

*The
Pacific Coast Society of Orthodontists*



Presents Their 75th Annual Session



At the



Vancouver Convention Center

In



Vancouver, BC



Featuring A Lecture on Teamwork

With

Rosemary Bray

Building, Maintaining & Celebrating Your Team
Meet Your 2011 PCSO Speaker



Rosemary Bray has spent more than 30 years employed in the dental profession, with experience in general dentistry, periodontics and orthodontics (18 years).

Her last 16 years were as *Office Manager* and *Treatment Coordinator* for a quality San Diego orthodontic practice. She left in late 1998 to begin her self employment as a speaker and consultant in Orthodontics and Dentistry. December of 2009 was Rosemary's 40th anniversary in teeth!

She was one of the founding members of the *Pacific Coast Treatment Coordinators Study Group* and also of the *San Diego Dental Office Managers Study Club*.



She taught oral hygiene and dental care to 400 children from 37 different countries at the International Community School of Zurich for two years while she and her family lived in Zurich, Switzerland. A tooth brushing program was instituted in the primary school curriculum as a result and her program is still on going today. Those kids are brushing! ☺



She has lectured *nationally and internationally* on behalf of the American Association of Orthodontics (AAO), several orthodontic companies, various dental societies, Ortho and dental study groups and for her own workshops and seminars, including her annual fun seminar, Ortho Camp, on the beach on Mexico. That's a tough assignment! In 2011, she was honored to be the Staff Program Chair for the AAO Annual Session in Chicago.

Rosemary is the Past President and is a currently a Board Member of the *San Diego Children's Dental Health Association* (a non-profit dental clinic in San Diego which treats approximately 500 indigent children each month). This is a last resort care facility which relies on donation alone to operate. In 2007, they began to finally provide orthodontic care as well as their quality dental care!

She is a visiting *Clinical Instructor* in the orthodontic department of the University of the Pacific, School of Dentistry in San Francisco where she donates her knowledge and experience to the future orthodontists studying there and she speaks at many ortho schools as a gift back to the profession.

AAOF

She has been on the Board of Directors for the American Association of Orthodontics Foundation (**AAOF**), which supports and promotes education and research in orthodontics. Rosemary also served on the Education Committee for the Pacific Coast Society of Orthodontists (**PCSO**) and assisted in the planning of Annual Sessions for that society.

Rosemary is self employed as an *office trainer and consultant* specializing in
New patient exams, TC Training Internal and external marketing
Outstanding customer service Verbal and written communications skills
Team relationships, motivation, incentives, retreats and team building

She gives *personalized office retreats and seminars* and is available for speaking engagements to a variety of professional groups. A popular lecture is her **Appreciation Seminar** to thank your referrals for supporting your practice. Visit her website (www.rosemarybray.com) for details on programs and lectures that are open to the public.

She travels the world in the name of teeth and smiles. Her life and the lives of her family have been enhanced through the profession of dentistry and orthodontics & she is thankful for that every day.





1. INITIATE

You Became A Doctor... But When Was the Teamwork Class?

- a. Doctors, you graduated from Ortho school. You framed that diploma. Congratulations!
- b. You've decided WHAT specialty to practice, then it's WHERE to live and where to practice ~ maybe in a new country, a new city, or perhaps in your own hometown.
- c. You decided HOW to practice ~ it was as a solo practitioner, an associate to another practitioner, a partner buying into a practice, an employee of a group practice, or perhaps even you are teaching/practicing in a hospital or a school environment ...
- d. You sought advice from others ~ networked, asked other doctors, found a mentor, read, studied, visited offices, attended Residency to Retirement type programs early on, you've gone to meetings, **you're here today at this PCSO meeting and** you have tried everything you possibly can ! Kudos to you for all of that effort. Lots of decisions you have made and WILL make! YOU initiated being a team.
- e. You set your personal standards and ideals high and *wrote your goals down*. You have goals for 1 year, 5 years, 10 years, and 20 years, right?
- f. You have vowed to deliver outstanding customer service and exceptional quality treatment ~ and you do it! (You have read *Raving Fans*, *Positively Outrageous Service*, *How to Win Customers and Keep them for Life*, *Selling the Invisible*, and *Relationship Selling*).

2. LOCATE

You Found Your Office and Then You Found Your Team!

- a. When deciding about building your team, you have asked these questions:
Am I inheriting team members? Do I keep them? Can I afford them? How many do I need?
What roles will they play? Will I look for experienced or novice employees? Who will train them?
How? To what level? What do I pay them? Should I hire my spouse?

- b. To gather your team, where did you find them all?

- newspaper
- dental/ortho sales reps
- local dental/ortho newsletter/bulletin
- employment agency
- word of mouth
- stealing (no no no!)



Best Bet is to look for potentials everywhere you go!!

- c. Be sure to know the qualities you are looking for (see the enclosed list of top characteristics that Dentists of all specialties seek based on a survey of 100 top-quality offices polled).
- d. Hire only **F.A.T.** employees and **A.C.E.S.** _____
- e. Know that finding and retaining your TEAM has always been and will continue to be *the number one area of concern*, stress, change and frustration to every orthodontist, dentist, oral surgeon, etc ~ including yourself. Live with it. You cannot practice alone but you can keep the stress and the frustration to a minimum. Really, you can!
- f. Hire the Attitude...train the Skill! **No "pigs" allowed!**
- g. Learn to do an effective interview ~ both for entrance and exit of the practice.
- h. Team members have the same concerns that Doctors do ~ we all want to be in the right office working with the right people and enjoying the process. NONE of us had formal training in finding the best employee or the best Doctor ~ we all learn "on the job". So cut each other some slack when things aren't "perfect". FISH for the right people! The FISH book series are great for us to read!





3. CREATE

Be like Nike and “Just Do It!”

- a. Walk the talk ~ Shoot the way you shout! Do what you said you would. Be the *best* you can (in all areas). Make as few compromises as possible. Get the Vision and the Mission Statement written and framed and then BE it! Write it as a team and keep it current. Post it up and know it!
- b. Is *your office* designed, built, remodeled, staffed, stocked and decorated the way *you* want it to fit your needs, your wants, your growth potential and your budget?
- c. Compromise as little as possible with your office ~ this is your home away from home so make it as comfortable, as modern, as productive, as state-of-the-art, as patient-friendly as you possibly can. What you can't do now, budget and plan for later. Then, do it when you are able. Always have a wish list. Move forward with technology as your budget allows.
- d. *Understand and accept* that a part of your lifetime career will involve remodeling, upgrading, updating, changing, adapting to new technology, learning new techniques, hiring new employees, reinventing some wheel or another. Just when you think you are set, be ready for *change!* Reading the book, *Who Moved My Cheese?* will help you deal with change ~ read it!

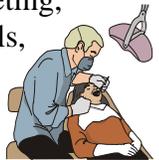


4. EDUCATE

“It’s what you learn after you know it all that really counts.”

– John Wooden, USA Basketball Coach

- a. Vow to learn throughout your life. It’s part of the great profession you have chosen.
- b. Attend International and local meetings as often as possible (meetings like today). Send your team as often as you can. When they are unable to go, order the appropriate CD’s/tapes from the meetings. Send one, have her/him take notes, absorb, ask questions and report back!
- c. Read books non-stop. Listen to tapes/CD’s non-stop. Keep a Yearning for Learning! Refer to the enclosed reading lists and continually add to them. Have an office library available from which all employees can learn. Read not only about **Ortho**, but also customer service, practice marketing, communication, skills, personal development, **team building**, sales techniques, people skills, and leadership ability. These help the team both personally and professionally.
- d. Utilize the experience and expertise of consultants and in-office trainers who can help you and your practice to grow and work more efficiently ~ maybe even to have more fun!
- e. Cross-train all your team members. As a bare minimum, your *clinical team* should know how to get into the computer, make appointments, print receipts, look up payment histories, answer phones and take a new patient phone call. Your *front desk team* should know how to clean up a chair, seat a patient, prepare the patient, give OH and/or appliance instructions, make a patient comfortable and assist with xrays and records.
- f. Have written, complete, easy-to-understand job descriptions that are updated as needed. Each team member should be responsible for their own and all are kept together and reviewed periodically especially when new team members are added.
- g. All team members need **Ortho 101** (Pedo 101, etc) from the doctor. Will you have regular training days scheduled so everyone knows *what* you do; *why* you do it; why you *do or don't* use a particular technique, why you do or don't perform a procedure, etc.? They all need to know what severe crowding is, why you *do or don't* refer out; what a CI I, CI II, CI III is, what a surgical case is, when to extract, when to save, etc. The *basics* are essential **for everyone, regardless of their role in the office**. Whether Ortho, GP or Specialty, all the team needs to know what we do in the Ortho, dental, pedo, perio, profession. The more educated the team is, the more valuable the team is. The more educated the PERSON, the more valuable he/she is! Remember what the brilliant Zig Ziglar says about training your employees: “*The only thing worse than training employees and having them leave is to never train them and they decide to stay forever!!*” Oh Dear, this is too often true.





5. COOPERATE

“It’s easy to get good players. Getting them to play together, now that’s the hard part.” – Casey Stengel, Baseball Coach

a. Always remember the simple but effective Golden Rule. Treat your team members and your patients the way *you* would *like* to be treated. Always remember the even better Platinum Rule. Treat your team and your patients the way _____ would *like* _____!

b. The four most important words to any successful team or business (or Ortho practice) are:

c. Strive to be a fair, respected, trusted and capable leader. Lead with the 6 E’s.

- | | | |
|------------|------------|------------|
| 1. E _____ | 3. E _____ | 5. E _____ |
| 2. E _____ | 4. E _____ | 6. E _____ |

The 6 E's

d. Read *Everyone’s a Coach*, *The Winner Within*, *Power of Ethical Management*, *The One to One Future* and *Leadership By the Book*. (See the list attached). They help you to become a better leader for the team and the patient both. Each of us in the office is a leader ~ to someone!

e. Be sure your office manual is fair and attractive. Keep it current. Have all new employees read and initial it. Be specific about all benefits and requirements. Leave nothing to personal interpretation – that can lead to dissatisfaction over a very positive benefit. The less you leave for guessing, the easier it is to lead and motivate and be respected.

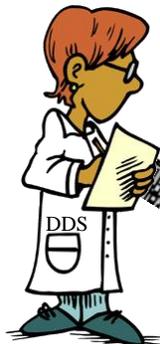
Vacation	* Sick/Well Pay	* Holidays	* Uniform Allowance	} These Benefits Will Differ Per Practice
Ortho/Dental Treatment	* Medical Insurance	* Pension/Profit Sharing		
Termination Notice	* Grooming Criteria	* Maternity Leave		
Days/Hours/Pay	* Bonus or Incentives			

f. Doctor is the **quarterback of the team**, the **manager** and the **owner** of this team, but the Dr cannot do it all alone. Quarterbacks do not win games, TEAMS do! Trust must be earned. It is the emotional glue that binds the team together. Your team wants to believe in their leaders when they feel the leader (doctor) believes in them. **Work hard on trust building – it pays.**



*Think like a leader! Too frequently, individuals choose not to believe they can be effective leaders. Because of the misguided notion that leadership is beyond their qualifications or talents, they make it impossible to realize their dreams. In the history of humankind, there **has been only one you.** Never again will there be anyone else with your exact combination of talent, imagination and potential. If you do not develop those special and unique qualities, the world will be denied the experience of your distinct ability. Your mind is your most powerful tool so let it work for you. Allow it to give you the confidence required to become a good leader.*

Think like a leader and become a leader! Each one of us is a leader in the office to someone!



Building, Maintaining & Celebrating Your Team

6. COMMUNICATE

“Good thoughts inside your head, but not delivered, mean squat.” – Ken Blanchard

- a. The number one reason for team downfall is **lack of communication** (as it is in marriage and all relationships). Make your communication 1) O____, 2) H____, and most importantly, 3) S____. Be sure it is constant two way communication and that you are sincere. This goes for all the team and with your patients as well. Doctors, ask your employees for *their* opinion. They *do* have good ideas. That is one reason you hired them, right? Ask them what they think!
- b. Without fail, have regular and productive:
 - **Monthly Team Meetings**
 - **Annual Office Retreats**
 - **Morning Meeting (Huddles)**
 - **Annual One-on-One Meetings (performance evaluations)**
- c. Office **gossip** seems to be the main slayer of team spirit. Do not partake in it or allow it ~ it is infectious and deadly. Encourage one-to-one communication with only the person who can do something about the problem. Above all, the Doctor cannot be the gossiper. No “RLS” ☺.
- d. Ask your patients/parents their opinion with regular **Patient Satisfaction Surveys**. Listen to what they tell you. Strive to be more interested rather than interesting and do this by being a good listener. Instead of talking in the hope that people will listen, try listening, in the hope that people will talk (team and patients).



7. MOTIVATE



“Brains, like hearts, go where they are appreciated.”

– Robert McNamara

- a. As an employer, try to always remember that the “carrot works better than the stick”. Dangle some sort of carrot in front of the team. Not all incentives involve money either!
- b. Set the team and the practice goals *together*. When employees are part of the planning, they are more likely to be part of the accomplishing. “Ownership” is important to them.
- c. Develop your **Practice Mission Statement** your vision and purpose for coming to work!
 - * Write it as a team
 - * Post it up where it is visible
 - * Read it every day
 - * And then . . . Eat it, breathe it, believe it and live it AND BE it!
- d. As a team, monitor practice numbers versus goals and set small incentives along the way to not get burned out. The team should know as many practice stats as Doctor is comfortable sharing with them. This creates ownership for the right players.
- e. Consider team rewards as long term goals are met (perhaps a bonus plan, team trip, etc)
- f. Help your team develop effective, fun patient motivation within your internal marketing plan (good-patient certificates, wooden nickel programs, coupons, movie tickets, tee shirts, raffles, contests, prizes, etc.) **The FUN offices seem to have much better teamwork! So, Have Some Fun!! Lighten up ~ it’s teeth folks ☺**
- g. Doctor, as a leader, employer and lifetime business owner, know and understand that, above all other incentives and motivators, your team always have and always will *want, need and crave* _____! Team, so does your Dr! It is the greatest motivator of all. All team members should choose what they consider to be the best attribute of their team members and praise them for it. This increases their self-confidence and self respect and they truly appreciate knowing how their team feels about them and what is said. Not only does this enhance team morale and refresh dispositions, but you most likely will receive more courtesy and respect from others in return.



Building, Maintaining & Celebrating Your Team

8. CELEBRATE

“You will get everything in life that you want, if you just help enough other people to get what they want.” – Zig Ziglar

- a. Acknowledge **all** accomplishments ~ big and small. LOOK for things to applaud.
- b. Make “High Fives” commonplace (celebrate the new start, the day without no-shows, the we-stayed-on-schedule day, the no-absentee month, the greatest collection month, etc.).
- c. Surprise each other with occasional rewards of all kinds (a kind note on a Post-It, a day off, flowers, a surprise spa day, a shopping spree, a limo, dinner out, ask me!). Read the *FISH* books and *1001 Ways to Reward Employees* for some easy and good ideas.
- d. Every once in a while, join together at Happy Hour or a barbecue or a family day.
- e. When you are able, plan an office fun retreat ~ a time away from the office to reward hard work and above-average performance (Choose a fun location, Your Local Park...the place is not the retreat, YOU are!). These times together are fun, valuable and team building and needed once a year.
- f. Because you are doing Ortho, celebrate all debands! This is the patient’s very BEST day! Be happy with them. Give goodies and praise, take pictures, send cards, sing songs! Your referral offices entrust you with their patients, treat them well and have fun doing it!
- g. Remember Secretary’s (Admin. Asst) Day _____ and National Dental Assistant’s Week in _____, all employee birthdays, anniversaries of employment and of course, National Boss’s Day on _____! If you have not done this before for these most special days, now is the time for you to start! No excuses to not do it ☺. Someone has to go first. Let it be you.
- h. Pat yourselves on the backs! You are part of the greatest profession there is. Lighten up and have some fun! Just think ~ you could have chosen Hospice or brain surgery instead. ☹ Everyday you enhance and change someone’s life! What a thrill that should be for you! I believe that people who never get carried away should be!



4 of America’s most successful businesses began with dreams. ***So Are You!***

DISNEYLAND started with just a little mouse...and a man with a dream.

SOUTHWEST AIRLINES started with only 3 airplanes in 3 cities.

WAL*MART started with a Ma and Pa hardware store in Arkansas.

NORDSTROM sold only men’s shoes in one small Seattle, WA store.

All are incredibly successful businesses because of leadership. They had, and still have, leaders with vision and dedication to their employees *and* to their dreams. Their principles apply to us too!

- Herb Kelleher, CEO of **SOUTHWEST AIRLINES**, said, “*When my employees are happy, satisfied and motivated, they take great care of my customers. When the customers are happy, they just keep coming back!*” This is true of Ortho team members too!
- Sam Walton, founder of **WAL*MART**, said, “*The more my employees know, the more they care, and once they care, there’s no stopping them.*” Do you really care?
- Walt Disney, founder of **DISNEYLAND**, said, “*You can dream, you can build and you can create the most wonderful place on earth, but it will still take people to make that dream a reality.*” Look at your office ~ have you created that wonderful place? Are YOU there?
- John Nordstrom, founder of **NORDSTROM’S**, said, “*If we treat you well, please tell others and if we don’t, then please tell us!*” customers (patients) & team? Let your these. You started out the same way. member with vision and dedication to your with that same vision and purpose for your



Are you open to hearing from your business be no different than any of Continue to be a leader and a team dreams and to each other. Be a team patients. Go for it!



THE TOP 35 CHARACTERISTICS IN A SUPERIOR EMPLOYEE SOUGHT AFTER BY ALL ORTHODONTISTS

Listed in the order of importance as reported in a survey which Rosemary conducted of 100 Top-Quality Practices Across the United States. Four International doctors were also polled. The list continues to stay the same today. Would YOU agree with the list?

Check It - - If It Is YOU √√√√

- ___ 1. **A Positive Mental Attitude***
- ___ 2. Outgoing Personality – “A Smiler”
- ___ 3. Dependable and Responsible*
- ___ 4. Well Groomed
- ___ 5. Caring and Compassionate
- ___ 6. Honesty – Personal Integrity*
- ___ 7. Teachable – Willing to Learn
- ___ 8. Committed*
- ___ 9. A “Do What it Takes” Work Ethic
- ___ 10. Great Communication Skills
- ___ 11. A Team Player*
- ___ 12. Intelligent*
- ___ 13. Integrity
- ___ 14. Enthusiastic*
- ___ 15. Experienced
- ___ 16. Goal Oriented*
- ___ 17. Self Esteem – Confident*
- ___ 18. Energetic*
- ___ 19. Motivated*
- ___ 20. A Listener
- ___ 21. Disciplined – Focused*
- ___ 22. Sense of Humor
- ___ 23. Courteous
- ___ 24. Compatible with the Team
- ___ 25. Empathetic
- ___ 26. Mature
- ___ 27. Punctual
- ___ 28. Creative
- ___ 29. Decisive*
- ___ 30. Patient*
- ___ 31. Visionary
- ___ 32. Self Starter – Initiative*
- ___ 33. Organized
- ___ 34. High Moral Character
- ___ 35. Kind



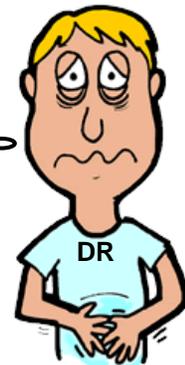
*Which Qualities Do You Possess?
Where are you lacking?
How can you improve?
Who can help you?*

Ask your team members the above questions during a team meeting. Review this list with them and offer to bring in experts to assist in training in the areas where your team feels less than confident.



Oh DR - DR,
you are just
sooo
wonderful!

Yeah, but you are
driving me nuts!



*These are considered by Zig Ziglar to be among the
“Top Requirements for Success” ~ both personal and professional.



THE MOST COMMON REASONS TEAM MEMBERS ARE
DISMISSED BY ALL ORTHODONTISTS
(FROM MY 100 TOP OFFICES POLLED)

IS THIS ME?
MY SCORE 1 TO 10

- # 1 – A NEGATIVE OR DECLINING ATTITUDE
- 2 – NOT COMPATIBLE WITH THE EXISTING TEAM
- 3 – NOT A “TEAM PLAYER”
- 4 – NOT DEPENDABLE OR RESPONSIBLE
- 5 – POOR SKILLS (OF ANY TYPE)
- 6 – INDIFFERENCE (AN “I DON’T CARE” ATTITUDE)
- 7 – DISHONESTY (OR LACK OF INTEGRITY)
- 8 – LACK OF MOTIVATION – NOT REALLY TRYING
- 9 – INABILITY TO TAKE DIRECTIONS
- 10 – POOR COMMUNICATION SKILLS
- 11 – PERSONAL PROBLEMS BROUGHT TO WORK
- 12 – POOR TASTE (ATTIRE, TALK, GROOMING)
- 13 - TARDINESS AND/OR ABSENCE FROM WORK



MY TOTAL SCORE

= _____

1 = THAT IS NOT ME
10 = YEP, THAT’S ME FOR SURE

(130 SCORE SAYS MAYBE
TIME TO HUNT FOR A NEW JOB?)

11 OF THESE 13 REASONS ARE ATTITUDE RELATED
30 OF THE 35 POSITIVE TRAITS ARE ALSO ATTITUDE RELATED

In Another Survey Rosemary Conducted, 100 Orthodontists Admitted One Of Their Top Management Mistakes Made Is Keeping Employees Far Too Long Who Demonstrate These Negative Traits.

“EVERYONE THINKS ABOUT CHANGING THE WORLD
BUT NO ONE THINKS ABOUT CHANGING HIMSELF” (TOLSTOY)





Building, Maintaining & Celebrating Your Team



Some Recommended Reading to Become the Great Team That Creates Peak Performance and Has Fun and Harmony Doing It!

Dealing with People You Can't Stand..... Dr. Rick Brinkman

QBQ and Flipping the Switch..... John G. Miller

Leadership is an ArtMax DePree

The Winner Within Pat Riley

Sacred Hoops Phil Jackson

Zapp! The Lightning of EmpowermentWilliam Byham

Lead, Follow or Get Out of the WayJames Lundy

Peak PerformersCharles Garfield

Get Everyone in Your Boat Rowing in the Same DirectionBob Boylan

The Power of Ethical Management Ken Blanchard and Norman Vincent Peale

The One Minute ManagerKen Blanchard and Spencer Johnson

Everyone's a Coach.....Ken Blanchard and Don Shula

Leadership by the Book..... Ken Blanchard

The Heart of a Leader..... Ken Blanchard

Whale Done!..... Ken Blanchard

Full Steam Ahead! Ken Blanchard

High Five!Blanchard & Bowles

Leadership 101 and Attitude 101 John Maxwell

21 Indispensable Qualities of a Leader..... John Maxwell

17 Essential Qualities of a Team Player..... John Maxwell

Developing the Leaders Around You and Developing the Leader Within You..... John Maxwell

1001 Ways To Reward - Energize - Motivate Employees..... Bob Nelson

How To Become A Great Boss..... Jeffrey Fox

The One To One Future..... Don Peppers

Good To Great..... Jim Collins

First Things First Stephen Covey

The One Thing You Need to Know Marcus Buckingham

Who Moved My Cheese? Spencer Johnson

Why Employees Don't Do What They're Supposed To Do Ferdinand Fournies

Hiring the Best Martin Yate

How to Win Friends and Influence People.....Dale Carnegie

Visionary Business: An Entrepreneur's Guide to Success.....Marc Allen

The Art of Possibility.....Rosamond Stone Zander

How Full Is Your Bucket? Tom Rath

Crucial Conversations..... Kerry Patterson

Unlimited Power..... Anthony Robbins

Selling the Invisible, The Invisible Touch, and What Clients Love.....Harry Beckwith

The Girls' Guide to Being a Boss (Without Being a Bitch) Caitlin Friedman

Play Like A Woman, Win Like A ManGail Evans

FISH!, Fish Sticks, Fish Tales, Fish for Life..... Stephen Lundin

When Fish Fly John Yokoyama

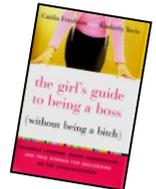
Care Packages For the WorkplaceGlanz

The Starbucks Experience.....Joseph A. Michelli

Time Tactics of Very Successful People.....B. Eugene Griessman

How to Make People Like You in 90 SecondsNate Boothman

Hug Your People!Jack Mitchell



Building, Maintaining & Celebrating Your Team



Ortho Friends!



*Return Campers
Call For Your
Special
Registration Rate!*

Join the Consultants at the 10th Annual **Ortho Camp** **March 21-24, 2012**

*New Place
New Format
Same Leaders
Same Fun
Same Value!*

Back on the beach, this time in beautiful, sunny Punta Cana in the
Dominican Republic

for four days of interactive workshops, learning and F-U-N
at the new Beautiful Hard Rock Palace All Inclusive Resort

with

Debbie Best, Rosemary Bray, Carol Eaton and Lori Parker

This is an opportunity for your entire team to come together for a long weekend of
exciting and informational lectures, workshops, and small
networking groups and for a team retreat!

(... sun, sand, swim, shop, snorkel, scuba, sail, share ...)



The 2012 Camp Is the **10th Anniversary!**



*For Info Call
Debbie Best
925-447-6993
(PST)*

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Plus...*The Top Ten Tips*
From Each Consultant!**

*For Info Call
Rosemary Bray
760-268-0760
(PST)*

See the Webpage at www.Orthocamp.net

for information, group room rates and course fees

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