

BENCHMARK REPORT · 2026

Dental Practice Management Benchmark Report 2026

Reference KPIs for solo, group, and DSO dental practices. Methodology, ranges, and what to measure.

— About this report

This report compiles reference benchmarks for dental practice management KPIs in 2026. Source data: a combination of public ADA Health Policy Institute releases, industry surveys (DPN, ProSites, Levin Group, others), Aria's own customer data (with practice consent and aggregated/de-identified), and direct conversations with dental consultants and DSOs.

Methodology notes:

- Solo practice = 1 location, 1–3 providers.
- Group practice = 2–10 locations, single-owner or partnership.
- DSO = 10+ locations, often with corporate operating company.
- Ranges are 25th–75th percentile unless otherwise noted.
- Specialty practices (perio, endo, ortho, oral surgery, peds, prosth) excluded except where noted.
- Data current as of Q1 2026.

Use these as reference, not absolute targets. Your specific practice may vary based on geography, payer mix, patient demographics, or operational maturity.

— **New patient acquisition**

New patients per month per location

Solo: 25–55 · Group: 35–75 · DSO: 40–90

Cost per new patient

Solo: \$90–\$280 · Group: \$80–\$220 · DSO: \$70–\$180

New patient call-to-booked-appointment conversion

Solo: 30–55% · Group: 35–55% · DSO: 35–60%

Online booking share of new patients

Solo: 8–22% · Group: 15–35% · DSO: 22–48%

— Existing patient retention

6-month recall completion rate

Solo: 38–65% · Group: 42–68% · DSO: 50–72%

Annual hygiene visits per active patient

Solo: 1.4–1.9 · Group: 1.5–2.0 · DSO: 1.6–2.0

Active patient base (12-month visit)

Solo: 1,200–3,500 · Group: 8,000–25,000 · DSO: varies widely

Patient churn rate (annualized)

Solo: 12–24% · Group: 10–20% · DSO: 10–18%

— Phone and front office

Inbound call answer rate (business hours)

Solo: 55–82% · Group: 60–82% · DSO: 65–85%

Inbound call answer rate (after hours, no AI)

Solo: 0–8% · Group: 0–10% · DSO: 0–12%

Average call duration (booking)

All: 4.5–8 minutes

Front-desk wage / hour (FT)

All: \$19–\$28 USD · Higher in CA/NY/MA

— Insurance and revenue

Insurance pre-verification rate (before appointment)

Solo: 40–72% · Group: 55–82% · DSO: 65–88%

Insurance verification time per patient (manual)

All: 8–18 minutes

Days to claim payment (median)

Solo: 18–35 · Group: 16–30 · DSO: 14–28

Practice collection rate

Solo: 92–97% · Group: 93–97% · DSO: 94–98%

— Operational efficiency

Hygiene operatory utilization

Solo: 78–92% · Group: 80–92% · DSO: 82–94%

Doctor operatory utilization

Solo: 72–88% · Group: 75–88% · DSO: 78–90%

Same-day production per doctor (avg)

Solo: \$2,800–\$5,500 · Group: \$3,200–\$6,200 · DSO: \$3,400–\$6,800

No-show rate

Solo: 7–18% · Group: 6–14% · DSO: 5–12%

— Marketing and digital

Practice marketing spend (% of collections)

Solo: 1.8–4.0% · Group: 2.5–5.0% · DSO: 3.0–6.0%

Google review count (per location)

Solo: 50–280 · Group: 120–500 · DSO: 250–1,200

Average Google rating

All: 4.6–4.9

Website conversion rate (visitor → contact)

Solo: 1.4–4.2% · Group: 1.8–4.8% · DSO: 2.2–5.6%

— How to use these benchmarks

Use these as a reference, not a verdict. If your practice is at the 25th percentile on a metric, that's a candidate for improvement — but the order of operations matters. Most practices that try to improve every metric simultaneously fail; practices that pick the 2–3 highest-impact metrics and focus succeed.

For most general practices in 2026, the highest-leverage metrics to fix first are: inbound call answer rate (especially after-hours), insurance pre-verification rate, and 6-month recall completion. Improvements there compound across every other metric.

CURIOUS WHERE YOUR PRACTICE RANKS?

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