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“ I would recommend apex media to any one; they helped start my social network over a year ago, one to one training sessions and always available to help with any questions. If you are new to marketing through social media it is a lot to get your head around, you need these people! Great team and great service. I wish them all the luck in the future. ”

Sandeep Kumar – Director of Smile Stylist Group

“ ...the team at Apex have given guidance and structure ...making sure that this presence is well integrated with our other marketing strategies ”

Dr Nick Fahey - Director of Woodborough House Dental Practice

“ ...They have mastered the business of Dentistry and are known as the 'go to' company in the dental world for both social media and the wider area of increasing traffic to your business. ”

Dr Paul Tipton - Dental Surgeon, Specialist in Prosthodontics and Clinical Director at T Clinic

LAUNCHPAD 6 MONTH SOCIAL MEDIA PROGRAM

THE ROCKET FUEL YOU NEED TO GET YOUR BUSINESS ON SOCIAL MEDIA

18 x
MORE RESPONSIVE
WE RESPOND 18 TIMES FASTER
ON SOCIAL MEDIA THAN YOUR
COMPETITORS

40%
LOWER COST PER FAN
YOUR COST PER LIKE FOR FACEBOOK
ADS IS 40% LOWER THAN INDUSTRY
STANDARD

15 x
MORE ENGAGING CONTENT
YOUR CONTENT IS 15 TIMES MORE ENGAGING
THAN CONTENT PRODUCED BY YOUR
COMPETITORS

Empowering your team to implement and sustain a successful social media strategy with our developed systems and processes that ensure efficient and effective use of time spent on social media activities.

Summary of activities provided with the Launchpad:

- ⊗ 6 months of fully managed social profiles
- ⊗ Training your employees to take the reins and follow through with social media activities and engagement
- ⊗ Social footprint set-up
- ⊗ Social media blueprint creation
- ⊗ Social media pay-per-click advertising creation and management
- ⊗ Daily maintenance of social profiles
- ⊗ Strategic daily content distribution
- ⊗ Targeted audience building
- ⊗ One full training day with the relevant staff members at your business to ensure smooth transition of social profile management
- ⊗ Handover includes a full set of social media management tools customised blog and vlog training

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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 this, my first edition of e-update since taking over as President, hits your in-tray, the end of September is rapidly approaching and autumn will

soon be here. Which means in the world of Dentistry, it's Showcase time!

I'm especially looking forward to being at this year's Dental Showcase which will be at London's ExCeL on 9th – 11th October; not just because it looks like being another terrific event by BDIA but because we're running our own mini-series of seminars on the Friday afternoon with guest speakers Tracy Stuart of NBS Training, Julie Rosse of BSDHT and Sarah Buxton of LCF Law. All three will look at key issues from the perspective of a Practice Manager. Tracy will talk about the many hats we need to wear; Julie will cover the implications of Direct Access for us; and Sarah will discuss some of the legal challenges we can face. Check out the ADAM website for more details and to book your place – www.adam-aspire.co.uk.

Changing the subject, and moving onto something that's dear to many people's hearts, did you know that you if you're a UK tax payer you can reduce the cost of your ADAM subscription fee through tax relief? And if you haven't claimed it back before you might even be able to backdate your claim for previous years!

ADAM continues to appear on the HMRC approved list under its former name and is listed as: Dental Practice Managers Assn. British. To read more go to <http://www.hmrc.gov.uk/incometax/relief-subs.htm> but for advice concerning your individual claim and circumstances you should contact your tax advisor or HM Revenue and Customs.

And don't forget that if you're a registered Dental Care Professional you can also claim tax relief on your GDC registration fee (ARF) - the GDC appear on the HMRC approved list under the name General Dental Council. There's no better feeling that when you get some money back from the taxman!!

In this month's e-update you can read our Top Ten HR Tips courtesy of Sarah Buxton of LCF Law, and find out why Alison Miles-Jenkins of Training to Achieve believes you should put Employees First, Patients Second if you're to have a successful practice. Plus there's the usual mix of news and information including an interview with ADAM member Liz Northmore whose day job is as an Area Manager for six Dental Practices in Devon.

Check out the fantastic offer from Dentabyte – exclusive to ADAM members – on page 8, and if you're in the South West or in Scotland why not book to attend our Seminars in October – read more on page 4.

Finally, please forward e-update to friends and colleagues within dentistry and encourage them to join ADAM.

Niki Boersma, ADAM President



Liz Northmore

In this continuing series focused on YOU, this month we meet and ask questions of Liz Northmore who is an Area Manager in Devon.

Name: Liz Northmore

Age: 55

Job: Area Manager for 6 Dental Practices and Internal Moderator for NEBDN Course run by Smile Teaching & Training at Devon Dental Centre of Excellence.

Where do you live (and with whom): With my husband of 29 years in a village on the edge of Dartmoor, Devon

Hobbies: All things Italian; detective novels & TV programmes; classical music and walking.

How did you end up working in dentistry? By overhearing a conversation in a shop! The dental nurse at the practice I attended (now Devon Dental Centre of Excellence) was telling someone she was leaving and I thought 'I wonder what qualifications you need to do that job?'

I called into the practice on my way home and asked the dentist about the vacancy - the rest, as they say, is history!

I was taken on as a trainee dental nurse in June 1980 and I am still here although my role has changed over the years going from dental nurse to reception; then practice manager; and now area manager.

When did you first get involved with ADAM? I joined BDPMA, as it was then, in 2006.

What do you enjoy most about your role? Inspiring our nurse and reception team to be the best and to go that extra mile for our patients - Devon Dental & Plymouth Dental Centres of Excellence have just won an award for "Best Team South" at the Dental Awards for the second year running.

What's the most challenging part of your role? My work with the trainee dental nurses via the NEBDN course is quite challenging – but very rewarding when they get their dental nursing diploma qualification.

Would you recommend a career in dentistry? Most definitely yes, that's why I decided to get involved with the NEBDN training course run at Devon Dental; the profession has given me so much and I want to give something back.

And if you hadn't gone into dentistry, what would you be doing? Well that's hard to answer; I did work in a pharmacy for almost five years so maybe either pharmacy or beauty consultant as I was sent on numerous courses on skin care and make-up.

Tony Griffin, Council Member at Dental Technologists Association awarded MBE

Dental Technologists Association (DTA) Honorary Treasurer and Council Member, Tony Griffin, was named a Member of the Order of the British Empire in the 2014 Queens Birthday Honours in recognition of his services to Dental Technology.



Tony is a qualified Dental Technician and first joined DTA as a member in July 1989. As many of you will know, he is a Past President of DTA and Past Chairman of DTETAB. He has dedicated his professional life to helping establish Clinical Dental Technology and supporting Dental Technology and Dental Nursing within the healthcare provision of the dental team.

Tony worked for over 30 years in a variety of management roles starting at People's College of Further Education, Nottingham and with direct links to De Montfort University, Leicester. More recently he has developed a portfolio career that includes a national quality assurance role along with other paid and voluntary work.

DTA President Mike McGlynn said: *'This is terrific news for Tony and is well deserved recognition of his hard work and commitment to dental technology over many years. We are fortunate to be able to call upon Tony's wealth of experience here at DTA and are delighted that his services to our profession have been given a royal seal of approval!'*

Forthcoming ADAM Seminars: Successful Marketing Strategies

Following on from her highly successful Seminar in London on 27th June 2014 on Developing Marketing Strategies, Tracy Stuart, Honorary Vice President of ADAM and Director of NBS Training will be running two all-day Seminars, one in **Taunton on 8th October 2014** and one in **Livingston on 31st October 2014**.

For more information click here:

<http://www.adam-aspire.co.uk/news-and-events/34-news-and-events/242-forthcoming-adam-seminars-successful-marketing-strategies>

BDHF says statins 'help prevent tooth loss'

British Dental Health Foundation (BDHF) reports that new research has discovered that people taking statins for general health problems were almost three times less likely to suffer from tooth loss compared to those not on the drug.

Patients on statins were compared with those not on the drug over a period of five years, and after taking into account environment influences researchers discovered that use of statins could reduce the effect of gum disease and bone loss with the consequence of keeping teeth for longer. Statins, often used to lower blood cholesterol levels, are the most commonly prescribed medicines in the UK. They can help

to reduce the risk of strokes and heart attacks, two problems that have been linked to increased poor oral health in the past.

Although the research is promising for patients currently on statins, Chief Executive of BDHF, Dr Nigel Carter OBE, believes there's no excuse for not keeping to the charity's key messages.

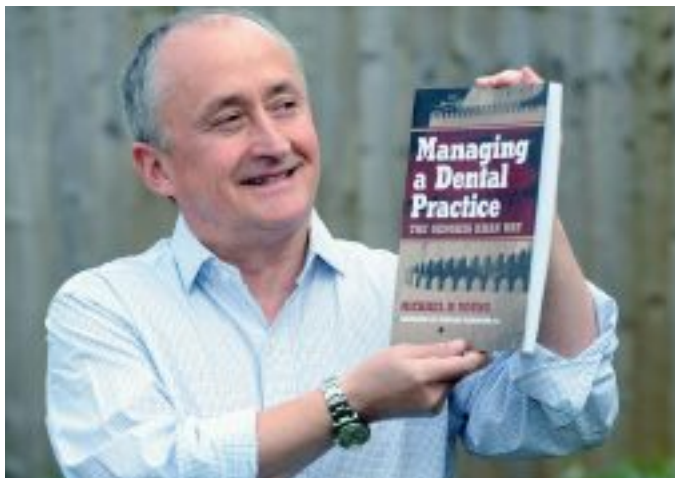
Dr Carter said: *"There is plenty of evidence to suggest statins have several health benefits. Some people do remain on them for quite some time, and it is encouraging to see this research highlighting a knock-on effect of this is better oral health."*

"However, this does not mean people on statins can forego basic oral health principals. Tea, coffee, a healthy diet and not smoking are just a few things that have been linked to improved oral health, but they all require the foundations of a good oral care routine."

For more information go to:

<http://www.dentalhealth.org/news/details/807>

Managing a Dental Practice & Developing Your Dental Team: The Genghis Khan Way by Michael Young



Both books are currently on special offer at:

<http://www.radcliffehealth.com/shop/managing-dental-practice-developing-your-dental-team-genghis-khan-way-bundle>

You can read an article entitled **Don't Shoot the Messenger** by Michael in the autumn edition of Practice Focus, out next month.

BDA says Government backing down on foundation dentist pay cut

On 28 August the British Dental Association (BDA) announced it had received notice that the Government is backing down on its proposed £2,000 pay cut for foundation dentists in England.

Following a sustained campaign of petitions and lobbying the BDA recently informed the Department of Health of its intentions to pursue judicial review proceedings.

Now the Department of Health has confirmed its intention to back down in a letter to the BDA.

For more information go to: <http://www.bda.org/news-centre/press-releases/47104-government-backs-down-on-foundation-dentist-pay-cut.aspx>

Date and location	Name of event and provider	Cost and Notes	Contact details
-	ILM Level 3 Certificate of Leadership and Management <i>UMD Professional Ltd</i>	Distance Learning Programme	Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk
-	Performance management and appraisals in dental practices <i>UMD Professional Ltd</i>	This workshop course is delivered at your practice and covers managing and maximising staff performance, and how to carry out appraisals in dental practices.	Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk
Commencing January 2014 London	Dental Business Management Programme leading to the ILM Level 7 Diploma in Executive Management <i>UMD Professional Ltd</i>	Grants available towards fees plus a further 10% discount for ADAM members.	Fiona on 020 8255 2070 or fiona@umdprofessional.co.uk
-	BTEC Level 4 Professional Diploma in Dental Practice Management <i>The Dental Business Academy</i>	Distance Learning Programme - 30% discount for ADAM members	http://thedentalbusinessacademy.com/shop/btec-level-4-professional-diploma-in-dental-practice-management/
-	BTEC Level 5 Professional Diploma in Dental Practice Management <i>The Dental Business Academy</i>	Distance Learning Programme	http://thedentalbusinessacademy.com/shop/btec-level-5-professional-diploma-in-dental-practice-management/
-	Introduction to Dental Practice Management <i>The Dental Business Academy</i>	Distance Learning Programme	http://thedentalbusinessacademy.com/shop/dental-practice-management-introduction/
From May 2014 Wakefield	Professional Certificate in Dental Practice Management (L4) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year 2 year and CPD courses also available ADAM members' discount	Contact Sim on 0161 928 5995 or sim@thedentistrybusiness.com or www.thedentistrybusiness.com/register.php to watch video intro
From May 2014 East Midlands West Midlands	As above	As above	As above
From May 2014 Wakefield	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <i>The Dentistry Business</i>	As above	As above
From May 2014 East Midlands West Midlands	As above	As above	As above
From May 2014 London	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional Ltd</i>	£2450 payable over 13 months. Discount for payment in full at start of course	Call 020 8255 2070 or fiona@umdprofessional.co.uk
From May 2014 Birmingham	As above	£2450 payable over 13 months. Discount for payment in full at start of course	Call 020 8255 2070 or fiona@umdprofessional.co.uk
Starts September 2014 Birmingham	As above	£2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts October 2014 London	As above	£2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts October 2014 Bristol	As above	£2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts October 2014 Leeds	As above	£2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts October 2014 London	ILM Level 7 Diploma in Executive Management <i>UMD Professional</i>	£4800 payable over 18 months. Part-funding available	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts October 2014 London	ILM Level 5 Certificate in Leading with Integrity <i>UMD Professional</i>	£1200 payable over six months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Starts September 2014 London	ILM Level 7 Award in Strategic Leadership <i>UMD Professional</i>	£3000 payable over ten months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Distance Learning programme	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	£2165 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Distance learning programme	ILM Level 3 Certificate in Leadership and Management <i>UMD Professional</i>	£1780 payable over 11 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
24 September 2014 Yorkshire	Professional Certificate in Dental Practice Management, Module 1, workshop 1 <i>The Dentistry Business</i>		Contact Sim Goldblum for more details - 0161 928 5995 or sim@thedentistrybusiness.com
17 October 2014 Manchester	As above		As above
6 November 2014 West Country	As above		As above

Employees first, patients second?

No I haven't gone mad, I'd like to share an idea about improving patient care which starts from a different place.

I like to believe that I am a champion of customer service excellence. My passion for quality, care in our interactions with others and a determination to succeed drives everything in my life. It is pivotal to running my business, my relationship with my team, my clients, my delegates, my coachees, contacts, and suppliers. It seeps into my personal life, and infects, positively, I hope, my family, my kids and my friends.

So you can imagine how disappointed I constantly feel as a customer of organisations in this country when I experience a shocking lack of customer care let alone service excellence. From the waiters of the newly opened restaurant not far from here, to the bored receptionist, the inept call centre agent, the disinterested 'not my job' council officer to the hotel staff who are taught to say 'Good morning' but not how to say sorry when something goes wrong. Perhaps I am not typically British – I will give feedback, and I will complain. My kids – not yet worn down enough as customers – whisper "Mum, don't start!"

For more than 20 years I have been working with dental practices to help them stand out, to differentiate their services, by paying more attention to the personal side of service, and not just the material side – an obsession with their products, services and shareholder value.

So I understand only too well that to align a collection of individuals and to motivate them all to want to deliver outstanding service is a huge challenge, but it is not impossible. But most of the time I am disappointed and disillusioned, and find myself comparing service here unfavourably with our European and other counterparts.

Is it not strange that, given the ongoing challenging environment in which we all work at the moment, those responsible for strategy and performance in organisations rarely have customer service excellence on their agendas? Don't they feel the need not just for satisfied customers, but for loyal ones, who will champion and

advocate for them? Don't they understand the power of turning round complainants and the subsequent increase in their repurchase intention?

I have been inspired today of all days to write this article, by Vineet Nayar. His philosophy of 'Employee First, Customer Second' is that any firm priding itself on quality and creativity must put employee satisfaction first. Bosses "must assist and enable, not dictate, and companies will see maximum benefit from a happier, more productive workforce". The 'value zone', as he calls it, is in the 'interface between employee and customer'.

The article resonated with me because for twenty years some of the key advice we have given our clients to help their reputation for customer service stand head and shoulders above the rest has centred around:

- Think of the patient as someone you need, not who needs you.
- Patient Service Excellence – build it in at strategic level
- Select the right people – are you building customer service attitudes and skills appropriately into your person specifications – for all posts. How are you testing this?
- Transform your practice culture into one which truly values and nurtures its employees
- Walk the talk. Be a role model for the right behaviours and attitudes, as they will infect the staff
- Don't treat your staff as though they don't count. Remember, we humans pass on treatment.
- Empower your staff. Inspire and motivate them. Learn from them.
- Ensure your procedures and policies are there to help the patients and staff, not hinder them.
- Train, support, praise, reinforce, monitor, and feedback.

Finally, please remember – keep working at it – one run round the block won't make you fit but regular exercise will do! It's a constantly moving horizon – so continually develop, revisit, reinvent and improve.

If you need any help developing your approach to developing your practice just give me a call.

Bye for now.

Alison Miles-Jenkins
Founder and CEO
Training To Achieve

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alison@trainingtoachieveenterprises.com



Top 10 HR Tips

1 Employment Contract

The law states that within two months of an employee starting work, you must provide them with terms and conditions of employment. Best practice would be to provide the terms and conditions with the offer of employment or on their first day at work. No two practices are alike and the employment contract should be bespoke to your practice. An employment contract can contain any number of bespoke clauses that are specific to your practice. For example, you may require a clause in your employment contract so that you can recoup any training fees you have paid for the employee should they leave soon after they have attended the course.

If you fail to provide an employee with terms and conditions within the two month period and the employee makes a claim to the Employment Tribunal, you can be fined up to four weeks gross pay!

2 Back To Work Form

An area which is often tricky to deal with is sickness absence. A really effective way of managing staff and keeping records of their absence is to hold a back to work interview with members of staff who have been absent. Often a back to work interview can reveal if the absence is work related, such as stress or if the member of staff is being bullied. It is also an opportunity for you to ask if the employee needs any support at work and if any adjustments need to be made such as a reduction in working hours to support their return to work.

3 Appraisal Form

Taking the time to review members of staff is important to the staff and to the practice. It is an opportunity for past performance to be reviewed and to set targets for improvement. The outcome and targets agreed between you and the employee should be documented in an appraisal form, signed by both parties and reviewed at regular intervals throughout the year.

4 Amendments to Contract(s) Letter

Employment law changes and develops weekly. It is one of the fastest changing areas of law. It is not time effective or appropriate for you to keep up to date with the changes in Employment Law. This is what lawyers are for! Do bear in mind though that if there is a change which requires a change to the contracts of employment, you do not have to re-write the entire contract, the change can be agreed by what is commonly referred to as a rider or a letter setting out the amendments. It is best practice to provide this letter in duplicate to the employee and ask them to return a signed and dated copy.

5 Acknowledgement of Resignation Letter

Staff come and go and to ensure there is no confusion over the last date of employment or holiday entitlement you should always ask the employee to put their resignation in writing. Upon receipt of this letter you should then respond by acknowledging the resignation stating when their last day at work will be together with their accrued but untaken holiday entitlement (if any).

6 Equality and Diversity Policy

The Care Quality Commission will expect to see an Equality & Diversity Policy. Without an up to date, Equality and

Diversity Policy it is virtually impossible to defend a discrimination claim. Age; disability; gender re-assignment; race; religion or belief; marriage or civil partnership; sex; sexual orientation - these characteristics are protected from discrimination. Your Equality and Diversity Policy should be contained in your staff handbook will show your commitment to equality in the work place, and a monitoring form will show that you actively promote equality.

7 Equal Opportunities Monitoring Form

This enables you to gather information about your employees in a confidential manner. The information you collect should be in relation to: age; disability; gender re-assignment; race; religion or belief; marriage or civil partnership; sex; sexual orientation - these characteristics are protected from discrimination. This will help you ensure that all members of staff are treated the same and prevent claims in the Employment Tribunal for discrimination. The amount of compensation which can be awarded at the Employment Tribunal for discrimination is unlimited and can run into thousands of pounds as well as being stressful and time consuming.

8 Letter acknowledging Maternity Leave

As soon as you receive notice that an employee is pregnant, you should ask for a copy of their MATB form that they will have obtained from their GP. This will set out the date of which the employee is due to give birth. From this date, you can work out when the employee's maternity leave dates will arise. You should inform the employee of the dates and set out what they should do should they wish to return to work early or later than expected or whether they do not wish to return to work at all. It is often the case that employers forget to inform the employee of this and are often left wondering if or when the employee will return to work, making it difficult to plan and hence can have an effect on patient care.

9 Flexible Working Request Form

It is often the case, that when an employee may need to change their hours. This often occurs when an employee returns from Maternity Leave. The first step is to ask the employee to complete this Form. The employee may not even be eligible to make a request and therefore you do not have deal with this request any further.

10 Social Media Policy

Social Media is a hot topic at the moment, and therefore it is imperative that Practice Managers have a Social Media Policy setting out the standard of behaviour expected from their employees who go on line. The failure to manage Social Media can be harmful for moral and the reputation of the Practice.



Sarah Buxton is a dental specialist employment solicitor. She works in the Dental Team at LCF Law which offers an array of services including buying and selling practices, expense share, partnership and shareholders agreements, incorporations, employment, locum agreements, NHS disputes and regulatory issues.

Please contact **0113 2010407** or
sbuxton@lcf.co.uk for further information.

Looking for ways to improve your Appointment book profitability and efficiency?

The Problem: After a practice closes in the evening, there is no way for patients to connect to the practice and book an appointment- effectively missing out on a large number of patients who can only book when they are finished with work. This means you have hectic periods in the day where many patients call in either during the morning before work (the morning 'mad rush' hour), or during their lunch break.

Are missed appointments a big source of frustration for you? Would your life be easier if patients registrations and bookings, payments and appointment confirmations become streamlined, all in total control of the practice?

Solution: Online patient registration and Online appointments booking solution helps practices to streamline the patient engagement process.



First off, it helps as an additional channel to get in touch with the practice, so that engaged phone lines are not an impediment for the customers to get in touch with you. Secondly, the practice staff can focus on patients in the practice improving quality of service and quality of care. Finally, with the e-Payments facility, patients pay (or register their card details), reducing the Failed to Attend (FTA) rates significantly – reducing the need for you to chase after them for payments.

It's a very simple and effective system that retains the control of your appointment books with the practice and

allows your practice to get new patients and leads generated from your website. In the UK, 36 million people are connecting to the internet every single day, many are looking for services online such as dental appointment. With online booking, you can capture these leads and embrace the future of dentistry. For more information and free demo, please visit www.AppointMentor.com

Are you struggling with Patient Feedbacks?

The Problem: Many practices find managing patient feedbacks time consuming, and a tedious task. When patients have finished with their treatment, they are usually in a hurry to leave. Often, the ones who stop and fill in a feedback questionnaire, are the ones who have had a negative experience. Over time, this negatively skews the feedback because the satisfied silent majority's voice has not been penned. Do you find yourself spending hours after the practice has shut, inputting the collected paper based feedbacks into a spread sheet, struggling with formulas, graphs and analysis? There has to be a better way!

Solution: PatientConnections automates the process of feedbacks.

Patients receive an automated email with a link to leave their feedback. Their responses are automatically recorded, tallied and analysed, with easy to understand graphical reports generated, resulting in actionable information for the practice.



Practices can append special offers with the feedback message to up-sell additional treatments, allow positive feedbacks to be shared by patients through social media, and automatically upload positive feedbacks to their practice website – creating credibility for new patients browsing the web, and keep search engines happy due to regular updates for their website.

For more information, please visit:
www.PatientConnections.co.uk



The Ca'd'oro, 45 Gordon Street, Glasgow, G1 3PE,
p: **0844 414 2896**, e: sales@AppointMentor.com

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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



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