

**Press release**

5<sup>th</sup> June 2026

## **ADG showcases leadership at Global DSO Summit as sector looks to the next 15 years**

The Association of Dental Groups (ADG) was out in force at this week's Global DSO Summit presented by Women in DSO in London. The event brought together senior leaders from across the world to examine the forces reshaping dental markets, share insights on global investment trends and explore the future of dentistry at scale.

A highlight of the day was an in-depth interview with ADG's Executive Chair Neil Carmichael, who spoke with Amy Mendoza MBA, Founding Women in DSO Board Director. Their conversation explored the global dynamics influencing dental markets, including where DSOs should invest, where caution is needed, and how the sector can continue to evolve responsibly. Neil emphasised the essential role DSOs play in supporting the dental workforce and delivering for patients, noting the importance of stability, leadership and long-term planning across the sector.

**Neil Carmichael, Executive Chair of the ADG, said:**

*"The quality of the presentations was second to none, with senior leaders from across the globe flying in to share their insights. What stood out was the generosity of spirit - those who have excelled and learnt from their journeys shared their stories with transparency, passion and humour."*

*"DSOs are central to supporting the dental workforce and delivering consistently for patients. Events like this show how much expertise, innovation and ambition exists across the sector. As the ADG marks its 15th anniversary, we are focused firmly on the next 15 years - a bright future that must embrace AI, technology and the full skill mix of our workforce."*

The ADG's presence continued throughout the programme. Anusha Patel, ADG Director of Clinical Affairs, joined the panel *The Backbone of DSOs: Aligning Clinical & Operational Leadership at Scale*, drawing on her extensive experience at Bupa Dental Care to highlight how clinical and operational teams can work together to deliver excellence at scale.

Further contributions included:

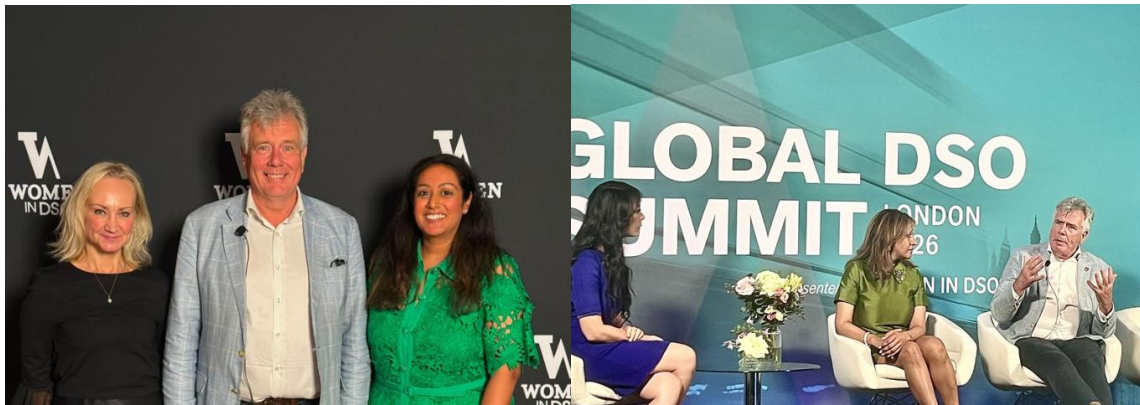
- Mark Allan, ADG Board Director and General Manager at Bupa Dental Care, who spoke on *Leading Across Complexity*, offering a global perspective on the evolution of DSOs and the leadership required to navigate rapid change.
- Anushika Brogan, ADG Board Director and CEO Founder of Damira Dental Studios, who delivered a candid and compelling account of her journey from growth to endurance, sharing how consistency, control and execution enabled her to build a group of 53 practices.
- Dr Kish Patel and Dr Jin Vaghela, Founders and CEOs of Smile Dental Group and ADG Members, who explored the consumerisation of dentistry, emphasising the importance of treating each patient as a person and examining where the line between patient and consumer sits. They also discussed the growing role of technology and AI in supporting standardisation and improving patient experience.

The Global DSO Summit demonstrated the strength, diversity and ambition of leaders shaping the future of dentistry. As the ADG celebrates its 15th anniversary this year, it continues to work closely with senior leaders across the business of dentistry to prepare for the next chapter, which is one defined by innovation, collaboration and a workforce empowered by technology.

The ADG looks forward to continuing these conversations as the sector embraces the opportunities ahead.

## Ends

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- **Image credit 1:** L2R Kate Clark, ADG Director of Communications & Membership, Neil Carmichael, ADG Exec Chair, Anusha Patel, ADG Director of Clinical Affairs
- **Image credit 2:** L2R Amy Mendoza, CMO Women in DSO, Neil Carmichael, ADG Exec Chair, Dr Aman Kaur, Founder CEO Women in DSO (see full details on this slide)



### Notes to editors:

- About [the ADG](#)
- About [Women in DSO](#)