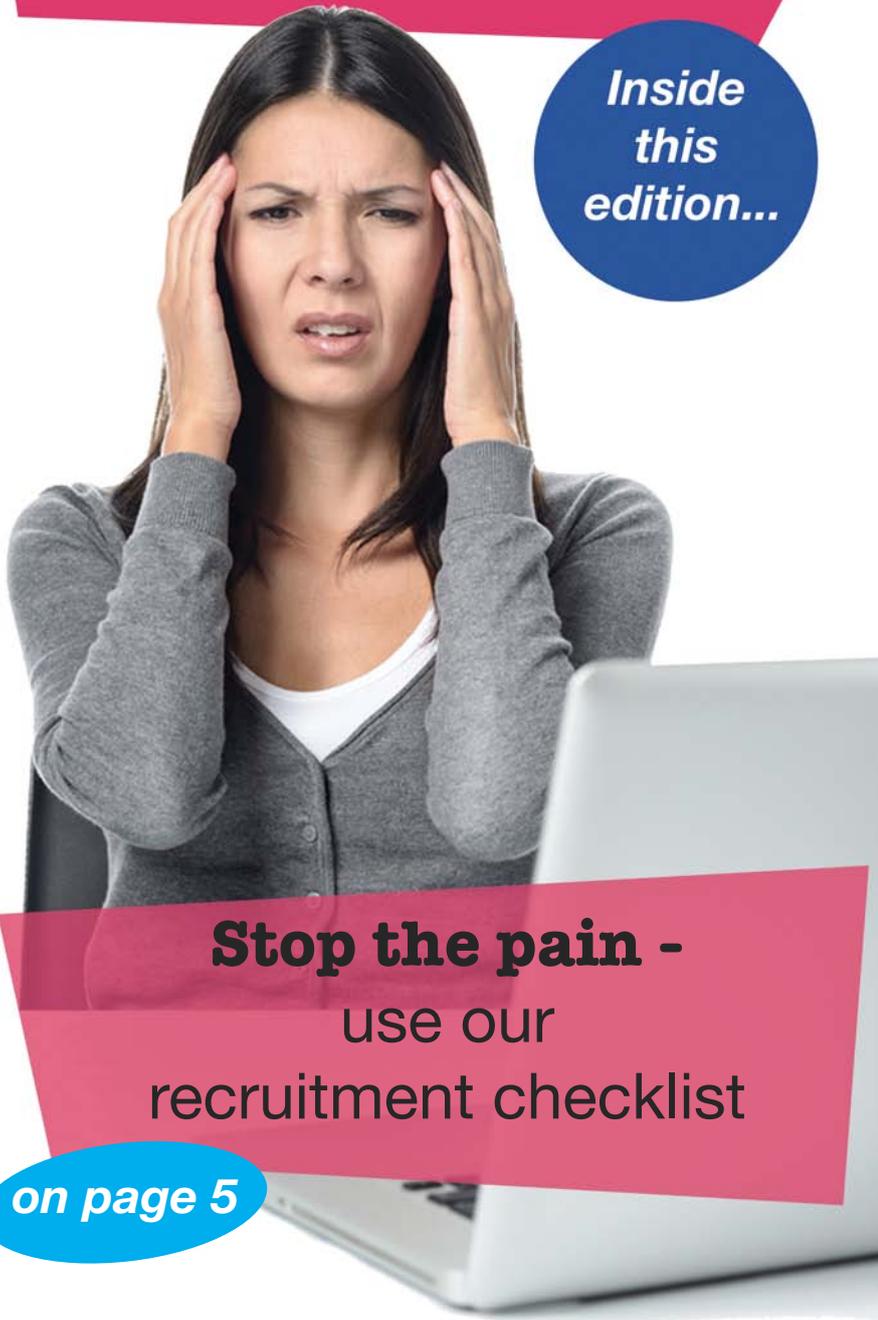


Supported by **dpas** your dental plans

*Suffering from a  
recruitment headache?*

*Inside  
this  
edition...*



**Stop the pain -  
use our  
recruitment checklist**

*on page 5*

- ADAM Marketing Seminars
- NHS England's Friends and Family

'for those who aspire to success'

**eupdate**  
**FEBRUARY 2015**

Read what's  
In the News



*on page 4*

Forthcoming  
training events



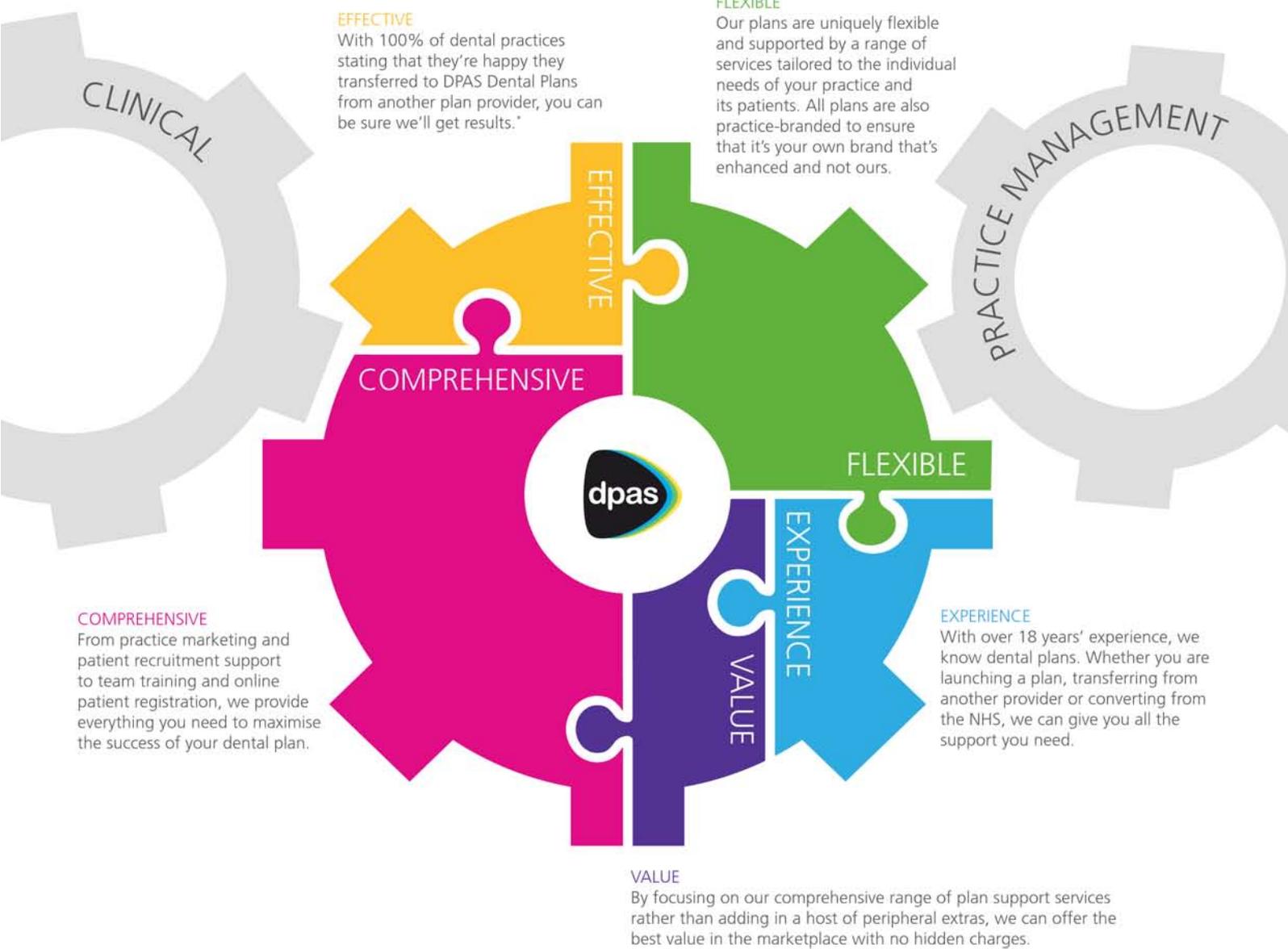
*on page 7*

Who's  
In The Spotlight?



*on page 3*

# For a plan that fits



If you want a new mechanism to generate a steady income stream and attract more patients, **DPAS Dental Plans could be the missing cog.**

To find out more, email [enquiries@dpas.co.uk](mailto:enquiries@dpas.co.uk)





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

Dear member,

As you'll have seen from the Winter 2014/5 edition of Practice Focus I'm absolutely delighted with our new

partnership arrangement with DPAS Dental Plans which I'm sure will prove to be of benefit to both organisations.

Many of you will know that DPAS have worked with us for several years, sponsoring a number of initiatives as well as providing facilities to enable our members to pay their subscription through them. For those who don't know them, DPAS have been setting up and running cost effective and practice branded payment plans for the dental sector since 1996.

This new partnership with DPAS takes our relationship to a higher level and includes a three year deal providing the following support:-

- Financial support for the cost of running our membership publications Practice Focus and e-update;
- Advertising and editorial contributions within each edition of both publications;
- A 'welcome pack' for new ADAM members;
- Support towards running our local members' meetings;
- Sponsorship of our Practice Manager of the Year Award.

As you can see, this is really great news for ADAM members, especially as the support comes from an organisation we already know so well and who are such a good 'fit' with us.

It's interesting to look back at the members' survey we did last year in which we asked some questions about patient plans. Around 18% of respondents already work with DPAS but a surprising 32% simply don't offer any patient plan. So if you're one of the 32% or if your current arrangements aren't with DPAS, why not give the firm who support your Association a call – you'll find DPAS contact details at <http://www.dpas.co.uk/>.

This month's e-update includes the following:-

- If recruitment is causing you headaches then read the article by Sarah Buxton from LCF Law on page 5 which includes a helpful checklist to help ease your pain;
- ADAM Practice Manager of the Year 2014 – Hina Mistry – is in the Spotlight on page 3;
- NHS England's Friends and Family launches on 1 April 2015 – find out what it means for your practice on page 8;
- Forthcoming ADAM Marketing Seminars – with Early Bird rates if you're quick – find out how to book on page 9;
- Read about other training opportunities (on page 7) and the Latest News within dentistry (on page 4).

Lots to catch up on – happy reading!

Niki Boersma, President



**Hina Mistry**

In this continuing series focused on YOU, this month we meet and ask questions of Hina Mistry, ADAM Practice Manager of the Year 2014

**Name:** Hina Mistry

**Job:** Dental Practice Manager at 'R Dental Clinic' in Bradford.

**Where do you live (and with whom):** I live in Leeds.

**Hobbies:** I enjoy core fitness and cardio routines at the gym, socialising with my family and friends, and have a keen interest in food and nutrition.

**How did you end up working in dentistry?** After I successfully completed both Bsc and Msc in Human Nutrition I worked at the Nutrition Society as an administrator for 18 months. I then worked as an oral health promoter at King's College Hospital for 6 and half years. I was then approached and offered the opportunity to work as a Dental Practice Manager.

**When did you first get involved with ADAM?** I was first involved with ADAM when I started working as a Dental Practice Manager in July 2011.

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

I thoroughly enjoy the challenge of making sure our Practice provides the highest care to all our patients. With increased litigation as well as increased patient expectations this challenge is forever changing.

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

Ensuring that there is the right level of resource and experience to cover the dental service we provide, and that all staff members are fully motivated in their job roles. Additionally communicating and ensuring patients follow and understand the preventative advice on caries and periodontal disease.

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

I would recommend a career in dentistry because it is an integrated part of healthy living. It is a very rewarding career.

**And if you hadn't gone into dentistry, what would you be doing?** If I hadn't gone into dentistry I would have found a position related to nutrition and public health.

### GDC welcomes Which? call for greater clarity around dental costs

The General Dental Council (GDC) has announced that it welcomes the recent Which? report into dental treatment prices.

The GDC's 'Standards for the dental team', launched in September 2013 and which all dental professionals must follow, has this issue as one of its key principles.

The GDC believe it is essential for patients to be given clear information about pricing and options for NHS or private treatment and the GDC expects that dentists will provide this.

Standard 2.4 states: "You must give patients clear information about costs." Failure to clearly display a price list in surgeries or to communicate effectively with patients about their treatment options can lead to disciplinary proceedings being taken by the GDC.

The GDC has seen a steady increase in cases since its 2013 standards came into effect:

2012 - 33    2013 - 98    2014 - 114

The GDC actively encourages patients to ask questions of their dental professionals and sets out what they can expect in its 'Smile' leaflet.

For more information go to  
<http://tinyurl.com/ofg2n5y>

### CQC announces John Milne as new dental adviser

The Care Quality Commission has appointed John Milne, a practising dentist in West Yorkshire and the current Chair of the BDA's General Dental Practice Committee, as Senior National Dental Adviser.

In this role, John will work closely with CQC's primary medical services' senior management team and inspectors, along with dental providers and stakeholders, to help develop our new model. John will also work with our inspection teams to give expert advice on professional practice in dental care.

### Dentists celebrate action on plain packs

The British Dental Association (BDA) has welcomed news that legislation on plain packaging of cigarettes is set to be fast-tracked.

BDA has campaigned vigorously for action on plain packs, and is a member of the Smokefree Action Coalition and a supporter of Action on Smoking and Health (ASH).

Tobacco use remains a key cause of gum disease and oral cancer, with treatment costing the taxpayer millions a year.

For more information go to <http://tinyurl.com/kyb9bq8>



John will take on the role in March this year, after his role as Chair of the BDA's General Dental Practice Committee comes to an end.

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

### Freedom to Speak Up review welcomed by General Dental Council

The General Dental Council (GDC) has announced that it welcomes the independent review of whistleblowing in the NHS, 'Freedom to Speak Up', led by Sir Robert Francis QC.

The review provides advice and recommendations to ensure that NHS staff feel that it is safe to raise concerns. The review highlights the GDC's 2013 annual survey of registrants which asked dental professionals about their experiences of raising concerns.

For more information go to  
<http://tinyurl.com/mfuy42c>

### GDC launches pilot scheme for local handling of performance concerns about dentists

A pilot scheme launched in January 2015 will aim to ensure that concerns about dentist's performance are handled where appropriate by the local NHS in England, rather than by the national regulator, the General Dental Council.

Currently both the GDC and the NHS have powers to take action against dentists where there are concerns about their performance. The GDC currently receives

complaints about dentists, some of which could be handled by the NHS locally rather than through the GDC's fitness to practise processes.

The GDC is keen to ensure that any concerns about an NHS dentist's performance or fitness to practise are dealt with in the most proportionate and effective manner. This requires an early dialogue between the GDC and the NHS, which manages the contracts offered to dentists, to ensure that the GDC deals only with fitness to practise cases whilst the NHS deals with other issues of performance management.

The pilot, which begins this month, will aim to explore the full potential of this approach and will involve the GDC working with 5 NHS England Local Area Teams (LATs) over 12 months. The results of the pilot will be used to develop an approach that can be rolled out on a national basis.

For more information go to  
<http://tinyurl.com/oeshx7c>

### British Society of Paediatric Dentistry (BSPD) calls for coordinated offensive on obesity and dental care

BSPD has recommended an offensive to tackle both obesity and dental decay to children and young people; in a new position statement BSPD highlights the diet and lifestyle factors common to the two conditions which are both alarmingly prevalent among Under 16's.

For more information go to  
<http://tinyurl.com/lrvjq4m>

## The Headache of Recruitment

I often act for Employers who have been landed with an Employment Tribunal claim for alleged acts of discrimination and/or harassment against the Practice Manager during the recruitment process. Discrimination claims can be made by job applicants who are never employed by you!

Further when you have a CQC inspection the Assessor will more than likely interview staff and ask your employees about the recruitment process. That being the case, you need to ensure you have a Recruitment Policy together with an Equality and Diversity Policy to ensure you follow a fair and reasonable process.

Recruitment is a time consuming and costly process and therefore it may be in your best interests to use a recruitment agent to source the candidate for you. If you undertake the process yourself, here are the key steps which all Practice Managers should consider:

### 1. Identify the vacancy

If it is the case of replacing an employee who is leaving, you may already have a job description to hand. However this may also be the opportunity to re-define the role and create a new job specification.

### 2. Advertise the vacancy

It is often in advertisements for job vacancies where discrimination claims arise. Therefore the actual content of the job description has to be carefully written. Practice Managers may fall short by unintentionally discriminating in the advertisement for example, would you allow the following advertisement?

“Young bubbly receptionist needed for our Practice. Part time hours available. Please contact ...”

### 3. Short listing and Interviewing

However you decide to select the interviewees, you must ensure that the process is fair, consistent and results in the best job applicant being appointed for the job.

When holding interviews you must ensure that the days on which you hold the

interviews do not put any job applicant at an unfair disadvantage, for example, the dates and times do not clash with religious festivals.

It may also be worth considering having more than one person holding the interviews to ensure that a balanced and objective appointment is made. It is also best practice to have criteria against which to mark each applicant. This will make the interview more objective.

### 4. Making an offer of employment

Once a successful applicant has been identified, an offer letter should be sent setting out the job title, salary and any particular features of the job. It is also best practice to provide a contract of employment at this stage to ensure that the employee fully understands the terms of the job which they have been offered.

The offer letter should also contain conditions of employment, such as receipt of two clinical references which are satisfactory to you, confirmation that they can work in the UK, DBS check etc.

### 5. Withdrawing an offer

There are several reasons why an offer may be withdrawn including a change in business requirements; you have received information which casts doubt on the applicant; or a condition of the offer may not have been fulfilled.

Whatever the reason, you should make a note of the offer and retain documentary evidence and you must ensure that the reason for withdrawal of the offer is not one which could be discriminatory e.g.



because of the applicants age, gender reassignment, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and disability.

### ✓ Checklist

- There should always be a paper trail of the interview process undertaken.
- When you have a CQC inspection, the Assessor may ask to see this evidence to satisfy themselves that a just recruitment process has taken place.
- The paper trail should include:
  - Applicable recruitment and/or equal opportunities policies (which have been followed throughout the recruitment exercise);
  - ✓ Job description;
  - ✓ Person specification;
  - ✓ Selection criteria;
  - ✓ Any written test;
  - ✓ Notes of the short listing process (including handwritten notes or score sheets);
  - ✓ Interview questions;
  - ✓ Notes of interview;
  - ✓ Minutes of any interview panel discussions or decisions following interviews;
  - ✓ Records that show all those involved in the recruitment process had received appropriate training beforehand.

If you would like your Recruitment and/or Equality and Diversity Policy to be reviewed free of charge please contact Sarah Buxton at LCF Law on 0113 201 0407.



Sarah Buxton is a specialist healthcare employment solicitor who has acts for Practice Owners, practitioners and managers up and down the country. Sarah has a number of years' experience in this specialist field and now works in the Healthcare & Dental Team at LCF Law which offers an array of services including buying and selling practices, expense share, partnership and shareholders agreements, incorporations, employment, associate agreements, NHS disputes and regulatory issues.



**Jo Phillpot talks about her experiences working with practice teams in her role as Practice Consultant for DPAS Dental Plans.**

## One of the team

“Having worked as a practice manager myself for a number of years, I’m really motivated to make their lives easier in any way I can. Coming from a dental background and being a qualified dental nurse, I spent five years as a head nurse/practice manager before joining DPAS, so I can really empathise with the pressures and constraints of the role.

Making sure the practice runs smoothly while putting the interests of patients first is a central part of the daily routine for practice managers, so when it comes to dental plans, they normally want a provider that has tried and tested systems in place to ease the administrative burden.

Most practice managers are awash with paperwork; compliance and regulations mean that they spend a lot of time filling in forms, so it’s a real advantage that the administrative side

of a DPAS dental plan is so straightforward. Signing patients up to a plan couldn’t be simpler and our office-based team take care of all the rest.

The training modules we provide are another key area that I see making a great impact within practices, especially when working with new client or new team members. With themes ranging from plan promotion to communication skills and objection handling, I work closely with all concerned to make sure everyone is confident to carry out their roles.

One of the great things about my role at DPAS is that I’ve been able to continue working ‘in-practice’ on many of the challenges I enjoyed while I was a practice manager myself. But now, instead of looking after just one practice I help many practices, and it’s a lovely feeling to be treated as part of their team.”

Sponsored by



Opening soon for applications –  
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## ADAM Practice Manager of the Year 2015

### Why should you apply?

- Industry and peer recognition;
- Great for moral and motivation – not just for you but also for your team and practice;
- Great for your career – looks good on a CV;
- Free advertising and promotion for your practice;
- £500 cash prize and an award for your mantelpiece at home or desk at work!



Location	Name of event and provider	Cost and Notes	Contact details
Distance Learning	Level 4 Dental Practice Management (Northern College of Further Education) <b>The Dental Business Academy</b>	Distance Learning Programme - 30% discount for ADAM members	<a href="http://tinyurl.com/kopw5ko">http://tinyurl.com/kopw5ko</a>
Distance Learning	Introduction to Dental Practice Management <b>The Dental Business Academy</b>	Distance Learning Programme	<a href="http://tinyurl.com/mchrysb">http://tinyurl.com/mchrysb</a>
Distance Learning programme	ILM Level 3 Certificate in Leadership and Management <b>UMD Professional Ltd</b>	£1780 payable over 11 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Distance Learning Programme	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2165 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> Practice based workshop
Practice based workshop	Performance management and appraisals in dental practices <b>UMD Professional Ltd</b>	This workshop course is delivered at your practice and covers managing and maximising staff performance, and how to carry out appraisals in dental practices.	Fiona on 020 8255 2070 or <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Birmingham	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Bristol	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
East and West Midlands	Professional Certificate in Dental Practice Management (L4) <b>The Dentistry Business</b>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year 2 year and CPD courses also available ADAM members' discount	Contact Sim on 0161 928 5995 or <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://tinyurl.com/mkocjyk">http://tinyurl.com/mkocjyk</a> to watch video intro
East and West Midlands	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <b>The Dentistry Business</b>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year CPD course also available ADAM members' discount	Contact Sim on 0161 928 5995 or <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://tinyurl.com/mkocjyk">http://tinyurl.com/mkocjyk</a> to watch video intro
Leeds	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> London
London	Dental Business Management Programme leading to the ILM Level 7 Diploma in Executive Management <b>UMD Professional Ltd</b>	Grants available towards fees plus a further 10% discount for ADAM members.	Fiona on 020 8255 2070 or <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
London	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> London
London	ILM Level 7 Award in Strategic Leadership <b>UMD Professional Ltd</b>	£3000 payable over ten months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> London
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London	ILM Level 7 Diploma in Executive Management <b>UMD Professional Ltd</b>	£4800 payable over 18 months. Part-funding available	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> Wakefield
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Wakefield	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <b>The Dentistry Business</b>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year CPD course also available ADAM members' discount	Contact Sim on 0161 928 5995 or <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://tinyurl.com/mkocjyk">http://tinyurl.com/mkocjyk</a> to watch video intro

# From 1st April 2015 the Friends and Family Test is being introduced in all dental practices offering NHS services



Meet the national requirements with a solution from the Picker Institute

The Picker Institute is a leading international charity in the field of person-centred care and patient experience measurement. We are an approved NHS survey contractor with a history of running large-scale NHS patient surveys.

We offer an affordable, easy to use survey package, which meets NHS England's Friends and Family Test requirements, whilst offering maximum value for your practice.

- **Start data collection quickly and easily** – sign up online and begin within two working days.
- **Low cost** – fixed price of £240 (+VAT) per year covering all set-up, materials, access to and reporting of all data.
- **Easy NHS England submission** – download your data in the NHS England format to make your monthly submission quick and easy.
- **Unlimited questionnaires** – print as many questionnaires to hand to patients as needed.
- **Multiple formats and multiple languages** – patients can fill in the paper questionnaire, complete it online or by using a tablet. Additional languages available via online survey.
- **Online data entry** – your practice collects completed questionnaires and inputs data into our user-friendly online data entry system. No limit to number of responses and response rate does not affect cost.
- **View results online** – responses from all modes of completion reported online through Picker Results. Reporting formats include monthly and quarterly trend charts, comment reports, poster reports and comparisons against other practices.
- **High quality** – our questionnaire includes 5 optional experience-based questions which focus on the areas of most importance to patients. The insight these will give you will help identify areas for improvement and highlight areas of best practice.
- **Survey all your patients** – We have also developed a children and young people questionnaire so you can ensure you are reaching out to all your patients
- Additional awareness and engagement materials:
  - Awareness poster to display
  - Information leaflet to give to staff
  - Poster report to display
  - Improvement poster template

Join in with our webinar on our Dental FFT solution at 10:30am on 5th March 2015. See <http://tinyurl.com/q8qszeu> for how to join in.

To find out more please contact –

Alex Rawet - [Dental.FFT@PickerEurope.ac.uk](mailto:Dental.FFT@PickerEurope.ac.uk)

Sign-up to our survey package – please complete our booking form at: <http://tinyurl.com/lvqev9z>

# Successful Marketing Strategies

with **Tracy Stuart** from **NBS Training**

A full-day seminar designed for the dental practice management team

**Nuneaton 19 March 2015 • Salford Quays 11 June 2015 from 9.15am - 4pm**

## What the day covers:

- The 12 month marketing plan
- How to prepare a successful ezine campaign
- Telephone and email communication
- Providing solutions without hard sell
- On-line marketing – does it work?
- Putting it all together – tracking the right numbers for success

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during  
March\***

## Our speaker

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



Her fresh and original approach delivers outstanding results for the practices she has had the pleasure of working with. And that really is the key to her success as she truly believes change will only be achieved if we work with one another.

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.



## Successful Marketing Strategies Booking Form

Course fee:  
£75.00 ADAM members  
£150.00 Non-members  
Refreshments and lunch included

How to book:  
Phone: 01452 729522  
Post: cheque (payable to ADAM)  
or credit/debit card.

Mail to:  
**ADAM**  
**2 Wheatstone Court**  
**Davy Way**  
**Waterwells Business Park**  
**Gloucester GL2 2AQ**

Seminar fees are non-refundable for cancellations received less than 72 hours prior to the event.  
\*Ts&Cs apply

Surname ..... First name .....

Address .....

..... Postcode .....

Email ..... Tel .....

GDC No. (if applicable) ..... ADAM membership number .....

I would like to attend (please tick) Nuneaton 19 March  Salford Quays 11 June

**Complete for  
credit/debit  
card  
purchases:**

Card number:

Valid from:   /   Expires end:   /

Issue No. (Maestro only):  Security card number:

Please debit my card with the amount of £ .....

Signed ..... Date .....

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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](http://www.adam-aspire.co.uk)



\*Terms and conditions apply

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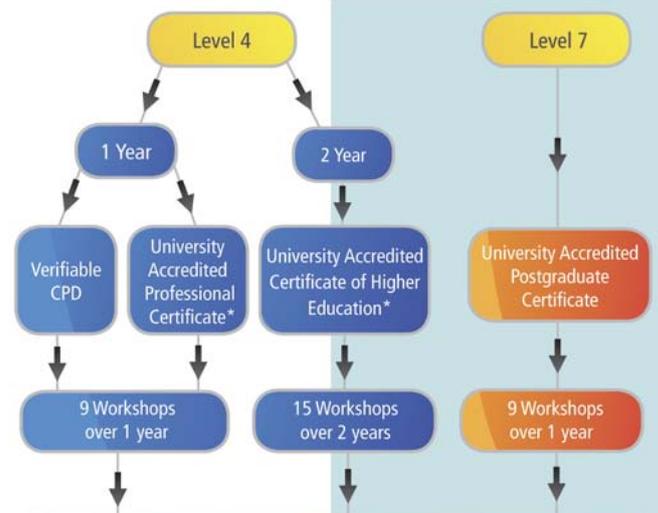
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