

e update



Good grievance! Learn how to nip issues in the bud

When problems crop up at work, giving your staff access to a clear and simple grievance policy can often nip things in the bud. Early,

informal action by managers is the key to maintaining harmony in the workplace.

Turn to page 11 to find out more...

www.adam-aspire.co.uk

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Read all about it



For all the latest news in the world of dentistry turn to pp.4-5

Smile please!



Photos from the ADAM Conference are out now. See more on p.9

OFT report



Just what did the OFT say to cause the furore? Read more on p.12

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BDTA surveys future trends in training

According to recent research undertaken by the British Dental Trade Association (BDTA) in its annual 'Adoption of New Technology' survey in which 225 members of the dental profession shared their latest views on training courses and providers, whilst a substantial number of dentists have sourced training through journals, this is not their preferred method. Only 4% see this as the best option for forthcoming training requirements, with greater preference for hands on courses (32% selected as their first choice).

The results revealed new insights on attitudes to and usage of training courses by dentists, including:

- There has been a notable increase since 2009/10 in the number of live demonstrations provided to dentists (from 36% to 56%).
- Although just 23% selected online training courses as their first choice, 48% expect to increase the amount of online training they undertake. This increase may not reflect their preferences and instead be the result of increasing time pressures.

Those who completed the survey online are more likely than those who completed by post to be motivated to try a new product by:

- Peer recommendation (72% vs. 51%)
- Dental exhibitions (51% vs. 31%)
- Educational reviews (34% vs. 18%)

The full survey results are available to BDTA members at <http://www.bdta.org.uk/bdta-area.html>

For more information on the BDTA please call 01494 782873 or visit www.bdta.org.uk.

Gain an insight into new NHS contract

Fresh from working on the NHS Pilot, keynote speaker, Shalin Mehra, will reveal the improvements, the pitfalls, and the changes the whole team is set to face, at a training day on June 29th being hosted by NHS Yorkshire and the Humber Postgraduate Dental Education Office.

The training day, which runs from 8.30am until 4.30pm, will cost just £40 and includes lunch and refreshments. It will take place at the Hilton East Midlands Airport Hotel at junction 24 of the M1 in Derby and is open to the whole dental team.

The day will also include four workshops and a panel Q&A session. The workshop speakers are: Nick Taylor - profitability without dentists: run a successful practice with hygienists and therapists, Simon Northeast - adhesive dentistry: out with destructive veneers & crowns, in with less-invasive composite, Anoop Maini - Six Month Smiles: a new approach to adult orthodontics and Mat Lamb - a better service: improve communication between dentists and technicians when working on big cases, such as implants.

For details call Jackie Biggins on 0114 226 4502.

Denplan withdraws from Republic of Ireland

Following its launch in the Republic of Ireland in August 2010, Denplan's Executive Board has taken the difficult decision to withdraw its presence from this region.

Denplan has been working with a range of member dentists over the last 19 months in order to increase the level of support it can offer to both the dental professionals and their patients - following the Government's decision to remove state-funded dental provision and reduce the Medical Card provision to children and exempt patients

However, ongoing interest by the insurance regulators in this region has necessitated a growing investment in legal services to explain Denplan's product design and cover, which has, in turn, made this market financially

unviable. This has been compounded by Denplan's recent sale to Simplyhealth, which is not yet registered to trade in the Irish Republic.

Denplan's Managing Director, Steve Gates, commented: "We're disappointed to be withdrawing from the Republic of Ireland, but I would personally like to thank all of our contacts in the area for the support and business they placed with Denplan and wish them every success in the future.

"This decision in no way affects our substantial presence in Northern Ireland, which still offers strong opportunities for growth over the coming years. I would also like to reiterate that there will be no job losses as a result of this decision."



ADAM members to enjoy free webinars

We are delighted to announce that we have teamed up with The Dentistry Business and, with the support of DPAS, will bring members three one and a half hour webinars that will be broadcast in the autumn.

Aimed specifically at addressing our needs as practice managers, the series, entitled "Your role in running an effective and efficient practice", is designed to help all those with management responsibilities to implement practical strategies that will make practice life more rewarding.

The webinars, which will take place on the evenings of September 13th, October 11th and November 1st, will cover three specific topics in turn:

- *Front desk and operational control* will focus on the identification and measurement of key indicators and help managers understand why these metrics are now so important.
- *Effective team equals effective practice* offers practical tips on how to optimise staff meetings, how to make good recruitment decisions and how to use appraisals

effectively.

● Finally, *Attracting new patients and keeping those you have* will present ideas for new patient scripts, give tips on how to handle complaints and address the vital issue of how to retain patients through the current tough economic period.

The webinars will be presented by the partners of The Dentistry Business - Lester Ellman, Carl Parnell and Sim Goldblum. Lester and Carl are both highly respected practitioners with experience of both NHS and private practice and Sim is a business executive with extensive knowledge of business planning, marketing and finance. Between them, they have encountered every type of practice situation, making them uniquely qualified to help those with management responsibilities avoid the pitfalls encountered in running a modern dental practice.

● **To reserve your free place at any or all of the webinars simply complete the online form available at www.thedentistrybusiness.com/adamwebinars or email sim@thedentistrybusiness.com**

Event demand calls for move to a larger venue

Now in its 12th year, the Premier Symposium is pleased to announce its move to a larger venue to accommodate the growing number of delegates attending the prestigious risk management event.

Organised by Dental Protection, the leading indemnity organisation for dental professionals in the UK and by schülke, the international name in cross-infection control, this year's Premier Symposium will take place on Saturday 17 November at the Shaw Theatre, London.

The opportunity to hear well-informed and entertaining speakers in comfortable and spacious surroundings ensures that this meeting remains a highlight of the dental calendar.

The event will feature a range of topical lectures delivered by leading experts in their fields, including Professor Trevor Burke, Dr Lloyd Searson, Dr



Jason Leitch, Dr Gerald Hickson and Professor Mark McGurk.

It will also include the presentation of the Premier Awards, six risk management prizes presented to dental professionals who have produced original work that aims to improve patient safety.

Including five hours verifiable CPD, tickets are now on sale priced at £140 for members of DPL and £270 for non members. The conference was a sell-out last year, and delegates are advised to order their tickets as soon as possible in order to avoid disappointment.

Tickets are available from events@dentalprotection.org or by calling 020 7399 2914. For more information, please visit the Dental Protection website at: <http://www.dentalprotection.org/newsnews/events/premier2012>



Get in touch. Send your news & views to denise@adam-aspire.co.uk

Training & development diary

Date & location	Name of event & provider	Cost & notes	Contact details
30 June London	Dental implant nursing. ADI	£95 ADI members, £140 non (membership is £37 p.a.)	www.adi.org.uk
5 July London	Reception and telephone skills for the whole dental team. BDA with Heather Dallas	£100 for practice managers	www.bda.org/training
5 July Portsmouth	CQC Essentials – giving you the know-how & confidence to meet CQC requirements. Denplan	From £75 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
6 July London	Consent, Complaints & Communication (am) and Suitability of Staffing (pm). Dentabyte	£75 per module. Early bird offer	www.dentabyte.co.uk
6 July London	Law, ethics and record keeping. Experts from BDA, GDC and Carestream Dental	£100 for practice managers	www.bda.org/training
6 July Crewe	Minimum intervention dentistry. Denplan	From £85 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
7 July Stratford-upon-Avon	Minimum intervention dentistry. Denplan	From £85 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
13 July London	Achieving high standards in infection control. BDA with Irene Black	£100 for practice managers	www.bda.org/training
20 July London	Building a successful dental team: recruitment, interview skills and development. BDA with James Goldman, Rizwana Ishaq and Heather Sharpstone	£100 for practice managers	www.bda.org/training
20 July Newcastle	Minimum intervention dentistry. Denplan	From £85 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
September London & Leeds	ILM Level 5 Diploma in Leadership and Management. UMD Professional Ltd	Call Penny Parry on 020 8255 2070 for fees	email penny@ umdprofessional.co.uk
September London	ILM Level 7 Diploma in Executive Management. UMD Professional Ltd	Call Penny Parry on 020 8255 2070 for fees	email penny@ umdprofessional.co.uk
September London	ILM Level 7 Award in Strategic Leadership UMD Professional Ltd	Call Penny Parry on 020 8255 2070 for fees	email penny@ umdprofessional.co.uk
6 September Newcastle	Maintaining motivation – practice staff training. Denplan	From £75 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
7 September London	Safeguarding Vulnerable Adults (am) and Safeguarding Children (pm). Dentabyte	£75 per module. Early bird offer	www.dentabyte.co.uk
7 September London	Medical emergencies for the whole dental team	£100 for practice managers	www.bda.org/training
13 September Your desk	Front desk and operational control. ADAM webinar from The Dentistry Business	FREE for ADAM members (sponsored by DPAS)	www.thedentistrybusiness.com/adamwebinars
13 September Winchester	CQC Essentials – giving you the know-how & confidence to meet CQC requirements. Denplan	From £75 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
13 September Cambridge	Maintaining motivation – practice staff training. Denplan	From £75 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
20 September Nottingham	The receptionist – day-to-day challenges. Denplan	From £75 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
20 September High Wycombe	Managing team performance – business training. Denplan	From £75 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining



Get in touch. Send your news & views to denise@adam-aspire.co.uk

|Column

Offering you ways to gain CPD

With just a year left until the end of the five year cycle for Dental Care Professionals (DCPs) we are offering plenty of opportunity for verifiable CPD over the coming months with our webinars hosted by The Dental Business Academy's Andy Toy - who was scored as the favourite speaker at the ADAM conference.

As outlined on page 5 we also have a series of three webinars hosted by Sim Goldblum from The Dentistry Business. These webinars are free of charge to members and will take place in September, October and November - please also see the advert on page 16. There will also be more information in the next edition of Practice Focus, where, as always, you can also gain verifiable CPD.

It is fantastic to speak with members and over the past

Welcome to my regular column. Each month I hope to keep you informed about ADAM news and to talk about issues that affect, annoy and delight us as practice managers and administrators. *Jill*



month I have had the pleasure of speaking to members at both our own conference and at the Scottish Dental Show.

I have been asked several times when and where the next conference will be as people from the Harrogate one are already wishing to book ahead for 2013. More Harrogate conference news and photos to follow in our bumper conference edition of Practice Focus due with you soon.

What do we have for you this month? We have information of courses available including the BDA one-day essentials of practice management seminar. We have an HR special and an article on progression enrichment. Enjoy!



Association of Dental Administrators and Managers

adam awards 2012

proudly sponsored by:



Fancy this trophy on your desk in recognition of your hard work and commitment?

Stay tuned for the launch of the 2013 ADAM Awards

BDTA Dental Showcase 2012
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Register now at:
www.dentalshowcase.com



“Delivering quality for dentistry”

The BDTA represents over 130 of the most reliable companies who can enable you to deliver the highest quality patient care and make your practice run like clockwork.



BDTA members adhere to our strict Code of Practice, so you can be confident that they will:

- 1 Deliver superior products and services, ensuring you work to the most precise standards.
- 2 Accurately fulfil your requirements in terms of help and support, minimising downtime.
- 3 Find time to devise innovative solutions bringing you the latest techniques and technologies to stay ahead of the competition.

High quality inputs are essential to producing high quality outcomes.

Scan the barcode with your phone to be directed to the BDTA website and view a full list of BDTA member companies.

www.bdta.org.uk

The British Dental Trade Association

The British Dental Trade Association, Mineral Lane, Chesham, Bucks HP5 1NL. Tel: 01494 782873 email: admin@bdta.org.uk





Our first ADAM conference...

This issue of e update comes hot on the heels of our first conference as ADAM so we thought we would dedicate this page to the delegates that attended and what they had to say about their experiences.

Most of the attendees, 67%, were first timers so we are certainly pleased that our choice of programme attracted new delegates. The most compelling reason for attendance was the conference topics themselves, which focused on the core activities necessary to run a successful practice: people, process and price.

Some 94% of delegates rated the conference as good or very good overall, which is fabulous but as we all know, there is always room for improvement. The ADAM conference team will be taking on board specific feedback with the aim of delivering an even better experience next time. Some of that feedback relates to the number of days conference covers and the associated pricing, the range of food provided, and the format of sessions.

Regardless of whether you attended the conference or not, we would welcome your thoughts on the kind of conference that for you, would be unmissable. What or who would it include that you would not be prepared to miss? What day/s would it be held? Where would it be? Should it be for the whole management team or just the practice manager?

In the meantime, here are some of the photos from conference but to see them all visit our website at www.adam-aspire.co.uk



The ADAM Challenge

Your challenge is to email Denise at denise@adam-aspire.co.uk and provide her with one thought, idea or insight that would help create a conference that ADAM members just would not be prepared to miss.





Learning about oral hygiene

Dale Buckland has more than 15 years' experience in sales management and 11 as a secondary school teacher. He launched Progression Enrichment, a company that works on a consultancy basis writing tailored lessons that support the National Curriculum, to help clients address the evolving demands of corporate social responsibility.

Explaining the benefits of oral hygiene to a small family group in your practice is one thing. Presenting the same message to a classroom full of youngsters can be an entirely different proposition!

I have seen some excellent, and some not so good, lessons delivered to pupils. Hopefully, this article will help you when delivering your lessons in schools.

As part of the Healthy Schools' process, all schools are required to develop a PSHEE (Personal, Social, Health and Economic Education) policy outlining the provision within their school. Developing a healthy, safer lifestyle, including oral hygiene, is an integral part of PSHEE.

In a primary school, your first point of contact should be the head or deputy head teacher, in a secondary school, the curriculum manager responsible for PHSEE. With all of us receiving a multitude of e-mails every day, a telephone call to the school will work much better.

Content of the lesson will vary dependent upon which year group you are dealing with. All sessions should have objectives. In schools these are usually expressed as; to know ... to understand ... to be able to ... Share these with the pupils; we all like to know what is going to happen and if we have achieved.

In a primary school, your objective should be helping children to understand what makes a healthy diet, including the benefits of healthy eating and how to care for their teeth. Talk about 'good food' and 'bad food' and the dangers of fizzy drinks.

In secondary, the objective may be the same but will need to be taught differently. Secondary lessons can be far more scientific and as such could include the basic elements of a tooth or introduce the dangers of smoking. The lesson could also outline careers in dentistry, or the pros and cons



of cosmetic dentistry. The list is endless. Remember, your session needs to have pace as well as variety and try not to use abbreviations or words the pupils may not understand.

Any lesson should reach all children in the class. We all learn differently. The three main styles are visual (learning by seeing), auditory (hearing about something) and kinaesthetic (practical, doing). Vary the learning styles for each lesson. Any exercise with a kinaesthetic element will have much more appeal to children of any age. Remember, the teacher should be with you all the time, so discipline should not be an issue, especially if the children are engaged in the topic.

To close the lesson, use a summary (or, in teacher speak, a plenary). A plenary is considered good practice in all lessons.



Progression Enrichment aims to work with businesses to make their contributions to schools, as part of their overall community initiatives, mutually beneficial. As well as writing lessons, Progression Enrichment, also trains staff to deliver these lessons to ensure both the business and pupils make the most out of the interactions. For more information visit

www.progressionenrichment.co.uk or email dale@progressionenrichment.co.uk



Good grievance: nip things in the bud

When problems crop up at work, giving your staff access to a clear and simple grievance policy can often nip things in the bud. Early, informal action by managers is the key to maintaining harmony in the workplace.

When you put a number of human beings into close proximity, within a stressful environment, it's inevitable that problems will crop up from time to time. Most of these come to nothing but occasionally an issue can fester and, unresolved, can have a far-reaching impact on your business. If not handled effectively, it can also expose your business to a risk of subsequent litigation.

What kind of complaints?

Pretty much anything non-frivolous within the workplace can be complained about, but typically issues relating to terms and conditions of employment, health and safety, work relations, bullying and harassment, new working practices/organisational changes, and discrimination can crop up.

Keep it legal

All employees should have access to a formal complaints or grievance policy at work. It's an automatic entitlement, so if you haven't got one in place, it's worth looking at the free sample policies and further guidance at www.acas.org.uk.

Keep it simple

You need to have a written policy that can be accessed easily. The best grievance mechanism allows for most problems to be solved quickly and on an informal basis. Most grievance policies have a two-stage approach. Initially, the problem is raised with the line manager or supervisor who can quite often resolve things very easily. More complex issues may require a second, more formal stage, and further investigation. Sometimes the complaint is against line managers themselves, in which case you will need to involve someone else with the authority and independence to complete the process.

Making formal meetings count

An effective formal grievance meeting should include a written outline of the purpose of the meeting, making the complainant aware of their right to be accompanied.



Allow the individual time to air their concerns fully and ask questions until you have uncovered all of the pertinent facts. After the meeting, take time to consider your formal response, which again should be in writing with the right to appeal against your decision.

How far do you have to go to remedy a situation in favour of an individual? Well, not far at all, unless you find that there is a genuine injustice or problem that is impacting detrimentally on the complainant. It all comes back to your 'duty of care' to provide a safe working environment for your employees. Failure to do this in a reasonable way could expose your business to risks of litigation, and if the circumstances amount to discrimination, then the potential fines that an employment tribunal can impose are uncapped.

Fair remedy

You need to ensure that any proposed solution does not impact negatively on the complainant. This can sometimes happen when staff are moved around to solve work relationships that have broken down.

Just for the record

You should keep a written record of grievance meetings. Copies of meeting records should be given to the employee, including copies of any formal minutes that may have been taken. In certain circumstances (for example, to protect a witness), you are entitled to withhold information.

Richard Mander is a freelance HR consultant with over 20 years' experience in strategic and operational HR. He specialises in providing support to SMEs and aims to deliver cost effective, pragmatic and practical solutions. For more about this topic, or advice on other HR matters, contact Richard at www.manderhr.com 07715 326 568.



OFT report hits the headlines

The Office of Fair Trading's newly released market study into dentistry made numerous national headlines recently and caused quite a furore in the dental world. We take a look at the report itself, alongside reactions from the BDA and Denplan, who were among the first to respond.

OFT calls for greater patient choice and competition in dentistry market

OFT calls for greater patient choice and competition in dentistry market

The OFT has called for major changes to the £5.73bn UK dentistry market after a market study found that it is not always working in the best interests of patients.

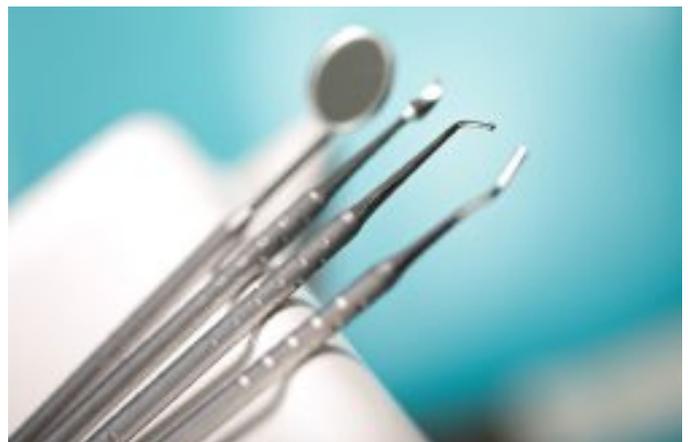
The OFT study released on May 29 found that patients have insufficient information to make informed decisions about their choice of dentist and the dental treatments they receive. Alongside this, a new survey conducted as part of the study suggests that each year around 500,000 patients may be provided with inaccurate information by dentists regarding their entitlement to receive particular dental treatments on the NHS, and as a result they may pay more to receive private dental treatment.

The report also raises concerns about continued restrictions preventing patients from directly accessing dental care professionals, such as hygienists, without a referral from a dentist. The OFT considers these restrictions to be unjustified and likely to reduce patient choice and dampen competition.

The OFT also highlights concerns with the current NHS dental contracts in England. As the majority of these contracts are not time-limited, and only a small volume of new contracts are put out to tender each year, it is extremely difficult for new dental practices to be established, and successful dental practices which offer a higher quality of service to NHS patients are prevented from expanding.

Other issues of concern highlighted in the report include the complexity of the complaints process for patients and instances of potential pressure selling by dentists of dental payment plans.

The OFT has identified a wide-ranging package of recom-



mendations to address these concerns, which includes:

Provision of clear, accurate and timely information for patients - the OFT is calling on the GDC and the CQC to be proactive in enforcing existing rules which require dentists and dental practices to provide timely, clear and accurate information to patients about prices and available dental treatments.

Direct patient access to dental care professionals - the OFT urges the GDC to remove restrictions preventing patients from making appointments to see dental hygienists, dental therapists and clinical dental technicians directly, as soon as possible.

Reform of the NHS dental contract in England - the OFT is urging the Department of Health to redesign the NHS dental contract to facilitate easier entry into the market by new dental practices and allow successful practices to expand. The OFT is not convinced that indefinite contracts to supply NHS dentistry are in the best interests of patients.

Simplification of the complaints process - the OFT considers that the current system should be reformed to make it simpler, easier and less time consuming for patients and dentists to resolve complaints.

Sale of dental plans - following discussion with the OFT, the BDA has agreed to develop a robust and effective code of practice covering the sale of dental payment plans.



Report fails to fully understand dentistry, says BDA

The OFT's report of its inquiry into dentistry fails to take a practical view of the complexities and realities of dental care, the BDA has said.

The BDA has also expressed disappointment at the way the report has been portrayed, arguing that the OFT's own acknowledgement of the high levels of patient satisfaction with dental care appear to have been set aside in favour of headline-grabbing statistics.

Dr Susie Sanderson, Chair of the BDA's Executive Board, said: "Research by bodies including the regulator of dentistry, the GDC, confirms that the vast majority of patients are happy with the care they receive. The Office of Fair Trading's own research also confirms this to be the case. Where patients do have concerns about their care, it is clearly important that they have an effective complaints process. This is helpful for dentists and patients alike and dentists support the goal of making the process as simple as possible.

"The delivery of effective dental care is all about good communication between dentists and patients. That

communication will not be enhanced by the OFT's headline-grabbing approach to publicising this report. That it has chosen to ignore what it knows about patient satisfaction and instead focus on a very small number of cases where it believes it has identified problems is disappointing.

"This report treats dentistry purely as a market, and dental care as a commodity. In doing so, it has taken a simplistic view of dental care that fails to take into account the huge sums of money dentists invest in surgeries and ignores the unique role in screening and diagnosis that dentists are trained to perform. Dentistry is not a commodity; it's the delivery of healthcare to real patients. Failing to understand that serves neither dentists nor patients well.

"Also crucial is the development of a new dental contract which is already under way in England. In piloting and designing those new arrangements Government must ensure that it provides clarity about what the NHS offers and properly supports practitioners in providing the kind of modern, preventive care that our patients deserve."

Denplan comments on OFT market study

Dr Roger Matthews, Chief Dental Officer at Denplan, has been involved in reviewing the study and is pleased that dental payment plans have been recognised positively in the report. The OFT's own statistics demonstrate that an overwhelming majority of patients (88%) with existing dental plans demonstrate a high degree of satisfaction with their dentist and the care they receive.

One of the recommendations from the report, which Denplan strongly supports, is the introduction of a code of practice from the BDA for the selling of dental plans. Roger commented: "We take great care to ensure that dentists and their teams are appropriately trained and we support policies to ensure that all providers follow this ethical approach and will continue to do so."

Transparency of costs is paramount

The OFT report also indicates that consumers should have access to clear information about treatment costs and specifically an estimate of charges for proposed treatment.

Roger explains: "Because each patient, and their needs and priorities are different, it is difficult to quote an exact price for every procedure, but a basic and 'indicative' price list should be provided by the dental practice and certainly our member dentists have always been recommended to follow this procedure.

"Under a dental plan, patients know and can budget for

their dental costs clearly. OFT research showed that whereas only just over half (53%) of consumers understood NHS costs and what was available, more than nine in ten (91%) of those with dental plans understood the costs and cover provided."

NHS and mixed care

Roger says: "Some consumers reported some confusion about the 'mixing' of private and NHS dentistry. However, with a dental plan, patients are given much better clarity and are focused on prevention and oral health." This is backed up by a study commissioned by the Department of Health (England), which says that the 2006 NHS contract for dentists has led to both confusion and inefficiencies, with dentists picking and choosing what is and is not available to consumers. The OFT's own research reiterates that with dental plans patients have much greater clarity about costs and the treatment available.

Patient care needs balancing with economic benefits

Dentists should be encouraged and trained as the leaders of the dental team, and increasing delegation of clinical work to DCPs helps to contain costs to consumers, as well as ensuring that high standards are maintained.





Feature

Are you having one of those weeks?

Advertising feature

It's only 10.30 on Tuesday and already it's been one of those weeks.

Your youngest, teenage nurse is splitting up with her latest boyfriend; it's just as painful as the last two times and she's already used a box of your tissues.

The lead nurse has had enough of teenagers at home without having a stroppy madam to contend with at work as well. So she's in your office bending your ear to get rid of the girl. It also doesn't help that her attitude is having a ripple-effect with some of the other team members. You have been made well aware she's causing some discontent throughout the nursing team.

Then there's the associate. He's just announced that he's off to Australia to go surfing for the summer, so he's handed in his notice. And you'd only just bought him one of those fancy apex locaters at enormous expense after he was moaning at you for months. The principal wasn't very happy when he heard that news.

So when notice of next week's CQC inspection came through, the principle blew a fuse and had an enormous rant about how much money this was all costing him and didn't the team realise how lucky they were to work here and what a complete waste of time and money this CQ-bloody-C was anyway and how could that young dentist just up and leave him in the lurch and why did we employ such an immature team member and isn't it about time the lead nurse sorted out her anger issues and now he's got a waiting room full of patients to see because he's the only one working hard around here, so, practice manager – you sort it out!

So, you're getting stress from the team on one side and your boss on the other. And you're stuck in the middle, at the centre of it all and on your own. Dental practice management can be a lonely place.

The SUSAN solution

Well, your life isn't a complete disaster. Your practice



has had the foresight to subscribe to the SUSAN practice support system. So you know that your clinical governance is second to none.

However, you still have all of the emotional burdens to contend with. Well, because you're part of the SUSAN family, you're not on your own. You can get home tonight and post your problems on the online practice managers' forum. And at the end of the week, you've got your monthly online study group with five other SUSAN practice managers. Over the last few months you've found this an invaluable professional support, where you learn together about how to deal with the real life issues of dental practice management.

So, when you have SUSAN you're not on your own. You're part of probably the world's greatest practice management support system. SUSAN's a lot more than just paperwork.

SUSAN is on sale now! Visit www.susandental.com to find out more.



Get in touch. Send your news & views to denise@adam-aspire.co.uk

Feature

The essentials of staff management

Many practice managers enjoy their role because of the wide range of responsibilities they undertake. The role is often pivotal in driving the business forward so that the practice owner can concentrate on clinical issues and the overall strategy. Key to this, is the approach taken to manage the team. But this in itself presents a whole host of challenges.

People can be unpredictable; 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 with you? How do you select the right person in the first place, then motivate

them, get buy-in to new ideas, build a winning team, have those difficult conversations when needed, manage performance, reduce any conflicts and also do the rest of the day job?

To assist practice managers rise to these challenges, the British Dental Association has developed an intensive two-day course The essentials of staff management. It will cover seven of the most important aspects of managing people, including what you must avoid doing if there is conflict in the team, and the one thing that is guaranteed to cause friction more than anything else.

The two-day course will explore each of these key seven aspects of staff management:

1. How to recruit/select the best person for the job - begin with the end in mind
2. How to build a winning team
3. Be a manager and leader as well as a professional
4. Communicate for success
5. Managing performance
6. Working smarter not harder - choose from over 100 working smarter not harder tips
7. How to make the most of meetings

The BDA is restricting the numbers to allow for maximum participation and learning, so you'll get plenty of time to raise your own questions and concerns and discuss the challenges you face with other practice managers.

The course trainer is Alison Miles-Jenkins BA FCIPD, Managing Director, Training To Achieve UK

Alison (pictured) set up Training to Achieve, the training and management development consultancy, in 1990. She has 28 years' experience in management development, and has been described as an 'inspiration' to the dental profession.



Future course dates:

London: 27-28 September 2012, 10-11 January 2013, 26-27 September 2013 and Manchester: 18-19 April 2013

To book a place call BDA on 020 7563 4590 and quote ADAM to secure a 10% discount. Please [click here for more information about the course](#). (Members will need to call up to secure their discount.)

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