

e update



Join our free webinar

We are delighted to announce that we have joined forces with The Dental Business Academy to offer ADAM members web-based seminars.

These 'webinars' will allow you to increase your knowledge and skills from the comfort of your own home or office and will be priced at just £20 (incl. vat).

We are in the very early stages of organising what we hope will be a series of educational webinars on subjects that will most benefit our members.

The first one, which will take place in early May, will be free! Numbers will be limited - so turn to page 10 to find out how you can get involved...

Inside this edition . . .

Read all about it



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

Can we do more?



ADAM is here to help support you with CPD. Read more on p.9

Old wives' tales



Learn more about National Stop Snoring Week - turn to p.14

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PMs celebrate their success with UMD

A record number of dentists and dental practice managers from all over the UK celebrated achieving a nationally recognised management qualification with UMD Professional at an awards ceremony in London last month.

Seventy-two managers and dentists achieved an Institute of Leadership and Management qualification with UMD Professional in the last year, the highest number to date, and 23 of them came together in London to celebrate their success at an awards reception.

The successful candidates were presented with their certificates by John Tiernan, Director of Educational Services for MPS and Dental Protection Limited.

Fiona Stuart-Wilson, Director of UMD Professional said: "We are delighted not only to celebrate everyone's success but also to mark a record number of passes in the last year.

"We are very pleased to see in so many cases that practices are willing to continue investing in their managers' development by supporting them through the course, and to reap the benefits of the training they have undertaken."

UMD Professional is currently taking applications for



their regional workshop courses and distance learning programmes, and grants are still available in some areas.

For more information, please contact Penny Parry on 020 8255 2070.

Examiners needed for dental nurse board

The National Examining Board for Dental Nurses (NEBDN) is seeking to recruit new members to its Panel of Examiners in order to deliver the new NEBDN National Diploma in Dental Nursing examination.

Featuring Objective Structured Clinical Examinations (OSCEs), NEBDN has completely revised the format of the qualification in order to provide a more modern approach to the assessment of Dental Nurses.

To become an Examiner with NEBDN you must:

- have previous experience of assessing OSCEs within dental training
- be registered with the General Dental Council
- be currently practicing as a Dental Surgeon or Dental Care Professional
- have two years' experience since qualification
- be well organised and able to maintain high quality standards

- be passionate about Dental Nurse Education and helping people reach their full potential
- Becoming an Examiner will help you to:
- improve your personal development and professional status
 - develop your skills and understanding of Dental Nurse Education and training
 - gain verifiable CPD through ongoing support and training
 - network with other professionals with a commitment to improving Dental Nurse Education
- Full training and support will be provided and successful applicants will be invited to an assessment day in April / May 2012.

For further information please contact sarah@nebdn.org



New medical emergency app launched

As we know, being prepared and trained can make the difference between life and death.

A to Substance Ltd is pleased to announce the release of Medical Emergency Training for Dental Care Professionals, the UK's first ever Medical Emergency mobile application aimed specifically at DCPs.

Available now on the App Store and Android Marketplace, the app:

- follows current Resuscitation Council UK and GDC guidelines
- follows adult and paediatric treatment guidelines
- provides all the information you NEED to know
- includes clear and simple diagrams & graphics
- tests your knowledge and take the quiz to support your CPD
- includes medical emergencies & cardiac arrest management for the dental practitioner

Medical Emergency Training for Dental Care Professionals, is the first collaboration between A to E Training and Solutions Ltd and Substance 001 Ltd, bringing together the combined expertise of over a



decade's experience in developing and delivering innovation in technology and medical training solutions

For more information please visit www.atoetrainingandsolutions.co.uk

GDC reveals your views on mandatory CPD

New date is set for ADAM workshop

The one-day workshop sponsored by The Dental Business Academy that was set to take place on March 30th has now been moved to September 28.

The venue for the workshop, titled Working smarter - not harder, will remain the same, Victoria & Albert Hotel, Manchester.

Tickets are half price for ADAM members and are priced at £75. Please email jan@thedentalbusinessacademy.co.uk for more information

The GDC has published the findings of its recent survey exploring what registrants, stakeholders and providers think about mandatory CPD

Almost 6,000 registrants responded to the online survey and some of the key findings include:

- online learning is generally the preferred learning style of over half of all GDC registrants
- dental technicians find it least easy, compared to other registrant groups, to identify the right CPD for them
- 27% of all registrants have never had an appraisal in their current workplace
- when compared to other registrant groups, dental nurses and dental technicians say they find it less easy to be motivated to do CPD
- 65% of all registrants generally do CPD outside of working hours
- time and cost are perceived as the greatest barriers to undertaking CPD
- 85% of registrants feel they understand the GDC's current CPD requirements
- 26% of registrants want the GDC to be more prescriptive about CPD requirements in the future

The GDC introduced compulsory CPD for dentists in 2002 and for DCPs in 2008. The full survey can be found [here](#).



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
March London	ILM Level 7 Diploma in Executive Management Provider: UMD Professional Ltd	Call Penny Parry on 020 8255 2070 for fees	email penny@umdprofessional.co.uk
29 March Nottingham	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
30 March London	Dento-legal study day. Dental Protection	DPL Xtra/ DCP/FD member £169, DPL £199, non-memb £249	http://www.dentalprotection.org.uk/newsnevents/events/
April Gatwick	ILM Level 5 Diploma in Management UMD Professional Ltd	Call Penny Parry on 020 8255 2070 for fees	email penny@umdprofessional.co.uk
April Birmingham	ILM Level 5 Diploma in Management UMD Professional Ltd	Call Penny Parry on 020 8255 2070 for fees	email penny@umdprofessional.co.uk
April London	ILM Level 5 Diploma in Management UMD Professional Ltd	Call Penny Parry on 020 8255 2070 for fees	email penny@umdprofessional.co.uk
April Leeds	ILM Level 5 Diploma in Management UMD Professional Ltd	Call Penny Parry on 020 8255 2070 for fees	email penny@umdprofessional.co.uk
17 April West London	Treatment co-ordination for profit with Laura Horton	£100 (BoD members £60)	www.businessofdentistry.co.uk
18 April Birmingham	WoW customer journey with Les Jones and Medenta	£200 (BoD members £120)	www.businessofdentistry.co.uk
18 April Grimsby	Child Protection/Safeguarding Children & Vulnerable Adults. S. Yorks/E. Mids Deanery	£10 (16.30 - 18.30hrs)	www.pgde-trent.co.uk
19 April Birmingham	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
20 April Glasgow	Business planning & financial management. Andy McDougall, Spot On Business Planning	£100 for practice managers	www.bda.org/training
23 April Long Eaton	Understanding the challenges of inequalities & ageing for oral health. S. Yorks/E. Mids Deanery	£40	www.pgde-trent.co.uk
May 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
3 May Brighton	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
9 May Nottingham	Practice Management – the beginners' guide. Denplan	From £75 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
10 May Portsmouth	Managing team performance – how to get the most out of your team. Denplan	From £75 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
16 May Manchester	WoW customer journey with Les Jones and Medenta	£200 (BoD members £120)	www.businessofdentistry.co.uk
17 May Leeds	Practice Management – the beginners' guide. Denplan	From £75 for Denplan members. £50 discount for non-members	www.denplan.co.uk/event-sandtraining
17 May Manchester	The Dentistry Business Accredited Programmes in Dental Practice Management	L4 is £2,200 and L7 is £2,600	www.thedentistrybusiness.com
23 May London	The Dentistry Business Accredited Programmes in Dental Practice Management	L4 is £2,200 and L7 is £2,600	www.thedentistrybusiness.com



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

Column

Awards entries hit a new high

Where has January and February gone? 2012 has been an extremely busy year so far, planning for our session at the BDA conference, judging the ADAM awards and organising our very own ADAM conference.

The ADAM Awards received the highest number of entries ever and we will be announcing the shortlist in the very near future.

If you are planning to attend the BDA conference, then please do come along to the ADAM stand to touch base with Hannah Peek and I. We love chatting to members and always welcome your feedback. We are really looking forward to working with Simon and Ernie from the Breathe business team and are excited about our 'Don't drop the client baton' theme. This looks sure to be an interesting and informative discussion.

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*



We will have booking forms available at BDA in order that you can book your place for the ADAM conference. We are all delighted at the range of speakers and have gone to great lengths to ensure that we have as much variety of topics as possible.

We are continuing to migrate our old BDPMA Facebook page over to ADAM and require your help - please like our new ADAM Facebook page <www.facebook.com/adam> to ensure that you are receiving our Facebook notifications. The BDPMA Facebook page will be closed down in the very near future.

Whatever your management role....

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For full details, course dates and venues contact Penny Parry on:

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// I am delighted to have completed my Professional Certificate, it has been a very worthwhile journey. Sim, Lester and Carl are grounded in the real world of dental practice and I am now equipped with some great tools to help me improve our practices //

Michelle McLoughlin
Kirkby Family Dental
Centre Liverpool

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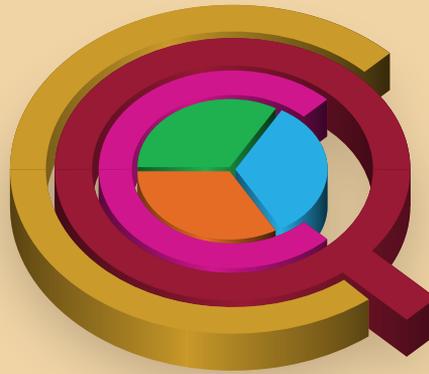
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ADAM supports your CPD goals

If you are a registered dental professional you have a duty to keep your skills and knowledge up to date with continuing professional development (CPD).

As we are in the fourth year of a five-year cycle (based on when DCPs were required to register) we wondered if you were a registered professional and if so, if you needed any help fulfilling your CPD quota?

You should be aware, at this stage, of how to manage your CPD but in case you have some doubts, here are the four basic steps:

Step 1 – Make certain you understand that you're required to do 150 hours of CPD in the five-year cycle, 50 of which must be verified

Step 2 – Plan your CPD activities to meet the requirements

Step 3 – Record your CPD

Step 4 – Every year, fill in a statement of the CPD hours you've completed

So what counts as CPD?

There is a whole range of activities that you can count towards your general or verifiable CPD and ADAM is proud to support you in your goals in many of them.

- Courses and lectures (Support provided by ADAM)
- Vocational training or general professional training study days (Support provided by ADAM)
- Educational elements of professional and specialist society meetings
- Peer review and clinical audit
- Distance learning (Support provided by ADAM)
- Multimedia learning (Support provided by ADAM)
- Staff training
- Background research
- Private study
- Journal reading (Support provided by ADAM)
- Attending conferences (Support provided by ADAM)

Whilst everyone's CPD returns will be different, there are core subjects that the GDC recommends registrants complete during their CPD cycle:

1. Medical emergencies (at least 10 hours in every CPD



cycle, and it is recommended that this is carried out annually)

2. Disinfection and decontamination (at least five hours in every CPD cycle)

3. Radiography and radiation protection (at least five hours in every CPD cycle)

The GDC also recommends that registrants keep up to date in legal and ethical issues and handling complaints.

Your personal record of CPD hours undertaken – both general and verifiable, provides evidence that you have met the GDC's requirements. At the end of each CPD year the GDC will contact you and ask you to declare the number of verifiable and general CPD hours you have done that year. Towards the end of your five-year cycle, a statement of those hours will be provided for you to check and declare, which is required by law.

Are we helping enough?

As a member of ADAM you can achieve 16 hours of non-verified CPD purely by reading each issue of e update and Practice Focus, and eight hours of verified CPD by reading each issue of Practice Focus and completing the CPD questions provided. But are we helping enough? Looking at where you are at the moment, do you need to boost your CPD hours? Are there specific core topics where you have fallen behind? Would specific articles with CPD questions be of assistance?

● **If you click the link to Denise's email (above) and let us know what you need, we will do all we can to support you.**



New ADAM webinars are revealed

ADAM and The Dental Business Academy have joined forces to provide a series of webinars (web-based seminars) exclusively to members.

The webinars are set to last around an hour, will focus on a variety of subjects that will most benefit practice managers and administrators, such as CQC, health and safety and business planning, and will take place at around 2pm and 6.30pm on weekdays.

The interactive, educational webinars will be hosted by some of the UK's most experienced dental practice experts and will cost just **£20 (incl vat)** – making them considerably cheaper than most courses. Each webinar will also provide members with one hour of verifiable CPD. The benefits of taking part are numerous:

- cost effective way of increasing skills
- easily accessible from your practice or home computer
- verifiable CPD
- no travelling expenses
- limited time away from your practice duties
- interactive elements help unite the study group
- free team training resources are provided (after event)

Three members of the ADAM team joined Dr Andy Toy, chief executive officer from The Dental Business Academy, this month for a sneak preview of one of the webinars, titled *Preparing your team for CQC inspection*.

The session began by providing a brief history of the CQC and the benefits of regulation, going on to explain more about inspections and what practices should expect and consider. Throughout the webinar were interactive polls, which allowed Andy to gauge the opinions of course members and feedback on the results. Members were also asked to answer questions about clinical scenarios and how they would expect inspectors to assess each situation. The interactive elements help bring the group together and ensure that interest is maintained throughout.

Vicki Gumbley, co-editor of Practice Focus and e update said: "I was surprised at how easy it was to join the webinar. An email is sent out a couple of days in advance and you just click on the link, follow a couple



of instructions and you're in. I would recommend that members let their teams know they will be unavailable for an hour, shut the door and enjoy the session without interruption."

Andy said: "We are really excited about these webinars for members of ADAM. As practice owners and managers, we know what it takes to run all sorts of dental practices in today's world. We also have a vast amount of experience setting up educational programmes for practice managers and other team members throughout the UK, from 'lunch and learn' to degree level study, so we hope members will find the sessions highly educational and rewarding."

Join us for a free webinar

We would like to invite up to 12 ADAM members to join a pilot CQC webinar on Wednesday May 2 at 2pm. The webinar will last an hour and will be free of charge.

Please email denise@adam-aspire.co.uk by Saturday April 28 to express your interest and to let us know the topics you would appreciate webinars covering. If you are attending BDA Conference, please visit stand D43 and speak to Jill Taylor or Hannah Peek. Places are strictly limited and names will be drawn at random.



Feature

Are you an expensive receptionist?

Our industry's increasingly commercial orientation means that we have had to change the way we approach dentistry, the management of the practice, and the structure and roles of the team. Just what is the role of a practice manager today? Is there a place in the modern practice for such a role in its traditional form? Are you an expensive receptionist or a cheap practice manager?

Privatisation replaces patients with customers and that gives rise to choice and expectations both of which you have to provide and deliver. Legislation figures more prominently: CQC, health & safety, employment law, tax etc and we have to pedal faster to keep abreast of it all. Dental practices are expanding their product portfolio to include a preventive approach, gum therapy, smile makeovers, facial aesthetics, oral cancer screening - the list goes on.

Bridging the skills gap

A successful business adjusts to its changing climate by re-skilling its employees to meet the demands of the new market. With all of these factors affecting how we manage our practices what does it mean for the practice manager? It means there will be an inevitable skills gap and that the gap is likely to be driven by a lack of business skills.

Competent to do the job

ADAM believes it has a responsibility to managers and owners/principals to advise and equip them to meet the demands of the management role. On that basis we have broken down the manager's role into eight competences – please visit the members' area of our website for details. Not all managers will fulfil all eight competences; for instance if there is no staff responsibility, HR competence will not be required but generally, most managers will, to some degree, undertake aspects of each.

Manager should manage

The role and skills of a practice manager are defined by the business structure and the principal/owner's expectations. If a manager is employed and expected to undertake customer-facing activity i.e. answer the phone, greet patients



and take payments then he/she is an administrator and not a manager. If he/she is expected to undertake chair-side duties then they are a nurse.

As practices increase in size, diversify or target defined markets, management roles are becoming more specialised. The problem has been encouraging principals and in some cases, managers, to recognise that employing an additional nurse or receptionist is advantageous to insisting that the manager's role includes these duties. Managers manage. Managers lead. Managers do not fulfil the various roles within the team like a temp. That's a waste of investment and a waste of opportunity. With an average pay differential of £22k per annum between a nurse and a practice manager, does it make commercial sense to pay someone more to spend nearly 50% of their time (based on an ADAM survey of over 600 practice managers) fulfilling the duties of someone who is paid considerably less?

Plan the future today

A manager should be a resourceful, skilled and responsible leader as opposed to being an administrator or receptionist. The future may be different but it is nonetheless bright and ADAM will continue to support practice managers by giving them the remit to manage and by encouraging them to skill up and accept the more strategic role that is becoming the norm for our industry.

● To read a full version of this and other interesting articles [click here](#).



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

Feature

Take a five-minute marketing test

Here's a little exercise for you to do right now to see how well you promote your practice to prospective patients living in your local community.

1. Pretend you are a potential patient and see how easy you are to find on the web. Try searching for a dentist in your area, implants in your area, whitening in your area, adult braces in your area – and any other services you hope to promote. i.e. dentist in Nottingham, implants in Nottingham etc. Make a note of what page and where on the page you are returned for each. Is that good enough? Are you likely to be in the running if someone is looking for a specific treatment or new dentist?

2. Look at your website from an outsider's perspective and ask yourself these questions:

- **Does it look inviting?** Does the home page really grab my attention and make me want to read on?
- **Is it easy to find my way around?**

● **Do the images and the text support one another?** Some people focus more on images whilst others like to read so it is important that one supports the other? Do they?

● **Do the images reflect the people you are trying to attract?** e.g. If you are aiming primarily at older people does your website feature young people?

● **Does the site clearly inform you of:**

- The kind of dental practice you are?
- How to make an appointment and what to expect on your first visit?
- Your prices, opening hours and where you are?
- The types of services you provide?

Rate your website out of ten for the above. If you did not get at least 7, there is immediate work to be done. You should always be looking to improve and update your web. That was five minutes well spent!

Practice Manager Required

An award-winning private dental practice in Surrey is looking for an enthusiastic, hard working, dedicated Practice Manager. Must be extremely organised, have great attention to detail and be focussed on the delivery of 5 star customer service.

Duties include:

- Dealing with day to day tasks in managing the practice
- Accounting and monitoring of performance, sales and productivity targets
- Diary management
- Private patient coordination
- Arranging marketing activities
- Updating all policies and procedures as part of CQC
- Performing appraisals and any other staff related matters
- Act as registered manager for the purposes of CQC

Successful candidates will have the following:

- At least 2 years of previous experience as a dental practice manager
- Knowledge of CQC and current regulations
- Advanced organisational and customer service skills
- Attention to detail
- Strong interpersonal skills
- SOE experience preferred but not essential

A competitive salary is offered depending on experience and expertise. Suitable candidates should send your Curriculum Vitae to: practice@somethingtosmileabout.co.uk or call Suzanne Harris on 01428 643506.

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Plate spinning and the practice manager

Advertising feature

A busy Practice Manager has a host of daily, weekly, monthly, quarterly and annual tasks to complete. You can think of each task like spinning a plate on a stick. How many plates can you spin at one time? If you're a busy Practice Manager, I'll bet it's quite a few (and a lot more than most of your colleagues in the practice realise!). However, no matter how many you have spinning, it's the sound of one crashing that you worry about. And the plate that crashes is probably one of those tasks that are really important but not really urgent.

The urgent tasks are always in your face – a team member has phoned in sick; you have to balance the till before you leave; a patient complaint needs an immediate telephone response. You are forced to deal with urgent tasks because well, they're urgent!

The important tasks lurk in the background and are easily forgotten. Things like mandatory autoclave or washer-disinfector maintenance, arranging annual staff appraisals or your six monthly radiography audit. If you forget to complete one of these tasks before the end of the day, then the practice will still carry on. However, one day your autoclave breaks down or you discover the CQC will be visiting in 48 hours. Suddenly you realise you've forgotten to complete one of those important tasks, your heart sinks and, in the distance, you hear the sound of a crashing plate.

The SUSAN solution

How do you keep track of all the important (but not urgent) tasks that are constantly in the background of your daily working life? Well, SUSAN has the answer.

SUSAN is not only your personal, practice management resource centre. SUSAN also has a built-in diary and alert function to remind you when important tasks are due and help bring them to the front of your attention. And if you need to remind another colleague or team member, SUSAN will send them an email on your behalf – automatically. Just input your significant



deadlines or dates and SUSAN will gently but insistently prompt you to deal with them when they're due.

With SUSAN's help you'll be able to spin a whole lot more plates at your practice – and forget the worry of one of those important ones crashing around your ears.

About SUSAN

SUSAN is a brand new Quality Management software system designed to give you the ultimate in clinical governance, dental business support and much, much more. SUSAN aims to have the answers to all of the practice management problems that you know about – and the ones that you don't know about! SUSAN has a constantly expanding library of over 1,000 documents and templates to provide you with the very best, most up-to-date practice management information, all available at the click of a mouse.

Visit www.asksusan.co.uk to look at a demonstration of SUSAN's diary and alert function and find out more about how SUSAN could be your new best friend.



Snoring remedies & old wives' tales

National Stop Snoring Week takes place from April 23 - 28. Here, Marianne Davey MSc, from the British Snoring & Sleep Apnoea Association, takes a look at some weird and wonderful snoring remedies through the ages.

Since time immemorial snoring has been the subject of humour, distress, divorce and debate. Even Dickens made reference to snoring in many of his books, the most notable being 'fat Joe' in his *Pickwick Papers* of 1836.

Ancient Greeks described causes and conditions that might lead to snoring. Dion tried to describe the noise of snoring as being 'neither a clucking nor a whistling or a purring'. Whilst others described it as 'slurping in his sleep' and 'blowing out the sleep with all his might'.

Several philosophers believed that snoring was caused by excessive drinking and eating. 'Those experience snoring who fill up their stomach', 'lying there and snoring overloaded with food', 'when it comes to the delights of the table, excessive drinking in particular bears the blame for snoring'. Age has also been cited as Eteokles was reported to 'have lain there, snoring, not only because of excessive food consumption but also because of his age'.

We know excess weight is a common cause of snoring and even Emperor Claudius who was an excessive snorer was described by Suetonius as having 'a voluptuous and not small body and a well-fed neck'.

George Catlin in 1870 published his book *The Breath of Life or Mal-Respiration*, in which he promotes the importance of good sleep. He believed that non-restorative sleep had a profound effect on one's daytime functioning. 'He rises in the morning more fatigued than when he retired to rest - takes pills and remedies throughout the day and renews his disease every night'. In this passage Catlin is referring to what we now know as sleep disordered breathing. Catlin also believed that sleeping with the mouth open was associated with abnormal sleep and increased mortality.

From the Ancient Greeks to the 21st century, our perspective on snoring has remained relatively unchanged. However with modern medicine our management of snoring has evolved. But are modern



methods any better than those of the Ancient Greeks?

This year during National Stop Snoring Week we will be looking at old wives' tales to see if they have any merit in modern medicine. We have collected a number of 'snoring remedies' cited in medical journals from 1941 to the present day such as the well-known 'ball in the back', and gargling with boiled sage and garlic. Volunteers will try one of our top ten old wives' tales for one week and report on their findings.

During the week we will reveal the results and discuss how some of these old wives' tales are in fact used today.

The British Snoring & Sleep Apnoea Association is a not-for-profit, charitable organisation dedicated to helping people to get a good night's sleep. For more information and the results of the old wives' tales study please visit www.britishsnoring.co.uk/nationalstopsnoringweek



Delivering a successful service

The successful management of a healthcare team requires leadership, planning, effective logistics and an ability to adapt to ever changing needs, says Jann Gardner, guest speaker at the ADAM Conference.



We all aspire to have a motivated, happy team which is completely focused on delivering a service that effectively meets the needs of patients and business. Achieving this however requires sustained planning, an ability to evolve and effective engagement with your team.

In addition your practice needs to stay focused on patient experience, quality outcomes and successful delivery of business objectives. In my session, I plan to take you through the key components of what I have experienced to be the most important factors in achieving these goals:

Getting the right team

- Understand first what you are looking for and what you have (strengths and weaknesses)
- Profile Applicants
- Develop effective roles, responsibilities and team structure

Develop a positive culture

- Give a personal commitment to inspirational leadership
- Listen and talk to the team – and be prepared to be influenced
- Create on-going opportunity for effective team working
- Establish an ethos of continuous improvement

Ensure that patient centred care is pivotal to everything you do

- Quality of delivery
- Safety of Process
- Positive experience
- Listen to your patients feedback – stay open to ideas

Enable effective service delivery

- Work with team to co-develop aims and objectives
- Critically Define Service Goals which are SMART
- Manage Staff expectations through integration of

service and personal objectives

- Effectively and consistently manage staff

Enable growth of your staff and practice

- Create a culture of innovative working
- Embrace improvement methodology in a meaningful way for your team
- Optimise eHealth solutions
- Stay aligned to your patients perspective

Learn and develop

- Use data to understand and learn
- Set Key Performance Indicators but keep them alive
- Be adaptive to what you learn from your data
- Redefine targets and refine service
- Be prepared to evolve - your team, your practice and yourself

Outlining these areas is easy, delivering them much more challenging. You will all have experiences and training which give you skills to undertake your role. We all know that this isn't rocket science and yet getting it right is not always easy. What I plan to do within my session is to help you consider how to put together your own 'toolkit' – 'lean' yet effective to enable you to be more productive and successful in your leadership position. I will be sharing some of my own experiences – some successful and others from which I have taken learning.

Getting the balance right between management and leadership is a perpetual test for us, however understanding that you are on a journey of learning is critical and I hope to help you consider what you will pack with you to make the experience for you and others as good as possible.



How ethical is your advertising?

This month the GDC has issued new guidance on advertising by dental professionals. The guidance is aimed at ensuring that advertising, whether in print or on the internet, is clear and never misleads the public. Here we take a look at how this guidance will affect us.

In its new guidance, the GDC states that all information or publicity material regarding dental services should be legal, decent, honest and truthful.

The guidance, which is effective as of now, covers all forms of promotion of services by dental professionals and aims to ensure that patients and the public are not misled, and to provide more clarity to the dental profession on what should and should not be included in any promotional material.

It covers advertising services, websites and the use of specialist titles as well as honorary degrees and memberships, and registrants are expected to adhere to this guidance from 1 March 2012.

Advertising by dental professionals can be a source of information to help patients make informed choices about their dental care. But the GDC says that advertising that is false, misleading or has the potential to mislead patients is unprofessional, may lead to referral to fitness to practise proceedings and can be a criminal offence.

The guidance, which can be downloaded from www.gdc-uk.org says: "Patients may be confused and uncertain about dental treatment so you should take special care when explaining your services to them. This includes providing balanced, factual information enabling them to make an informed choice about their treatment. Do not exploit the trust, vulnerability or relative lack of knowledge of your patients."

It also guides DCPs on appropriate use of specialist titles and says that we must not imply that any members of our team has specialist status by giving themselves a title with 'specialist' in it. Only those dentists who are on one of the 13 specialist lists held by the GDC may describe themselves as being a specialist, e.g. orthodontists.

Under the guidance, dental professionals will be required to feature their GDC registration number in



advertising their services.

Websites must contain details of a dental practice's complaints procedure and information of who patients may contact if they are not satisfied with the response, e.g. the relevant NHS body for NHS treatment and the Dental Complaints Service for private treatment.

The guidance also makes clear that every dental professional has a responsibility to ensure that any promotional information containing their name, in print or online, is current and accurate.

Chair of the GDC, Kevin O'Brien said: "The duty of all dental professionals is to put their patients' interests first. Related to advertising, this means never making claims which could mislead patients.

"This new guidance will help to ensure that patients' basic right to clear, accurate information is protected and that dental professionals have helpful guidance to assist them with ethical advertising."



Regularly review surgery insurance

Like any financial arrangement it is very important to regularly review your surgery insurance to ensure that the cover remains appropriate to the needs of the practice, says Barry Walker from specialist independent financial advisors, Medical Money Management.

What should my surgery insurance cover? Most policies will typically provide the following covers as standard:

- Buildings insurance
- Contents insurance including:
 - Practice money
 - Medical bags
- Signs & nameplates
- Equipment hired, leased or borrowed
- Employers liability
- Public/products liability

You may also wish to consider the following:

- Business interruption (consequential loss)
- Cover for contents temporarily removed
- Deterioration of refrigerated drugs/vaccines
- Failure of public utilities
- Legal expenses (including HMRC investigations/V.A.T. disputes)
- Assault by thieves or violent patients
- Fidelity guarantee (fraud or theft by employee)
- Terrorism insurance
- Extended personal injury
- Computer breakdown
- Engineering breakdown
- Electrical and/or engineering inspection service

Why business interruption cover?

It is vital to ensure that your surgery insurance policy includes adequate cover for business interruption. A major event can lead to the practice being out of commission or running at a reduced capacity for a significant period leading to a dramatic reduction in income.

Many practice expenses such as staff salaries and business loan repayments will continue and at the same time you could be incurring additional costs for alternative premises. It is therefore essential that the cover level is appropriate



in relation to the practice income and kept under regular review.

Please also remember to adjust your cover when new equipment is added - as the practice evolves, so should your insurance. If you are undertaking any structural alterations it is equally essential to ensure that the appropriate cover is in place to protect practice staff and patients as well as the structure itself.

As most practice managers and principals are not insurance experts it is a good idea to consult a broker with specialist knowledge in this field. Unfortunately, there will always be small print and your broker will help fully establish your requirements and recommend the contract that best suits your specific circumstances.

The cost of cover is important but like most things in life you get what you pay for, so concentrate on making sure the practice, your staff and patients are comprehensively covered.

Barry Walker is a partner at Medical Money Management, specialist independent financial advisors to the medical & dental professions and a director of Medical Money Management(GIB) Ltd. He can be contacted for more information by emailing barry.walker@mmmnet.co.uk

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Members receive and benefit from a range of educational vehicles including a quarterly 28-page magazine called Practice Focus, a monthly 20-page e magazine called E Update, regular emails from HQ and a members' only area of the website featuring a variety of resources and templates for download. Previous issues are available by request.
We welcome all enquiries regarding opportunities to communicate with ADAM members and offer competitive packages for regular advertisers. Please contact Donna Miller by email at advertising@adam-aspire.co.uk or telephone 01606 599025.

Positioning

Practice Focus primarily targets individuals with responsibilities for managing dental practices or who aspire to do so. Practice managers, business managers, administrators, senior dental nurses and treatment coordinators; in essence, key influencers now and in the future.

Target audience

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