



September 8, 2004

Gundelach & Associates
Practice Management Consultants
2841 Sommer Star Road
Placerville, California 95667

Dear Susan and Jim Gundelach:

I do not easily write letters of recommendation, but you have earned this endorsement with time proven performance. I have been very pleased with your services over the past three years as we have moved to control my dental practice destiny. Your wealth of knowledge in employee management, law, and practice development has been a huge asset. The biggest benefit I have found in our association is a feeling of empowerment. It is difficult for me, or for any dentist, to find the time and energy to work on staff or business issues after a hard day at the dental chair. Your guidance and insistence on addressing insidious problems that I had been ignoring and were growing worse day by day has made the difference.

It has been reassuring to know you are available to answer questions and provide direction in response to a simple phone call. Your usual same-day response is so valuable as surprises can come out of left field even when you don't know there is a game being played that day. I can truthfully attest to the improvement in our office staff morale. This was an accomplishment in light of challenging inter-staff relationships and resistance to practice growth. My goal has been to have fun going to work and having a playful staff to provide care to our patients. Your ability to confront tough staff issues: salary, hours, overtime, and benefits has been at the center of this improvement. .

I know you both are always looking at the practice figures and expect them to be up and healthy. Yes, that is important and you have facilitated a real growth in my practice, but for me, reviving the enjoyment I have going to work has been my reward. I want to do dentistry not paper work or practice management. There is still too much business to allow me the time at the chair I want, but it is so much better since your team stepped in with your systems.

On the personal side, the biggest surprise has been your sincere friendships, which have been a lot of fun for me. I expected the big changes in the office. I did not expect the challenges or bruises that you would inflict on me while we were at play.

In closing, should any dentist need a recommendation of your services feel free to have them call me. I would advise any growing practice, or practice that wants to grow, to take advantage of your help. It will save a lot of grief and speed success. Dentistry should be a joy to practice and you help keep the gremlins out of my office.

Appreciatively,

A handwritten signature in cursive script that reads "Douglas J. Gordon D.D.S.".

Douglas J. Gordon, D.D.S.

