

PracticeFocus

quarterly magazine of the ADAM ■ summer 2014

Is your practice ready for flexible working?

Page 15

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See page 5



also in this issue:



- Interview with ADAM President, Niki Boersma p10
- Protecting the practice goodwill p11
- ADAM Members survey results p12
- Perspectives about marketing p18
- How to manage your time as well as your people p19
- AED or no AED – that is the question p20

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PracticeFocus

quarterly magazine of the ADAM ■ summer 2014

editorial

by **Niki Boersma**



contacts

Welcome to the summer edition of *Practice Focus* - my first since taking over as President of ADAM at the end of June! First of all, my grateful thanks to my predecessor Hannah Peek for her efforts over the past 12 months. I'm sure you will all join me in wishing her well for the future.

You'll find an interview with me on page 12 in which I outline some of my plans for the Association over the next few years; I say 'my plans' but that isn't quite true as I'll explain ... Much of what we have in mind for your Association is based around **YOUR** feedback - that is, the feedback from everyone who took part in our Members' survey back in May. An astonishing 25% of the ADAM membership did so, which is an incredible result! You can read about the survey findings on pages 12 and 13.

I'm delighted to announce that Seema Sharma of Dentabyte has agreed to join ADAM as Honorary Vice President and, to reinforce her commitment to ADAM, she has come up with some amazing **exclusive offers** for members.

Having used some of Dentabyte's products myself I can tell you - they are terrific! Read more on page 5.

Seema joins our current Honorary Vice President Tracy Stuart who very kindly delivered an excellent seminar for members on 27th June at the BDA in London - and I'm pleased to say that Tracy has committed to deliver further seminars for ADAM members in the coming months. Some of you may know Tracy from her training firm NBS Training and, from my experience at the BDA last month, the forthcoming seminars by Tracy - at dates yet to be finalised - are not to be missed!

Two of the hottest topics around at present are **Flexible Working** and **Pension Auto-Enrolment** - and there are articles on each in this month's *Practice Focus* alongside other articles about Protecting the Practice Goodwill and several other topics. Not to mention the latest News, forthcoming Training Events plus of course 2 hours of CPD.

Niki

P.S. On pages 2 and 3 you can read about Annual Retention Fees and an e-petition has now been launched about ARF - see: <http://epetitions.direct.gov.uk/petitions/66982>



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in this issue

■ news and information	2	flexible working	15
■ training events	4	■ Dental Showcase	16
■ business planning	7	■ Heart Your Smile	17
■ BDA Scottish Scientific Conference	8	■ ADAM Seminar changes perspectives about marketing	18
■ pension auto enrolment	9	■ How to manage your time as well as your people	19
■ interview with ADAM President Niki Boersma	10	■ AED or no AED - that is the question	20
■ protecting the practice goodwill	11	■ CPD Questions	22
■ ADAM members survey results	12	■ CPD winter 2013/14 answer sheet	25
■ the modern workplace -			

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Introducing the new ADAM Executive Team

Niki Boersma writes ...

I thought now would be a good opportunity to introduce you to the ADAM Executive team all of whom (just like you and me) work in a busy dental practice somewhere in the UK so let's put a face to the name - here they are:



Finance Director
Michael Hook



Membership
Coordinator Clare
Rudman



Regional Team
Mentor
Liz Northmore



Regional Mentor
Jude Temple-
Edwards

In addition I'm delighted to announce that Seema Sharma of Dentabyte has agreed to join ADAM as Honorary Vice President:



Seema Sharma (left) with Niki Boersma

Impact of sugar on tooth decay remains a major health concern, says FGDP(UK)

It is important that the effect of sugar intake on tooth decay is considered alongside obesity, type 2 diabetes and heart disease as a major public health challenge, according to the Faculty of General Dental Practice (UK).

This comes as Public Health England (PHE) today published its plans to help the population to reduce dietary sugar. The FGDP(UK), which was part of the group that helped to inform the plans, stresses the need to consider food policy as part of the key determinants of oral health, particularly with respect to the consumption of sugary drinks by children. This was also highlighted in the FGDP(UK)'s June 2014 response to NHS England's Call to Action on improving oral health.

Tooth decay, the softening and eventual loss of tooth enamel resulting in cavities, is caused by acid produced when sugar and oral bacteria combine. A systematic review of studies over a 60-year period, undertaken on behalf of the World Health Organization and published earlier this year, supported the link between the level of sugar consumed and the development of dental cavities.

It concluded that the risk of tooth decay is lower when sugar intake is less than 10% of

calorie intake, compared with more than 10%.

Charlotte Worker, policy spokesperson at the FGDP(UK), said, "Tooth decay remains a significant health concern despite the widespread use of fluoride toothpaste in the UK. We support PHE's initiative to place sugar reduction high on the public health agenda. We also welcome the fact that the PHE's report recognises good oral health as being an integral part of ensuring good overall health for all age groups."

The FGDP(UK) has joined forces with other organisations and individuals concerned with the effects of sugar on health in support of the work of Action on Sugar. The group would like to see added sugar contribute to no more than 5% of total energy intake, which echoes advice given to the English Government by the Scientific Advisory Committee on Nutrition in a draft report, also published today. Among the key aims for Action on Sugar is to reach a consensus among food and drink manufacturers to gradually reduce added sugar in processed foods and beverages.

- Read more at: www.fgdp.org.uk/content/news/impact-of-sugar-on-tooth-decay-remains-a-major-hea.ashx

General Dental Council launch consultation on Annual Retention Fee level

GDC have launched a consultation on the level of the Annual Retention Fee (ARF) that registrants must pay.

The ARF is the fee all dentists and dental care professionals must pay each year to remain on the register and able to practise.

The consultation is now open and the GDC would like to hear views from registrants and the wider dental sector.



- The consultation is open until 4 September 2014. You can find out more at www.gdc-uk.org

Dental Protection signposts route for ARF protest

The proposed increase in the Annual Retention Fee (ARF) would see the cost for dentists rising from £576 to £945, and the GDC is currently consulting on its proposal.

Although sharing the concerns of those alarmed by the size of the increase, Dental Protection is warning dental professionals to tread carefully when making public their reaction and also to think before considering withholding their ARF as both actions would threaten their registration and ability to practise lawfully.

The Dentists Act requires that the ARF is paid in full on or before 31 December (for dentists) and there are no exceptions. It would be unwise to follow the "can't pay - won't pay" protest groups because a failure to pay in full will result in automatic de-registration and a delay (plus a loss of income) until one could be restored to the register. Continuing to practise or to have an interest in the ownership of a practice while unregistered would be the illegal practise of dentistry and/or unlawful involvement in the business of dentistry and could in both respects result in a criminal prosecution and invalidate any professional indemnity held by the dentist in question.

Dental Protection will be responding to the GDC's consultation on the proposed increase in ARF for both dentists and DCPs and would encourage all registrants to do the same, either as an individual and/or collectively as part of a wider group (LDC/BDA Section, etc). Public remarks about the GDC's decision should be measured and directed through normal professional channels, avoiding any personal allegation of bringing the profession into disrepute.

Dental Protection also suggests that the GDC could contain spiralling costs by more

effective and proportionate Fitness to Practise (FtP) procedures, which account for around 80% of this year's budget and are therefore the main reason for the ARF increase being necessary.

Kevin Lewis, Dental Director for Dental Protection said: *'Dental Protection has for some time been highlighting the many problems within the GDC's Fitness to Practise regime. This latest announcement serves only to highlight them.*

Not only are there deep concerns regarding the management of cases up to and through the Investigating Committee(IC), and the unnecessary complexity and length of many Professional Conduct Committee hearings, the incorrect use of the present legal tests has also created many inappropriate referrals to the Interim Orders Committee(IOC) and Professional Conduct Committee. The IOC committee is only required to intervene when there is a clear and urgent need to protect the public and there should be very few circumstances when such urgent action becomes necessary.

Within weeks of the GDC's own regulator (the PSA) announcing that it is once again investigating the GDC and its IC procedures in the wake of further 'whistle-blower' allegations, reports of the GDC's recent activity in the dental press have not helped the profession's growing loss of confidence in its regulator.

The angry debate prompted by the proposed 64% increase in the annual retention fee has created an unfortunate juxtaposition when viewed against a recent GDC campaign in the national press, encouraging private dental patients to make greater use of the Dental Complaints Service.'

- To read more go to www.dentalprotection.org.uk/news/news/press-release/ARF-protest



GDC accepts need for improvement in Fitness to Practise

The General Dental Council (GDC) has indicated that it fully accepts the findings of the latest review of its performance by the Professional Standards Authority for Health and Social Care (PSA) and has put in place measures to tackle the problems identified.

- The PSA's Performance Review Report 2013/14 was published on **27 June 2014** and can be read in full at <http://www.professionalstandards.org.uk/library/document-detail?id=d716599e-2ce2-6f4b-9ceb-ff0000b2236b>

Overall the PSA found that the GDC is meeting its statutory requirements. The GDC is pleased that it has met all the Standards of Good Regulation for standards and guidance and education and training but recognises that it is not acceptable to have failed to meet six standards in Fitness to Practise (FtP) and two in registration.

The huge increase in complaints that the GDC continues to experience (110% over the last three years) has put additional strains on the GDC's delivery and resources. Key measures aimed at tackling the problems include considerable extra investment with new casework teams already in place, alongside a clear focus on management of performance.

- You can read more at www.gdc-uk.org/Newsandpublications/Pressreleases/Pages/GDC-accepts-need-for-improvement-in-Fitness-to-Practise.aspx

trainingeventsdiary

Date & location	Name of event & provider	Cost & notes	Contact details
–	ILM Level 3 Certificate of Leadership and Management <i>UMD Professional Ltd</i>	Distance Learning Programme	Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk
–	Performance management and appraisals in dental practices <i>UMD Professional Ltd</i>	This workshop course is delivered at your practice and covers managing and maximising staff performance, and how to carry out appraisals in dental practices.	Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk
Commencing January 2014 London	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional Ltd</i>	Grants available towards course fees. Distance learning and modular courses also available	Contact: Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk
Commencing January 2014 London	Dental Business Management Programme leading to the ILM Level 7 Diploma in Executive Management <i>UMD Professional Ltd</i>	Grants available towards fees plus a further 10% discount for ADAM members.	Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk
–	BTEC Level 4 Professional Diploma in Dental Practice Management <i>The Dental Business Academy</i>	Distance Learning Programme - 30% discount for ADAM members	http://thedentalbusinessacademy.com/shop/btec-level-4-professional-diploma-in-dental-practice-management
–	BTEC Level 5 Professional Diploma in Dental Practice Management <i>The Dental Business Academy</i>	Distance Learning Programme	http://thedentalbusinessacademy.com/shop/btec-level-5-professional-diploma-in-dental-practice-management
–	Introduction to Dental Practice Management <i>The Dental Business Academy</i>	Distance Learning Programme	http://thedentalbusinessacademy.com/shop/dental-practice-management-introduction
From May 2014 Wakefield	Professional Certificate in Dental Practice Management (L4) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year 2 year and CPD courses also available ADAM members' discount	Contact Sim on 0161 928 5995 or sim@thedentistrybusiness.com or www.thedentistrybusiness.com/register.php to watch video intro
From May 2014 East Midlands/West Midlands	Professional Certificate in Dental Practice Management (L4) <i>The Dentistry Business</i>	as above	as above
From May 2014 Wakefield	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <i>The Dentistry Business</i>	as above	as above
From May 2014 East Midlands/West Midlands	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <i>The Dentistry Business</i>	as above	as above
From May 2014 London	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional Ltd</i>	£2450 payable over 13 months. Discount for payment in full at start of course	Contact Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk
From May 2014 Birmingham	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional Ltd</i>	as above	Contact Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk
Sept/Oct 2014 London, Manchester, Midlands, Wakefield	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year; CPD course also available. ADAM members' discount; matched grant funding available to eligible practices	Contact Sim on 0161 928 5995 or sim@thedentistrybusiness.com or www.thedentistrybusiness.com/register.php to watch video intro
05 September 2014 London	Safeguarding children and vulnerable adults <i>BDA</i>	DCP price: £135	events@bda.org tel 020 7563 4590
12 September 2014 London	An IRMER course in dental radiography and radiation protection <i>BDA</i>	DCP price: £135	events@bda.org tel 020 7563 4590
12 September 2014 London	Management of medical emergencies <i>BDA</i>	DCP price: £135	events@bda.org tel 020 7563 4590
19 September 2014 London	Getting better results with business planning <i>BDA</i>	DCP price: £135	events@bda.org tel 020 7563 4590
25-26 September 2014 London	Staff management: two day intensive course <i>BDA</i>	DCP price: £260	events@bda.org tel 020 7563 4590

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worth **£199**

50% discount – available as templates within the Dentabyte Cloud software



This is first in the series of articles *Management Made Easy* by **Seema Sharma** – the newly appointed ADAM honorary vice president

The first time you prepare for CQC compliance it's a tick box exercise to ensure that you, as the practice owner or manager, ensure there are 5 systems in place:

1. **Gap analyses** – to see what you have and don't have
2. **Policies** – to guide your team about the standards they are expected to work to
3. **Procedures** – setting out HOW to do this step by step
4. **Training** – after all the guidelines are only any good if they are implemented
5. **Monitoring** – the buck stops with you so checklists and audits will keep you on track

Dentabyte's formulaic fool proof framework

The first 3 items create a watertight operations manual – yes it's paperwork, but once you know your gaps and have all the right policies and procedures in place, they give you a framework for proactively managing your business instead of reactively dealing with problems which can derail you on a day to day basis.

Keeping the cogs turning

The real challenge, however, is having the right tools to train and monitor your team so that you use those systems to deliver outstanding patient care and value to patients and have efficient operational systems. This frees you to concentrate on marketing, financials and practice growth to keep all the cogs turning in your wheel of success.

The Dentabyte Cloud

The Dentabyte Cloud software has been designed by practice owners and managers for practice owners and managers. It puts the following at your fingertips:

1. **A learning zone** of practice management and CQC videos for easy in house training
2. **An interactive calendar** to share documents, instructions and tasks with your team
3. **Ready to use audits** for health and safety, infection control, radiation, controlled drugs, fire safety, disability access, referrals management, clinical record keeping.
4. **Management checklists** for you to keep your systems up to date
5. **Personal Development Plan checklists** to support team members to take ownership of and monitor their progress and for you to use at appraisals.

Time to brush up on some key areas – could make a huge difference to your 9-5

Getting better results with business planning

Business planning is the only route to achieving the sustained levels of profitability. It is the key that unlocks the door to improved business efficiencies and higher levels of profit.

So many dental practices just amble along, not knowing how they are performing financially from one month to the next. The only guide for principals and managers is usually a set of annual accounts that are 12 months old and so they are constantly working with information that is out of date.

It is never an enviable position to take action when you finally notice that the practice turnover is on the decline, the appointment book has become patchy or profits have taken a turn for the worse – yet that is what many practices do. A proactive practice will put measures in place to avoid the business ever getting into trouble in the first place and to monitor its performance monthly so pre-emptive action can be taken.

The BDA course, Getting better results with business planning, takes place on 19 September. It will look at the techniques that



Andy McDougall, Spot On Business Planning.

can be used to make a real difference and discuss how you can use them in a practical way to improve your financial results. The course will be facilitated by Andy McDougall of *Spot On Business Planning*. Andy has worked with a wide range of dental practices and has over 30 years strategic business planning experience.

Essentials of staff management

People can be unpredictable, and they don't necessarily come to work for the same reasons you do. Some like change and challenge, and others will do their utmost to resist it. Some team members understand where the practice is going, and they are motivated to do all they can to help. Others are less inclined to buy into the vision and are content to leave things as they have always been. Some embrace the opportunity to learn; others feel unsettled by it.

So how do you align this collection of individuals to all travel in the same direction?

There are a number of proven strategies and tools that will improve your day to day people management skills and enable you to work more confidently without necessarily needing to pass problems 'up the line'.

The BDA course, Essentials of staff management, a two day intensive course taking place from 25-26 September, will explore the seven most important aspects of managing people:

- 1 How to recruit/select the best person for the job
- 2 How to build a winning team
- 3 Being a manager and leader as well as a professional
- 4 Communicate for success



Alison Miles-Jenkins, Training To Achieve Enterprises Ltd

- 5 Managing performance
- 6 Work smarter not harder
- 7 How to make the most of meetings

The course will be facilitated by Alison Miles-Jenkins, Managing Director, *Training To Achieve Enterprises Ltd* who has over 15 years' experience of working with dental practices.

Reception and telephone skills for the whole dental team

High standards of customer care, good communication and organisation skills are fundamental in securing and retaining patients. Attendees to this one day interactive course will be given great tips and techniques on how to improve their telephone and face to face skills, promoting a positive, efficient and professional service. The course is led by one of the BDA's most popular speakers, Heather Dallas of Dallas Development.

Feedback from a past delegate "Heather was fantastic – really enthusiastic. Lovely! Has given me a lot of motivation and identified ways to not become stressed in my job role."

The next course takes place on 28 November at the BDA HQ in London. Places book up fast.

- For more information on these courses and to book, visit www.bda.org/training

conference & exhibition

From record keeping to customer care, do it all in a day

Scottish Scientific Conference & Exhibition 2014

A packed programme of presentations by expert speakers, political discussion, and a varied exhibition awaits delegates attending this year's BDA Scottish Scientific Conference & Exhibition. The event takes place at Glasgow's Crowne Plaza hotel on Friday 5 September and offers eighteen sessions in total.

Something for everyone

As well as clinical sessions covering topics such as paediatric dentistry, oral cancer, tooth whitening, and periodontics the programme offers a variety of presentations of interest to practice managers and administrators, spread throughout the day.

The importance of good record keeping will never be far from a practice manager's mind and this subject will be examined by Aubrey Craig, Head of the Dental Division at the Medical Dental Defence Union of Scotland, in his session *Law, ethics and record keeping*. During this session, the first of two he is presenting, Aubrey will also explore ethical

issues in dentistry relating to GDC guidance, and how the law impacts on dental practice.

In his second session of the day *Complaint Management – what not to do!* Aubrey will look at some of the common causes of patient complaints and how to manage them effectively. He will go through the guidelines governing complaints and, importantly, look at what not to do!

Customer care and successful communication when discussing treatment and costs will be the focus of a presentation led by dental business coach and former hygienist Illona McLay.

Her session on *Creating a successful practice: the importance of ethical selling and treatment presentations* will look at how to provide a patient-focussed experience when discussing costs and ways in which processes can be improved to provide better customer care in practice.

Of course growth is the next step for any successful business. On hand to provide advice on *Building value in your dental practice* is Linda Nelson, Partner at Condis Chartered Accountants & Business Advisers. Over the course of an hour Linda will look at the

business, accountancy tax and financial issues involved in buying, growing and selling a practice. She will discuss how practices are valued and how purchases can be funded.

Booking and more

Beyond the group presentations a further programme highlight is the political discussion session in which Chief Dental Officer for Scotland, Margie Taylor and the Deputy Chair of the BDA's Principal Executive Committee, Robert Kinloch, will discuss the current state of NHS dentistry in the country.

Finally delegates should be sure not to miss the expanded exhibition, which will offer the chance to see a range of products and services, as well as the chance to enter a prize draw!

- Additional information about the event, including biographies of the main speakers and further details about all of the sessions on offer, can be found at www.bda.org/scottishscientific. Tickets for practice managers cost just £80 for the whole day. To book a place at the event call the BDA events team on 020 7563 4590 or email events@bda.org.



Linda Nelson, Condis Chartered Accountants & Business Advisers



Pension Auto-Enrolment – Are you ready?

Here is a basic guide to auto-enrolment. To understand how auto-enrolment impacts your business and your specific requirements you will need specialist advice as this is a complex area.

What is auto-enrolment?

It is a legal requirement for businesses to set up and pay into a qualifying workplace pension scheme (QWPS) for their employees. Non-compliance will result in fines and potential imprisonment.

Does auto-enrolment apply to every business?

Subject to one or two exceptions auto-enrolment applies to all businesses, irrespective of size.

What do you need to do?

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

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 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 that do not meet these criteria and the QWPS 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.

When does auto-enrolment apply from?

Employer size (by PAYE scheme size) or other description	Auto-enrolment start date (determined by your PAYE reference)	
	From	To
250 or more members	1 October 2012	1 February 2014
50 to 249 members	1 April 2014	1 April 2015
Test tranche for less than 30 members	1 June 2015	30 June 2015
30 to 49 members	1 August 2015	1 October 2017
Less than 30 members	1 January 2016	1 April 2017
Employers without PAYE schemes	1 April 2017	–
New employers April 2012 to March 2013	1 May 2017	–
New employers April 2013 to March 2014	1 July 2017	–

You can check your staging date by entering your PAYE reference on the Pension Regulator's website:

- www.thepensionsregulator.gov.uk/employers/tools/staging-date.aspx

Whilst some staging dates may seem a long way off, it can take time to ensure everything is in place. We recommend starting the process at least a year in advance of your staging date.

How can Hazlewoods Financial Planning help?

We can make a potentially complex world 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 QWPS, providing fast, simple solutions that make sure you and your employees get the very best outcomes. We can ensure your pension scheme meets the minimum requirements and continues to comply with workplace pension legislation.

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

Hazlewoods Financial Planning LLP,
Staverton Court, Staverton, Cheltenham, GL51 0UX. Tel: **01242 682141**

Email: gary.cook@hazlewoods.co.uk

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adampresident

Interview with Niki Boersma

Newly appointed President of ADAM

You stepped up to President of ADAM at the association's AGM on 27th June. How have your first few weeks been?

Even after a period as Vice President it still came as a bit of a shock at last month's AGM to be presented to the assembled members as President.

Not because I wasn't expecting it, but more as a reflection of my journey from newly appointed Practice Manager back in 2001 to heading up the organisation I joined that same year so that I could benefit from the experience other members so willingly shared with me.

Tell us a bit about yourself.

I'm Practice Manager at Identity Individual Dental Care in Billingham, Stockton on Tees and live in Thirsk, North Yorkshire where my husband Mark and I run a Guest House. I've been involved in dentistry since getting 'hooked' as a 14 year old doing work experience, and I still love it – especially now when, as practice manager, I see individuals with little or no experience develop and grow into capable and confident dental care professionals and, in some cases, practice managers themselves.

What's important to you about ADAM as an association?

I see ADAM as an important focal point of help and support; advice and guidance; learning and development; for busy practice managers and members of the administration teams in dental practices across the UK. Sharing experiences with like-minded individuals and learning from each other is always time well spent!

What's your priority for ADAM during your tenure as President?

I want to re-create something of the organisation I joined back in 2001 which, amongst other things, included frequently held Regional Seminars where members could meet up with friends and colleagues. As a 'get-together' I always found these great for exchanging news and views on various topics, dental and otherwise, and at the same time

learning something relevant and useful to take back to practice the next day.

Anything else?

Oh yes – lots! I'm keen to develop stronger relationships across the profession and, through this, raise the profile of ADAM. A great example of this is our recent collaboration with Dental Directory who are generously sponsoring a number of Regional Seminars to be held across the country over the next twelve months; the first took place on 27th June and was presented by Tracy Stuart, ADAM Honorary Vice President, and Director of NBS Training, and covered the topic of Successful Marketing Strategies. And the recent survey of ADAM members – undertaken in conjunction with Dental Directory – will help determine the topics and locations for future events.

Sounds like you'll be busy?

Yes but I'm pleased to say I have a good team around me. Tracy Stuart joined ADAM last year as Honorary Vice President and will continue in her role in the coming 12 months during which time she'll be running more Seminars for our members. And I'm delighted to announce that Seema Sharma is also coming on board as Honorary Vice President. Seema will be known by many of you from Dentabyte and I'm really looking to ADAM being able to tap into her ideas, energy and enthusiasm.

Add to this our new Executive team, and the back-office and editorial support from our base in Gloucester and I'm sure that, between us, we can deliver against our plans.

Who is on the Executive with you?

Following this year's AGM at the BDA's offices in London the ADAM Executive team now comprises myself as President plus Finance Director Michael Hook, Membership Coordinator Clare Rudman, and Regional Team Mentor Liz Northmore, in addition to which I have co-opted Regional Mentor Jude Temple-Edwards onto the team.

And so, around the table at our Executive meetings, we have a real wealth of experience from the dental profession. Plus of course we can tap into the expertise of our Honorary Vice Presidents Seema Sharma and Tracy Stuart.



Any dates in your diary yet for forthcoming events?

Yes, it may be summer but the year is quickly being mapped out ahead of me, and I'm already looking towards some of the key events for the dental profession taking place in the autumn – specifically the BDA's Scottish Scientific Conference & Exhibition 2014 on 5th September, and Dental Showcase on 9th to 11th October 2014.

Finally, any last minute tips for busy practice managers – or those aspiring to be?

Only one – when I first became a practice manager I found it could be quite a lonely existence – stuck between the dentist principal on one side and the dental team on the other – it really did feel sometimes like being piggy in the middle! Finding BDPMA (as it was then) was something of a saviour. Suddenly I could talk to people who had similar work related issues, and in many cases had worked through them. It really did show me that being part of an organisation such as ADAM was invaluable – and I've been an active member ever since.

All of which is a long way round to saying that my tip is – take an active part in the Association that represents you; find out first-hand what it can do for you; and what you can do for other members; go to the regional seminar nearest to you; and help make ADAM a real success story in the dental profession. And my second tip – get others to join up and take an active part too!

Protecting the Practice's Goodwill

by **Lisa Kemp**, Solicitor, mfg Solicitors LLP



In a recovering market we are seeing more and more Associates moving on from one Practice to another or even going it alone. This can have devastating consequences on a Practice particularly if it has failed to protect its goodwill.

In the case of a Dental Practice goodwill usually comprises of its patient database and turnover. Practices are usually very good at ensuring that Dentists are devoted to the Practice and promote its interests generally however they often fail to protect the Practice's reputation and goodwill when a key member of staff or Associate moves on.

As the majority of Dentists in General Practice work as Self-Employed Associates it is advisable for the Agreement that is in place with them to include restrictions during the course of their engagement and once it has come to an end. The more damage they could cause if they were to leave the Practice, the more reasonable it will be to impose restrictions upon them.

If an Employee or Associate subsequently breaches a restriction, and the Practice has suffered or is likely to suffer loss/damage to its reputation as a result, then it will be open to the Practice to consider taking legal action. The starting point however is that any contractual term which purports to restrict an individual's freedom to work for others or carry out their trade or business is void and unenforceable.

It is therefore for the Practice to demonstrate that it has a legitimate proprietary interest that requires protection (for example its

patient database, relationship with suppliers, stability of its workforce etcetera) and that the protection sought is no more than is *reasonable* having regard to both the parties' and the public's interest.

Practice Managers are therefore strongly warned that only reasonable restraints will be enforceable.

There are various types of restrictions/restraints, the most common of which in the industry include non-solicitation (usually of patients) and non-competition.

There is no 'one size fits all' approach to drafting restrictions and whether they are reasonable depends upon the parties' circumstances and the scope of the restrictions themselves.

Practice Owners and Managers are consequently urged to consider exactly what the Practice is looking to protect and thereafter ensure that bespoke restrictions are prepared to maximise the likelihood of the restrictions being enforceable. The scope of the restrictions is a particularly pertinent factor. As such consideration should be given to the:

- Duration of the restriction
- Geographical scope of the restriction
- Ambit of what is being restricted

By way of an example, a restriction prohibiting an Employee/Associate from soliciting any patient of the Practice is less likely to be enforceable than prohibiting them from soliciting any patient to whom the Dentist gave care within the 6 months prior to their departure.

Simply restraining an Employee or Associate from competing is unlawful and a restriction of this nature will not be upheld. Being very precise about what they are restricted from

doing, where and for how long however stands a greater chance of being enforceable.

Practice Managers are warned against using template clauses (typically found on the internet) when drafting restrictions as wide generic restrictions will not be worth the paper they are written on.

Well drafted restrictions however will provide a Practice with a very useful tool to protect its goodwill. At the very least they may deter Employees/Associates from joining a competitor. Moreover, if a breach of a restriction occurs consideration can be given to taking legal action.



Lisa Kemp

About the Author

If you would like to discuss any aspect of employment law please contact Lisa Kemp, Solicitor in the Employment Division at mfg Solicitors LLP on **01905 610 410**.

Lisa advises both employers and individuals on the full range of employment law issues. She offers comprehensive HR advice and assists clients with Employment Tribunal disputes as well as drafting various employment documents such as employment contracts, policies and procedures and settlement Agreements.

surveyresults

2014 Members Survey

Here is an overview of the results of the survey of ADAM members undertaken in May 2014 in conjunction with Dental Directory. This information will be used by ADAM to shape the future direction of the Association.

Those who took part in the survey were entered into a Prize Draw undertaken by Anthony Brooks of Dental Directory at the offices of the BDA in London on 27th June and the winners were:

1st Prize: A case of wine:

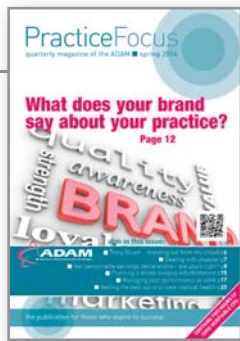
Toni Richman of Billingshurst Dental Practice

2nd Prize: £20 Marks & Spencer Gift Voucher:

Karina Hyde of The Blockley Partnership

3rd Prize: £10 credit towards next year's ADAM membership renewal:

Jo Stedman of Goldsworth Road Dental Centre



Practice Focus and e-update

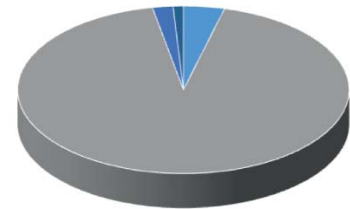
- Average number of people who read Practice Focus within a member's practice: **3**
- **77%** prefer Practice Focus in its current A4 format
- **69%** rated Practice Focus as Excellent or Very Good
- **64%** rated e-update as Excellent or Very Good

- More than **25%** of ADAM members took part in the survey
- **93%** are Practice Managers

Dental Care Professionals

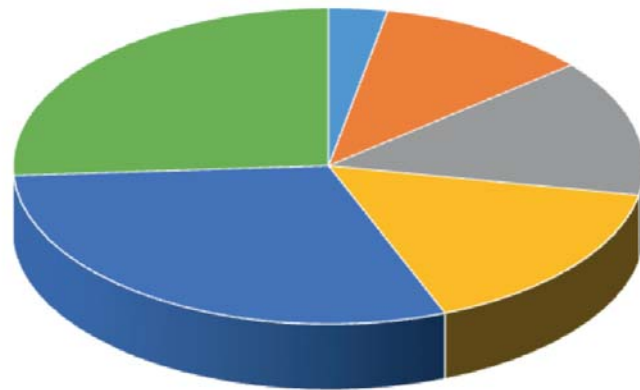
- **56%** are DCPs of which the majority are Dental Nurses
- **86%** of DCPs qualified more than 10 years ago

Membership



■ Practice owner ■ Associate ■ Practice Manager ■ Dental Therapist
■ Dental Hygienist ■ Dental Nurse ■ Other

DCPs

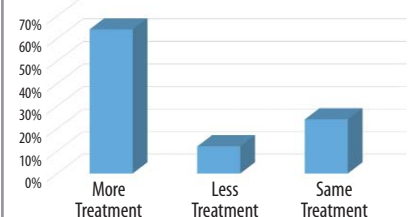


■ 0-4 Years ■ 5-9 Years ■ 10-14 Years ■ 15-19 Years ■ 20-25 Years ■ 26+ Years

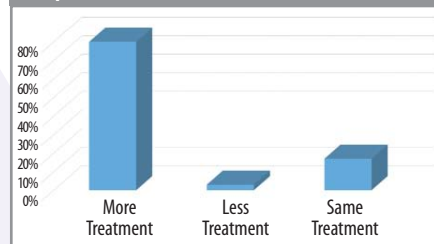
Orthodontic Treatments

- **56%** said their practice does not provide orthodontic treatment; of those, **92%** refer patients elsewhere
- Of the **44%** providing orthodontic treatment, when compared with 2010:
 - **64%** said they are now providing more adult treatment;
 - **12%** said they were now providing less;
 - **24%** said they were providing the same.

Orthodontic



Implant



Implant Treatments

- **52%** said their practice does not provide implant treatment; of those, **94%** refer patients elsewhere
- Of the **48%** providing implant treatment, when compared with 2010:
 - **80%** said they are now providing more adult treatment;
 - **3%** said they were now providing less;
 - **17%** said they were providing the same.

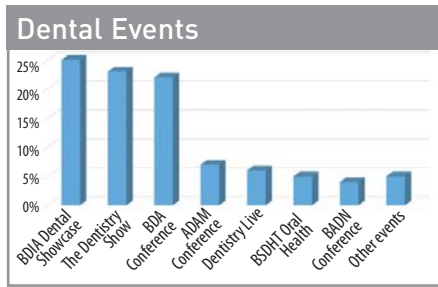
surveyresults

Endodontic Treatments

- 8% said their practice does not provide endodontic treatment; of those, 70% refer patients elsewhere
- Of the 92% providing endodontic treatment, when compared with 2010:
 - 46% said they are now providing more adult treatment now;
 - 6% said they were now providing less;
 - 48% said they were providing the same.

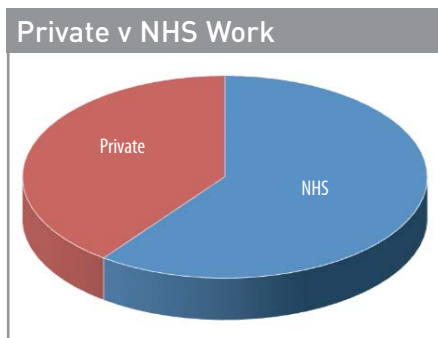
Demand for restorative treatments over cosmetic treatments

- 58% said their practice had seen an increase in the demand for restorative treatments over cosmetic treatments in the last two years;
- 18% had seen a decrease;
- 24% said demand had not changed



What respondents expect from a dental dealer

1. Good prices
2. Wide range of products
3. Free next day delivery

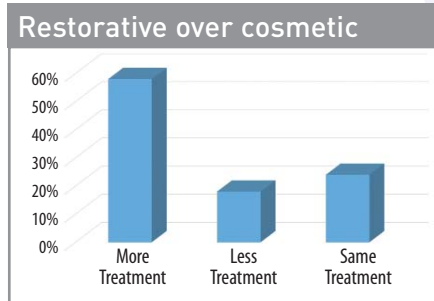
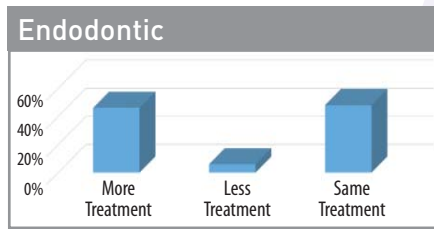


What respondents expect from a dental dealer

- Private: 60.2%;
- NHS: 39.8%.
- 34% exclusively Private
- 3% exclusively NHS

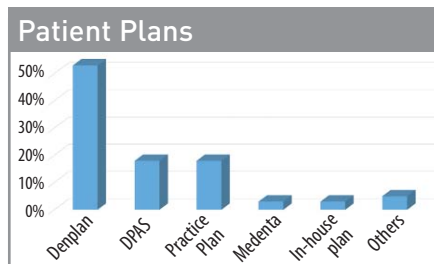
Average number of dentists' chairs per practice

- 3.7



CQC Inspections

- 89% said they had had a CQC inspection
- 86% manage compliance support within their practice



Patient Plans

- 68% of respondents offer a patient plan

Payment Method Trends

- 79% of respondents had noticed changes in the way patients pay for their dental treatment in recent years
 - 75% had seen more card payments;
 - 20% had seen more finance plans;
 - 4% had seen more cash payments.

Patient Behaviour

- 58% said patients were having the same amount of treatment as before;
- 35% said patients were putting off or delaying large treatment plans;
- 20% said patients were putting off or delaying routine care;
- 7% of respondents said patients were putting off or delaying all care.

Most Common Treatments

- Conservation 26%
- Cosmetic/Prosthetics 22%
- Hygienist Treatment 13%
- Endodontics 12%
- Prevention 6%
- Orthodontics 5%
- Prosthetics (Removable) 5%
- Periodontology 4%
- Extractions 4%
- Other 2%
- Paedodontics 1%

Interest in ADAM regional seminars

- 98%

Preferred locations by city

- London 30%
- Taunton 9%
- Manchester 8%
- Nottingham 6%
- York 6%
- Birmingham 6%
- Edinburgh 3%
- Exeter 2%
- Leeds 2%
- Newcastle 2%

Preferred locations by region

- London and South East 37%
- South West 14%
- Midlands 13%
- North East 13%
- North West 9%
- Scotland 6%
- South 6%
- East 2%

Preferred topics

- Employment Law 77%
- Health & Safety 75%
- HR 75%
- CQC 61%
- Management & Communication 56%
- Finance 25%
- Direct Access 18%
- Tax 15%
- Marketing 3%
- Pensions 2%

Introduce a new member to ADAM and earn £20 in High Street Vouchers!

£20

£20

£20

£20

Exclusive Dentabyte offer to ADAM members worth up to £700!
See page 5

If you're already enjoying the benefits of being a member of ADAM, why not encourage your colleagues to join? And for each one that signs up you get £20 in High Street Vouchers!

To join all you need to do is complete the form below and send it in to us, we'll do the rest.

But don't forget to add your own name and membership number!

Key Benefits of Membership

- Reduced rates for seminars and webinars
- Access to legal advice
- Access to verifiable CPD
- Free subscription to *Practice Focus*
- Free copy of *Probe* and *BDJ Team*
- Networking opportunities
- Monthly emails on relevant and topical subjects
- Discounts on specific training courses
- Access to advice sheets and templates

Request for Membership application form

Please note this offer only applies to applications for Full Membership

Please send an application form to my colleague who wishes to join ADAM* and send me £20 in High Street Vouchers when they become a Full Member.

MY DETAILS: Name: ADAM membership number:

NEW MEMBERS DETAILS: Mr/Mrs/Ms/Miss* (delete as appropriate)

First Name: Surname:

Address and Postcode:

.....

Contact Phone Number: Email:

* If you prefer, simply email the above information to denise@adam-aspire.co.uk and she will send the application form to your colleague.

The Modern Workplace – Flexible Working



On 30th June 2014 considerable changes came into force regarding the right to work flexibly. Most Practices will be familiar with the old regime having received past requests from employees requesting flexible working typically, changes to their working hours. Practices are therefore likely to be familiar with the strict statutory process they were once obliged to adhere to.

With effect from 30th June 2014 the right to request flexible working changed as did the procedure that should be adopted by employers when handling requests.

To request flexible working in the past the employee must have had carer responsibilities of children (under the age of 17); disabled children; or dependant adults.

The right to request flexible working has now been extended considerably.

All employees now have the legal right to request flexible working, as long as they have been continuously employed by the Practice for 26 weeks at the time of making the request. In addition, the employee must not have submitted a request in the preceding 12 months. The right exists for employees

by **Lisa Kemp**, Solicitor,
mfg Solicitors LLP



only and does not extend to workers or self-employed individuals.

Typical requests for flexible working are likely to include:

- A change to hours of work
- A change to the times when they are required to work
- To work from a different location (for example, homeworking)
- Compressed hours

Under the new regime Practices are under a duty to consider flexible working requests in a 'reasonable manner'.

A new ACAS Code of Practice ('the Code') has been produced providing employers with guidance. Whilst this Code is not legally binding, Dental Practices are warned that if the Code is not followed, it will be a factor in determining whether the Practice has acted reasonably when dealing with an employee's request.

The Code sets out details of the procedure that Practices are encouraged to follow. In particular, a Practice now has up to three months upon receipt of a request to deal with it from start to end (including an appeal). A Practice can still reject a request but it can only do so for legitimate business reasons of which there are eight.

One of the main risks a Practice has to be mindful of is the possibility that the employee will allege they have been discriminated against if their request has

been rejected. This may give rise to a costly discrimination claim being pursued as a result. Care not to act in a discriminatory way must therefore be given at all times.

Whilst in the past employees will have submitted a request due to family commitments now, employees can submit a request for any. Many employers are therefore concerned about an influx of requests but this in my view is unlikely. In any event, Practices are reminded that it is a right to request flexible working, not a right to it.

Many Practices could benefit from having a flexible workforce. In particular, it may help them retain valuable members of staff. Arguably having a flexible workforce increases staff morale, improves the quality of the service offered to patients and is conducive in recruiting outstanding employees.

Unless they have been recently reviewed a Practice's existing 'flexible working policy' is now likely to be out of date. Similarly, if a Practice does not have such a policy it is encouraged to do so. This will help ensure that the procedure is transparent and that requests are dealt with fairly.

- If you would like to discuss any aspect of employment law please contact Lisa Kemp, Solicitor in the Employment Division at mfg Solicitors LLP on **01905 610 410**.

Give your practice a boost!

In an increasingly competitive industry, patients look for only the best when choosing dental services.

Therefore, maintenance of every aspect of your dental practice from the website, to the equipment, to the skills and ability of your team to work together, is really important to ensure you provide the best quality patient experience possible. Attending a dental exhibition can help give your practice and team a boost, as well as the edge over your competitors. For 3 days from 9-11 October BDIA (formerly BDTA) Dental Showcase will transform ExCeL London into the metropolis of dentistry. Make sure you attend for everything you need to put your practice ahead of the rest!

Showcase your website!

There's that old saying that first impressions mean a lot. 48% of people cite a website's design as the number 1 factor in deciding the credibility of a business. Take a look at yours, is it credible? As a busy practice manager, it's easy to forget the impact your online presence may have, but statistics like this prove your website can have a huge impact on your business. A simple, clean layout with easily digestible text is most effective in communicating the professionalism of your practice on the web. In a study, 70% of people looked at lists broken up by bullet points, whereas only 55% of people looked at lists without bullet points.

The addition of patient testimonials can also give your website a real boost. Research shows that 72% of people trust online reviews just as much as personal recommendations. Why not provide your patients with feedback forms, that could take as few as 5 minutes to fill out, then use their positive comments as testimonials on your site? Make sure you get the patients' permission first!

BDIA Dental Showcase will provide you with all the inspiration you need to inject more life into your practice website. Companies such as Dental Design, a leading design and marketing agency for the dental profession, will be on hand to help you enhance your digital footprint. Visit them at stand N09!

Create a patient-friendly atmosphere

As a practice manager you will know from experience that many patients find receiving dental treatment nerve-wracking. Providing a pleasant waiting room atmosphere can make a big difference for them. Research shows that more than 50% of patients do actually read posters whilst they wait to see a dental professional. Why not provide posters featuring testimonials or reviews from happy customers? Not only will this reassure nervous patients, but it is an ideal way to communicate positive messages about your business.

Most patients like to have something to read in the waiting room and 43% will opt for dental literature if it is available. When in the dental chair, patients may be a bit overwhelmed, particularly if they are nervous, and may not absorb the important messages about how to maintain their oral health. Providing dental literature with oral health advice can support the messages the dentist gives making their life easier, and again, distract the patient and communicate the message that your practice is there to help them.

BDIA Dental Showcase brings together over 350 stands with exhibitors providing practice marketing, patient materials and other services including innovative ideas such as waiting room videos, to brighten up and make your waiting room a more enjoyable place to be. Why not visit Designer Dental Marketing on stand S20 to see what they can do for you?

Put innovation into practice

Once they are in the dental chair, patients will appreciate knowing that they are receiving

the most expert treatment. The world of dentistry is constantly changing so make sure you and your team keep on top of the latest developments. BDIA Dental Showcase is the ultimate platform for keeping up-to-date with all aspects of dentistry, including technology, oral conditions and legal requirements, and is suitable for all members of the team.

The popular mini lecture programme provides valuable sessions from dental experts, on the most important, current topics within fields such as cosmetic dentistry, periodontics and prosthodontics. These sessions, as well as on-stand exhibitor lectures, feature hands-on demonstrations showing you how to best use the latest tools and techniques, with the added bonus of verifiable CPD. What's more, many companies use exhibitions to launch new products and services, often accompanied by exclusive offers and discounts. Take advantage of them before your competitors do! Hannah Peek, ADAM President 2013-14 comments, "As a Practice Manager, BDIA Dental Showcase gives me lots of great opportunities to keep up with what's happening within the profession and is something I look forward to every year! It's a great place to look at what's new on the market, get great new ideas for your practice and if you are updating your surgery it's fantastic having all the different suppliers in one place so you can compare different equipment and products, not to mention the show discounts that are on offer!"

Book now!

To give your practice a boost and keep the edge over your competitors for another year, book your complimentary tickets today! BDIA Dental Showcase will take place from 9-11 October at ExCeL London. Register your team now at www.dentalshowcase.com for your free advanced ticket. It only takes a minute and means you will receive updates in the months leading up to the show with what not-to-miss including the mini lectures. We look forward to seeing you there!

Heart your Smile

In her first speech as ADAM President, **Niki Boersma** announced the Association's Charity during her presidential tenure as Heart Your Smile – here's a bit about them.

Hearth your Smile is a registered charity that is dedicated to changing the public's perception of dentistry. We want to increase the public's awareness of the importance of good oral hygiene, reduce dental anxiety and get more people visiting their local dental practice.

We offer financial, educational and practical support; for innovative and crowd sourced projects that engage, not only existing patients but the wider community as well. We are already supporting dental teams across the UK, to assist them in promoting and protecting the physical and mental health of oral disease sufferers. We are supported by industry sponsors and our wonderful volunteers, who bring a wealth of

expertise and experience from the dental profession to assist us in achieving our charitable objectives.

We ask our followers to sign our manifesto for change and take our 9 habits of a happy dental professional back to their colleagues, to guide them to create a productive and inspiring working environment for the whole team.

Be Confident – Smile – Connect – Innovate – Excel – Inspire – Mentor – Respect - Care
We approach all our projects with positivity, fun and humour to create powerful and uplifting messages that can make a real impact on the dental profession. Our aim is to provide everyone in the dental team with the tools to effectively engage with their



local community, celebrate their success and guide them to deliver a positive dental experience to their patients.

We are putting the heart into dentistry & smiles into our communities; join us via our website and social media channels, the Heart your Smile family need you.

- www.heartyoursmile.co.uk
- [HeartYourSmile](https://www.facebook.com/HeartYourSmile)
- [@heart_yoursmile.co.uk](https://twitter.com/heart_yoursmile)
- [heartyoursmile](https://www.youtube.com/heartyoursmile)

trainingeventsdiary continued from Page 4...

Date & location	Name of event & provider	Cost & notes	Contact details
September - November 2014 Yorkshire, Manchester, West Country	Professional Certificate in Dental Practice Management, Module 1, workshop 1 <i>The Dentistry Business</i>	-	Contact Sim Goldblum for more details - 0161 928 5995 or sim@thedentistrybusiness.com
Starts September 2014 Birmingham	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
September - November 2014 Yorkshire, Manchester, West Country	Professional Certificate in Dental Practice Management, Module 1, workshop 1 <i>The Dentistry Business</i>	-	Contact Sim Goldblum for more details - 0161 928 5995 or sim@thedentistrybusiness.com
Starts October 2014 London	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts October 2014 Bristol	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts October 2014 Leeds	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts October 2014 London	ILM Level 7 Diploma in Executive Management <i>UMD Professional</i>	£4800 payable over 18 months. Part-funding available	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts October 2014 London	ILM Level 5 Certificate in Leading with Integrity *new course* <i>UMD Professional</i>	£1200 payable over six months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts September 2014 London	ILM Level 7 Award in Strategic Leadership <i>UMD Professional</i>	£3000 payable over ten months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk

ADAMseminars

ADAM Seminar changes perspectives about marketing

On 27th June, at the BDA's offices in London, Tracy Stuart, Honorary Vice President of ADAM and Director of NBS Training, delivered a Seminar to delegates on the topic of Developing Marketing Strategies. Those fortunate enough to be in attendance at the event sponsored by Dental Directory left full of ideas for how to improve the marketing of their practices.

Tracy's interactive presentation included some 'mystery shopper' phone calls to delegate's own practices which, in equal measure, proved to be insightful, entertaining and, just a little, scary! Here, with some photos of the event, are just one or two of the comments from delegates.

'I thought I knew a lot about marketing - Tracy has a refreshingly different approach - very powerful'



Left: Tracy Stuart with Niki Boersma and ADAM Immediate Past President, Hannah Peek.

'Tracy has changed my perspective, I'm feeling very motivated and can't wait to try it'

Recently appointed ADAM President, Niki Boersma, said: 'This seminar, which was the first of several we are planning for the coming months, was a great success and left delegates reflecting upon and challenging their pre-conceived ideas of how to market their practices!'

'The mystery shopper calls were very illuminating!'

- To find out more about Tracy Stuart, Honorary Vice President of ADAM and Director of NBS Training, visit her website: www.nbstraining.co.uk or contact her at 01438 217 944 or 07782 220 038, or by email at contact@nbstraining.co.uk.

How to manage your time as well as your people

by **Alison Miles-Jenkins**,
Training To Achieve

We are all trying to squeeze more from less. Time is money and chances are there's not enough time in the day.

Your work-life balance can suffer and stress increase and your practice team will undoubtedly feel the strain too. So grab yourself some great time management tips and techniques and share them with your team. Remember, with time management it's so important to recognise one's individuality and unique set of circumstances.

Time Management is often put over as a rational set of techniques. But we are humans and often irrational and emotionally driven aren't we? So what works for one person won't necessarily suit everyone. Have a look at the list below and try some out for yourself.

1. Important not urgent

Don't always gravitate towards urgency – remember importance and how stressed you'll be once important stuff becomes urgent because you have neglected it. If you are stressed and short of time your people management will suffer.

2. Perfectionism wastes time

Don't waste hours of productive time striving for perfection in everything. Decide where perfection counts and deliver it, but bear in mind the adage: "The best is the enemy of the good".

3. Does speed matter?

Remind yourself that faster isn't always better. This is particularly true when dealing with staff.

4. Your poor memory!

Reduce the workload for your memory – write things down.

5. Have a master list

Have a master list that contains everything you need to do – I include work and personal tasks all in one master list. Then transfer over into weekly or daily lists to suit.

6. Batch routine tasks

But remember that people are not routine.

7. Time v People

Be ruthless with time but always gracious with people.

8. The chunking principle

Use 'chunking' for overwhelming tasks especially. Divide up work into more manageable parts and set dates/deadlines and deliverables for each.

9. Time for yourself – as well as your team

Have self-authorized agendas – book meetings with yourself!

10. Apply the Pareto Principle

The 80/20 rule – Have this as your mantra. 20% of your efforts achieves 80% of your rewards. So direct your efforts in the right directions.

11. Are you a lark or a nightingale?

Consider your peak energy levels – try and do the huge important tasks when you are at your best. Your people issues are pretty important so pick your moment.

12. Avoid cherry-picking

Chances are, given a choice, you will always gravitate back to your operational comfort zone. So widen your comfort zone by becoming expert and at ease when managing people.

13. Staff count, but so do you

Be readily accessible but not all of the time.

14. Eliminate vampires

If you need to, get some time management training and deal with your time vampires – they are bleeding you of your most precious resource.

So there are 14 time management ideas, I have hundreds more that I share on my Time Management Training courses. If you need my help just give me a call.



Alison Miles-Jenkins, Training To Achieve Enterprises Ltd

aed

AED or no AED – that is the question!

by **David Hartoch**, BDS MFGDP(UK) DPDS a dento-legal adviser for Dental Protection

When considering medical emergencies from a dental perspective the two most frequently asked questions are:

- Is it a legal requirement to have an Automated External Defibrillator (AED) in a dental practice?
- What are the risks to me and the practice I work for if I use the AED outside our premises if a stranger has an emergency?

The Resuscitation Council guidelines of November 2013 include an AED in the list of emergency equipment which they describe as 'the minimum equipment recommended' for a dental practice.

The guidelines say 'it is an expectation of the public that AED's should be available in every healthcare environment and the dental surgery is not seen as an exception' but of course the term 'should' is hard to interpret.

Large supermarkets now have staff trained to use AEDs on their premises and other resuscitation guidelines mention that 'the use of AEDs has been so successful in some locations that the potential liability for not having one available has been questioned. In the USA, airlines have been sued for just this reason'.

The General Dental Council Standards for the Dental Team states: 6.6.6 Medical emergencies



David Hartoch



can happen at any time in a dental practice. You must make sure that:

- There are arrangements for at least two people to be available within the working environment to deal with medical emergencies when treatment is planned to take place;
- All members of staff, including those not registered with the GDC know their role if there is a medical emergency;
- All members of staff who might be involved in dealing with a medical emergency are trained and prepared to do so at any time and practice together regularly in a simulated emergency so they know exactly what to do.

The training described above, will undoubtedly include the use of an AED and therefore, it could be assumed that this equipment is considered to be essential for such expected, appropriate care to be delivered.

In reality, purchasing and maintaining an AED is another expense adding to the ever increasing financial burden of running a dental practice. Batteries and pads need replacing and failure to do this and to offer suitable training would be in breach of the 1998 regulations. It is natural that those who do not yet have an AED on the premises may be resistant to the additional cost, but what price can one place on a life?

In the event of a tragedy, the standard by which a dental professional will be judged is whether a reasonable, respected and competent body of opinion would support the approach to the treatment and the facilities available. There is overwhelming evidence from across the world that the timely use of AED's saves lives. It is hard to see how the language used in the resuscitation guidelines could be stronger in its recommendation that this equipment



should be available, and a coroner would certainly refer to this.

With regard to using the facility outside the practice environment, there is specific guidance regarding this from the resuscitation council, 'the legal status of those who attempt resuscitation - August 2010'.

Unlike in some other countries, in the UK there is generally no legal obligation for an individual to assist someone in need of resuscitation unless they caused the person to require this. There are no Good Samaritan laws to protect the rescuer.

The guidelines say, 'It is, in practice, extremely difficult to envisage (and no precedent has yet been set) how a victim could successfully sue an individual who rendered him aid in an emergency situation. If anyone were to bring a successful claim, it is likely that the rescuer would have to have acted in a grossly negligent fashion and, if this was the case, it would probably not be desirable to introduce legislation to protect him'.

The AEDs themselves are suitable to be used outside and in damp conditions. As trained healthcare professionals, providing the team works within their competency there really should be no problem and although every case has to be considered individually and on its merits, dental members of MPS can look to the team at Dental Protection for support.

- http://www.resus.org.uk/pages/QSCPR_PrimaryDentalCare_Equip.htm #equip



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continuing professional development

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 3 Kestrel Court, Waterwells Drive, Waterwells Business Park, Gloucester GL2 2AT by **28 September 2014**.

ADAM members completing the programme will receive a certificate for two hours of verifiable CPD together with the answers to the questions. Any non-member wishing to undertake the CPD must include a cheque for £15 payable to ADAM.

Aims and outcomes

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.
- 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.

ANSWERS TO CPD QUESTIONS IN THE SPRING 2014 EDITION OF *PRACTICE FOCUS*

1.b, 2.c, 3.a, 4.b, 5.b, 6.c, 7.a, 8.c, 9.a, 10.b, 11.b,
12.a, 13.b, 14.a, 15.c, 16.a, 17.b, 18.a, 19.c, 20.a.

PENSION AUTO-ENROLMENT - ARE YOU READY? (PAGE 9)

- 1. WHAT DOES QWPS STAND FOR?**
 - A. Quantifiable Working Pension Strategy
 - B. Qualifying Workplace Pension Scheme
 - C. Quality Work Pension Systems
- 2. DOES AUTO-ENROLMENT APPLY TO EVERY BUSINESS?**
 - A. Yes
 - B. It depends
 - C. No
- 3. IF AN EMPLOYEE DOESN'T ALREADY HAVE A PENSION, WHAT ARE THE ELIGIBILITY RULES IN TERMS OF INCOME AND AGE?**
 - A. £15,000 a year and aged 25 or over
 - B. £20,000 a year and aged 30 or over
 - C. £10,000 a year and aged 22 or over
- 4. WHEN DOES AUTO-ENROLMENT APPLY FROM FOR BUSINESSES WITH LESS THAN 30 MEMBERS (BY PAYE SCHEME SIZE)?**
 - A. 1st January 2016
 - B. 1st January 2015
 - C. 1st January 2017

PROTECTING THE PRACTICE'S GOODWILL (PAGE 11)

- 5. WHAT IS A REASONABLE PERIOD TO PROHIBIT THE SOLICITING OF PATIENTS?**
 - A. 6 months
 - B. 12 months
 - C. 18 months
- 6. IS IT LIKELY THAT PROHIBITING AN EMPLOYEE OR ASSOCIATE FROM COMPETING WITHIN DENTISTRY WILL BE UPHELD?**
 - A. Yes
 - B. No
 - C. It depends
- 7. WHEN IS IT ADVISABLE FOR ANY AGREEMENT TO APPLY?**
 - A. During the course of their engagement
 - B. Once their engagement has come to an end
 - C. Both

continuing professional development

8. WHEN DETERMINING THE SCOPE OF ANY RESTRICTIONS WHICH OF THE FOLLOWING SHOULD YOU CONSIDER?

- A. Whether or not the Employee or Associate is a good practitioner
- B. The age of the Employee or Associate
- C. The geographical scope of the restriction

THE MODERN WORKPLACE - FLEXIBLE WORKING (PAGE 15)

9. WHEN DID CHANGES COME INTO FORCE REGARDING THE RIGHT TO WORK FLEXIBLY?

- A. 30th June 2014
- B. 30th April 2014
- C. 30th November 2013

10. HOW LONG MUST AN EMPLOYEE HAVE BEEN CONTINUOUSLY EMPLOYED TO HAVE THE LEGAL RIGHT TO REQUEST FLEXIBLE WORKING?

- A. 52 weeks
- B. 26 weeks
- C. 13 weeks

11. WHAT ORGANISATION HAS PRODUCED A CODE OF PRACTICE FOR EMPLOYERS?

- A. H M Government
- B. TUC
- C. ACAS

12. WITHIN WHAT TIME PERIOD MUST AN EMPLOYER DEAL WITH A REQUEST FOR FLEXIBLE WORKING?

- A. 3 months
- B. 6 months
- C. 6 weeks

13. WHAT'S THE OLD ADAGE ABOUT SEEKING PERFECTION?

- A. A stitch in time saves nine
- B. The best is the enemy of the good
- C. Procrastination is the thief of time

14. WHAT IS THE CHUNKING PRINCIPLE?

- A. Put chunks of work aside for another day
- B. Allocate chunks of work for other people to do
- C. Divide up work into more manageable parts or chunks

15. WHAT RULE APPLIES WITH THE PARITO PRINCIPLE?

- A. The 80/20 rule
- B. The 60/40 rule
- C. The 50/50 rule

16. WHAT'S A POPULAR NAME FOR PEOPLE WHO STEAL YOUR TIME?

- A. Time Bandits
- B. Time Vampires
- C. Time Travellers

AED OR NO AED (PAGE 20)

17. WHAT DOES AED STAND FOR?

- A. Automated External Defibrillator
- B. Automatic Emergency Defibrillator
- C. Advanced Extreme Defibrillator

18. HOW MANY PEOPLE DO GDC STANDARDS SAY MUST BE AVAILABLE WITHIN THE PRACTICE TO DEAL WITH MEDICAL EMERGENCIES?

- A. One B. Two C. Three

19. WHICH ORGANISATION'S GUIDELINES INCLUDE AN AED IN THE LIST OF EMERGENCY EQUIPMENT RECOMMENDED FOR A PRACTICE?

- A. The British Heart Foundation
- B. The Royal Society for the Prevention of Accidents
- C. The Resuscitation Council

20. ARE AED'S SUITABLE FOR USE OUTSIDE AND IN DAMP CONDITIONS?

- A. Yes B. No C. Sometimes



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CPD answer sheet: Practice Focus Summer 2014

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Remove this page, or send a photocopy to the ADAM at: ADAM, 3 Kestrel Court, Waterwells Drive,
Waterwells Business Park, Gloucester, GL2 2AT.

Answer sheets must be received before **28 September 2014**. Answer sheets received after this date will be discarded as the answers will be published in the **Autumn 2014** issue of *Practice Focus*.

Answers

Please tick the answer for each question below.

Question 1: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 2: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 3: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 4: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 5: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>
Question 6: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 7: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 8: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 9: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 10: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>
Question 11: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 12: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 13: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 14: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 15: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>
Question 16: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 17: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 18: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 19: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>	Question 20: A <input type="checkbox"/> B <input type="checkbox"/> C <input type="checkbox"/>

Feedback

We wish to monitor the quality and value to readers of the *Practice Focus* CPD Programme so as to be able to continually improve it. Please use this space to provide any feedback that you would like us to consider.

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