

# BDPMA *eupdate*

## Do you dream of a better website?

Keren Lerner of Top Left Design suggests two straightforward steps to making your practice website more effective. In addition, she is offering BDPMA members a 20 per cent discount off the cost of Top Left Design services – a website, an email newsletter, setting up a blog or one of its social media training courses. Turn to page 9 to read more.



### Are your profits down?

In the latest instalment of her regular financial column, Lesley Bailey suggests the questions you should ask if you have a capitation scheme dental plan.

### How can NLP help you?

NLP Master Practitioner, Miriam McCallum begins her new column by suggesting that rapport is the key to good communication with your team.

### It's 90% relationships

In her latest video, social media marketing guru, Rita Zamora, explains why Facebook and Twitter are all about relationships not technology.

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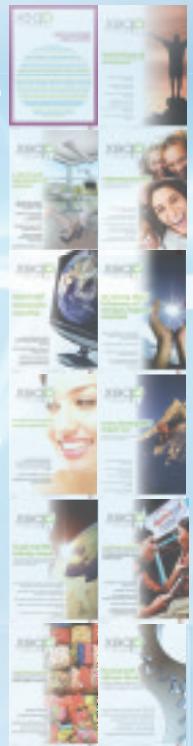
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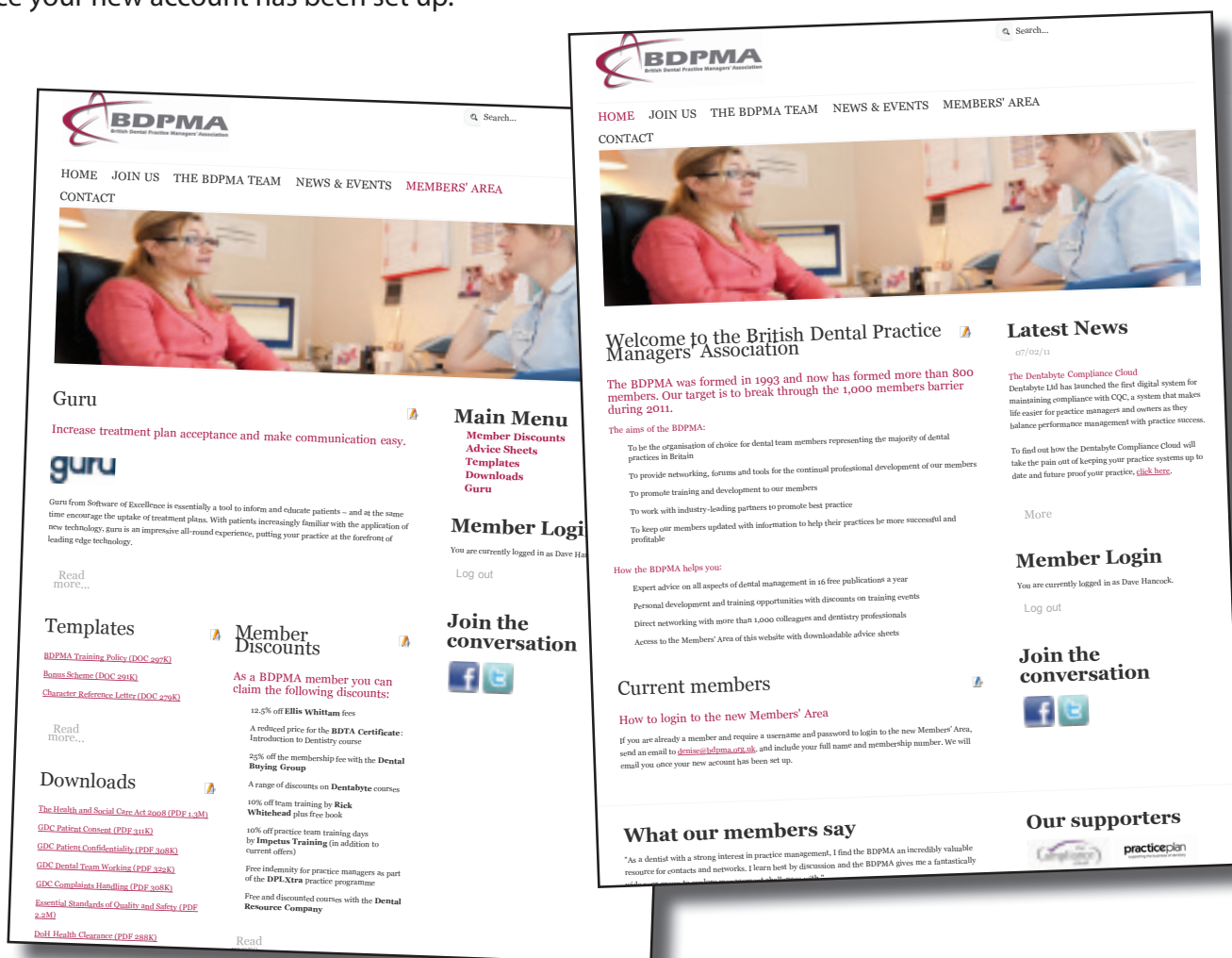
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# News

## New BDPMA website

Following a number of unavoidable delays, the new BDPMA website is online at [www.bdpma.org.uk](http://www.bdpma.org.uk). The website incorporates the new maroon and grey BDPMA logo and, as you can see from the screen shots below, is bright and modern. The home page includes the latest news, which is then archived to a News & Events page. There are direct links to the BDPMA's Facebook and Twitter pages. The Members' Area contains information about discounts exclusive to BDPMA members and a large number of advice sheets which are free to download. All members will need a username and password to login to the Members' Area. Send an email to [denise@bdpma.org.uk](mailto:denise@bdpma.org.uk) and include your full name and membership number. Denise will email you once your new account has been set up.





# Emergency kit



The Care Quality Commission (CQC) requires all members of the dental team to have the correct training, equipment and drugs to manage medical emergencies. In response to this, Kate Taylor and Julie Burke, lecturers and specialists in oral surgery at Leeds Dental Institute, have designed the ResusPod. The ResusPod covers all the requirements for medical emergency management of the CQC, Resuscitation Council (UK) and GDC. All of the recommended drugs and equipment (including automated external defibrillator) are housed in tamper-proof containers. Sophisticated inventory management tools provide additional peace of mind for every practice registered with ResusPod. In addition, bespoke treatment algorithms (flow charts) support emergency situations by prompting the dental team to take appropriate actions. ResusPod will be launched at the Dentistry Show at the Birmingham NEC on 4-5 March 2011.

[www.resuspod.com](http://www.resuspod.com)

# Discount CDs

BDPMA member, Joanna Taylor, is offering a discount of £2 off the price of her hypnosis CDs to BDPMA members during February and March. 50p from the sale of each CD will be donated to the Dogs Trust.

*Hypnotherapy for Relaxation* – if you are suffering from stress or anxiety, this CD can help to promote feelings of calm and relaxation. Used regularly, it can reduce tension and assist you to regain a greater sense of control and balance in your life.

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*Hypnotherapy for Goal Achievement* – do you feel as though something is getting in the way of your success? With this CD, you can help yourself to clear away those unconscious blockages and move towards achieving your goals. Usual price £9.50

Click on the image of Joanna to hear an extract from her CDs.

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# Legionella risk assessments

Brodex Ltd is one of the country's leading water hygiene companies and has successfully carried out more than 200 dental Legionella risk assessments to comply with HTMO1-05/L8/ CQC requirements. Brodex has an on-going working relationship with Denplan and offers a substantial discount for their members who use Brodex water treatments.

[www.brodexuk.com/services/health-care-sector](http://www.brodexuk.com/services/health-care-sector)



# New PAYE tools

HMRC has launched 'Basic PAYE Tools' to help employers run their payroll systems. The new online resource replaces HMRC's popular Employer CD-ROM. It includes all the CD-ROM's interactive features plus an automatic update facility, to ensure the tools are up-to-date with the latest information and figures.

[www.businesslink.gov.uk/basicpayetools](http://www.businesslink.gov.uk/basicpayetools)

# Executive Development Programme

*Nicki Rowland, Practice Manager at Perfect 32, Beverley, writes.* Face To Face and Axio Development have become partners to offer an executive management programme with a difference. I attended a 6/7-day course run over three months which was truly motivational. I was assigned a mentor who helped me put the theory into practice back at the surgery. The learning group was six managers from different backgrounds and we had the opportunity to exchange valuable information about the systems, procedures and leadership skills used in our workplaces. What amazed me was the fact that no matter what industry you work in the majority of business issues are similar. I have put into practice some working systems that a course colleague uses in her graphic design company. Dentistry can be a very insular industry that I am sure would benefit greatly from implementing knowledge drawn from other businesses. I see business from a very different angle now.

The course sets out clear learning objectives based on the following outcomes: understanding yourself, serious communication skills, understanding leadership, attitude control, handling different types of people, embracing accountability, the power of focus, motivation, 'un-shrink' yourself, the art of inspiration and mapping the future.

The main challenge of the programme was to find strengths within myself and my team to support, direct and guide my practice to business success.

For more information contact:

Nick Danby at [nick@face2facecpd.com](mailto:nick@face2facecpd.com) or David Taylor at [david.taylor@axiodevelopment.co.uk](mailto:david.taylor@axiodevelopment.co.uk).



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# Do you want recipes?

In a recent exchange on the BDPMA Twitter site ([www.twitter.com/BDPMA](http://www.twitter.com/BDPMA)) the idea was floated that members might wish to exchange recipes. Felicity Cleaver gets the ball rolling with spicy butternut and coconut soup.

## Ingredients

- 1 large white onion
- 1 large butternut squash
- 1 tin of coconut milk
- 1 pint stock (preferably homemade)
- Curry powder to taste

## Method

Heat oil in a large pan with lid  
Dice the onion and add to a pan, cook until softened  
Dice the butternut squash and add to pan  
Add the tin of coconut milk and pint of stock  
Add curry powder (about 2 tsp – add more or less depending on personal taste)  
Bring to the boil, then simmer for 20 minutes or until butternut squash is soft.  
Blend to a smooth soup and enjoy.



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# Date set for PVG

The Protecting Vulnerable Groups Scheme in Scotland is to go live on 28 February 2011 it was announced recently. The scheme had been due to commence at the end of November 2010 but Ministers took the decision to postpone its introduction to ensure the system which supports it is fully fit for purpose and robust.

The scheme only applies to people who work, paid or unpaid, with children and protected adults and it does not apply to parents helping their children or personal arrangements that parents make with friends and family to look after their children.

PVG Scheme Help Service

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e [pvg.enquiries@scotland.gsi.go.uk](mailto:pvg.enquiries@scotland.gsi.go.uk).

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# Features

## Family rights – flexible working

In the fourth of the series of articles on employment law, DPL, together with Croner Consulting, a leader in employment law, looks at flexible working – an area of continuing change

Employees who are eligible to request flexible working may request a change to:

- the hours they work, eg to work part-time
- the times they are required to work, eg for a later start time to enable the employee to take a child to school
- the place of work, eg to work from home.

### Eligibility to request flexible working

In order to be eligible to make an application for flexible working, the employee must be making the application for one of the following purposes:

- to care for a child who is aged 16 or under (applications can be submitted up to and including the day before the child's 17th birthday)
- to care for a disabled child who is under 18 years of age at the time the application is made
- to care for a dependent adult (ie someone over age 18).

Since 6 April 2007, employees have been entitled to request flexible working in order to care for a dependent adult. To be eligible to make such a request, the employee must be, or expect to be, caring for an adult who:

- is married to, or the partner or civil partner of, the employee
- is a near relative (ie parents, parents-in-law, adult child, adopted adult child, siblings and in-law siblings, uncles, aunts, or grandparents and step relatives) of the employee
- falls into neither category but lives at the same address as the employee.

The meaning of 'care for' and the extent of caring responsibilities required are not defined in the

regulations but will include activities such as keeping the dependent person company and helping with housework, shopping or cooking, as well as personal care and nursing care.

There is no automatic right to work flexibly, as the employer might not be able to accommodate the employee's desired work pattern. However, employers are under a statutory obligation to consider the application seriously.

This information is taken from the DPL Xtra Practice manager website. The DPL Xtra practice manager website is a benefit of the DPL Xtra practice programme. For more information regarding the DPL Xtra practice programme

[www.dentalprotection.org](http://www.dentalprotection.org)





# Two steps to an effective website in 2011

Your website must give the impression of a quality and caring practice – a clear design and well written copy build trust and credibility and social media, email marketing and blogs keep your message out there. Read on for useful tips from Keren Lerner at Top Left Design



## Step 1 – the ingredients:

Each site is different but here are some things to start you thinking about your next website incarnation.

- **A clear homepage** which draws people into the most important parts of the site – especially your contact details
- **Well written copy** – a copywriter can either write or edit your copy for you
- **A simple description** – not too wordy – about the background and ethos of the practice
- **Case Studies and testimonials** – people like stories from happy patients
- **A blog** with commentary, practice news and

## Step 2– narrow this down to what you think you can maintain content for

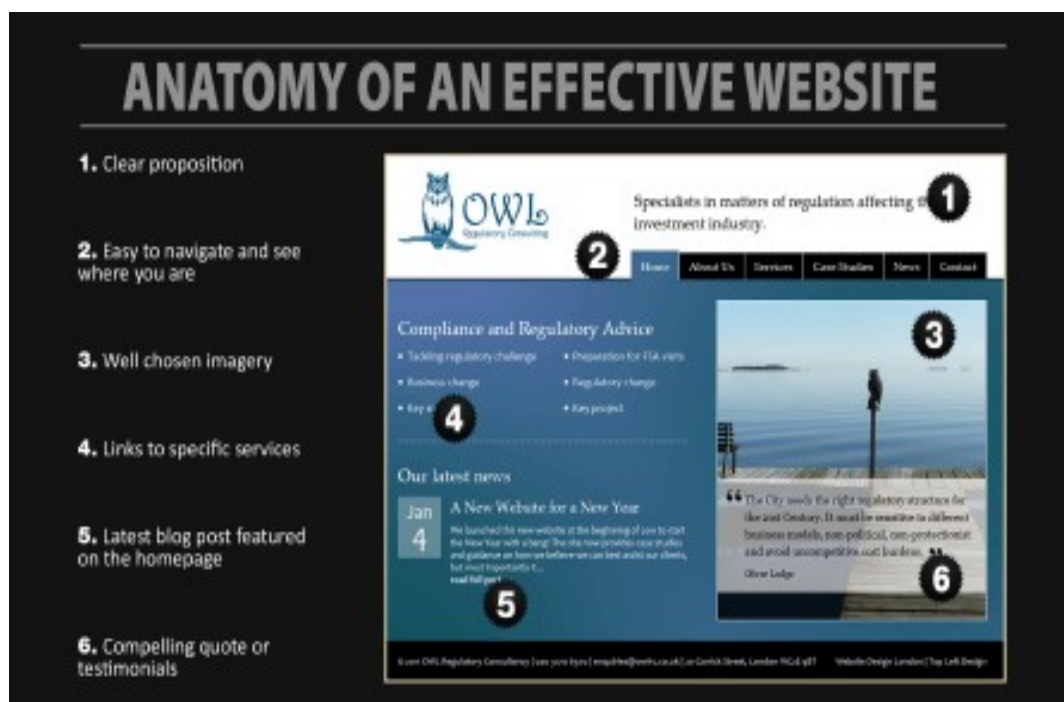
If you are going to have any case studies on your site aim for between four and ten.

By telling stories about these relationships you can really give a good overview of how you help people.

A newsletter sign up would require you to have a regular newsletter with short stories – which aren't just a repetition of the blog.

If you do have a blog, plan your posts in advance to keep fresh content on the website and therefore a more interesting site to visit. This is also great for search engines – each post you create is another

page on the Internet, and this means search engines are more likely to find your site.



## What can Top Left Design do to help with this?

We are unique in that we give consultancy and can therefore guide you through all of the above and more - Just get in touch by emailing me at the address below with the subject – “I

loved your article in the BDPMA monthly e-update”. Then we will be able to offer you a 20% discount off the cost of our services – a website, email newsletter, blog or social media training course. We are, of course, happy to have an informal chat if you wish.

We are eagerly looking forward to seeing the changes you make on your websites!

[keren@topleftdesign.com](mailto:keren@topleftdesign.com)  
[www.topleftdesign.com](http://www.topleftdesign.com)

service related articles – to keep the site fresh and current

- **Links to Twitter / Facebook** – if you are active on social media this helps you keep your name out there and build up a steady stream of enquiries
- **Information about all services** – but not too much text
- **Newsletter sign up** – only if you are going to fulfil the promise of regular email communication

# Dental dashboard

## Essential £ advice from Lesley Bailey. Does your capitation scheme squeeze your profits?

If you answer 'no' or 'don't know' to these questions your capitation scheme may be reducing your profits:

- Do your dentists review patients to confirm they are in the correct band?
- Are your patients receiving multiple hygiene treatments not included in their monthly fee?
- Is the distribution of patients within the scheme bands correct?
- Are patients placed in the correct band to begin with?

Don't assume the capitation scheme is problem free, check it carefully following these tips:

1. Work out the average hourly rate your plan income generates. Compare this with your target hourly rate.
2. How many hygiene treatments are included for each band? Take a sample of patients in each band – how many hygiene treatments have they actually received?
3. Ask your plan provider for an average model of distribution to compare your figures with.
4. Take a sample of patients from each band and establish the value of their treatment if they had paid. Compare this with the annual income generated from that patient. Is it comparable?

e [Lesley@integralbusinessservices.co.uk](mailto:Lesley@integralbusinessservices.co.uk)  
[www.integralbusinessservices.co.uk](http://www.integralbusinessservices.co.uk)



# NLP in practice

## Master Practitioner of NLP, Miriam McCallum advises how to use NLP. This month: rapport

Although there are many skills in communication, unless you have rapport with someone, your communication (and theirs) will be misunderstood.

Some key points to develop rapport:

- We all have sensory preferences in our language (discover yours here <http://bit.ly/hePJ1l>). Are you visual, auditory, kinesthetic or auditory digital? Use the other person's style and you will develop rapport.
- What size 'chunker' are you? Do you like detail or do you prefer the big picture? Frequently, there is a mismatch between these areas – and it causes friction! So begin by matching the level – eg detail with detail. Matching the level creates rapport, then you can move – e.g. 'chunk up' by asking "for what purpose?" and 'chunk down' by asking "what specifically?" This is an example of how you can lead and influence a conversation by using language and rapport. Conflicts and disagreements are usually at the level of detail – if you chunk up this tends to change the meaning.
- Match and mirror body language – notice what happens when you mirror others, then notice what happens when you stop. Notice what people do who are in rapport and what this can achieve.

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# Social media marketing

## It's 90 per cent relationships and only 10 per cent technology advises Rita Zamora



Click on the screen to the left to watch Rita's video in which she explains why you should not be put off by the technology of social media such as Facebook and Twitter.

Rita also invites you to meet her in person at The Dentistry Show on 4 and 5 March at the NEC, Birmingham. To be sure of linking up with Rita, why not send her an email in advance?

Length of video: 1 minute 29 seconds.

Rita Zamora is a leader in social media marketing for dental professionals. She has trained dentists, teams, dental consultants, as well as corporations.

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## BDPMA member, Felicity Cleaver, says Twitter is a great source of advice

If you're still not sure about Twitter let me share with you how it helped me recently. In January we needed a new nurse to join our team. I received a number of applications, one of which came from a daughter of a nurse in our team. It was lovely to think that one of my team members felt that happy at work they advised their daughter to apply for the position. I had not dealt with this situation before so I sought help from Sylvie Sturrock (Twitter: [@sylviesturrock](https://twitter.com/sylviesturrock)).

I received a lovely email from Sylvie telling me of the pros and cons, what has worked for her and what has not. Sylvie made me look at things differently and make the right decision for my practice.

My next challenge was to replace an ultrasonic bath. I contacted our local suppliers to purchase one and was told that I needed an 'all singing all dancing' one with a lockable lid, printer, baskets and tools.

I searched through the HTM01-05 regulations and could not find any mention of printers. Cue Twitter - I Tweeted asking for advice on the subject and within a few minutes I received responses from [@Denplan](https://twitter.com/Denplan), [@emmaejohn](https://twitter.com/emmaejohn) and [@sylviesturrock](https://twitter.com/sylviesturrock).

Twitter is a community, a place where like-minded people can help each other and draw on the resources, skills and knowledge of others. Now if that's not a reason to join I don't know what is!

Felicity is a successful Practice Development Manager of a mixed private and NHS dental practice in Devon. You can follow Felicity on Twitter: [@flisscleaver](https://twitter.com/flisscleaver)

## Nicki Rowland continues her social media training

Things are going really well on the Facebook front. I have got the required amount of 'likes' to secure a URL and am now in a position to encourage our patients to follow us. At present, myself and our practice administrator, Christine, are putting together some Facebook cards to hand out to patients requesting them to join our site. Once on our Facebook site, people can view offers for the month, learn about what is happening at the practice and what staff members have been up to. Patients can also follow comment threads and ask dental questions which is all part of raising public awareness about good oral care. CQC and NHS contracts are both requiring more patient education regarding preventative measures within dentistry. Social media is a great way to help in getting messages across. Thank you, Rita, for getting me to this point and cracking my fears and apprehension surrounding social media.

Nick Rowland, Practice Manager at Perfect 32 in Beverley, has signed up for social media marketing coaching with BDPMA Honorary Vice President, Rita Zamora. If you are interested, email Rita at [rita@ritazamora.com](mailto:rita@ritazamora.com)

*Back by popular demand...*

# Special One-day event for 2011

**Turbo  
charge your  
marketing  
today!**

## The One-Day Marketing Action Plan with

*Chris Barrow*

*"Arrive with a blank sheet of paper and leave with your team committed to an action plan that will catapult your business – to where you want it to be."*

This dynamic workshop will be focused on the PRACTICALITIES of creating your own personalised practice marketing plan.

You will be able to choose from a menu of current ideas that fit your practice profile, your core values and your financial budgets. Ideas that have been tested and proven in the marketplace – and are working TODAY!

**Tuesday 24th May 2011**

- Holiday Inn Bromsgrove, Birmingham

The event starts at 9.00 am and will end at 4.30 pm

Lunch and refreshments are included.

So, if you're up for the challenge and want to gain **five hours CPD**, contact us now to book your place!

Call **01691 684141**

Or email [sarah.whittall@practiceplan.co.uk](mailto:sarah.whittall@practiceplan.co.uk)

**Limited places available**



Chris Barrow has been coaching business owners since 1980 and has a proven track record of working with prominent dentists and other professionals.

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most informative"*

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**£150** per person

**Special discount  
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**Just £120**  
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# How coachable are you?

*Many of life's failures are people who did not realize how close they were to success when they gave up* – Thomas Edison. Odette Laurie questions your desire for success



You are here. But you want to be there. You look around and everyone else is there, except you (or so you think). This bugs you and you can't understand why you struggle to get there. So you give it the old college try and...the rest is your life. Why is this the treadmill most people use? I'll explain why.

Experience is a compilation of all your mistakes. Without mistakes you have no experience. Most of us are afraid to make mistakes, hence lack experience. So what has this got to do with using a coach? A coach is someone who has made a lot of mistakes...and wants to share those experiences with you so your ride is a little less bumpy.

## Okay, so now what?

What the heck do you do with a coach once you got one? In the words of Henry Ford, "Coming together is a beginning. Keeping together is progress. Working together is Success."

Coaching is a partnership. A coach works with you, to help you gain the clarity to define your goals and priorities. She points out the obstacles you face, especially the ones that everyone else can see but, somehow, you can't. She shows how you often 'get in your own way'. She makes it easier for you to move forward.

## Do I need a coach?

When you want to do something differently or to do different things. When you have goals and want to stick to them. When you need to be held accountable for your actions or inactions. A great coach will let you look out the window while you travel the road together. An even greater coach will even let you stop for fuel once in a while.

We all want fulfilling lives. The problem is many of us can't live our vision from the perspective we are looking from. We look at what we have...what we don't have and we see a gap. In some cases a huge hole. We look for something to fill that hole. What a coach does is look at the platform from which you view your limiting perspective and develop alternative perspectives. We encourage you to push the edge of possibilities, to travel beyond your comfort zone. We expand your horizons past what is considered normal and realistic, to a new way of thinking and ultimately being.

## Find a coach who is succeeding

Copy what they've done and work harder than they have. To be coachable, you need to follow the lead of the people who are where you want to be. If you take action you produce courage. If you don't act, you produce fear; fear of failure, fear of making mistakes.

No mistakes, no experience. No experience, no success. It's that simple. So celebrate the failures as well as the successes. They are synergetic. How do I know? I have made so many mistakes, I can't count that high.

[e odette@businesswomenontop.com](mailto:odette@businesswomenontop.com)

[www.businesswomenontop.com](http://www.businesswomenontop.com)



# The Compliance Cloud - Managing **CQC** Compliance for Dental Practices

## What is The Compliance Cloud?

URCompliant has produced **The Compliance Cloud**, a low cost compliance framework that can be simply implemented and operational within days. The Compliance Cloud houses the software and provides access from the practices over the Internet. All software, support and hosting is part of a quarterly service fee. The software has a strong pedigree and is in use in the food safety and healthcare sectors globally as well as governments and the NHS.

The Compliance Cloud for dental practices has the following key benefits:

- Practice Manager **CQC** Dashboard
- Manages all **CQC** Outcomes
- Medical Device Management
- Automatic Reports and Alerts
- Staff Training and CPD Management
- COSHH and Medicines Management

T +44 (0) 1825 713640 mail@urcompliant.com  
www.urcompliant.com



Example above  
of RAG report showing soon to  
expire Professional Certificates

## Secure global access to your records!



the  
**Compliance**  
cloud



# We don't need no drama mama!

**Lindsey Godwin, a speaker with Prestige Seminars which is dedicated to the education of dental teams, suggests ways to reduce conflict in the workplace**

Working in a small business, such as a dental practice, can have many benefits when you have the right team. Small business teams often create close relationships that can have a positive effect on your business. Unfortunately, when a team is not congruent, many problems can arise. Many dental offices are overrun by the issues created by staff members. Having a drama-filled environment can be detrimental to the success of a practice. Knowing how to address conflict in the workplace can reduce drama and improve business success.

## Pick the right people

The first step to ensuring you have a workplace with minimal drama is to hire the right team. Many employers focus only on technical skills when hiring new staff. Having the appropriate overall skill set is vital, but in a work environment with a small number of employees it is important to consider how a new employee's personality will mesh with current employees. This can be difficult to gauge from a standard interview. Consider including a working interview where the potential employee works with your staff for one day to one week. This will provide an opportunity to assess both the applicant's skill level as well as provide insight into their personality.



## Know your team

Understanding your team members is vital to maintaining a positive work environment and reducing conflict. A fun option for gaining understanding of your staff is to conduct a personality profile. The profile categorizes personality types and provides information on how individuals with varying personalities think and function in the workplace. Holding a staff meeting and completing the profiles together can provide insight into the minds of your team and open the group for discussion about how to work with one another. Once you understand your team dynamic in the personality category, you can incorporate the personality profile into your new employee interview process. This will provide further insight into how an individual may fit in.

## Stop them in their tracks

The most important aspect to avoiding drama in the workplace is to address problems immediately. When conflict arises take the time to address the situation. Communicate with the people involved and commit to a resolution. Never allow problems to fester! They will only come back to hurt your team and your practice. Conflicts will arise. People will disagree and feelings may be hurt. When these types of problems are allowed to escalate not only will your staff be unhappy and therefore less productive, but your patients will sense the tension in your practice and may be less likely to return. Build the right team and commit to constantly improving communication and reducing drama in your workplace. Less drama equals happier employees, more satisfied patients and better business results!

For more tips and information  
e [Lindsey@prestigeseminars.com](mailto:Lindsey@prestigeseminars.com)  
t 001-801-561-9999



## ACHIEVING OUTCOMES

### STEP 1: RULE BOOK

Get your house in order! Download a rule book to guide your team –

- policies to define the vision
- procedures to put them into action
- flow charts for visual learners.

### STEP 2: TRAINING

Induct and train to develop your team's knowledge. Download:

- Agendas
- Training Packs
- Learning outcomes/ feedback forms
- vCPD certificates for INHOUSE use
- Personal Development Plans

### STEP 3: AUDIT

Measure, Monitor, Modify

- capture the data
- study results
- make changes
- repeat the cycle



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## Creating Synergies for Success



### Compliance

A word that conjures up lawyers, forms, paperwork and a whole new set of challenges for some, and an opportunity to shine for others.

Seema Sharma explains how managers who embrace technology are racing ahead by combining compliance with commercial success – and impressing the boss!

### Work smarter, not harder

If you are using more and more human beings and paper systems to run your practice, you could be missing out on a whole bank of opportunities, and brownie points from your boss!

Practice owners need to keep a lid on management costs, if only to counter the increased cost of compliance.

As the costs of running a practice become more challenging, and managers start to drown in paperwork, smart practices are now using low cost intelligent online solutions to keep up with legislation, source templates, retrieve documents from any location, conduct real time audits, gain CPD and maintain compliance.

It's either that, long hours, or expensive consultants...but the latter are not sustainable forever, human error is still a risk and CQC is here to stay.

Outcomes are delivered by teams and the strategies to deliver them are quite straightforward – download the **rules**, **train** the team and **audit** performance!

### Embrace technology

So how will managers deal with CQC and still have time to watch diaries, generate income, monitor patient journeys, increase hourly rates and maintain or increase profits?

By getting compliant, staying compliant and using compliance to strengthen their business, with trusted downloads, online monitoring tools and key performance indicators to convert the challenge into an opportunity, of course!

That way managers can concentrate on **management** - income streams, cost control, resource management, targets, marketing programmes, "stickiness" (whether patients come back for more), and profits alongside the compliance work expected from tomorrow's manager.

Tomorrow's managers are upskilling and futureproofing today...  
*...are you missing a trick?*

#### ONLINE SOLUTIONS

ONLINE COMPLIANCE CLOUD  
POLICIES & PROCEDURES  
AUDITS & TOOLKITS  
TEAM TRAINING PACKS  
KPIS  
FACE TO FACE  
SOLUTIONS  
vCPD COURSES  
DIPLOMA IN MANAGEMENT



# 2011 Development/training calendar

Date & location	Name of event & provider	Cost & notes	More information
March Aylesbury, Reading or Gatwick	Dental Practice Management ILM Diploma UMD Professional Ltd	££ enquire Distance learning courses available	<a href="http://www.umdprofessional.co.uk">www.umdprofessional.co.uk</a>
1 March n/a – teleseminar	The top 10 reasons why you should put your prices up in a recession Jane Lelean	Free	<a href="http://www.healthyandwealthy.co.uk">www.healthyandwealthy.co.uk</a>
5 March NEC, Birmingham	Social Media Marketing Rita Zamora	Free Seminar at The Dentistry Show	<a href="http://www.thedentistryshow.co.uk">www.thedentistryshow.co.uk</a>
9 March Nr Scarborough	Dental Phobia: Calming the Storm Joanna Taylor & Associates	£35 10% discount for members	<a href="http://www.joanne-taylor.co.uk">www.joanne-taylor.co.uk</a>
11 March Canary Wharf, London	Law, ethics & CQC Dentabyte Ltd	£75	<a href="http://www.dentabyte.co.uk">www.dentabyte.co.uk</a>
18 March Watford	Mint Expert Seminar Mint	£125 Price includes one free place for practice manager or colleague	<a href="http://www.mint-tastic.co.uk">www.mint-tastic.co.uk</a>
1 April Gloucester	A to Z of Running a Successful Dental Practice Dental Resource Company	tbc	<a href="http://www.dental-resource.co.uk">www.dental-resource.co.uk</a>
6 April (first of six modules) Birmingham	BTEC Level 4 Professional Diploma in Dental Practice Management Dental Resource Company	£1300 + VAT	<a href="http://www.dental-resource.co.uk">www.dental-resource.co.uk</a>
7 to 8 April Nr Scarborough	Introduction to Hypnosis Joanna Taylor & Associates	£280 10% discount for members	<a href="http://www.joanne-taylor.co.uk">www.joanne-taylor.co.uk</a>
8 April Sheffield	A to Z of Running a Successful Dental Practice Dental Resource Company	tbc	<a href="http://www.dental-resource.co.uk">www.dental-resource.co.uk</a>
7 to 10 April Newbury	NLP Practitioner Course part 1 Miriam McCallum Associates	£2100 for both parts (see below) Early bird discount. BDPMA discount	<a href="http://www.intro2nlp.co.uk">www.intro2nlp.co.uk</a>
11 to 12 April Wydale Hall nr Scarborough	Dental Practice Managers' Retreat Joanna Taylor & Associates	From £180 Discounts for members. Accommodation available	<a href="http://www.joanne-taylor.co.uk">www.joanne-taylor.co.uk</a>
20 April 2011 Nr Scarborough	Introduction to self-hypnosis Joanna Taylor & Associates	£35 10% discount for members	<a href="http://www.joanne-taylor.co.uk">www.joanne-taylor.co.uk</a>
May London, Leeds, Coventry, Basildon or Bournemouth	Dental Practice Management ILM Diploma UMD Professional Ltd	££ enquire Distance learning courses available	<a href="http://www.umdprofessional.co.uk">www.umdprofessional.co.uk</a>
6 May Birmingham	A to Z of Running a Successful Dental Practice Dental Resource Company	tbc	<a href="http://www.dental-resource.co.uk">www.dental-resource.co.uk</a>
11 May (first of six modules) Southampton	BTEC Level 4 Professional Diploma in Dental Practice Management Dental Resource Company	£1300 + VAT	<a href="http://www.dental-resource.co.uk">www.dental-resource.co.uk</a>
13 May (first of eight modules) Canary Wharf, London	Tomorrow's Practice Manager Dentabyte Ltd	£75 per module Early bird offer	<a href="http://www.dentabyte.co.uk">www.dentabyte.co.uk</a>
17 to 18 May Nr Scarborough	The Seeds of Happiness Jonna Taylor & Associates	£280 10% discount for members	<a href="http://www.joanne-taylor.co.uk">www.joanne-taylor.co.uk</a>
19 to 22 May Newbury	NLP Practitioner Course part 2 Miriam McCallum Associates	See above	<a href="http://www.intro2nlp.co.uk">www.intro2nlp.co.uk</a>
21 May Manchester Central Convention Complex	Everything you ever wanted to know about dental management – all your questions answered	Conference entry from £70 Seminar at British Dental Conference & Exhibition	<a href="http://www.bda.org/conference">www.bda.org/conference</a>





## Say **hello** to Towergate MIA and receive **£25**

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