



# Dental/DSO Industry Newsletter

## Dental/DSO Industry Market Intelligence

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# CALENDAR OF EVENTS

## **36th American Dentistry Congress**

June 26-27, 2025  
Orlando, Florida

With the theme of “Future Smiles: Innovations in Dental Care Dentistry,” the conference focuses on providing professionals with latest research and advancements in cosmetic dentistry and orofacial myology. The conference also included workshops and chances for attendees to network and enhance their clinical skills.

For more information, please click [here](#).

## **Academy of General Dentistry 2025**

JULY 9–12, 2025  
Montreal, Canada

AGD's annual scientific session allows attendees to network with colleagues, students, and dental team members in general dentistry continuing education. From advanced hands-on education to clinical and practice management lectures in an innovative one-hour lecture format, all of the CE earned at an AGD meeting can be applied to the AGD Fellowship and Mastership awards.

For more information, please click [here](#).

## **National Dental Association Annual Convention**

July 10-13, 2025  
Kansas

The convention will focus on advancing oral health equity within communities, bringing together dental professionals, advocates, and stakeholders to exchange knowledge and collaborate. The convention will include CE sessions, an exhibit hall, district caucus meetings, alumni receptions, and the President's Gala. There will also be wellness activities, black tie dinners, and local theater groups.

For more information, please click [here](#).

## **Southwest Dental Conference**

AUGUST 22–23, 2025  
Dallas, Texas (*Registration is now open*)

The annual Southwest Dental Conference is the premier dental conference in the southwest, hosted by Dallas County Dental Society. The event features superior education and CE opportunities, exceptional speakers discussing the latest in the dental community and an Exhibit Hall featuring the most advanced dental equipment and technology.

For more information, please click [here](#).

## **The Dental Festival**

AUGUST 21–23, 2025  
Delray Beach, Florida

The Dental Festival seeks to revolutionize dental education and networking by providing an immersive, festival-like experience for dental professionals where it aims to foster professional growth, collaboration, and a sense of celebration within the dental industry.

For more information, please click [here](#).

## **Annual Mid-Continent Dental Conference**

SEPTEMBER 25–26, 2025  
St. Louis, Missouri

MCDC features a two-day trade show along with lectures, workshops, special events, and the newest products and technology in dentistry.

For more information, please click [here](#).

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## CALENDAR OF EVENTS (cont'd)

### **Future of Dentistry Roundtable**

SEPTEMBER 29–30, 2025

Chicago

This event will draw both large and small DSOs, which are growing alongside thriving independent dental practices, while private equity is taking notice. There is a huge potential for dental innovation and improving patient care. The event includes 90 Elite speakers and 28 educational sessions which will discuss strategies for success and best leveraging these improvements.

For more information, please click [here](#).

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### **SmileCon 2025**

OCTOBER 23–25, 2025

Washington, D.C.

Save the date for SmileCon 2025, where participants can join dental professionals on October 23–25 in Washington, D.C.

For more information, please click [here](#).

### **Greater New York Dental Meeting**

NOVEMBER 28 – DECEMBER 3, 2025

New York

The 101st Annual Greater New York Dental Meeting invites attendees to participate in one of the largest Dental Congresses in the world. At the 2024 Meeting, the conference hosted over 37,631 dental professionals, including:

Dentists – 13,470

Dental Assistants – 2,200

Dental Hygienists – 2,226

International Countries – 148

For more information, please click [here](#).



Please contact us if you would like to post information regarding our upcoming events or if you'd like to guest author an article for this newsletter.

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## INDUSTRY SPOTLIGHT

### Interview with Mike Zaller, Principal Broker, CARR

**Mike Zaller, Principal Broker at CARR in Ohio, specializes in commercial real estate services for dental tenants and buyers.** Every year, thousands of dentists and healthcare providers trust CARR's no-conflict approach, to help secure the best possible commercial real estate lease and purchase terms. Mike's prior role includes a lengthy dental practice financing background, adding to his expansive knowledge within the dental industry.



# CARR

#### How was CARR started?

CARR began in 2009 after several years of transacting in all commercial real estate specialties, including: office, industrial, retail, land, and investment real estate. That year, CARR's founder, Colin Carr, realized that he was having more impact and influence representing healthcare providers while enjoying the results of 'helping people who help people' beyond any area of real estate he had ever been involved in. CARR had found a niche in only representing one party in every transaction; the healthcare tenant and buyer, while never working on behalf of the landlord or seller, ultimately removing the conflict of interest that was evident in past experience when transacting in commercial real estate. CARR has grown from a small team of commercial real estate agents in Denver, Colorado in 2014, to over 130 agents nationwide today. It may sound trite, but CARR's acceleration in the market is entirely based upon an immense need for Healthcare Professionals to be represented in impactful commercial real estate transactions where pitfalls can be commonplace. With a practice's rent or mortgage payment typically as the second-highest expense in a practice, there's a great opportunity to maximize profitability in these types of commercial real estate transactions.

In 2014, I had joined CARR after a tenured dental practice financing career at one of the nation's leading dental-specific lending institutions, then helping CARR establish a presence

outside of Colorado for the first time. I had noticed when helping finance customers for their start-up, relocation, additional office, etc., that there was little specialized dental real estate experience involved in those transactions when helping value and negotiate economics in the best interest of the doctor. That was my motivation to make the move to commercial real estate over 10 years ago. Since joining CARR in 2014, I have personally helped over 400 local dental and healthcare practices in Ohio, proudly representing the tenant and buyer in each of these commercial real estate transactions.

#### What services do you offer?

CARR provides commercial real estate representation for healthcare tenants and buyers. CARR strategically does not list property on behalf of landlords or sellers, does not work on behalf of landlords and sellers in property management or other facets of commercial real estate, so that we can ensure that we're always working in the best interest of our healthcare tenant and buyer clients, with the goal of removing traditional conflicts of interest within commercial real estate. These variables allow us to create a strong negotiation posture for our clients, reviewing all real estate options in the market, leveraging lease and purchase terms on those options, and maximizing counter-offer terms for our clients. Lease renewals, and assisting our healthcare clients with this process, is another large industry separator that CARR provides as a service. By having multiple options in the market, we can help leverage these negotiations, assisting the client with obtaining lower base rent, free rent, and even an "Allowance", paid by the landlord towards a remodel of the space, amongst other strong lease terms.

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## INDUSTRY SPOTLIGHT (cont'd)

### Interview with Mike Zaller, Principal Broker, CARR

#### **Talk a little about CARR's work in the dental industry.**

CARR agents, having transacted thousands of times on behalf of local dental professionals, have gained a vast understanding of the economics of a dental practice start-up, relocation, additional location, etc. Square footage needs, the understanding of general construction and equipment costs, dental demographics, knowledge of local dental market fluctuations, parking requirements, general lending requirements, and local industry relationships, are just a few reasons why CARR represents more dental practices in these types of transactions nationwide. Lease and purchase terms can vary, with every transaction not involving one universal type of landlord or seller. It's critical to bring to light the dental type of use, and other options in the market, then leveraging tenant and buyer concessions, potentially helping save our clients tens to hundreds of thousands of dollars in a transaction, ensuring no money is left on the table.

#### **What challenges are you seeing in the dental industry right now? What opportunities?**

I feel that there is far more opportunity. Continuing to see a shift in corporate dentistry and the attention the dental industry has gotten amongst private equity professionals, practice values have generally continued to increase year over year. I personally feel we'll continue to see larger practice footprints with increased operatories, thus seeing more built-to-suit-leaseback real estate development as some corporate dentistry operators focus on leasing real estate versus purchasing. Construction costs have continued to elevate, with landlords and their lenders passing thru these costs to tenants, meaning higher-than-ever-before commercial real estate lease rates for new construction property types. These are a couple of factors to watch as practice owners try to navigate their 2nd highest fixed expense—Their monthly rent or mortgage payment. With the right real estate representation, lease renewals tend to favor dental tenants in an economic slowdown, with landlords generally doing more to retain their potentially lowest default rate type of use, rather than taking back a vacant space with such customized construction. I feel that the dental practice type of use can thrive in both thriving and slowdown economic times within commercial real estate.

#### **What is your favorite movie OR tv show OR vacation**

Field of Dreams and The Sandlot. There's something nostalgic about baseball and this time of year!

To learn more about **CARR**, please click [here](#).



# KEY FINDINGS

## Evolving regulatory and policy landscape, on a federal and state level, is impacting DSOs

### AI is not the only thing that could change the dental industry.

The dental industry is finding itself in an increasingly complex landscape of regulatory reform, increased oversight and surprising policy changes. Economic headwinds also continue to challenge dental providers and, despite a brief rise in dentist confidence in late 2024, over [45% of practitioners](#) now cite rising operational costs as a top concern. Executives express mixed strategies: some vow to shield patients from price hikes, while others acknowledge soft demand despite increased procedures like implants. Tariffs and inflationary pressure are heightening financial strain, with experts warning of possible job cuts and reduced patient demand if conditions worsen.

Public health policy is also under fire as more states advance anti-fluoride legislation. [Florida](#) and [Louisiana](#) are pushing bans on water fluoridation, with [Maine](#) considering similar action. These moves come as HHS Secretary Robert F. Kennedy Jr. [calls](#) for a federal review of fluoride standards, prompting sharp opposition from the ADA, which warns this could reverse decades of progress in preventing dental disease and disproportionately harm vulnerable populations.

State-level laws are also impacting norms, such as [Indiana's HB 1666](#), set to take effect July 1, 2025, which exempts many DSO transactions from state reporting if the provider is majority-owned and operated by a licensed Indiana practitioner. Simultaneously, the Indiana Attorney General gains expanded authority to investigate market concentration, signaling increased antitrust scrutiny even in the absence of merger activity.

Looking at notable DSO news, [Smile Source](#) merged with ACT Dental, naming Dr. Barrett Straub as CEO. Also, PDS Health [expanded](#) its specialist-owned DSO model across seven states and over 160 practices and [launched](#) a new tech division—PDS Health Technologies—to enhance integrated care, streamline operations and improve patient outcomes.

Meanwhile, workforce mobility and access to care are seeing some positive developments. Nebraska [joined](#) the Interstate Licensure Compact, making it easier for dental professionals to practice across state lines and potentially improving access in underserved areas. At the same time, [climate change](#) is emerging as a growing oral health threat, disrupting care through extreme weather and worsening health disparities. Experts urge the adoption of sustainable practices and increased use of teledentistry to maintain service delivery during disruptions.

Technology, particularly AI, [continues](#) to reshape dental practices. Beyond CAD/CAM systems, AI tools are now embedded in everyday software to assist with diagnostics and treatment planning, offering powerful capabilities to small and mid-sized clinics. Experts emphasize the importance of step-by-step integration to avoid overwhelming teams, positioning AI as a complement to clinical expertise rather than a replacement.

Sources: Becker's Dental + DSO Review, CNN, Maine Morning Star, ADA News, Benesch Law, Smile Source, Dentistry Today, Group Dentistry Now, Dental Tribune

# GENERAL DENTISTRY NEWS

## **Indiana eases DSO M&A reporting rules, expands market oversight powers**

Effective July 1, 2025, Indiana law [HB 1666](#) will exempt many DSO transactions from state reporting requirements if the provider is majority-owned and operated by a licensed Indiana health care practitioner. Previously, all health care entity mergers or acquisitions valued over \$10 million required 90-day advance notice to the Attorney General. The updated law narrows the scope and clarifies exemptions, particularly for practitioner-run practices, but also grants the Attorney General authority to investigate market concentration among health care entities, regardless of merger activity.

Source: Benesch Law

## **Rising costs, tariffs cloud economic outlook for dental industry leaders**

Despite a 20% boost in dentist confidence in late 2024, high overhead costs and economic uncertainty continue to challenge the dental sector. Over 45% of dentists cited rising expenses as a top concern, per an ADA [survey](#). Executives expressed mixed outlooks, with Imagine Orthodontic Studio's CEO pledging to absorb cost increases without burdening patients, while U.S. Oral Surgery Management's CEO noted continued market softness despite a rise in implant procedures. Dr. Barry Lyon warned that more tariffs could trigger reduced demand, staffing cuts, and wider economic strain.

Source: Becker's Dental + DSO Review

## **Dental experts urge HHS to ban mercury fillings, citing health risks**

Dr. Ali Nankali says AI is rapidly transforming digital dentistry by moving beyond CAD/CAM to improve diagnostics, streamline workflows and support personalized care. Accessible via cloud platforms and mobile devices, Nankai notes AI offers smaller practices powerful capabilities once limited to high-tech clinics. These systems enhance clinical decision-making without replacing expertise, and they're already embedded in common tools like radiograph software and appointment systems. The key to adoption is not a full overhaul, he adds, but a step-by-step integration into daily practice.

Source: Consumers for Dental Choice

## **ADA, Dental Groups urge Congress to reject HHS budget cuts threatening oral health programs**

The ADA and nine other dental organizations are urging Congress to reject the Trump administration's FY 2026 HHS budget, which proposes cuts to key oral health programs. The coalition warns these reductions would harm vulnerable populations, oral health research, prevention efforts and workforce training, and risk undermining links between oral and systemic health. Programs at risk include the NIH's dental institute, the CDC's now-eliminated Division of Oral Health, HRSA dental training programs and the Indian Health Service Dental Program.

Related: [ADA calls for increased funding for Indian Health Service](#) – ADA News

[Dental organizations urge Congress to reject HHS budget cuts](#) – Becker's Dental + DSO Review

Source: ADA News

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## GENERAL DENTISTRY NEWS (cont'd)

### **Dental leader warns fluoride bans threaten U.S. oral health progress**

Dr. Barry Lyon warns fluoride bans in U.S. states could reverse decades of oral health progress. Utah and Florida have already enacted bans, and HHS Secretary Robert F. Kennedy Jr. has signaled a shift in federal fluoride policy. Lyon emphasized that global trends show other nations expanding fluoridation or adopting alternative fluoride delivery methods. He cited research backing fluoride's safety and effectiveness, criticizing U.S. policy shifts as driven by politics rather than science.

Related: [The potential downsides of ending water fluoridation on public health](#) – Becker's Dental + DSO Review

Source: Becker's Dental + DSO Review

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### **Louisiana Senate passes bill to end statewide water fluoridation**

The Louisiana Senate has approved a [bill](#) to repeal the state's water fluoridation program and ban public water systems from adding fluoride. The current law mandates fluoridation for systems with 5,000 or more connections; the new bill would end that requirement. Fluoridation could only resume if approved by local voter referendums. The bill passed 24-10 and now moves to the House; if enacted, it would take effect January 1. Louisiana follows Utah and Florida in advancing anti-fluoride legislation.

Source: Becker's Dental + DSO Review

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### **Texas AG investigating toothpaste giants over fluoride marketing claims**

Texas Attorney General Ken Paxton [launched](#) an investigation into Colgate-Palmolive and Procter & Gamble for allegedly deceptive marketing of fluoride toothpaste. The companies are accused of promoting flavored toothpaste in ways that encourage overuse by children, increasing the risk of harmful fluoride ingestion. The CDC and ADA recommend only small amounts of fluoride toothpaste for young kids.

Related: [RFK Jr. continues criticism of fluoride during cabinet meeting: 8 notes](#) – Becker's Dental + DSO Review

[ADA objects to Texas attorney general's statement about fluoride toothpaste recommendations](#) – ADA News

Source: CNN

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### **Florida moves to ban fluoride in drinking water, following Utah's lead**

Florida lawmakers passed a [bill](#) banning additives like fluoride in municipal water, sending it to Gov. Ron DeSantis for final approval. If signed, Florida would become the second state after Utah to outlaw fluoridation in public water systems. The bill redefines acceptable additives as those addressing contaminants or water quality, effectively excluding fluoride. Over 70% of Floridians currently receive fluoridated water, which health agencies have long supported for dental benefits. Critics cite potential neurodevelopmental risks, and federal officials are now re-evaluating fluoride regulations.

Source: CNN

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## GENERAL DENTISTRY NEWS (cont'd)

### **Maine bill aims to ban fluoride in public water systems**

Maine Rep. Jennifer Poirier introduced [LD 1570](#) to ban the addition of fluoride to public water supplies statewide. Current law allows fluoridation with voter approval, but the bill would eliminate that option and impose civil penalties for violations. Poirier called the practice “mass medication” without consent or dosage control. Over 60 water systems currently fluoridate, serving more than 520,000 residents.

Source: Maine Morning Star

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### **Nebraska joins interstate dental licensure compact, easing license portability**

Nebraska became the 12th state to join the Interstate Dentist and Dental Hygiene Licensure Compact after Gov. Jim Pillen signed [LB 148](#) into law. The compact allows dental professionals to practice across participating states without needing separate licenses. It also streamlines the licensure process and reduces related costs. The bill passed unanimously in the Nebraska Legislature on April 10.

Source: ADA News

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### **Climate change threatens oral health, access to dental care: study**

The [Global Risks Report 2024](#), published by the World Economic Forum, found that climate change directly and indirectly contributes to oral health issues such as caries, erosion, periodontal disease and oral cancer. Extreme weather events disrupt dental care access and hygiene conditions, while food insecurity and stress from climate-related impacts worsen oral health. Vulnerable populations, particularly low-income and remote communities, are disproportionately affected. The report said the industry needs sustainable dental practices, stronger emergency planning and expanded use of teledentistry to maintain care during climate disruptions.

Source: Dental Tribune

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### **RFK Jr. targets fluoride guidelines, ADA says move would worsen oral health**

Health Secretary Robert F. Kennedy Jr. said the CDC will reconsider its recommendation for community water fluoridation, forming a task force and prompting the EPA to review potential fluoride risks. The ADA strongly opposes the move, citing decades of evidence-based research showing fluoridation prevents tooth decay and protects vulnerable populations. ADA President Dr. Brett Kessler warned that removing fluoride would harm public health and increase long-term costs. The White House [issued](#) a statement citing a report on high fluoride levels and IQ, which the ADA says misrepresents scientific consensus at U.S. fluoridation levels.

Related: [RFK Jr. continues criticism of fluoride during cabinet meeting: 8 notes](#) – Becker’s Dental + DSO Review

Source: ADA News

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# DSO EXPANSION & CONSOLIDATION

## **Smile Source merges with ACT Dental**

Smile Source and ACT Dental said they're merging to strengthen support for independent dental practices. The deal combines Smile Source's national network with ACT Dental's coaching and education services. Smile said the merger will provide private dentists with enhanced resources, peer networks and professional development tools. Dr. Barrett Straub has been named CEO of Smile Source following the merger.

Source: Smile Source

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## **PDS Health expands specialist-owned dental model across seven states**

PDS Health expanded its specialty dental support organization (DSO) model, now operating in seven states and supporting over 160 general dentistry practices. Recent partnerships include Atlas Endo Partners, Endodontics Health Group, Optimus Endo and Periodontics Health Group, and PDS plans further growth across more practices and specialties. The model enables endodontists and periodontists to own their practices while working within general dental offices, improving patient access and care continuity.

Source: Dentistry Today

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## **PDS Health launches tech division to improve patient outcomes on a broader scale**

PDS Health launched PDS Health Technologies to expand its technology, revenue cycle, and operational support services for integrated care. PDS says the division extends Epic integration to external providers via Epic Community Connect, enabling shared medical and dental records. The company added the move aims to enhance care coordination, efficiency and patient outcomes across a broader healthcare network.

Source: Group Dentistry Now

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## OTHER DSO NEWS

### **Updates to Reporting Requirement of Dental Support Organizations' Mergers and Acquisitions in Indiana**

#### **Current Law and Reporting Requirements**

Indiana currently has a reporting requirement related to health care entity mergers and acquisitions that requires parties to covered health care entity transactions—including Dental Support Organization (“DSO”) transactions—to provide written notice to the Office of Attorney General at least 90 days prior to the date of the merger or acquisition. Ind. Code [§ 25-1-8.5-1](#) *et seq.*

Source: Benesch Law

### **AI reshaping digital dentistry, enhancing diagnostics, efficiency**

Dr. Ali Nankali says AI is rapidly transforming digital dentistry by moving beyond CAD/CAM to improve diagnostics, streamline workflows and support personalized care. Accessible via cloud platforms and mobile devices, Nankai notes AI offers smaller practices powerful capabilities once limited to high-tech clinics. These systems enhance clinical decision-making without replacing expertise, and they’re already embedded in common tools like radiograph software and appointment systems. The key to adoption is not a full overhaul, he adds, but a step-by-step integration into daily practice.

Source: Dentistry Tribune

### **Treeline Dental boosts patient trust, engagement with social media**

Treeline Dental said it revamped its social media presence to build trust, attract new patients and increase bookings, focusing on authenticity, transparency and community engagement. With nearly 9,000 Instagram followers, Treeline said it prioritizes video content and uses real patients and staff to showcase genuine testimonials and behind-the-scenes footage. Posts, covering topics from oral health to aesthetic treatments, the strategy was developed with agency The Bigger Brand.

Source: Dentistry

### **DSO leaders say AI will transform dentistry, from diagnosis to patient trust**

Dental support organizations are rapidly expanding the use of AI across clinical and business operations, such as Aspen Dental piloting multiple AI tools for diagnostics and revenue cycle management, with major rollouts planned within a year. Providence Dental Partners sees AI improving diagnosis, efficiency and marketing efforts, with rapid industry-wide acceleration expected. North American Dental Group uses Overjet to enhance patient communication and build trust by visually sharing diagnostic data. Experts and leaders in the industry agree AI is becoming essential for both care quality and operational performance.

Source: Becker’s Dental + DSO Review

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## OTHER DSO NEWS (cont'd)

### **University of Pikeville receives \$2.35M to support dental school launch**

The University of Pikeville in Kentucky received a \$2.35 million donation from the Delta Dental of Kentucky Foundation. The funds will support the launch of the Tanner College of Dental Medicine, the first dental school in Eastern Kentucky, set to open in 2026 with an aim to expand access to dental education and care in the region. The donation will help establish a pediatric dental clinic and a scholarship program.

Source: University of Pikeville

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### **FDI says oral health data in EHRs can improve care and efficiency**

The FDI World Dental Federation is urging health systems to integrate eight key oral health indicators into electronic health records (EHRs). These include data on periodontal disease, caries, oral cancer screenings, oral health status, implants, prescriptions, allergies and radiographic imaging. The group says combining dental and medical records would reduce administrative burdens and improve patient outcomes, but acknowledges integration challenges, including a lack of standardization, data security, costs and international coordination.

Source: ADA News

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### **Women make up majority of first-year dental students**

Women represent 57.4% of first-year dental students in the U.S., [according](#) to the American Dental Association's Health Policy Institute. Men make up 42.4%, while 0.2% identified as another gender or were unspecified. The gender distribution is nearly identical across public and private schools.

Source: Becker's Dental + DSO Review

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## PRIVATE EQUITY DEALS

### **Cathay Capital's bet on Parkview Dental pays off amid DSO market shifts**

Cathay Capital invested in Parkview Dental Partners in October 2023, betting on strong fundamentals and geographic growth despite the dental sector falling out of favor. Parkview, a DSO based in Southwest Florida, operates 25 practices and is expanding rapidly in a \$9 billion market driven by population and GDP growth. While others struggled with debt-heavy deals and rising interest rates, Cathay says Parkview maintained discipline, focusing on integration, operational strength, and doctor relationships. The company is now growing 10% organically and acquiring practices monthly, positioning itself as a leading DSO in West Florida.

Source: Cathay Capital

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## PARTNERSHIPS AND INNOVATION

### **Aspen Dental, Philips partner to provide patients with education, products**

Philips and Aspen Dental said they're expanding their partnership to integrate Sonicare products into over 1,100 Aspen locations. Aspen clinicians now offer tools like the Sonicare ExpertClean, Power Flosser, and Whitening Kits, supported by in-office demonstrations. Aspen says the expanded partnership will offer customized training, patient-centric communication and simplified access to oral health products.

Source: Dentistry Today

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### **PDS Health expands specialist-owned dental model across seven states,**

PDS Health expanded its specialty dental support organization (DSO) model, now operating in seven states and supporting over 160 general dentistry practices. Recent partnerships include Atlas Endo Partners, Endodontics Health Group, Optimus Endo and Periodontics Health Group, and PDS plans further growth across more practices and specialties. The model enables endodontists and periodontists to own their practices while working within general dental offices, improving patient access and care continuity.

Source: Dentistry Today

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### **Dental365 launches advanced learning series for clinical training**

Dental365 launched its Advanced Learning Series to enhance clinical excellence through focused, small-group education. The program features one-day lectures led by expert speakers, starting with Dr. Stephen Chu, former NYU faculty. It offers experiential learning for Dental365 providers in an intimate setting. The initiative aims to improve individual skill development across Dental365's network of practices in the Northeast U.S.

Source: Dental365

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## LITIGATION

### **Kanye West, Bianca Censori sue dentist over nitrous oxide, propofol use**

Kanye West and Bianca Censori are suing Dr. Thomas Connelly for alleged medical malpractice, claiming he enabled West's addiction by supplying nitrous oxide and propofol for unsupervised use. The couple claims Connelly delivered surgical-size nitrous tanks to their home, instructed West on self-administration, and continued treatment despite signs of neurological distress. The dentist also allegedly administered propofol in non-medical settings, including a Las Vegas hotel, and billed West as much as \$50,000 per month. The couple accuses Connelly of reckless conduct, fraudulent billing, and abandoning West without proper medical follow-up

Source: The Hollywood Reporter

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## STAFFING

### **ADA Forsyth Institute appoints Dr. James M. Boyle III as Board Chair, adds four more directors**

The ADA Forsyth Institute has named Dr. James M. Boyle III as chair of its Board of Directors. Four members have also joined the board: Dr. Jonathan Knapp, Dr. Elizabeth Shapiro, David Kochman of Henry Schein, and Dr. Maria Emanuel Ryan of Colgate-Palmolive. The expanded board will help guide the institute's mission to advance oral health through research and innovation, with research areas including immunology, craniofacial biology, bioengineering and the oral microbiome.

Source: The ADA

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### **Smile Partners names Tamara Cook as VP of strategic partnerships**

Cook brings more than 15 years of expertise in dental mergers and acquisitions, previously serving as the vice president of business development for Peak Dental Services. She is also the founder of Practice Advisory Studio. Smile says Cook will be key as the company continues to grow its national footprint.

Source: LinkedIn

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## STAFFING (cont'd)

### **Rock Dental Brands appoints Abhi Nyatee as CFO**

Nyatee is tasked with strategic and operational leadership as the company expands. Nyatee brings over 18 years of experience in finance across healthcare and other industries. He previously led finance and strategy at Advantage Dental Plus and helped drive DentaQuest's \$2.5 billion acquisition by Sun Life. Rock Dental says his appointment is part of the company's focus on scaling through data, technology and financial optimization.

Source: Talk Business

**For more information regarding our Dental Industry/DSO Practice, or if you would like to contribute to the newsletter, please contact:**



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