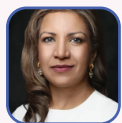


# AGENDA

## The 2025 Global DSO Summit

### Meet Women in DSO® - Welcome and Registration

1:00PM - Rheinsaal 1-3 | Hyatt Regency, Cologne, Germany



2:00PM

#### **Breaking Barriers, Building Bridges: Shaping the Global DSO Landscape**

Dr. Aman Kaur, Founder & President of Women in DSO

Kick off the summit with an inspiring discussion on the evolving role of women in dental leadership. Explore challenges, opportunities, and strategies for driving meaningful impact in the global DSO space.



2:15PM - 2:45PM

#### **The Evolution of DSO Models: Unlocking Growth Through Joint Ventures & De Novos**

- **Moderator:** Dr. Aman Kaur, Founder & CEO, Women in DSO
- Dr. Dev Patel, CEO, Dental Beauty Partners
- Dr. Hisham Barakat, Chief Clinical Officer, Guardian Dentistry Partners
- Paul Reda, Chief Executive Officer, North American Dental Group

Discover how different DSO models, from joint ventures to de novos, are shaping the industry's future. Learn from experts about key considerations, success factors, and how to choose the right strategy for scalable growth.

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2:45PM - 3:15PM

### **Aligning Clinical Excellence & Financial Success: Engaging Associates for Long-Term Success**

- **Moderator:** Nicola Loynes, VP, EMEA Special Markets & Professional Relations, Henry Schein
- Dr. Neil Sikka, Chief Dental Officer, Bupa Dental Care
- Dr. Farzeela Rupani, Chief Medical Officer, Colosseum Dental Group
- Dr. Brett Kessler, President, American Dental Association

Engaging Associates for Long-Term Success - Balancing clinical autonomy with financial performance is key to sustainable growth. This session will explore strategies for engaging and retaining top clinical talent while driving profitability and excellence.



3:15PM - 3:45PM

### **Boosting Bottom Line Through Technology & Wellness: The Strategic Role of CDOs & RDHs**

- **Moderator:** Brian Colao, Director, DSO Industry, Dykema
- Dr. Haley Abivardi, Founder & CEO, vVardis
- Dr. Goly Abivardi, Founder & CEO, vVardis

Technology and wellness initiatives are driving profitability and patient satisfaction. Learn how Chief Dental Officers (CDOs) and Registered Dental Hygienists (RDHs) can lead innovation while enhancing clinical and financial performance.



4:00PM - 4:30PM

### **Data Intelligence: Gaining a Competitive Edge in the Global Dental Market**

- **Moderator:** Sarah Anders, Sr. Global Strategic Partnership & DSO Channel Director, Align
- Marko Vujicic, Chief Economist & Chief of International Relations, American Dental Association
- Kerri Kling, VP Global Strategic Partnerships and Special Market Channels, Align
- Nadia Amor, Head of Imaging Solutions, Dentsply Sirona
- Dr. Mitra Derakhshan, EVP, Chief Clinical Officer, Global Treatment Planning & Clinical Services, Align

Leverage data-driven decision-making to enhance operational efficiency, patient outcomes, and market positioning. Learn how DSOs are using analytics to gain a competitive advantage in an evolving global landscape.



4:30PM - 5:15PM

### **Winning Strategy for Sustainable Growth in Today's Economy: Proven Methodology**

- Stephen Thorne, Founder & CEO, PDS Health

Explore tested strategies for sustainable expansion in an unpredictable economic climate. Stephen Thorne will share insights on navigating global market trends, operational efficiencies, and investment strategies.



5:15PM - 5:45PM

### **AI & Innovation: Transforming the Future of Global Dental Leadership**

- **Moderator:** Ophir Tanz, CEO, Pearl
- Dr. Torsten Seidenstricker, Founder, Cheeze Dental - Switzerland
- Dr. Raphael Clemm, CMO Managing Partner, GPNZ DentalPartner
- Dr. Cindy Roark, Senior Vice President & Chief Clinical Officer, Sage Dental
- Derek Shearer, CEO, National Dental Care

Artificial intelligence is reshaping dentistry. This session will explore the latest AI-driven advancements in patient care, operational efficiency, and leadership strategies that will define the future of global DSOs.



5:45PM - 6:00PM

### **Leading Forward: The Future of Global DSO Leadership**

- Dr. Aman Kaur, Founder & President of Women in DSO
- Dr. Gertrud Fabel, Owner, CAD/CAM College Dental Services

Close out the summit with a forward-looking discussion on the evolving leadership landscape in DSOs. Gain insights from top executives on the trends, skills, and innovations shaping the next generation of global dental leadership.

**6:00PM Reception & Networking Mixer**

Riverside & Riverside Foyer





**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.



**Ophir Tanz** is an award-winning entrepreneur and technologist. He is the founder and CEO of Pearl, an AI company focused on delivering transformative solutions for the dental industry. Previously, Ophir founded and led GumGum to well over \$1B in value by applying computer vision machine learning to drive and measure performance for the digital media and sports sponsorship industries. Ophir received his Bachelor's and Master's from Carnegie Mellon University. An established member of the Los Angeles startup community, Ophir actively advises and invests in startups, has been featured on the cover of Entrepreneur magazine, and is the recipient of multiple business leadership awards.



**Dr Farzeela Rupani BSc BDS MSc AssocFCGDent, Chief Medical Officer, UK & Europe, Colosseum Dental Group**  
Farzeela is a general dentist, with a particular expertise in aesthetic dentistry. She is responsible for leading over 3500 dentists and over 1300 hygienists who work across Colosseum Dental Group's 620 clinics spanning 11 countries (the largest European DSO). Farzeela is also a Board Member for the Faculty of Dentists at the UK College of Dentistry and Chair of the Colosseum Dental Group Medical Board. Since graduating in 2006, she has remained committed to delivering high quality care to patients working in a range of dental clinics (NHS and private) across London, UK. Prior to joining Colosseum Dental Group, Farzeela was Clinical Director at a major UK medical and dental distributor, and spent time teaching undergraduate dental students in restorative dentistry at King's College London.



**Dr Dev Patel** is a serial entrepreneur and multi-award-winning dentist, widely recognised as one of the UK's most influential dental leaders – in the Top 50 Most Influential UK Dentists in 2018 and honoured with the Best Young Dentist award in 2016. As the Founder and CEO of Dental Beauty Partners (DBP), he leads one of the UK's fastest-growing DSOs, comprising over 55 practices and generating more than £100M in revenue. Launched in 2019 as the UK's first joint venture model in dentistry, DBP empowers young dentists to achieve practice ownership in partnership with the group. Under his leadership, DBP has achieved an impressive 73% compound annual growth rate and earned multiple industry accolades, including Best Dental Group 2023, by combining the advantages of scale with a strong focus on local leadership to enhance patient care.



**Nicola Loynes** is the VP of Special Markets EMEA and MD for Cliniclands, a Swedish Consumables Distributor.

Nicola is a member of the Executive leadership team for the EMEA region for Henry Schein's Global Distribution Group, Executive sponsor for Henry Schein's Women's Leadership Network and works with the US team on strategic relations cultivating stakeholder relationships that help Henry Schein achieve its ultimate goal of improving lives and healthcare outcomes.



**Stephen E. Thorne IV, BA, MHA** is the Founder and CEO of PDS Health®, which continues the vision started by Pacific Dental Services® in 1994. Based in Henderson, Nevada, PDS Health is redefining healthcare by integrating dental and medical services, enhancing operations and care delivery for nearly 1,000 dental, dental specialty, and primary care practices across 24 states. This approach, centered on the connection between oral health and overall health, aims to create healthier, happier patients and set new benchmarks in the healthcare industry. Under Mr. Thorne's leadership, PDS Health has become a leader in promoting the Mouth-Body Connection®, advocating for enhanced collaboration between dental and medical professionals to improve patient outcomes and reduce overall healthcare costs. The company was the first large dental organization to implement Epic®, the largest electronic health record system in the U.S., revolutionizing patient data exchange and care coordination across its network.



**Marko Vujicic, Chief Economist & Vice President, Health Policy Institute | Chief of International Relations**  
Marko Vujicic currently serves as Chief Economist and Vice President of the Health Policy Institute at the American Dental Association. Previously, he was Senior Economist with The World Bank in Washington D.C. where he focused on health systems reform in developing countries and directed the global health workforce policy program. He was also a Health Economist with the World Health Organization in Geneva, Switzerland. In all of these roles, Dr. Vujicic led large-scale strategic initiatives focused on bringing cutting edge data and research to specific health policy challenges.

Dr. Vujicic has published extensively in peer-reviewed journals such as Health Affairs, The New England Journal of Medicine, JAMA, Health Services Research, Health Economics, Social Science and Medicine, and Medical Care. He is also the lead author of the book, Working in Health, which examines health workforce challenges globally and has written several book chapters on health care policy issues.

Dr. Vujicic obtained his Ph.D. in Economics from the University of British Columbia.



**Sarah Anders** is Senior Director, Global Strategic Partnerships and DSO Channel at Align Technology.

Sarah has more than 25 years of dental industry experience holding senior leadership positions in sales, marketing, continuing education, and operations with major digital dental technology and dental materials manufacturers. Currently, she has an expanded global responsibility focused on the iTero Intraoral Scanner.

Ms. Anders has a track record of success being recognized within the industry as one of the Top 25 Women in Dentistry by Dental Products Report. She has lectured and presented training programs internationally for the past 20 years and has been an active member of industry association boards including Dental Trade Alliance Board and the National Association of Dental Laboratories Board of Directors.

Ms. Anders received her Bachelor of Science Degree in Biochemistry from McMaster University in Hamilton, Ontario and graduated from Penn State University with her Master's in Business Administration.



**Neil Sikka – Chief Dental Officer for Bupa UK Insurance and Director of Dentistry at Bupa Dental Care**

Dr Neil Sikka is a Dentist at Moorgate Bupa Dental Care, Chief Dental Officer for Bupa UK Insurance, Director of Dentistry at Bupa Dental Care, and leads the Bupa relationship with the charity, Dentaids. Bupa funds clinics, mobile dental units and provides volunteers all over the UK and abroad to support treatment of the homeless and vulnerable. After graduating from Leeds University in 1987, Neil set up Barbican Dental Care, delivering dentistry on the doorstep for busy London employees. By 2014, the business had expanded to ten practices, treating over 50,000 patients a year, which Bupa then acquired.

Neil works between Bupa insurance and dental clinics, providing support with corporate clients and streamlining the journey for insurance members visit Bupa dental clinics. Neil also leads the Clinical Advisory Team, working together to make Bupa Dental Care the number one choice of employer for clinical professionals



**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. Paul earned his Masters in Business Administration from New York University's Stern School of Business and attended Emory University's Goizueta School of Business for his undergraduate Bachelors in Business Administration.





**Dr. Barakat** is GDP's Chief Clinical Officer (CCO), Partner in VA and a practicing dentist. Dr. Barakat graduated Dental school in 1998, after finishing a 1 Year AEGD and 2 Year GPR Residencies at LSU, he went to join a group practice in VA for 7 years before starting his own practice. He then grew his practices to 9 locations before joining Guardian Dentistry in 2019. He's a Diplomate of the American Board of Oral Implantology (ABOI), Fellow of the American Academy of Implant Dentistry (AAID), Diplomate of (ICOI) and a Master Of the Academy of General Dentistry (MAGD) Currently, Dr. Barakat practices one day a week focusing on Implants and All-on-X cases, The rest of his time he works very closely with all his partners (120+) across 11 states. He enjoys building clinical programs across the organization and helping dentists uncover their genius. In his free time Dr. Barakat loves travelling, running and Scuba Diving.



**Brian Colao is the Director of Dykema's Dental Service Organizations** Industry Group. Brian has been in the dental space for over 25 years. He 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 regulatory compliance for DSOs including the corporate practice of dentistry, illegal fee splitting, advertising regulations, laboratory regulations, patient finance regulations, billing regulations, HIPAA regulations, credentialing, permit and licensure regulations, marketing regulations, and labor law regulations affecting dental practices.



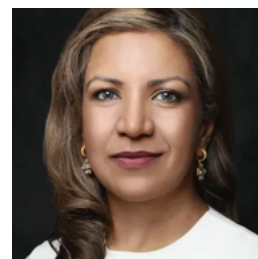
**Brett Kessler, D.D.S., of Denver was installed Oct. 22 as the 161st president of the American Dental Association.**

Dr. Kessler and the new and returning officers of the Association were installed at the ADA House of Delegates meeting in New Orleans.

Dr. Kessler previously served as 14th District trustee, president of the Colorado Dental Association and founding chair of the Colorado Dental Association Foundation. He received his dental degree from the University of Illinois at Chicago College of Dentistry.



**Allison Alexander** is Vice President at Darby Group Companies and the Founder and President of Figment Creative. With a background spanning B2B, fashion, and retail, she is known for developing distinctive brand identities that foster engagement and lasting connections. After more than a decade in the fashion industry, she transitioned into the dental space in 2014, bringing a fresh perspective to modernize marketing in a traditionally conservative industry. Drawing on her experience in fast-paced, visually driven markets, she has helped reshape how brands connect with their audiences, blending creativity with strategy to drive meaningful engagement. Previously, Allison served as VP of Marketing for Darby Dental Supply, where she led the company's first rebranding in 75 years. Beyond her work in marketing and brand development, she serves on the board of directors for Step by Step Supportive Services and is the Chair of the Professional Development Committee for Women in DSO. She holds a BA from The Ohio State University and an MBA in marketing, finance, and change management from New York University.



**Dr. Aman Kaur is the Founder and President of Women in DSO.** A trained dentist with extensive financial and business experience, Dr. Kaur has been very involved in the growth of DSO industry for over a decade. Dr. Kaur primarily works with the Private Equity groups as an operating member and consultant for their DSO portfolios. Dr. Kaur has worked with multiple DSOs over her career in various executive roles and is very involved with Dental Technology companies, DSOs, Not for profit and state Dental Associations developing strategic business solutions along with helping emerging dental organizations to build development and growth strategies. Dr. Kaur is also a General Partner in RISE Health VC, one of its kind VC fund focused on investing in oral health companies focused on women lead and empowered companies along with her involvement with the various Dental Service Organizations. Respected as a credible voice in the industry for her leadership, business decision-making, finding strategic solutions and building partnerships and alliances Dr. Kaur is constantly shaping the industry.



**Dr. Raphael Clemm**, a Dentist and MBA, has over 10 years of experience in consulting and leadership positions within the DSO market. As Senior Vice President of Dental21, he played a pivotal role in the company's expansion, driving its growth from six practices to over 40 across the UK and Germany within four years. Dr. Clemm has built a strong, Europe-wide network within the dental industry and the M&A market. He is always interested in developing and implementing new technological solutions to advance the field. Since June 2024, he has served as the Chief Marketing Officer and Managing Director at GPNZ DentalPartner, where he is primarily responsible for sales and process structures.



**Kerri Kling** brings over 25 years of expertise in product development, education, marketing, and sales of dental laboratory products and digital dental solutions for doctors and laboratories. For the past 17 years, she has assumed leadership roles that have driven the successful launch and market acceptance of intraoral scanning with the iTero intraoral scanner. In her current role as VP, iTero Global Strategic Partnerships and Special Market Channels, Kerri leads a team committed to developing global strategic partnerships, business solutions, and commercial programs that support the Align GP business through Lab, Distribution, and DSO channels.



**Mr. Derek Shearer** is the Chief Executive Officer of National Dental Care. He has over 30 years' experience in hospitality management, retail management and has spent the last 15 years with allied health businesses. Prior to joining National Dental Care in 2016, Derek held senior executive roles across multiple business functions with Luxottica, Specialty Fashion Group and Six Continents Retail. Derek holds a Bachelor degree in Management with Honours from Oxford Brookes University in the United Kingdom.



**Dr. Mitra Derakhshan** is currently Executive Vice President, Chief Clinical Officer, Global Treatment Planning and Clinical Services, at Align Technology, responsible for the global clinical teams as well as global treatment planning organization and has held numerous prior roles at Align Technology since August 2000 spanning across clinical in the areas of manufacturing, R&D, international, and global marketing and product. She is instrumental in many key initiatives, such as product innovation, education programs, portfolio and software development, case galleries, and research studies. Dr. Derakhshan also practices orthodontics as an associate in private practice. She has lectured worldwide on Invisalign clear aligners. Dr. Derakhshan has published in the Journal of Clinical Orthodontics, Seminars in Orthodontics, World Journal of Orthodontics; and authored many of Align Technology's continuing education materials and holds multiple patents.



**Dr. Cindy Roark** is responsible for overall clinical leadership, including enterprise-wide clinical strategic planning, developing and improving clinical protocols, researching new technologies and services, overseeing quality assurance, and providing professional development opportunities to over 1000 clinical team members and over 154 supported dental practices. As a special area of interest, Dr. Roark is one of the preeminent global leaders in the adoption of Artificial Intelligence to improve the patient experience and overall dental treatment. She was selected by Analytics Insight as The Ten Most Influential Tech Leaders of 2021. She was the 2023 recipient of the Dr. Lou Shuman Denobi Pinnacle Achievement Award and is a frequent contributor to Becker's Dental Review and Dentistry Today. As a result of her efforts to increase access to care and leverage technology to improve outcomes, she was selected to be a member of the Harvard School of Dental Medicine Board of Fellows.