



Practice Focus

The ADAM publication for those who aspire to success

Autumn 2015

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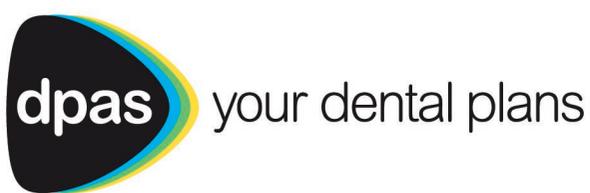
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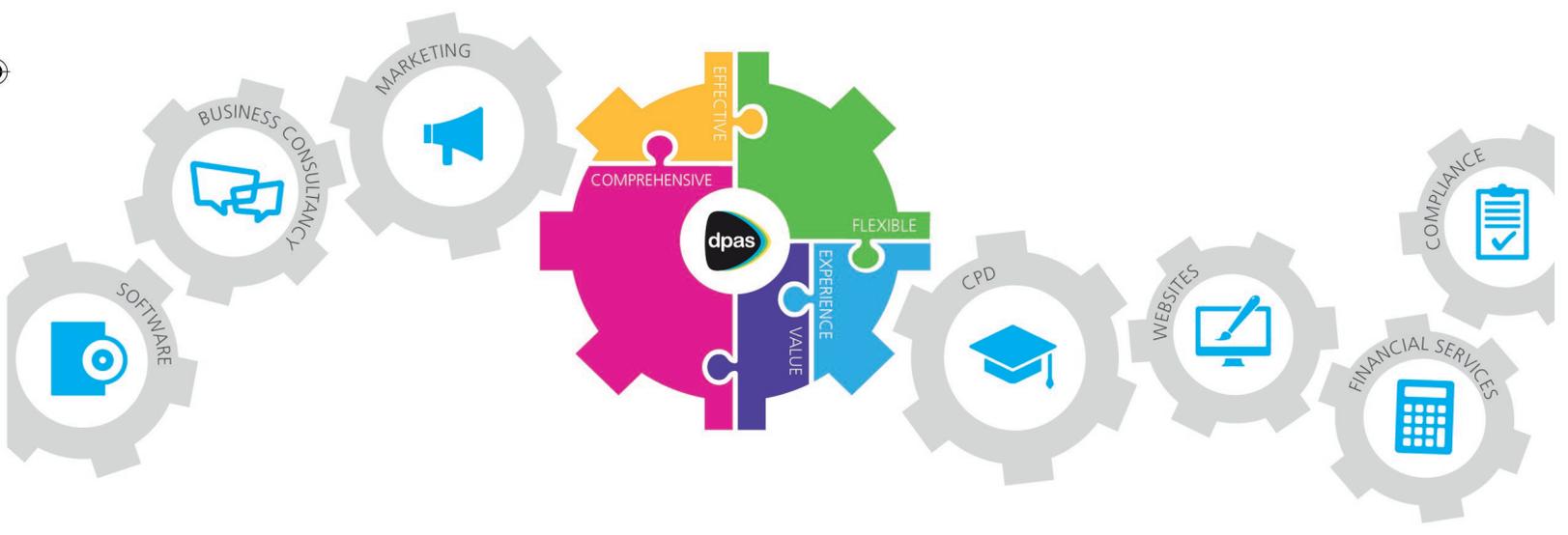
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Editorial

I'm really looking forward to attending two important forthcoming events this autumn. On 22nd to 24th October the NEC in Birmingham will again play host to Dental Showcase - a three day feast of everything dental which, as always, will be perfectly presented by BDIA. There's so much to see and do – attending for only one of the three days just isn't enough.



Sarah Buxton, dental HR specialist employment solicitor at LCF Law will deliver both of these seminars and also be visiting Cardiff on 30th October and Leeds on 13th November.

In Scotland, Dawn Dickson, who is head of the Davidson Chalmers Employment and HR team and advises dentists, doctors and other health professionals, will run our seminar in Livingston on 27th November.

And I'm delighted that ADAM is delivering five seminars this autumn; starting on 9th October in Salisbury and continuing through to 4th December in London, we're covering the important topic of Employment and HR Law.

There's more information about the ADAM seminars and Dental Showcase within this edition of Practice Focus. And don't forget, attending one of the ADAM seminars earns you 3 hours verifiable CPD.

I hope to see some of you at one – or both – of these events.

Niki Boersma
 ADAM President

Important Changes to CPD in Practice Focus

ADAM has partnered with Dental CPD Pro to help make your CPD hassle-free.

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Step 2: Read each article containing CPD.

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Step 4: Answer the questions either in the app or online; your certificate will be generated instantly!

Step 5: Save your CPD certificates online or if you prefer print a paper copy.

Please note that if you complete your CPD in this way you will get a certificate for each article rather than one for the whole publication. For the present time you can still complete the CPD form on page 25 in which case you'll still get one certificate for the whole publication.

You can still earn up to 20 hours FREE verifiable CPD with Practice Focus.

If you have any questions or need any help at all, email the support team at dental@cpdpro.org.uk and they'll be happy to assist you.

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Government rejection of sugar tax - 'irresponsible' says BDHF

The UK's leading dental health charity feels the decision by the government to reject overwhelming calls for a sugar tax is a major opportunity lost in the urgent need to promote healthy living and improve the quality of life for millions.

The British Dental Health Foundation believes the decision could mean further suffering for potentially thousands of the country's children, as sugar related tooth decay remains the number one reason for hospitalisation of children in the UK.

The petition, which was organised by Chef Jamie Oliver on the back of his Sugar Rush documentary, was signed by more than 140,000 people but was dismissed by the government following debate. In their response the government stated they had 'no plans to introduce a tax on sugar-sweetened beverages'.

Dr Nigel Carter OBE, Chief Executive of the British Dental Health Foundation, explained why he believes the government's decision is misjudged.

Dr Carter said: "The British Dental Health Foundation has strongly supported Mr Oliver's renewed calls for the introduction of a 'sugar tax', with experts believing a tax of just 7p per regular-sized can of soft drink with added sugar could generate £1 billion per year to treat health problems caused by sugar.

"The UK government has since disappointingly rejected these proposals, a move which is deeply irresponsible and let's down millions of people across the country.

"We absolutely believe the government have failed to listen to the public majority in the calls for a 'sugar tax'. More than 140,000 people signed the online petition, demonstrating the huge strength of feeling this subject stirs in the public.

"The government's response was centred on obesity but worryingly completely omitted other crucial health issues such as diabetes and dental health.

"Children's tooth extractions cost the NHS around £30 million per year with the key cause being **tooth decay**. Within his proposals, Mr Oliver highlighted the fact that 26,000 primary school aged children were admitted to hospital due to tooth decay last year and by rejecting these proposals, I believe, more children will be forced to suffer painful and traumatising dental treatment in hospitals.

"We are urging the government to reconsider their decision with increased awareness of the effects of sugar on dental health.

"The British Dental Health Foundation will continue to campaign for a 'sugar tax' and promote the benefits of a **healthy diet** on all of our dental health."



NHS statistics indicate more needs to be done to improve oral health, says FGDP(UK)

New NHS Dental statistics for England from the Health and Social Care Information Centre highlight that NHS dentists are carrying out more preventative treatments than ever and continue to work hard to prevent dental disease. It is, however, clear that there is still more that can be done to improve the oral health of children and adults across the country.

The report highlights the high numbers of extractions and restorations which are carried out on children to treat preventable disease, such as dental caries. Regular visits to the dentist are essential to maintain good oral hygiene and can aid the early detection of any problems. Dental examinations, fluoride application and a healthy low sugar diet, can help to prevent caries and avoid the need for extractions or restorative procedures.

FGDP (UK) Dean Dr Mick Horton commenting on the HSCIC report, said: "This report highlights the excellent work NHS dentists are doing in preventing dental disease and promoting good oral health.

Despite this, it is worrying that almost 1 in 10 of treatments provided to children included extractions. It is clear that adults and children need to visit their dentist regularly to aid in the early detection of any problems and allow the Dental Care Team to give preventative advice and treatment where necessary. It is important that parents understand they have a responsibility to also improve the Dental Health of their children through regular dental appointments, good oral hygiene and following a low-sugar diet, recognising that together we can reduce the incidence of tooth decay."



ACAS release new Recruitment Guide for Employers

Acas has released a practical new guidance to help employers and managers hire and settle in staff successfully.

Most employers fully appreciate that the success of an organisation can hinge on its staff. But, finding the right number of employees with the necessary abilities and attitudes - and then keeping them - requires skills and knowledge which can sometimes be undervalued, overlooked or simply rushed.

To find out more about how to recruit the best candidate to fill a vacancy and settle them in so they become effective quickly, visit the ACAS website at <http://www.acas.org.uk/> and click on Advice and Guidance>Rights and responsibilities at work>Recruitment and contracts>Recruitment.

Emma Carey, Dental Hygienist at Hopkinson Dental Practice, Wetherby recommends Dental CPD Pro

One of the dentists at work recommended Dental CPD Pro to me. She showed me the app on her mobile and was keen for me to try it. I'm very glad that I did!



It's a great way of logging everything and uploading certificates, so I can see all of my CPD at a glance. It's user-friendly, straightforward and I really like that it's accessible from wherever I am.

A lot of hygienists work from several practices and, because certificates have to be kept on site, you end up with folders dotted all over the place. With everything stored on the one app, it's easier to remember things.

I'm quite an organised person and I have a folder at home, but now I can see exactly what I have uploaded to the eGCD on my computer and smart phone as well. I've recommended Dental CPD Pro on to other colleagues - it's a great app.

For more information on the Dental CPD Pro app, visit <http://dental.cpdpro.org.uk>



20% of 2-year-olds have never been to the dentist

Research conducted by **My Dentist Careers** has revealed that 20% of 2-year-olds have never been taken to the dentist.

The survey, which sought the views of 2,000 parents, found that many parents ignored national advice that suggests children should see a dentist when their milk teeth first appear. This generally happens between 5-7 months.

With so much contradictory advice floating around on parenting blogs, it's clear that awareness is lacking when it comes to the oral health of children.

Unsurprisingly, 43.10% of parents admitted they would take their child to the dentist if they were better informed about oral health care.

However, My Dentist Careers also uncovered some other common barriers parents face when taking their children to the dentist, which included:

Opening times - 48% of parents stated the opening hours of their local practice formed a barrier for taking their children for appointments;

Out of work/school hours -

Almost half of the parents said they take their children to the dentist outside of work hours, heightening demand for these convenient peak hours and making appointment slots harder to come by.

Fear - 14% of parents stated their child's own fear put a halt on dentist appointments, raising questions as to whether parents are passing their own complexes on to their children.

Tantrums - 11% faced a battle against their own child's will when trying to get them to attend a dentist appointment.

A separate Health and Social Care Information Centre report found that 31% of 5-year-old children already suffer from decay in their primary teeth, highlighting the seriousness of this issue. This figure rises to 41% among 5-year-olds who are eligible for free school meals.

Raising oral health awareness and good practice at an early age will promote better oral care practices in later years.

Read more at <http://mydentistcareers.co.uk/>



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FOCUS ON TRAINING EVENTS

Location	Name of programme and provider	Cost and Notes	For more information
Distance learning programme	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	Twelve month programme. £2665 payable over 13 months Part-funding available	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>	Ten month programme £2280 payable over 11 months. Part-funding available	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Online	Level 4 Professional Diploma in Dental Practice Management <i>The Dental Business Academy</i>	*£2,160 (£174 deposit & £165.50 p.m. x 12 months) or 10% discount if paid in full *30% discount for ADAM members	https://thedentalbusinessacademy.com/courses/level-4-professional-diploma-dental-practice-manager/
Online	Level 3 Advanced Diploma in Treatment Co-ordination <i>The Dental Business Academy</i>	£1,440 (£216 deposit & £136 p.m. x 9 months) or 10% discount if paid in full	https://thedentalbusinessacademy.com/courses/level-3-advanced-diploma-in-treatment-coordination/
Online	Level 3 Advanced Certificate for Decontamination and Infection Control Lead <i>The Dental Business Academy</i>	£1,440 (£216 deposit & £136 p.m. x 9 months) or 10% discount if paid in full	https://thedentalbusinessacademy.com/courses/level-3-decontamination-and-infection-control-lead/
Online	Level 3 Advanced Award in Dental Reception <i>The Dental Business Academy</i>	£1,350 (£204 deposit & £191 p.m. x 6 months) or 10% discount if paid in full	https://thedentalbusinessacademy.com/courses/level-3-advanced-award-in-dental-reception/
Online	Introductory Awards in • Reception • Practice Management • Treatment Coordination <i>The Dental Business Academy</i>	£180 each	https://thedentalbusinessacademy.com/product-category/dental-introduction-courses/
Online	Core CPD modules • Modules covering Medical Emergencies • Disinfection & Decontamination • Radiography & Radiation Protection • Legal & Ethical • Dealing With Complaints • Communication <i>The Dental Business Academy</i>	£50.40 each	https://thedentalbusinessacademy.com/product-category/verifiable-core-cpd/
Basingstoke Starts July 2015	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Birmingham Starts July 2015	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Bristol Starts Sept 2015	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
East and West Midlands	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 http://tinyurl.com/mkocjyk to watch video intro
East and West Midlands	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year CPD course also available ADAM members' discount	Contact Sim on 0161 928 5995 or sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro
Kendal Starts Oct 2015	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 http://tinyurl.com/mkocjyk to watch video intro
London Starts Oct 2015	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 http://tinyurl.com/mkocjyk to watch video intro
London	Postgraduate Certificate in Dental Practice Management (L7) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year CPD course also available ADAM members' discount	Contact Sim on 0161 928 5995 or sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro
London Starts Oct 2015	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
London Starts July 2015	ILM Level 7 Diploma in Leadership and Executive Management <i>UMD Professional</i>	Award winning 18 month programme involving 6 two-day workshops and monthly webinars held once a quarter. £4800 payable over 18 months. Part-funding available	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
London Starts Oct 2015	ILM Level 5 Certificate in Leading with Integrity <i>UMD Professional</i>	£995 payable over six months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
Manchester Starts Oct 2015	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 http://tinyurl.com/mkocjyk to watch video intro
Manchester Starts Oct 2015	Postgraduate Certificate in Dental Practice Management (L7) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year CPD course also available ADAM members' discount	Contact Sim on 0161 928 5995 or sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro
Manchester Starts Oct 2015	ILM Level 5 Diploma in Leadership and Management <i>UMD Professional</i>	10 monthly one-day workshops plus tutorial support. £2450 payable over 13 months	Call 020 8255 2070 or e-mail fiona@umdprofessional.co.uk
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 http://tinyurl.com/mkocjyk to watch video intro
Wakefield	Postgraduate Certificate in Dental Practice Management (L7) <i>The Dentistry Business</i>	UK's only university accredited Dental Practice Management courses 9 full-day workshops over 1 year CPD course also available ADAM members' discount	Contact Sim on 0161 928 5995 or sim@thedentistrybusiness.com or http://tinyurl.com/mkocjyk to watch video intro





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Whoopee, it's that time of year again!

As the autumnal weather approaches and the heating has to be switched on again, the thoughts of Practice Managers around the country turn to two favourite words – budgets and appraisals!

Educational aims:

To provide members with an understanding of the importance of effective performance management and the role they can play in ensuring that their team, and the practice as a whole, benefit from the process.

CPD outcomes:

- To gain a better understanding of what constitutes effective performance management;
- To appreciate the benefits of praising individuals and recognise the need to provide regular feedback to staff;
- To understand what steps can be taken to ensure a positive attitude towards performance management.

We could spend several articles talking about the art and science of budgets and the selection and operation of the key performance indicators that ensure that we remain on track throughout the year. But for now, we shall let you wallow in the knowledge that official government statistics are confirming continuing reductions in profitability for NHS practices, combined with significantly reduced earnings for associates who work in them. That discussion, Mr Editor, is for another day!

I'd like to turn to one of your least favourite topics, that of appraisals. In fact, when I ran some webinars for ADAM members a few years ago, several participants said that they had abolished the use of the word appraisal, because it was so toxic! It will not surprise you that the word continues to remain toxic, probably because appraisals are considered to be a period once a year when your boss tells you how badly you've been doing, why you aren't going to be promoted, why you aren't going to receive a pay increase and why you're going to have to work much harder next year! And of course, you may substitute "boss" for yourselves telling your team members.

It is true that many practices do not have an appraisal process, do not agree work plans with their employees each year and therefore have no basis on which to run an appraisal; it is equally true that some practices run very effective personnel development processes which include agreed work plans, skill and behavioural analysis and future training and development needs.

Many academics and HR professionals have written thoughtful articles and books on the topic of personnel development and it is clear that, even for larger companies, the concept of a once or twice a year performance review is falling into disfavour. Hurray you claim, that's another piece of work

we can file in the round cabinet. I'm sorry to disappoint you, and whatever words you use to describe the process, the key for the successful operation of any business, and for a dental practice in particular where people are working very closely together for long periods of time, is that the development of trust, integrity and accountability are critically important to ensure that the practice continues to exceed the needs of its patients.

So let us explore some alternatives to the once a year, unfair, adversarial "performance review". The fundamentals are very simple. An employee has a defined job with agreed outcomes and behaviours; the supervisor or manager (who has a similar set of goals and objectives and behavioural requirements) spends time during the year encouraging, coaching, training and educating the employee to ensure that those behaviours and outcomes are achieved. In other words, my job as leader is to serve you, the employee, to ensure that you win! I am sure that that sounds familiar to you all, given my earlier article in this series on servant leadership!

Ken Blanchard, the eminent thinker and author on people and organisations, developed in his One Minute Manager book, the idea of one-minute goal setting, one-minute redirects and one-minute praises. Each is an obligation on the supervisor or manager to help the individual win, to build on their experience, to recognise when they have not been quite as thorough as usual, or when they have done even better than expected. **"Catch me doing something right"** is a much better approach to on-going appraisal and people management than continuously finding fault; try it!

If we are keeping our people up-to-date with progress in the practice, both business and clinical, and if we are helping them perform at an ever





improving level, we are more likely to keep them engaged and motivated always to do their best. When delivered sincerely and regularly, “thank you” and “well done” are really appreciated.

Of course, in any organisation, it is useful once or twice a year to assess formally the progress that is being made by each individual in the team. There must be no surprises (except good ones) in an appraisal - if managers have been doing their job properly, any performance weaknesses should have been highlighted and training and coaching provided during the year; if the opportunities for promotion are being discussed, the opportunity for a prior chat about development areas for an individual should have been covered earlier so that the agreed direction of travel is well known. In a small practice of 5 to 10 people, there is absolutely no reason why the appraisal process cannot be well-planned, well executed and of benefit to all members of the team. Completion of Personal Development Portfolios by each member of the team encourages them to reflect on the good and not so good activities during a day, week or month, and keeping this type of diary

encourages them to think about their own development needs on an on-going basis.

In research conducted by Gallup, one of the most powerful statements that points to the achievement of low employee turnover and high patient satisfaction scores is “at work, I have the opportunity to do what I do best everyday”. I have written in previous articles about the importance of enjoying at least 75% of the work that we do – deep research over many years has confirmed the obvious, namely that if we enjoy our work we do it well, we want to keep improving so that we do it even better next time.

It is easy to conclude therefore that, if we recruit people who are most suitable for the work that we want them to do; that is that we expect them to enjoy the work that they perform on a daily basis, they will perform well, they will want to improve and we can continue to catch them doing something right. That is the best appraisal process of all.



Sim Goldblum is an experienced business manager and is a Partner in The Dentistry Business, providing bespoke advice and training to dental practices and leading the

UK's only university accredited Dental Practice Management courses. He is an approved and accredited Growth Coach for GrowthAccelerator™, supporting practices as they expand their businesses, and is a fully trained user and interpreter of the Harrison Assessment Talent Solutions system.

If you wish to contact Sim about any of the points raised, do so at sim@thegoldblums.co.uk or on **07515 507 337**



To discipline or not - that is the question

Educational aims:

To provide members with an understanding of disciplinary and grievance procedures and how their effective use can benefit the practice.

CPD outcomes:

- To gain a better understanding of the importance of following correct disciplinary and grievance procedures;
- To understand how the correct use of such procedures can bring benefits to the practice.



Any Practice Owner or Practice manager should be aware of the ACAS Code of Practice on Disciplinary and Grievance Procedures which gives guidance on carrying out fair procedures for misconduct and poor performance. It's a great document to use as a starting point, but quite often disciplining a member of staff can be more complicated. However, the reason I raise this at the outset is that any unreasonable failure to comply with this Code may render any dismissal unfair and may increase the amount of compensation awarded should the employee make a claim.

Before instigating any disciplinary proceedings, it should be considered whether or not formal action is in fact required. It may be more appropriate to

resolve the matter through informal discussions. It is often the case that an employee doesn't realise that they are doing something wrong because "it has always been done that way". Until you inform the employee of your expectations and the standard you expect, the employee will not know to change their behaviour.

In cases of serious misconduct or where having the employee at the practice may render an investigation impossible, it may be an option for you to suspend the employee. Suspension is a neutral act and doesn't imply any guilt. The employee should be still paid his/her normal pay during this period of time.

The investigation should not ideally be carried out by the same person who will be holding the disciplinary hearing or any appeal meeting. I appreciate that this is difficult in a small dental practice and therefore it is unavoidable that the person who conducts the disciplinary will be the same person who conducts the investigation.

The amount of investigation will depend on each case, it should not simply be a search for evidence against the employee. It should be even-handed and fair.

At the end of the investigation, the investigator needs to ask themselves "to discipline or not to discipline?" It may be that it is decided not to take it any further. If this is the case the employee should be informed. If matters are to be taken further there must be a disciplinary hearing.

The disciplinary hearing should be held at a reasonable time and place and in a private room during the employee's normal working hours.

During the meeting, the employee should be given the opportunity to make any representations and ask questions or discuss any of the documentary evidence.

The employee is allowed to be accompanied to the meeting by a work place colleague or trade union representative. The representative can make a statement and ask questions on the employee's behalf, however they are not allowed to answer questions on behalf of the employee.

Once the employee has presented their case, it is good practice to summarise

the information put forward and the hearing should then be adjourned.

It may be the case, that further investigation is required. The length of any adjournment will depend on the complexity of the issues and it can be anything from an hour to a couple of days.

When considering the appropriate sanction it is important to be proportionate, for example final warnings should not be used for a relatively minor misconduct. If the offence is one of gross misconduct, then before dismissal other alternatives need to be considered such as re-deployment or demotion.

Once a decision has been reached the meeting should be reconvened and the decision should be explained to the employee and then followed up in writing.

The employee, has the right to appeal the decision if they believe the decision is unjust. So far as the appeal is concerned, it should be chaired by someone who has not been involved in the process to date.

There is no set format for the appeal provided the employee is allowed adequate opportunity to present their arguments. Employees do however, have the right to be accompanied to the appeal hearing as at the disciplinary hearing.

Disciplinary proceedings should not be taken lightly, as it can really effect morale, however they are also a useful tool for you to ensure that the staff do perform and act how you want them to act whilst at work, which can only assist in having an efficient, happy team.



Sarah Buxton is dental specialist employment solicitor who has acts for Dental Practice Owners, practitioners and managers up and down the country.

Please contact 0113 2010407 or sbuxton@lcf.co.uk for further information. Read author Sarah Buxton's biography on page 13.

LCF LAW™

The modern approach to managing CPD in the practice

CPD regulation is on the increase, with both the GDC and CQC expecting records to be accurate and available for inspection. As a practice manager, the effect is compounded, as you are responsible for your own records and, most likely, for those of your staff.

Over time, paper-based CPD records become costly and useless. They increase in quantity each year and must be held for as long as 10 years in case they're required for audit purposes. They can't easily be searched and they provide no insights into the overall educational balance of the practice.

As you have probably already experienced, chasing multiple staff members for their CPD records is an unending and thankless task which is made even more difficult in cases where part-time staff may have their records lodged with another practice.

But the increase in CPD regulation does not have to mean increased costs or administration. The solution to all of these issues is to encourage your staff to record their CPD digitally. This is much easier than it sounds: the Dental CPD Pro app is free to download and gives you and your team an easy way to log all of your CPD quickly and conveniently – on your phone.

With your entire portfolio in one place, your personal annual declarations become completely hassle-free, especially as the app is able to sync directly to your eGDC account. The process of uploading your CPD is quick, easy and secure and completely removes the worry over meeting the annual or five-yearly inspections from the GDC and CQC.

Moreover, the practice manager's dashboard provides a real-time overview of each staff member's CPD log – even if they work part-time at other

practices. Instead of chasing staff for records, any inspection can be handled simply by logging into the dashboard and pulling out the required information. With all your staff using the same system, you can keep an eye on everyone's CPD compliance and any deficiencies can be seen and acted upon before they become a problem. Furthermore, staff who work at multiple practices don't have to duplicate their records or move them around all the time.



Sharon Fletcher, Practice Manager at Ravat & Ray Dental Care in Burnley and 2014 Practice Manager of the Year says:

"I have been using the Dental CPD Pro app for several months. I like that it is a quick and easy way to save and access my CPD, and that I can log things immediately. I would definitely recommend it."

"Dental CPD Pro's dashboard not only makes it easier to comply with regulations, but to plan staff training to address any shortfall."

"With an efficient, digital system to log CPD, practice managers can spend less time chasing people for records, and more time improving their practice."



Every dental professional can benefit from the convenient, timesaving and reliable app that allows all CPD to be logged digitally, no matter where it's earned. Dr Frendo-Cumbo, a dentist at City Quay Dental Clinic in Dundee, also comments:

"Working as a dentist can be stressful enough without having to worry about all the endless filing of certificates and

paperwork. The Dental CPD Pro app is much more convenient than paper copies and helps me to manage my time efficiently, plus being available on my phone I can manage my CPD anywhere at anytime.

"Dental CPD Pro is perfect for conferences, and I would recommend anyone to download the app before they go, as you can log all your CPD while you are there."

"It is easy, fast and straightforward to use, and what's more it's great for the whole team. I have recommended it to a number of dental professionals."

"In my spare time, whether traveling on the train or during lunch, I can download articles and modules to read and log these straightaway. I love that the eGDC feature automatically syncs my CPD and my record is backed up online so I don't need to worry about losing it."

Even lunch and learn events can be logged digitally with Dental CPD Pro QR codes, allowing you to bring new efficiencies to in-house training. Simply create a CPD QR code on the website before the event and let staff scan it at the end. Once scanned, the code automatically updates your CPD log and can even generate a personalised certificate if the CPD is verified!

Dental CPD Pro is pleased to offer members of ADAM free CPD for you and all of your staff. Just register today using this special link:

<https://dental.cpdpro.org.uk/adam>

To benefit from all the superb advantages the Dental CPD Pro app has to offer, visit the website today to find out more. Make your practice's CPD hassle-free and encourage your whole team to embrace Dental CPD Pro.

For more information on the Dental CPD Pro app, visit

<http://dental.cpdpro.org.uk>

BDIA Dental Showcase: Challenge your thinking and improve your skills

Staying ahead in any profession requires constant review and improvement - and the dental industry is no different. As George Bernard Shaw once said, "Progress is impossible without change, and those who cannot change their minds cannot change anything". So where do dental professionals go to challenge their current thinking, explore new ideas and discover innovative products? In fact, some 10,000 of them go to BDIA Dental Showcase. This year's event is taking place on 22-24 October at the NEC in Birmingham, and it's expected to be bigger and better than ever.

With so many technological innovations, clinical advances, and new procedures available, standing still and offering the same services is no longer an option. A visit to BDIA Dental Showcase for you and your team is a must if you want to be up to date with the latest developments affecting the business and practice of dentistry.

One area of dentistry that is attracting increasing interest is that of implantology, and many practices are exploring how to incorporate this means of tooth replacement and denture stabilisation into their patient offering. That's why the BDIA has partnered with the Association of Dental Implantology (ADI) to create the first ever Implant Zone at Showcase. The ADI will be hosting a series of lectures and demonstrations on Stand N215. These include an introduction to the basics of implantology and how it can be incorporated into general practice. These sessions will be invaluable to dental professionals wanting to know more about the clinical and commercial opportunities offered by implantation.



BDIA DENTAL SHOWCASE

Putting innovation into practice

ADI President, Philip Friel, said "Our programme at Dental Showcase is a fantastic way to share with dental professionals the advances that have been made in implantology and why it is an increasingly important consideration in modern dentistry".

Among the other exciting additions to the event this year is the new Dietary Zone, sponsored by the Dairy Council. This area will host presentations and panel discussions that bring together academics, dietetic and dental professionals to examine the latest research into the link between nutrition and dental health and the impact of current recommendations.

The Dairy Council's Director of Nutrition, Dr Anne Mullen, comments "Nutrition and dental health are intrinsically linked. We are really looking forward to sharing ideas between the disciplines with the hope of cross-pollinating ideas for practice. Our publications on nutrition and health are extremely popular among dental professionals, and the BDIA Dental Showcase will allow us to interact directly with that user base".

Discover new perspectives

BDIA Dental Showcase will be presenting a full programme of free mini lectures exploring new ideas and procedures. For example, there are presentations by the IAS Academy, which helps professionals improve their skills in anterior alignment orthodontics, and include a lecture on the latest techniques involving the Inman Aligner, ClearSmile Aligner and ClearSmile Brace and how these can be introduced into your practice. A session presented by Dr Bob Khanna of the Dr Bob Khanna Training Institute explores facial aesthetics and the role of BTX and dermal fillers in today's dental practice. It includes tips for intra-oral and extra-oral assessment prior to treatment planning, the range of applications available and how facial aesthetics can be added to your existing services.

If you are looking to introduce cosmetic orthodontics into your practice, then the presentation, 'Quick, straight smiles from Cfast and SmileTRU - multiple appliances, one great System', hosted by SmileTRU/Cfast and presented by Dr David Bloom will also be of interest.

In addition to the mini lecture line up there are hundreds of on-stand lectures, presentation and demonstrations delivered by exhibitors which give you the opportunity to learn about new products and services and gain CPD. For example, RA Medical (Stand E135), experts in the field of inhalation sedation will be offering a variety of verifiable CPD lectures on this effective tool for pain management. The team will also be on hand to answer any questions or queries you may have.

On Stand E95, Sident Dental and Ceramic Systems will be host to Dr Alex Amery who will be speaking about 'The innovation of digital impression' and 'Creating the perfect workflow'. Meanwhile, Kerr (Stand D45) will be joined by highly respected endodontist Bill Seddon who will be speaking about diagnosis and shaping with the TF Adaptive system. Also, clinical lecturer, Louis Mackenzie, will be on stand on Saturday 24 October to offer expert advice on achieving high quality posterior restorations using SonicFill.

Register, download and get organised!

If you want to challenge your thinking and ensure your practice is able to compete with the very best in the industry, then a visit to BDIA Dental Showcase is a must. But it's only a few weeks away, so start by registering for your free tickets at www.dentalshowcase.com.

Be sure to also download the free mobile app which lets you create a list of the exhibitors you want to visit, plan your own itinerary of mini lectures, and gives you updates of news, information and exhibitors and training organisation.



Getting to grips with employment and HR law

3 hours
verifiable
CPD

RECRUITMENT

SELF EMPLOYED?



HALF DAY SEMINARS - AUTUMN 2015

Getting to grips with employment and HR law

This half day seminar will cover:

- The headache of recruitment – do's and don't's.
- Contracts – why should you have them and what should be included.
- Policies and procedures
 - understand what to do with a flexible working request,
 - how to use your grievance and disciplinary procedure effectively,
 - sickness absence how to manage and what to do,
 - why you need a Christmas party policy.
- Workers – who are they and what do they do?
- Auto-enrolment Pension – What's it all about?
Have you received your staging date?
- Is my Hygienist/Therapist genuinely self-employed?

Understand the self-employed status, the effects and the risks

Date & locations

Five dates have been scheduled for Autumn 2015 at venues around the country.

Registration @ 1.00pm
Seminar 1.30pm – 5.00pm

- **The West Country**
Salisbury
9 October 2015
Speaker - Sarah Buxton
- **Wales**
Cardiff
30 October 2015
Speaker - Sarah Buxton
- **The North East**
Leeds
13 November 2015
Speaker - Sarah Buxton
- **Scotland**
Livingston
27 November 2015
Speaker - Dawn Dickson
- **London and the South East**
London W1
4 December 2015
Speaker - Sarah Buxton

Delegate rates

ADAM member
£35.00

Non-member
£65.00

3 hours
verifiable
CPD

Book online @

www.adam-aspire.co.uk

or by telephoning **01452 729522**

Terms and conditions apply to all bookings – available upon request.

HALF DAY SEMINARS - AUTUMN 2015

Our Speakers: Sarah Buxton



Sarah Buxton is a dental HR and employment specialist solicitor who has been acting for practice owners, employers and managers for several years. She specialises in all aspects of HR and employment law including producing bespoke self-employed hygienist/therapist agreements, associate agreements and employment contracts.

She provides on-going daily advice on management and employment issues such as how to deal with lateness, sickness, absences, maternity/paternity leave, dismissals and redundancies.

Sarah also represents employers at the Employment Tribunal in respect of employment disputes.

Sarah is also an Ambassador and legal advisor to ADAM's chosen charity Heart Your Smile.

Dawn Dickson



Dawn is head of the Davidson Chalmers Employment & HR Team and advises dentists, doctors, and other health professionals on a range of employment related issues including recruitment and selection, discrimination, TUPE transfers and performance management.

The Davidson Chalmers Employment and HR Team has extensive experience advising employers and employees alike, so understands both sides of any issue. The team works in partnership with clients to resolve employment issues in a practical and commercial way.

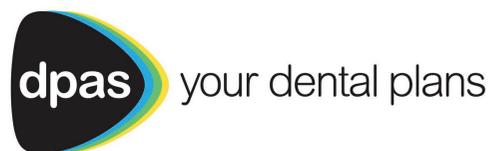
Dawn has recently advised a number of dentists on the issues around the employment status of dental associates. A number of recent Employment Tribunal decisions have altered their status from being self-employed to employee. These decisions could potentially have extremely far reaching implications

HALF DAY SEMINARS - AUTUMN 2015

Getting to grips with employment and HR law



In partnership with:





What's the right Pension Scheme for your employees?

In 2015 some 45,000 private sector employers will reach their staging date for auto-enrolment. So far the new rules have mostly affected the UK's larger employers, however the next couple of years will see the UK's smaller companies expected to meet their auto-enrolment obligations.

With so many employers staging for auto-enrolment over the coming years the auto-enrolment provider marketplace is becoming ever more complex and competitive.

Whilst many providers are desperately trying to encourage new schemes to be set up through them, others are not so interested or even choosing to leave the auto-enrolment space altogether.

So with so many workplace pension scheme providers available, how do you as an employer choose the right one for your employees?

There are effectively two options:

1. An Occupational Pension Scheme

An Occupational Pension Scheme is a straightforward, cost effective scheme which is available to all employers irrespective of their size or contribution amounts. Providers of such arrangements include NEST, The People's Pension and NOW Pensions. Their focus is on offering a simplistic solution to help employers meet their auto-enrolment obligations. Whilst this



has many benefits, none more so than the guaranteed acceptance of your scheme and low charging structure, this does come with some drawbacks, such as a degree of inflexibility, and limited options for your employees.

2. A Group Personal Pension Scheme

The other option is to look into a Group Personal Pension Scheme through a mainstream provider, such as Royal London, Scottish Widows or Standard Life. These types of arrangements offer far greater flexibility and many additional benefits to employees, such as a far greater fund choice. The costs of providing such schemes is higher, and for that reason these providers do not deal with all employers. Often they will require employers to meet certain criteria in order to consider offering them a scheme. This will typically include the total number of eligible employees to be enrolled into the scheme and total monthly contributions.

There is no right or wrong choice, and each employer's requirements and wishes will be different.

Hazlewoods Financial Planning LLP can help you make the best decision for your business. We focus on making the whole process as simple as possible to ensure the best possible outcomes for your employees. We offer support throughout the journey: from advice on your auto-enrolment strategy and researching the best provider for you, to setting up your pension scheme and ensuring it remains compliant.

Please contact Gary Cook on 01242 680000 or gary.cook@hazlewoods.co.uk for more information.

HAZLEWOODS
DRIVING LIFELONG PROSPERITY



Who's controlling your patient data?

Educational aims:

To provide members with an understanding of the importance of dental practices complying with the Data Protection Act and the role they can play in ensuring that their practice meets its obligations to do so.

CPD outcomes:

- To gain a better understanding of the importance of compliance with the Data Protection Act;
- To recognise the need to develop and implement a Retention Policy;
- To understand the reasons why someone within practice must be appointed Data Controller.

The Information Commissioner's Office (ICO) is the regulator responsible for ensuring that organisations comply with the Data Protection Act 1998 (DPA) and for promoting good practice in information handling. The DPA consists of eight principles with which all organisations processing personal data must comply.

Below is a summary of their report into Dental Practices in the UK, published in September:-

Summary of findings:

- There is confusion around when a dentist should register with the ICO, with some dentists registering when it is not necessary, and others not registering when it is required.
- Dentists do not always have written contracts, with appropriate clauses about information security, in place with contractors, particularly IT contractors. There was also evidence that some of the risks of new technologies, such as working on mobile and personal devices, are not being appropriately controlled.
- Retention policies (to determine when records, both physical and electronic, should be destroyed) were not in place at all sites visited. Retention periods were not always clear, and even when they were clear, they were not generally applied to electronic records.
- There was some evidence that dentists are not always engaged with sources of best practice and new guidance in relation to information governance.

Recommendations

Responsibility for compliance and registration

Under the DPA, those responsible for the processing of data are called data controllers. A data controller must be a "person" recognised in law, that is to say: an individual, an organisation or another corporate or unincorporated body of persons. Data controllers determine why and how particular personal data will be used.

Whilst it is not possible to give a single rule that will fit every situation, there are a number of questions that might clarify whether a particular dental practitioner is a data controller.

1. Are you responsible for the control and security of patient records, and do you have other responsibilities associated with the data?
2. Do you have a patient list separately from the practice in which you treat patients, that would follow you if you left?
3. Do you treat the same patient at different practices?
4. If a complaint was made by a patient, or data was lost, would you be legally responsible for dealing with the matter?

If you answer 'yes' to any of the above questions, you are likely to be a data controller and will need to register with the ICO by visiting our website www.ico.org.uk and selecting the link on the front page 'Register your organisation'.

Information security arrangements

Dentists have a number of requirements placed upon them in relation to maintaining the security and integrity of records. Beyond the DPA, the General

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Verified CPD

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Scan with your Dental CPD Pro app to record this activity instantly

Your CPD, Hassle-Free



FOCUS ON DATA PROTECTION

Practice Focus the ADAM publication for those who aspire to success

Dental Council (GDC) publish Standards for the Dental Team; Principle 4 is to “Maintain and protect patients’ information”. Similarly, “Outcome 21: Records” of the CQC’s Outcomes Framework outlines the controls against which dental providers can be audited.

Under the DPA, organisations must have appropriate security to prevent the personal data you hold being accidentally or deliberately compromised. In particular, the DPA requires data controllers to take specific steps when using a third party (a data processor) to process personal data on their behalf.

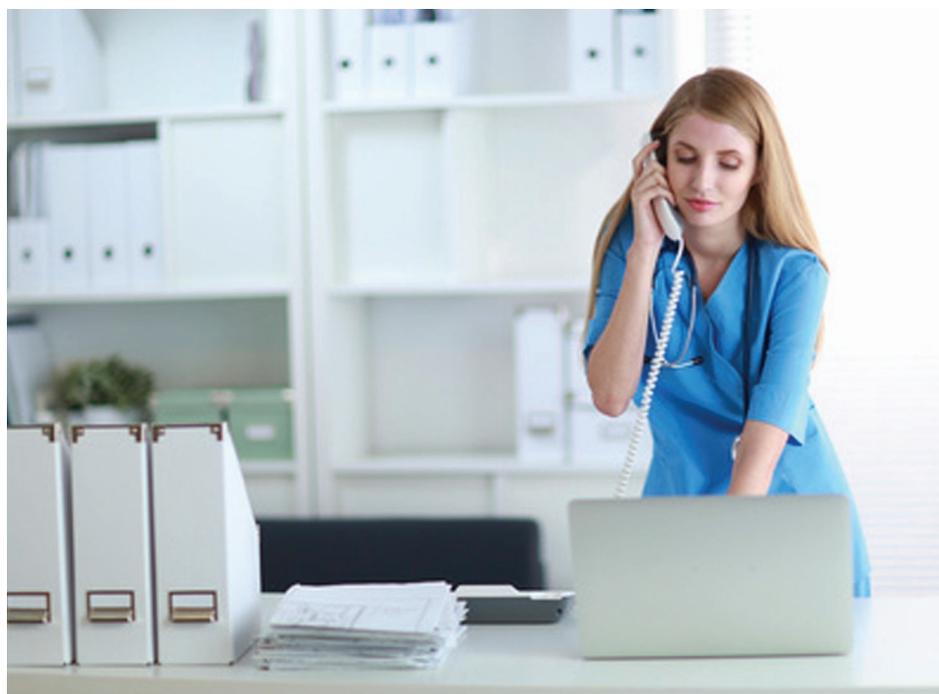
The DPA requires that data controllers:

- choose a data processor providing sufficient guarantees regarding information security,
- take reasonable steps to ensure compliance with those measures, have a contract in place, in writing, specifying that:
- the data processor is to act only on instructions from the data controller, and
- the data processor must comply with information security measures comparable to those in the DPA.

In most of the practices we visited, general information security was fairly good. Dentists and dental staff are trained healthcare professionals, and therefore understand the requirements of confidentiality. However, there were some areas of information security where many dentists struggled; notably, ensuring that third parties (such as IT contractors) were covered by an appropriate formal contract, and managing some of the new ways of working (through mobile or personal devices, or at home).

It is important that dentists should consider carefully the risks associated with the use of mobile and home working. For example:

- Do home computers have appropriate security software to prevent unauthorised access (by other users or if they are lost or stolen)?



- How are home computers destroyed at the end of life?
- Are USB memory sticks appropriately encrypted when transferring data (to prevent accidental loss)?
- Are USB memory sticks properly scanned to prevent the potential import of malware into practice systems?

The ICO website’s **Information Security** page contains useful information about applying information security principles, as well as a practical guide to IT security for small businesses.

Retention of personal data

The DPA states that personal data should be retained for no longer than is necessary. However, it does not go on to specify how long is necessary for different categories of personal data.

In the case of dental records, the BDA have established the following recommendation for retention of dental records:

- 11 years for adults
- For children 11 years or up to their 25th birthday, whichever is the longer.

These recommended retention periods are reiterated in the NHS Code of Practice: Records Management.

Not all dentists are members of the BDA, nor do all dentists provide NHS treatment. However, other industry bodies have tended to give broadly similar advice.

The ICO recommends that dental practitioners implement a retention policy. A retention policy is a short document or schedule that lists when personal data should be destroyed, based on the questions and industry standards discussed above. This means that there is an easy, accessible answer when asking if a given piece of information should be destroyed.

Retention periods apply to manual and electronic records.

For practices which do not have the technical capability to delete personal data due to system constraints, our guidance on deleting personal data lays out some important principles for putting such information “beyond use”.

For more information or to read the full report by the ICO visit their website at <https://ico.org.uk/>

ico.
Information Commissioner's Office





Informed Patient Consent to Treatment

Tom Esler, Partner at mfg Solicitors LLP reviews the recent case of Montgomery v Lanarkshire Health Board [2015] and its implications for medical professionals, including dentists, in relation to the issues relating to the taking of informed consent to treatment from patients.

The above case reinforced the legal duty medical professionals are under to take reasonable care to ensure the patient is aware of any material risk involved in any recommended treatment and of any reasonable alternative or variant treatment.

The test being whether or not in the circumstances of the particular case, a reasonable person in the patient's position would be likely to attach significance to the risk, or the dentist is or should be aware that the particular patient would be likely to attach significance to it.

Different rules apply to patients who would be categorised as incapable and/or children.

Whilst this case related to a medical procedure undertaken by a Consultant Obstetrician it was an opportunity for the Court of Session to restate the applicable law and to clearly state that a failure to disclose risks which would have been disclosed by a medical professional exercising reasonable care is to be categorised as negligence. As such dentists need to review their procedures. Simply signing a consent form is not adequate protection. The patient needs to understand the proposed treatment, the options and the risks available to them. The key issue for most dentists in a busy practice will be how they can improve their record keeping to prove that they have met this subjective criteria for every patient.



Whilst this was a Scottish Court of Session case the restatement of the law is applicable to England and Wales.



Tom Esler is a Commercial Litigation Partner at mfg Solicitors LLP and a member of their specialist legal team for Dental Practices.

For more information about mfg Solicitors LLP visit <http://www.mfgsolicitors.com/>





An ambassador in our midst

Heart Your Smile relies on the support of the dental community to flourish. Our volunteers, committee members and student representatives are at the heart of what makes us smile.

Go to heartyoursmile.co.uk, and read our Innovation 360 success stories, see who is leading our projects and sign up to fundraise. Another way to get involved is to join us at one of the many dental shows we attend. Here, you get a chance to support the charity, network with other dental professionals and get a 'behind the scenes' look at what goes on at these events.

We are always keen to acknowledge our supporters and anyone can apply to be a champion.

One of three ways to become a champion:

1. Raise £500 or more and describe how you did it and what motivated you.
2. Donate your time and services for free and describe the outcome and the impact that you made.
3. Create a 30 second video for our 'You Tube' channel and tell us about your community or charity work with Heart Your Smile.

We are extremely lucky to have many Heart Your Smile champions from all over the country and from different areas of the dental community. Read how ADAM President Niki Boersma got involved.

Niki has been supporting Heart Your Smile since the charities humble beginnings. Niki attends committee meetings, gives her feedback to the trustees and shares and promotes Heart Your Smile through social media. Niki became a champion in 2013, which was announced at the Big Heart Party in February 2014. She went on to support fundraising events and raise the profile of Heart Your Smile via her networking channels. She hosted a 'Dinner 4 Good' party and supported us further by promoting our Skydive fundraising event that her colleague Gillian Fenwick was taking part in.

When Niki became President of ADAM she immediately saw how Heart Your

Smile could make a great charity partner, benefiting their practice managers through our mentoring programme and community projects and resources.

Niki became a champion for a second year running in 2014 and was awarded our crystal heart and certificate at our Christmas event in January 2015.

At the 2015 AGM in August, the Heart Your Smile trustees presented Niki with our 'ambassador' award, for outstanding contributions to Heart Your Smile and the Dental Community.

Congratulations Niki and thank you for everything you do.

If you would like to become a champion and work towards becoming an ambassador go to: heartyoursmile.co.uk/get-involved/ and find out how.

Don't forget to check out our educational resources and children's activities at awildsmile.org

A Wild Smile can help with:

- Setting up a children's corner in your practice.
- Colouring competitions.
- Hosting a community event.
- Take a Wild Smile into a local school.



Niki accepting her ambassador award from Seema Sharma



Niki accepting her champion award from Trustee James Goolnik and champion lead Gillian Fenwick.



Heart Your Smile will be at Dental Showcase, NEC Birmingham, 22-24 October 2015. Visit us on Stand A50, have a chat about our charitable projects and pick up some hearty merchandise.



Staff Training – An Essential Business Driver

Educational aims:

To provide members with an understanding of the importance of staff training, the role they can play in developing each individual within their

Staff Training – An Essential Business Driver - continued

Nicki Rowland has been practice manager at Perfect 32 Dental Practice in East Yorkshire for 9 years. Nicki has recently set up her own business, Practices Made

Perfect by Nicki Rowland, which is a dental consultancy and training organisation. She is dedicated to sharing her knowledge and enthusiasm with other practices to assist them in identifying areas for improvement, achieving their optimum potential and ultimately driving turnover.

Managing on the Front Line

The following is taken directly from the website of Acas - Advisory, Conciliation and Arbitration Service:-

An organisation's effectiveness relies on the quality of management and administrative procedures it has in place. The employee's first port of call when it comes to learning how the organisation operates is their immediate supervisor. The management skills demonstrated at this level bear directly on the effectiveness of the individual and the team.

Front line managers usually are the first level of management and may manage one employee or a large number. The role of the manager often includes managing:

- People
- Budgets
- Work rotas
- Quality and operational performance
- Customer care.

Whatever the size of the organisation

managers need to be consistent, fair and flexible about the way they treat their staff as they often have responsibility for:

- Disciplinary and attendance issues
- Communication - providing a link to senior management
- Organising staff rotas / team meetings
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CPD Questions (Autumn 2015)

Practice Focus is pleased to include a Continuing Professional Development (CPD) Programme for its ADAM member readers in accordance with the UK General Dental Council's regulations and the FDI World Dental Federation's guidelines for CPD programmes worldwide.

The UK General Dental Council regulations currently require all registered UK dental professionals to undertake CPD and provide evidence of the equivalent of verifiable CPD.

Although there is no mandatory requirement for dental practice managers or administrators who are not registered DCPs to undertake CPD, ADAM encourages members to do so as a measure of personal development and professional commitment.

The questions in this issue of Practice Focus will provide up to two verifiable hours of CPD for those entering the programme.

Practice managers or administrators wishing to enter the programme can do so either by signing up – free of charge - with Dental CPD Pro as outlined below or by completing the answer sheet on page 25 and sending it (or a photocopy if you prefer) to ADAM at 2 Wheatstone Court, Davy Way, Waterwells Business Park, Quedgeley, Gloucester GL2 2AQ by **28th November 2015**.

ADAM members completing the programme will receive a certificate for up to two hours of verifiable CPD together with the answers to the questions. Please note that you must achieve a score of 80% or more to receive a certificate.

Any non-member wishing to undertake the CPD in this issue of Practice Focus must include a cheque for £25 payable to ADAM.

To complete your CPD on your Smartphone or online follow these simple instructions:-

Step 1: Download the Dental CPD Pro app onto your Smartphone.

Step 2: Read each article containing CPD.

Step 3: Using your Dental CPD Pro app scan the QR code on the CPD article page.

Step 4: Answer the questions either in the app or online; your certificate will be generated instantly!

Step 5: Save your CPD certificates online or if you prefer print a paper copy.

Please note that if you complete your CPD through Dental CPD Pro you will get a certificate for each article rather than one for the whole publication.

For the present time you can still complete the CPD form on page 25 in which case you'll still get one certificate for the whole publication.

If you have any questions or need any help at all, email the support team at dental@cpdpro.org.uk and they'll be happy to assist you.

Educational Aims Objectives and Outcomes

Aims

In accordance with the General Dental Council's guidance on the provision of CPD, the aim of the Practice Focus CPD programme is to provide articles and materials of relevance to practice managers and administrators and to test their understanding of the content.

CPD Outcomes

The anticipated outcomes are that practice managers and administrators will be better informed about recent developments in management and that they might apply their learning within their own working environment for the benefit of the practice and its patients.

Whoopee, it's that time of year again (page 6)

1 Is the concept of a once or twice a year performance review ...

- A Being used by firms more than ever before
- B Falling into disfavour
- C Being used just as much as before
- D One that never really caught on

2 To ensure that the practice continues to exceed the needs of its patients how important is it to develop trust, integrity and accountability?

- A Not important
- B Quite important
- C Very important
- D Critically important

3 What is the title of the book, by Ken Blanchard, that talks about goal setting and praising?

- A Ten Minute Manager
- B One Minute Manager
- C One Hour Manager
- D Half Hour Manager

4 In Ken Blanchard's book he suggests managers should catch someone doing what?

- A Something right
- B Something wrong
- C Something funny
- D Something dangerous

5 Research suggests that to achieve low employee turnover and high patient satisfaction employees should have the opportunity to do what everyday at work?

- A What they want
- B What they do best
- C What they are told to do
- D What needs to be done

To discipline or not - that is the question (page 8)

6 Who produces the Code of Practice on Disciplinary and Grievance Procedures?

- A BDA
- B TUC
- C ACAS
- D GDC

7 If you suspend an employee, what does this imply?

- A That they are guilty
- B That they are innocent
- C That you want them to leave the practice
- D Nothing - it is a neutral act

8 When should a disciplinary hearing be held?

- A During the employee's normal working hours
- B Out of the practice's normal opening hours
- C Out of the employee's normal working hours
- D At a time specified by the Practice Principal

9 During a disciplinary hearing which of the following is a work place colleague or trade union representative NOT allowed to do?

- A Make a statement on behalf of the employee
- B Ask questions on behalf of the employee
- C Answer questions on behalf of the employee
- D Accompany the employee

10 If further investigation is required how long would an adjournment normally be for?

- A No more than one day
- B Anything from an hour to a couple of days
- C A maximum of one week
- D Up to six weeks

Who's controlling your patient data? (page 21)

11 The Data Protection Act 1998 consists of how many principles?

- A 8
- B 10
- C 12
- D 5

12 What is the name of the person who determines why and how particular personal data will be used?

- A Information Controller
- B Data Administrator
- C Data Controller
- D Personal Data Manager

13 Beyond the Data Protection Act, which two organisations publish standards and controls on security of patient records?

- A DoH and MHRA
- B CQC and DoH
- C DoH and GDC
- D GDC and CQC

14 BDA and NHS Code of Practice for Records Management both recommend dental records are retained for how long?

- A 11 years for adults or for children 11 years or up to their 25th birthday whichever is the longer
- B 10 years for both adults and children
- C 12 years for adults and for children 10 years or up to their 25th birthday whichever is the longer
- D 6 years for both adults and children

15 What is the name of the document or schedule that lists when personal data should be destroyed?

- A Data Protection Act
- B Retention Policy
- C Patient Record Policy
- D Information Retention Procedures

Staff Training - An Essential Business Driver (page 20)

16 What does a mission statement summarise?

- A Your practice's plans to buy a competitor
- B The financial targets of your practice
- C The aims and values of your practice
- D The expansion plans of your practice

17 What is an SGA?

- A Strategic Group Analyst
- B Satisfaction Goal Audit
- C Specified Gender Allocation
- D Skills Gap Analysis

18 What does ROI stand for?

- A Reserves Over Income
- B Requirement of Investors
- C Return On Investment
- D Result of Investigation

19 What is a PTP?

- A Personal Training Plan
- B Provisional Training Programme
- C Personalised Training Proposal
- D Practice Training Policy

20 Which of the following is NOT one of the four ways learning can be measured?

- A Reaction
- B Behaviour
- C Learning
- D Listening

CPD Answers Summer 2015

1D	6B	11A	16D
2A	7A	12C	17A
3B	8B	13B	18D
4A	9D	14C	19D
5C	10B	15C	20C



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CPD answer sheet

Practice Focus Autumn 2015

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Feedback

We wish to monitor the quality and value to readers of the Practice Focus CPD Programme so that we may continually improve it for the benefit of members; please use this space to provide us with any feedback or comment.

Answers

Please tick the answer for each question below.

Answer sheets must be received before **28 November 2015**. Answer sheets received after this date will be discarded as the answers will be published in the next issue of Practice Focus.

- Question 1: A B C D
- Question 2: A B C D
- Question 3: A B C D
- Question 4: A B C D
- Question 5: A B C D
- Question 6: A B C D
- Question 7: A B C D
- Question 8: A B C D
- Question 9: A B C D
- Question 10: A B C D
- Question 11: A B C D
- Question 12: A B C D
- Question 13: A B C D
- Question 14: A B C D
- Question 15: A B C D
- Question 16: A B C D
- Question 17: A B C D
- Question 18: A B C D
- Question 19: A B C D
- Question 20: A B C D

