

SUMMER 2025

Smiling

A Heartland Dental Publication

Built to Last:
**Supporting a
Lifetime Career**





Smiling Magazine
Summer 2025

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To be a world-class company
and the leader in dentistry

Mission
To support doctors and their teams as they
deliver the highest quality dental care and
experiences to the communities they serve
while providing exceptional careers and
creating value for our stakeholders.

Article Contributors
Vice President of Communications
Jessica Thompson
Communications Manager
Kelly Kong
Social Media Manager
Rachel Poag

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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 1,800 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 believe the best measure of our impact is what stands the test of time. It's not just about helping supported doctors and hygienists succeed today, it's about supporting them throughout their entire careers, so they can deliver world-class care to patients at every stage of life. We know the path to lasting success isn't just about adapting to what's new. It's about building something strong, enduring, and meaningful, something that's built to last.

Throughout these pages, you'll hear from doctors and leaders who have built careers with purpose and passion. You'll meet Dr. Paul Kwon, who shares how mentorship and continuing education have helped him grow from a new graduate into a confident, thriving clinician. You'll learn how Heartland Dental University helps foster growth at every level, from first-year supported doctors to seasoned professionals. And you'll see how hygienists are developing meaningful, lifelong careers, becoming educators, leaders, and clinical champions along the way.

You'll also find examples of how Heartland Dental's doctor-led support model helps supported doctors to provide continuity in care, even in a rapidly changing world. Whether it's helping to navigate economic challenges, investing in advancements like Curodont and AI, or partnering with institutions like Concorde Career Colleges to shape the next generation of hygiene providers, we remain committed to our mission to support doctors and their teams as they deliver the highest quality dental care and experiences to the communities they serve while providing exceptional careers.

Supporting lifetime careers means offering more than a job. It means creating a community that invests in growth, well-being, and purpose.

I hope you enjoy this edition of *Smiling Magazine* and find inspiration in the stories shared within. Together, we are building something that lasts because our people, and the care they deliver, are worth it.



Pat



Masters & Mentors: Fueling Lifelong Growth & the Journey to Mastery

At Heartland Dental, mastery isn't a final destination—it's an ongoing journey driven by lifelong learning, meaningful mentorship, and a deep commitment to personal and professional growth. In this article, we sat down with Meena Goel, DDS (Avid Dental Lindenhurst), Grace Eichler, DMD (Dental Care of Fairfield), and Ashley Housley, DMD (Dental Care of Spring Hill)—three supported doctors who embody what it means to lead with purpose, learn with curiosity, and uplift others along the way. Through their reflections on continuing education, clinical breakthroughs, and powerful mentorship moments, they show that the journey to mastery is one best shared.

How has your experience with Heartland Dental University (HDU) shaped your growth? Can you share a specific course, event, or conversation that had a lasting impact on your development?

Dr. Goel: Prior to affiliating with Heartland Dental and a supported practice, I knew Heartland Dental offered continuing education—but I didn't realize just how impactful it would be on both my clinical skills and personal development. HDU's Endo Fundamentals was a complete game changer. It streamlined my technique, made the process predictable, and built confidence not just for me, but for my team. Earlier in my career, a failed endo case really shook me. I avoided the procedure until I decided to learn everything I could to master it. This course made that mastery possible.

On a personal level, Bell Leadership was transformative. It helped me understand

my personality, minimize extreme patterns, and improve communication with my family, friends, and team. It even made me a better parent. That course didn't just make me a better leader—it helped shape the person I am today.

Dr. Eichler: Even before affiliating, Heartland Dental's support model stood out to me for its CE commitment. I've now completed over 500 hours through HDU, and the educators are truly top-notch.

“Doctor-led means aligning the team with the doctor's vision and constantly elevating the patient experience.”

Dr. Goel



Dr. Goel



Dr. Grace Eichler

One class that stands out is Endo Elevate. I took it after years of avoiding lower molar endo, and the small group format gave me the confidence to tackle almost any endo case. It's had a huge impact on my office's production and patient satisfaction.

Dr. Housley: When I joined a Heartland Dental supported practice, what drew me in was the educational opportunities. I started with HDU courses, and now I help teach them! The Aesthetic Continuum has been especially influential—it's constantly evolving and has sharpened my skills as a clinician. Later in my career, I started placing implants and was blown away by the support I received. A colleague even came to my office to help with my first case. That kind of camaraderie is what makes Heartland Dental's support network special.

What does being part of a doctor-led culture mean to you and how have mentors reinforced that culture?

Dr. Goel: Doctor-led culture took a bit of time to fully grasp—it almost felt too good to be true. But it's real. After years of owning practices, I expected to lose some decision-making power. Instead, I gained more time to focus on care and innovation. Dr. Tommy Dorsey's teachings on malocclusion have especially influenced my approach with Invisalign. Doctor-led means aligning the team with the doctor's vision and constantly elevating the patient experience.



Dr. Housley and the team at Dental Care of Spring Hill on Halloween!

Dr. Eichler: To me, doctor-led culture means we treat our offices like our own practices. We lead, teach, and grow our teams. That sense of ownership empowers us to make meaningful decisions every day.

Dr. Housley: I believe in leading by example. If we're behind, I'll flip rooms. That sets the tone. Doctor-led is all about the leadership you demonstrate—not just to patients, but to your team. And I've been lucky to build friendships with other doctors I've met through CE. I once had a dental assistant ask if I could help her uncle. I called a doctor friend for advice, followed his guidance, and we gave that patient a brand-new smile. That's what mentorship looks like.



Dr. Housley and her partner at Dental Care of Spring Hill - Dr. Madison Wier

“I love attending CE with doctors at all stages in their careers. It reminds me that everyone here is striving for the same goal: to be better every day.”

Dr. Eichler

The path to mastery never ends. How do you stay inspired to keep learning and how do you share that mindset with others?

Dr. Goel: There's always something new to learn. I joined Heartland Dental's Doctor Mastery Program a year ago, and it's been seamless. Heartland makes it easy to pursue mastery through CE that's both practical and inspiring. I often say my only regret is not affiliating sooner. For newer doctors, the resources here set them up for incredible success.

Dr. Eichler: Mastery is a horizon we keep moving toward. We may never reach it fully—but by always growing, we avoid

“I always walk away from a course having learned something new—even when I'm the one leading it!”

Dr. Housley

stagnation and burnout. I love attending CE with doctors at all stages in their careers. It reminds me that everyone here is striving for the same goal: to be better every day.

Dr. Housley: For me, teaching keeps me inspired. I always walk away from a course having learned something new—even when I'm the one leading it! I also try to make the path smoother for new doctors than it was for me. Their excitement motivates me to keep growing and giving back.

What's one piece of wisdom you received—or now share—that every doctor should hear early in their journey?

Dr. Eichler: As a new grad, you're faced with so many decisions, from how to interact with your team to how to replace a failing restoration. Whenever I'm struggling with a choice, my compass is “do the right thing for the right reason.” No decision or struggle should get in the way of me being able to sleep at night, so I always strive for the right thing, even if it means uncomfortable conversations.

Dr. Housley: Fail forward. You have to push yourself—within reason—and understand that failure is part of growth. Early in my career, root canals were intimidating. But with advanced CE, mentorship, and support, I've gotten better and more confident. You only fail when you stop trying.

Masters. Mentors. Momentum. These doctors prove that when you combine lifelong learning with shared wisdom, anything is possible.



How Mastering Communication Transformed My Practice

By William Bloink, DMD

In dentistry, we often emphasize the importance of technical skills—our ability to prep, diagnose, restore, and treat. And while clinical excellence is non-negotiable, I’ve found that true success—both in patient care and team leadership—comes down to something less discussed but just as critical: communication.

It’s something I remind myself and my team often: 80% of our success comes from our ability to communicate at a high level. In the words of Simon Sinek, “If you don’t understand people, you don’t understand business.” Our profession is rooted in people – our teams, our patients, and our communities. And the better we become at connecting with them, the more effective and fulfilled we’ll be as clinicians and leaders.

One of the most powerful lessons I’ve learned, and one that we explore in depth during our Heartland Dental Communications classes, is this: 90% of human communication is nonverbal. Words matter, but body language, tone, posture, and expression carry the true weight of our message. Becoming a strong communicator isn’t just about what you say, it’s about how you show up.

Below is a short list of nonverbal tools I’ve found especially powerful in both my operatory and my leadership journey. These aren’t magic tricks, but intentional habits that can strengthen connection, build trust, and bring out the best in yourself and those around you.



William Bloink, DMD, Founding Partner of Heartland Dental

1. Own Your Space

Posture is power. Stand or sit with your chest open, shoulders back, and feet firmly planted. When you take up space confidently, you signal presence and assurance—without ever speaking a word.

2. Use the Power of Eye Contact

Eye contact is a human superpower. Make it when you speak. Hold it when you listen. Too much feels intense; too little feels disengaged. Find the balance and you’ll convey confidence and authenticity.

3. Walk Like You’re the Expert

Your walk says a lot about your self-image. Slow down. Walk with purpose. Avoid rushing or shuffling. A steady, intentional pace speaks volumes about your leadership and self-belief.

4. Let Your Hands Talk—Deliberately

Hands reveal what’s going on internally. Avoid fidgeting or hiding them. Instead, use intentional, open gestures when you speak. Visible, controlled hand movements help emphasize your points and build trust.

5. The Confident Lean

When you lean in slightly, you signal curiosity and engagement. Leaning back shows composure and confidence. Mastering both gives you a powerful range of nonverbal presence during conversations with patients and team members.

6. Relax Your Face

Tension can cloud your message. Soften your brow. Unclench your jaw. A relaxed face communicates calm, control, and presence. It can ease anxiety—especially for patients in the chair.

7. Mirror with Intention

Mirroring posture or gestures creates connection. Done subtly and intentionally, it fosters rapport. Just be careful not to overdo it—mirroring is a communication tool, not a mimic act.

8. Master the Alpha Nod

A single, slow nod during a conversation shows that you’re listening and processing—without over agreeing. It’s a subtle but powerful gesture that promotes trust and signals emotional intelligence.

9. Pause with Power

Don’t rush. Take a breath before responding, reacting, or moving. Pausing signals that you’re thoughtful, composed, and in control—even amid stress or fast-paced environments.

These habits may seem small, but they’ve made a lasting impact on how I lead, how I listen, and how I serve. They’ve helped me build stronger connections with my team, earn deeper trust from my patients, and grow into the kind of doctor I strive to be every day.

Because at the end of the day, our work has more to do with people than it does with teeth.

“90% of human communication is nonverbal. Words matter, but body language, tone, posture, and expression carry the true weight of our message.”

Dr. Bill Bloink

HELP US GROW OUR FUTURE BY REFERRING GREAT PRACTICES

New doctor affiliations are a key growth lever for the company, and you are key to that success as internal referrals are the best way in which to grow the number of affiliated practices.

WHY WOULD A DOCTOR WANT TO AFFILIATE WITH US?

As a Heartland Dental supported doctor and team member, you’re a part of the largest and most experienced Dental Support Organization in the country. Supported doctors can count on true clinical independence and world-class administrative support that will help them be the best clinicians they can be.

- Leading valuations
- World-class support
- Long-term wealth building
- Largest network of supported doctors

Every successful referral earns a **\$10K CASH BONUS** (there’s no limit).



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Know a doctor who would be a great addition to our team? **Refer them!**
Not currently supported by HD and want to make a referral?
Email referrals@heartland.com
Scan the QR code for more details!



Affiliations Referrals
Rewards that pay dividends.

Breaking New Ground: How the Heartland-Concorde Partnership Is Shaping the Future of Dental Education

In the spring of 2025, Heartland Dental and Concorde Career Colleges, the healthcare division of Universal Technical Institute, Inc, broke ground on a first-of-its-kind co-branded campus in Fort Myers, Florida—marking a major milestone in the effort to support the next generation of dental professionals. This new campus represents a bold step forward in addressing one of the most pressing challenges in dentistry today: the growing demand for skilled hygienists and dental assistants.

Set to officially open in the Fall of 2025, the Fort Myers campus will train up to 190 dental hygienists and dental assistants annually, using Concorde's proven curriculum, faculty, and student support systems. Heartland Dental is funding the construction, including equipment, initial clinical supplies, and scholarships to help reduce financial barriers for students.

"We recognize the urgent need for skilled hygienists and dental assistants in the communities we serve," **said Dr. Rick Workman, Founder and Executive Chairman of Heartland Dental.** "The opportunity to establish this co-branded

campus with Concorde is a remarkable step toward addressing that need. With their deep expertise, strong curriculum, and proven track record in training healthcare professionals, we knew Concorde was the ideal partner for this venture."

This initiative comes at a critical time. According to the U.S. Bureau of Labor Statistics, employment for dental hygienists and assistants is projected to grow by 9% and 8%, respectively, between 2023 and 2033—faster than the national average for all occupations. In high-growth areas like Lee County, Florida, which includes Fort Myers, the demand is even higher, with a

14% projected job growth for both roles between 2024 and 2032.

"Expanding dental hygiene and assisting programs is crucial, particularly in states with positive net migration," **noted Tyler Micenheimer, Senior Vice President of Workforce Planning and Talent Acquisition at Heartland Dental.**

"Despite strong demand for services, the supply of hygienists and dental assistants per population has declined over the past five years. This gap is exacerbated by ongoing population growth trends, especially in places like Florida."



The numbers tell the story: In 2023, there were 14,876 hygienists compared to 11,432 dentists in the U.S., resulting in a 1.3-to-1 hygienist-to-dentist ratio. In Florida, that ratio has been trending downward since 2019, highlighting the urgency of creating new training pathways to strengthen the talent pipeline.

"This partnership with Heartland Dental will increase jobs for area residents, improve access to quality dental care, and positively contribute to the overall wellbeing of the community. That is exactly the kind of impact we strive for—one that brings students, employers, and communities together," **said Todd Hitchcock, Chief Operating Officer, Universal Technical Institute, Inc.**

The Fort Myers project builds on an already strong foundation between Heartland Dental and Concorde. Over the past several years, the two organizations have collaborated on initiatives including student scholarships, on-campus hygiene labs, and annual graduate pinning ceremonies.

Heartland has also been a key sponsor of Concorde's Children's Dental Health Month, a nationwide event providing free dental care to children in need.

"The results of our partnership with Concorde Career Colleges have been very positive," **said Travis Franklin, Chief Financial Officer at Heartland Dental.**

"We are seeing wonderful collaboration between the Concorde and Heartland Dental teams, which has set the stage for an exciting new school."


"We're grateful for Heartland Dental's longstanding investment in our programs and students—and excited for what the future holds as we embark on this next phase of our groundbreaking partnership," **said Kevin Prehn, President of Concorde Career Colleges.**

The Fort Myers campus will not only serve as an educational hub but also as a symbol of how innovation and collaboration can create sustainable solutions to workforce shortages. By blending Heartland's

operational and clinical insights with Concorde's academic excellence, this partnership is empowering future clinicians to enter the workforce with confidence and purpose.

"This campus represents more than just a new building," **added Micenheimer.** "It's a long-term investment in people, communities, and the future of dentistry."

As Heartland Dental continues to grow and support offices across the country, initiatives like this ensure that care teams have access to the talent they need and that students have access to a career path that's rewarding, impactful, and in high demand.

The Fort Myers campus is a testament to what's possible when two mission-driven organizations come together to make a lasting impact on the profession. Visit concorde.edu/admissions for more information. 



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- Leveraging our buying power
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Building Confidence, Building a Career: A Doctor's Journey with Heartland Dental

By Paul Kwon, DDS – Dental Care of Powell

When I graduated from dental school in 2023, I was full of energy, curiosity and, admittedly, a little uncertainty. Like most new graduates, I was eager to begin serving patients, but I also knew there was a lot I didn't know yet. Stepping into the real world of dentistry is exciting, but it's also daunting. You're suddenly not just responsible for clinical outcomes, but for leadership, operations, and long-term patient relationships. I wanted to build a strong foundation and do right by my patients, but I wasn't entirely sure where to start.

Joining a Heartland Dental supported practice in July of that year changed everything for me.

Now, just two years later, I've seen how quickly growth can happen when you're surrounded by the right people and supported by the right systems. This past year, I was honored to be recognized as part of Heartland Dental's President's Club—a milestone I never imagined achieving so early in my career. But to me, that recognition isn't about personal achievement. It's a reflection of the many people, resources, and systems that have guided and empowered me every step of the way.

Heartland Dental provided me with more than just a job. It gave me a framework—something solid to build on. Heartland Dental's systems provide structure, proven strategies, and operational support that take a lot of the guesswork out of practice management. As a new dentist, that allowed me to focus on what mattered most: delivering quality care and growing my confidence with every patient interaction.

One of the most impactful parts of my journey has been Heartland's continuing education programs with Heartland Dental University. I've made it a personal goal to take something from every course I attend and bring it back into my daily practice. Whether it's learning a new clinical technique or improving the way I communicate with patients, these small refinements add up. They compound over time, not just in terms of skill, but in how I carry myself and lead others.

The mentorship and community have also played a huge role in my development. I've reached out to other Heartland supported doctors more times than I can count—asking questions, seeking advice, or just talking through a tough case. Every time, I've been met with openness and encouragement. That spirit of collaboration and generosity is something I've come to value deeply. It's helped me feel connected, even during the most challenging moments.

"Today, I feel more confident in my abilities, more connected to my purpose, and more excited about what lies ahead. And I'm just getting started."



Paul Kwon, DDS

And then there's my team, the people I work with every single day. I'm incredibly lucky to have a Practice Manager of Operations team member like Shelby Anderson and a team that truly believes in our shared mission. They show up with heart, hustle, and a deep commitment to our patients and one another. Their support has been one of the biggest drivers of my success. Together, we've built a culture that I'm proud to be a part of and that culture is what gives me the confidence to keep striving for more.

Looking back, I'm overwhelmed with gratitude, for the people who have mentored me, the training that's shaped me, and the opportunity to grow in an environment that genuinely invests in its doctors. I didn't know exactly what to expect when I started this journey, but I found more than I imagined: a career path filled with learning, purpose, and a team that makes each day more rewarding.

My story isn't just about one dentist's progress, it's about what's possible when a newly graduated doctor is placed in the right environment. One where education, mentorship, and patient care go hand in hand. One where you're encouraged to grow into your full potential—and supported every step of the way.

I joined Heartland Dental with the hope of becoming the best dentist I could be. Today, I feel more confident in my abilities, more connected to my purpose, and more excited about what lies ahead. And I'm just getting started.



THE FUTURE IS FLEXIBLE

WHY HIRE TEMPS WHEN YOU CAN FLEX?

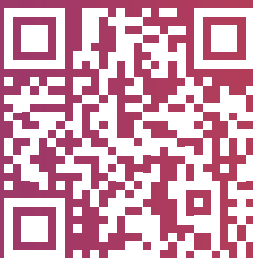
HDflex gives Heartland Dental supported practices access to **highly skilled hygienists and dental assistants.**

Whether you need short-term coverage or extra support during busy periods, HDflex helps keep your **schedule full**, your **team supported**, and your **patients cared for**—without missing a beat.



Dr. Jean Russell
Heartland Dental
Supported Doctor

David Torres
Heartland Dental
Supported Hygienist



READY TO FLEX?

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about posting shifts
and learn more at
jobs.heartland.com/flex

Weathering the Winds: How Heartland Dental Helps Supported Offices Stay Steady in a Shifting Market

Across the dental industry, practices are feeling the strain of global headwinds. From rising inflation and supply chain disruptions to shifting consumer behaviors and international tariffs, the external environment is challenging. But Heartland Dental's support model and the Company's trusted partnerships are key to navigating these conditions without sacrificing quality or consistency.

By leaning into long-term relationships with strategic partners like Leixir Dental Laboratory Group, DDS Lab, and Align Technology, Heartland Dental ensures that supported doctors and teams are equipped with the tools, resources, and technologies they need—no matter how the external environment evolves.

Alignment Starts with Shared Values

"Our partnership with Heartland Dental is unique because it's truly collaborative, rooted in mutual trust, and aligned around a shared mission," says John Krier, CEO of Leixir Dental Laboratory Group. "We're not just a dental lab provider—we're a strategic partner focused in making dental care more effective and efficient for Heartland supported doctors and their teams."

That alignment goes beyond access to supplies and lab services. Together, Leixir Dental Laboratory Group and Heartland Dental have co-developed hands-on training programs, piloted digital workflows, and built feedback loops that make dentistry more scalable and patient focused. "It's all designed to improve outcomes and create value at every level of care," Krier adds. "Our organizations share a commitment to clinical excellence and innovation. Together, we empower clinicians and lab technicians

alike. This alignment—built on trust and accountability—makes dentistry more predictable, scalable, and patient-centered."

Chuck DiNardo, CEO of DDS Lab, shares, "Heartland Dental treats vendors as strategic partners, not just suppliers. They give us visibility into real-time needs, which lets us reduce turnaround times, control costs, and drive efficiency." He explains, "Their long-term mindset allows us to innovate and protect patient care from disruption—even when the market is volatile."

DiNardo continues, "Heartland's ethos starts at the chairside. They stay close to the challenges doctors face and co-create lasting solutions."

Frank Quinn, EVP and Managing Director, Americas at Align Technology, echoes the same sentiment. "Our decade-long partnership with Heartland Dental is grounded in a shared commitment to

support Heartland member doctors and enable them to deliver high-quality outcomes to their patients."

For Align, that means integrating innovations that elevate care and drive efficiency. "We iterate on initiatives that directly impact Heartland supported doctors, to enhance practice workflow and improve practice productivity and patient care through the Align™ Digital Platform," Quinn continues. "This integrated suite of unique, proprietary technologies and services helps us offer an end to end experience and workflow that is seamless for providers."

This kind of depth is what sets the partnership apart. "Align shares insights on how Invisalign® treatment and iTero™ scanning can help drive case conversion and clinical efficiency," says Quinn. "And in return, Heartland provides candid feedback on what's working and what needs to

evolve. That mutual accountability allows us to co-create solutions that are both impactful and scalable."

"Strategic partnerships between Heartland Dental and our supply base—allow us to co-design innovations instead of just reacting to disruptions," shares Brandon Belford, Vice President of Strategic Sourcing at Heartland Dental. "By embedding clinical insights from thousands of Heartland supported doctors into our supply chain strategy, we shape solutions that enhance workflows and bolster stability. This ensures our supported teams can keep delivering exceptional care, regardless of market pressures."

Creating Value Through Innovation and Partnership

Heartland Dental's Strategic Sourcing team takes a proactive and collaborative approach to supply chain strategy, one that begins by listening to doctors' needs and focuses on creating long-term value through innovation and operational efficiency.

"Our Clinical Council, led by Dr. Anna Singh, works hand-in-hand with Strategic Sourcing to optimize our Diamond Trusted network," Belford continues. "We start by understanding what our doctors need at the chair and then work with our partners to co-create solutions—like our digital denture workflow—that reduce chair time, eliminate analog steps, and improve the patient experience."

Heartland's scale plays a key role in making those innovations sustainable.

"We work with our supplier partners to ensure product availability, streamline logistics, and negotiate competitive pricing, particularly on high-volume items," says Mark Greenstein, Chief Growth Officer at Heartland Dental. "That allows us to stock appropriately and minimize disruptions, while also unlocking efficiency and cost savings that benefit both doctors and patients."

Recent collaborations with lab partners Leixir Dental Laboratory Group and DDS Lab have helped pioneer a fully digital denture workflow—reducing patient visits, minimizing shipping delays, and shifting production back to domestic labs to help mitigate tariff risks and improve turnaround times.

"It's not just about solving today's problems," says Rushangi Impola, Director of Strategic Sourcing at Heartland Dental. "It's about embedding innovation into every layer of our clinical and operational processes—so supported doctors can deliver world-class care without interruption."

Partnerships Built to Withstand Market Shifts

From expanding 3D printing capabilities to digitizing removable workflows and supporting continuing education, Heartland Dental's partnerships are built for long-term impact—designed to thrive in a dynamic market.


"Our partnership with Heartland Dental stands out because it's rooted in values and built for the long haul," says DiNardo. "They don't view vendors as interchangeable—

they invest in true collaboration. That's critical in times of economic pressure. With aligned goals, real-time visibility, and open communication, we can drive internal efficiencies that keep pricing stable and shield patients from rising costs. It's not just about holding the line—it's about protecting patient care from disruption."

"Integrity and accountability are also core to our collaboration," says Quinn. "At Align, we take ownership of our actions and strive to do the right thing—values we see mirrored in Heartland's approach. That shared culture of trust allows us to move quickly and confidently toward our common goals."

Krier echoes that sentiment: "When we talk about shared goals, we're talking about growth, efficiency, and trust. Together, we're not just weathering the storm, we're building a better way forward. Through open communication, joint planning, and a strong focus on innovation, we're able to anticipate needs, stay ahead of supply chain challenges, and ensure reliable access to essential products and services. Whether it's supporting digital transformation, providing customized training, or responding quickly to field feedback, everything we do together is designed to improve outcomes and create value at every level of care because of our collaboration."

Resilient Together

In an uncertain environment, consistency matters. And Heartland Dental's commitment to trusted partnerships ensures that its supported doctors and teams can stay focused on what matters most: delivering exceptional patient care. 



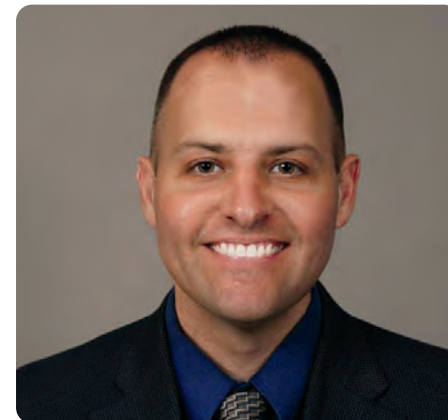
John Krier, CEO of Leixir Dental Laboratory Group



Chuck DiNardo, CEO of DDS Lab



Frank Quinn, EVP and Managing Director, Americas at Align Technology



Brandon Belford, Vice President of Strategic Sourcing at Heartland Dental



Mark Greenstein, Chief Growth Officer at Heartland Dental



Rushangi Impola, Director of Strategic Sourcing at Heartland Dental

Clinical Careers That Grow with You: Hygiene Leadership in Action

Mentorship is an integral part of Heartland Dental's culture and support model. It helps guide career growth, enhance clinical skills, build confidence, and foster continuous learning. Judy Laboy Ortiz, CRDH and Kristin Salisbury, DH, BSDH, both Regional Hygiene Mentors of Operations share the valuable insights they have gained while growing their careers at Heartland Dental supported practices from clinician to educator and mentor.

How has your clinical career grown since joining Heartland Dental?

Judy Laboy Ortiz: I began my journey with Heartland Dental 10 years ago, right out of hygiene school. Early on, I expressed my desire to grow, and that openness led to being partnered with incredible mentors who guided me every step of the way. Over the years, I have advanced to Regional Hygiene Mentor. Each step of my growth has been made possible through mentorship and a culture that believes in developing talent beyond the operator.

Kristin Salisbury: There is a high focus on personal development and mentorship with all job roles, including hygiene. As a Hygiene Mentor for my region, I am able to empower other hygienists to become better clinical providers and expand their leadership beyond the chair.

What does it mean to you to build a lifelong career in hygiene, and how has Heartland Dental supported your journey?

Judy Laboy Ortiz: As a mother of three (8, 6, and 1) building a lifelong career in hygiene means finding harmony between the work I love and the family I cherish. With Heartland, I've never missed a moment in my children's lives while also maintaining a fulfilling, full-time career.

Kristin Salisbury: A lifelong career in hygiene involves both mental and physical health. With Heartland's focus on schedules and a mix of services - I never do the same procedure over and over. We also have doctor/hygiene synergy meetings which promote great partnerships and eliminate conflict.

What advice would you give to a new hygienist who wants to grow their skills and make a long-term impact?

Judy Laboy Ortiz: Give yourself grace and know that growth takes time. Be open with your team about your desire to learn and develop. Stay open to feedback, stay curious, and don't be afraid of change. Every step forward starts with being honest about where you are and where you want to go.

Kristin Salisbury: I am finding a lot of our new hires in the region take feedback as a negative - so I started discussing feedback on one of our new hire calls - and how it can grow you as a hygienist. Sometimes our perception is different than reality, and feedback from mentors and leaders helps us elevate our career.

What advice would you share with a hygienist who is about to graduate or considering joining a DSO?

Judy Laboy Ortiz: There's no better place to start than Heartland Dental. I was able to focus solely on hygiene, learn from experienced peers, and grow my



Kristin Salisbury, DH, BSDH

"Heartland Dental culture stands out with the education they provide, promotion of doctor-led, hygiene-driven mentality. Repetition with fundamental systems allows us to be efficient with our roles as hygienists through the changes that dentistry has brought us over the years"

Kristin Salisbury



Jody LaBoy Ortiz, CRDH

confidence. It felt like an extension of school but with real-world impact—and that's when I truly started to love my career.

Kristin Salisbury: I recommend starting with a DSO. Having access to legal and compliance support, as well as a Practice Manager, HR, benefits, and mentors, is crucial for choosing your long-term career office. Also, working for a DSO helps continue growth in the clinical areas of our profession is important.

What differentiates Heartland Dental's culture and how has it enhanced your work experience?

Judy Laboy Ortiz: Heartland fosters a culture of connection, education, and shared growth. I can confidently say the mentorship and belief others have shown in me has shaped who I am today—a strong, purpose-driven businesswoman, leader, and proud mother of three.

Kristin Salisbury: Heartland Dental culture stands out with the education they provide, promotion of doctor-led, hygiene-driven

mentality. Repetition with fundamental systems allows us to be efficient with our roles as hygienists through the changes that dentistry has brought us over the years.

Judy Laboy Ortiz and Kristin Salisbury's experiences demonstrate the influence of mentorship, growth opportunities, and supportive environments in shaping rewarding dental hygiene careers. Heartland Dental has enabled hygienists to develop as clinicians, educators, mentors, and leaders.



Learn more about a career in hygiene at a Heartland Dental supported practice here!



"There's no better place to start than Heartland Dental. I was able to focus solely on hygiene, learn from experienced peers, and grow my confidence. It felt like an extension of school but with real-world impact—and that's when I truly started to love my career."

Judy Laboy Ortiz

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HeartlandDentalFoundation.org

"We had a house fire that took everything we owned... The Heartland Foundation is amazing. Thank you so much. I donate to the Heartland Foundation every pay check. I never thought I would be the one to need their help. I am so thankful for it."

Sheila Smith

"This grant helped me support my family and keep my house, and was a huge help to me and my family during a terrible time. It is a wonderful foundation that may be a small donation to some, but a huge help to those in a time of economic hardship!"

Danielle Flemming

"I cannot begin to put into words how much this means to us knowing the company stepped up in the time of need and really blessed us... I cannot begin to thank you all enough. Not just the company, but the employees, the management, and the outpouring of support that has come in for us."

Rachel Goulette Simmons

Healing the Healers: A Blueprint for Wellness in Dentistry

By Sarah Jockin, DDS, DABOI, Board-Certified Oral Implantologist, Director of Wellness, Heartland Dental

As dentists, we're trained to care deeply for others—to show up each day ready to help patients, lead our teams, and deliver exceptional clinical outcomes. But what we don't always talk about is how that same dedication can take a toll on our bodies, minds, and long-term health.

Before stepping into my role as Director of Wellness at Heartland Dental, I was on the brink of leaving clinical practice due to severe musculoskeletal (MSK) pain. I had tried everything—physical therapy, acupuncture, massage. Each provided temporary relief, but nothing lasted. My body was exhausted. The idea of working another decade in dentistry felt impossible.

Understanding Musculoskeletal Risk in Dentistry

MSK disorders are among the most common reasons dentists and hygienists leave the profession early. Our work is physically demanding—we spend long hours in awkward postures, repeating fine motor movements with our hands, arms, and necks. Over time, this leads to chronic pain, fatigue, and even permanent damage.

Dentists are especially prone to back, wrist, and shoulder issues. For many, the pain becomes an unspoken part of the job.

But it doesn't have to be that way.

At Heartland Dental, we're actively addressing MSK health through education, awareness, and access to care. One of the most impactful resources has been the virtual MSK program offered through HealthJoy. It's free for anyone enrolled in a Heartland-sponsored health insurance plan—and it changed everything for me.

Wellness Beyond the Operatory

Wellness isn't just about physical pain, it's emotional and mental, too. In a profession where burnout is real and common, we have to take care of ourselves holistically.

A 2021 ADA survey revealed that the percentage of dentists diagnosed with anxiety has more than tripled over the past

20 years. That doesn't surprise me. Our role is complex. We juggle clinical decisions, team leadership, patient emotions, and business operations. It's a lot. And if we don't slow down to check in with ourselves, it adds up fast.

To help with this, Heartland Dental partnered with the Mayo Clinic to validate the Dental Well-Being Index—a tool that allows supported doctors and team members to assess their mental wellness in just a few minutes. The results are private and provide personalized resources, benchmarking, and the ability to track progress over time. It's quick, easy, and eye-opening—and available to any dentist.

“Dentists are especially prone to back, wrist, and shoulder issues. For many, the pain becomes an unspoken part of the job.”



Sarah Jockin, DDS, DABOI

Creating a Culture of Wellness

As Director of Wellness, my goal is to improve quality of life, not just for our supported doctors, but for their teams and patients, too. We do this by providing practical tools and promoting a culture that values balance, one of Heartland Dental's core values.

I often share tips with teams, and the most powerful ones are also the simplest:

Start small. Take five minutes each morning for mindfulness. It can reset your energy for the day.

Keep a daily wellness log. Jot down one thing you've done for yourself each day, even if it's just stretching between patients.

Lead by example. When doctors talk openly about their wellness routines, it gives their teams permission to do the same.

Wellness isn't something extra. It's foundational. And it's not just about helping individuals feel better. It strengthens team dynamics, improves patient interactions, and builds a healthier culture.

Wellness Is Not a Luxury—It's a Necessity

I got involved in this work because I reached a breaking point. That experience has fueled my passion to help others avoid the same.

To every doctor, hygienist, or team member pushing through pain or stress: You don't have to. The support exists. And the first step is simply acknowledging that your well-being matters.

When we take care of ourselves, we're able to take even better care of everyone else.



Smarter Dentistry Starts Here

Support every diagnosis.

Strengthen every conversation.

“

Having VideaHealth in the office brings so much clarity when showing radiographs... It helps connect verbal information with a visual representation.

-Dr. Shah

”



Trusted by 50,000+ clinicians
VideaHealth is the most widely adopted dental AI



AI and Curodont™: Revolutionizing Preventive Dentistry

Heartland Dental supported practices are transforming preventive dentistry through early intervention and innovative technologies like VideaHealth's AI platform and Curodont™. These advancements empower doctors and clinical teams to deliver high-quality healthcare and exceptional patient experiences, revolutionizing diagnostics, treatment, and collaboration across 1,800+ supported practices since 2023.

Smarter Conversations, Healthier Outcomes

AI technology enhances patient communication, turning complex diagnostics into clear visuals. By simplifying explanations, AI ensures clinicians deliver care that patients understand and trust. "AI helps turn technical findings into visual narratives the patients can understand quickly," says Seth Gibree, DMD, FAGD, Senior Director of Clinical AI and Innovation at Heartland Dental. Jennifer Anderson, RDH, BDH, MHA, shares, "The visual aid with AI really helps patients grasp the significance of their dental issues and the proposed treatments."

Marion Govern, CDA, EDDA, CRDH, adds, "Hygienists are jumping at the ability to have stronger educational conversations with the patient while using the AI findings. This really helps the patients understand the reason for treatment or risk factors they may encounter—seeing is believing." These tools foster transparent, educational conversations that build trust and enhance patient outcomes.

Early Detection and Diagnosis with AI ideaAI revolutionizes early caries detection, enabling proactive care. "VideaAI doesn't replace clinical judgment, but it sharpens it—functioning like a second set of eyes that never misses detail," says Dr. Gibree. "AI has added a new layer of consistency and precision to early caries detection. It's like having a second set of trained eyes reviewing every radiograph and highlighting subtle changes I might otherwise miss, especially in incipient lesions. The biggest shift is early detection," emphasized Timothy Quirt, DDS, MBA, and Senior Vice President of Clinical Operations at Heartland Dental.



"The visual aid with AI really helps patients grasp the significance of their dental issues and the proposed treatments."

Jennifer Anderson, RDH, BDH, MHA

and phosphate from saliva to enable targeted remineralization. This non-invasive approach preserves the natural tooth structure and replaces "watchful waiting" with proactive care that improves outcomes and enhances practice efficiency. "Curodont™ has significantly improved my ability to treat early-stage decay non-invasively. It allows us to arrest and re-mineralize incipient lesions for patients without the drill/fill, anesthesia, or restorations like in the past," says Marion. Clinical studies report over 90% success in halting lesion progression. Dr. Quirt, reflects, "Curodont™ has completely changed the conversation for dentists. Instead of

Studies show it reduces false positives, ensuring precision. Marion asserts, "Having the ability for early caries detection is key for lifetime care as well as helping to make care more accurate, consistent, efficient, and patient-friendly." By identifying subtle radiographic changes, VideaAI supports clinicians in intervening early, improving long-term oral health.

Delivering Non-Invasive Treatment

"Curodont™, powered by a proprietary formulation, diffuses throughout the early lesions and works with calcium



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



Marion Govern, CDA, EDDA, CRDH

jumping straight to a 'watch' or a filling, we now have a proven clinical option that's non-invasive, painless, and affordable."

Jennifer also celebrates, "We're now empowered to act when lesions are still reversible. Trust with patients deepens when they see proactive treatment before it escalates." Adoption across the Heartland Dental supported footprint is enhancing outcomes and prioritizing prevention.

Enhanced Hygienist and Doctor Partnerships

Clinical collaboration and trust drive better patient outcomes, and AI and Curodont™ are strengthening doctor-hygienist collaboration. "AI and Curodont™ are redefining and fostering stronger partnerships between hygienists and doctors in a significant and positive way, enabling early intervention for patients," says Marion. Jennifer added, "AI is an impactful tool for educating the patient before a doctor's visit – building trust with


the patient and solidifying the partnership between the hygienist and doctor."

Heartland Dental's training ensures clinical teams master these tools, creating a dynamic environment, while affiliated offices benefit from advanced technology and operational support.

A Future of Prevention

In an industry that is continuously evolving, "Together, AI and Curodont™ are pushing dentistry into a new era, one where we prioritize preservation over restoration," says

"Instead of jumping straight to a 'watch' or a filling, we now have a proven clinical option that's non-invasive, painless, and affordable."

Dr. Gibree. Heartland supported doctors' and hygienists' leadership in adopting these innovations enables them to choose to elevate their standard for preventive care. Dr. Quirt reflects, "What excites me most is the long-term impact: healthier mouths and a stronger partnership with patients. We build trust through prevention, not just repair—and that's how you support lifetime care." 



Timothy Quirt, DDS, MBA, and Senior Vice President of Clinical Operations at Heartland Dental

THE POWER IN YOU

Doctors helping Doctors be the best they can be. That's the Power of Us. And at the center of it all, is you. That's why Heartland Dental supports a holistic approach to wellness, designed with all your needs in mind.



Let us care for you, so you can care for others.

Learn more about wellness and other benefits at jobs.heartland.com/our-benefits

Starting Strong: How Heartland Dental Helps New Grads Build Thriving Careers

The transition from dental school to real-world practice can feel like stepping into the unknown. For many, the excitement of launching their dental career is matched by the weight of clinical responsibly, team leadership, patient care, and continuing education.

There are many aspects of Heartland Dental's doctor-led culture and support model that are focused on shifting that uncertainty into confidence. In this article, two supported doctors share their perspective on how Heartland Dental's continuing education with Heartland Dental University and the company's robust mentorship program equip new doctors to excel in their career right out of dental school.

Building a Foundation for Success

Heartland Dental has a long-standing legacy of providing exceptional education opportunities, enabling supported doctors and team members to thrive personally and professionally. In 2023, the company established Heartland Dental University (HDU), reinforcing their unwavering commitment to continuing education.

One of the fundamental HDU programs, Doctor Leader Track One, is a foundational program designed specifically for new doctors in their first year of clinical practice. The series of multi-modal learning helps new doctors build confidence, clinical skills, and leadership capabilities. Years after completing the track, Nicola Toritto, DMD, FAGD, recalls the impact the program had, "Dentistry in dental school is different from dentistry in the real world. Doctor Leadership Track One gave me all the tools I needed to thrive in real-world practice. This track was crafted by some of Heartland Dental's most skilled practitioners and fine-tuned based on feedback from thousands of doctors. The program transformed me from someone who was nervous about certain procedures into a confident clinician."

Mentorship is integrated throughout the program to ensure practical application of skills, and it remains a consistent focus throughout a supported doctor's career at Heartland Dental.

Guiding the Path to Excellence

Heartland Dental's established mentorship program pairs supported doctors with colleagues in their community. Through the mentor/mentee relationship, both clinicians learn and grow together.

Brendan Hallissey, DMD, AFAAID, views dentistry as a 'team sport' and values the opportunity to mentor colleagues. Reflecting on his passion for teaching and stepping into a mentorship role, "When I moved into private practice, I missed teaching and considered going back to academics. When my wife and I affiliated our practices with Heartland Dental, I had it in my mind that I would eventually move back into a teaching position. Once I was offered the chance to mentor with Heartland, I immediately said yes, and I'm glad I did."



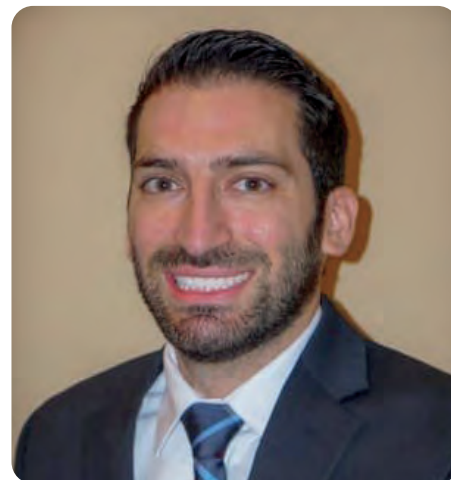
Brendan Hallissey, DMD, AFAAID

Dr. Toritto has felt the lasting impacts of mentorship on his career, noting, "I honestly don't have the right combination of words to describe just how incredible the mentorship experience has been. Taking courses is just one piece of the puzzle, but applying that knowledge in practice, with the guidance of mentors, is where the real magic happens. As someone who was initially hesitant to attempt certain procedures, having mentors provided the safety net I needed to build confidence."

A Foundation of Support

Beyond Heartland Dental's established mentorship program is the strength of the full supported doctor community, the foundation of the organization. When a supported doctor is seeking advice or perspective on a clinical procedure or a patient or team member situation, they have the full strength of the Heartland Dental supported network standing beside them.

As an experienced clinician, Dr. Toritto continues to draw inspiration from the community he is a part of. He emphasizes,



Nicola Toritto, DMD, FAGD

"It's honestly remarkable to be part of a system where doctors are willing to either host you and your patient in their practice or go to your practice to help you grow. That kind of community is rare. After dental school, your mindset shouldn't be 'Where do I get my first job?' it should be 'Where can I go to keep growing?' Growth isn't just clinical; it includes leadership, communication, and business acumen."

Dr. Hallissey acknowledges the significant impacts of Heartland Dental's continuing education and mentorship on his career and ability to support others, noting, "Having the support of Heartland Dental has allowed me to free up time that I spent working administratively as a private practice owner and put that to use learning to be a better leader and communicator. Without the training I received in our courses like Communications, I would

not be able to convey the benefits of my years of experience to the doctors that are part of our Heartland family that I get the opportunity to help."

When you are part of a community, you are never alone. With proven training, established mentorship, and a collaborative community – Heartland Dental supported doctors are enabled to grow themselves and provide the highest quality dental care in the communities they serve.



"Doctor Leadership Track One gave me all the tools I needed to thrive in real-world practice. This track was crafted by some of Heartland Dental's most skilled practitioners and fine-tuned based on feedback from thousands of doctors. The program transformed me from someone who was nervous about certain procedures into a confident clinician."

Nicola Toritto, DMD, FAGD

Heartland Dental Named One of America’s Greatest Workplaces in Healthcare by Newsweek

Heartland Dental was recently honored as one of Newsweek’s America’s Greatest Workplaces in Healthcare for 2025. This recognition reflects the company’s unwavering commitment to fostering an inclusive, supportive, and growth-driven workplace.

This prestigious award is based on an extensive independent study that surveyed over 150,000 employees across the healthcare sector and analyzed more than 3.3 million company reviews. Organizations were evaluated on employee satisfaction, workplace culture, career development, and benefits. Heartland Dental’s inclusion in this list affirms their dedication to providing meaningful careers and cultivating an environment where individuals at every level, from the front office to the operator, can thrive.

“It is extremely rewarding to be recognized by Newsweek as one of America’s Greatest Workplaces in Healthcare,” said Pat Bauer, President and CEO of Heartland Dental. “This honor reflects our commitment to creating an environment where our team members can thrive—both personally and professionally—while working hard, smart, and together toward our mission.”

With over 20,000 team members supporting more than 3,000 doctors in 1,800+ locations across 39 states and the District of Columbia, Heartland Dental is rooted in a doctor-led culture and united by a shared vision, mission, and core values. The company continues to invest in people-focused initiatives that enable long-term success for supported doctors and their teams.

“Receiving this award emphasizes our continued commitment to our people,” added Kirsty Leyland, Chief Human Resources Officer. “This honor reflects our dedication to creating a supportive workplace where every team member has the opportunity to grow, thrive, and make an impact.”



Here’s what team members across the organization had to say about why they love working at Heartland Dental:

“Heartland is an awesome place to work! Happy to be here!!”
Tammy Ganther, Business Assistant

“I wanted to take a moment to express how proud and thrilled I am about Heartland Dental being named one of America’s Greatest Workplaces for Healthcare by Newsweek for 2025. This accomplishment is a true testament to our collective hard work, dedication, and the vibrant culture we’ve fostered together.”

Marlo Rosendale, Regional Director of Operations



Kirsty Leyland, Chief Human Resources Officer

“Heartland Dental is more than just a ‘workplace’—it is a wide network of friends, family, and resources that allow me to flourish and grow in my career.”

Amber Hooker, RDH

“After more than 20 years in healthcare operations, I joined Heartland Dental as an RMO just over a year ago and have been thoroughly impressed. The company’s well-defined systems, commitment to employee growth, and investment in the latest technology make it a truly world-class organization.”

Tracy Milius, Regional Manager of Operations

“Being a part of the Heartland Dental family has always been something special, and this award truly reflects the dedication, hard work, and positive spirit that each one of us brings to the company every single day. It’s a testament to our collective efforts to provide exceptional dental care while supporting providers. I’m so proud to be part of this amazing company.”

Chandra Lemire, RDH

This recognition reinforces Heartland Dental’s role as an employer of choice in the healthcare industry.



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 2024, Heartland Dental has welcomed 76 new supported practices to its support network, collaborating to open 43 de novos and welcoming 33 affiliations.



Affiliations

ARIZONA

Desert Springs Dental

FLORIDA

Oakfield Dental
Premier Dental Care
8 To 8 Family Dental Care
Davie Dental

GEORGIA

Line Creek Dental Care

MICHIGAN

Jacobson Dental Group

NEVADA

Healthy Smiles

NORTH CAROLINA

Providence Smiles Dental Care
Legacy Landing Dentistry

SOUTH CAROLINA

Garners Ferry Dentistry

VIRGINIA

Anchor Point Dental Care
London Bridge Smiles



De Novos

ARIZONA

Canyon View Dental Care

COLORADO

Havens Dental Care
Grand Dental

FLORIDA

Addison Center Dental Care
Complete Dental Care at West Bird
Crosswater Dental Care
Dental Care at Bannerman Village
Dental Care at Cascades
Dental Care at Forest Crossing
Dental Care at Plantation Square
Dental Care at Sea Plum
Dental Care at The Crossroads
Dental Care at Wellen Park
Dental Care of Eagleridge
Dental Care on Longleaf
Market Walk Dental Care
Pine Lake Dental Care
The Crossroads Dental Care
Watergrass Dental Care
First Impressions Smile Center

GEORGIA

Turkey Creek Dental Care

KENTUCKY

St. Matthews Dental Care
Unbridled Dental Care

MARYLAND

Glen Burnie Dental Care

MISSOURI

Hickman Mills Dental Care

NEVADA

Oak Grove Dental Care

NORTH CAROLINA

Dental Care at Riverlights
Tartan Springs Dental Care
Tradition Dental Care
University Dental Associates

OHIO

Dental Studio West

PENNSYLVANIA

Cherry Way Dental

SOUTH CAROLINA

Brighton Park Dental Care

TEXAS

Cardinal Dental Care
Colby Crossing Dental Care
Darrington Dental Care
Dental Care at Arcadia Farms
Dental Care at Cedar Breaks – Georgetown
Dental Care at Jordan Ranch
Sedona Dental Care

UTAH

Dental Care at The Crossroads

VIRGINIA

Dental Care at Chancellor Crossing



Take steps to rediscover your passion with the support of Heartland Dental.
Connect today with a representative to discuss a business solution that is right for you.



Join the 3,000+ supported doctors who found
their solution with Heartland Dental.

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