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**“** I would recommend apex media to any one; they helped start my social network over a year ago, one to one training sessions and always available to help with any questions. If you are new to marketing through social media it is a lot to get your head around, you need these people! Great team and great service. I wish them all the luck in the future. **”**

**Sandeep Kumar - Director of Smile Stylist Group**

**“** ...the team at Apex have given guidance and structure ...making sure that this presence is well integrated with our other marketing strategies **”**

**Dr Nick Fahey - Director of Woodborough House Dental Practice**

**“** ...They have mastered the business of Dentistry and are known as the 'go to' company in the dental world for both social media and the wider area of increasing traffic to your business. **”**

**Dr Paul Tipton - Dental Surgeon, Specialist in Prosthodontics and Clinical Director at T Clinic**

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**Welcome to my regular e-update column which each month will highlight the key events and news for busy practice managers and administrators.**

As you read this slightly delayed June edition of

e-update – due to the fact that our 2014 Annual General Meeting took place on 27th June – I'm delighted to be writing to you as newly appointed President of ADAM.

First of all, my grateful thanks to Hannah Peek for her efforts on behalf of the Association over the past 12 months. And secondly to introduce myself to you... I'm a Practice Manager at Identity Individual Dental Care in Billingham, Stockton on Tees and live in Thirsk, North Yorkshire where my husband Mark and I run the Fourways Guest House.

I've been involved in dentistry since I was 'hooked' on the profession as a 14 year old doing work experience, and I still love it – especially now when, as practice manager, I see individuals with little or no experience develop and grow into capable and confident dental care professionals and, in some cases, practice managers themselves.

I first started to get involved with what was then BDPMA when I took on the role of Practice Manager in a Nottingham practice in 2001. From that very first meeting I found the opportunity to get together with other practice managers and share experiences to be invaluable – it can be a challenging and sometimes lonely job as practice manager, being the bridge between the team, the boss, and the patients – and trying to keep them all happy!

In next month's Practice Focus I'll be sharing more about my plans for the Association over the next couple of years and introducing you to the rest of the ADAM Executive team; rest assured, our future plans will include more regional seminars like the one we held in London immediately prior to our AGM on 27th June. Honorary Vice-President, Tracy Stuart delivered an excellent presentation on the topic of Developing Marketing Strategies and those in attendance left full of new ideas!

I'd also like to take this opportunity to thank those of you that took part in our recent Members Survey – an astonishing 25% of ADAM members did so – the results will be published in next month's Practice Focus and will certainly help shape our future plans for the Association.

This month's e-update has an interesting item on Communication and, separately, one on Confrontation – in my experience a lack of the one can often lead to the other!

Plus of course the latest news and details of forthcoming training events – enjoy!

Niki Boersma



In this continuing series focused on YOU, this month we meet and ask questions of Clare Rudman who is a Practice Manager in London.

**Name:** Clare Rudman

**Age:** 42

**Job:** Practice Manager at No. 8 Partnership, Sloane Square, London.

**Where do you live (and with whom):** I live in Hoddesdon, Hertfordshire with my husband Dave and 2 children, Jake age 21 & Grace age 15. Grace is currently taking her GCSE's. My management skills are definitely being tested!

**Hobbies:** I enjoy reading, particularly Philippa Gregory who is a historical writer but most of all I love socialising with my friends and family.

**How did you end up working in dentistry?** By accident- I'd always worked in banking! My daughter had just started primary school and I was looking for something new and exciting to get into when a small advert jumped out at me in my local paper and after reading the spec I thought 'I can do that!' So there I was 8 weeks later training to be a dental receptionist. I can remember telling my practice manager at the time that it felt like my brain had exploded but I loved the challenge and enjoyed my new role so much!

**When did you first get involved with ADAM?** I'd been a member of BDPMA since 2010 and found them invaluable. Since the association's name change I've found ADAM to be even more informative and supportive. I passed my BTEC Level 4 Diploma in Dental Practice Management in 2011. My tutor, Glenys Bridges, was an amazing mentor throughout my studies, and always stressed the importance of good networking and support systems. ADAM undoubtedly provides this.

**What do you enjoy most about your role?** The most satisfying part of my job is seeing a revised working procedure prove successful. I enjoy looking at working methods, reviewing them, discussing changes with the team and following the revised protocols through with staff training and feedback.

**What's the most challenging part of your role?** Communicating with my team – I work in a practice that is over 5 floors. Our team consists of 5 partners, 3 receptionists, 6 nurses and 4 hygienists as well as Ann, our accounts manager and Nora, our cook; and they all work different hours! I've had to find several different methods of communication to keep my team informed and up-to-date with all that's happening in the practice, and newsletters, emails and meetings have all played a part in getting the message across.

**Would you recommend a career in dentistry?** Definitely – the career options in this industry are huge. Some of my dental nurses have trained as hygienists, oral health educators and orthodontic therapists. I began as a dental receptionist working 2 days a week, with no knowledge of the profession and I'm now a Practice Manager and registered CQC Manager for No. 8 Partnership – who I should add, found me through ADAM!!

**And if you hadn't gone into dentistry, what would you be doing?** I would have loved to have been a primary school teacher. I really enjoyed looking after my children and would volunteer all the time at their schools for reading, swimming and as a classroom assistant.



**Clare Rudman**

## New DCP magazine launches online

In March the *British Dental Journal* launched a brand new sister publication, *BDJ Team*. *BDJ Team* will offer dental care professionals (DCPs) ten free hours of continuing professional development (CPD) in 2014.

The successor to *Vital*, *BDJ Team* is aimed at the whole dental team and will be published every month on a newly-launched website, [www.nature.com/bdjteam](http://www.nature.com/bdjteam). Each month from March-December 2014 a set of multiple choice questions based on an article published in *BDJ Team* will be available at [www.nature.com/bdjteamcpd](http://www.nature.com/bdjteamcpd), enabling users to log on, answer the questions then download or print off their verifiable CPD certificate.

To find out more about *BDJ Team*, visit [www.nature.com/bdjteam](http://www.nature.com/bdjteam).

To request free access to *BDJ Team* CPD, visit [www.nature.com/bdjteamcpd](http://www.nature.com/bdjteamcpd).



## ADAM Annual General Meeting 27th June 2014

Following this year's AGM at the BDA's offices in London the ADAM Executive team now comprises:-

President: Niki Boersma  
Finance Director: Michael Hook  
Membership Coordinator: Clare Rudman  
Regional Team Mentor: Liz Northmore

In addition ADAM President Niki Boersma co-opted Regional Mentor Jude Temple-Edwards onto the Executive team.

Niki Boersma, said: 'I'm delighted to be appointed as President of ADAM. My future plans for the Association include creating more opportunities for Practice Managers to get together with like-minded individuals, share experiences, and learn from each other.'

## DCPs are reminded to pay their annual retention fee

Dental care professionals (DCPs) are being reminded to pay their annual retention fee (ARF) to the General Dental Council (GDC) by 31 July 2014.

Payment must be received on or before that date if they want to remain on the GDC's register and be eligible to work. No payments can be processed after the deadline.

All dental care professionals must be registered with the GDC to work in the UK. The ARF is £120 for dental nurses, dental technicians, dental therapists, dental hygienists, clinical dental technicians and orthodontic therapists.

For details of how to pay go to: <http://www.gdc-uk.org/Newsandpublications/Pressreleases/Pages/DCPs-are-reminded-to-pay-their-annual-retention-fee-.aspx>

## Department of Health signals urgent legislative change to streamline fitness to practise procedures

The General Dental Council (GDC) is pleased that the Department of Health has recognised the need for urgent change to streamline its fitness to practise processes with the announcement this week of its intention to publish a Section 60 Order.

By means of this Order the GDC can amend its current legislation (The Dentists Act 1984) to allow it to introduce a key change - case examiners - aimed at improving the speed of decision making in the interests of patient protection and reducing costs.

The GDC's complaints caseload has increased by more than 100% since 2011. In the first quarter of 2014 it received 846 complaints (a 5.49% increase on the same period in 2013). This decision by the Department of Health is a significant step forward in allowing real improvements to be made to how the GDC manages the complaints it receives.

It is expected that the Order will be in place by May 2015.

For more information go to: <http://www.gdc-uk.org/Newsandpublications/Pressreleases/Pages/Department-of-Health-signals-urgent-legislative-change-to-streamline-fitness-to-practise-procedures-.aspx>

## Millions' avoiding dentist to keep social life afloat

MILLIONS OF BRITS are prioritising their social life ahead of their oral health, potentially endangering their health in the process.

New survey data reveals almost one in five (18 per cent) would cancel their dental appointment to go to the pub, order a takeaway, buy clothes, go to the cinema or go bowling. More than 2,000 people were questioned as part of the nation's annual reminder about the importance of oral health, National Smile Month.

The campaign, which ran from 19 May to 19 June, encourages everyone to brush their teeth for two minutes twice a day with fluoride toothpaste, cut down on how often they have sugary foods and drinks and to visit their dentist regularly, as often as they recommend.

To read more go to: [www.dentalhealth.org/news/details/792](http://www.dentalhealth.org/news/details/792)

Date and location	Name of event and provider	Cost and notes	Contact details
-	ILM Level 3 Certificate of Leadership and Management <i>UMD Professional Ltd</i>	Distance Learning Programme	Fiona on 020 8255 2070 or <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
-	Performance management and appraisals in dental practices <i>UMD Professional Ltd</i>	This workshop course is delivered at your practice and covers managing and maximising staff performance, and how to carry out appraisals in dental practices.	Fiona on 020 8255 2070 or <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
commencing January 2014 London	ILM Level 5 Diploma in Leadership and Management	Grants available towards course fees. Distance learning and modular courses also available	Fiona on 020 8255 2070 or <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
commencing January 2014 London	Dental Business Management Programme leading to the ILM Level 7 Diploma in Executive Management <i>UMD Professional Ltd</i>	Grants available towards fees plus a further 10% discount for ADAM members.	Fiona on 020 8255 2070 or <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
-	BTEC Level 4 Professional Diploma in Dental Practice Management <i>The Dental Business Academy</i>	Distance Learning Programme - 30% discount for ADAM members	<a href="http://thedentalbusinessacademy.com/shop/btec-level-4-professional-diploma-in-dental-practice-management/">http://thedentalbusinessacademy.com/shop/btec-level-4-professional-diploma-in-dental-practice-management/</a>
-	BTEC Level 5 Professional Diploma in Dental Practice Management <i>The Dental Business Academy</i>	Distance Learning Programme	<a href="http://thedentalbusinessacademy.com/shop/btec-level-5-professional-diploma-in-dental-practice-management/">http://thedentalbusinessacademy.com/shop/btec-level-5-professional-diploma-in-dental-practice-management/</a>
-	Introduction to Dental Practice Management <i>The Dental Business Academy</i>	Distance Learning Programme	<a href="http://thedentalbusinessacademy.com/shop/dental-practice-management-introduction/">http://thedentalbusinessacademy.com/shop/dental-practice-management-introduction/</a>
From May 2014 Wakefield	Professional Certificate in Dental Practice Management (L4) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year 2 year and CPD courses also available ADAM members' discount	Contact Sim on 0161 928 5995 or <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://www.thedentistrybusiness.com/register.php">www.thedentistrybusiness.com/register.php</a> to watch video intro
From May 2014 East Midlands West Midlands	Professional Certificate in Dental Practice Management (L4) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year 2 year and CPD courses also available ADAM members' discount	Contact Sim on 0161 928 5995 or <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://www.thedentistrybusiness.com/register.php">www.thedentistrybusiness.com/register.php</a> to watch video intro
From May 2014 Wakefield	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year CPD course also available ADAM members' discount	Contact Sim on 0161 928 5995 or <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://www.thedentistrybusiness.com/register.php">www.thedentistrybusiness.com/register.php</a> to watch video intro
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From May 2014 Birmingham	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional Ltd</i>	£2450 payable over 13 months. Discount for payment in full at start of course	Contact Fiona on 020 8255 2070 or <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Sept/Oct 2014 London, Manchester, Midlands, Wakefield	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year; CPD course also available ADAM members' discount; matched grant funding available to eligible practices	Contact Sim on 0161 928 5995 or <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://www.thedentistrybusiness.com/register.php">www.thedentistrybusiness.com/register.php</a> to watch video intro

# How to deal with confrontation at work?

When asked what needs to be improved at work, why is it that staff often cite communication amongst the top 10 issues that need to be improved?

Communication is something that can always use some improvement and we are all on a journey on continuous improvement when it comes to communicating at work. Sometimes it doesn't go well and you find yourself dealing with confrontation at work. If this happens then we need to find a constructive way of dealing with this.

That isn't always easy as confrontation triggers an emotional reaction in us, because we are human, so we need some tools in our communications toolbox to deal with this effectively.

So here are my thoughts on how to deal with confrontation at work:

Do keep in mind that you need to make sure that you are in control of your emotions. We are not machines and if we let ourselves go then our emotional response can trigger fight/flight reactions which will not be conducive to dealing with confrontation at work. Indeed, it may only make matters worse. As soon as you feel yourself getting annoyed, angry, your pulse raised, then you need to get control otherwise your emotional state will drive your communications. Train yourself to recognise the signs of annoyance and take a deep breath, focus and tell yourself that this is simply a problem to solve.

Find a way to plan. If a situation escalates suddenly see if you can find a way to defer a discussion for a bit later in the day to give yourself time to plan. If this is not possible then you could try to buy yourself some thinking time by listening to the other side, summarising their viewpoint and reflecting back what they say. Ask open questions to give direction.

Think about your communication from an assertiveness perspective. We know that once emotions take charge an individual may just be reacting rather than thinking rationally and we need a way to diffuse this. One option is to use assertiveness techniques to draw attention to the behaviour and how it makes you feel. For example you might say: "I can see that this has affected you greatly.

When you raise your voice I do find it hard to think and perhaps we can agree to discuss this rationally?" Or perhaps "We need to find a way of resolving this, how about we think about it and come back together this afternoon to run through the issues together?"

Show understanding and empathy. Acknowledge the emotion and issue. Perhaps you might say: "I can see this is very important to you, let's try and find a solution." The collaborative use of 'let's' seeks to try and encourage a joint approach to resolution.

Understand the perspective of the person who confronts you. Think about why they might be reacting to the situation so negatively. There might be a range of reasons from simple disagreement, to issues of status, surprise or reaction to change. Different people react differently to change. Understanding the driver behind the response will help give insights into resolving it.



See if you can find a 'win/win' response. Something that works for both sides.

Dealing with confrontation at work is often challenging but a strategic and thoughtful approach can be a great place to start.

If you would like help developing your communications skills we have a range of options. We offer coaching for individuals and teams. This can be done over the phone or in your practice.

If you are thinking about communication there are other options too: if you have a team that need some development or a group of colleagues who would benefit from some training on communicating more effectively:-

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Alison Miles-Jenkins BA (Hons) FCIPD is Chief Executive of Training To Achieve Enterprises Ltd, the award-winning training, development and coaching consultancy she set up in 1990.

<http://www.t2achieve.com/>

## BDA Training Essentials

# Courses for the whole dental team

With all the best intentions, it can be difficult for practice staff to find the time in their busy schedules for extra study, especially if they have family commitments to attend to outside the workplace. In addition, the speed at which scientific research is progressing means that knowledge acquired at university or college can quickly go out of date.

These were just some of the issues that the BDA sought to tackle when it launched the Training Essentials portfolio of courses in 2010. Since then the range of courses offered has gone from strength to strength and the delegate feedback has been exceptional.

The topics include all core CPD areas, regulatory updates, business management and personal development. The courses also provide those members of the dental team with GDC CPD requirements to meet their requirements.

The most popular courses are the core areas of infection control, IRMER, law, ethics and record keeping, medical emergencies, early detection of oral cancer, handling complaints and improving communication skills.

But in addition to these core topics, the portfolio of courses also looks at practice management and team work as well as business fundamentals.



On Friday 18 July at the BDA HQ on Wimpole Street, the core topic of Handling complaints and improving communication skills will be presented. One of our most popular Training Essentials speakers, Heather Dallas, will be presenting alongside two BDA business experts. Heather will look in particular at the

importance of good communication especially when managing the difficult patient. She will look at how why patients behave the way they do and suggesting ways to keep calm and maintain rapport. She will also look at why

first impressions really count and why it's important to create the right environment.

Feedback from the last Handling complaints and improving communication skills course included one delegate who commented "I enjoyed the role-play and learnt a lot from Heather" another happy attendee concluded "Heather is a great speaker who gives lots of examples."

To book a place on July's course, call the BDA Events team on 020 7563 4590.



Other courses which will be of interest to practice managers and administrators coming up from September include:

**Getting better results with business planning:**  
19 September 2014

**The essentials of staff management: a two day intensive course:** 25-26 September 2014

**Reception and telephone skills for the whole dental team:** 28 November 2014

Keeping up to date with new legislation, protocols and requirements is not only advantageous for practice staff in enhancing experience and qualifications, but it also gives the dental practice the competitive edge. Sign up for a course today!

For more information on the whole Training Essentials portfolio of courses, visit [www.bda.org.uk/training](http://www.bda.org.uk/training)

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