

Henry Schein One Releases 2026 Catalyst Index, Revealing Clinical Performance as the Primary Driver of Growth

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Top performers achieve 75% case acceptance vs. 45% industry average, signaling that clinical consistency, not scale alone, drives predictable growth and enterprise value

AMERICAN FORK, Utah--(BUSINESS WIRE)-- Henry Schein One, the global leader in dental technology, today announced the release of its **2026 Catalyst Index**, the fifth edition of its annual benchmarking report analyzing performance across tens of thousands of DSOs, multi-location organizations, and **private practices**.

This year's data points to a clear and urgent shift for the industry: in a slower economy, growth is no longer determined by scale or efficiency alone; it is driven by clinical execution.

Across both DSOs and independent practices, the highest-performing organizations consistently outperform their peers not because they are larger, but because they deliver more complete, consistent care. It is clear that growth-focused practices invest in building patient trust at the chairside. That difference shows directly in financial outcomes.

According to the 2026 Catalyst Index, top performers achieve 75% case acceptance compared to 45% for the average practice, alongside stronger production, collections, and patient engagement, reinforcing that performance begins at the point of care and carries through the entire business.

"Across the data, the pattern is consistent. Growth follows clinical performance," said Dr. Ryan Hungate, Chief Clinical and Strategy Officer, Henry Schein One. "When clinicians are supported to deliver complete care and clear communication, patients move forward with treatment. That's what drives predictable revenue. It starts chairside and flows through the entire system."

The report challenges one of the industry's most persistent assumptions: that scale alone creates better outcomes. Performance varies widely within every segment. Smaller practices often match or outperform larger groups, while

many DSOs face increasing complexity without corresponding gains in efficiency or profitability.

For operators and investors, the implication is clear: growth strategies built on scale alone increase complexity, while scaling consistent clinical execution drives predictable performance and long-term value creation.

“The idea that scale automatically creates better performance doesn’t always hold up,” said Brian Colao, Director of the DSO Industry Group, Dykema. “What separates leading organizations is consistency in clinical care, patient experience, and execution across locations. That consistency is what ultimately enables scale to translate into performance.”

At the same time, the 2026 data reveals a growing disconnection. While operational metrics like scheduling efficiency have improved, patient retention declined from 72% to 64% year over year, and case acceptance softened across segments — signaling that efficiency gains alone are not translating into long-term growth.

For private practices, the implications are equally clear.

“We’re using the Catalyst Index as a benchmark to understand where we’re strong and where we need to improve,” said Amy Kaminski, Office Manager, Dawson Family Dentistry. “It helps us focus less on doing more, and more on doing the right things consistently — especially when it comes to patient communication and case acceptance.”

The 2026 Catalyst Index is available in two editions, one tailored for DSOs and multi-location organizations, and one for private practices, providing segment-specific benchmarks and actionable insights.

The report is supported by leading industry organizations, including Dykema, Association of Dental Support Organizations, and the American Association of Dental Office Management.

Dental leaders can explore the full findings and see how their organization compares by downloading the report at henryscheinone.com.

The 2026 Catalyst Index debuts this week at CDA Anaheim, where Henry Schein One will be engaging with industry leaders on what the data signals for the future of dentistry. At the booth, the team will share how connected workflows, embedded AI, and innovations like the Next Generation Clinical Workflow and MCP layer in Dentrrix Ascend are helping practices turn clinical performance into predictable growth and more consistent financial outcomes.

About Henry Schein One

Henry Schein One, the global leader in dental technology, empowers dentists to focus on patient care and helps to ensure practice success. With simple and integrated technology, practices become more efficient, profitable, and connected—leading to better experiences for patients and care teams alike. The company’s comprehensive portfolio spans demand generation, patient experience, practice management, revenue cycle, analytics, and clinical

workflow.

Henry Schein One, LLC, is a joint venture between Henry Schein, Inc. (Nasdaq: HSIC) and Internet Brands. Its brands include Dentrax, Dentrax Ascend, Jarvis Analytics, TechCentral, Lighthouse360, and DentalPlans.com, as well as international brands such as Dentally and Software of Excellence.

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