



Northern Virginia
DENTAL SOCIETY



Keith Nicholson, DDS, MS, MBA



"Business Toolkit to Drive Customized Practice Solutions"

Friday, February 27, 2026

9:00 a.m. to 12:00 p.m.

LIVE WEBINAR 3 CE Credit Lecture Hours

THIS LIVE-STREAMING WEBINAR WILL INCLUDE A QUESTION & ANSWER SESSION

The webinar will also be recorded and available for on-demand viewing and CE credit for 30 days beginning on Monday 3/2/2026 on the NVDS website (www.nvds.org)

Course information, including the speaker's biography, course description, and objectives, are available on the other side of this form and on the NVDS website at www.nvds.org.

WEBINAR REGISTRATION FORM · Friday, February 27, 2026 · Dr. Keith Nicholson

NVDS ONLINE CONTINUING EDUCATION COURSE

Webinar login information will be sent by email.

Attendees will receive their CE certificate by email three (3) business days after the webinar.

We encourage you to register online at www.nvds.org.

Dentist Name E-Mail

A unique email is required for each registrant

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If additional registrants, please submit on a separate sheet.

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Dentist – NVDS Member	\$40.00
Dentist – VDA/ADA Member	\$55.00
Dentist – Non-ADA Member	\$155.00
Member's Auxiliary/Office Staff	\$30.00 each

** An additional \$30 late fee will be applied after 2/20/2026*

All registrations will be confirmed by email.

Reservations must be received by close of business 2/20/2026. Late registrations may not be accepted.

If paying by check, make payable to the Northern Virginia Dental Society.

Mail the form and payment to NVDS, 4330 Evergreen Lane, Suite N, Annandale, VA 22003.

You can also fax (703) 750-2261, email ematlock@nvds.org, or call (703) 642-5298.

Cancellations for this live event must be received in writing 7 days prior to the program. No refunds are made for cancellations made beyond this time. Northern Virginia Dental Society is an ADA CERP-recognized provider approved by Virginia Dental Association. ADA CERP is a service of the American Dental Association to assist dental professionals in identifying quality providers of continuing education. ADA CERP does not approve or endorse individual courses or instructors, nor does it imply acceptance of credit hours by boards of dentistry. NVDS designates the above activities for the number of continuing education credits listed above. Concerns or complaints about a CE provider may be directed to the provider or to ADA CERP at www.ada.org/cerp. Approved PACE program provider, FAGD/MAGD credit 4/1/23 until 3/31/2027 ID#212489. Approval does not imply acceptance by any regulatory authority or AGD endorsement. Keith Nicholson, DDS, MS, MBA has no financial relations relevant to this course to disclose. While NVDS strives to present highly qualified speakers, it does not endorse any speaker content, products, or techniques, and makes no guarantees about the information shared in CE programs. Please contact Erin Matlock with questions at (703)642-5298 or ematlock@nvds.org.



Course Information:

Synopsis:

As providers, we face an increasingly complex professional landscape that demands more than clinical excellence. During our time together, we will apply operations and finance principles to solve diverse business challenges. For operations, we will reveal how enhanced workflows and elite customer service can raise productivity and can decrease consumer pain points. On a higher level, we will illustrate how to design an operational playbook that drives your financial model, identifying key inputs for different appointment types. For finance, the dental industry is innovative and provides exciting options for capital expenditures, such as new equipment or office remodeling. We'll show how financial forecasts augment your decision-making. On the aggregate, a versatile business toolkit highlights competitive advantages, uncovers underperforming areas, and builds customizable business solutions that uphold the sanctity of the patient-doctor relationship. Efficiency is adopting strategic measures that simultaneously ignite growth, strengthen team engagement, and improve the patient experience. Lastly, we will examine practice transitions, exploring both traditional (doctor-doctor) transactions and DSO/PE sales.

Course Objectives:

- Integrate a versatile business toolkit that drives productivity and patient engagement.
- Analyze how enhanced workflows can increase efficiency, reduce patient pain points, and mitigate office stress.
- Use capacity calculations to streamline operations and maximize employee utilization.
- Design an operational playbook that connects clinical scheduling and service mix to the financial health of the practice.
- Apply financial forecasts to assess capital expenditures and support sustainable growth.
- Review the value preparing for a practice transition, outline appraisal methodologies, discuss nuances between traditional (doctor-doctor) transaction and DSO/PE sale, and explore the mechanics of private equity.

About Our Presenter:

Dr. Keith is an orthodontist and published author who has been active in various domains of dentistry. During his dynamic career, he has owned and run a 4-location private practice, which he led through phases of expansion and increased profitability. He also serves as part-time faculty at the University of Louisville, where he has mentored research projects and taught seminars related to biomechanics and practice management. Additionally, Dr. Keith is a consultant with PMA Practice Transitions, appraising and selling dental practices. As a practice owner, Dr. Keith was compelled to learn proven business frameworks so he earned an MBA from Wharton. His versatile background empowers him to streamline operations and create value for patients, teams, and practices. He enjoys helping peers unlock their potential, whether curating growth or optimizing profitability. Dr. Keith lives in Philadelphia with his wife and their two children. He enjoys spending time with family and friends, traveling, and coaching sports.