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Read what's  
In the News

Inside this edition...

## Seven Pillars of Dental Management



*on page 4*

Forthcoming  
training events



*on page 14*

Who's  
In The Spotlight?



*on page 3*

VISION

FINANCIAL  
CONTROLS

SALES

MARKETING

PEOPLE

SYSTEMS

ENVIRONMENT

*on page 6*

- Recruitment
- Social media and your practice
- Stand out from the crowd

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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.

Dear member,

This month I'm delighted to be able to announce three new initiatives for ADAM members.

Starting with the summer edition of Practice Focus you'll be able to complete your two hours of FREE Verifiable CPD online via your mobile or tablet courtesy of **Dental CPD Pro**. Full details of how to do so will be included within Practice Focus but if you'd like to get ahead of the game and start capturing all of your CPD digitally, and encouraging your staff to do so, simply download the Dental CPD Pro app – it's free and gives you and your team an easy way to log all of your CPD quickly and conveniently – on your phone or tablet.

By the time you read this you'll have heard by email of the terrific offer from **Dentinal Tubules**, courtesy of your ADAM membership, and the generosity of Dentinal Tubules.

And last but by no means least on Thursday 25th June at 7:00pm ADAM members can join the first of what we hope will become a regular series of Webinars; this one is entitled '**An Introduction to Facebook and Twitter**' and it's FREE to ADAM members. Read more about the webinar on page 7.

In a couple of weeks time it will be our Annual General Meeting which this year takes place at Salford Quays. I look forward to meeting up with those of you who are planning to attend.

This month's e-update also includes some useful tips on Recruitment and an excellent overview of The Seven Pillars of Dental Management, not to mention a review of The Dentistry Show which included the successful session entitled 'Practice Management Today' - a panel discussion session led by Sheila Scott, with Sarah Buxton of LCF Law, Tracy Stuart of NBS Training and me.

Happy reading ...

Niki Boersma  
President



**Miranda  
Turner Pope**

In this continuing series focused on **YOU**, this month we meet and ask questions of **Miranda Turner Pope**.

**Name:** Miranda Turner Pope.

**Job:** Practice Manager.

**Where do you live (and with whom):**  
Leicestershire with my husband Alan.

**Hobbies:**

Singing, Gardening, Running (marathons, half marathons).

**How did you end up working in dentistry?**

I left school at 17 and there was no other job advertised that week!

**When did you first get involved with ADAM?**

About 10 years ago.

**What do you enjoy most about your role?**

The constantly changing demands - it keeps it diverse and interesting.

**What's the most challenging part of your role?**

NHS legislation and requirements.

**Would you recommend a career in dentistry?**

Definitely.

**And if you hadn't gone into dentistry, what would you be doing?**

In my dreams, I would be on stage somewhere living the life of a Broadway musical star!!!!

### BDA to celebrate anniversary with examination of Britain's teeth

The British Dental Association (BDA) will this year be celebrating its 135th anniversary with an Anniversary Lecture on 2 July in London presented by the Head of the School of Dental Sciences at Newcastle University, Professor Jimmy Steele.

In his lecture Oral health, epidemiology and the British way of the life Professor Steele will look at the origins of British oral health and how it is perceived, the reasons for the caries epidemic of the 20th century and how things have changed since then. He will address exactly what changed, when, why and what it means for dentists. Attendees will learn about the interpretation of modern epidemiological data in a current policy context and will be able to understand how data has been and can be used to inform policy.

For more information go to:  
<http://tinyurl.com/pzjomjf>

### Sugary drinks to same rules as tobacco

Sugary drinks should be subject to the same advertising and sponsorship rules as tobacco, according to an oral health charity.

The British Dental Health Foundation believes if major sporting tournaments banned sugary drinks sponsorship - similar to the ban on tobacco advertising introduced in 2003 - there would be a reduction in consumption and an improvement in the health of thousands of people.



Experts suggested more than 3,000 lives could be saved by the tobacco ban, and the British Dental Health Foundation believes a similar ban involving sugary drinks could have benefits for a number of health conditions, notably obesity and oral health.

For more information go to:  
<http://tinyurl.com/ndtr2gx>

### 'Safeguarding' becomes recommended CPD

The General Dental Council (GDC) has confirmed that 'safeguarding children and young people' and 'safeguarding vulnerable adults' are to be included as recommended continuing professional development (CPD) topics for dental professionals.

The aim is to increase awareness about these important topics so that all dental professionals feel confident and equipped to raise any concerns about abuse or neglect of vulnerable people.

<http://tinyurl.com/lf8bohe>

### High dental costs leave many without basic necessities

An international study, led by researchers at King's College London has found that the high costs of dental care can put a considerable strain on household finances and can lead to many having too little money for basic necessities.

The study, published in PLOS ONE, assessed what they call 'catastrophic dental health expenditure' (CDHE) for households across 41 low and middle income countries. They defined CDHE as equal to, or higher than, 40% of the household's capacity to pay. Up to 7% of the households surveyed in the study had suffered CDHE in the last month.

For more information go to:  
<http://tinyurl.com/pgzasxd>

### Appointment of new Chief Dental Officer for England

NHS England is pleased to announce the appointment of Sara Hurley BDS (UBrist) MFGDP(UK) MSc(UCL) MA(KCL) as Chief Dental Officer. Sara will serve as principal dental adviser and the professional head of dental staff in England. As a senior member of the Medical Directorate, Sara will work in partnership with other directorates, domain leads and other clinical leaders in regional and local area teams to improve outcomes for patients, and champion the role of dentists and dentistry within the health system.

<http://tinyurl.com/pdmnpt5>

### FGDP(UK) Statement - Care Standards and Fitness To Practise

The FGDP (UK) would like to make its members aware of the Faculty's views regarding the General Dental Council (GDC)'s Fitness to Practise (FtP) process and implications for the regulation of the dental profession.

Read their full statement at:  
<http://tinyurl.com/nowce23>



### National Smile Month - 18 May to 18 June 2015

In a nutshell, National Smile Month is the UK's largest and longest-running oral health campaign.

Together, with thousands of individuals and organisations, National Smile Month promotes three key messages, all of which go a long way in helping us develop and maintain a healthy mouth. They are:

- Brush your teeth last thing at night and on at least one other occasion with a fluoride toothpaste.
- Cut down on how often you have sugary foods and drinks.
- Visit your dentist regularly, as often as they recommend.

Find out more at:  
<http://tinyurl.com/cc22agg>

### GDC welcomes new ministerial team - and calls for new government to be a watershed moment for professional regulation

The General Dental Council (GDC) has welcomed the reappointment of Jeremy Hunt as Secretary of State for Health, but has made it clear action is needed now in order to improve the effectiveness of professional regulation.

Read more:  
<http://tinyurl.com/poatwmx>

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## Sharon Fletcher

Practice Manager at Ravat & Ray Dental Care, Burnley. Winner: Practice Manager of the Year 2014

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# The Seven Pillars of Successful Dental Practice Management

In 1995 whilst studying on the MBA course with the Open University I was struggling to reconcile the structure and working patterns of a dental practice with those of the businesses that we were examining. Yes, there were some things that they had in common but there were also glaring differences, so I devised what I thought fitted the business of dentistry. In the dozens of practices with which I have worked since then the definitions have been re-enforced and I have come to rely on them so they are an almost unconscious backbone to my analysis and planning.



**Alun K Rees BDS is The Dental Business Coach.** An experienced dental practice owner who changed career he now works as a coach, consultant, troubleshooter, analyst, speaker, writer & broadcaster. He brings the wisdom gained from his and others' successes to help his clients achieve the rewards their work and dedication deserve.  
[www.dentalbusinesscoach.co.uk](http://www.dentalbusinesscoach.co.uk)

 **alun rees**  
The Dental Business Coach

### Vision

The cliché is, "if you don't know where you are going then you have no idea if you are getting closer or further away." This is at the heart of my initial work with a client and their business. They need to know what they want, so we work hard at the outset and taking the long term view, perhaps as long as a decade, to discover what direction they need to take and what growth will mean for them. This is real "what is your dream?" area. From there we chunk things down, initially to 3 years then to 12 months, then 90 days and smaller.

### Financial Controls

If you are going to have a dream and aim towards it then you must know what your financials are going to look like. I am still amazed that many practice owners only look backwards, even in this age of online banking they wait for their bank statements and reconcile, at some point after their financial year end they wait for their accounts to be produced so that they can discover what they did maybe 20 months or more ago.

So I insist that my clients look forward using spreadsheets in order to see monthly general and cashflow budgets. The advantages are clear, for long term planning, for setting of fees and for the day-to-day monitoring of cashflow.

### Sales

Let's get one thing clear - we're all in sales. Selling can and should be one of the highest form of communication that takes place. It is all about establishing and maintaining a relationship with the patient. I have no time for people who say that you should earn £X from every new patient, in my experience to push new patients before a solid relationship is in place is doomed to failure and frequently results in buyer regret.

### Marketing

I take John Jantsch's definition as the bedrock of all marketing. It's simple and effective: "Marketing is getting people who have a specific need or problem to know, like, trust and do business with you and then to refer you others who have the same need or problem." If your marketing doesn't do that, at a reasonable cost, then there is little point in proceeding. No amount of money spent on external marketing will replace a good internal marketing system. The biggest crack through which business falls is the failure of the team to ask for referrals.

### People

The recruitment, training and maintenance of a good team takes constant work. First rule, start as you mean to go on, ensure that the new recruit is imbued with the core values of the practice and that their formal induction lets them see and absorb the culture of the business. Next, listen to them through regular appraisals that are a two way street, and respond to the established training and development needs.

### Systems

Einstein said that things should be made as simple as possible, and no simpler. Unfortunately enforced compliance has overtaken what should have come naturally, the heart of the administrative systems must be your practice manual or "how we do things here". This should be a living document, constantly being adapted, adopted and improved as the demands on the practice evolve.

### Environment

Is the practice a place you would want to visit? How does it look, smell and sound? Regularly revisit the physical environment so that you can see things from your patient's point of view.



## Social media and your practice

One of the most frequent questions the team and I get asked is how a practice should implement a social media strategy. Many of you will already have a Facebook page or Twitter account; however it may be lying dormant with no frequent updates and no clear idea how to use it to grow patient numbers.

Social media can be a bit like being given a photograph of the most delicious looking cake in the world and all the ingredients, but no recipe to bake it. You know you want it, you know you need it, and you have everything to make it work, it's just getting it right. Think of this article as being a Mary Berry recipe!

The Practice Growth Agency team always worry when the running of social media accounts is left to a team member who probably has little experience of engaging with people in a digital commercial environment. These accounts are very powerful tools and can have a considerable impact on the fortunes of the practice; however this impact isn't always positive. You must be sure whoever is posting your updates takes the responsibility seriously and that all interactions are true to your values. Whilst they are also a good opportunity to add personality to the practice, you don't want the team posting 'selfies' on a night out!

So make sure you have a set of key messages which are frequently posted, have numerous dental health articles you can rotate, post interesting but suitable updates about what the team are up to, build a library of testimonials and case-studies and find patients who are happy to engage with your pages. Most of all, make sure all of these updates are woven into a timeframe and the person updating knows when and what to post.

So, what are the benefits of spending time doing this?

Social Media is always moving, and developing rapidly and in 2015 things seem to be accelerating with Facebook having well over 1 billion users and Twitter approaching 250 million. To stay on top, practices need to keep their social media strategies fresh, create truly engaging brand-awareness campaigns (rather than just getting people to either 'like' or 'follow') and also respond quickly to online viral trends. Audience-led activity is prevalent through many social media channels and this was highlighted rather effectively last year by the explosion of the ALS Ice Bucket Challenge.

For anyone unaware of this viral phenomenon, celebrities and regular users of Facebook, Twitter and YouTube posted a video of themselves having a bucket of water and ice tipped over their head then made a donation to the ALS Association (amyotrophic lateral sclerosis). ALS Association didn't start the trend but did embrace it and ended up by raising over \$100 million.

This campaign, as well as embracing social listening, also highlights the fact that the use of mobile devices continues to grow. In reality, most of the donations for this campaign came through mobile devices such as smart phones and tablets demonstrating clearly that most people engage with their social media channels through mobile devices.

## Get in touch!

Send your news & views to [denise@adam-aspire.co.uk](mailto:denise@adam-aspire.co.uk)

A recent Business Insider study quotes that "Mobile usage is at an all-time high. Consumers now dedicate one-fifth of their media consumption time to mobile. That's a share five times greater than in 2009." Therefore making sure that your social media activity is geared up for mobile usage (as well as your website of course) is a must.

So what does all this mean for your practice?

Well, consider the environment in which a potential new patient is considering booking an appointment. They may be at work or on the move and more than likely starting their search on a mobile device. Ignoring Google (as we will cover SEO in a future column) they are very likely to go onto their Facebook or Twitter account to start their search. And ultimately if they come across your account and it's not been updated in months, and even when it was the information was just fun irrelevant posts, do you think they are likely to book an appointment?

These social media channels make up a large proportion of your digital shop front, so make sure you've done some impressive window dressing and spent the time considering what people will see. You've probably spent a huge amount of time getting your practice and patient journey just right, so make sure this is carried through to your social media brand.



### About the author

Kevin Coyle is Managing Director of Practice Growth Agency, the practice growth and digital marketing experts.

He is presenting a FREE webinar exclusively for ADAM members on Thursday 25th June at 19.00.

Any member who signs-up for the webinar can also then purchase the online Facebook or Twitter Foundations course for only £99 rather than £149. To reserve a place visit the events section of [www.practicegrowthagency.co.uk](http://www.practicegrowthagency.co.uk)



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## Recruitment – the job description

Ensuring that you have a job description available as you embark on a recruitment exercise is crucial to appointing the best talent.

Some employers overlook this important document when recruiting and then wonder why they are unable to find the candidates that meet their needs.

The recruitment exercise can then become harder to manage and take longer than expected. Some employers also see their costs increase due to the time taken to recruit, the gap left by the previous incumbent or the costs of an interim or temporary employee.

A job description should include:

- Job title;
- Name of team;
- Who the job holder reports to;
- Effective date;
- An overview of the role or job purpose;
- Core competencies required of the job holder;
- Performance requirements or objectives of the role;
- Job dimensions or key task areas;
- People responsibilities (if any);
- Health, safety & environmental responsibilities;
- A description of how the role fits within the practice.

The document does not need to be overly complex, but should convey the role to be filled so that, throughout the recruitment process, you can accurately assess your requirements and confidently manage the exercise in an efficient and effective manner.

The job description is also useful when advertising the vacant post and can be offered to candidates applying for the vacancy in order to give them a better understanding of the role for which they have applied.

It is also good practice to use the job description as part of your pre-interview screening process by enabling you to select for interview only those who most closely match your requirements as outlined within the job description.

Some employers may choose to enhance a simple job description to include some general background information about the practice from an employee engagement perspective. It may also be useful to include some information, as a guide, about the likely salary range on offer, subject of course to the experience and fit for the role, together with any employee training and development initiatives which may be available to the successful candidate.

Once the right candidate is recruited, the job description can also be used as part of the performance appraisal process. Remember – it is essential to keep job descriptions up-to-date to ensure that the role is aligned to the practice's requirements and to build in flexibility to allow for changes to be made to the role as either the job holder or the role develops.

In summary, writing job descriptions for every role within your practice is a worthwhile exercise which will help to ensure that your practice is resourced and equipped with the skills and experience required for it to develop and grow.

**Samantha Haller-Evans,**  
**HR Services Manager in the**  
**Employment Division at mfg**  
**Solicitors LLP on 01905 610410.**



## It's Just Good Business The Dentistry Show 2015

Regardless of which industry a company operates in, its continued success depends as much on sound business principles and efficient management, as it does on the quality and popularity of the product or service offered. For a business of any size, effective organisation and optimisation of all areas is essential to secure its future and that of its staff and customers.

The very same is true in the dental industry – practices' priority is of course the provision of high quality clinical care and service, but the business must still be run efficiently in order to ensure its sustainable profitability.

The Dental Business Theatre at this year's Dentistry Show was tailored specifically to help practice managers and owners meet the demands of running a modern business. From financial elements to online marketing and employment law, the areas covered were varied and included hot topics in the industry right now.

Among the exceptional educational programme was the particularly interesting 'Practice Management Today' – a panel discussion session led by Sheila Scott, Sarah Buxton, Tracy Stuart and Niki Boersma.



**Dental CPD Pro impresses at The Dentistry Show**

Run by the Association of Dental Administrators and Managers (ADAM), who attended The Dentistry Show for the first time this year, this interactive session highlighted the importance of clear and effective communication with patients, as well as the need for understanding employment laws. The latter was definitely a topic close to delegates' hearts, with many posing questions from the floor regarding employer responsibilities during social events, staff social media accounts, pay rises, contracts for employees / self-employed staff and managing staff absences.

Other highlights over the course of the two days included Sheila Scott's lecture on how to build and sustain a 'healthy practice' and Ray Cox's session on financing a practice.

Offering further precious capsules of information, Practice Plan ran two days of Business Skills Workshops presented by Chris Barrow, Ashley Latter, Les Jones, Patricia Langley, Brendon Macdonald and Krishan Joshi. Attendees explored how to optimise social media platforms, create an emotional website, benefit from automated marketing and dissolve conflict between team members.

And of course, no business would function effectively without extensive professional relations and communications. Throughout the trade floor, delegates, exhibitors and lecturers had the opportunity to network with professionals in all areas of the industry, while also sourcing the very latest products, equipment and services available in dentistry.

The exciting new Launchpad UK even brought the latest innovations to the forefront, helping delegates keep their practices at the very cutting-edge of the dental industry.

Dental CPD Pro was amongst the leading exhibitors at this year's Dentistry Show with the functional and practical Dental CPD Pro app.

Many delegates took advantage of the app to easily and conveniently record their CPD while at the Show. With the special CPD QR reader, those attending lectures at the show were able to update their CPD logs and obtain their certificates instantly on their phones.

Dr. Sonia Hutton-Taylor says: "The Dental CPD Pro app has always been the most convenient way to log CPD but CPD QR codes really take things forward. It's very refreshing to be able to log everything so easily and not be troubled with masses of paper or waiting for certificates to be sent by email weeks later. It's almost magical that everything is then synced automatically to the GDC!"

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## Stand out from the crowd

**Gemma Lock talks about how her business background helps DPAS clients differentiate themselves and attract more patients.**

“Before I joined DPAS Dental Plans I worked as a financial adviser and eventually went on to run my own franchise company. This background means I can empathise with practice managers who have to deal with all the pressures associated with running a business.

One of the main areas in which I support my practices is in helping them establish their future direction by conducting a fact-finding appointment and then putting together a bespoke business and marketing plan. This plan shows where the business is now, where they want to be in three to five years and how we can work together to achieve their goals.

Part of the business and marketing plan covers how a practice can

differentiate themselves and successfully attract new patients. Most people searching for a new dentist tend to look at the practice’s online presence before making an appointment and consumers are now very sophisticated in the way in which they view websites. Does it look professional and appealing? Are there photos of inside the practice? If they don’t like what they see, they’ll simply click onto the next practice in their area, so I always encourage practices to take first impressions online very seriously.

A fully responsive, compliant website is a window into your practice, promoting your brand image and showing the benefits of being a patient at the practice. Social Media is another



excellent tool for engaging with patients and a great way to attract interest, especially from a younger market. Social interaction on platforms such as Facebook and Twitter is effectively the new ‘word of mouth’ and an active presence also enables practices to build awareness within the local community.

We recognise the importance of establishing a strong online presence and I am only too happy to offer advice and guidance or bring in third party organisations that can provide any additional skills or expertise. This support is helping to ensure that DPAS clients are able to differentiate themselves in an increasingly competitive market and keep new patients coming through the door.



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“Leadership is  
a choice, not a  
position”

Dr Stephen R Covey

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# INTRODUCTION TO THE RECENT CQC CHANGES

## The New CQC Operating Model



Article by: Stacey Firman  
Compliance Consultant  
The Dental Compliance Team



On 1st April 2015 the Care Quality Commission (CQC) changed the Essential Standards of Quality and Care (Outcomes) and replaced them with the new Fundamental Standards.

Now the legislation has been changed the CQC have a new operating model.

The core functions of the CQC are:

**Registration – Monitor, Inspect and Rate – Enforcement – Independent Voice**

Practices will see announced and unannounced CQC inspections. The inspections will usually take place over one full day. The inspection team will seek feedback from patients and staff, look at practice systems and ensure all regulations are being adhered to. The inspection team will also collect intelligence data prior to the inspection and they will advertise the date of the inspection to attract patients and staff to tell them of their experiences of the service.

The CQC will inspect 10% of the 10,000 dental practices in the UK between April 2015 and March 2016. The CQC reported that most dental services had cooperated well with the introduction of CQC. This does not mean that practice can become complacent. It is still very important to ensure practices are complying with the regulations set out by all of the governing bodies of dentistry. When the guidelines are not followed this can not only have an impact on staff and patient retention but it may carry the risk of legal implications.

If the CQC find that regulations are not being followed and causes for concerns are raised then breaches of the regulation can occur for the provider. Enforcement action can now be taken immediately for a number of the new regulations.

## Fundamental Standards – Regulation 12 Safe Care and Treatment

The Dental Compliance Team still find a number of practices not using safer sharps. This is some of the feedback from these practices.

- 'We are unaware of the current regulation changes'
- 'The safer sharps are too expensive'
- 'I am not willing to try safer sharps as I am happy with what I already use'
- 'We don't know where to buy them from'
- 'We have safer sharps in stock but we do not know how to use them'
- 'The practice owner won't let us buy safer sharps'

The Health and Safety (Sharp Instruments in Healthcare) Regulations 2013 came into effect in May 2013 and requires



Ultra Safety Plus complies with all new regulations

employers to use safer sharps which incorporate protection mechanisms to prevent or minimise the risk of accidental injury. Therefore, it is a legal requirement for ALL dental practices to use safer sharps.

'The employer must substitute traditional, unprotected sharps where it is reasonably practicable to do so'

### What is a safer sharp?

A safer sharp is a single unit incorporating protection mechanisms. This means that the needle cap slides up across the needle and is then disposed of directly into the sharps bin as a 'whole unit'. This should prevent needle stick injuries which may occur when the dentist or dental nurse has to re-sheath or dismantle a contaminated needle and syringe.

A recent survey from the British Dental Nurse Association says that 41% of needle stick injuries occur after use/before disposal of needles and 1.24% of the dental nurses injured acquired a blood borne virus.

In the event of an injury and in a worse-case scenario a dental professional contracted a blood borne virus from a needle stick injury when safer sharps were not used, legal implications may occur for the employer. The employer may have to give very good reasons why the Health & Safety Executive advice on safer sharps was not followed.

**41% of needle stick injuries occur after use/before disposal of needles and 1.24% of the dental nurses injured acquired a blood borne virus**

### Adopt Safe Procedures

Employers should ensure that their employees are safe and that risks to their health are reduced. Effective and safe management of sharps should be adopted. The risks to clinical staff should be assessed and adjusted accordingly so that the health of workers is not compromised. Information, training and support should be available at all times.

During our practice visits we always recommend the use of safer sharps and we suggest the Ultra Safety Plus as we believe from experience this is the best on the market and we have had the best feedback from this product. However, it is important to try safer sharps which suit the clinicians.

Employers are required to ensure members of the dental team are suitably trained and must provide training schedules to keep employees up to date with all continuous professional development

Training in sharp management should include:

- Correct use of safer sharps
- Safe use and disposal
- Procedures in the event of a sharps injury
- Arrangements for health surveillance



### Sharps Injuries

Health and Safety (Sharps Injuries in Healthcare) regulations 2013 require ALL sharps injuries to be reported at work. Employers must ensure that the clinical team are free from infection and protected from exposure during work. Employer's must check immunisation details and obtain this evidence as part of the recruitment process. Employers should not allow employees to work in areas of possible contamination until evidence of immunisations has been sought.

A written policy for managing sharps injuries is essential.

1. Sharps injury protocol
2. Encourage Bleed
3. Wash Injury site
4. Report Immediately
5. Check patient's medical history for history of BBV
6. Contact occupational health to arrange a risk assessment
7. Complete an accident report which includes who was injured; how the incident occurred; what action was taken; who was informed; name of patient; date and signature obtained from the member of staff and a manager

### Occupational Health

Employers must be able to demonstrate a relationship with a local occupational health team and this number should be displayed along with a flowchart for sharps injury.

Call The Dental Compliance Team if you would like a compliance audit of your practice. This will be done via telephone and should take around 60 minutes to complete. The audit will cover the new fundamental standards and key lines of enquiry. Cost £99.00 Tel: 0800 566 8159

Location	Name of programme and provider	Cost and Notes	For more information
Distance learning programme	UMD Professional ILM Level 5 Diploma in Leadership and Management	Twelve month programme. £2665 payable over 13 months Part-funding available	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Distance learning programme	UMD Professional ILM Level 3 Certificate in Leadership and Management	Ten month programme £2280 payable over 11 months. Part-funding available	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Online	The Dental Business Academy Level 4 Professional Diploma in Dental Practice Management	*£2,160 (£174 deposit & £165.50 p.m. x 12 months) or 10% discount if paid in full <b>*30% discount for ADAM members</b>	<a href="https://thedentalbusinessacademy.com/courses/level-4-professional-diploma-dental-practice-manager/">https://thedentalbusinessacademy.com/courses/level-4-professional-diploma-dental-practice-manager/</a>
Online	The Dental Business Academy Level 3 Advanced Diploma in Treatment Co-ordination	£1,440 (£216 deposit & £136 p.m. x 9 months) or 10% discount if paid in full	<a href="https://thedentalbusinessacademy.com/courses/level-3-advanced-diploma-in-treatment-coordination/">https://thedentalbusinessacademy.com/courses/level-3-advanced-diploma-in-treatment-coordination/</a>
Online	The Dental Business Academy Level 3 Advanced Certificate for Decontamination and Infection Control Lead	£1,440 (£216 deposit & £136 p.m. x 9 months) or 10% discount if paid in full	<a href="https://thedentalbusinessacademy.com/courses/level-3-decontamination-and-infection-control-lead/">https://thedentalbusinessacademy.com/courses/level-3-decontamination-and-infection-control-lead/</a>
Online	The Dental Business Academy Level 3 Advanced Award in Dental Reception	£1,350 (£204 deposit & £191 p.m. x 6 months) or 10% discount if paid in full	<a href="https://thedentalbusinessacademy.com/courses/level-3-advanced-award-in-dental-reception/">https://thedentalbusinessacademy.com/courses/level-3-advanced-award-in-dental-reception/</a>
Online	The Dental Business Academy Introductory Awards in • Reception • Practice Management • Treatment Coordination	£180 each	<a href="https://thedentalbusinessacademy.com/product-category/dental-introduction-courses/">https://thedentalbusinessacademy.com/product-category/dental-introduction-courses/</a>
Online	The Dental Business Academy Core CPD modules • Modules covering Medical Emergencies • Disinfection & Decontamination • Radiography & Radiation Protection • Legal & Ethical • Dealing With Complaints • Communication	£50.40 each	<a href="https://thedentalbusinessacademy.com/product-category/verifiable-core-cpd/">https://thedentalbusinessacademy.com/product-category/verifiable-core-cpd/</a>
Basingstoke Starts July 2015	UMD Professional ILM Level 5 Diploma in Leadership and Management	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Birmingham Starts July 2015	UMD Professional ILM Level 5 Diploma in Leadership and Management	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Bristol Starts Sept 2015	UMD Professional ILM Level 5 Diploma in Leadership and Management	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
East and 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://tinyurl.com/mkocjyk">http://tinyurl.com/mkocjyk</a> to watch video intro
East and West Midlands	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://tinyurl.com/mkocjyk">http://tinyurl.com/mkocjyk</a> to watch video intro
London	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://tinyurl.com/mkocjyk">http://tinyurl.com/mkocjyk</a> to watch video intro
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London Starts Oct 2015	UMD Professional ILM Level 5 Diploma in Leadership and Management	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months.	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
London Starts July 2015	UMD Professional ILM Level 7 Diploma in Leadership and Executive Management	Award winning 18 month programme involving 6 two-day workshops and monthly webinars held once a quarter. £4800 payable over 18 months. Part funding available.	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
London Starts Oct 2015	UMD Professional ILM Level 5 Certificate in Leading with Integrity *new course*	£995 payable over six months NEW COURSE	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Manchester	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://tinyurl.com/mkocjyk">http://tinyurl.com/mkocjyk</a> to watch video intro
Manchester	Postgraduate Certificate in 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 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://tinyurl.com/mkocjyk">http://tinyurl.com/mkocjyk</a> to watch video intro
Manchester Starts Oct 2015	UMD Professional ILM Level 5 Diploma in Leadership and Management	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
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://tinyurl.com/mkocjyk">http://tinyurl.com/mkocjyk</a> to watch video intro
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