



DyKEMA

Leading Law Firm in Dental Services<sup>SM</sup>

5th ANNUAL  
**DEFINITIVE**  
**CONFERENCE** for  
**DENTAL SERVICE**  
**ORGANIZATIONS**

July 18 – July 20, 2018 | Dallas Omni Hotel

# WELCOME



## **Thank you for attending the 5th Annual Definitive Conference for Dental Service Organizations**

As director of the Dykema DSO Group, it is my great pleasure to welcome you to Dykema's Fifth Annual Definitive Conference for Dental Services Organizations. Once again, we set an attendance record with well over 500 attendees, and we are proud to host representatives from over 125 organizations from all segments of the DSO industry. My sincerest gratitude to all of the sponsors who helped make this our largest and best conference yet.

We are proud to offer an outstanding lineup of speakers delivering unbiased content that is unmatched by any other conference in the industry. Our agenda this year includes the CEO of a Fortune 500 company, entrepreneurial leaders and pioneers in the DSO space and the industry-leading expertise of the members of the Dykema DSO Group addressing key topics including:

- Survey of the Current DSO Marketplace and its Investment Opportunities
- Leadership and Strategies for Navigating the Evolving Business of Dentistry
- Private Equity Investments in the DSO Space
- Lending and Finance for DSOs
- Best Practices to Effectively Grow Your Practice
- Oracles of the Middle Market

We are also honored to welcome college basketball and NBA legend Bill Walton as our keynote speaker. As one of the NBA's 50 all-time greatest players, Walton will share his inspiring lessons learned through a brilliant career, his focus on teamwork and ability to overcome adversity.

Having been in the DSO space for over twenty years, I have been thrilled to continue to watch this space achieve an unparalleled growth rate over the last several years. With DSOs as the fastest-growing segment of the dental industry, there are more opportunities than ever before for practice owners, DSOs, lenders and investors. Access to non-biased objective information is critical to determining how to maximize the value of your dental organization, navigate the regulatory landscape and make the most of the available opportunities in a constantly evolving DSO market. This conference is the preeminent source of unbiased objective information for members of the dental industry.



If at any time you have any questions about any facet of the DSO industry, wish to connect with anyone in the DSO space, or just want to learn more about this exciting industry, please do not hesitate to grab a member of the Dykema DSO Group. We are here to serve you, and we wish every one of our attendees a fun and productive conference.

**Brian Colao**  
Director, Dykema's Dental Service Organizations Industry Group



# AGENDA

## WEDNESDAY, JULY 18, 2018

- 2:30 p.m. – 4:30 p.m. .... **MORR EBITDA & Less Taxes: Networking for the Early Arrivals @ Omni Dallas Pool**  
 6:00 p.m. – 7:00 p.m. .... **Attendee Registration**  
 6:00 p.m. – 7:00 p.m. .... **Welcome Reception for All Attendees**

## THURSDAY, JULY 19, 2018

- 8:00 a.m. – 9:00 a.m. .... **Buffet Breakfast & Registration**  
 9:00 a.m. – 9:10 a.m. .... **Welcome Remarks**  
 9:10 a.m. – 9:45 a.m. .... **Positioning Your Organization in the Evolving DSO Landscape**  
 • Brian Colao, Director, Dykema DSO Industry Group
- 9:45 a.m. – 10:30 a.m. .... **Observations on Leadership and Strategies for Navigating the Evolving Business of Dentistry**  
 • Stanley Bergman, Chief Executive Officer, Henry Schein  
 • *Interviewer: Brian Colao, Director of the Dykema DSO Industry Group*
- 10:30 a.m. – 11:00 a.m. .... **Break/Networking**  
 11:00 a.m. – 11:45 a.m. .... **Private Equity Investments in the DSO Space—A Buyer’s and Seller’s Perspective**  
 • Paul Murphy, Sentinel Capital  
 • Dr. Chris Villanueva, MB2  
 • Pat Haynes, The Thurston Group  
 • Ruth Whitehurst, Austin Oral Surgery  
 • *Moderator: Brian Colao, Director of the Dykema DSO Industry Group*
- 11:45 a.m. – 12:30 p.m. .... **Trick or Treat—A Panel Discussion on Evaluating Interest From DSOs in the Middle Market**  
 • David Pegg, Dental Care Alliance  
 • Ken Cooper, North American Dental Partners  
 • Kevin Cumbus, TUSK Brokerage  
 • *Moderator: Eric White, Member, Dykema*
- 12:30 p.m. – 12:35 p.m. .... **Message From Dental Care Alliance**  
 12:35 p.m. – 2:00 p.m. .... **Lunch—Sponsored by Dental Care Alliance**  
 2:00 p.m. – 3:30 p.m. .... **Breakout Sessions (2 Rotations)**
- Crossfire: Evaluating Interest from Private Equity**  
 • Preston Brice, MBF Healthcare Partners  
 • Kasey Van Daley, Dental Transition Group  
 • *Moderator: Craig Woods, Member, Dykema*
- Group Practice and DSO Accounting Issues (Including the Effect of Tax Reform on DSOs)—Panel Discussion**  
 • Michael White, Michael White and Associates  
 • Brian Tortolano, Rosen & Associates, LLP  
 • Steven Mizrach, Dorfman Mizrach & Thaler, LLP  
 • *Moderator: Zachary Hoard, Member, Dykema*
- Group Practice and DSO Brand Protection Strategies**  
 • Victor Johnson, Member, Dykema
- Lending and Finance for DSOs**  
 • Gareth Petsch, National Director, Citibank Healthcare Division

- 3:30 p.m. – 4:00 p.m. .... **Break/Networking**
- 4:00 p.m. – 4:45 p.m. .... **Best Practices to Effectively Grow Your Practice—Panel Discussion**
- Heidi Arndt, Enhanced Practices
  - Dr. Mike Panahi
  - Kevin Webb, KL&D Consulting, LLC
  - *Moderator: Zachary Hoard, Member, Dykema*
- 4:45 p.m. – 5:15 p.m. .... **Game Changing Alternative DSO Models**
- Dr. Jeffrey Sulitzer, SmileDirectClub
  - Trevor Maurer, Smile Source
  - David Lopez, Dental Whale
  - *Moderator: Craig Woods, Member, Dykema*
- 5:15 p.m. – 6:00 p.m. .... **Bill Walton, Keynote Address—Sponsored by Align Technology**
- 6:00 p.m. – 8:00 p.m. .... **Cocktail Reception**

## FRIDAY, JULY 20, 2018

- 8:00 a.m. – 9:00 a.m. .... **Buffet Breakfast**
- 9:00 a.m. – 9:30 a.m. .... **Great Entrepreneurs and Pioneers of the DSO Space**
- Dr. Don Miloni, Founder, Great Dental Entrepreneur and Founder, ReNew 1-Day Dentures
  - *Interviewer: Brian Colao, Director of the Dykema DSO Industry Group*
- 9:30 a.m. – 10:15 a.m. .... **Oracles of the Middle Market—Panel Discussion**
- Dr. Mark Costes, Dental Success Institute
  - Dr. Ken Tralongo, Dental Whale
  - Jacob Puhl, DEO
  - *Moderator: Brian Colao, Director, Dykema DSO Industry Group*
- 10:15 a.m. – 10:45 a.m. .... **Effective Marketing Strategies for Group Practices and DSOs**
- Holly Nielsen, ReNew 1-Day Dentures
  - Grace Rizza, Identity Dental
  - *Moderator: Craig Woods, Member, Dykema*
- 10:45 a.m. – 11:15 a.m. .... **Effective Strategies for Associate Compensation—Panel Discussion**
- Scott Singer, Dimensional Dental
  - Dr. Rodney Alles, Deca Dental
  - Margaret McGuckin, i3 Ignite
  - *Moderator: Eric White, Member, Dykema*
- 11:15 a.m. – 11:30 a.m. .... **Break/Networking**
- 11:30 a.m. – 1:00 p.m. .... **Breakout Sessions (2 rotations)**
- Trends and Solutions in Dental Staffing**
- Joe Buckley, DVP Delivery, Staffcare, an AMN Healthcare Company
- Patient Financing Options for DSOs**
- Erin Fonte, Member, Dykema
  - Kyle Owens, Senior Counsel, Dykema
- Fuel Patient Loyalty & Revenue with an In-House Discount Plan**
- Lou Mauras, Assistant Vice President of Network Sales
  - Lauren Kelly, Assistant Director of Sales
- Work Differently with Dental Laboratories to Improve Clinical Outcomes and Unlock Additional Profit**
- David Lesh, LabTek Solutions
- 1:00 p.m. – 3:30 p.m. .... **MORR Mimosa's and Mary's Networking and Podcasting Forum**



## OUR KEYNOTE SPEAKER

William Theodore Walton, III (Bill) was born on November 5th, 1952, in San Diego, California. He was introduced to the game of basketball while in the fourth grade at Blessed Sacrament Elementary School by coach Frank "Rocky" Graciano. Walton then attended Helix High School, where the basketball coach was Gordon Nash. At Helix, his team won the California Interscholastic Federation High School title two years in a row, while winning their final 49 consecutive games. While at Helix, Walton became the first and only high school player to ever make the USA Senior Men's National Basketball Team and play in the World Championship and/or Olympics.

Walton enrolled at UCLA in 1970. He played center for John Wooden's Varsity team for three seasons (1972-1974), after a year with the freshman team in 1971. He was a member of two NCAA championship teams compiling an NCAA record 88 consecutive game winning streak. Walton is a three-time recipient of the NCAA Player of the Year Award, 1972, '73 and '74. Walton is a 3 time All-

American College Player and winner of the Sullivan Award for the United States Best Amateur Athlete of 1973. He was named to the Pacific 8 All-Conference first team 3 times and was conference player of the year for three consecutive years. At UCLA Walton was a scholar-athlete who also earned Academic All-American honors three years in a row. He graduated with honors with a B.A. in history. Walton also attended Stanford University Graduate School of Law in the early 1980's. Walton's professional career began when he was the number one overall pick in the 1974 NBA Draft by the Portland Trailblazers. He was a member of their championship team in 1977. Nine years later he earned another championship title, this time with the Boston Celtics in 1986. He played with the Trailblazers 1974 -1979, the San Diego Clippers 1979-1984, the relocated Los Angeles Clippers in 1985 and The Boston Celtics 1985-1988.

Walton was the NBA's Most Valuable Player, 1978; all-NBA First Team, 1978; NBA All-Star Team, 1977 and 1978; NBA Playoff's MVP, 1977; all-NBA second team,

“Basketball is one of those rare opportunities where you can make a difference, not only for yourself, but for other people as well.”

1977 and winner of the NBA Sixth Man Award, 1986. Walton is one of only four players in the history of basketball to have won multiple NCAA and multiple NBA Championships. Walton is also the second of only five players in the history of the NBA to lead the league in both blocked shots and rebounding in the same season. In 2007, Walton was named one of the top 10 pundits in America by Forbes. That same year he was also named one of the top 20 Business Athlete representatives by TSE Sports and Entertainment Group.

In 2009, Walton was named one of the top 50 sports broadcasters of all time by the American Sportscasters Association. In June 21, 2001, Walton was named as the inaugural inductee into the Grateful Dead Hall of Honor, and signed memorabilia is available. All proceeds go to benefit the Rex Foundation, the non-profit charitable organization founded by members of the Grateful Dead and friends. Walton and his older brother Bruce (UCLA 1973) are the only brother combination in history to have played in the Super Bowl and to have won an NBA Championship. Walton and his third son Luke are only the third father/son pairing to have ever won NBA Championships. They are also the only father/son combination in history to have each won multiple NBA Championships.

Walton is active with many organizations and charities. A full list of his current pursuits can be found at [www.billwalton.com](http://www.billwalton.com). His activities include his current role as the executive chairman of Connect SD Sport Innovators (SDSI), a non-profit, business accelerating, trade organization that connects and drives the growth of Southern California's vibrant sports economy by offering

innovative programs and services for startups, mature companies and service providers. SDSI offers mentoring, education and capital funding opportunities for start-ups; best practice collaboration, access to new technology, and public policy advocacy for mature companies; as well as deal flow to our service providers and the Southern California Investment Community. Walton is also a board member for the Junior Seau Foundation. His is author of *Back from the Dead* (March 2016). Walton currently resides in his hometown of San Diego with his wife Lori. They are the proud parents of four sons: Adam, Nathan, Luke and Chris, and the lucky grandparents of Olivia and Avery Rose.



# MEET OUR SPEAKERS



## Dr. Rodney Alles

**Partner and Chief of Clinical Affairs, DECA Dental**

Dr. Rodney Alles serves as Partner and Chief of Clinical Affairs at DECA Dental. He is responsible for overseeing the development, execution, and monitoring of clinical standards and practice guidelines since DECA's inception in 2008. In alignment with DECA Dental's commitment to excellence, and always putting the patient first, Dr. Alles is constantly recruiting, coaching, training, and mentoring dentists and specialists.

With several years of clinical experience, Dr. Alles has been able to help DECA Dental develop clinical guidelines and customer service standards for the doctors and the rest of the clinical team. His interaction with local dental lab technicians, along with supply and manufacturing vendors, ensure only the best materials and supplies are used. This enables all offices to offer patients an exclusive warranty on dental work. This focus has resulted in a proven track record of successful clinicians in the DECA system. Dr. Alles attended the University of Oklahoma for his undergraduate studies and for dental school.



## Heidi Arndt

**Founder and CEO, Enhanced Hygiene & Enhanced Practices**

Heidi Arndt is the founder of Enhanced Hygiene & Enhanced Practices. Heidi graduated from the University of Minnesota with a Bachelor's of Science in Dental Hygiene in 1999.

While attending college she worked at the Mayo Clinic in patient account services before being hired as a Periodontal Dental Hygienists in the Department of Dental Specialties. Heidi was also the co-chair of the Mayo Clinic Dental Reviews during her time at Mayo. In 2002, Heidi started working for a large dental group in Minneapolis that was owned by American Dental Partners.

She worked as a clinical hygienist and a hygiene mentor before she was promoted to the National Director of Dental Hygiene for American Dental Partners. In this role, she supported the dental hygienists within their affiliated dental groups; managing over \$140 million in hygiene revenue annually and led all dental hygiene development activities for more than 250 practices and 1000 dental hygienists across the United States. Heidi created and implemented a mentoring and dental hygiene development curriculum, a performance tracking system and implemented hygiene standards that improved patient care, created accountability and increased hygiene profits exponentially year after year. In 2011, Heidi started Enhanced Hygiene where she partners with dental groups to train and develop their hygiene teams to top performance. In 2017, she launched a sister company - Enhanced Practice where they focus on supporting the development and growth of dental groups.

Heidi has spent over 18 years working in a dental group setting and is passionate about developing and growing strong dental organizations, as she believes the best patient care is delivered in a collaborative team approach.





## Stanley M. Bergman

### Chief Executive Officer, Henry Schein

Since 1989, Stanley M. Bergman has been Chairman of the Board and CEO of Henry Schein, Inc., a Fortune 500® company and the world's largest provider of health care products and services to office-based dental, animal health, and medical practitioners, with more than 22,000 Team Schein Members and operations or affiliates in 34 countries. Henry Schein is a member of the S&P 500® and Nasdaq 100® indexes. In 2017, the Company's sales reached a record \$12.5 billion. Henry Schein has been a Fortune World's Most Admired Company for 17 consecutive years.

Mr. Bergman serves as a board member or advisor for numerous institutions including New York University College of Dentistry; the University of Pennsylvania School of Dental Medicine; the Columbia University Medical Center; University of the People; Hebrew University; Tel Aviv University; the University of the Witwatersrand Fund; The World Economic Forum's Health Care Governors; the Business Council for International Understanding, the Japan Society and the Metropolitan Opera. Mr. Bergman is an honorary member of the American Dental Association and the Alpha Omega Dental Fraternity. Mr. Bergman is the recipient of the Ellis Island Medal of Honor; the CR Magazine Corporate Responsibility Lifetime Achievement Award; the 2017 CEO of the year award by Chief Executive Magazine; Honorary Doctorates from The University of the Witwatersrand, Western University of Health Sciences, Hofstra University, A.T. Still University's Arizona School of Dentistry and Oral Health, Case Western Reserve University and Farmingdale State College (SUNY); and Honorary Fellowship from King's College London - Dental Institute and the International College of Dentists.

Stan and Marion Bergman and their family are active supporters of organizations fostering the arts, higher education, cultural diversity and grassroots health care and sustainable entrepreneurial economic development initiatives in the United States, Africa and other developing regions of the world. Mr. Bergman is a graduate of The University of the Witwatersrand in South Africa, and is a South African Chartered Accountant and a NYS Certified Public Accountant (CPA).



## Preston Brice

### Managing Director, MBF Healthcare Partners

Preston Brice is a Managing Director with MBF Healthcare Partners. Preston joined MBF Healthcare Partners in 2016 and has spent the last 12+ years focused on the healthcare services sector. Currently, he serves on the Boards of Concordia Care and Palm Medical Centers at MBF.

Prior to MBF, Preston was most recently with Apple Tree Partners ("ATP"), a \$1.5 billion healthcare focused venture capital/ growth equity fund. During his time at ATP, he served as the interim CEO and a director at Cure Forward (precision medicine technology platform) in addition to being a board observer at Clean Slate Addiction Treatment Centers, TripleCare (telemedicine for SNFs), and QualDerm Partners (dermatology practices). Preston has held roles in private equity and investment banking (both M&A as well as leveraged finance) including time at The Beekman Group, a middle-market private equity fund, and CIT Group, a middle-market investment bank.

Preston earned an MBA from Columbia Business School, where he achieved dean's honors and distinction and earned a BS in business administration from Boston University's School of Management where he graduated magna cum laude.



## Joe Buckley

### Divisional Vice President, Staff Care at AMN Healthcare

Joe Buckley joined the Staff Care family at AMN Healthcare more than 22 years ago, working his way to his now leadership role as Divisional Vice President, a title he has held for over 15 years. Mr. Buckley's understanding of the locum tenens industry and his commitment to servant leadership have lent him the ability to make an impact across multiple locums specialties including Surgery, Internal Medicine Sub-Specialties, Primary Care, Anesthesia and the increasingly complex Government sector. Joe has a proven ability to successfully analyze the division's critical business requirements, identify deficiencies and potential opportunities, increasing revenues across divisions, and improving customer service. Joe's many accomplishments have been recognized with invitations to the company President's Cup trip for the past three years.



## Ken Cooper

### Chief Executive Officer & Founding Partner, North American Dental Group

Ken Cooper is the Chief Executive Officer and Founder of North American Dental Group. He has helped build the organization to become one of the leading Dental service organizations in the US. Ken served as a Senior Executive for nearly a decade in several joint ventures with Sony Music group, Universal Music and Publishing, and Atlantic Records. Ken started his career as an Investment advisor with Wheat First Butcher & Singer in Pittsburgh PA. He studied finance at Youngstown State University and successively acquired his Series 7, 63, & 65 investment advisor licensures. He currently serves on the Executive Committee of the ADSO, and he also serves on several nonprofit boards such as the Mahoning County Mental health and addiction services, The Rescue Mission of the Mahoning Valley, and the Mahoning Valley Teen Challenge.



## Dr. Mark Costes

### Dental Success Institute

Dr. Mark Costes is far from a typical dentist and dental coach. During his career, he has been able to start or acquire over a dozen successful dental practices during some of the profession's most challenging times. But Dr. Costes's journey was not without its setbacks. In fact, he credits much of his success to the fact that he made more mistakes in his first year of private practice ownership than most dentists make in an entire career. What separated him from the masses, however, was the fact that he viewed each failure and roadblock as a learning experience and an opportunity to improve his business and life.

This philosophy, as well as his decision to model the world's most successful marketers and dentists, has led him to where he is today. Dr. Costes is founder of the Dental Success Institute, a company committed to helping dentists to achieve their full potential, while recapturing their passion for dentistry. He is also the founder of the Horizon Schools of Dental Assisting which has experienced explosive growth and has expanded to over one hundred and eighty locations throughout the United States. Dr. Costes is the International and #1 Amazon Best Selling Author of the book *Pillars of Dental Success*. His internet radio show, The Dentalpreneur Podcast now has listenership from over 150 countries worldwide. Mark and his wife Leslie have three sons; Bryce, Brendan, Brady and their dog Bear. They live in Prescott, AZ.



## Kevin Cumbus

### Co-Founder, Partner and President, TUSK Partners

Kevin Cumbus is the Co-Founder, Partner and President of TUSK Partners. TUSK Partners helps you BUILD, GROW and SELL your DSO or Group Practice through Buy-Side and Sell-Side Advisory Services, Capital Solutions and Strategic Consulting. Since 2016, TUSK has consulted with over 60 DSO clients with over 300 locations and over \$245MM in Collections.

After spending the first half of his career on Wall Street in finance and investment banking, Kevin has spent the last decade working in the business of dentistry. He began his dental career at the McGill & Hill Group where he valued and sold over 120 dental practices.

He then joined Affordable Dentures (AD) in an Operations roles where he opened 11 de novo locations and aided in the acquisition of 9 locations. Over the course of his career at AD, he had P&L responsibility for \$101MM of revenue.

In 2015, Kevin built his own dental practice, MUNDO Dentistry, a 100% bi-lingual 9 operator dental practice. Although this practice was a financial success (collecting over \$1.3MM in its first full fiscal year), the knowledge he gained through the process is more valuable than any financial gain through the practice. By starting and operating a dental practice, Kevin learned firsthand the challenges, risks and rewards of practice ownership and management. Kevin sold this business in 2018.



## Patrick J Haynes III

### Chairman and CEO, The Thurston Group

Patrick J Haynes III started his business career as an investment banker at Merrill Lynch and Lehman Brothers. In 1986, he founded the Thurston Group as an advisory firm to counsel significant families on acquisitions and divestitures. Thurston evolved shortly thereafter into a private equity firm. Through the years, the firm has participated in deals in the telecom, wireless billing, internet security and medical records sectors. Thurston has originated two public companies with valuations of over a billion dollars and over its history has generated three billion dollars in equity returned to Investors and Partners. Thurston's concentration today is in the dental space. It has founded three general dentistry platforms, Smiles Dental in the Pacific Northwest, Pinnacle Dental in suburban Philadelphia, and South Georgia Dental Management in Savannah and Southern Georgia. The firm's current focus is on specialty practices. Thurston is the co founder of Smile Doctors which has grown from six locations to 133 in just two years. It also founded US Oral Surgery Management which is currently the largest oral surgery specialty practice in the country. Recently, Thurston founded US Endodontics Partners which is the largest endodontics group in the country.

In addition to his work with Thurston, Mr. Haynes is active in a number of civic and charitable causes and has served on the executive committees of the Marine Corps Law Enforcement Foundation and the University of Chicago Brain Research Foundation. He currently works out of Thurston's Savannah Office.



## David Lesh

### President, LabTek Solutions

David Lesh is the president of LabTek Solutions and its new eScripts and Marketplace products, innovative web-based solutions focused on helping dental practices understand, manage and reduce their lab spend and find the best labs for their needs. Prior to LabTek, David was founder and president of Dale Dental serving over 5,000 dental lab customers including white label lab solutions for DSO and group practices and in 2014 founder of Concert Dental Labs, a full-service dental lab with featuring proprietary technology to help dentists improve quality while reducing costs. David has written over 50 articles for the dental industry and spoken at many industry conferences.



## David Lopez

### Dental Whale

David Lopez, a serial entrepreneur, lives his life thinking big and expecting more than most people think possible. Starting with a dental hand piece repair business that was the inspiration for David's whale of a vision he is now the founding entrepreneur of The Dental Whale, an innovative solution for "all things" Dental. David's entrepreneurial career began in 2001 and since then, he has been a founding member of several companies. He started a healthy food franchise, a construction management business, an auto transport company, a weight loss chain, a chain of chiropractic offices and a group of yoga studios. In 2009, David entered the dental industry by building a dental equipment repair company and quickly expanded by starting or acquiring a dental brokerage company, a dental marketing company, a dental practice management company, a national group of dental practices, a dental IT company, a dental educational platform and a call center and insurance company. Accomplished and diverse with each of these companies David continues to pursue his trendsetting and industry leading vision. David was born and raised in Florida and graduated from the University of Central Florida. He is truly devoted to his family but approaches his business life in much the same way, which is a true testament to the kind of man he is. He is inspirational and invests in people. In 2011, David's "thinking big" transcended his entrepreneurial spirit and entered his natural desire to do good for others. That is when he created "WorkWishes.org", a program designed to help employees, their family and friends with the resources needed to fulfill a simple wish or an urgent and desperate need. In addition to being an entrepreneur, David is a mentor having helped other young entrepreneurs begin their success journey.



## Trevor C. Maurer

### President and CEO, Smile Source

A highly experienced leader, with a track record of generating results through leadership, talent management and culture development. Maurer thrives on the challenge of successfully turning around, building and creating enormous growth opportunities. As a graduate of the University of Saskatchewan, Maurer was recruited to Procter & Gamble, where he became their top sales representative in less than two years. He spent 12 years of rapid and successive promotions in both Sales & Marketing at P&G and Novartis in the US and Canada. He then rose to CEO positions in both venture capital and private equity funded health care companies.

Maurer currently serves as President and CEO of Smile Source, where he has grown the company to over 550 independently operated franchise dental practices with an average practice size of \$1.2 million in annual production. Based on current projections, Smile Source will be the largest dental group in the U.S. by 2020. Maurer is also actively involved in Youth Sports in his community, coaching travel hockey programs for over a decade.



## Margaret McGuckin

### Co-Founder, i3 Ignite

Margaret McGuckin is co-founder, i3 Ignite, along with her partner, Kathy Lynn-Cullotta. They've worked as an advisory team for the last 4 years across multiple industries. i3 Ignite advises DSOs and large group practices who are trying to stay on the path of profitable growth as they're challenged by the complexity of executing a multi-location, multi-business model organization. As founding COO of a pioneering, consumer-based DSO, ClearChoice Dental Implant Centers, she steered the organization from 1 to 31 locations in 14 states in a 4-year period—generating \$130M+ annually. She built their platform and was responsible for managing consistently and successfully to the Playbook, for both de novo and acquired practices, from a culture and performance standpoint. As a C-level executive, Margaret led teams that rapidly developed and scaled up innovative businesses in several industries including Local Media and Healthcare.



## Dr. Don Miloni

### Founder, ReNew 1-Day Dentures

Dr. Miloni founded ReNew in 2015 and is also part owner of a dental insurance company and has owned over 80 dental practices. Previously, Dr. Miloni founded a pioneering dental company that grew from startup to a nationwide network of dental treatment centers, providing dental implant care to patients.



## Steven Mizrach

### CPA & Partner, Steven Mizrach, Dorfman Mizrach & Thaler LLP

Steven Mizrach, Certified Public Accountant is Partner in Charge of Healthcare Services at Dorfman Mizrach & Thaler LLP, a boutique accounting and consulting firm. At twenty-three years of age, he was one of the youngest people in New York State to be made partner. Steve was previously the Partner-In-Charge of Healthcare Services and the Iselin Office of a regional accounting and consulting firm. Steve has a broad background in taxation and accounting, and extensive experience with healthcare providers and MSO's and DSO's in matters that include structuring transactions, financing and financial analysis and general practice strategies. Specifically, Steve has helped clients with practice expansion strategies, structural formation of MSO's and DSO's, purchases and sales of MSO's, DSO's and healthcare practices, cash flow analysis, compensation formulation, feasibility studies and valuation of healthcare practices.

A perfectionist and excellent negotiator, Steve's forte lies in his unparalleled ability to deal with complex transactions that develop into life altering events for his clients. Steve has lectured extensively before many professional and trade organizations and frequently appears on television and radio as a financial commentator. Steve is a member of the American Institute of Certified Public Accountants and the New Jersey State Society of Certified Public Accountants and the New Jersey Medical Group Management Association. He holds a Bachelor of Science in Accounting from Brooklyn College as well as a Master's degree in Taxation from Pace University. Steve is a CPA in both New Jersey and New York.



## Paul Murphy

### Partner, Sentinel Capital

Paul Murphy is a Partner at Sentinel Capital Partners which he joined in 2000. Sentinel is one of the country's leading private equity firms focused on the lower end of the middle market. Over the last 20 years, Sentinel has successfully raised six private equity funds representing more than \$5 billion of capital. At Sentinel, Mr. Murphy focuses on originating, structuring, and executing private equity investments in lower middle market companies in the healthcare services, business services and defense and government sectors. Beginning with an investment in Castle Dental in 2003, Mr. Murphy has led investments in six dental platform companies over the last fifteen years. These companies include Castle Dental, Metro Dentalcare, ReachOut Healthcare, Northeast Dental Management, Altima Dental, and most recently MB2 Dental. Mr. Murphy holds an MBA from Georgetown University and a BS from the United States Military Academy at West Point. Mr. Murphy served in the U.S. Army for five years as an Artillery officer in a Light Infantry Division, where he attained the rank of Captain.



## Holly Nielsen

### Chief Marketing Officer, ReNew 1-Day Dentures

Holly Nielsen has 25 years experience in Marketing and Television management. She owned a Marketing Agency with a wide array of dental and medical clients and helped build a national health and wellness company from 5 centers to 32 with her ability to market high ticket dental treatments to mass audiences. She hosted seminars across the country and was a spokesperson on national TV. She has worked for large media organized like Gannett Broadcasting/USA Today, Post-Newsweek, and Meridith Corporation.



## Mike Panahi, DMD

### DSO/Dental Service Organization Advisor, Institutional Dental Consulting

Mike is a proven industry leader with over 15 years of experience in dental arena as clinician, leadership, investment partner and director roles in five dental practice management companies. The latest was the fastest growing private dental service organization located across NY, NJ, PA and MA. Ivy League-trained dental professional with deep experience in multi-location group practice setup, institutional dental practice quality and performance improvement using principles of data-driven analytics, interaction design, clinical transformation, evidence-based practice and program development strategies.

Strong knowledge and success in developing robust, insightful and actionable reporting and metrics, building a playbook that assists the practices within DSO to maximize their financial results and platform performance. Orchestrated numerous private equity and debt raises in the DSO realm with longstanding commitment to mentoring large corporate group dental organizations as well as multi-site dental practitioners by positioning capital, dentists, intellectual property, systems, and internal disciplines for successful long-term growth.



## David Pegg

### Chief Development Officer, Dental Care Alliance

David Pegg is the Chief Development Officer at Dental Care Alliance, one of the largest dental support organizations in the country with more than 265 affiliated offices in 13 states. He leads the organization's aggressive growth strategy to expand the number of dental offices it supports through mergers, affiliations, equity partnerships, and de novo opportunities.

David brings significant experience as an investor and advisor in the healthcare services industry for more than 20 years. He started his private equity career with MVP Capital Partners in Philadelphia and was recently a partner with Enhanced Equity Funds in New York. As part of his responsibilities, he has evaluated and been involved with numerous provider-based multi-site healthcare companies, including those in the dental space.



## Gareth Petsch

### Citi Commercial Bank Director of Specialty Lending

Gareth Petsch manages nationally the Healthcare Practice Finance Group (HPFG), SBA Banking Group as well as the Investor Real Estate Portfolio. The HPFG was founded by Gareth in 2012 to support the unique and specialized needs of medical, dental and veterinary providers of all shapes and sizes in the private sector. The group supports providers from single doctor practices to large scale group practices, Medical Support/Service Organizations (MSOs), Dental Support/Service Organizations (DSOs) and various other outpatient treatment facilities.

Recognized as a Washington, D.C. SmartCEO Top Banker in 2011, Petsch brings a deep understanding of the complex issues involved with healthcare provider financing and the specific challenges individuals and group medical practices face. He and his team of Specialized Healthcare Bankers work with clients nationwide to create customized solutions that help enable the success and growth of the clients' practices in these ever-changing times. In addition to leading the HPFG, Petsch is also the National Director of SBA Lending, leading client service and relations with the Small Business Administration (SBA) and other government agencies.

Gareth was born and raised in Durban, South Africa, moving to the United States in the late 1990's to begin his banking career. He earned a degree in Business Management from Varsity College in South Africa and currently lives with his wife and 2 children in Reston, Virginia.



## Jacob Puhl

### CEO, Dentist Entrepreneur Organizations

Jacob Puhl is passionate about establishing thriving dental groups and DSOs by building executive teams, executive leadership, culture, operational systems, recruiting, retention, and financial structures. As current partner and CEO of the Dentist Entrepreneur Organizations (DEO), Jake works exclusively with emerging-market group dental practices by building a community of like-minded group practice owners. Jake gives group practice leaders the resources and support they need to move from disjointed "dots on a map" to unified, thriving dental group enterprises by "Thinking like a CEO". Jake earned his MBA from Xavier University and has now started, owned, and served as CEO of several seven-figure businesses.



## Grace Rizza

### Founder & CEO, Identity Dental Marketing

Grace Rizza began growing businesses at the age of 22. She has guided the growth of more than 300 successful businesses while building a business and family of her own. Grace is not limited to dental marketing in her speaking topics. She is extremely passionate and knowledgeable about corporate culture, sales, and innovative business development. Her mentality, approach to business, inner strength and leadership perspective will challenge you to think big, act bigger and amplify your life. She teaches entrepreneurs how to achieve growth in the most ethical and efficient ways. She inspires her audience to embrace change in order to grow. She directly challenges business owners to come to their own conclusions about which marketing solutions are right for their business. Whether connecting with an audience of 20 or 2,000, Grace will educate, empower and entertain.



## Scott Singer

### Executive Director of Business Development, Dimensional Management

Scott Singer, currently the Executive Director of Business Development at Dimensional Management (DSO with offices in 4 states). Prior to his current role, Scott was the CEO, Co-Founder, and Board Member of the largest de novo DSO in New Jersey, built on several key themes: a doctor managed model, a focus on comprehensive care with specialist integration, a patient first belief and robust support of doctors and all team members. Together with his co-founder partner, Dr. Todd Singer, Scott lectures on various topics regarding the DSO industry at the NYU School of Dentistry, various dental events and many training programs.



## Dr. Jeffrey Sulitzer, DMD

### Chief Clinical Officer, SmileDirectClub

Jeffrey Sulitzer, DMD, is the Chief Clinical Officer at SmileDirectClub. From the start of his career, Dr. Sulitzer aimed to impact oral health on a large scale. After graduating from the Temple University School of Dentistry in 1985, Dr. Sulitzer spent more than a decade serving as Vice President of US Healthcare's dental division and worked for several Blue Cross Blue Shield dental companies growing their businesses through 2012. For the past 6 years, Dr. Sulitzer has been working in the DSO space in roles from Chief Clinical Officer to Interim CEO.

During this time, he continued to see patients on a very limited basis. Though his private practice afforded him the luxury of meeting patients in person throughout the years, it was impossible for him to see more than 15 patients daily, and Dr. Sulitzer was driven to provide dental access to more people utilizing different resources. SmileDirectClub and the other companies he has worked for in the past have allowed him the unique opportunity to extend his services to tens of thousands of people through the revolutionary teledentistry platform.



## Brian D. Tortolano

### CPA, Partner at Rosen & Associates, LLP

Brian D. Tortolano, CPA, is a Partner at Rosen & Associates, LLP. He earned his Bachelor of Science in Accounting from Bryant University and holds CPA licenses in both Rhode Island and Massachusetts. Brian has more than 20 years of experience in accounting. For over 15 years, he has primarily served clients within the Dental and Healthcare industries. This industry-specialized expertise ensures that Brian understands the specific accounting, tax, and business needs of dental and medical professionals and their businesses. Brian finds working with entrepreneurial dentists to be especially rewarding. He loves to help these dentists realize their visions for growth and to assist during transitions from solo to group practices. Brian recognizes that every dentist's situation is unique and works to find the right solution for each need. He is dedicated to helping ensure the profitability and success of his clients. Brian is a member of the Academy of Dental CPAs (ADCPA). He also holds memberships in the American Institute of Certified Public Accountants (AICPA), Massachusetts Society of Certified Public Accountants (MSCPA), and the Rhode Island Society of Certified Public Accountants (RISCPA). Outside the office, Brian enjoys playing, coaching, and officiating hockey. He can often be found spending quality time with his children and family.



## Dr. Ken Tralongo

### Dental Whale

Dr. Ken Tralongo graduated from MCV/VCU dental school in May 1991. After participating in a GPR at Metropolitan Hospital in New York City, Dr. Tralongo purchased his first practice in Culpepper, Virginia in 1992. After relocating to Richmond, Virginia in 1994, he purchased and consolidated over five dental practices and merged them into one location. In 1997, Dr. Tralongo joined Valley Forge Dental as Regional Dental Director. In his two years with Valley Forge, Dr. Tralongo supervised the management of the region, as well as, five dental acquisitions. In 1999, Dr. Tralongo relocated to Atlanta, Georgia.

Over the next thirteen years, he acquired more than 15 dental offices with over 100 employees, 26 dentists, and annualized revenues of \$15 million. In 2005, Dr. Tralongo formed Tralongo Management, LLC, a management firm designed to centralize and enhance services for his family of offices. The dental offices are all located within a 40-mile radius of the management office in Midtown, Atlanta. Tralongo Management's primary responsibility is to provide office support by implementing proven systems with continued utilization of economies of scale. Dr. Tralongo's focus has been and remains the development of his management company to increase profitability and quality of service through the utilization and development of practice management systems.



## Kasey Van Daley

### Dental Transition Group LLC

Kasey Van Daley is a partner of Dental Transition Group, which specializes in sell-side representation for dental practices. He has a background in finance, accounting and sales, and has held numerous executive roles over the last 10 years across multiple industries. Kasey has been in the dental space for the last 3 years, and working with transitions for the last 2. He particularly enjoys aligning the goals of Private Equity and DSO organizations with the goals of Dentists.



## Dr. Chris Steven Villanueva, DMD

### Founder & CEO of MB2 Dental Solutions

Dr. Villanueva founded one of the most progressive and fast growing dental platforms in the country. Through his leadership, Dr. Villanueva and his partner dentists have grown to over 90 offices in 6 states, making MB2 one of the largest doctor owned, privately funded DSO's in the industry. This past October, Dr. Villanueva and his dental colleagues successfully partnered with private equity firm, Sentinel Capital; a transaction that allowed every one of the 37 dentist partners to take advantage of the enterprise value—a opportunity unheard of in the dental industry. Dr. Villanueva continues to serve as CEO of MB2, a highly differentiated platform to not only operate dental practices, but also a first-of-its-kind investment platform for dentists.



## Kevin Webb

### KL&D Consulting, LLC

Kevin Webb has over 37 years of experience in healthcare, the last 23 in the dental industry. He currently serves as an advisor and board member to several dental organizations, investment firms and lenders providing operational reviews, strategic planning along with “buy-side” and “sell-side” representation. He was Executive Vice President, Mergers and Acquisitions, at Dental Care Alliance, a Sarasota, Florida based DSO, from 2010-2016. DCA has over 250 affiliated practices in 14 states. Their primary growth model has been acquisitions of existing practices. Prior to DCA Kevin was the COO of InterDent, a west coast based DSO. He has presented at numerous dental events sharing his experiences and leading topic focused panels. He and his wife live in southwest Florida where they enjoy boating, fishing (mostly Kevin), and having family and friends visit all winter long!



## Michael White

### Managing Partner, CPA, Founding Partner, Michael White and Associates

We see the bare-minimum service that today's business owners are receiving from their CPAs and work hard to do more. Starting with transparent and complete communication, we design budgets, plans, strategies and advice that elevate and motivate them to achieve at the highest level. This is what trusted advisors do. MWA clients have all hired accountants and advisors before. They know when they aren't getting the strategic thought and service they want, and when core company functions aren't running properly. Our initial work with clients is frequently focusing on getting their accounting correct – doing historical clean up, tax preparation and advice, getting clients ready to sell. A critical difference between MWA and other accounting/advisory firms is that we want our clients to have businesses that are “bankable” or “sellable” at any time. And we know exactly what to do to get them there.



## Ruth Whitehurst

### Vice President of Finance & Integration for Austin Oral Surgery

Ruth Whitehurst is the Vice President of Finance & Integration for Austin Oral Surgery. Her experience spans accounting firms, banking, medical practice management and most recently oral surgery practice management. Since arriving to the Austin Oral Surgery in 2007, Ms. Whitehurst has built a strong team including internal leadership, trusted vendors and service providers increasing OMS from \$1.75M to \$3.25M with half being fee schedules and the other half resulting from process improvements and cultural changes. Her key to growth is knowing the numbers and using them identify risks and opportunities and optimizing actions. She recognizes the business of OMS is getting more difficult and requires adaptation in order to survive. Ms. Whitehurst is also a part of US Oral Surgery Management LLC which is the first to market as a pure OMS practice management company.



# MEET OUR DSO TEAM



The legal needs of DSOs are many and diverse, and require comprehensive counsel and experienced representation on a wide array of sophisticated matters: from handling all matters of regulatory issues (among them: advertising, billing, patient finance, HIPAA) through preventive counseling to litigation; from assisting in M&A transactions to evaluating and completing real estate acquisitions or sales; from crafting practice purchase agreements to developing partnership and shareholder covenants; from providing sophisticated tax counsel to offering the full suite of estate planning services.

Dykema's DSO group offers a multi-discipline team that provides top-tier counsel, whose demonstrated accomplishments and proven experience cover the entirety of the business and legal needs that are unique to Dental Service Organizations. Our practitioners—whose areas of experience range from Litigation to Real Estate, Tax to Brand Protection, Mergers & Acquisitions to Employment Law, Health Care to Government Investigations and Corporate Compliance—provide, both individually and collectively, top-tier legal representation and “go-to” strategic counsel.



## Brian A. Colao, Director

**Dental Service Organizations, Dallas, Texas | 214-462-6409, bcolao@dykema.com**

Brian is the Director of Dykema's Dental Service Organizations Industry Group. He is widely regarded as one of the foremost authorities in the United States on the corporate practice of dentistry, illegal fee splitting and the related regulations, including advertising regulations, laboratory regulations, patient finance regulations, billing regulations, HIPAA regulations, credentialing, permit and licensure regulations, marketing regulations, and labor law regulations affecting dental practices.

Brian specializes in the representation of DSOs nationwide in the following areas:

- Creating regulatory compliant business models and conducting ongoing compliance on a broad range of issues applicable to the industry
- Defending DSOs in all manner of litigation and regulatory actions including State Dental Board Investigations and Complaints, State Attorney General Investigations and Complaints, Federal Investigations and Complaints, and private legal proceedings involving affiliated doctors
- Assisting Private Equity Investors in buying, selling or investing in Dental Service Organizations

In recent years Brian has successfully resolved on behalf of his clients several significant civil and criminal Medicaid fraud investigations and state dental board actions alleging the corporate practice of dentistry, fee splitting and related violations, and he is the "go-to" person in the industry for all manner of regulatory issues. Brian has also handled, as lead regulatory counsel, some of the most significant transactions in the industry on behalf of buyers, sellers, lenders or potential investors. In recent years Brian has handled over 100 significant dental transactions representing in excess of \$6 billion of total value. Brian also assists lenders in conducting due diligence prior to extending credit to Dental Service Organizations.

Brian currently has clients in all 50 states and 7 Canadian Provinces and has appeared before 42 separate state dental boards. Brian got his start in this industry approximately 15 years ago when he represented a group of 90 orthodontists in litigation with OrthAlliance, Inc. and Orthodontic Centers of America and handled cases of first impression involving the corporate practice of dentistry and fee splitting in 18 states that resulted in legal opinions that defined and established the law in this area.

## Strategic Planning and DSO Transactions



### Eric L. White

**Member, Dallas, Texas | 214-462-6411, ewhite@dykema.com**

Eric is a member of Dykema's Corporate Finance Practice Group and Dental Service Organizations Group. He is experienced in DSO transactions and assists private equity groups, lenders and other investors in buying and selling DSOs and their affiliated practices and providing financing for such transactions. Eric represents DSO clients across the United States. In his career of nearly two decades, Eric has worked on a number of significant dental and practice finance transactions on behalf of buyers, sellers, lenders and potential investors. He counsels DSOs, investors and practice owners on sophisticated dental business issues, including regulatory compliant DSO and practice ownership structures and governance, and best practices regarding load structures.



### Jeffrey M. Dalebroux

**Member, Chicago, Illinois | 312-627-2136, jdalebroux@dykema.com**

Jeff is a member of Dykema's Corporate Finance Practice Group, the former Director of the Business Services Department and a member of the Dental Service Organizations Group. Jeff's practice encompasses the preparation of regulatory compliant business agreements between DSOs and their affiliated practices and dentists, as well as other third parties. Jeff also assists private equity groups and other investors in buying and selling DSOs and their affiliated practices. Over the last three years Jeff has worked on a number of significant dental transactions on behalf of buyers, sellers, lenders and potential investors.



## Gerald T. Lievois

**Member, Bloomfield Hills, Michigan | 248-203-0866, glievois@dykema.com**

Jerry is a member of Dykema's Corporate Finance Practice Group and Dental Service Organizations Group. He is experienced in DSO mergers and acquisitions, and assists private equity groups, other investors and their portfolio companies in DSO acquisition transactions.

Over the last few years, Jerry has worked on a number of significant DSO acquisition transactions. He also counsels DSOs in the preparation of regulatory compliant business agreements between DSOs and their affiliated practices and professionals.



## R. Craig Woods

**Member, Dallas, Texas | 214-462-6465, cwoods@dykema.com**

Craig is a member of Dykema's Dental Service Organizations Group with a focus on DSO Business Agreements and government and regulatory investigations and litigation. He has considerable experience advising DSO's, MSO's, large practice groups, dentists and other health care providers in various corporate and regulatory matters, including the preparation of regulatory compliant business agreements between DSOs and their affiliated practices and dentists. Craig also brings more than 10 years of substantive regulatory litigation experience in complex commercial, business and health care law where he has advised and represented Fortune 500 and industry-leading dental, medical and health care companies.



## Virgil Ochoa

**Senior Counsel, Dallas, Texas | 214-462-6410, vochoa@dykema.com**

Virgil is a member of Dykema's Corporate Finance Group and Dental Service Organizations Group. He is experienced in DSO transactions including assisting private equity groups, lenders and dentists in buying and selling DSOs. He also assists with forming regulatory compliant DSOs and in preparation of compliant business agreements between DSOs and their affiliated practices. Virgil represents DSOs across the United States.

Virgil has represented buyers, sellers, lenders and potential investors in a number of significant financial and DSO related transactions.



## Christopher M. Carlisle

**Senior Counsel, Dallas, Texas | 214-462-6480, ccarlisle@dykema.com**

Chris is a member of Dykema's Corporate Finance Practice Group. Chris works on DSO mergers and acquisitions, joint ventures, and reorganizations. He has assisted DSOs, dental practices and private equity groups in various types of acquisition and equity investment transactions and setting up entity structures.

Chris also has significant experience in commercial agreements, and has assisted clients in drafting legal documentation for procurement and other arrangements related to the operation of their businesses.



## Jin-Kyu Koh

**Member, Detroit, Michigan | 313-568-6627, jkoh@dykema.com**

Jin is a member of Dykema's Corporate Finance Practice Group, the Director of the Business Services Department, and a member of the Dental Services Organizations Group. He has extensive experience in mergers and acquisitions involving a wide range of industries, including with respect to DSO transactions. Jin is a frequent speaker and writer on corporate finance matters, and has received numerous recognitions and awards for his corporate finance and mergers and acquisitions practice.



## William J. Kohler

**Senior Counsel, Detroit, Michigan | 313-568-6603, [wkohler@dykema.com](mailto:wkohler@dykema.com)**

William is a member of Dykema's Corporate Finance Practice Group and a member of the Dental Services Organizations Group. He has extensive experience in DSO structuring, mergers & acquisitions, investment structuring, privately held companies, technology arrangements and general commercial arrangements. William has served as chief legal officer for large businesses, and as outside general counsel for middle market and small businesses. He has published a large number of articles concerning the legal and regulatory issues associated with emerging technologies, mergers & acquisitions, warranty disputes, bankruptcy reorganization and efficient legal services management. In 2016, he was named Top Corporate Counsel by D Business Magazine.



## Erin M. Camp

**Associate, Dallas, Texas | 210-554-5261, [ecamp@dykema.com](mailto:ecamp@dykema.com)**

Erin is a member of Dykema's Corporate Finance Group, Health Care Group and Dental Service Organizations Group. Erin has considerable experience in DSO mergers and acquisitions and advises DSO's, large practice groups, dentists and other health care providers in various corporate and regulatory matters, including the preparation of regulatory compliant business agreements between DSOs and their affiliated practices and dentists. Over her career, Erin has worked on a significant number of dental transactions on behalf of buyers, sellers and providers of capital.



## Darnell Clayborn

**Associate, Chicago, Illinois | 312-627-2143, [dclayborn@dykema.com](mailto:dclayborn@dykema.com)**

Darnell is an associate in Dykema's Chicago office. Mr. Clayborn focuses his practice on Mergers & Acquisitions and Corporate Finance. After receiving his undergraduate degree, Mr. Clayborn obtained his MBA from the University of Pittsburgh. While in law school at the University of Illinois, Mr. Clayborn participated in the Civil Litigation Clinic, representing low-income individuals in housing disputes. He is also on the firm's hiring committee.



## Dean Gould

**Associate, Dallas, Texas | 214-462-6424, [dgould@dykema.com](mailto:dgould@dykema.com)**

Dean is an associate Dykema's Dallas office. Mr. Gould focuses his practice on Corporate Finance, Corporate Governance, and Mergers & Acquisitions matters.

While in law school, Mr. Gould served as a judicial intern with U.S. Attorney's Office for the Eastern District of Texas, The Honorable Ken Tapscott, and U.S. Court of Appeals for the Fifth Circuit. In his final year, Mr. Gould served as a student attorney in the W.W. Caruth Jr. Child Advocacy Clinic, representing abused and neglected children. Mr. Gould served as the Air Law Symposium Editor for the SMU Law Review and as president of the Red Raider Law Society.

## DSO Compliance with State and Federal Regulations



## Zachary Q. Hoard

**Member, Dallas, Texas | 214-462-6414, [zhoard@dykema.com](mailto:zhoard@dykema.com)**

Zack is a member of Dykema's Business Litigation Group and Dental Service Organizations Group. He advises clients on all manner of regulatory issues related to the formation or reorganization of DSOs and group practices. He has successfully represented clients in several state dental board actions and traditional litigation disputes regarding allegations of the corporate practice of dentistry, fee splitting and related violations.

Zack also has considerable experience in filing trademark and copyright infringement lawsuits, and trademark opposition and cancellation actions to protect dental industry company brands.



## Phyllis Adams

**Member, Ann Arbor, Michigan | 734-214-7664, pdadams@dykema.com**

Phyllis is the former Leader of Dykema's Health Care Practice Group and presently a member of the firm's Executive Board and Dental Service Organizations Group.

Prior to becoming an attorney, Phyllis was a licensed dental hygienist and also spent many years managing dental practices. She is highly experienced in the corporate practice of dentistry, illegal fee splitting and the related regulations, including advertising regulations, laboratory regulations, patient finance regulations, billing regulations, HIPAA regulations, credentialing, permit and licensure regulations, and marketing regulations affecting dental practices. Phyllis is skilled in reading dental records and has considerable experience defending compliance audits from state and federal government agencies as well as private payers.



## Kathrin E. Kudner

**Member, Ann Arbor, Michigan | 734-214-7697, kkudner@dykema.com**

Kathy is a member of Dykema's Health Care Practice Group and Dental Service Organizations Group. She has experience in a broad range of dental compliance issues, including mergers and acquisitions, corporate practice of dentistry, Medicaid compliance billing audits, HIPAA/HITECH, and application of the Affordable Care Act to DSOs, including the Sunshine Act. Kathy regularly advises DSO and dental clients on compliance with regulations relating to the manufacture and sale of dental devices, the prescription and dispensing of prescription drugs and controlled substances, scope of practice, and occupational safety. She has broad experience in responding to and defending compliance and billing audits and HIPAA complaints from state and federal government agencies. She is a foremost authority on HIPAA compliance and the new Affordable Care Act regulations. Kathy works with numerous DSOs in developing compliance programs, including policies and procedures, trainings and compliance audits.



## Kathleen A. Reed

**Senior Attorney, Ann Arbor, Michigan | 734-214-7661, kreed@dykema.com**

Kathleen is a member of Dykema's Health Care Practice Group and Dental Service Organizations Group. She has broad experience in the federal and state regulation of pharmacy and drug control and resale issues, fraud and abuse, scope of practice, licensure and regulatory matters, and patient care issues.

Kathleen is also a registered nurse who has significant experience working in both the clinical and business office aspects of dental practices.



## Richard Y. Cheng

**Member, Dallas, Texas | 214-462-6492, rcheng@dykema.com**

Richard's practice focuses on corporate transactions, regulatory, compliance matters and administrative appeals. A member of Dykema's Health Care group and resident in the Firm's Dallas office, Richard has an extensive health care law practice, with particular concentration representing skilled nursing facilities, assisted living facilities, home health agencies, community hospitals, physician groups, hospices, labs, pharmacies, medical spas, wellness providers, regulated products providers (e.g. medicinal cannabis) and rehabilitation providers. In this area, Richard counsels clients regarding corporate transactions, health care regulatory, compliance matters, and administrative appeals.

## DSO Credentialing, Permits and Certifications



### Eric S. Klein

**Member, Bloomfield Hills, Michigan | 248-203-0891, [eklein@dykema.com](mailto:eklein@dykema.com)**

Eric is a member of Dykema's Health Care Practice Group and Dental Service Organizations Group. He has significant experience with the licenses, permits and certifications required to operate dental practices, including dental licenses, radiation permits, tax certificates, controlled substance permits and hazardous waste certifications. Eric also has considerable experience in the licensure of foreign dentists and the residency requirements for out-of-state owners of dental practices.

## DSO Brand Protection



### Victor C. Johnson

**Member, Dallas, Texas | 214-462-6477, [vjohnson@dykema.com](mailto:vjohnson@dykema.com)**

Victor is a member of Dykema's Intellectual Property Practice Group and Dental Service Organizations Group. He assists DSO clients with all types of intellectual property litigation and prosecution matters, including patent, trademark and copyright infringement; unfair competition and theft of trade secret litigation; securing trademarks and patents with the USPTO; and securing copyrights with the Copyright Office. He also assists DSO clients on intellectual property due diligent matters, including validity and non-infringement opinions; advice on designing around patents; and negotiating and licensing of IP rights.



### Eric T. Fingerhut

**Member, Washington, D.C. | 202-906-8618, [efingerhut@dykema.com](mailto:efingerhut@dykema.com)**

Eric is the Leader of Dykema's Trademark Practice Group and a member of the Dental Service Organizations Group.

Ranked as a First Tier trademark lawyer by the World Trademark Review, Eric has significant experience representing Dental Service Organizations in clearing new marks and logos, registering trademarks, copyrighting proprietary information on practice development, and protecting trademarks, trade dress and web domain names through applicable legal proceedings. He has spent considerable time registering and maintaining catalogs of dental industry-specific trademarks and copyrights for a variety of DSOs. Eric has significant experience in filing trademark and copyright infringement lawsuits, and trademark opposition and cancellation actions to protect dental industry company brands. Recently, he successfully represented ClearChoice in an opposition it filed with the Trademark Trial and Appeal Board. The case pitted ClearChoice's CLEARCHOICE mark against an application to register the mark REAL CHOICE. He also regularly appears before the Internet Corporation for Assigned Names and Numbers (ICANN) in connection with Internet domain name disputes.

## DSO Patient Finance



### Erin F. Fonté

**Member, Austin, Texas | 512-703-6318, [efonte@dykema.com](mailto:efonte@dykema.com)**

Erin is a Member at Dykema and head of the Finotech, Payments and Digital Commerce Group and co-head of the firm's Privacy and Data Security Industry Group.

Erin assists clients with a broad range of matters related to payments/payment systems, digital commerce, banking and financial services (including related legal and regulatory issues), online and mobile products and services, specialized and small dollar lending, technology agreements and general corporate matters.



## Kyle A. Owens

**Senior Counsel, Dallas, Texas | 214-698-7864, kowens@dykema.com**

Kyle is a Texas-based attorney who helps successful businesses and individuals resolve conflicts and comply with their legal obligations. He focuses his practice on business and consumer-financial litigation and arbitration, and consumer-financial-regulatory guidance. Kyle has extensive experience working with clients in the Financial Services industry.



## Jerry G. Sanchez

**Senior Counsel, Dallas, Texas | 214-698-7835, jsanchez@dykema.com**

Jerry is a member of Dykema's Corporate Finance Practice Group and Dental Service Organizations Group. He provides legal and regulatory advice to banks and consumer finance companies and other non-banks on a variety of compliance and consumer finance matters. For consumer finance companies and other non-banks, Jerry advises on state license and registration requirements applicable to lenders and loan brokers, interest and usury limits, unfair and deceptive trade practices, state consumer disclosure laws, and debt collection practices. He drafts and reviews consumer loan agreements and disclosures to ensure compliance with federal and state law, prepares and files financial regulatory applications, and provides varied legal advice regarding federal and state legal and regulatory issues. Jerry has provided legal advice to a national dental services provider regarding multiple state consumer lender and loan broker registration and licensing requirements.

## Government Investigations and Corporate Compliance



## Jonathan S. Feld

**Member, Chicago, Illinois | 312-627-5680, jfeld@dykema.com**

Jonathan is the Leader of Dykema's Government Investigations and Corporate Compliance Team and a member of the Dental Service Organizations Group.

Jonathan's practice focuses on complex civil and criminal matters, including antitrust, health care fraud, financial and antibribery actions. He represents companies, directors and officers in investigations and enforcement actions by the U.S. Department of Justice (DOJ), Securities and Exchange Commission (SEC), the U.S. Department of Housing and Urban Development (HUD), the Food and Drug Administration (FDA) and other regulatory agencies. Jonathan advises corporations, boards of directors and board committees regarding internal investigations, corporate compliance programs and corporate governance issues, including the Foreign Corrupt Practices Act (FCPA) and data privacy. He formerly served as an Associate Deputy Attorney General at the DOJ.

## DSO Tax Regulations



## Anthony Ilardi, Jr.

**Senior Counsel, Bloomfield Hills, Michigan | 248-203-0863, ailardi@dykema.com**

Tony is a member of Dykema's Taxation Practice Group and Dental Service Organizations Group. He has significant experience representing DSOs in developing and documenting tax advantageous ways to acquire affiliated practices, sell affiliated practices and transfer ownership in practices. He has experience representing clients in connection with tax audits and in tax litigation. Tony also advises DSOs with respect to transferred assets in order to ensure appropriate tax treatment.



## Richard L. Lieberman

**Senior Counsel, Chicago, Illinois | 312-627-2250, rlieberman@dykema.com**

Richard is a senior counsel in the Chicago office of Dykema and a member of the Firm's Tax Practice Group. With more than 30 years of broad transactional and structuring experience, Richard concentrates his practice on the use of corporations, partnerships and limited liability companies in domestic and cross-border acquisitions, restructurings, mergers and financing transactions. Richard has substantial experience in the formation of joint ventures and acquisitions and dispositions of businesses and interests in joint ventures, and has been recognized as a "Leading Individual" by the International Tax Review in its World Tax Edition.

## DSO Employment Issues



### Ramon D. Bissmeyer

**Member, San Antonio, Texas | 210-554-5589, rbissmeyer@dykema.com**

Ray is Board Certified in Labor and Employment Law by the Texas Board of Legal Specialization. He counsels and defends clients in state and federal courts in matters involving discrimination, harassment, retaliation, minimum wage and overtime under the Fair Labor Standards Act and other laws and regulations governing the employer-employee relationship. He also represents clients before state and federal administrative agencies, such as the U.S. Department of Labor and the U.S. Equal Employment Opportunity Commission. Ray is the Labor & Employment Practice Group Leader as well as a member of the Firm's Professional Personnel Committee.



### Donna K. McElroy

**Member, San Antonio, Texas | 210-554-5272, dmcelroy@dykema.com**

Donna is a trial lawyer and a problem solver. She focuses on quick, common-sense resolutions of everyday challenges and creative, timely resolution of more complex issues. She seeks practical solutions which are aligned with the goals and objectives of the employers she represents. Sometimes solutions require litigation and as a trial lawyer, when litigation is necessary, she effectively and aggressively advocates for the firm's clients. You can follow Donna on Twitter: @dkm90.



### Arlene Switzer Steinfield

**Senior Counsel, Dallas, Texas | 214-462-6442, asteinfield@dykema.com**

Arlene is a member of Dykema's Labor & Employment Practice Group, Employment Litigation Group, Dental Service Organizations Group, Biotechnology and Life Science Group, Health Care Practice Group, and the Pharmaceuticals & Medical Products Practice Group.

Arlene has represented DSOs, medical practice groups, physicians, dentists and hospitals in connection with employment litigation in state and federal court, devising preventative compliance strategies for employee terminations while reducing the risk of litigation, and providing advice in connection with internal audits of personnel practices, and the preparation of personnel policies and handbooks. Arlene also advises employers on wage-hour compliance, conducts internal investigations for health organizations on claims of discrimination and harassment, and provides training to health care employers on employment law compliance.



### Elizabeth A. Voss

**Senior Attorney, Dallas, Texas | 214-698-7820, evoss@dykema.com**

Elizabeth is a member of Dykema's Labor & Employment Practice Group, Employment Litigation Group and Dental Service Organizations Group.

Elizabeth works with clients on all aspects of employment and labor relations, including disputes regarding protection of confidential information and trade secrets, non-compete and non-solicitation agreements, discrimination and retaliation claims, the Family and Medical Leave Act, the Uniformed Services Employment and Reemployment Rights Act, and wage and hour issues. She has represented employers in state and federal courts and before the Texas Workforce Commission, Equal Employment Opportunity Commission, and Office of Administrative Law Judges. Elizabeth also counsels clients regarding compliance with state and federal employment laws and regulations and avoidance of related litigation. In addition, Elizabeth assists clients in pursuing relief from the Fifth Circuit Court of Appeals and Texas appellate courts.





## Laura P. Worsinger

**Senior Counsel, Los Angeles, California | 213-457-1744, lworsinger@dykema.com**

Laura is a member of Dykema's Labor and Employment Practice Group and Dental Service Organizations Group. She has more than three decades of counseling and litigation experience involving the employer-employee relationship including discrimination, harassment, retaliation, minimum wage and overtime, representing clients before state and federal courts and administrative agencies, such as the Department of Labor, the Equal Employment Opportunity Commission, the California EDD and the California Department of Fair Employment and Housing. Laura is also well versed in marketing and promotional matters. She has substantial experience advising clients as to pricing programs, product labeling and in-store and internet sales and advertising, and federal and state trade regulation claims involving pricing, contests and sweepstakes, telemarketing, privacy and unfair and deceptive practices.

## DSO Bankruptcy Restructuring and Workouts



## Jeffrey R. Fine

**Member, Dallas, Texas | 214-462-6455, jfine@dykema.com**

Jeffrey is a member of Dykema's Bankruptcy, Insolvency & Creditors' Rights Practice Group and Dental Service Organizations Group, and serves on the firm's Executive Committee.

Jeffrey has represented DSOs, hospitals and medical groups in connection with many insolvency related matters, including corporate restructuring inside and outside of Chapter 11 filings, sale and purchase of assets from insolvent dental and health organizations, recapitalization of distressed businesses, breach of duty cases involving directors and management, and other complex business issues. Jeffrey combines business acumen, litigation skills and a wealth of diverse experience to represent clients both in complex business transactions and in courts throughout the United States.



## Mark E. Andrews

**Member, Dallas, Texas | 214-698-7819, mandrews@dykema.com**

Mark is the Leader of Dykema's Bankruptcy, Insolvency & Creditors' Rights Practice Group and a member of the Dental Service Organizations Group. He has served both as lenders' and debtors' counsel in complex Chapter 11 cases. In a legal career spanning more than 30 years, he has represented clients in bankruptcy court in every district in Texas and has appeared in courts and at the negotiating table throughout the United States. Within the health care industry, Mark was appointed a Chapter 11 trustee for a hospital, was retained to represent the Official Committee of Unsecured Creditors in several nursing home cases, and is working on a restructure of bond debt for a nursing home. He is familiar with healthcare regulations and finance issues in a bankruptcy context. He is a Fellow of the American College of Bankruptcy.



## Aaron M. Kaufman

**Member, Dallas, Texas | 214-698-7821, akaufman@dykema.com**

Aaron advises clients on a full range of commercial restructuring matters, including representation of debtors, creditors, committees, trustees, receivers, banks, landlords, tenants, equity holders and prospective purchasers in small, mid-sized and large bankruptcy cases and related litigation. He has experience in a wide range of industries including retail, health care and senior living, hospitality, wholesale distribution and manufacturing, commercial and residential real estate, technology, and energy.

## Dental Industry Class Actions



### J. Kevin Snyder

**Member, Los Angeles, California | 213-457-1810, ksnyder@dykema.com**

Kevin is the Leader of Dykema's Class Action Defense Team and member of the Dental Service Organizations Group. He is a complex business and commercial litigator with more than 30 years' experience defending class actions in a wide variety of contexts including consumer fraud, consumer finance, antitrust, wage & hour, and securities fraud. He has represented DSOs in defense of class actions asserting consumer protection statutes in various corporate and regulatory matters, including the preparation of regulatory compliant business agreements between DSOs and their affiliated practices and dentists.

## DSO Leasing/Real Estate



### Bob H. Feroze

**Member, Dallas, Texas | 214-462-6495, bferoze@dykema.com**

Bob is a member of Dykema's Real Estate and Environmental Practice Group and Dental Service Organizations Group. He focuses his practice on real estate development, financing, leasing and construction projects for industrial, office, residential and retail uses. Bob also represents lenders and borrowers in loan workouts.

## Insurance Related Issues



### Thomas B. Alleman

**Member, Dallas, Texas | 214-698-7830, talleman@dykema.com**

Tom is the Director of Dykema's Insurance Industry Group and member of the Dental Service Organizations Group.

Tom's practice focuses on litigation, regulatory proceedings and advice involving complex environmental and toxic tort issues, commercial insurance coverage questions ranging from cyberliability and data breach questions to environmental and D&O issues, and the problems of financial institutions. His extensive experience enables him to step in on short notice when necessary to assist clients in resolving problems or trying cases. Tom has been involved in hundreds of cases involving insurance coverage issues, including CGL, D&O, E&O, OCIPs, CCIPs, umbrella and excess policies, reinsurance disputes and commercial property policies. In addition to wide-ranging litigation experience, Tom assists clients in avoiding pitfalls that can lurk in transactional documents, risk management programs, insurance policies and indemnification agreements. Tom's experience takes in issues ranging from cyberliability and data breach questions to coverage issues arising out of catastrophic litigation, large environmental losses and claims against corporate boards and officers.

## DSO Affiliated Litigation



### Christopher D. Kratovil

**Member, Dallas, Texas | 214-462-6458, ckratovil@dykema.com**

Chris specializes in complex litigation, including claims attacking state regulatory schemes and asserting takings claims against government entities. Chris finds innovative ways to challenge overreaching governmental regulations. An experienced and respected appellate lawyer, Chris was named as one of "Top 100 Lawyers in Texas" by Super Lawyers in both 2016 and 2017. A former law clerk to the United States Court of Appeals for the Fifth Circuit, Chris now serves as the Office Managing Member of Dykema's Dallas Office.



## Mark J. Magyar

**Member, Grand Rapids, Michigan | 616-776-7523, mmagyar@dykema.com**

Mark is a Member in the Business and Commercial Litigation group in Dykema's Grand Rapids, Michigan office. Prior to joining Dykema, Mark was a Litigation Associate with Katten Muchin Rosenman LLP in Chicago, and he remains admitted to practice law in the state courts of both Michigan and Illinois, as well as in the federal Sixth Circuit Court of Appeals, the Eastern and Western federal district courts of Michigan, and the Northern District of Illinois federal court.



## John C. Sokatch

**Senior Counsel, Dallas, Texas | 214-462-6494, jsokatch@dykema.com**

John is an experienced commercial litigator who works with clients on all aspects of litigation to effectively, efficiently, and aggressively achieve the client's desired result. John's practice focuses specifically on complex commercial litigation matters in state and federal court, appellate courts, and arbitration proceedings, including: limited liability company membership and partnership disputes; commercial real estate/landlord-tenant and development litigation; trade secret misappropriation; breach of contract, commercial sale of goods (UCC); breach of fiduciary duties (general partner, LLC manager, and financial planner disputes); Federal, state, and common-law trademark disputes; non-compete, non-solicitation, and non-disclosure agreements; and physician credentialing disputes.

## Government Policy Advocacy



## Leonard C. Wolfe

**Member, Lansing, Michigan | 517-374-9178, lwolfe@dykema.com**

Len is a member of Dykema's Government Policy Practice Group and Dental Service Organizations Group. He is also currently a member of the firm's Executive Committee and a former Director of the firm's Regulated Industries Department.

Len's practice encompasses several areas of legal representation, including general corporate matters, public policy litigation, government reorganization and restructuring, and general administrative law (including representing clients before various state departments, agencies and boards). He has been involved in the drafting of complex legislation and administrative rules on a variety of matters, including compliance and licensing matters, economic development, Freedom of Information Act (FOIA), and state ethics and conflicts of interest. In addition, Len has experience with other governmental matters, including department and agency investigations, Office of Auditor General performance audits and the drafting of Interlocal Agreements, Intergovernmental Transfer Agreements, Executive Orders and Executive Directives, as well as Advisory Opinion requests.



## Jamie A. Zaniewski

**Government Policy Advisor, Lansing, Michigan | 517-374-9105, jzaniewski@dykema.com**

Jamie is a member of Dykema's Government Policy Practice Group and Dental Service Organizations Group. She is one of the firm's non-lawyer lobbyists and is based in Lansing, Michigan. She has assisted dental benefit carriers, hospitals, health insurers and pharmaceutical companies in achieving their regulatory and legislative goals in the state of Michigan. In addition to working closely with various state departments, Jamie also assists clients in navigating the state's complex budget process. In November 2017, Jamie was appointed by Michigan Governor Rick Snyder to serve on the newly created Public Health Advisory Council. Prior to joining Dykema, Jamie served as Governor Snyder's advisor on health care and insurance.

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