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**Chief Executive Officer & Chief Dental Officer****QUALIFICATIONS SUMMARY**

**Accomplished and multi-faceted CEO with over 20 years of successful experience in key leadership roles within dental organizations.** Impressive track record of developing innovative business strategies, clinical quality metrics, and practical solutions that deliver immediate results in improving overall operations and generating new revenue. Astute business strategist with distinguished performance in turning underperforming dental operations into success stories. Visionary leader that excels in making high-stakes decisions and overcoming complex business challenges. Adept in streamlining operations, introducing process improvements, and integrating new technology into dental practices. Unique combination of business acumen and clinical dental expertise with the ability to understand financial conditions and operational status. *Core competencies include:*

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| <input type="checkbox"/> Strategic Planning      | <input type="checkbox"/> Operations Management | <input type="checkbox"/> Dental Practice Mergers & Acquisitions    |
| <input type="checkbox"/> Revenue & Profit Growth | <input type="checkbox"/> Process Improvement   | <input type="checkbox"/> Change Management                         |
| <input type="checkbox"/> Expert Negotiator       | <input type="checkbox"/> P&L Responsibility    | <input type="checkbox"/> Clinical quality measurement and training |
| <input type="checkbox"/> Clinical Operations     | <input type="checkbox"/> Innovative Leadership | <input type="checkbox"/> Technology Integration                    |

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**CAREER HIGHLIGHTS****ELITE DENTAL PARTNERS, CHICAGO, IL (10/2014-10/2019)****CHIEF EXECUTIVE OFFICER & CHIEF DENTAL OFFICER**

Partnered with a lower middle market private equity firm to create a dentist centric Dental Support Organization in the Midwest. Hired and led executive team (CFO, President, COO) and scaled the organization as growth accelerated.

**Key Achievements:**

- Grew from 0-114 locations in 4.5 years
- Oversaw clinical quality and management of 200+ dentists and 350+ hygienists
- Grew revenue from \$0-140MM in 4.5 years
- Led efforts to increase quality of care by introducing continuing education curriculum to doctors and teams
- Formed strategic partnerships with supply/lab vendors
- Led a successful majority sale of the company to Cressey & Co.
- Led transition to a new CEO

**North American Dental Group, New Castle, PA (2012 – 2014)****Director of Development & Clinical Dentist**

Maintained full responsibility for sourcing, negotiating, and on-boarding dental practices. Developed a supply formulary, which included contributing to the design and implementation. Negotiated with dental labs and cultivated enduring relationships and partnerships with dental labs. Managed clinical activities within a dental office, which included providing patient care in general dentistry.

**Key Achievements:**

- Championed efforts to grow the practice pipeline from \$2MM to \$28MM in a few months.
- Grew large group practice pipeline from zero to \$100MM in a short time frame.
- Led efforts to decrease supply costs by 18%.
- Negotiated with lab partners to decrease lab costs by 50% using sound business acumen.

**Corner Dental, Toledo, OH (1998 – 2012)****Managing Partner / Founder**

Selected to join a single-location dental practice with revenue of \$975K in 1998. Pioneered the launch of a management company to grow the business, expand practice locations, and manage the dental practices. Purchased 10 practices from retiring doctors and oversaw talent acquisition for the new practices. Established and implemented a discount dental plan that allowed the practice to land thousands of non-insured patients.

**Key Achievements:**

- Spearheaded efforts to grow practice from 1 location to 6 locations while driving revenue growth to \$16MM+.
- Oversaw clinical quality and management of 14 general dentists, and orthodontist and Oral Surgeon
- Created a management company that handled all insurance issues, patient inquiries, accounts receivable, accounts payable, marketing, human resources, business development, and non-clinical training.
- Developed the Patient's Choice dental plan, which was a discount dental plan that garnered recognition as the second highest payor.

# Scott B. Kalniz

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## **Signature Dental Partners, Phoenix, Arizona (2017-Present)**

### ***Non-Executive Director***

Board Director for 35+ location Dental Support Organization based in Phoenix, Arizona backed by Tyree & D'Angelo Partners. Work with the CEO and other members of the executive team on strategy and growth from 0 to current number of locations.

## **Heartland Veterinary Partners, Chicago, Illinois (2016-2019)**

### ***Non-Executive Director***

Board Director for nearly 100 location Veterinary Support Organization based in Chicago backed by Tyree & D'Angelo Partners. Worked with the CEO and other members of the executive team on strategy and growth from 0-100 locations. HVP was sold to Gryphon Investors in 2019.

## **EDUCATION**

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**DDS** – THE OHIO STATE UNIVERSITY, Columbus, OH

1994–1998

*AO Dental Fraternity*

**Bachelor of Science in Business Administration, Economics** – THE OHIO STATE UNIVERSITY, Columbus, OH

1990-1994

*Alpha Epsilon Pi – President; Intramural Sports: Basketball & Flag Football*

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