



2026 SUMMIT AGENDA



DSO Models are Evolving: How 100+ Practice DSOs Are Adapting and Leading

- **Performance at Scale: What Actually Moves Large Organizations**
 - Dr. Greg White, CEO, PepperPointe Partnerships
- **Scaling Without Losing Alignment**
 - Dr. Ivona Leventic, Chief Medical Officer, AllDent Holding
- **The Next Billion Patients: Dentistry, Access, and Scale in India**
 - Amarinder Singh, Founder & CEO Clove Dental India



Leading Across Complexity: Global Perspectives on DSOs

- Amarinder Singh, Founder & CEO, Clove Dental India
- Ivona Leventic, AllDent Holding
- Mark Allan, General Manager, Bupa Dental Care
- Dr. Greg White, CEO, PepperPointe Partnerships
- Dr. Aman Kaur, Founder & CEO, Women in DSO



The Backbone of DSOs: Aligning Clinical and Operational Leadership at Scale

- Lorri Detrick, President and COO, Riccobene Associates Family Dentistry
- Judith Schoenmaeckers, CEO/COO, TopMondzorg/European Dental Group
- Nyree Whitley, Chief Clinical Officer, mydentist
- Anusha Patel, Head of Clinical Development, @BUPA Dental Care
- Lyn Paxman, Culture Director, Todays Dental



The New Wave of DSOs: Founder Dentist Vision and Scalable Innovation

- **The Organizations That Hold: Alignment and Scale in Modern DSOs**
 - Eirik Salvesen, CEO, Oris Dental
- **From Growth to Endurance: Consistency, Control, and Execution**
 - Anushika Brogan, CEO and Founder, Damira Dental Studios
- **The Leadership Reset: Restructuring Organizations for the Next Phase of Growth**
 - Paul Reda, CEO, North American Dental Group



Built Differently: The Modern DSO Roundtable

- Dr. Dev Patel, CEO and Founder, Dental Beauty Partners
- Eirik Salvesen, CEO, Oris Dental
- Anushika Brogan, CEO and Founder, Damira Dental Studios
- Paul Reda, CEO, North American Dental Group



The Economics of AI in DSOs: From Investment to Measurable Results

- Dr. Torsten Seidenstricker, Dr med. dent., MSC Cheeze, The Dental Network
- Niklas Virta, CEO, Aqua Dental
- Rianna Thompson, Head of Sales and Marketing, Damira Dental Studios
- Andreas Augat, Founder & CEO, Viviscus Dental Partners & dentaiware
- Dr. Cyrus Alamouti, Affiliated Institute of Witten/Herdecke University



Magnetic by Design: Winning the Next Generation of Patients and Teams While Scaling EBITDA

- Dr. Ashkan Pitchforth, South Cliff Dental Group
- Interviewed by Dr. Farzeela Rupani, Chief Medical Officer, Colosseum Dental UK



Rewriting Dentistry: From Intervention to Innovation and Global Impact

- Haley Abivardi, Dr. Med. Dent., vVARDIS
- Goly Abivardi, Dr. Med. Dent., vVARDIS
- Marie Laure Pochon, CEO & President, 3DISC
- Brian Colao, Director, DSO Industry Group, Dykema



The Forces Reshaping Dental Markets Globally: Where to Invest, Where to Pull Back

- Hishaam Junaideen, Managing Director, Rothschild & Co
- Interviewed by Amy Mendoza MBA, Founding Women in DSO Board Director & Chief Marketing Officer, Alphaeon Patient Financing



The Consumerization of Dentistry: What DSOs Must Do Now

- Dr. Jin Vaghela, Founder & CEO, Smile Clinic Group & Smile Academy
- Dr. Kish Patel, Founder & CEO, Smile Clinic Group
- Dr. Javeria Anwar, Colosseum Dental UK
- Dr. Friederike Müller-Breitenkamp, MeinDentist (Dental Germany)/ Medicover
- Joanne McKenna, DSO & Strategic Accounts Manager, Henry Schein



Beyond the Summit: What Will Define the Next Chapter

- Dr. Aman Kaur, Founder & CEO, Women in DSO

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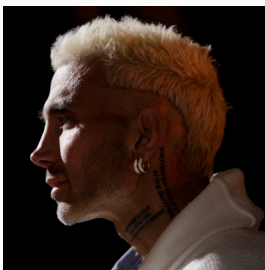
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Dr. Med. Dent. Haley Abivardi (DMD) and Dr. Med. Dent. Goly Abivardi (DMD), Swiss dentists, innovators, and serial entrepreneurs, are the co-CEOs and founders of vVARDIS, a MedTech company that developed the first product to regenerate enamel for the treatment of incipient caries using a medical approach. After studying medicine and dentistry at the University of Zürich, they co-ran a public pediatric dental clinic in Switzerland, affiliated with primary schools. This clinic was dedicated to preventive oral health care, serving thousands of children, particularly those from disadvantaged backgrounds. As dentists and mothers, it was painful for them to see children suffering from general health issues due to poor oral health and infrequent dental check-ups. This was often a result of fear and anxiety about dental visits or a lack of awareness of the importance of good oral health.



Dr. Ashkan Pitchforth, South Cliff Dental Group, Dr Ashkan Pitchforth is the Founder and CEO of South Cliff Dental Group, a network of 24 dental practices across Southern England. Since purchasing the first practice in Handcross in 2015 with a turnover of £450,000, Ashkan has grown the group into a leading dental provider with over 400 staff and a turnover exceeding £28 million per year. His strategic leadership involved successfully winning six tender procurement contracts and acquiring four struggling practices from Colosseum Dental, preserving essential dental services for local communities. Beyond his commercial achievements, Ashkan has been a dedicated advocate for dental professionals. Since 2013, he has served as an Executive Member of the West Sussex Local Dental Committee (LDC), representing local practitioners at both local and national levels.



Dr Anni Seaborne, Head of Dentistry, Bupa Dental Care, Dr Anni Seaborne is Head of General Dentistry at Bupa Dental Care, where she leads with a focus on building clinical community and diving efficiency across high-performance healthcare. The first female dentist worldwide to hold an MSc in Sports Dentistry, she has collaborated with England Rugby and McLaren F1 alongside other elite individual athletes, advocating for the vital role of oral health in athletic performance. A Welsh International Athlete herself, Anni brings a performance driven mindset to clinical leadership and patient outcomes. She is currently an MBA candidate at Warwick Business School, where she holds the Impact to Sector Scholarship.



Rafina O'Brien, Dental Hygienist, Colosseum dental, Rafina O'Brien is a dental hygienist, presenter, and speaker with a background that combines clinical practice, military service, and frontline charitable work. She brings a practical, people-focused perspective to her work, grounded in both healthcare and high-performance environments. Rafina has served across the British Army and Royal Navy, where she developed strong leadership, resilience, and the ability to operate effectively under pressure. Alongside her clinical career in dentistry, she has experience across community, NHS, and private practice, and has volunteered with healthcare initiatives delivering care to vulnerable and underserved communities. She regularly carries out endurance challenges to raise awareness and support for these causes.



Dr. Friederike Müller-Breitenkamp, MeinDentist (Dental Germany)/ Medcover, Dr. Friederike Müller-Breitenkamp is Head of Business Development at MeinDentist (Dental Germany) / Medcover, combining clinical, academic, and strategic experience. A qualified dentist, her background spans private practice, research and teaching at a university clinic, advisory work for dental businesses, and business development in the DSO sector. Based in Berlin, she works across practice development, strategy, and operations for MeinDentist (Dental Germany) / Medcover, a multi-site dental group in Germany. Her clinical background includes periodontology, restorative and esthetic dentistry, and digital dentistry. She is particularly passionate about how clinical realities, strategic priorities, and practical innovation can be brought together to improve care delivery in everyday practice.

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Andreas Augat, Founder & CEO, Viviscus Dental Partners & dentaiware, Andreas Augat is a dental technology advisor with more than a decade of experience in digital dentistry, market development, and commercial execution. He is the founder of dentaiware, a comprehensive market intelligence platform that maps and categorizes the rapidly growing ecosystem of dental AI and software solutions. Through dentaiware and his consulting firm, Viviscus Dental Partners, Andreas works with dental technology companies, dentists & DSOs, and other industry stakeholders to accelerate innovation and support the adoption of emerging technologies. Before launching his own ventures, he held key strategic and commercial roles at Straumann Group, where he helped advance digital workflows and scale innovative solutions globally across implantology and orthodontics.



Rahma Samow, President & CEO, ClearChoice Dental Implant Centers, Rahma Samow is President & CEO of ClearChoice Dental Implant Centers, the leading U.S. provider of fixed full-arch dental implant therapy, operating more than 100 centers nationwide. She leads a national healthcare platform focused on clinical excellence, digital transformation, and expanding access to specialist-driven care — advancing what she calls a “Platform of Hope” for patients facing tooth loss and complex oral disease. A globally experienced healthcare executive, Rahma previously served on the Executive Management Board of Straumann Group, where she built and scaled the global DSO & Enterprise Solutions business. Before that, she spent 15 years at Siemens Healthineers in senior leadership roles across digital health and enterprise commercialization, driving AI-enabled clinical solutions across international markets.



Anushika Brogan, CEO and Founder, Damira Dental Studios, Anushika Brogan is the CEO and Founder of Damira Dental Studios, an award-winning dental group with over 50 practices across the UK. After qualifying from King's College London, she worked in oral surgery at King's College Hospital and St George's Hospital, then spent two years in Primary Care - before acquiring her first practice in Oxford in 2003. From that single practice, she has built Damira into one of the UK's leading dental groups. With over 25 years of experience, she still finds the time to practise clinically and remains closely involved in the day- to-day running of the business. Her hands-on approach and clinician-first philosophy are at the core of how Damira operates



Brian Colao, Director, DSO Industry Group, Dykema, Brian Colao is the Director of Dykema's Dental Service Organizations Group. He has been serving the dental industry for over 30 years and is widely regarded as one of the foremost authorities in the United States on DSO formation, DSO business structures, DSO related mergers and acquisitions, and the full array of regulatory compliance requirements for DSOs. Brian was named a “2019 DSO Influencer” by Group Dentistry Now and the 2023 Thought Leader of the Year by Planet DDS. Additionally, Brian was inducted into ADSO's prestigious Hall of Leaders and recognized as Connector of the Year by CareStack.



Niklas Virta, CEO, Aqua Dental, Niklas Virta serves as the CEO of Aqua Dental, Sweden's fastest growing dental chain, with locations all over Sweden. Aqua Dental is characterized by a strong culture of entrepreneurship and a rebellious mindset to revolutionize the dental industry. Aqua Dental has seen exceptional organic growth with 35% CAGR from 2021-2025 making it unique within the dental industry. Prior to joining Aqua Dental, Niklas worked as Country GM of Sweden for Reckitt, one of the largest FMCG companies in the world, with a portfolio of brands including Strepsils, Scholl, Finish, Vanish, Dettol, Airwick, Cilit Bang, Veet, Strefen, Durex, Nurofen, Gaviscon). At Reckitt, Niklas established a track record of developing channels/brands, strategies, pricing models, and business plans in partnership with customers, to deliver long term/sustainable success, both from a market share, and P&L perspective.

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Dr. Javeria Anwar, Colosseum Dental UK, “Hi, I’m Dr. Javeria Anwar — a DHA-licensed General Dentist in Dubai, UK GDC-registered Dental Therapist, and currently surviving (and enjoying!) an MSc in Implants & Aesthetic Dentistry. With 10+ years across the UK and UAE, I believe great dentistry is equal parts science, skill, and good vibes. I’m proudly team no-drill whenever possible, with a special love for non-invasive, tooth-saving dentistry. Think smart protocols over scary tools — including Curodont Repair (vVardis), ICON infiltration, Prevora, Perio X Gel (Geistlich), and EMS Guided Biofilm Therapy. Quality over quantity is my motto... for dentistry and life. I’m an Ambassador for Female Dentists UK, a member of Women in DSO, and a big fan of mentoring, traveling, exploring new cultures, and meeting inspiring humans.”



Dr. Farzeela Rupani, Colosseum Dental, Dr. Farzeela Rupani has been a dentist for 20 years, a strategist, a mentor, and now, one of the most influential leaders in European dentistry. Her path from the operatory to the boardroom is not just impressive—it’s reshaping how dentistry is practiced, led, and imagined. Dr. Rupani’s clinical experience spans across restorative dentistry, orthodontics, facial aesthetics, and implant care. But her leadership credentials are equally formidable. In addition to her dental degree from King’s College London, she earned dual degrees in Medical Sciences with Management and International Health Management from Imperial College London Business School, and confidently stepped into roles that spanned consulting, regulation, academia, and corporate leadership.



Dr. Saam Zarrabi, CEO & Co Founder, Rodeo Dental & Orthodontics, Dr. Saam Zarrabi, fondly known as Dr. Z, is the co-founder and CEO of Rodeo Dental & Orthodontics, a B-Corp Certified, multidisciplinary dental group that is revolutionizing patient care with 47 offices across Texas, Colorado, and Arizona. A visionary leader, Dr. Zarrabi has spearheaded Rodeo Dental’s growth, emphasizing a community-focused approach and unwavering commitment to quality service. Under Dr. Zarrabi’s leadership, Rodeo Dental has achieved numerous accolades, cementing its reputation as a leader in the dental industry. The partnership with Bain Capital signifies a significant milestone in the company’s expansion, providing the strategic resources necessary to further enhance patient experiences and service delivery.



Dr. Greg White, CEO, PepperPointe Partnerships, Dr. Greg White is one of the founding partners of White, Greer & Maggard Orthodontics, formed in 1991 and currently part of one of the largest, independently owned pediatric and orthodontic group practices in the country. He actively practiced orthodontics for nearly 30 years. Dr. White values building meaningful and lasting relationships, has a high propensity for action, a commitment to excellence, and an entrepreneurial spirit. He co-founded the company that invented, produced, and sold what is still the world’s top-selling custom breast prosthesis for post-mastectomy breast cancer survivors. Dr. White serves as the president and CEO of PepperPointe Partnerships, which currently serves 115 dental locations and more than 160 doctors throughout the country.



Dr. Dev Patel, CEO and Founder, Dental Beauty Partners, A serial entrepreneur and multi-award winning dentist. Voted no.38 in the 2018 Top 50 most influential UK dentists. Winner of Best Young Dentist at the Dental Awards 2016. Founder and CEO of Dental Beauty Partners - one of the fastest growing dental groups in the UK with over 57 dental practices (Backed by Nordic Capital) and £120M RR revenues. Co-founder of the UK’s largest dental professional network (dentalcircle.com) with a membership of over half of the UK dental market. Dental Circle offers a unique online and offline platform for networking, recruitment, courses and mentoring.

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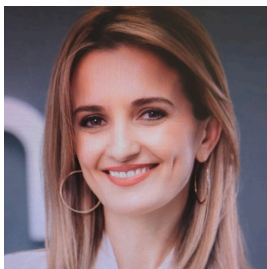
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Dr. Sonia Szamocki, CEO, 32Co, Dr. Sonia Szamocki is a former Emergency Medicine doctor, now Founder and CEO of 32Co, a London headquartered healthtech platform. Originally from the Netherlands, Sonia studied at Oxford, before working in the NHS, BCG and in MedTech. 32Co has built the infrastructure that allows specialist healthcare to be delivered through local doctors using AI and virtual specialist expertise. 32Co Orthodontics and Aerox Health are 32Co's first products, and allow any dentist to offer world-class aligner and dental sleep medicine treatments to their patients.



Lorri Detrick, President and COO, Riccobene Associates Family Dentistry, For the past 20 years, Lorri Detrick has worked in the dental field as an operations leader and consultant. She served as the Chief Operating Officer for Access Dental Services, a mid-sized DSO in California and Utah for six years. She then spent time consulting in the dental arena, working for private equity as well as independent large group owners, assisting with growth strategy and operational platform development. For several years she worked for a large technology consultancy performing due diligence on behalf of private equity clients looking at DSO targets for purchase, and becoming a subject matter expert in both teledentistry and interoperability. Lorri is now the President and COO for Riccobene Associates Family Dentistry, a DSO operating in North Carolina and Virginia with over 50 locations.



Dr. Ivona Leventic, dr.med.dent./ CMO, AllDent Holding, "I graduated from dental school in 2001 and ran my own dental practice for eight years, gaining hands-on experience in patient care and practice management. I joined AllDent 13 years ago and have served as Chief Medical Officer for the past 9 years, overseeing clinical excellence, patient safety, and quality standards across an organization of more than 2,000 employees, including 400 doctors. I am passionate about mentoring young doctors into future leaders and established the dental medical board, with which I work closely to sustain and advance clinical expertise. I am also a member of Dentista in Germany, an organization for female dentists, and Vice Chair of the BNZK, advocating for sustainable dentistry and engaging in dental healthcare policy."



Paul Reda, Chief Executive Officer, North American Dental Group, Paul Reda has been the Chief Executive Officer of North American Dental Group (NADG) since June 2022. North American Dental group has over 220 dental practices in 15 states. Prior to becoming CEO, Paul served as the COO of NADG since January 2022. Paul joined NADG from Alvarez & Marsal's Healthcare Industry Group where he spent five years as a Senior Director. While at A&M he spent his time in interim management and operational improvement roles for Private-Equity backed healthcare roll-ups. He had spent over 15 years in Healthcare Consulting before joining NADG working on over 50 different clients across multiple specialties including Dental, Physical Therapy, Anesthesia, Dermatology, Emergency Medicine, Behavioral Health, Urgent Care and others.



Nyree Whitley, Chief Clinical Officer, mydentist, I have more than 25 years' experience of clinical practice and am the Chief Clinical Officer for mydentist, Europe's largest dental care provider. We are Private Equity backed by Bridgepoint Group. Our network of over 500 practices is committed to providing the latest treatments, and helping the nation improve their oral health. Around 4 million people in the UK trust us with their dental care every year. We have approximately 3500 clinicians and 10,000 employees. Reporting into me are the Clinical team, Health & Safety team, Compliance and Registrations team, and the Clinical Commercial team. I qualified as a dentist from Guy's Hospital in 1996 and, since then, have held posts in primary and secondary dental care, facial aesthetician for a skin company, Postgraduate Dental Tutor for the Welsh Deanery, a Clinical Reviewer for the National Clinical Assessment Service (NCAS), an associate Dento-legal Advisor and Local Dental Advisor for Dental Protection.

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Mark Allan, General Manager, Bupa Dental Care, Mark became GM for Bupa Dental Care in September 2022 and has led the growth in Bupa Dental Care over the last 2 years being named Business Leader of the Year 2024 by Dentistry magazine. Mark was previously General Manager for Business & Specialist Products in Bupa's UK Insurance business with responsibility for the commercial leadership of the Business & Specialist Products, SME and Corporate channels for Private Medical and Dental Insurance. Mark joined Bupa in late 2017 having previously been Managing Director for RSA Insurance's Personal Insurance business as part of a 23 year career there performing a range of roles including Graduate trainee, Regional Director in their Estate Agency chain and Claims Operations Director.



Judith Schoenmaeckers, CEO/COO, TopMondzorg/European Dental Group, Judith Schoenmaeckers is CEO of TopMondzorg and COO of European Dental Group, where she drives growth and transformation within the dental sector. With over 25 years of leadership experience across healthcare, telecom, and commercial services, she has a strong track record in scaling organizations and delivering sustainable results in complex markets. Judith combines strategic vision with a hands-on approach, with a strong focus on people, team development, and customer-centricity. She is also a member of SER Topvrouwen. At Women in DSO London, she shares how strong alignment between operations and clinicians is not just an enabler, but a decisive factor in achieving scalable growth, clinical excellence, and a consistently outstanding patient experience.



Dr. Cyrus Alamouti, Affiliated Institute of Witten/Herdecke University, Dr. Cyrus Alamouti is a German dentist, innovator, and musician with over 20 years of clinical experience in functional rehabilitation, endodontics, and implantology. As former Head of Dental Digitization & Innovation at a major European dental group, he led the digital transformation agenda across multiple markets. Today he advises DSOs on digital strategy, clinical innovation, and patient-centered care at scale. He is co-founder of dentalNow digital GmbH and of the Institute for Digital Competence in Dentistry at the University of Witten/Herdecke. His upcoming Springer book *Dental Longevity (2026)* reframes oral health as a cornerstone of healthy aging. Music remains his second language – the creative balance that fuels his curiosity and entrepreneurial drive.



Dr. Torsten Seidenstricker, Dr med. dent., MSC, Cheeze, The Dental Network, Dr. Torsten Seidenstricker is a Swiss dentist and Director of Medical Dentistry at Cheeze. Passionate about modern dentistry, AI, and digital innovation, he combines advanced technology with a deeply human-centered approach to care. A lecturer and clinical leader, he focuses on helping DSOs improve patient experience, team satisfaction, and clinical predictability through continuous learning and intelligent integration of technology.



Amarinder Singh, Founder & CEO, Clove Dental India, Amar Singh is the Founder & CEO of Clove Dental, India's largest dental care network and one of the world's largest organized dental platforms. Founded in 2011, Clove today operates 715+ clinics across 26 cities with over 1,700 dentists and 1,100 dental assistants, serving millions of patients across India. Under his leadership, Clove has expanded beyond clinics into a broader dental ecosystem including dental labs, oral care products, dental distribution, mobile dental units, and proprietary technology platforms. Clove continues to add 100+ clinics annually while focusing on clinical quality, process standardization, and technology-enabled patient care. Prior to Clove, Amar held leadership roles at SAP and other global technology companies in enterprise software and cloud computing.

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Lyn Paxman, Culture Director, Today's Dental, As Co-Founder and Head of People and Culture at Today's Dental, Lyn has helped shape a fast-growing DSO with culture at its core. From day one, before even completing the first acquisition, she and the leadership team asked a powerful question: "What are we creating?" That clarity of intent has guided a strong focus on culture and employer brand, playing a pivotal role in delivering strategy and consistently achieving the results promised to investors.



Joanne McKenna, DSO & Strategic Accounts Manager, Henry Schein, "With 26 years at Henry Schein, I have built a career rooted in strong relationships, strategic partnerships, and a genuine commitment to helping people grow. As Business Manager for Corporate and Strategic Accounts, I work closely with key partners across the dental sector, focusing on long-term collaboration, service excellence, and delivering value that supports both clinical and commercial success. I'm passionate about developing others, and myself. Alongside a Postgraduate Diploma in Management, I'm a Practitioner of Neuro-Linguistic Programming (NLP), a Certified NLP Coach, a Practitioner of Hypnosis, and a Registered Timeline Therapy® Practitioner. These disciplines shape the way I lead, communicate, and support teams, bringing a deeper understanding of mindset, behaviour, and personal development into my work."



Dr Jin Vaghela, Founder & CEO, Smile Clinic Group & Smile Dental Academy, Dr Jin graduated from King's College London (BDS) and he advanced his training with an MJDF from RCS England, MFDS from RCSEd (Edinburgh), and MFDS from RCPS (Glasgow). He earned an MSc in Restorative Dental Practice from UCL Eastman and holds PG Certs in Medical/Dental Education (FHEA) and Leadership, Mentoring & Coaching. Dr Jin serves as an Educational Supervisor for the East of England DFT program, a Visiting Lecturer at the Eastman Dental Institute and Royal College of Surgeons England. A Fellow of the College of General Dentistry & International College of Dentists, he is Founder & CEO of Smile Clinic Group and Smile Dental Academy. Honoured with multiple awards such as Dentist of the Year 2021, Dr Jin's leadership continues to profoundly influence the future of dentistry.



Rianna Thompson, Head Of Sales & Marketing, Damira Dental Studios, With a career at Damira Dental Studios rooted in creating seamless, patient-first journeys, Rianna Thompson works as Head of Sales & Marketing, where she built and leads the centralised Patient Care Team, aligning marketing strategy with sales execution across the group. Rianna champions the use of innovative technology to streamline workflows and elevate the patient experience at every touchpoint. Her work has earned national recognition, including Marketing Campaign of the Year (2025), Website of the Year (three years running), Excellence in PR, and Dental Brand of the Year at the Dental Industry Awards 2025. She is passionate about people development, delivering training and workshops that embed a consistent, patient-first culture across the group.



Dr Kish Patel, Founder & CEO, Smile Clinic Group & Smile Dental Academy, Dr Kish Patel is a distinguished dental surgeon and visionary leader in restorative and aesthetic dentistry. A graduate of a King's College London, Dr Kish advanced his expertise with an MJDF from RCS England. He further honed his clinical acumen by earning an MSc in Restorative Dental Practice from UCL Eastman, positioning him at the forefront of modern dental innovation. Complementing his robust clinical background is a PG Cert in Medical/Dental Education, reinforcing his commitment to nurturing the next generation of dental professionals. As a Visiting Lecturer at the Eastman Dental Institute, he shares his insights and experience with emerging dental talents. Dr Kish is also the Founder and CEO of the Smile Clinic Group and Smile Dental Academy, where he drives transformative practices in dental care and education. His pioneering vision and relentless dedication continue to inspire excellence and innovation within the dental industry. His achievements underscore his leadership..