



Practice Focus

The ADAM publication for those who aspire to success

Spring 2015

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Amalgam-ation:
Bringing the team
together

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Managing sickness
absence

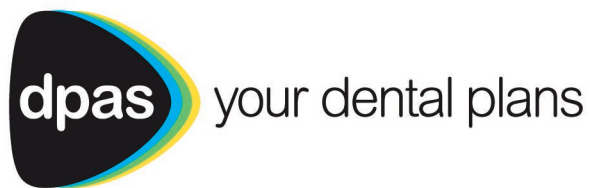
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Pension auto
enrolment -
are you ready?

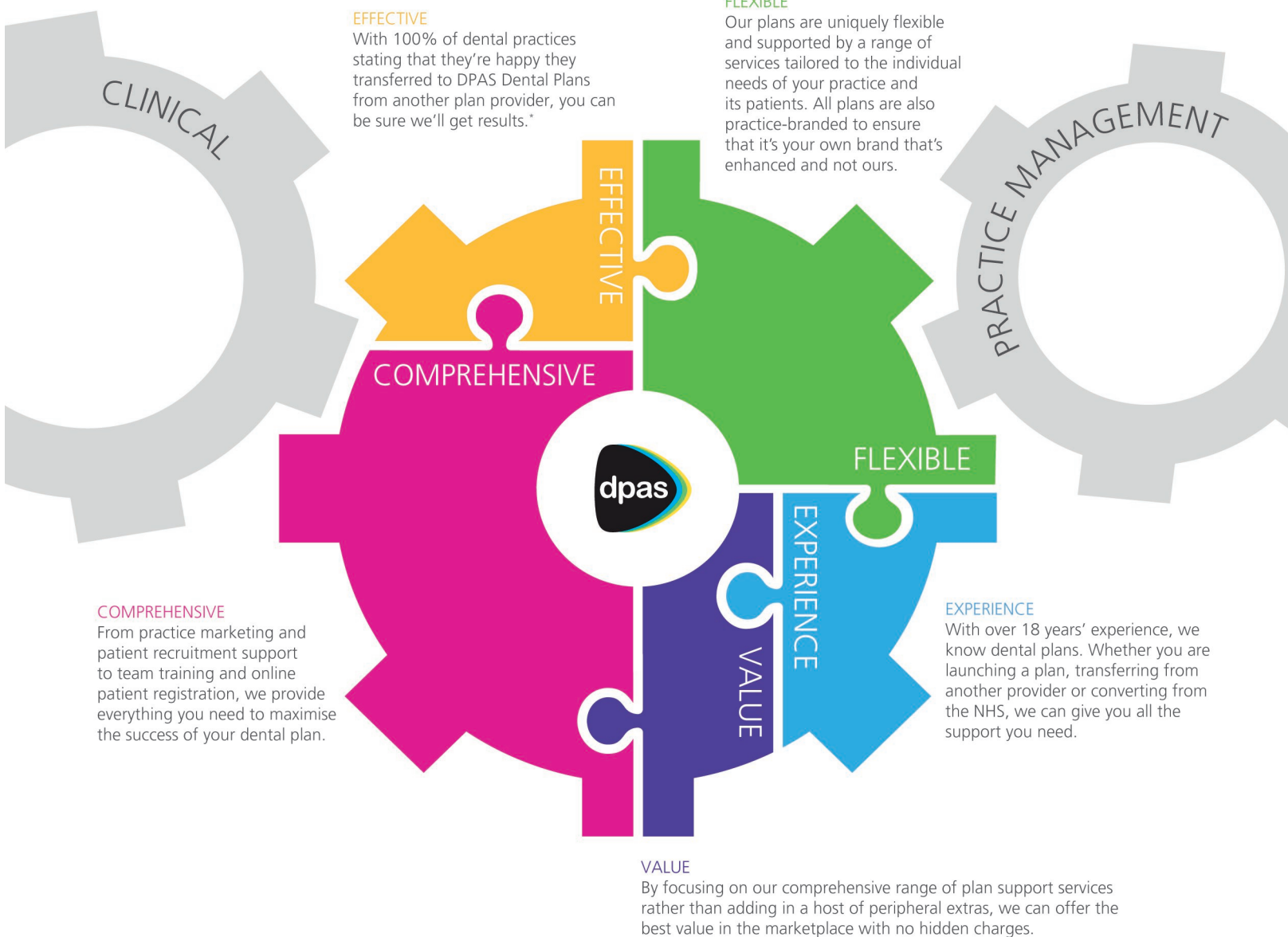
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Leaders serve ...
How are your
tennis/waiting skills?





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Editor: Ian Simpson
t: 01452 729522
e: editor@adam-aspire.co.uk

Advertising: Wesley Tatton
t: 07436 791353
e: wesley.tatton@btinternet.com

Distribution: Denise Simpson
t: 01452 729522
e: denise@adam-aspire.co.uk

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2 Wheatstone Court, Davy Way,
Waterwells Business Park,
Quedgeley, Gloucester GL2 2AQ

t: 01452 729522
e: info@adam-aspire.co.uk
w: www.adam-aspire.co.uk

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Editorial

I hope you all enjoyed what, for most of the UK, was a beautiful Easter weekend full of sunshine and clear blue skies – a very rare occasion for any Bank Holiday in this country!

If, like me, you attended The Dentistry Show at the NEC in Birmingham a few weeks later I'm sure you'll have been impressed with the event – it really is one of the 'go to' events in the dental calendar these days. It was great to meet so many of you who took time out from the busy programme to visit the ADAM Stand.

For those of you keen to capture a few more CPD points why not come along to our Seminar at Salford Quays on 11th June 2015 on the topic of Successful Marketing Strategies. You can find out more about the Seminar, including how to book, by turning to the back page of this publication. It's great value at only £75 for a full day – and Tracy Stuart of NBS Training and ADAM Honorary Vice President is sure to make it an entertaining and enjoyable as well as educational day!

My grateful thanks go to Dental Directory for their sponsorship of the Seminar.

But of course you can also pick up some useful CPD from within each edition of Practice Focus - and this month is no exception - you read about topics ranging from pensions to leadership and CQC to sickness absence; and much more besides as the brief summary below will confirm.

Finally please think about attending this year's Annual General Meeting which this year is being held on 11th June 2015 in Salford Quays – at the same venue as our Seminar. ADAM is your Association so why not take a more active role in the future? You can find out more about the AGM and how you can get involved by visiting pages 12 and 13.

I look forward to meeting you at Salford Quays on 11th June.

Niki Boersma

ADAM President



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ADAM moves offices

Please note as of 1 January 2015, we have moved office. Our new address and telephone number is:

2 Wheatstone Court
Davy Way
Waterwells Business Park
Quedgeley
Gloucester
GL2 2AQ
Tel: 01452 729522

e-update - Your Views

Many thanks to those of you who took part in our recent survey about e-update - here is a summary of the results:-

67% of survey respondents always read e-update;

99% find the content of e-update very or quite relevant and informative;

85% occasionally or always share e-update with practice colleagues and others;

91% of survey respondents regard e-update as a useful and worthwhile benefit of ADAM membership;

74% of survey respondents prefer the current format of e-update.

Those taking part in this survey were entered into a prize draw with one lucky participant winning a £25 Marks and Spencer gift voucher. And the winner is:- Paula Winkworth of Prospect Street Dental Practice, Caversham.



Dental Practice Manager Apprenticeships approved

MP, Nick Boles, announced on 27 March 2015 the approval of new apprenticeship schemes for Dental Practice Managers.

The announcement was made following a joint meeting between the Morley and Outwood Business Association (MOBA) and several senior educational professionals from the constituency, including Andrea Jenkyns, prospective Conservative MP for Morley and Outwood. On the agenda were various topics that were discussed with the Minister, including the issues of basic education, trainability and instilled work ethic, as well as economic and wider political issues.

The newly approved apprenticeship programmes will go a long way towards improving a number of these areas, creating thousands of job opportunities and strengthening UK dental labs and practices. This is particularly essential in dental labs where over 60% of work is currently exported to the Far East.

Speaking at the meeting Nick Boles said, *"These new Trailblazer apprenticeships are controlled and designed by employers so we can be absolutely sure that they give young people all of the skills that are required in the workplace. By putting the businesses in charge of the apprenticeships this makes it more attractive to employers to create further apprenticeships."*

Andrea Jenkyns added, *"I'm delighted to see Genix Healthcare is taking on apprentices. New opportunities like this are evidence that Britain is on the road to recovery, and it is companies like Genix who are fuelling the recovery, by innovating and creating jobs. As someone who didn't go straight from school to university, I see the value of apprenticeships, they offer a different first step into the world of work and provide qualifications up to degree level."*

Dental Practice Manager

This is another really exciting programme that takes roughly 24 months to complete. Individuals will learn to manage all non-clinical aspects within a specific practice or practices, developing the skills and experience to successfully become the managers of tomorrow. Providing the hands-on training that has previously not been available to those working towards a career in dental practice management, this apprenticeship scheme offers unique benefits to all involved.

The Practice Managers apprenticeship will also bring significant benefits to practice owners, providing a clear route from education to employment for future managers. Businesses will have the opportunity to train people they can trust with the skills and hands-on experience to run their practices successfully.

The Government will offer substantial financial support to employers taking on apprentices and full funding will be awarded to dental labs and practices with less than 50 employees. These exciting apprenticeships have also received extensive support from Mustafa Mohammed, owner and founder of Genix Healthcare and Sparkle Dental Labs, and Chair of the Trailblazer project in Dental Health.

Mustafa comments: *"I would like to thank everyone who has been involved throughout the process, particularly Stephen Dunne, Professor of Primary Dental Care at Kings Dental Institute, and Robert Biggs, Curriculum Manager for Dental Technology at Birmingham Metropolitan College. Their time, expertise and dedication have been instrumental in developing these apprenticeship schemes."*

Now that these apprenticeships have been approved to go ahead, they have the potential to strengthen practices and dental labs; give fundamental opportunities to young people; boost the industry, and improve the UK economy.



For additional information from the National Apprenticeship Service, please visit www.apprenticeship.org.uk.





Dental professionals encouraged to register for an eGDC account

The General Dental Council (GDC) is encouraging all dentists and dental care professionals (DCPs) to sign up for an eGDC account at www.egdc-uk.org eGDC is the regulator's website which allows dental professionals to manage their registration online, quickly and easily.

The dedicated, secure site enables registrants to amend their contact details, update CPD hours, view and print a replacement Certificate of Registration, pay the Annual Retention Fee (ARF) and set up a direct debit.

The end of the CPD cycle is fast approaching (31 July 2015) for more than 3,000 DCPs who started their cycle on 1 August 2010. With an eGDC account they can easily log their CPD hours at any time throughout the year, and submit end of cycle CPD declarations directly through their eGDC account.

The GDC has made improvements to the site over the past year, with more coming online during 2015. The site is optimised to be mobile and tablet-friendly, making it easier to access on the move.

Dental professionals who haven't used their account for a while and have forgotten their log in details can reset their account by visiting www.egdc-uk.org, clicking on the 'Forgotten your email or password?' link and providing the necessary security information. An ID Verification code is required when setting up or resetting an eGDC account, which is available in emails and letters sent to out to registrants in the past. Dental professionals should have this ready when setting up an eGDC account.

Stubbed out! MPs finally extinguish tobacco packaging

The British Dental Health Foundation is delighted that MPs have voted to introduce standardised packaging of tobacco in England.

In a free vote in Commons 367 MPs voted yes to only 113 no's, a huge majority and a significant step towards vast health improvements in England.

The move will also hopefully bring about improvements in oral health and a reduction in the number of mouth cancer cases, and Ken Lavery, Consultant in Oral and Maxillofacial Surgery and **Trustee of the British Dental Health Foundation**, praised the decision.

He said: "I am delighted that standardised packaging will now become law in May next year. We have often criticised the government on its lack of movement on the issue, but this is a real win and one we can be very proud of.

"There was a concern that the government would continue to drag its feet over the decision, but after lobbying the government to review the evidence available common sense has prevailed.

"Smoking can cause a variety of oral health problems including tooth staining, dental plaque, bad breath, tooth loss and gum disease. Of more concern is the significant risk of developing life-threatening diseases such as lung disease and mouth cancer.

"Tobacco remains the largest risk factor for mouth cancer, a disease that has increased dramatically in the last decade. Last numbers show there are more than 6,500 cases and 2,000 deaths each year from the disease. This announcement is a significant and large step in the right direction to start reducing those figures."



Bad brushing habits leave a lifetime of regrets

A NEW SURVEY has revealed two thirds of those over the age of 55 regret not looking after their teeth in earlier life. Those living in the North East of England, Scotland and Northern Ireland regret their past oral hygiene the most while more men regret not caring for their teeth than women.

16 had none of their natural teeth. This equates to in excess of 10 million people by today's population.

Fortunately this percentage has now dropped to six per cent, but this tooth loss is entirely preventable.

For more information visit <http://www.dentalhealth.org/news/details/849>

Remarkably, from as recently as 1968 more than one in three (37 per cent) of adult UK residents over the age of

SURVEY RESULTS: Do you regret not caring for your teeth better in earlier life?

| | Total | Male | Female | 16-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65+ |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Total: | 1006 | 479 | 527 | 101 | 161 | 152 | 140 | 133 | 319 |
| Yes | 551 | 271 | 280 | 38 | 92 | 77 | 75 | 79 | 190 |
| | 55% | 57% | 53% | 38% | 57% | 51% | 54% | 59% | 60% |
| No, I am happy with my oral health | 455 | 208 | 247 | 63 | 69 | 75 | 65 | 54 | 129 |
| | 45% | 43% | 47% | 62% | 43% | 49% | 46% | 41% | 40% |





Practice Focus the ADAM publication for those who aspire to success

FOCUS ON TRAINING EVENTS

| Location | Name of event and provider | Cost and Notes | Contact details |
|-----------------------------|--|---|--|
| Distance Learning | Level 4 Dental Practice Management (Northern College of Further Education) The Dental Business Academy | Distance Learning Programme - 30% discount for ADAM members | http://tinyurl.com/kopw5ko |
| Distance Learning | Introduction to Dental Practice Management The Dental Business Academy | Distance Learning Programme | http://tinyurl.com/mchrysb |
| Distance Learning programme | ILM Level 3 Certificate in Leadership and Management UMD Professional Ltd | £1780 payable over 11 months | Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk |
| Distance Learning Programme | ILM Level 5 Diploma in Leadership and Management UMD Professional Ltd | £2165 payable over 13 months | Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk |
| Practice based workshop | Performance management and appraisals in dental practices UMD Professional Ltd | 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 e-mail fiona@umdprofessional.co.uk |
| Birmingham | ILM Level 5 Diploma in Leadership and Management UMD Professional Ltd | £2450 payable over 13 months | Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk |
| Bristol | ILM Level 5 Diploma in Leadership and Management UMD Professional Ltd | £2450 payable over 13 months | Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk |
| East and West Midlands | Professional Certificate in Dental Practice Management (L4) The Dentistry Business | 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 sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro |
| East and West Midlands | Postgraduate Certificate in Mastery of Dental Practice Management (L7) The Dentistry Business | 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 sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro |
| Leeds | ILM Level 5 Diploma in Leadership and Management UMD Professional Ltd | £2450 payable over 13 months | Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk |
| London | Professional Certificate in Dental Practice Management (L4) The Dentistry Business | 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 sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro |
| London | Postgraduate Certificate in Mastery of Dental Practice Management (L7) The Dentistry Business | 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 sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro |
| London | Dental Business Management Programme leading to the ILM Level 7 Diploma in Executive Management UMD Professional Ltd | Grants available towards fees plus a further 10% discount for ADAM members. | Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk |
| London | ILM Level 5 Diploma in Leadership and Management UMD Professional Ltd | £2450 payable over 13 months | Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk |
| London | ILM Level 7 Award in Strategic Leadership UMD Professional Ltd | £3000 payable over ten months | Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk |
| London | ILM Level 5 Certificate in Leading with Integrity UMD Professional Ltd | £1200 payable over six months | Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk |
| London | ILM Level 7 Diploma in Executive Management UMD Professional Ltd | £4800 payable over 18 months Part-funding available | Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk |
| Manchester | Professional Certificate in Dental Practice Management (L4) The Dentistry Business | 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 sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro |
| Manchester | Postgraduate Certificate in Mastery of Dental Practice Management (L7) The Dentistry Business | 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 sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro |
| Wakefield | Professional Certificate in Dental Practice Management (L4) The Dentistry Business | 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 sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro |
| Wakefield | Postgraduate Certificate in Mastery of Dental Practice Management (L7) The Dentistry Business | 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 sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro |



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Sharon Fletcher

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

"Dental CPD Pro's dashboard not only makes it easier to comply with regulations, but to plan staff training to address any shortfall."

"With an efficient, digital system to log CPD, practice managers can spend less time chasing people for records, and more time improving their practice."

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“Amalgam-ation: bringing the team together”

The word “amalgamation” is defined as “the process of combining two or more things into a unified whole” (Encarta Dictionary). This definition can also be applied to the role of a practice manager in their bid to ensure that their team members work in harmony to achieve success.

Like amalgam, which is made up of a combination of metals, a dental team is made up of a combination of different characters that possess a range of “properties”.

Achieving the correct balance of these properties allows for a robust and resilient product that will stand the test of time (and the gnashing of teeth)!

Looking at this concept more closely, the specific properties of amalgam relate directly to the traits a dental team needs to be successful and the input required from the PM to achieve these ends:-

1. Strength and durability

Amalgam needs to be strong and hardwearing in order to resist fracture and potential failure. Likewise, a dental team needs to be tough enough to withstand the demands from patients, work colleagues, the government and the media. The strength of a team is generated from good working relationships, high staff morale, job satisfaction, and skilful leadership. All these things can be achieved by developing a strategy for improving the performance of individuals, which includes CPD, strategic business planning, appraisal systems and team building events.

Ensuring that sound communication systems are in place is key to maintaining a ‘united front’. Two-way communication with staff members in the form of staff meetings, coaching and informal one-to-one meetings should be enjoyed in every practice. Communication also allows individuals to feel empowered and involved which again strengthens the common bond.

2. Expansion

Amalgam possesses a high compressional strength but at the same time has the ability to expand and

contract depending on its usage, that is, has the potential for “dimensional change”. Equally, in the fast changing world of dentistry, the dental team needs to be flexible and adaptable. Change is not always easy to handle and is often badly received. Therefore, the practice manager needs to plan the implementation of change carefully and employ assertion and confidence whilst maintaining a degree of flexibility themselves.

3. A specific blend

Amalgam is prepared by combining a balanced amount of a powdered alloy with mercury. Too much of one metal can cause excessive expansion and instability within the compound. Too much mercury can be toxic. Similarly, a good blend of personalities and skills within the practice makes for a robust dental team. A poor selection and recruitment process may lead to a ‘bad egg’ being integrated into the practice and this, potentially, can have a toxic effect on team dynamics and ‘cohesion’ between individuals.

The recruitment and selection process should aim to optimise the skills mix and quality of staff needed to meet the requirements of the practice manager’s human resource plan.

4. Requires maintenance

An amalgam filling requires consistent, good oral hygiene to guarantee the success of the restoration. Likewise, a strong dental team requires on-going input to maintain its integrity. A good team relies on sound leadership and continuous investment to feel valued and remain at the practice. The best people produce the top performance but only if they are trained, trusted, appreciated and rewarded. To “prevent decay” within the team, the practice manager should review each individual’s performance and revise personal training plans regularly, communicate

appreciation for each person’s efforts and reward people in an appropriate way.

One final thought...Amalgam is most commonly used towards the back of the mouth. No staff member should be ‘kept in the dark’. Individuals should feel empowered and confident to carry out their role in an innovative and energised manner. The practice manager should be there at the ‘front’ leading their team to success!



Nicki Rowlands has been practice manager at Perfect 32 Dental Practice in East Yorkshire for 9 years. Nicki has recently set up her own business,

Practices Made Perfect by Nicki Rowland, which is a dental consultancy and training organisation. She is dedicated to sharing her knowledge and enthusiasm with other practices to assist them in identifying areas for improvement, achieving their optimum potential and ultimately driving turnover.





Managing Sickness Absence

The Department for Work and Pensions has recently estimated that more than 130 million days are being lost to sickness absence every year across the UK.

Given the nature of the work undertaken sickness absence in Dental Practices is prevalent and the costs are climbing as a result. Moreover managing sickness absence is a very sensitive and challenging task for Managers.

Incapacity for work is generally understood to mean that a person is not fit, whether through illness or injury, to perform their duties. If properly monitored and consistently managed persistent and/or long term sickness absence (and associated costs) can be avoided.

However in some cases an employee's incapacity to work may be so severe that a Practice is left with no option but to terminate the working relationship. Practice Managers are warned that a fair and reasonable process must be adopted before making any decisions.

Practice Managers should be mindful of whether the absence is related to a disability or whether the ill-health has been caused by workplace factors including for example stress at work or bullying.

Dental Practices in particular should ensure that they have a robust sickness absence policy in place. An effective policy will help Managers deal with absences effectively as well as outlining to staff what is expected of them in terms of standards of attendance and any reporting procedures.

Practices should always ascertain the reason for the employee's sickness absence and an idea of the employee's likely date of returning to work. Self-certification and Statements of Fitness for Work (which replaced the old 'sick notes') are good starting points and may be sufficient to understand the reason for the employee's incapacity.

It may well be that dismissal is the only option. Where the employee's prognosis is such that it cannot be said when (if at all) they might be fit to return to work then the Practice will need to consider the situation carefully.

Before taking the decision to dismiss the Practice is strongly recommended to hold regular and supportive meetings with the employee about their absence.

In addition, Practices are urged to obtain the employee's consent for a medical report to be provided (typically from their GP). Upon receipt of the report the Practice should arrange a formal meeting with the absent worker so that the contents of the report can be discussed. The employee should have the right to be accompanied to this meeting by a trade union representative or a colleague although in some instances this right should be extended to family and friends depending

on the nature of the employee's ill health.

The Practice will also need to give consideration as to whether there are any alternative roles available and whether any adjustments can be made to accommodate the worker and rehabilitate them back into the workplace. Such matters should be discussed with the employee.

It would be rare for just one meeting to be sufficient. Usually a series of meetings will need to take place before the Practice can decide how to deal with the employee's long-term absence. Only once a Practice is satisfied that it is unlikely that the employee will be able to return to their post, that there are no redeployment opportunities or other steps that can be taken can the Practice terminate the employee's employment with notice.

Sickness absence is a delicate subject and if not managed properly could expose the Practice to various claims being pursued against it ranging from unfair dismissal to discrimination and even personal injury claims if the cause of the employee's health is something at work.

Many Practices shy away from managing sickness absence for the fear of claims being pursued. However, close monitoring and prompt action will help ensure that absences are dealt with cost effectively and without fear of legal ramifications.



Lisa Kemp is a solicitor in the Employment Division at mfg Solicitors LLP
www.mfgsolicitors.com



Pension Auto-Enrolment – Are you ready?

Starting from June 2015, companies with less than 50 employees will need a workplace pension scheme that meets qualifying standards set by the Government.

All employers must offer a workplace pension scheme and automatically enrol eligible workers in it. This requirement has applied to larger employers since October 2012 and by 2018 it will apply to all employers.

When does auto enrolment apply from?

Each employer, depending on size, has been given a date when they will need to designate a qualifying workplace pension scheme (QWPS) into which they will automatically enrol all of their eligible employees.

Knowing who to auto-enrol

You will have to assess your employees to see if they are eligible. Employees who are deemed to be eligible are those who are not already in a workplace pension and who:

- earn over £10,000 a year (£833.33 a month)
- are aged 22 or over and are under State Pension age

You will have to make contributions on your employees' behalf and you are obliged to tell your employees about the implications of auto-enrolment and how it will affect them.

You will also have further obligations to those employees who do not meet these criteria and the pension scheme will require a default investment option.

Payroll assistance

Compliance with the rules is not just about having a pension scheme in place.

The payroll process will change going forward and when your staging date arrives, you will be required by law to automatically enrol any eligible employees into a QWPS when you run your payroll.

Timing is crucial, for example an employee turning 22 can mean moving from being a non-eligible jobholder to an eligible jobholder, at which point they need to be auto-enrolled. Systems need to be in place to accommodate all eventualities.

How can Hazlewoods Financial Planning help?

Some pension providers are becoming unwilling to take on a scheme with less than 6 months to go before their staging date, so there is clear need to ensure that existing schemes are reviewed for suitability or if you don't have an existing scheme, the need to implement a "suitable" scheme is growing by the day.

Hazlewoods Financial Planning can make a potentially complex subject a whole lot simpler. We offer easy solutions to support you in meeting your duties and we can help ensure that your employees understand the benefits you are providing.

We can support you throughout the implementation of your qualifying workplace pension scheme, providing fast, simple solutions that make sure you and your employees get the very best outcomes.

| Employer size (by PAYE scheme size) or other description | Auto Enrolment staging date (determined by your PAYE reference number) | |
|--|--|----------------|
| | From | To |
| Test tranche for less than 30 members | 1 June 2015 | 30 June 2015 |
| 30 to 49 members | 1 August 2015 | 1 October 2015 |
| Less than 30 members | 1 January 2016 | 1 April 2017 |
| Employers without PAYE schemes | 1 April 2017 | - - - |
| New employers Apr 2012 to Mar 2013 | 1 May 2017 | - - - |
| New employers Apr 2013 to Mar 2014 | 1 July 2017 | - - - |

Your actual staging date depends on the size of your PAYE scheme as at April 2012.

If you are interested in seeing how we can help, please contact Gary Cook, Financial Planning Manager:

**Hazlewoods Financial Planning
Staverton Court,
Staverton,
Cheltenham, GL51 0UX**

Tel: 01242 680000

Email: gary.cook@hazlewoods.co.uk

HAZLEWOODS
DRIVING LIFELONG PROSPERITY

The modern approach to managing CPD in the practice

CPD regulation is on the increase, with both the GDC and CQC expecting records to be accurate and available for inspection. As a practice manager, the effect is compounded, as you are responsible for your own records and, most likely, for those of your staff.

Over time, paper-based CPD records become costly and useless. They increase in quantity each year and must be held for as long as 10 years in case they're required for audit purposes. They can't easily be searched and they provide no insights into the overall educational balance of the practice.

As you have probably already experienced, chasing multiple staff members for their CPD records is an unending and thankless task which is made even more difficult in cases where part-time staff may have their records lodged with another practice.

But the increase in CPD regulation does not have to mean increased costs or administration. The solution to all of these issues is to encourage your staff

Sharon Fletcher, Practice Manager at Ravat & Ray Dental Care in Burnley and 2014 Practice Manager of the Year says:



"I have been using the Dental CPD Pro app for several months. I like that it is a quick and easy way to save and access my CPD, and that I can log things immediately. I would definitely recommend it.

"Dental CPD Pro's dashboard not only makes it easier to comply with regulations, but to plan staff training to address any shortfall.

"With an efficient, digital system to log CPD, practice managers can spend less time chasing people for records, and more time improving their practice."

to record their CPD digitally. This is much easier than it sounds: the Dental CPD Pro app is free to download and gives you and your team an easy way to log all of your CPD quickly and conveniently – on your phone.

With your entire portfolio in one place, your personal annual declarations become completely hassle-free, especially as the app is able to sync directly to your eGDC account. The process of uploading your CPD is quick, easy and secure and completely removes the worry over meeting the annual or five-yearly inspections from the GDC and CQC.

Moreover, the practice manager's dashboard provides a real-time overview of each staff member's CPD log – even if they work part-time at other practices. Instead of chasing staff for records, any inspection can be handled simply by logging into the dashboard and pulling out the required information. With all your staff using the same system, you can keep an eye on everyone's CPD compliance and any deficiencies can be seen and acted upon before they become a problem. Furthermore, staff who work at multiple practices don't have to duplicate their records or move them around all the time.

Even lunch and learn events can be logged digitally with Dental CPD Pro QR codes, allowing you to bring new efficiencies to in-house training. Simply create a CPD QR code on the website before the event and let staff scan it at the end. Once scanned, the code automatically updates your CPD log and can even generate a personalised certificate if the CPD is verified!

Dental CPD Pro is pleased to offer members of ADAM free CPD for you and all of your staff. Just register today using this special link:

<https://dental.cpdpro.org.uk/adam>

To benefit from all the superb advantages the Dental CPD Pro app has to offer, visit the website today to find out more. Make your practice's CPD hassle-free and encourage your

Every dental professional can benefit from the convenient, timesaving and reliable app that allows all CPD to be logged digitally, no matter where it's earned.



Dr Catherine Tannahill, Practice Owner and Lead Clinician at The Smile Rooms in York, also comments:

"The main attraction as a practice owner was the fact that I can have an oversight into where all the team members are up to with their CPD. This could prove invaluable during a CQC inspection as training could be viewed on one website without lots of pieces of paper.

"It will be particularly useful for team members who work at several different practices and don't want to carry CPD folders around with them or provide multiple copies of certificates.

"Personally I have found the Dental CPD Pro app incredibly easy to use and have started logging my CPD for 2015 by uploading certificates simply by photographing them with my phone. The eGDC sync saves logging onto your account, as your eGDC record is updated directly from the app.

"Dental CPD Pro also provides guidance for creating your own QR codes, which can be used for the team to log in-house training sessions or meetings.

"I would certainly recommend the app to any one of the dental team – it saves on paperwork and stores all the information in one place in an easy access format. It is straight forward to use and invaluable for keeping the whole team organised"

whole team to embrace Dental CPD Pro.

For more information on the Dental CPD Pro app, visit <http://dental.cpdpro.org.uk>



Leaders serve... How are your tennis/waiting skills?

I am sure you all recognise "Leaders serve" as a quote from Ken Blanchard, the renowned author of "One Minute Manager", "Leadership and the One Minute Manager" and many others. If you haven't enjoyed reading these short, but priceless books, then I encourage you to visit your nearest offline or online bookstore!



What has this to do my job as a Practice Manager, I hear you say? I've got enough to do without getting my trainers on and running around chasing little yellow balls! Oh, maybe it's not that different.....

When we recruit new people and induct them, we usually try to find out what they can do for us, if and when they join our team. Would it be interesting to find out what we can do for them, not just in terms of providing a job, paying the rent/mortgage and keeping them off benefits, but also what we need to do to help them meet their goals?

If we took that approach, how would our conversations with them differ from the current ones? Let's consider some.

The new person arrives first day and asks for you, as she has been directed. You are "busy" and tell your colleague to ask her to wait a few minutes while you finish something "important". How does the new employee feel – valued, wanted, secure and safe? Any nervousness she naturally feels on starting a new role is exacerbated, as her Manager, who was warm and friendly at interview, is actually rather distant and impersonal. Busy or not, important or not, how much better if you stop what you are doing, come out to meet and greet her warmly, make her a tea or coffee and beg her understanding for a few minutes, while you finish a mission critical assignment...giving something without expecting anything in return is a great way to start building the trust and respect that you will hope she will come to feel for you.

One of your nurses is having a problem with communications with her dentist and they don't seem to be able to work together comfortably. You know the dentist concerned and recognise the "symptoms". "Grin and bear it" is your usual response and "just keep your head down" will be sufficient to keep you out of trouble. How do you help your nurse overcome the real fear she has that she is not being listened to, that she is not being taken seriously and that there may be significant problems that are being masked by this "toleration" of unacceptable behaviours? Perhaps you have to "put yourself in danger" as Simon Sinek (author of "Leaders Eat Last") and try to establish why the dentist is behaving in a particular way, whether your challenges are made more severe by "skill" or "will" issues – i.e. do you have the skills to perform at the necessary level, or is it a problem of your willingness to accept the behaviour required to be successful?

A final example could be that, as an experienced Practice Manager, you expect your people to know what they have to do. In a recent client discussion, the principal expressed concern that his new Practice Manager was proving a disappointment. On further enquiry, it appeared that, as the new appointee was "experienced", he assumed she would know what to do without being told, to understand the practice's goals and needs. Of course, every practice is different and the worst thing we, as leaders can do, is to assume; we must explain what our expectations are of the new employee, what behaviours that are consistent with our brand values we expect to be demonstrated and what skills we should be able to demonstrate. Such is the importance of the induction process, of which the above is a vital part, that you, as Practice Manager must ask your staff "do you feel better as a result of this conversation?" "Have I helped you" is a critical use of the manager's time.

The manager's ability to diagnose the development stage of the individual in relation to the task at hand is a critical element of leadership; and the ability to then use the most appropriate style is the natural evolution of that diagnostic ability. Most obviously, "the newbie" needs a much more directive style when asked to perform a task, while the very experienced, motivated and self-reliant employee can just be asked to do a task without further explanation, apart perhaps from the due date. Treating each of those individuals with the other style would of course be disastrous!

We aim therefore for "aces" not "double-faults" and for a straight-sets victory. We perform well for leaders we respect, who encourage us to feel safe and secure, who inspire us by their generosity of time and wisdom to become more creative, more naturally warm and empathetic.

Game on!



Sim Goldblum is an experienced businessman, trainer and educator, who works to help dental practices make the most of their people and business.

As a registered and approved Growth Coach for GrowthAccelerator and an authorised distributor of Harrison Assessment Talent solutions, Sim can provide Practice Managers and Principals with the tools to recruit, develop and retain the right people; flexible leadership style training for the management team; and advice and access to business growth and finance.

**Contact Sim at 0161 928 5995
or by email at
sim@thedentistrybusiness.com**



Heart Your Smile is putting smiles into our communities!

I am sure you already know that Heart Your Smile is positive and passionate about dentistry and that we are supporting community engagement projects; changing the public's perception of dentistry and establishing dental teams as a trusted member of their local community.

But did you know that in 2013 Heart Your Smile awarded 12 Innovation 360 grants to dental teams all over the UK and Ireland? With this funding, mentoring and project support our innovators have already reached out to 2000 members of the public and this number continues to grow. A lot of our innovators are continuing to run their projects locally and are inspiring others to get involved, reaching more and more people with oral health instruction and promoting the benefits of a healthy mouth. Our teams have gone into schools, elderly care homes and assisted accommodation, community centres, shopping malls, animal parks, local fetes and alcohol and drug rehabilitation centres.

We all want to improve oral health in the UK and getting involved with Heart Your Smile gives you the tools to do just that.

Innovation 360 has inspired a Diabetes leaflet, a Sugar Free Recipe Calendar and most recently our largest educational project to date:

A Wild Smile ©

Transform the children's experience in your own practice.

'A Wild Smile' follows our animal characters on their journey to help children discover more about their own oral and general health using stories,

activities and games. With the help of project lead Debbie Hemington (Hygienist/Therapist) we are really excited to bring our Wild Smile family to dental teams, schools and parents to really get children excited about finding out about their teeth.

In February we were invited by Aspire Dental Care to take part in a family fun day at The Shirley walk in centre in Southampton. The team engaged with families in the local community and had over 70 visitors that day. Children could experience what it's like to be a dentist, learn to clean their teeth, take part in experiments and be the first to experience A Wild Smile activities.

The feedback was positive from both children and parents on all aspects of the fun day and we look forward to taking part in more events like this in the future.

The 'Wild Smile' resources are FREE and available to download now from the 'Wild Smile' website.

Sign up and follow us on social media to make sure you don't miss out on new additions to the Wild Smile family.

www.awildsmile.org
@a_wild_smile/HYSawildsmile

You can help us to keep our resources free by supporting Heart Your Smile in the following ways.

**Sponsor our Marathon walker
Christina Chatfield:
Text HYSX10 £5 to 70070**



Take part in a fundraising event such as a Skydive or Dinner 4 Good party.

For more details visit:

<http://www.heartyoursmile.co.uk/get-involved/fundraising-with-heart-your-smile/>

For more information on Heart Your Smile mentoring, projects, events and fundraising go to:
[@Heart_YourSmile/HeartYourSmile](http://www.heartyoursmile.co.uk)





Dear Member,

Our Annual General Meeting will be held at ADEC Showroom, Ground Floor, The Atrium, Anchorage 2, Anchorage Quay, Salford Quays, Manchester M50 3XE at 12:30pm on 11th June 2015.

All members are welcome to attend when you will have the opportunity to find out more about ADAM, the organisation that represents your interests, and to raise any matter for discussion under Any Other Business (AOB).

Any matter you wish to raise under AOB must be submitted in writing 28 days prior to the meeting i.e. by 14th May 2015. You can do so by email to **denise@adam-aspire.co.uk** or by letter to ADAM at **2 Wheatstone Court, Davy Way, Waterwells Business Park, Quedgeley, Gloucester GL2 2AQ**

If you would like to apply for one of our current vacancies, you can find out more on the opposite page or by visiting our website. The closing date for applications is also 14th May 2015.

Prior to and following the AGM there will be a seminar on Successful Marketing Strategies by ADAM Honorary Vice President Tracy Stuart.

To book your place at the seminar visit: **www.adam-aspire.co.uk** or print the back page of e-update, complete the Booking Form, and send it to us at the address shown.

Yours sincerely,

Niki Boersma
President

Notice of Annual General Meeting

Thursday 11th June 2015 at 12:30hrs

**ADEC Showroom,
Ground Floor,
The Atrium,
Anchorage 2,
Anchorage Quay,
Salford Quays,
Manchester
M50 3XE**

AGENDA

Welcome

1. Apologies for absence
2. Minutes from previous AGM
 - a. For approval
 - b. Matters arising
3. To receive the President's report
4. To receive the Financial Director's report
5. To approve the following change to the Constitution:-

*Section 7.1: An Annual General Meeting (AGM) shall be held each calendar year. No AGM shall be less than 9 months and no more than **18 months** from the preceding AGM.*
6. To elect new members to the Executive team
7. Any other business

By order of the ADAM Executive team



Vacancies at ADAM - Your Association Needs You!

Each year at our Annual General Meeting elections take place for a variety of posts which are honorary and, whilst usually for a two year period, officers can be re-elected.

If you'd like to take a more active role in the running of your association and represent the views of practice managers and administrators across the country, then please read on...



Regional Mentors

We have vacancies in the following areas:

Midlands
Wales
South East
Scotland.

You must live and work in the area for which you wish to be considered a Regional Mentor.

You'll need to be comfortable communicating both verbally and in writing, and be willing to present on behalf of ADAM at events, seminars, and other meetings.

Appointment to the role of Regional Mentor is for two years and will provide the successful candidates with many networking opportunities as well as being able to help set professional standards and best practice within the profession.

This opportunity will bring a wider exposure across the dental profession for the successful candidates and as a result increase their professional knowledge and skills.

Executive Team Membership Representative

The Executive team has vacancies for two **Executive Team Membership Representatives** elected to represent the ADAM membership. Applications are invited from any current ADAM member. As a member of the Executive team you'll contribute on a wide range of issues affecting the Association and its members.

Whilst all these roles are voluntary, expenses incurred on ADAM activity will be refunded.

For more information please ring Denise on **01452 729522** or go to **www.adam-aspire.co.uk** and click on the Application Form link.



The Dental Compliance Team can cure your CQC headache and provide peace of mind for your practice

CQC can often be a headache for dentists: a chore; yet something else you need think about in an already very busy day!

The Dental Compliance Team is here to help cure your CQC headache and provide peace of mind for your practice by simplifying CQC and reducing the stress it creates for you and your practice.

We've developed **Compliance Systems** that are clear, consistent, hands-on and affordable. We'll keep you informed of the expectations of CQC and ensure that you're fully compliant.

We've designed an easy to use **CQC Health Check** which is perfect for practice owners, practice managers and DCP's alike.

You can use **CQC Health Check** online anytime, anywhere, 24/7.

Answer a series of short questions and click send, and within 2-3 working days our team will provide you with:-

- A tailor-made action plan for you to follow to ensure your practice is ready for CQC;
- Guidance and useful tips to help in areas where you are non-compliant.

Sign up to our Compliance Newsletter today for the chance to WIN an Online CQC Health Check & Isopharm Medical Emergency Log Book for your practice.

<http://dentalcomplianceteam.co.uk/newsletter-signup/> or LIKE our Facebook page.

Telephone CQC Health Check Set Up

Let one of our qualified Compliance Consultants talk you through, stage by stage, the compliance set-up*; this can be done either by telephone or Skype - perfect for those already fairly confident with CQC but looking for some reassurance or a helping hand.

You will also get:

- Useful documents and templates;
- Full compliance check-list for the whole practice;
- Practice Inspection Files, accessible via Dropbox - which helps to keep files in order as CQC will want to see them;

- A follow-up Compliance Action Plan.

*Calls will differ in duration depending on levels of compliance in your practice, but will not exceed 5 hours.

Following the initial compliance check, we'll let you know if you need further assistance.

CQC Health Check Audit Practice Visit – £600.00 per day

Book a Compliance Consultant to visit your Practice to carry out a Health Check Audit there.

What can you expect from our CQC Health Check?

- A full and **comprehensive compliance checklist** audit for the whole practice;
- An action plan of your practice requirements;
- Implementation of compliance systems which are easy to follow and maintain.

The number of extra practice visits for compliance support will depend upon the results from your CQC Health Check Audit. Compliance cannot be completed in one day; it is an on-going process of good practice systems and highly trained staff.

We will strive for high standards in your practice and we can show you the way, but the maintenance of compliance is then the responsibility of your dental team.

About The Dental Compliance Team

The Dental Compliance Team was formed to make life easier for practices. We have developed compliance systems which are clear, consistent, hands-on and affordable.

We recognise each practice has a different need so we tailor-make compliance packages to suit you - we listen and are here to help you.

Biography: Stacey Firman

Stacey started The Dental Compliance Team when she identified a need to support small and growing practices deal with the ever-changing legal requirements within dentistry.

Stacey has almost 20 years industry experience; having started out as a dental nurse, she has since worked in prestigious dental clinics across the UK and gained experience in implants, oral surgery, and cosmetic dentistry. Having managed several dental practices Stacey has built a strong reputation in dental business development and a passion for simplifying and implementing compliance.

Stacey says: *'Having worked with dentists for 19 years I know what bugs them - and CQC bugs the life out of them!*

The Dental Compliance Team has vast expertise in CQC Compliance, Infection Control, Medical Emergencies and Recruitment. We're here to guide you with our clear, consistent, caring and hands-on approach.

Testimonials

'Stacey's experience and knowledge was evident from our first meeting. She helped us along our path to making sure the Practice was compliant. Little did we know that our second CQC inspection was around the corner!

We would recommend Stacey to any practice and her enthusiasm and work ethic make her a pleasure to deal with.'

Dr Sachdev from North Finchley

I met Stacey through social media; when I needed some information and help with something I was writing to do with CQC I contacted her, simply because if anyone knew about CQC I thought Stacey would. She does!

After meeting her face-to-face I was left feeling that here is someone who knows their subject, is passionate about what she does, and the overwhelming feeling that she really wants to help dentists and dental practices cope and comply with CQC. If I were still practising and if I was struggling with CQC, perhaps because of time pressure, I would definitely engage Stacey to help me out.

Three things to recommend her: knowledge; passion; hard working.

Mike Young – Author

Could you be the ADAM Practice Manager of the Year 2015?

You could win £500 and an engraved trophy for your practice!



What to do

In a personal statement tell us what difference you have made to the practice and what plans you have for the future.

Who can enter?

All members of ADAM.

How to enter

Submit a personal statement of up to 1000 words, in addition you may include examples of publications/ flyers you have created.

Include a brief CV with your entry.

Send to ADAM

2 Wheatstone Court, Davy Way, Waterwells Business Park, Gloucester GL2 2AQ by 30 October 2015.

Full terms and conditions below



- ★ Closing date for entries is 30 October 2015.
- ★ Any entry that exceeds the criteria set out on the form may be excluded.
- ★ Entries will be judged by a panel of judges jointly appointed by ADAM and DPAS.
- ★ The winner must be prepared to be interviewed for ADAM publicity purposes.
- ★ The award title can only be used with the permission of the Association.
- ★ The award will be presented at the BDIA Midwinter Meeting on 10 December 2015 in London.
- ★ The judge's decision is final.



Entry Form - please complete and submit with your entry

Name _____

ADAM number _____

Address _____

Email _____

Telephone number _____

Signature _____ Date _____



Closing date for entries is 30 October 2015

Fundamental Standards are here



If you have not already done so, now is the time to ensure that as Practice Manager you and your practice policies are ready, as the next phase of changes to the Care Quality Commission (CQC) is fast approaching.

On 1 April 2015, the Fundamental Standards came into effect. The Fundamental Standards completely replace the current approach taken by CQC. The Essential Standards of Quality and Safety and the 28 outcomes will no longer provide the framework of how you run a compliant practice. Instead the Fundamental Standards will outline the requirements you need to comply with.

The reasoning for the new Fundamental Standards is that the CQC hopes they will provide you with a clear understanding of the criteria which you must not fall below. However, you will be pleased to know that dental practices will not have to put the kettle on constantly and provide biscuits on demand as dental practices will not have to show compliance with Regulation 14 (Meeting nutritional and hydration needs).

Effects of the Regulations going forward Registration

These changes will add extra layers to the registration process. Not only will you need to take into account the duty of candour and the fit and proper person requirements, you will also now be required to demonstrate that you are able to meet the new Fundamental Standards and once registered that you will continue to meet them.

If you are not able to establish that you will meet the Fundamental Standards from your first day of business, the CQC may refuse your application.

Most importantly, there are new forms to complete when submitting your application. These forms will reflect the new Fundamental Standards and will look at whether the practice is safe, effective, caring, responsive to people's needs and well-led. The deadline for submitting an application using the old (current) forms is 15 April 2015. From 16 April 2015, any applications received on the old forms will automatically be rejected.

Already Registered?

If you are already registered you will still be required to demonstrate that the practice is meeting the Fundamental Standards, now is the time to revisit your practice policies to ensure they are compliant with the Fundamental Standards.

The CQC has been carrying the new style inspection for GP practices since November 2014, however, from this April the wave of new-style inspections for dental practices will begin. Even though, dental practices are viewed as a service where there is less likely to be poor care, from April 2015 to March 2016 the CQC intends to use random and risk-based inspections to inspect 10% of all dental practices, this figure will include inspecting those practices which are already of concern. Once these inspections have been carried out hopefully the findings will be shared which will assist us to provide guidance about the measures that need to be taken to ensure compliance.

Reverting back to Ratings

A previous rating system was scrapped in 2010, however the CQC has decided to revert back to the use ratings. However, for the time being the CQC does not intend to rate dental practices.

Providers are being awarded a rating of either Good, Outstanding, Requires Improvement or Inadequate and once rated they will have 21 calendar days to display their given rating online and at their premises, most importantly in a place where the person using the service can see it.

However, you will be pleased to know that to assist those who are required to display their rating the CQC have developed poster templates which are automated.

What happens if you fall short of the Fundamental Standards?

The current requirements are generally less onerous and the CQC follows a staged process of enforcement and they also give you prior notice of any breaches before initiating a criminal prosecution.

In contrast, the Fundamental Standards have been drafted to set a clear minimum level that you must meet. The emphasis is on both protecting the service user and holding the provider to account for any failings.

The main change to enforcement policy is that number of these offences are now a strict liability offence which means the CQC can prosecute you without prior notice, you will no longer be issued with a warning notice first. Where breaches of the regulations cannot be prosecuted they will still be enforced through civil powers such as imposing condition, suspending registrations or cancelling registrations.

Finally, in the case where a breach is not an offence, it is likely that it will instead result in a breach of another requirement which is an offence and therefore you could be prosecuted indirectly via this route. Therefore, it is likely the Fundamental Standards will increase the number of prosecutions made by the CQC and subsequent convictions.

Laura Poole is a trainee solicitor in the Dental Team at LCF Law.

She works alongside Sarah Buxton who specialises in employment and HR matters. The Team acts for Practice Managers and Owners in all aspects of buying, running and selling a dental practice. Please call 0113 2010407.



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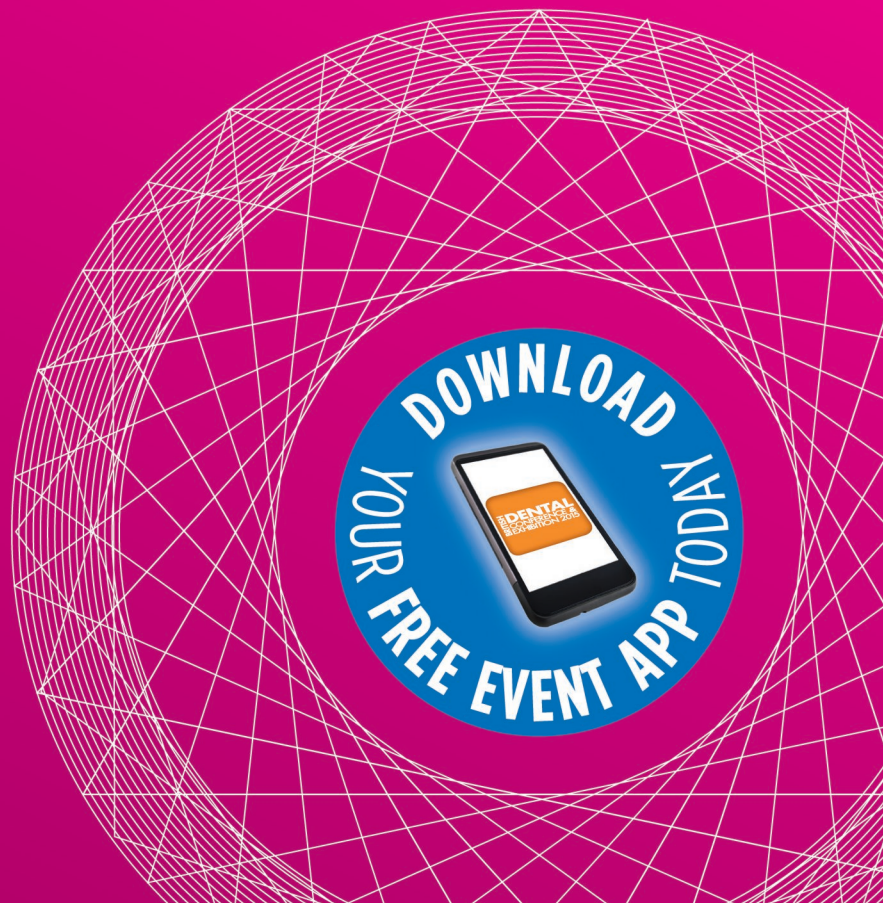
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In the business of dentistry? Then come to Manchester...

Working as a team, leadership skills, record-keeping, and handling complaints are just some of the many topics that will be covered at this year's **British Dental Conference and Exhibition** which returns to the **Manchester Central Convention Complex from 7-9 May**.

One highlight that's not to be missed is the ADAM team leadership presentation in the Training Essentials theatre (Thursday, 16:00). In this special session ADAM President, Niki Boersma, will walk through the steps of building a team rather than a group of people that turn up to the same place of work each day. She will help you understand the many hats you need to wear as a business owner or manager and will share the changes in marketing, what is working and what isn't and how you can convert calls into patients and treatment plans into solutions the patients want to pay for without becoming an aggressive sales person.



In total the Training Essentials theatre offers 19 x 30-minute sessions, all based on the BDA's Training Essential portfolio. Online marketing, CQC inspections, child safeguarding and successful communication and complaint handling are just some of the topics on offer. The session leaders have been handpicked and all have an excellent reputation for being accessible and often entertaining speakers. They include Dental Marketing Consultant

Mark Oborn, Business Coach Heather Dallas from Dallas Development, Andy McDougal from Spot On Business Planning and some of the BDA's own expert practice advisers.

Conference Pass highlights for practice administrators and managers include two sessions on how to turn a good dental practice into a great business (Friday, 16:15 and Saturday 13:15). In these Ben Flewett from Software of Excellence will look at what factors are important to ensure a well performing practice, what processes need to be put in place and what measures will help boost practice revenue.

Presentations on effective record keeping, learning to love complaints, and dealing with practice conflicts will also be of interest to ADAM members. In the practice conflicts session (Saturday 13:15) the BDA's Head of Employment and a BDA Practice Management consultant will explain how to listen and communicate in a difficult situation and how to find a solution to a conflict at work.

Confidentiality, contents and computerisation will be covered in the record keeping presentation (Friday 09:45) led by Dento Legal Adviser Andy Hadden, whilst what makes patients complain and how to respond well will be the subject of Learning to Love Complaints (Thursday 16:30).



Back in the Exhibition Hall the Innovation Zone will offer delegates an opportunity to see the latest in dental technology whilst exhibitors representing major dental product manufacturers and suppliers will be showcasing their products – expect free giveaways, competitions and special discounts. Evening events over the course of the three days include drinks on Thursday in the Exhibition Hall, and a Friday night Cuban themed party.

Conference Passes for dental care practitioners, including practice administrators and managers, are available at a significantly reduced price. BDA Expert members are also entitled to up to 6 free DCP one day Conference Passes per day so it is worth checking if any of the dentists where you work are Expert members. Sessions in the Training Essentials and Demonstration theatre are free to attend with a free Exhibition Pass.

Further programme information and booking details for both Conference and Exhibition passes are available at www.bda.org/conference

Download the new Event app

FREE

Don't forget to download the FREE BDA 2015 Conference app from the Apple App Store or Google Play. Browse the full event programme, build your own personalised agenda and find exhibitors and suppliers with the interactive maps.



According to Aida Mujan of Esteem Consulting, an organisational psychologist specialising in the dental industry, it comes down to a simple combination of employee engagement, positive leadership and performance appraisals.

Employee engagement

To have a truly successful dental practice, the practice owner needs positive employee engagement. How do you get your employees on board and working together for the benefit of patients and the practice?

To begin with the practice owner needs to develop and execute a business strategy and purpose, which answers the following questions:

- What is the business need?
- How can you provide a better service to your patients?
- What improvements can you make to staff and patients?
- Who are your patients and who would you like to be your patients?
- What kind of leader should be the business owner be?
- How can the whole practice be involved in the practice?

These questions about the practice need to be answered in collaboration with the whole dental team to incorporate their input and ideas to generate a business strategy and goals. Collaboration with all the dental team will inspire a much more positive reaction from staff, and is the first step in real genuine employee engagement, where they feel fully involved and listened to in creating a shared vision of where the practice is going, and how it will get there.

How do you get an award-winning dental practice?

By listening and collaborating, staff members will feel more engaged and inspired to harness their own individual strengths to meet the practice business goals and objectives. They will also feel more committed to the future as all employees will be contributing their own skills. This is also a great opportunity to reassess training needs; look at the future business goals and whether there is a skill set lacking in the team and then asking for volunteers to be trained up and to fill the skill gap. This provides another opportunity in creating positive employee engagement.

Being the best practice is not just about having better resources and facilities, or high levels of pay or huge investment in perks or formal development opportunities but it about how well the whole team works together from top to bottom and from the bottom up. That is the single most effective way to build a strong foundation to a successful practice.

Positive leadership and performance appraisals

What has been most consistently reported is that the most stressful and disengaging element of anyone's job is their line manager. At the same time, the right kind of leadership behaviour can have the most powerful positive effect upon employee engagement which creates a strong foundation to become a successful award winning dental practice.

So how do you lead from the front in a positive way? Ensure that you are equipped with management tools and techniques that outline not only your employees' role and responsibilities but also yourself, and your managers. This ensures that everyone knows their responsibilities, and their expectations of their work load and working environment and is measured. One management tool that is essential in the leadership tool kit is performance

appraisals. The most successful performance appraisals are ones that not only involve asking senior managers what they think makes them effective but also asking employees at all levels what they most value in leaders and managers.

What is the purpose of performance appraisal? Performance appraisal serves over a dozen different purposes in a dental practice:

Provide feedback to support staff and associates about their performance; determining individual training and development needs; encouraging performance improvement; setting and measuring goals; encouraging coaching and mentoring and improving overall practices' performance.

No other management mechanism has as much influence over individuals' careers and working lives. Performance appraisal can be the most powerful instrument that dental practices possess to mobilise the energy of every employee toward the achievement of strategic goals. Used well, performance appraisal can focus every individual's attention on fulfilling the practice's vision and values and help you become successful and award winning!

For more information on performance appraisals the BDA Training Essentials course portfolio offers a one-day interactive course for the whole team, "Develop and deliver a performance appraisal system tailor made for your practice", on Friday 22 May 2015 in London. Aida Mujana and Xanthy Kallis will help you implement this crucial management tool.

Visit www.bda.org/training or call BDA Events on 020 7563 4590 for further information and to book your place.





So, what does membership of ADAM provide?

Representation

ADAM is the only organisation in the UK that exists purely to support dental practice managers and administrators.

We are recognised as the industry body representing dental practice managers and administrators on various dental advisory boards; by doing so we aim to ensure that the interests of our profession are considered within the wider dental community.

Please contact us at info@adam-aspire.co.uk if you feel strongly about something relating to the dental profession.

Telephone Support

Available from our administration office: 9.00am – 5.00pm Monday - Thursday, 9.00am – 1.00pm - Friday .

We receive hundreds of calls each year from members seeking advice; who don't want to reinvent the wheel; and who would prefer to adopt an existing and tried and tested procedure or template; or who just want to know who best to contact for a specific matter.

Discounted Events, Seminars and Conferences

All members receive discounted rates to all ADAM events.

Free subscription to Practice Focus and e-update

Our quarterly publication Practice Focus and monthly e-update are produced exclusively for ADAM members and full of news, information, training events, and topics of interest to practice managers and administrators. Practice Focus also contains two hours of verifiable CPD to supplement your learning.

Access to Advice Sheets

Specially designed to support the needs of practice managers and administrations, ADAM members can access, through the Members Only section of the ADAM website, a wide range of advice sheets.

These advice sheets are supplemented by a wide range of Template documents on subjects such as:

- Training Policy;
- Restraint Policy;
- Chaperone Policy;
- Violence and Aggression Policy.
- Job Descriptions;
- Reference Letters;
- Interview Forms.

Free Legal Consultation

ADAM has teamed up with **LCF Law**, a firm of lawyers with expertise in the dental sector to provide legal advice and guidance to members. The **LCF Dental Team** understands dentists; understands dental practices; understands the regulations. The team provides services to dental practices across the country on a wide range of topics including:

- Regulatory Issues (CQC, NHS, GDC);
- HR Issues;
- Employment Issues;
- NHS Disputes;
- Patient related issues (non-clinical);
- Other legal matters.

The Consultation is limited to 30 minutes free telephone advice on any one legal issue.

ADAM members also have free access to **LCF Law's Legal Library** at <http://lcf.co.uk/library/>.

Exclusive Discounts

- Free **Dentabyte** Digital CQC Gap Analyses worth £100;
- Free Level 1 access to **Dentabyte** Cloud Practice Management Software worth £600;
- 50% discount on **Dentabyte** Policies and Procedures Pack worth £199;
- 15% discount on Employment and HR Services from **LCF Law**, offering savings of up to £900;
- 30% discount on **The Dental Business Academy** Practice Manager course to all annual members;
- Half Price Dental Managers Legal Defence Cover for only £22.50 a year with **All Med Pro**;
- Grants available towards fees and 10% discount on **UMD Professional's** Dental Business Management Programme leading to the ILM Level 7 Diploma in Executive Management;
- A reduced price for the **BDTA** Certificate: Introduction to Dentistry course;
- 25% discount on all IT services with **Pioneer Solutions**;
- £1.49/day to use **Dentabyte's** revolutionary mentoring platform VAK Mentor;
- 10% discount on team training by **Rick Whitehead** plus free book;
- 10% discount on practice team training days by **Impetus Training** (in addition to current offers).

For more details visit our website: www.adam-aspire.co.uk



Free legal consultations for ADAM members



ADAM has teamed up with law firm LCF Law who have expertise in the dental sector to provide legal advice and guidance to members through a **free 30 minute telephone consultation on any legal matter.**

The LCF Dental Employment Services Team provides services to dental practices across the country on a wide range of topics including:-

- Regulatory Issues (CQC, NHS, GDC);
- HR Issues;
- Employment Issues;
- NHS Disputes;
- Patient related issues (non-clinical);
- Other legal matters

To take advantage of this exclusive service:-

Contact Sarah Buxton, Head of Dental Employment Services at LCF Law on 0113 201 0407.



When calling, quote ADAM Free Legal Consultation.

Opening hours for this service are Monday to Friday 9am to 5pm or outside of these times by arrangement.

ADAM members also have free access to **LCF Law's Legal Library** at <http://lcf.co.uk/library/> which contains a huge array of useful information for busy practice managers and administrators.

In addition ADAM members are entitled to a **15% discount on Employment and HR Services from LCF Law**, offering savings of up to £900, and payable in monthly instalments. This Annual Subscription Service covers all of the issues faced as a Practice Manager in managing and running a practice.

You will always have access to legal advice from a solicitor. LCF Law will take your specific instructions to tailor all contracts and other documents to ensure that they reflect what is right for your practice; are produced in your practice style; and yet remain legally water-tight and fit for purpose.



Niki Boersma, ADAM President, said:
The number and complexity of laws, regulations and recommendations which govern the day to day running of any business has increased greatly over the last several years.

In dental practice this is supplemented by the many regulations and guidelines relating specifically to the delivery of dental care, radiation protection, cross infection control, disposal of clinical and hazardous waste, to name but a few.

So I'm delighted that LCF Law has agreed to offer this service to our members and I'm sure it will prove to be a welcome addition to the benefits of ADAM membership.'



Sarah Buxton, Head of Dental Employment Services at LCF Law added:

'We are really looking forward to providing legal consultations to ADAM members; our specialist dental team understand dentists; understand dental practices; and understand the many laws, regulations and recommendations applying to the profession.'

CPD Questions (Spring 2015)

Practice Focus is pleased to include a Continuing Professional Development (CPD) Programme for its ADAM member readers in accordance with the UK General Dental Council's regulations and the FDI World Dental Federation's guidelines for CPD programmes worldwide.

The UK General Dental Council regulations currently require all registered UK dental professionals to undertake CPD and provide evidence of the equivalent of verifiable CPD.

Although there is no mandatory requirement for dental practice managers or administrators who are not registered DCPs to undertake CPD, ADAM encourages members to do so as a measure of personal development and professional commitment.

The questions in this issue of Practice Focus will provide two verifiable hours of CPD for those entering the programme.

Practice managers or administrators wishing to enter the programme can do so by completing the answer sheet on page 25 and sending it (or a photocopy if you prefer) to ADAM at 2 Wheatstone Court, Davy Way, Waterwells Business Park, Quedgeley, Gloucester GL2 2AQ by **28th June 2015**.

ADAM members completing the programme will receive a certificate for two hours of verifiable CPD together with the answers to the questions. Please note that you must achieve a score of 50% or more to receive a certificate.

Any non-member wishing to undertake the CPD in this issue of Practice Focus must include a cheque for £25 payable to ADAM.



Educational Aims Objectives and Outcomes

Aims

In accordance with the General Dental Council's guidance on the provision of CPD, the aim of the Practice Focus CPD programme is to provide articles and materials of relevance to practice managers and administrators and to test their understanding of the content.

CPD Outcomes

The anticipated outcomes are that practice managers and administrators will be better informed about recent developments in management and that they might apply their learning within their own working environment for the benefit of the practice and its patients.

CPD Answers Winter 2014/15

| | | | |
|----|-----|-----|-----|
| 1B | 6A | 11C | 16B |
| 2A | 7C | 12B | 17C |
| 3C | 8B | 13A | 18B |
| 4A | 9A | 14C | 19B |
| 5B | 10A | 15A | 20A |

Amalgam-ation: Bringing the Team Together (page 6)

1 Like a team, what does amalgam need to be in order to resist fracture and potential failure?

- A firm and inflexible
- B strong and hardwearing
- C tough and unyielding
- D soft but strong

2 How will sound communication allow individuals to feel?

- A aware and informed
- B clear and in the picture
- C empowered and involved
- D bored and unhappy

3 In the fast changing world of dentistry, what does the dental team need to be?

- A focused on their own individual roles
- B ambitious and competitive
- C clear about each other's responsibilities
- D flexible and adaptable

4 What should the recruitment and selection process aim to do?

- A meet the the requirements of the practice manager's human resource plan
- B get the process completed as quickly as possible
- C be guaranteed to ensure selection of the right person
- D provide evidence in case of complaint by an unsuccessful candidate

5 What will ensure your best people produce the top performance?

- A If they are trained
- B If they are trusted
- C If they are appreciated
- D "If they are trained, trusted, appreciated and rewarded"

Managing Sickness Absence (page 7)

6 How many days does the Department for Work & Pensions estimate are lost to sickness

- A 130 million days
- B 150 million days
- C 170 million days
- D 100 million days

7 What are 'sick notes' now called?

- A sickness absence and return to work statements
- B work related absence certificates
- C self-certification and statements of fitness for work
- D sickness absence certificates

Pension Auto-Enrolment - Are you ready? (page 8)

8 Starting from what date will companies with less than 50 employees need a workplace pension scheme?

- A June 2015
- B June 2016
- C June 2017
- D June 2018

9 By what year will Pension Auto-Enrolment apply to all employers?

- A 2016
- B 2017
- C 2018
- D 2019

10 Which of the following describes an eligible employee?

- A earn over £8,000 a year, aged 21 or over and under State Pension age
- B earn over £10,000 a year, aged 22 or over and under State Pension age
- C earn over £12,000 a year, aged 23 or over and under State Pension age

- D earn over £14,000 a year, aged 24 or over and under State Pension age

11 In addition to number of employees, what else will determine your Auto-Enrolment staging date?

- A Your company registration number
- B alphabetically by the first letter of your company name
- C your VAT registration number
- D your PAYE registration number

Leaders serve..... (page 10)

12 Who wrote 'The One Minute Manager'?

- A Ken Blanchard
- B Charles Handy
- C Edward de Bono
- D Jim Collins

13 What is a great way to start building trust and respect?

- A empathising with them
- B giving them something without expecting anything in return
- C listening to them
- D believing them

14 In his book 'Leaders Eat Last' what did author Simon Sinek say you may need to do to support your team member?

- A stand up for them
- B do their work first
- C put yourself in danger
- D give them a hug

15 As a leader, what's the worst thing you can do?

- A ignore
- B laugh
- C nothing
- D assume

CQC - Fundamental Standards are here (page 16)

16 When do Fundamental Standards come into effect?

- A 1st January 2016
- B 1st June 2015
- C 1st April 2015
- D 1st September 2015

17 What do CQC hope Fundamental Standards will provide you with?

- A a clear understanding of the criteria which you must not fall below
- B a simplified set of rules with to work towards
- C a logical programme of actions to achieve the required standards
- D an 'idiots guide' to CQC

18 What is the deadline for submitting an application using the old (current) forms?

- A 10 April 2015
- B 15 April 2015
- C 20 April 2015
- D 25 April 2015

19 Between April 2015 and March 2016 what percentage of practices will get a random and risk based CQC inspection?

- A 25%
- B 20%
- C 15%
- D 10%

20 By what timescale must you display your given rating online and in practice?

- A 28 calendar days
- B 21 calendar days
- C 14 calendar days
- D 7 calendar days

Practice Focus the ADAM publication for those who aspire to success

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50% discount to ADAM members*



ADAM (The Association of Dental Administrators and Managers) was established in 1993 as a not for profit organisation to provide advice, guidance and support to busy practice managers and administrators.

For more details, including how to join ADAM and gain access to this great offer, visit www.adam-aspire.co.uk



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CPD answer sheet

Practice Focus Spring 2015

Remove this page, or send a photocopy to the ADAM at:
**2 Wheatstone Court, Davy Way, Waterwells Business Park,
 Quedgeley, Gloucester GL2 2AQ.**

Please PRINT your details below:

| | |
|------------------------|-------------|
| Title | First Name* |
| Last Name* | |
| Address* | |
| Postcode* | |
| Telephone | |
| Email | |
| GDC no.* (if relevant) | |
| ADAM Member: Yes No | ADAM no.* |

*Essential information. Certificates cannot be issued without all of this information.

Please note that you must achieve a score of 50% or more to receive a certificate.

Feedback

We wish to monitor the quality and value to readers of the Practice Focus CPD Programme so that we may continually improve it for the benefit of members; please use this space to provide us with any feedback or comment.

Answers

Please tick the answer for each question below.

Answer sheets must be received before **28 June 2015**. Answer sheets received after this date will be discarded as the answers will be published in the next issue of Practice Focus.

Question 1: A B C D

Question 2: A B C D

Question 3: A B C D

Question 4: A B C D

Question 5: A B C D

Question 6: A B C D

Question 7: A B C D

Question 8: A B C D

Question 9: A B C D

Question 10: A B C D

Question 11: A B C D

Question 12: A B C D

Question 13: A B C D

Question 14: A B C D

Question 15: A B C D

Question 16: A B C D

Question 17: A B C D

Question 18: A B C D

Question 19: A B C D

Question 20: A B C D



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Tracy Stuart is a seasoned and proven practice development specialist for forward thinking and innovative dental practice teams.



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Tracy has previously walked in the shoes of every team member and ultimately the business owner, and for this reason she can relate to the challenges that the dental team face. She now runs her own company, NBS Training.

She is well known for her hands-on and straight talking approach which has helped numerous practices ring fence their business in this highly competitive market.



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How to book:
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Davy Way
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Seminar fees are non-refundable for cancellations received less than 72 hours prior to the event.
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