

SUMMER 2026

Smiling

A Heartland Dental Publication

Rooted in Support:
**Growing for
the Future**





Smiling Magazine Summer 2026

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Newly Supported Practices

Heartland Dental is the nation's largest dental support organization, providing non-clinical administrative support services. What started from the entrepreneurial spirit of Rick Workman, DMD, with his single dental practice, has evolved into affiliating with over 3,000 doctors in over 1,900 locations across 39 states and the District of Columbia. The company is majority owned by KKR, a leading global investment firm.

From the Heart

A message from Pat Bauer Heartland Dental President and CEO

At Heartland Dental, we know the future of dentistry is strengthened by the people who lead it every day. Across our supported practices and support teams, doctors, hygiene providers and team members continue to show what is possible when great care is paired with strong support, meaningful relationships and a shared commitment to growth.

This edition of Smiling Magazine celebrates that spirit through stories of momentum, innovation and connection. Dr. Anna Fuller reflects on her first year as a Heartland Dental supported doctor and how support has created more freedom to focus on her patients, her team and her family. At Gallatin Dental Care, Dr. David Foster and Dr. Ryan Shinska show how mentorship, shared values and a strong professional home can shape careers and strengthen patient care. And through Dr. Katie Lervick's story, we see the power of embracing support, learning new systems and leading a team with joy.

You'll also read about the ways technology, education and collaboration are helping move dentistry forward. From supported doctors reclaiming time for what matters most, to hygiene providers using innovative treatment options to support earlier intervention, these stories reflect the impact of tools and resources that help teams serve patients with greater confidence and clarity.

This issue also marks an important milestone as we celebrate five years since our affiliation with American Dental Partners. That anniversary is more than a moment in time. It is a meaningful reminder of what can happen when two organizations come together around a shared belief in clinical autonomy, patient-centered care and stronger support for doctors and teams. Five years later, we are grateful to continue to support the ADPI doctors and teams who continue to help shape our culture and strengthen the Heartland Dental support network community.

I hope you enjoy this edition of Smiling Magazine and find inspiration in the stories shared within. Together, we are continuing to build a community where people feel supported, patients are cared for and the future of dentistry continues to grow stronger.

Pat Bauer

President and CEO, Heartland Dental



A Great Start

How One Supported Doctor Found Momentum in Her First Year

When I look back on my first year as a Heartland Dental supported doctor, the word that comes to mind is freedom.

Not freedom from dentistry. I love being a dentist. I love taking care of patients, building relationships and helping people feel confident in their smiles. But before affiliating with Heartland Dental and a supported practice, I was carrying the weight of three full-time priorities: being a mom, being a dentist and being a business owner.

As a 46-year-old single mom to two teenagers, I had reached a point where I realized I could be excellent at two of those things at a time, but not all three. At first, that felt like defeat. Now, living on the other side of affiliation, it feels like freedom.

Finding Freedom Through Support

Heartland Dental's support team helped simplify the noise that had been pulling my attention away from what mattered most. Insurance questions, staffing needs, equipment management, facility concerns and even unexpected HVAC issues were no longer challenges I had to navigate on my own. Instead, I had access to dedicated teams, resources and experts who could help address those needs, giving me more space to focus on my patients, my team and my family.

And what surprised me most? The systems were better than mine.

Before affiliating with Heartland Dental and a supported practice, I thought I had

a system for everything. Looking back, sometimes my system was really, "I'll figure it out." Now, my Practice Manager of Operations and I have access to support teams of experts across practice management and operations. As a recovering perfectionist, I do not say this lightly: I was good, but they are great.

That support has allowed me to focus more fully on patient care, my team and my family. For the first time in years, my Fridays are free.

Diving Into the Culture

From the beginning, my PMO and I decided we were going to dive into Heartland Dental's culture and systems headfirst. I am

an achiever by nature, and I would not have chosen to affiliate with a Heartland Dental supported practice if I did not believe its systems were better than mine. That belief was backed by strong financial data and by the guidance of my longtime mentor, Dr. Deno Chrysostom.

Dr. Chrysostom has been my mentor for 19 years. More accurately, he is my work dad. He is kind, honest and direct, and he had already built a wildly successful practice before affiliating with Heartland Dental and a supported practice more than a decade ago. When he told me affiliating with Heartland Dental and a supported practice could be the smartest professional decision I could make, I listened.

He was right, as always.

"Heartland Dental's support team helped simplify the noise that had been pulling my attention away from what mattered most. Insurance questions, staffing needs, equipment management, facility concerns and even unexpected HVAC issues were no longer challenges I had to navigate on my own. Instead, I had access to dedicated teams, resources and experts who could help address those needs, giving me more space to focus on my patients, my team and my family."



Anna Fuller, DMD

One of the greatest gifts of this first year has been discovering that access to mentorship exists far beyond one person or one office. At my first Winter Conference, Dr. Matt Brennan told me I would never see so many happy dentists in one place. He was absolutely correct.

Most dental conferences can feel competitive. Heartland Dental's Winter Conference for supported doctors felt collaborative. Doctors share ideas, encouragement, numbers, lessons learned and practical advice. There are impromptu dinners after CE, group texts, quick calls and honest conversations. Everyone wants everyone else to succeed.

That kind of camaraderie matters. For doctors who do not have a mentor in the building with them, this community is invaluable. Being able to send a text to 15 doctors who have been practicing for 20 years, without fear of judgment, is at the very heart of Heartland Dental's support model.

Building a Stronger Team

That same sense of connection has grown inside our office, too.

One of the biggest turning points for our team was Dr. Bill Bloink's Communications class in Atlanta. We had done workshops and team-building before, but nothing came close to that experience. Taking time away from the office allowed us to truly understand one another, our roles and how we could work better together.

In 20 years of continuing education, Dr. Bloink was one of the most engaging, honest and genuine speakers I have encountered. The class helped us reach a new level of teamwork. Our days became simpler, smoother and, frankly, happier. The added productivity was just the icing on the cake.

Patients feel that difference. They feel the lightness that comes from a team that is in sync. Their visits are smoother, and I can focus on the person in the chair without being distracted by the business and administrative side of owning a dental practice.

Tools That Created Momentum

Several tools and systems available through Heartland Dental's support model have also helped us build momentum quickly.

The iTero scanner has been a game-changer. We used a scanner before, but this workflow is smooth and predictable, so now we use it with every patient. I have learned that the scan is the exam. I can show patients what I see, tooth by tooth, and it removes the pressure of convincing them they need treatment. They can see it for themselves.

13 Dots has also helped our team stay aligned. It keeps us on track, helps each person understand their role and makes the day flow more smoothly. We are accountable to each other, and it works.

We also added Invisalign in May and have already started 59 cases. The momentum came because the team saw how much patients loved their results and wanted to be part of that excitement. It was fun, it was meaningful and the team was rewarded for learning a new skill.

Learning That Shows Up in Patient Care

Continuing education has been another major part of my first year. I started Heartland Dental's Doctor Mastery Program, or DMP, and completed more than 160 hours of CE because I believe lifelong learning is essential.

DMP is a five-to-seven-year program open to all Heartland Dental supported doctors and designed to help doctors continue building personal and professional expertise. The program begins with foundational clinical skills and advances toward mastery of more complex dental care, with training led by experienced clinicians.

For me, DMP reflects one of the things I value most about Heartland Dental's support model: this is a company built by dentists who understand the importance of growth, excellence and lifelong learning.

The knowledge has been immediately useful. I have attended class on Friday and used what I learned to help patients the very next week.

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Anna Fuller, DMD

That is what makes this year so fulfilling. Access to the support, systems and education are not abstract benefits. They show up in real ways, every day, for my patients, my team and my family.

Looking Ahead

If another doctor asked me what life after affiliation with Heartland Dental and a supported practice can look like, I would say: call me. If you want help to make your life easier, grow professionally and create more space for what matters outside the office, this is a no-brainer.

My first year as a Heartland Dental supported doctor has been exciting and fulfilling, both professionally and personally. It has allowed me to spend more time with my children, less time managing distractions and more time doing the work I love.

That is a great start. And I am excited for what comes next.



More Than a Practice: Finding Mentorship, Purpose and a Place to Grow

Finding the right professional home means more than choosing where to practice. It means joining a community that offers access to mentorship, meaningful relationships, leadership opportunities and the support to grow personally and professionally.

At Gallatin Dental Care, that sense of connection has shaped the professional journeys of David Foster, DDS, and Ryan Shinska, DDS. As Heartland Dental supported doctors, they have built a relationship rooted in shared values, servant leadership and a commitment to helping others succeed.

Dr. Foster has spent more than a decade cultivating a practice culture centered on service, team development and a shared vision. Dr. Shinska joined the supported practice after a career shaped by nonprofit dentistry, international outreach and a desire to find a long-term professional home.

A Career Built on Service

Before affiliating with Heartland Dental and a supported practice, Dr. Shinska's career had already taken him across the world. After graduating from the University of Michigan School of Dentistry in 2010, he began his career with a plan to work in inner-city dentistry, coach football and serve through international dental outreach.

That path led him to Jinja, Uganda, where he saw the need for consistent access to dental care. He later moved to Uganda with 12 bags of dental supplies to help launch the Uganda branch of Hope Smiles, which grew to more than 40 team members serving more than 20,000 Ugandans each year.

After helping transition leadership to the local team, Dr. Shinska and his family

moved to Nashville in 2021. He continued serving in nonprofit dentistry, but he had not yet found a long-term professional home.

That perspective shifted after a trusted friend shared his own positive experience as a Heartland Dental supported doctor.

"I had not really considered a DSO until a friend shared how much he was enjoying



Ryan Shinska, DDS on a mission trip in Uganda.



David Foster, DDS and Ryan Shinska, DDS

his experience as a supported doctor at a Heartland Dental supported practice," Dr. Shinska shared. "We share similar passions and perspectives, so that made me listen."

Finding Alignment

When Dr. Shinska learned about an opportunity at Gallatin Dental Care, his conversations with Dr. Foster quickly revealed a strong alignment in values, leadership and purpose.

"Dr. Foster and I have a shared passion for mission work and using dentistry to serve the community with excellence and compassion. We also believe leadership should create opportunities for team members that make their lives better."

Dr. Shinska

"Dr. Foster and I have a shared passion for mission work and using dentistry to serve the community with excellence and compassion," Dr. Shinska explained. "We also believe leadership should create opportunities for team members that make their lives better."

Dr. Foster recognized that connection as well.

"Dr. Shinska was an obvious leader from the beginning," Dr. Foster said. "He was comfortable under pressure, eager to learn and eager to add value to the team."

What stood out most was humility. Gallatin Dental Care's mission and vision had been created by the team more than 11 years

earlier, and Dr. Shinska embraced both quickly and fully.

"Many doctors struggle with opening up the practice they built," Dr. Foster reflected. "It can be a difficult mental journey, but we have found it is much easier when both doctors are aligned in vision and mission."

Mentorship in Action

That alignment created a strong foundation for mentorship. Rather than slowly easing Dr. Shinska into the practice, Dr. Foster had him see nearly every new patient and recare exam during his first several months. It helped him quickly connect with patients, build trust with the team and step into the rhythm of the practice.

"Not only did he keep up the pace, but he did it with ease," Dr. Foster recalled. "Not many doctors can jump right in and check four columns of hygiene while also running their doctor chairs."

Dr. Foster wanted Dr. Shinska to feel supported from the beginning.

"I wanted him to know that I had his back and wanted to see him succeed at levels he may not have thought possible," Dr. Foster explained.

That support also helped Dr. Shinska make an immediate impact. When he asked where he could add value, Dr. Foster pointed to Invisalign. Dr. Shinska leaned in and has since become a Gold level Invisalign provider.



The Foster and Shinska Families

Growing Faster Together

Dr. Shinska points to mentorship and community as key reasons he has continued growing clinically and professionally through Heartland Dental and a supported practice.

“The Heartland Dental support network is the main way I have been able to level up,” Dr. Shinska explained. “Dr. Foster has been first and foremost in that. He has the skills and a real desire to help others succeed.”

Participating in Doctor Leader Track I and the Doctor Mastery Program have added structure and momentum to that growth, helping him stay intentional and apply what he learns directly to patient care.

“DMP just makes sense,” Dr. Shinska said. “It gives you stretch goals, which forces you to be intentional with your time and energy. When you take that seriously, you serve your patients better every day.”

A Professional Home That Supports Life Beyond Dentistry

Finding the right professional home has impacted more than Dr. Shinska’s career. In nonprofit dentistry, he was often providing care, raising funds and managing

Working together has brought new energy and possibility to both supported doctors. Dr. Foster described the partnership as “a breath of fresh air,” adding that patients now have greater access to care and the team is positioned for long-term stability, flexibility and growth.

administrative responsibilities. Heartland Dental’s support structure has allowed him to work hard, serve patients well and protect time for his family.

“The systems and processes at a Heartland Dental supported practice help give me the

freedom to work hard and achieve patient outcomes I am proud of without taking over every aspect of my life,” Dr. Shinska shared.

Building a Legacy

Working together has brought new energy and possibility to both supported doctors. Dr. Foster described the partnership as “a breath of fresh air,” adding that patients now have greater access to care and the team is positioned for long-term stability, flexibility and growth.

“What Dr. Foster has built at Gallatin Dental Care is special,” Dr. Shinska shared. “It is a privilege to serve shoulder to shoulder with someone who shares the same values.”

Their story is a reminder that the right professional home can do more than support a career. It can help doctors create opportunities for others, strengthen patient care and shape a legacy that reaches far beyond the walls of the practice.



David Foster, DDS on a mission trip with the Heartland Dental Foundation



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The Power of Embracing Support

For Katie Lervick, DDS, dentistry has always been about more than procedures, schedules or production. It has been about people.

Long before her practice became affiliated with Heartland Dental and a supported practice, Dr. Lervick and her team were serving a very specific need in their community. The office was part of Metro Dental Care and operated as a public health-focused clinic, primarily caring for patients covered by state-funded Medicaid plans.

The practice was small, with only four chairs, but the mission was big.

"We had an incredible team," Dr. Lervick said. When Metro Dental Care affiliated with Heartland Dental and a supported practice in 2021, Dr. Lervick's office was different from many other supported practices. The model was unique. The patient base was heavily state funded. The office footprint was limited. And at first, Dr. Lervick did not know much about Heartland Dental's support model or what the affiliation would mean for her practice.

But she and her team made an important decision early on.

"We realized if we were going to make this work, we needed to embrace Heartland Dental's systems and really dive in," Dr. Lervick said.

That mindset became the turning point.

Dr. Lervick credits much of the practice's progress to strong partnership within the office, including the leadership and experience of Theresa Aymond, an Advanced Dental Therapist. Together, they approached affiliation with curiosity, openness and a shared commitment to making thoughtful decisions for the practice, the team and their patients.

Learning the Business of Dentistry

One of the biggest shifts for Dr. Lervick was gaining a clearer understanding of the business side of the practice.

Before affiliating with Heartland Dental and a supported practice, she said the team did not have the same visibility into their metrics or financial performance. Once

they had access to that information, they began using it to help guide decisions and support growth.

"Before affiliation with a Heartland Dental supported practice, we really did not know our metrics," Dr. Lervick said. "We had to learn to study our P&L and understand how business decisions could help us grow."

That new visibility helped the team become more intentional. They reviewed ordering practices, looked closely at supply and lab decisions, improved scheduling and focused on helping each team member work to the top of their potential.

The result was a stronger, more efficient practice.

"Our workflows are more efficient, the quality of our practice has improved and



Katie Lervick, DDS

our team has grown so much," Dr. Lervick said. "Our patient care has taken a whole other leap."

A Team Growing Together

While improved metrics have been an important part of the practice's story, Dr. Lervick is especially proud of how much her team has grown.

Her hygienists, in particular, have expanded their knowledge, clinical confidence and ability to support patients through education and strong communication. The practice has focused on assisted hygiene, scheduling, workflows and partnership between doctors and hygienists.

"Our hygienists are incredible," Dr. Lervick said. "Their knowledge and skills have grown, and that has been a huge boom for our practice."

Today, Dr. Lervick's practice is not only growing, it is expanding. The team has strengthened workflows, retrained together, leaned into new systems and embraced the support available through Heartland Dental. The office is also building out an additional operatory to help support continued growth and patient access.

"We have great Operations partners and support from Heartland Dental. We have taken an office that people may not have thought could work and made it successful."

Katie Lervick, DDS

That growth has also helped strengthen the patient experience. As the team has become more aligned and confident, patients have responded. Dr. Lervick said the office is receiving more referrals from patients, helping the practice continue to grow organically.

For her, that is one of the clearest signs that the team's energy is being felt.

"My team has been together for eight years, so we really are a family," she said. "I think patients feel that energy. They know we love what we do."

Embracing Technology to Elevate Care

Technology has also played a major role in helping Dr. Lervick improve efficiency, expand her skills and enhance the patient experience.

One area where she has seen a meaningful impact is removable dentistry. Before affiliation, removable cases often required multiple appointments and came with high lab fees, making it challenging to deliver care efficiently.

Through access to Heartland Dental's continuing education resources, non-clinical administrative support and technology, Dr. Lervick found new ways to approach that care.

"I took every class I could and really pushed myself," she said. "I embraced the technology, and it has helped our office grow. Patients are happy, and the care is great."

Those efforts have not only improved care in her own practice, they have also opened new leadership opportunities. Dr. Lervick now serves as a regional mentor for removable dentistry, helping other doctors continue growing in that area.

"I have been able to push myself," she said. "That has been one of the most rewarding parts of this journey."

The team has also embraced innovations such as Curodont™ and PerioStöm. Dr. Lervick said her hygienists have done an excellent job learning about these solutions and helping patients understand how they support care.

"When patients can see and understand what we are recommending, they are receptive," she said. "Our hygienists are educated, confident and able to communicate that value."

Never Practicing Alone

Beyond systems, metrics and technology, one of the most meaningful parts of affiliation for Dr. Lervick has been the connection to a larger network of supported doctors.

As a Heartland Dental supported Doctor, she has access to other supported doctors, mentors, continuing education and clinical resources that help her continue learning and leading.



Dr. Lervick and team

"You are never alone," Dr. Lervick said. "The support from the entire network of doctors has been incredible."

That support has helped her grow not only as a clinician, but also as a leader. It has also helped her to focus on maintaining balance with her family while continuing to find joy in her profession.

"I have had such a positive experience," she said. "My skills as a leader and dentist have improved, and I have been able to have a great balance with my family."

For Dr. Lervick, affiliation with Heartland Dental and a supported practice has not changed the heart of the practice. Instead, it has given her and her team more tools, support and confidence to serve patients well.



Dr. Lervick and team during a Free Dentistry Day

Staying Rooted in Community

Even as the practice has grown, its purpose has remained the same.

Dr. Lervick and her team continue to serve many patients covered by state-funded plans, while also expanding access to patients with a broader mix of coverage. Their focus remains on meeting the needs of the community and providing care in an environment where patients feel welcomed and supported.

For Dr. Lervick, affiliation with Heartland Dental and a supported practice has not changed the heart of the practice. Instead, it has given her and her team more tools, support and confidence to serve patients well.

"We have been able to put more of our energy into patient care because of the support we get from Heartland Dental," she said.

A New Chapter, Led With Joy

When Dr. Lervick reflects on the journey, she sees a practice that has grown in almost every way. The team is stronger. The systems are more efficient. The technology is more advanced. Patient care has improved. And the office is positioned for continued growth.

But perhaps the most important part of the story is that Dr. Lervick still loves what she does.

Affiliation has helped her continue practicing dentistry in a way that supports her patients, her team, her family and her own professional growth.

"I have had such a positive experience," Dr. Lervick said. "It has allowed me to continue to love dentistry and support my team and patients very well."

Her advice to another doctor considering affiliating with Heartland Dental and a supported practice as their next chapter is simple: embrace the support, lean into the resources and stay connected to the purpose behind the work.

For Dr. Lervick, that purpose is clear.

"Part of my success has been that I have been able to lead with joy," she said. 

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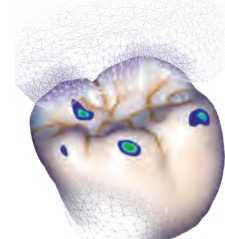
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Reclaiming Time for What Matters Most: How Heartland Dental systems help supported doctors focus on patients, teams and purpose

In a busy dental office, time is one of the most valuable resources a doctor has.

Patients need care. Team members need guidance. Treatment plans need thoughtful conversations. Schedules shift, questions come up and unexpected needs can quickly change the direction of the day.

The challenge is not simply managing a full schedule. It is making sure a doctor's time, energy and focus are spent where they can make the greatest impact.

To better understand how Heartland Dental's support model can help doctors focus on reclaiming their time, we spoke with three supported doctors: Joseph Parr, DMD, of Narcoossee Dental Care; Ivan Negron, DMD, of Front Street Family Dentistry; and Jeffrey Niedziela, DDS, of Dental Care of Pewaukee.

Together, their stories show how strong systems, trusted collaborations, technology and operational support can help doctors spend more time focused on the heart of dentistry and caring for patients.

Less Administrative Weight, More Clinical Focus

Dr. Parr shared that Heartland Dental's support has helped remove many of the administrative pressures that can pull doctors away from patients.

"First things first, it allows me to focus more on the patient than anything else," Dr. Parr

said. "The non-clinical administrative work with insurance, AR and those types of responsibilities has been mitigated because of Heartland Dental's support model and teams. Because of that, I can do more dentistry instead of having headaches over admin."

That support helps reduce what Dr. Parr

described as decision fatigue, the mental drain that can come from juggling too many non-clinical responsibilities. Instead of spending energy on administrative challenges, he can put more of that focus into diagnosing, educating and treating patients.

Dr. Negron has experienced a similar



Jeffrey S. Niedziela, DDS



Joseph Parr, DMD



Ivan R. Negron, DMD

“Everyone is involved in patient care. Everyone is accountable, and the office succeeds together. That changes the culture of the practice for the better.”

Dr. Niedziela

benefit during his 20 years as a Heartland Dental supported Doctor.

“From the admin side, it’s a no-brainer,” Dr. Negron explained. “Having support from the PMO and RMO, and having those relationships, helps the practice run so much better. When you need something, you can get the support or answers to help make it happen. At the end of the day, I can focus more on the clinical instead of the non-clinical administrative headaches.”

Support, Dr. Negron noted, is more than a resource. It is the confidence of knowing who to turn to, having trusted relationships in place and being able to move forward with answers instead of getting stuck in the day-to-day.

Systems That Create Smoother Days

Dr. Niedziela affiliated with Heartland Dental and a supported practice five years ago and has seen how consistent systems can help the day run more efficiently.

One of the biggest changes, he explained, has been the exam process. By using tools and workflows that involve dental assistants and hygienists in patient education before the doctor enters the room, the team has created a more effective and efficient experience.

“Using tools like TPP and having dental assistants and hygienists take time for patient education before I come in has really cut down exam time,” Dr. Niedziela shared. “That doesn’t mean I have more laid-back time. It means I have more information and time to see more patients and support more people in the community.”

He also pointed to access to Heartland Dental’s systems and processes such as the 10 Step Financial process, In-Face Visualization, and new patient onboarding as examples of support that help teams create a more consistent patient experience.

At Narcoossee Dental Care, one of the most impactful systems is also one of the most familiar, the morning huddle. Each day, Dr. Parr’s team reviews the schedule, talks through the daily goal, discusses patients who may need reappointments and aligns on opportunities to help patients receive needed care.

“Having the team on the same page puts a fire underneath everyone to know we have work to do,” Dr. Parr explained. “But we shift the mindset so the goal is not just a money goal. It is about our availability to help our community and patients in need.”

That mindset, Dr. Parr stated, helps the team stay focused on same-day opportunities and the responsibility they have to support patients who may be in pain, anxious or returning to dentistry after many years away.

“The non-clinical administrative work with insurance, AR and those types of responsibilities has been mitigated because of Heartland Dental’s support model and teams. Because of that I can do more dentistry instead of having more headaches over admin.”

Dr. Parr

“From the admin side, it’s a no-brainer. Having support from the PMO and RMO, and having those relationships, helps the practice run so much better. When you need something, you can get the support or answers to help make it happen. At the end of the day, I can focus more on the clinical instead of the non-clinical administrative headaches.”

Dr. Negron

Technology That Helps Patients See the Why

Operational support is only one part of reclaiming time. The right tools and technology can also help supported doctors and teams communicate more clearly, educate patients more effectively and create a more visual patient experience.

Dr. Negron shared that technology such as iTero scanners and Curodont™ has changed the way he approaches care. These tools have helped him move from what he described as “rescue dentistry” to a more comprehensive and preventive approach.

“With scanning and Curodont™, I can be more comprehensive and preventive,” Dr. Negron said. “Patients can see why they need treatment, understand what is happening and be proactive instead of reactive.”

That visual understanding can make a meaningful difference. When patients can see what their doctor sees, treatment

conversations become clearer and more productive. Recommendations are easier to understand. Patients are better able to connect their current oral health with the care they may need next.

Doctors also benefit from that clarity. Less time is spent trying to explain the unseen, and more time can be spent helping patients make informed decisions about their health.

The Power of Collaboration

Systems and tools can create structure, but people bring them to life.

Dr. Parr reflected that the strategic partnership he built with his PMO has been one of the most important parts of growing his office. Together, they aligned the team around a shared vision, mission and goals. That foundation helped the supported office grow from a 10-person practice into a 20-person team.

Dr. Niedziela also emphasized the importance of collaboration and doctor leadership.

“The leadership is the hardest work that you do. The dentistry is easy,” Dr. Niedziela said. “As doctors, we need to be leaders. If we aren’t on board and leading, nothing happens.”

Strong leadership requires communication, accountability and a willingness to teach. Dr. Niedziela meets with his doctors and PMO every Wednesday to connect, plan and make sure the team is aligned. New systems, he explained, only work when team members understand the why behind them.

That alignment can change the team culture of an office.

Dr. Niedziela shared that Heartland Dental’s support systems and processes can help break down barriers between the business team, hygiene team and restorative team. Instead of working in separate lanes, everyone becomes more connected to the patient experience.

“Everyone is involved in patient care,” Dr. Niedziela said. “Everyone is accountable, and the office succeeds together. That

When patients can see what their doctor sees, treatment conversations become clearer and more productive. Recommendations are easier to understand. Patients are better able to connect their current oral health with the care they may need next. Doctors also benefit from that clarity. Less time is spent trying to explain the unseen, and more time can be spent helping patients make informed decisions about their health.

changes the culture of the practice for the better.”

Working Smarter, Not Harder

Doctors who feel overwhelmed by the day-to-day may not need to do more. They may need to lean more fully into the support around them.

“Keep an open mind and be patient,” Dr. Negron encouraged. “As dentists, we can be set in our ways, but you have to stay open so you can keep up with new changes and technologies. The moment you open your mind and let the help and information flow, that is when it feels like you are working smarter rather than harder.”

Dr. Parr emphasized that growth often begins with self-reflection.

“Sometimes the biggest bottleneck is yourself,” Dr. Parr said. “You have to be able to reflect in order to grow.”

Dr. Niedziela encourages doctors to let go of the mindset that a system or solution will not work in their office. Change may feel uncomfortable at first, but staying open, explaining the why and giving the team permission to learn together can create powerful results.

More Time for What Matters

With strong systems, trusted relationships, technology and operational support, Heartland Dental supported doctors are finding more ways to use their time where it matters most. They are leading their teams, helping patients better understand their care and creating office cultures where everyone plays a role in helping patients move forward.



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Growing Hygiene Careers, Strengthening Patient Care

A conversation about bleeding gums. A closer look at early demineralization. A visual that helps a patient understand what is happening in their mouth.

Across Heartland Dental supported practices, supported hygiene providers are continuing to grow through education, collaboration and access to innovative treatment options. For Tiffany Ramnarine, RDH, Elizabeth Sidler, RDH, Lindsey Knudsen, RDH, Sheila Kmiec, RDH, Christina Schroeder, RDH, and Sarika Rambhai, RDH, those opportunities are elevating the care they provide and the impact they can make on long-term oral health.

Meeting Patients Earlier

For many patients, oral health concerns begin with localized inflammation, bleeding, isolated pocketing or early demineralization that signals an opportunity for earlier intervention.

Sidler sees value in having additional tools available.

"PerioStöm has given me another tool to help manage inflammation and bleeding in areas that may not be appropriate for Arestin or for patients who have a doxycycline allergy," Sidler said. "Treatment

at the earliest stage is always the best."

Ramnarine has seen PerioStöm support similar conversations with patients.

"Using PerioStöm has given me another treatment option," Ramnarine said. "It allows me to address the bacterial component of disease while reinforcing the importance of good home care."

For Knudsen, Kmiec, Rambhai and Schroeder, Curodont™ has helped support a more preventive approach for patients with early decay or demineralization.

"Innovations like Curodont™ have shifted my approach from a reactive model of care to being more proactive," Knudsen said. "I love the ability to save as much tooth structure as possible."

Rambhai said Curodont™ has changed the way she approaches caries management by allowing her to focus on early detection, prevention and minimally invasive intervention.

"Rather than presenting findings as problems that require immediate restorative treatment, I am now able to guide conversations in a more positive and proactive direction," Rambhai said.

Kmiec said Curodont™ has allowed her to educate patients about early intervention and the possibility of remineralizing

"PerioStöm has given me another tool to help manage inflammation and bleeding in areas that may not be appropriate for Arestin or for patients who have a doxycycline allergy. Treatment at the earliest stage is always the best."

Elizabeth Sidler, RDH

non-cavitated lesions before restorative treatment is needed.

"It has enhanced my patient education because I can show patients that there are proactive options available," Kmiec said.

Schroeder said Curodont™ has given her another way to support prevention before early decay progresses.

"Curodont has also given us another option for treating early decay before it turns into a filling," Schroeder said. "So I can focus more on prevention and helping patients keep



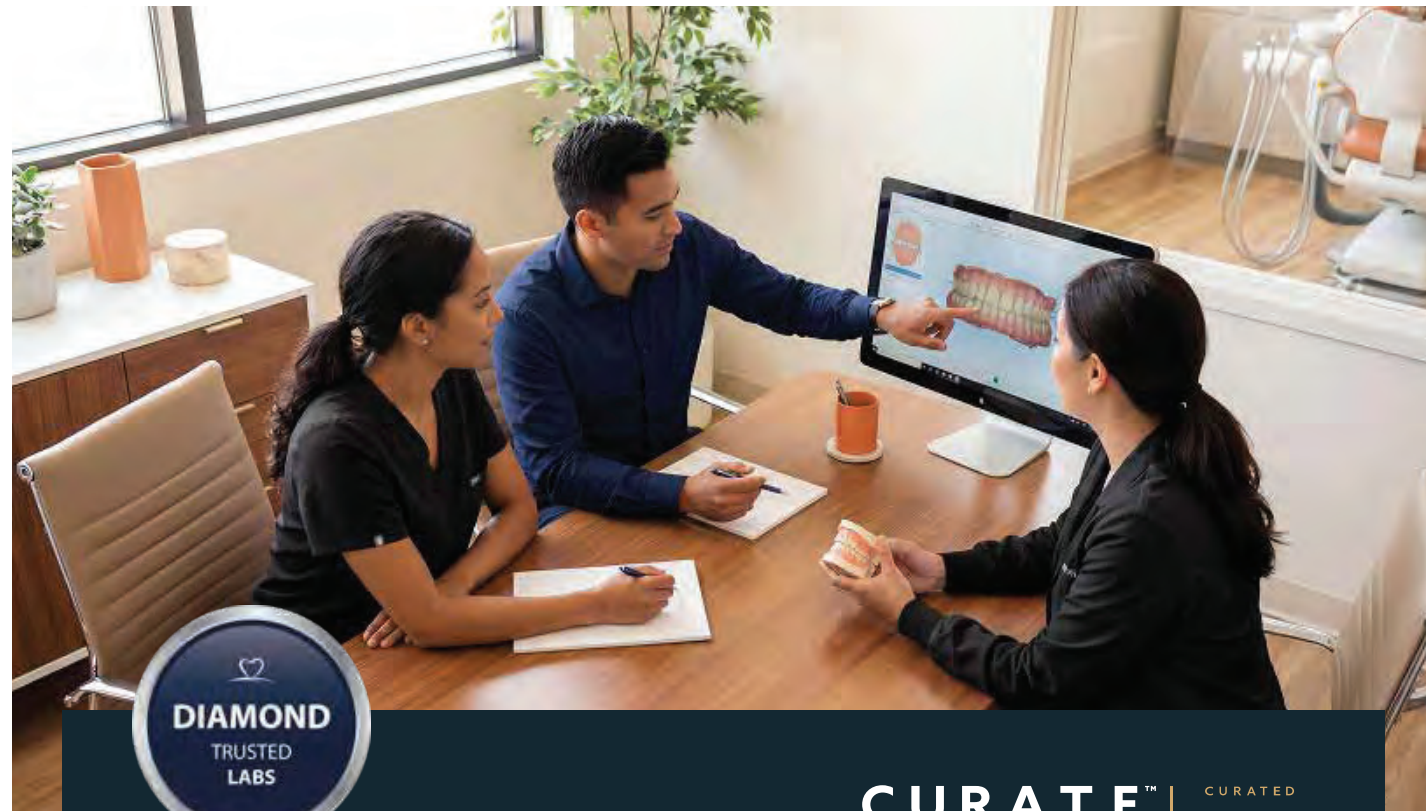
Christina Schroeder, RDH



Sheila Kmiec, RDH



Lindsey Knudsen, RDH



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"Rather than taking
a one-size-fits-all
approach, we can
recommend therapies
based on a patient's
specific findings."

Tiffany Ramnarine, RDH

their natural tooth structure whenever
possible."

Turning Education Into Understanding

For supported hygiene providers, patient
education is not just about explaining
what they see. It is about helping patients
understand why it matters.

Sidler recalled one patient who had
persistent bleeding and inflammation.
The patient did not have deep enough
pocketing to be a strong candidate for
Arestin, but PerioStöm offered another
option.

"Being able to place PerioStöm allowed me
to explain exactly where the inflammation
was occurring and why we were targeting
those sites," Sidler said.

VideaAI and iTero have helped create similar
"see and believe" moments, giving patients
a visual understanding of areas of concern.
For Schroeder, that visual connection has
made patient education easier and more
meaningful.



Sarika Rambhai, RDH

"VideaAI helps show patients exactly what
I'm seeing on their X-rays and breaks it
down in a way that's simple to understand,"
Schroeder said. "Instead of just telling
them they have an area of concern, they
can actually see it, which leads to better
conversations and helps them understand
why treatment is recommended."

Knudsen has seen the same impact.

"Videa has allowed patients to see and
believe what we are telling them," Knudsen
said. "They are able to understand why they
need treatment and why early is better."

For Schroeder, the technology also
helps patients feel more involved in their
own care.

"Instead of just explaining what I see, I can
actually show them," Schroeder said. "They
have a visual right in front of them. This
helps patients understand their oral health
more clearly, ask better questions and feel
involved in their treatment decisions."

For Rambhai, that kind of education was
especially meaningful for a high-carries-risk
teenage patient with a history of asthma,
xerostomia and use of steroid inhalers. The
patient and his mother were emotional,
sharing that despite diligent home care,
cavities had become a frustrating pattern.

After reviewing his findings, Rambhai
introduced early intervention and
explained how certain early lesions could
be addressed in a more conservative way
with options such as Curodont™.

"You could visibly see a sense of relief in
both the patient and his mother as they

"Rather than presenting
findings as problems
that require immediate
restorative treatment, I
am now able to guide
conversations in a more
positive and proactive
direction."

Sarika Rambhai, RDH

"These tools allow me
to practice at the top
of my scope, which is
incredibly empowering
and professionally
fulfilling."

Lindsey Knudsen, RDH

learned there were proactive solutions
available beyond the traditional 'wait until it
gets worse' mindset," Rambhai said.

Kmiec shared a similar experience with a
patient who had an early interproximal
lesion and was concerned about needing
a filling. After explaining Curodont™ as a
minimally invasive option, the patient felt
relieved to know there was an opportunity
to address the issue before it progressed.

"Using VideaAI and explaining the science
behind remineralization helped the patient
understand their condition and become
more engaged in improving their home
care habits," Kmiec said.

Building Clinical Confidence

Innovations like PerioStöm, Curodont™ and
VideaAI are also helping hygienists grow as
clinicians.

"The more tools available, the better we can
tailor care to each patient's needs," Sidler
said. "Being able to offer solutions to all
patients, whatever the condition may be,
makes me feel more empowered."

Ramnarine said access to options like
PerioStöm has helped her move away from
a one-size-fits-all approach.

"Rather than taking a one-size-fits-all
approach, we can recommend therapies
based on a patient's specific findings,"
Ramnarine said.

Schroeder said visual technology
helps strengthen both patient trust
and hygienists' confidence in their
recommendations.

"It gives us more confidence in our
recommendations as hygienists because

“Using VideAI and explaining the science behind remineralization helped the patient understand their condition and become more engaged in improving their home care habits.”

Sheila Kmiec, RDH

we have tools that support what we’re seeing clinically,” Schroeder said. “The patient doesn’t just have to take our word for it. It’s visible and in color.”

Knudsen said incorporating Curodont™, digital diagnostics and perio-focused tools like PerioStöm has increased her confidence and clinical autonomy. It has helped her make evidence-based recommendations, strengthen patient trust and feel more like a clinical partner to the doctor.

“These tools allow me to practice at the top of my scope, which is incredibly empowering and professionally fulfilling,” Knudsen said.

Rambhai said advancements in dentistry have expanded the role of the hygienist beyond traditional maintenance care into a more preventive, diagnostic and treatment-focused approach.

“I feel more empowered knowing that I can actively contribute to improving my patients’ oral health outcomes through early intervention, evidence-based recommendations and patient education,” Rambhai said.

Supported Growth That Benefits Patients

Ramnarine, Sidler, Knudsen, Kmiec, Schroeder and Rambhai each see meaningful opportunities for supported hygiene providers to continue growing as clinicians.

“Staying current with advances in dentistry allows me to provide evidence-based recommendations and participate more actively in treatment planning discussions with the doctor,” Kmiec said. “It has also reinforced the importance of lifelong learning.”

Knudsen said supported hygienists have access to education, collaboration with other hygienists and opportunities to grow into leadership and mentorship roles.

“We have the opportunity to expand our

“Curodont has also given us another option for treating early decay before it turns into a filling. So I can focus more on prevention and helping patients keep their natural tooth structure whenever possible.”

Christina Schroeder, RDH

clinical skillset, take ownership of patient outcomes, and even grow into leadership and mentor roles,” Knudsen said.

With the right tools and support, hygiene providers can identify concerns earlier, educate patients more clearly and recommend care that is tailored to each patient’s needs. Through innovation, education and individualized care, supported hygiene providers are helping show what is possible when clinical growth and patient care move forward together.



Tiffany Ramnarine, RDH, Elizabeth Sidler, RDH and the Hamlin Groves Team

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Growing the Future of Care Through Innovation

In a dental office, time is one of the most valuable resources. It shapes the pace of the day, the patient experience and the ability of doctors and teams to focus on meaningful conversations instead of administrative hurdles.

That is why Heartland Dental's approach to innovation and technology begins with a simple idea: access to the best tools should make the workday easier, not more complicated. They should help supported doctors and office teams access information faster, identify opportunities sooner and spend more time focused on the patients in front of them.

Across Heartland Dental-supported practices, that vision is coming to life through investments in artificial intelligence, digital imaging, clinical dashboards, operational platforms and emerging technologies designed to remove friction from the day. But even as the tools become more advanced, the purpose remains deeply human.

"At Heartland Dental, we view technology as an enhancement to clinical care, not a replacement for clinical expertise," said Timothy Quirt, DDS, MBA, senior vice president of clinical operations at Heartland Dental. "The doctor remains the leader of diagnosis, treatment planning and patient care."

Technology That Supports, Not Replaces

For Heartland Dental, innovation is not about changing who leads care. It is about giving supported doctors and teams better visibility, stronger information and more efficient systems so they can operate at their highest level.

Whether through AI-assisted radiograph review, digital treatment planning resources, clinical performance dashboards or preventive care technologies, Quirt said the goal is to create a stronger foundation for decision-making.

"The technology provides insights, but the doctor brings the clinical judgment, experience and patient relationship that ultimately guide care," Quirt said. "When technology is implemented correctly, it doesn't change who makes the decision, it helps doctors make the best possible decision for each patient."

That distinction is especially important as artificial intelligence becomes a larger part of dentistry. Seth Gibree, DMD, FAGD, senior director of clinical AI and innovation at Heartland Dental, said AI should be

viewed as a findings and support tool, not a decision-maker.

"At its best, AI functions as a second set of eyes," Gibree said.

That second set of eyes can help reduce decision fatigue, provide objective analysis and surface potential areas of concern. Still, Gibree said AI does not replace the human context that defines comprehensive dental care, from understanding a patient's medical history to recognizing anxiety or building trust over time.

"Dentistry is fundamentally a people business, and trust is built through relationships, not algorithms," Gibree said.

Helping Patients See What Doctors See

One of the most powerful benefits of technology is its ability to make care easier for patients to understand.

Tools like VideaAI help supported doctors and hygienists visually identify potential findings on radiographs. And Heartland Dental is rolling out enhancements to Verification of Insurance (VOI) to help teams better understand treatment acceptance opportunities and patient communication trends.

These are just examples of how tools can help make patient conversations more transparent and collaborative.

"What we've found is that technology is most powerful when it improves transparency," Quirt said. "When patients can clearly see what their doctor is seeing and better understand why treatment is being recommended, conversations become more collaborative and trust grows."

Gibree said AI-driven imaging tools are helping turn complex clinical findings into clearer visual storytelling. Instead of relying only on a technical explanation, doctors can use AI overlays to help patients see potential areas of concern on a screen.

"Seeing an objective highlight on the screen shifts the conversation from technical explanations to shared understanding," Gibree said. "It makes it much easier for patients to engage, ask questions and feel confident in their care."

Technology can also help supported practices identify and address concerns earlier. Quirt pointed to innovations like Curodont™, which can create new opportunities for minimally invasive care by

helping teams identify and treat decay earlier.

These advancements can help supported doctors and hygienists have more confident, evidence-based conversations while keeping patients actively involved in decisions about their oral health.

Removing Friction From the Workday

While clinical tools are supporting diagnosis, treatment planning and patient education, digital platforms can help office teams work more efficiently behind the scenes.

For Robert Jerome, Senior Vice President and Chief Digital Officer at Heartland Dental, every technology conversation starts with one question: How does this drive value for the supported doctor and their team?

"If a tool doesn't make a doctor's day easier, help a team work more efficiently or improve the patient experience, it should not move forward, no matter how impressive the technology might be," Jerome said.

That mindset helped guide the development of Heartbeat Engage, Heartland Dental's digital experience platform. Inspired by the vision of Chief Operating Officer DeAnn McClain, Heartbeat Engage was designed as a single, role-based workspace that brings tools, tasks and information into one place.

Before Heartbeat Engage, Business Assistants were navigating more than 30 applications each day. That kind of

complexity can pull attention away from the patient experience and make already busy roles even harder.

To better understand the need, Heartland Dental partnered directly with Business Assistants through design-thinking workshops.

"What we heard was clear. The job is demanding and, in some cases, existing tools were making it harder," Jerome said.

Heartbeat Engage was built to prioritize work, advise rather than simply inform, and simplify rather than add complexity. The platform presents prioritized, data-driven tasks so team members can more quickly understand what needs attention and what action to take.

"When a BA spends less time hunting across systems, they spend more time focused on the patient, and that's always the goal," Jerome said.

Today, Heartbeat Engage is deployed across approximately 1,900 supported offices. The platform has also expanded to Regional Managers of Operations (RMOs) through a mobile-first experience that brings roughly 35 siloed applications into one place they can access from an iPad while visiting offices in the field.

Designed to Scale, Built to Serve

With more than 1,900 supported practices and over 3,000 supported doctors across 39 states, Heartland Dental evaluates technology with both impact and scale in mind.

Jerome said leaders ask practical questions before moving forward. Does the technology fit into the workflow? Can it scale? What measurable impact will it have? Does it preserve clinical autonomy? Can it be piloted, measured and refined before broader rollout?

"We believe in phased approaches: pilot, measure, learn, and then expand," Jerome said. "That discipline protects supported offices from disruption and ensures that when we do roll something out enterprise-wide, we have confidence it works."

Gibree said that same discipline is critical as AI continues to evolve. The biggest opportunity ahead is not simply scaling AI,

but scaling it responsibly.

"At Heartland Dental, our focus is on embedding AI into workflows with purpose, removing friction rather than innovating for the sake of innovation alone," Gibree said.

That means investing in and offering access to tools that improve diagnostic consistency and streamline operations while maintaining strong governance, training and ethical oversight.

A More Proactive Future

Looking ahead, Heartland Dental leaders see technology helping supported offices move from reactive to proactive support.

Jerome said the next chapter is about anticipating what is coming, identifying patterns earlier and helping teams act before a challenge becomes a crisis or an opportunity is missed.

"We're developing a multi-year AI strategy that focuses on both clinical technologies and operational efficiencies," Jerome said. "We are applying AI to identify patterns that humans may not see at scale, signals that help us support doctors earlier, intervene smarter and make informed decisions across nearly 2,000 practices."

For Quirt, the future of innovation is about creating consistency in information, education and support while preserving the individuality of patient care.

"Every patient is unique, and every doctor brings different experiences and strengths to their practice," Quirt said. "Technology should help elevate those strengths, not standardize clinical judgment."

That is the balance at the center of Heartland Dental's innovation business strategy. Smarter systems, stronger insights and simpler workflows, all designed to support the people who make great care possible.

"The future isn't about technology replacing people," Quirt said. "It's about technology helping supported doctors, hygienists and office teams operate at their highest level while strengthening the relationships that remain at the heart of great patient care."



Robert Jerome, Senior Vice President and Chief Digital Officer



Seth Gibree, DMD, FAGD, Senior Director of Clinical AI and Innovation



Timothy Quirt, DDS, MBA, Senior Vice President of Clinical Operations



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In today's evolving healthcare landscape, growth is no longer driven by marketing alone. It's powered by trust, connection, and measurable outcomes. The Orahh Care Dental Community represents a bold step forward in how independently owned and operated dental practices come together to deliver on all three.

More than a campaign, the Orahh Care Dental Community is a national, patient-facing community that connects supported doctors, trusted partners, and patients through a shared commitment to comprehensive care.

It builds on the strength of each individual practice's local reputation while adding scale, credibility, and coordinated activation.

Driving Real Results Today

The Orahh Care Dental Community is already demonstrating meaningful impact as a proven model.

Participating practices are seeing:

- Incremental patient growth driven by community-based activation
- More efficient patient acquisition, with significantly lower marketing costs
- Stronger patient retention, particularly among priority populations

These results reinforce a critical point: The Orahh Care Dental Community is a

At the heart of the Orahh Care Dental Community is a powerful idea, trust can be amplified. Strategic partnerships with nationally recognized brands are creating new pathways for patient engagement.

The Orahh Care Dental Community helps patients find, choose, and stay with the right provider, creating lasting value for both patients and practices.

performance engine that improves both new patient flow and long-term value.

The Power of Trust at Scale

At the heart of the Orahh Care Dental Community is a powerful idea, trust can be amplified. Strategic partnerships with nationally recognized brands are creating new pathways for patient engagement. These partnerships do more than drive visibility. They unlock channels and opportunities that individual practices could not access alone.

These partnerships are already delivering measurable outcomes, reinforcing the concept of a "trust transfer" from well-known brands to participating practices.

Connecting the Full Patient Journey

The success of the Orahh Care Dental Community lies in its ability to connect every stage of the patient journey, from awareness to long-term care.

The model improves:

- Marketing performance through more efficient acquisition
- Access by increasing appointment availability
- Retention by strengthening patient relationships

Ultimately, the Orahh Care Dental Community helps patients find, choose, and stay with the right provider, creating lasting value for both patients and practices.

To learn more about The Orahh Care Dental Community, visit www.orrhcare.com. You can also follow Orahh Care on Facebook at www.facebook.com/OrahhCare and on Instagram at www.instagram.com/orahhcare.



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DENTAL COMMUNITY

Celebrating 5 Years of Stronger Dental Together with American Dental Partners

Heartland Dental and supported practices are proud to celebrate five years since affiliation with American Dental Partners (ADPI), a milestone that reflects our continued commitment to supporting doctors and their teams.

Since 2021, this strategic transaction brought together two leading dental support organizations with a shared mission: Supported doctors retain clinical autonomy while continuing to deliver high-quality, patient-centered care.

Five years later, the impact of the affiliation is best told through the voices of the doctors who have experienced it firsthand. From expanded support and leadership opportunities to retention of clinical autonomy and access to stronger resources for their teams, ADPI doctors who affiliated with Heartland Dental and a supported practice in 2021 reflect on what the past five years have meant for their practices, their patients and their professional growth.

Here's what two supported doctors shared as they reflected on the past five years:

"Over the past five years, my experience as part of the Heartland Dental supported network has been one of the most rewarding chapters of my career.

When I reflect on this journey, the first word that comes to mind is gratitude. Heartland Dental took a leap of faith when bringing ADPI and its supported practices into the Heartland Dental support network family. Looking back, I can confidently say it has been one of the greatest gifts for our team and our patients.

While change is never easy, those who embraced Heartland Dental's support network, culture, systems and commitment to continuous improvement have experienced great opportunities for development and success. Personally, Heartland Dental's support model reignited my passion for learning. It is rare to find an organization so deeply committed to supporting the success of doctors, team members and patients.

For our team, Heartland Dental's support model has provided access to resources, leadership development, training and a culture of accountability that have allowed us to achieve more together than we ever could have independently. The collaborative spirit behind Stronger Dental Together is not simply a slogan. It is something we experience every day.

Most importantly, our patients have benefited tremendously. Through access to clinical education, proven systems, innovative technology and a culture focused on supporting Doctors so they can provide exceptional care, we have been able to improve patient experiences and positively impact oral health outcomes. Every investment Heartland Dental makes in supported doctors and teams ultimately translates into better care for patients.

As I reflect on these past five years, I remain thankful for the leadership, vision and support that have made this journey a success. Thank you for believing in us, investing in us and demonstrating what it means to be truly stronger together."

Jeffrey S. Niedziela, DDS

Dental Care of Pewaukee, ForwardDental, Advanced Dental Specialists and Deerwood Orthodontics

"As I reflect on the past five years of my relationship with Heartland Dental's support model, one of the first words that comes to mind is opportunity. Heartland Dental is full of opportunities, and all of them have one goal in mind: to help you, your team and your practice be successful. That success is not only financial, but also personal and professional.

When I first learned about the acquisition of ADPI by Heartland Dental, I remember feeling uncertainty and anxiety. But there was also an underlying feeling of, 'What if?' What if this really works out the way we are being told? I chose to focus on that thought and make the most of the opportunity.

I knew I would have to get comfortable with being uncomfortable as I learned new systems, processes and people along the way at a Heartland Dental supported practice. Personally, I am grateful for access to the opportunities Heartland Dental's support model has provided to help me become not just a better doctor, but a better leader and a better person. The educational tracks Heartland Dental has developed are second to none.

At the practice level, Heartland Dental's systems and processes work. I have seen how access to the systems and processes Heartland Dental has developed and refined have helped my practice become more profitable and successful. I have also seen team members take advantage of opportunities available to them and become some of the best in the business.

Our patients have benefited through Heartland Dental's Stronger Dental Together support model. Access to the latest technologies and products has given my team confidence to provide the dental care our patients need, deserve and have come to expect. Heartland Dental's commitment to continuous improvement and seeking new ways to support Doctors and their teams so they continue to provide high-quality care is where the organization truly stands out.

As I reflect on the past five years, I am honored and humbled to have been part of it, and I look forward to the new opportunities and challenges ahead."

Ron Henderson, DDS

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WELCOME!

Heartland Dental's Newly Supported Practices

Heartland Dental and its network of supported practices continue to achieve strong growth through its de novo and affiliations programs. Since the last Smiling Magazine in December 2025, Heartland Dental has welcomed 46 new supported practices to its support network, collaborating to open 33 de novos and welcoming 13 affiliations.

Affiliations

ARIZONA E Dental Solutions Vista View Dental Care Vista View Dental Care	NEVADA Discover Smiles Dental
FLORIDA Clear Skies Dental Care Prime Dentistry	NEW YORK Western New York Dental Group East Aurora
MARYLAND McDonogh Dental	TENNESSEE Sophisticated Smiles
MICHIGAN Dexter Dental Studio	TEXAS Soto Dental Partners
MISSOURI Lee's Summit Family & Cosmetic Dental Care	VIRGINIA Whyte Smiles

De Novos

ALABAMA OCR Valley Dental Care	INDIANA Promenade Dental Care Richmond Family Dentistry Smiles for Life
ARIZONA Houghton Family Dental Care	MARYLAND Fairway Village Dental Care
FLORIDA Binks Forest Dental Care Christie Dental at Paddock Park Cypress Bay Dental Care Dental Care at Pineda Commons Dental Care at Race Track Dental Care at Winchester Center Dental Care of Four Corners Lake Toho Dental Care Luna Point Dental Care Marsh View Dental Care Rapallo Dental Care Toledo Blade Dental Care Waterman Dental Care	MINNESOTA Rush Creek Dental Care
GEORGIA Whispering Springs Dental Care	NORTH CAROLINA Woodside View Dental Care
ILLINOIS Green Mount Family Dentistry TFD - Joliet Wooded Acres Dental Care	SOUTH CAROLINA Dental Care on Central
	TENNESSEE Dental Care of Nolo
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