowering professionals to act as quarterbacks of systemic health.

A Lifelong Student

Curiosity is Dr. Odiatu's driving force. He reads multiple books each month, staying at the cutting edge of science and health. "You'll never hear me say, 'Been there, done that.' I'm always learning."

A Message for Fellow Dentists

He encourages dental professionals to embrace their role as educators. "We are oral physicians—doctors of the mouth. Let's see ourselves as more than crown preppers. We have the power to impact immune health, emotional well-being, and longevity."

The One Habit Everyone Should Adopt

When asked what single habit he wishes everyone would adopt, his answer is simple: "Eat more vegetables. They're the foundation of good health."



ISSUE 1



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