

# Practice Focus

The ADAM publication for those who aspire to success

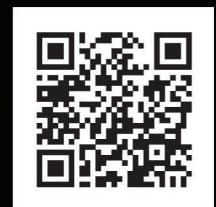
ISSN 2056-9947

Winter 2014/15

contains 2 HOURS  
verifiable CPD

ADAM &  
DPAS Dental Plans  
announce  
partnership  
page 1

2014 Salary Survey results  
published page 12



**PAGE 10**  
Practice Manager  
of the Year 2014

**PAGE 16**  
Coaching  
conversations

**PAGE 18**  
Bad breath!

**PAGE 20**  
Dealing with  
disciplinary issues

Inside: Exclusive Dentabyte offer worth up to £700! p24



**FREE  
EDUCATION**



**MAJOR EXHIBITION**



**INTERNATIONAL  
SPEAKERS**



**NEW: DENTAL  
AWARDS**



**DENTAL  
BUSINESS  
CONFERENCE**



**PRODUCT  
LAUNCHES**

# NOT JUST ALL MOUTH.

**There's something for the  
whole team. Register for  
your FREE place now.**

**[thedentistryshow.co.uk/PM](http://thedentistryshow.co.uk/PM)**



**dentistry  
show**

17th & 18th April 2015 / NEC Birmingham  
for all that dentistry demands

Co-located with



PRACTICE OWNERS  
& MANAGERS

DENTISTS

DENTAL HYGIENISTS  
& THERAPISTS

DENTAL NURSES

TECHNICIANS & CDTs



**Editor:** Ian Simpson  
t: 01452 729522  
e: editor@adam-aspire.co.uk

**Advertising:** Wesley Tatton  
t: 07436 791353  
e: wesley.tatton@btinternet.com

**Distribution:** Denise Simpson  
t: 01452 729522  
e: denise@adam-aspire.co.uk

© Association of Dental Administrators and Managers (ADAM) 2009; all rights reserved.

ISSN 2056-9947

*Practice Focus* is a publication of the **Association of Dental Administrators and Managers (ADAM)**,  
2 Wheatstone Court, Davy Way,  
Waterwells Business Park,  
Quedgeley, Gloucester GL2 2AQ

t: 01452 729522  
e: info@adam-aspire.co.uk  
w: www.adam-aspire.co.uk

Full ADAM members receive *Practice Focus* each quarter free of charge as a membership benefit; the annual subscription for non-members wishing to receive the publication is £100.

The inclusion of advertisements in this publication does not constitute endorsement or approval by ADAM of the product or service and whilst every care has been taken to ensure accurate information is published in *Practice Focus*, ADAM takes no responsibility for claims made by suppliers of dental products or services. The views stated in articles are not necessarily the views of the Editor or ADAM.



## Editorial

A Happy New Year to you all and welcome to our first publication of 2015 - it looks like being an exciting year for ADAM members!

As you will have seen from the STOP PRESS announcement on our Front Cover I'm delighted and thrilled to be able to tell you that ADAM has entered into a new partnership arrangement with DPAS which I'm sure will prove to be of benefit to both organisations.

Many of you will know that DPAS have supported ADAM for many years, sponsoring a number of initiatives as well as providing facilities to enable our members to pay their subscription through them. For those who don't know DPAS, they've been setting up and running cost effective and practice branded payment plans for the dental sector since 1996.

This new partnership with DPAS will take our current relationship to a new – higher – level and as I write this message to you we're putting the finishing touches to these new arrangements. We'll be publishing more details very soon so watch this space!

I'm also delighted to announce that we are an **Event Partner** of The Dentistry Show 2014; we'll be active participants at this year's event and I'd encourage you to register for your free place so you can make the most of the two days on offer for all of the dental team. You can read more in the News section on pages 2 and 3 and of course by visiting [www.thedentistryshow.co.uk](http://www.thedentistryshow.co.uk)

In early December I was delighted to attend the BDIA Midwinter Meeting in London and, with Roger Matthews of Denplan, to present the Award for ADAM Practice Manager of the Year 2014 to Hina Mistry – congratulations to Hina and a big thank you to Denplan for their support of the award over the past 3 years. You can read more about Hina, our 2014 winner, on page 10.

At the Midwinter meeting I also took the opportunity to personally thank Tony Reed of BDIA who very kindly sponsored our ADAM chain of office in replacement of the former BDPMA one.

Finally please note that the ADAM office has relocated to new premises; the move took place during the Christmas and New Year break in order to avoid disruption to members. Our new address and phone number are shown on the left of this page and on our website but rest assured that arrangements for redirection of mail and phone calls will be in place for a few months at least!

As always there's a great deal to catch up with in this edition of *Practice Focus* – here's just a brief summary of another packed publication written specifically with practice managers, and those who aspire to be, in mind.

*Niki Boersma*

Niki Boersma



Niki with Tony Reed of BDIA

## In this issue

<b>News and information</b>	2	<b>What are coaching conversations and how helpful are they?</b>	16
<b>Forthcoming training events</b>	4	<b>Clarification and support – meeting HR law</b>	17
<b>The varying roles of a practice manager</b>	6	<b>The psychological effects of bad breath on patients</b>	18
<b>Adding value to a healthy practice</b>	8	<b>Disciplinary and termination procedures – the cost of getting it wrong</b>	20
<b>ADAM practice manager of the year – Hina Mistry</b>	10	<b>Heart your smile</b>	21
<b>Salary survey 2014</b>	12	<b>CPD Questions</b>	22
<b>Summary of ADAM benefits</b>	14	<b>CPD Winter 2014/15 answer sheet</b>	25
<b>Free legal consultations for members</b>	15		



## ADAM moves offices

Please note as of 1 January 2015, we have moved office. Our new address and telephone number is:

2 Wheatstone Court  
Davy Way  
Waterwells Business Park  
Quedgeley  
Gloucester  
GL2 2AQ  
Tel: 01452 729522

## On 18 December 2014 General Dental Council issued the following statement on the outcome of the BDA's Judicial Review

'The GDC recognises that Mr Justice Cranston found there was a procedural error in the ARF level consultation.

However, we are pleased that he also recognised that the GDC has to be properly funded in order to carry out its duties to protect the public and that the error was not serious enough to require him to quash the consultation and the new fee.

Throughout this process the GDC has tried to be as transparent as possible and this was noted by Mr Justice Cranston in his judgment when he stated: "However, and to its credit, a constant theme of the GDC's public announcements has been a commitment to a transparent consultation."

We acknowledge the court's view that we could have provided more information to explain our projections for fitness to practise hearings. It is for this reason that the consultation was deemed unlawful.

We welcome the fact that the judge decided to confirm the fee regulations for 2014 which means that the ARF of £890 remains valid. We would remind dentists that the deadline for payment of the 2015 ARF is 31 December. A failure to pay by this date will result in registration being withdrawn.'

## Cut back amount of sugar children consume, parents told

Parents are being encouraged to cut back on the amount of sugar they feed children in a new health campaign. The Public Health England (PHE) Change4Life campaign offers "sugar swap" tips, including swapping ice cream for yogurt and sugary drinks for sugar-free alternatives.

Health advice is that no more than 10% of a person's energy or calorie intake should be made up of sugar. But officials fear children between four and 10 are consuming far more.

Professor Kevin Fenton, national director of health and wellbeing at PHE, said: "Reducing sugar intake is important for the health of our children both now and in the future. We are all eating too much sugar and the impact this has on our health is evident.

"This campaign is about taking small steps to address this. We know from past campaigns that making simple swaps works and makes a real difference."

Meanwhile, a Netmums survey suggests two-thirds of parents are worried about the amount of sugar in their children's diets. Nearly half believe their family consumes too much sugar, the survey also indicates.

Eating too much sugar can lead to obesity which can cause heart disease, cancer and type 2 diabetes in later life. It can also cause dental problems. The Epidemiology Programme for England found tooth decay was one of the most common reasons for hospital admissions in children aged five to nine in 2012-13.



## GDC issue CPD Advice Sheet

The GDC has published an Advice Sheet on Quality Controls for Verifiable CPD as a result of which ADAM is undertaking a review of the CPD it provides within Practice Focus. In this edition, for example, you will find that each article for which there are CPD Questions contains **Educational Aims** and **CPD Outcomes**.

Our review will continue over the next few months and you may see further changes to our approach in future editions of Practice Focus as we do our utmost to ensure that the CPD within this publication continues to meet the needs of members and to comply with the requirements of the GDC.

It is important to remember however that it is the responsibility of Registrants to satisfy themselves that the verifiable CPD they undertake and include in their CPD record meets with GDC requirements.

To read the GDC Advice Sheet on Quality Controls for Verifiable CPD go to [www.gdc-uk.org/CPDqualitycontrols](http://www.gdc-uk.org/CPDqualitycontrols)



## Win an Online CQC Health Check for your practice from The Dental Compliance Team



To help you meet every compliance requirement The Dental Compliance Team have designed an easy to use CQC Health Check list. This service is perfect for all practice owners, practice managers and DCPs alike.

Sign up to The Dental Compliance Team Newsletter today and you will receive a chance to WIN an Online CQC Health Check & Emergency Drug Log Book for your practice.

Go to  
<http://dentalcomplianceteam.co.uk/newsletter-signup/>  
 or LIKE their Facebook page.

**Special Offer to  
 ADAM members:**  
**In February 2015 ADAM  
 members can purchase CQC  
 Health Check for only £49.00  
 (normally £99.00)**

Contact The Dental Compliance Team  
 on 0800 566 8159 or visit  
[www.dentalcomplianceteam.co.uk](http://www.dentalcomplianceteam.co.uk)

## General Dental Council debated in House of Commons

On 9th December 2014 the General Dental Council was debated in the House of Commons. The Parliamentary Under-Secretary of State for Health, Dr Daniel Poulter commented as follows in bringing the debate to a close:-

*'I have outlined a number of issues and concerns about the unprecedentedly high rise in the GDC fee. As we have discussed, it is out of keeping and inconsistent with the behaviour of many other health care regulators. I am not convinced, from the evidence that I have been presented with, that there is a strongly evidenced case to support that fee rise, and it goes against Government policy, which is to encourage regulators to set appropriate and proportionate fee rises, to show restraint where appropriate and to be mindful of the effects of fees on registrants.'*

*I want to make it clear, in drawing to a conclusion, that I am not raising any doubt about the fact that the GDC continues to fulfil its statutory duties. However, it will need to make significant improvements to meet the challenges set out in the annual performance review undertaken by the Professional Standards Authority. Registrants, patients and the public need to be able to have confidence in the performance of the GDC and to see improvements in its operation, effectiveness and efficiency.'*

To read the debate in full go to:

<http://www.publications.parliament.uk/pa/cm201415/cmhansrd/cm141209/halltext/141209h0001.htm#14120934000049>

## The Dentistry Show - Bring the whole team!

The Dentistry Show is a free-to-attend, two-day, action-packed event tailored to the needs of the entire dental team offering a wide range of products and services, verifiable CPD lectures and opportunities for networking. And if you haven't heard, The Dentistry Show has moved dates and will now take place on Friday 17 and Saturday 18 April 2015, which means you can attend the show after the UDA cycle has been completed – worry free.

For 2015, there are some exciting new features on offer. The Facial Aesthetics Theatre will offer practical hints and tips from leading professionals in the field of non-surgical facial aesthetics, which can help boost practice offering.

A new EndoLounge, delivered in partnership with the British Endodontic Society, will provide a two-day lecture programme delivered by world-class endodontic professionals.

And, if you're keen to discover what's new in the dental world, Launchpad UK is the place for you. Here you'll be able to discover all the latest innovations first hand, providing you with the insight to take your practice to the next level.

Co-located with Dental Technology Showcase, take advantage of the multitude of interesting activities on offer and bring your entire dental team, where you'll find something for everyone. Register for your free delegate passes today and receive updates in the build up to the show by going to:

[www.thedentistryshow.co.uk](http://www.thedentistryshow.co.uk)

**As an Event Partner of  
 The Dentistry Show  
 ADAM is working really  
 hard to promote the event  
 and encourages all members  
 to register for their free  
 place and to make the most  
 of the two days on offer for  
 all of the dental team.**

Location	Name of event and provider	Cost and Notes	Contact details
Distance Learning	Level 4 Dental Practice Management (Northern College of Further Education) <b>The Dental Business Academy</b>	Distance Learning Programme - 30% discount for ADAM members	<a href="https://thedentalbusinessacademy.com/courses/level-4-professional-diploma-dental-practice-manager/">https://thedentalbusinessacademy.com/courses/level-4-professional-diploma-dental-practice-manager/</a>
Distance Learning	Introduction to Dental Practice Management <b>The Dental Business Academy</b>	Distance Learning Programme	<a href="https://thedentalbusinessacademy.com/courses/dental-practice-manager/">https://thedentalbusinessacademy.com/courses/dental-practice-manager/</a>
Distance Learning programme	ILM Level 3 Certificate in Leadership and Management <b>UMD Professional Ltd</b>	£1780 payable over 11 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Distance Learning Programme	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2165 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> Practice based workshop
Practice based workshop	Performance management and appraisals in dental practices <b>UMD Professional Ltd</b>	This workshop course is delivered at your practice and covers managing and maximising staff performance, and how to carry out appraisals in dental practices.	Fiona on 020 8255 2070 or <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Birmingham	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
Bristol	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
East and West Midlands	Professional Certificate in Dental Practice Management (L4) <b>The Dentistry Business</b>	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 <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://www.thedentistrybusiness.com/register.php">www.thedentistrybusiness.com/register.php</a> to watch video intro
East and West Midlands	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <b>The Dentistry Business</b>	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 <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://www.thedentistrybusiness.com/register.php">www.thedentistrybusiness.com/register.php</a> to watch video intro
Leeds	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> London
London	Dental Business Management Programme leading to the ILM Level 7 Diploma in Executive Management <b>UMD Professional Ltd</b>	Grants available towards fees plus a further 10% discount for ADAM members.	Fiona on 020 8255 2070 or <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a>
London	ILM Level 5 Diploma in Leadership and Management <b>UMD Professional Ltd</b>	£2450 payable over 13 months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> London
London	ILM Level 7 Award in Strategic Leadership <b>UMD Professional Ltd</b>	£3000 payable over ten months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> London
London	ILM Level 5 Certificate in Leading with Integrity <b>UMD Professional Ltd</b>	£1200 payable over six months	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> London
London	ILM Level 7 Diploma in Executive Management <b>UMD Professional Ltd</b>	£4800 payable over 18 months. Part-funding available	Call 020 8255 2070 or e-mail <a href="mailto:fiona@umdprofessional.co.uk">fiona@umdprofessional.co.uk</a> Wakefield
Wakefield	Professional Certificate in Dental Practice Management (L4) <b>The Dentistry Business</b>	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 <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://www.thedentistrybusiness.com/register.php">www.thedentistrybusiness.com/register.php</a> to watch video intro
Wakefield	Postgraduate Certificate in Mastery of Dental Practice Management (L7) <b>The Dentistry Business</b>	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 <a href="mailto:sim@thedentistrybusiness.com">sim@thedentistrybusiness.com</a> or <a href="http://www.thedentistrybusiness.com/register.php">www.thedentistrybusiness.com/register.php</a> to watch video intro

# Your CPD, Hassle-Free For The Whole Practice



**Dental CPD pro**



- Everyone in the practice stays organised effortlessly
- The Practice Manager's dashboard provides key data in an easy to understand format
- CQC & GDC compliance handled automatically in one place
- Free apps on Android, Kindle and iPhone



## Sharon Fletcher

Practice Manager at Ravat & Ray Dental Care, Burnley. Winner: Practice Manager of the Year 2014

*"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."*

**Special offer in association with ADAM - Free CPD for you & all your staff**  
**Register now at <https://dental.cpdpro.org.uk/adam/>**



[www.adam-aspire.co.uk](http://www.adam-aspire.co.uk) **WINTER 2014/15** 5



# The Varying Roles of a Practice Manager

## Educational aims, objectives and outcomes

### Educational aims:

To ensure that members are aware of the business benefits to practices of offering payment plans to patients.

### CPD outcomes:

- To gain a better understanding of the operational efficiency benefits for practices offering payment plans to patients;
- To understand how payment plans can improve cash flow for practices and spread the cost of dental treatment for patients;
- To be aware of the importance of the role of the practice manager in selecting payment plan providers.



When it comes to the day-to-day running of a dental surgery, the role of a practice manager is always one of great responsibility and requires the ability to manage a wide range of duties efficiently and effectively, but it varies enormously from practice to practice.

These days a practice manager's remit is diverse – it usually demands administrative skills, customer service experience, management and leadership qualities, as well as the ability to maintain practice systems and understand compliance regulations. On top of these regular day-to-day activities, many practice managers are also now encouraged to focus on business development and can therefore play a prominent role in this area.

With so many balls in the air, it's important for a practice manager not to be consumed by their workload. A great way to alleviate the pressure is to consider those areas of the business

that could be automated or where the administrative burden could be reduced.

Dental plans can be a great way of streamlining administrative functions by helping remove certain time-consuming tasks from the practice team's workload. For example, since dental plans are paid for by a monthly direct debit there is less need for credit control.

But introducing a dental plan has more fundamental benefits than just saving a little time. A dental plan underpins the financial structure of the business and the benefits are wide-ranging; helping improve cash flow with a regular monthly income stream and providing increased stability in the process, while giving some predictability in the appointment system and therefore making the workflow more efficient. All these factors help smooth out the peaks and troughs associated with running a dental practice, benefiting staff and patients alike, while making the role of practice manager more fulfilling.

With this in mind, when it comes to making a decision about introducing a dental plan or changing provider, it's important that the practice manager is involved in the entire process. Ultimately it is the practice manager who will have to oversee the implementation of the plan and obtain buy-in from the team, so they should be at the heart of the discussions from the word go.

Before making the decision, it's important to do some homework, as all plans are definitely not the same. When looking to adopt or change plan provider it's critical to consider what extra services are offered as part of the package. Look for a provider who includes a comprehensive range of plan support services such as marketing consultancy, patient recruitment support and staff training in areas such as communication skills and objection handling. DPAS Dental Plans has helped manage the introduction of new plans into hundreds of practices over the last 18 years, taking care of everything so that the practice manager can remain focused on the many other aspects of their day-to-day role.

**FOCUS ON MANAGEMENT****Practice Focus** the ADAM publication for those who aspire to success

In today's fast-paced world, the ability to access data and real-time reports remotely, while reducing paperwork, is a major advantage. This access to web-based services and online registration not only benefits patients, but also portrays the image of a forward-thinking business. At DPAS we've recently launched our new Web Portal with the varying needs of practice managers in mind, offering them access to a range of data and reports 24/7, as well as providing an online registration facility for patients.

In our experience, most practice managers want to deal with an organisation that listens and responds by making changes that continue to improve its customers' experience. Because practices come in all different shapes and sizes, DPAS Dental Plans are tailor-made to suit the individual requirements of each practice, ensuring clients are supplied with a practice-

branded plan that is flexible, comprehensive and effective.

The role of practice manager is integral to the smooth running of a practice, whether it's a small private one-surgery facility or a multi-million pound business. Yes the duties will vary dependent on their particular circumstances, but it's abundantly clear that the role of practice manager will continue to develop and become more sophisticated in the coming years, so we'll be ready to support you in any way we can.



your dental plans

**To find out how you can benefit from DPAS' flexible, comprehensive and effective dental plans, call 01747 870910 or visit [www.dpas.co.uk](http://www.dpas.co.uk)**

Twitter: [@dpas\\_ltd](https://twitter.com/dpas_ltd)  
[www.dpas.co.uk](http://www.dpas.co.uk)

## For a plan that fits



DPAS Dental Plans are flexible, comprehensive and effective, offering outstanding value and support delivered by a team with decades of market experience.

With your local Practice Consultant and dedicated Customer Service Advisor on hand, working alongside our specialists in marketing, design, fees and insurance, we'll ensure that everything we provide will be a perfect fit for your practice.

[www.dpas.co.uk](http://www.dpas.co.uk)
 your dental plans

 **01747 870910**

# Adding Value for a Healthy Practice

## Educational aims:

**To provide members with an introduction to the topic of improving the patient experience by developing protocols to deliver an excellent service that meets patient expectations.**

## CPD outcomes:

- To gain a better understanding of the importance of meeting patient needs;
- To recognise that communication and teamwork are key to the development of protocols to deliver service excellence for the patient.

The key to success for any business is providing the service and products required by its customers. Finding out what people want from the business is essential in order to tailor the service delivered and meet their expectations – and this should not be different in dentistry. As a trained professional, you will of course be best placed to understand the clinical treatments patients need, but it's still important to find out what outcomes the patient desires.

**Sheila Scott, renowned dental business consultant,** believes practices need to take this into consideration, changing their approach to improve the patient experience and enable the business to survive and prosper in the dental industry:



*"I have often come across situations where dental nurses and dentists in the same practice have contradictory ideas about what their patients want," Sheila*

*says. "Similarly, many receptionists, who are the first people to greet visiting patients and provide information, may have different ideas again, and additionally do not know what the practice has to offer or what goes on behind the treatment room doors.*

*"Practice teams need to understand patient needs accurately, and have protocols in place to deliver an excellent service that meets their patients' expectations. Communication is key here – patients need to understand how the practice looks after them, and how it meets their perceived needs.*

*"Many patients still think that when they visit a practice, the dentist simply looks in their mouth to check for 'holes' and treatment needs. But we all know there are many more aspects to the examination than that, and we now know that what patients really want from a practice is 'a clean bill of health'. Patients need to be led gently through the full examination so they can fully appreciate that this is the purpose of the practice too – and so they can appreciate the full value of their visit. This will increase patient satisfaction and engagement due to enhanced understanding, and better engagement with dental health usually means that patients understand the value of any procedures needed for improvements."*

As Sheila goes on to discuss, effective communication requires teamwork.

*"It is important for the whole team to work together so that consistent messages are conveyed to every patient. Showing patients how much the practice cares about their needs will further enhance their experience, ultimately boasting the practice's reputation and increasing referrals.*

*"Additional benefits of close collaboration and effective communication mean that facilities and skills within the practice can be fully utilised. The hygiene department is the perfect example of this – I think they are the most under-used, under-rated profit centres of practices throughout the UK. We could double, triple or even quadruple the amount of hygiene services offered and it would go a long way to capturing the hearts and minds of patients, improving their experience and encouraging them to return time and time again."*

Sheila is taking on the role as Chair of the Dental Business Theatre at The Dentistry Show 2015 and will be giving a lecture entitled 'The Healthy Practice' as part of the two-day conference programme.

*"The Dentistry Show is one of the key meetings of the year for everyone working in the dental industry. It is busier and busier every time - the formula just works. As the Chair of the Dental Business Conference I am looking forward to welcoming a variety of industry-leading speakers, who will discuss an extensive range of topics to enlighten professionals and encourage the long-term success of their businesses.*

*"I will consider the approach practices need to take to be able to establish what their patients need, and how to meet those needs. I'll also look further into the importance of teamwork and a unified approach from the entire team, helping dental practices to add value to their services."*

Sheila will be speaking alongside Tracy Stuart, Nigel Reece, Sarah Buxton and Krishan Joshi within the Dental Business Theatre, with topics covered including employment and HR law, marketing and finances. An array of additional learning opportunities will be on offer for principal dentists and their teams throughout the event, with lecture programmes dedicated to different dental disciplines and designed to enhance both clinical and business skills.

Hours of verifiable CPD, hands-on workshops and live surgery demonstrations will also be available, as well as an extensive trade exhibition hosting all the leading dental manufacturers and suppliers. The exciting new Launchpad UK initiative will provide you access to the very latest products, materials and technologies to reach the UK industry, ensuring your practice stays ahead of the game.

**To discover how much more The Dentistry Show 2015 has to offer you and your team, and to book your free passes, go online today.**

**[www.thedentistryshow.co.uk](http://www.thedentistryshow.co.uk)**



# 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 unduly burdensome as they increase in quantity each year and must be held for as long as 10 years in case they're required for audit purposes. 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.

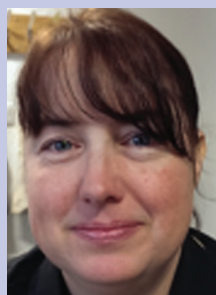
But the increase in CPD regulation does not have to mean increased costs or administration. The solution to all of these issues is to encourage your staff to record their CPD digitally. This is much easier than it sounds: the Dental CPD Pro app is free to download and gives you and your team an easy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

**Sharon Fletcher, Practice Manager at Ravat & Ray Dental Care in Burnley and Dental Awards 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."*

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.

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>**

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."*



# ADAM Practice Manager of the Year Award 2014

**Winner: Hina Mistry of R Dental Clinic, Bradford, West Yorkshire**

Here is Hina's story ...

Sponsored by



My journey to being awarded the Practice Manager of the Year began when I graduated with a degree in Nutrition at the University of Nottingham in 2001 and, a year later, with a Masters in Human Nutrition from the University of Sheffield.

In 2003 I moved to London where I worked as an administrator at The Nutrition Society then on to King's College Hospital where I worked as an Oral Health Promoter from 2005 to 2011. During this period I also volunteered as a website coordinator committee member for the National Oral Health Promotion Group to increase my professional network within the oral health community.

Striving to develop my career further in management and continue with the promotion of oral health prevention, in July 2011 I was offered a position to become Practice Manager at a long established busy NHS/Independent Dental Practice in Bradford. Part of the role entailed project managing a full refurbishment programme of the practice to improve access to NHS provisions in the deprived areas of

Bradford with oral health needs, which are among the highest in the country. The Practice was originally a traditional style house with two surgeries. There were no business or marketing strategies in place; limited IT systems; and substandard dental policies and procedures. My first task was to carry out a comprehensive review of patient and staff feedback in order to understand the key underlying issues with the Practice. Following on from this, I carried out research into general planning processes for the refurbishment, suppliers for current dental facilities and equipment, and a review and updating of our dental and Human Resources policies and procedure. From this a sound business plan was drawn up, and best practice internal operations systems and processes were implemented for the physical transformation to a fully modernised Practice with a clear branding and marketing focus.

My role had a number of challenges specifically in the daily operations of the Practice, and in particular during the major refurbishment project. The task felt quite daunting at times, however

I decided to use my own initiative and create a systematic project plan to solve each problem and identify potential risks by working with the team and developing my own career to achieve Level 5 Diploma in Management (Institute of Leadership and Management).

Following implementation of these changes the practice reached its NHS UDA targets; increased independent turnover; passed a CQC inspection; and was shortlisted for Best Practice at the Dentistry Awards 2013.

As a committed member of ADAM I saw the advert for the Practice Manager of the Year Award in Practice Focus. The application entailed writing a personal statement of 'What singles your practice out from the competition?' and a one page CV.

After speaking with my Principal Dentist I decided to apply as we reflected on the rapid development of the Practice and how the challenging I'd faced (and resolved) had enhanced not only my professional management skills and experience, but also that of the Practice Staff.

On being awarded ADAM Practice Manager of the Year 2014 I am extremely grateful to the support provided by my family, friends, the Practice and the team. Winning the award has provided the Practice with a sense of achievement that it has developed the highest professional standards for all stakeholders and ultimately the mission has been centered to provide the highest standards of patient care in the North of England.

I recommend that all Practice Managers support the future growth of their Practices and team to provide a high quality service for patients, whilst recording all your continuous professional development to allow your achievements to be recognised.

BDIA hosted a fantastic meeting and Practice Manager Award ceremony with dinner and drinks, held at the Institute of Civil Engineering in London. I would like to say a big thank you to ADAM and Denplan for the award and £500 prize.

**Look out for news of how to enter the 2015 Practice Manager of the Year Award – coming soon!**



# The Dental Compliance Team can cure your CQC headache and provide peace of mind for your practice

***CQC can often be a headache for dentists: a chore; yet something else you need think about in an already very busy day!***

***The Dental Compliance Team is here to help cure your CQC headache and provide peace of mind for your practice by simplifying CQC and reducing the stress it creates for you and your practice.***

We've developed **Compliance Systems** that are clear, consistent, hands-on and affordable. We'll keep you informed of the expectations of CQC and ensure that you're fully compliant.

We've designed an easy to use **CQC Health Check** which is perfect for practice owners, practice managers and DCP's alike.

You can use **CQC Health Check** online anytime, anywhere, 24/7.

Answer a series of short questions and click send, and within 2-3 working days our team will provide you with:-

- A tailor-made action plan for you to follow to ensure your practice is ready for CQC;
- Guidance and useful tips to help in areas where you are non-compliant.

Sign up to our Compliance Newsletter today for the chance to WIN an Online CQC Health Check & Isopharm Medical Emergency Log Book for your practice.

<http://dentalcomplianceteam.co.uk/newsletter-signup/> or LIKE our Facebook page.

## Telephone CQC Health Check Set Up

Let one of our qualified Compliance Consultants talk you through, stage by stage, the compliance set-up\*; this can be done either by telephone or Skype - perfect for those already fairly confident with CQC but looking for some reassurance or a helping hand.

You will also get:

- Useful documents and templates;
- Full compliance check-list for the whole practice;
- Practice Inspection Files, accessible via Dropbox - which helps to keep files in order as CQC will want to see them;

- A follow-up Compliance Action Plan.

\*Calls will differ in duration depending on levels of compliance in your practice, but will not exceed 5 hours.

Following the initial compliance check, we'll let you know if you need further assistance.

## CQC Health Check Audit Practice Visit – £600.00 per day

Book a Compliance Consultant to visit your Practice to carry out a Health Check Audit there.

## What can you expect from our CQC Health Check?

- A full and **comprehensive compliance checklist** audit for the whole practice;
- An action plan of your practice requirements;
- Implementation of compliance systems which are easy to follow and maintain.

*The number of extra practice visits for compliance support will depend upon the results from your CQC Health Check Audit. Compliance cannot be completed in one day; it is an on-going process of good practice systems and highly trained staff.*

*We will strive for high standards in your practice and we can show you the way, but the maintenance of compliance is then the responsibility of your dental team.*

## About The Dental Compliance Team

The Dental Compliance Team was formed to make life easier for practices. We have developed compliance systems which are clear, consistent, hands-on and affordable.

We recognise each practice has a different need so we tailor-make compliance packages to suit you - we listen and are here to help you.

## Biography: Stacey Firman

Stacey started The Dental Compliance Team when she identified a need to support small and growing practices deal with the ever-changing legal requirements within dentistry.

Stacey has almost 20 years industry experience; having started out as a dental nurse, she has since worked in prestigious dental clinics across the UK and gained experience in implants, oral surgery, and cosmetic dentistry. Having managed several dental practices Stacey has built a strong reputation in dental business development and a passion for simplifying and implementing compliance.

Stacey says: *'Having worked with dentists for 19 years I know what bugs them - and CQC bugs the life out of them!'*

*The Dental Compliance Team has vast expertise in CQC Compliance, Infection Control, Medical Emergencies and Recruitment. We're here to guide you with our clear, consistent, caring and hands-on approach.*

## Testimonials

*'Stacey's experience and knowledge was evident from our first meeting. She helped us along our path to making sure the Practice was compliant. Little did we know that our second CQC inspection was around the corner!'*

*We would recommend Stacey to any practice and her enthusiasm and work ethic make her a pleasure to deal with.'*

Dr Sachdev from North Finchley

*I met Stacey through social media; when I needed some information and help with something I was writing to do with CQC I contacted her, simply because if anyone knew about CQC I thought Stacey would. She does!*

*After meeting her face-to-face I was left feeling that here is someone who knows their subject, is passionate about what she does, and the overwhelming feeling that she really wants to help dentists and dental practices cope and comply with CQC. If I were still practising and if I was struggling with CQC, perhaps because of time pressure, I would definitely engage Stacey to help me out.*

*Three things to recommend her: knowledge; passion; hard working.*

Mike Young – Author



# Salary survey – the results!

In September 2014 the Hazlewoods Dental Team and ADAM carried out a joint survey of ADAM members in order to obtain a better understanding of current rates of pay within the dental sector. Thank you to all who responded.

The survey requested information relating to the practice, including type (NHS, private or mixed), specialisms and size, together with details of the experience and salaries of key employees.

Those who took part in the survey were entered into a prize draw, which took place at the Dental Showcase. The winners were:

**1st prize** A case of 6 bottles of wine: **Clare Rudman**

**2nd prize** £20 Marks & Spencer gift voucher: **Malti Patel**

**3rd prize** £10 towards next year's ADAM membership renewal: **Claire Holland**



A private / NHS practice is defined as one where more than 80% of turnover is private / NHS respectively. All other practices are classed as mixed.

On average, the data showed the following hourly rates of pay:

Trainee dental nurses	<b>£6.42</b>
Receptionists	<b>£9.71</b>
Dental nurses	<b>£9.91</b>
Practice managers	<b>£16.02</b>

When determining the hourly rate for staff you should consider many different factors including experience and qualifications, type of practice, regional variations and the local job market, attraction and retention of staff, together with legal requirements such as the National Minimum Wage, equal pay legislation etc.

In the following sections we look at the results in more detail.

## Trainee dental nurses

The overall average from our survey was £6.42. This can be analysed by experience, as follows:

### Average pay - Trainee nurses



The National Minimum Wage could apply to trainees. As a reminder, the current NMW rates (from October 2014) are:

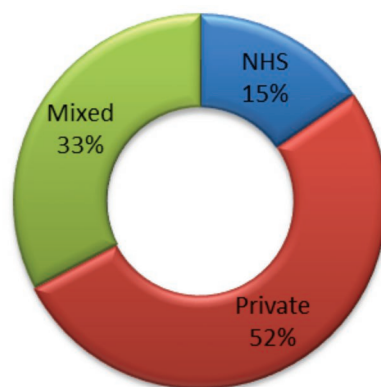
21 and over	<b>£6.50</b>
18 to 20	<b>£5.13</b>
Under 18	<b>£3.79</b>
Apprentice*	<b>£2.73</b>

\*This rate is for **apprentices** aged 16 to 18 and those aged 19 or over who

## Summary Results

The survey results were collected from the following mix of dental practices:

### Type of practice



**FOCUS ON MANAGEMENT****Practice Focus** the ADAM publication for those who aspire to success

are in their first year. All other apprentices are entitled to the National Minimum Wage for their age.

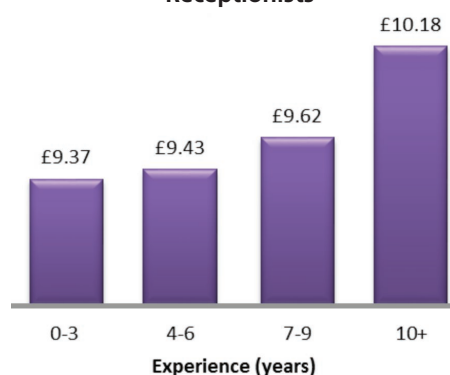
Source:

[www.gov.uk/national-minimum-wage-rates](http://www.gov.uk/national-minimum-wage-rates)

## Receptionists

The overall average from our survey was £9.71. Further analysis is as follows:

**Average pay based on experience - Receptionists**



There was quite a range of receptionist pay rates, with the lowest being £6.80 and the highest £13.24.

**Average pay based on type of practice - Receptionists**

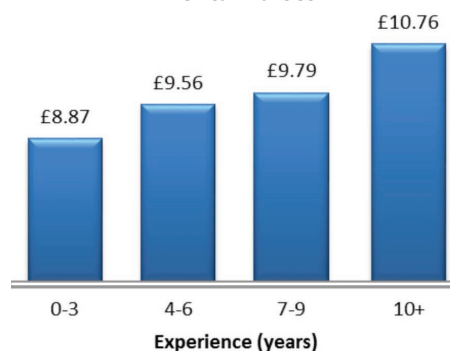


On average, the survey shows that private practices pay higher receptionist salaries than mixed or NHS practices.

## Dental nurses

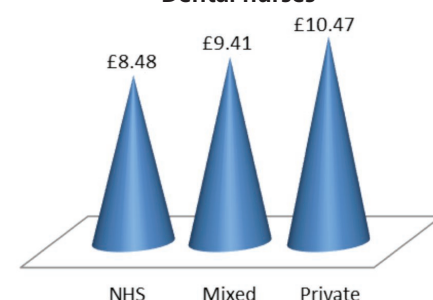
The overall average from our survey was £9.91. Further analysis is as follows:

**Average pay based on experience - Dental nurses**



As might be expected, average pay rates increase with more experience.

**Average pay based on type of practice - Dental nurses**



As expected, the survey shows private practices pay more than mixed or NHS practices, however the extent of this is quite surprising.

## Practice managers

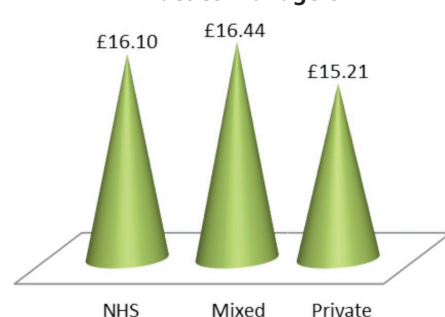
The overall average from our survey was £16.02. Further analysis is as follows:

**Average pay based on experience - Practice managers**



Unfortunately there were only limited replies in the categories up to 9 years of experience and it is not possible to analyse the data further than that shown above. Nearly 80% of replies stated 10 or more years of experience.

**Average pay based on type of practice - Practice managers**



Interestingly, the results show that practice managers in the private practices who responded have lower average salaries than their equivalents in mixed or NHS practices. This seems to be the

opposite to other classes of employee, which is unusual. Would more replies in a future survey produce a different result.....?

## In conclusion

This is the first year of the salary survey, so it is not possible to comment on annual trends – perhaps something for the future!

All of the figures in this report are representative based on the data collected and are intended to be for information and discussion purposes only, not categorical statements of salary levels.

When determining the hourly rate for staff you should consider many different factors including experience and qualifications, type of practice, regional variations and the local job market, attraction and retention of staff, together with legal requirements such as the National Minimum Wage, equal pay legislation etc.

This article reports on a national basis, however some regional data is available from the Members Only section of the ADAM website – [www.adam-aspire.co.uk](http://www.adam-aspire.co.uk)

More detailed information could be extracted from the core data and if this is of interest please contact Nigel Utting on 01242 680000 or email [nigel.utting@hazlewoods.co.uk](mailto:nigel.utting@hazlewoods.co.uk)

**HAZLEWOODS**  
DRIVING LIFELONG PROSPERITY

# So, what does membership of ADAM provide?

## Representation

ADAM is the only organisation in the UK that exists purely to support dental practice managers and administrators.

We are recognised as the industry body representing dental practice managers and administrators on various dental advisory boards; by doing so we aim to ensure that the interests of our profession are considered within the wider dental community.

Please contact us at [info@adam-aspire.co.uk](mailto:info@adam-aspire.co.uk) if you feel strongly about something relating to the dental profession.

## Telephone Support

Available from our administration office:  
9.00am – 5.00pm Monday - Thursday,  
9.00am – 1.00pm - Friday .

We receive hundreds of calls each year from members seeking advice; who don't want to reinvent the wheel; and who would prefer to adopt an existing and tried and tested procedure or template; or who just want to know who best to contact for a specific matter.

## Discounted Events, Seminars and Conferences

All members receive discounted rates to all ADAM events.

## Free subscription to Practice Focus and e-update

Our quarterly publication Practice Focus and monthly e-update are produced exclusively for ADAM members and full of news, information, training events, and topics of interest to practice managers and administrators. Practice Focus also contains two hours of verifiable CPD to supplement your learning.

## Access to Advice Sheets

Specially designed to support the needs of practice managers and administrations, ADAM members can access, through the Members Only section of the ADAM website, a wide range of advice sheets. These advice sheets are supplemented by a wide range of Template documents on subjects such as:

- Training Policy;
- Restraint Policy;
- Chaperone Policy;
- Violence and Aggression Policy.
- Job Descriptions;
- Reference Letters;
- Interview Forms.

## Free Legal Consultation

ADAM has teamed up with **LCF Law**, a firm of lawyers with expertise in the dental sector to provide legal advice and guidance to members. The **LCF Dental Team** understands dentists; understands dental practices; understands the regulations. The team provides services to dental practices across the country on a wide range of topics including:

- Regulatory Issues (CQC, NHS, GDC);
- HR Issues;
- Employment Issues;
- NHS Disputes;
- Patient related issues (non-clinical);
- Other legal matters.

The Consultation is limited to 30 minutes free telephone advice on any one legal issue.

ADAM members also have free access to **LCF Law's Legal Library** at <http://lcf.co.uk/library/>.

## Exclusive Discounts

- Free **Dentabyte** Digital CQC Gap Analyses worth £100;
- Free Level 1 access to **Dentabyte** Cloud Practice Management Software worth £600;
- 50% discount on **Dentabyte** Policies and Procedures Pack worth £199;
- 15% discount on Employment and HR Services from **LCF Law**, offering savings of up to £900;
- 30% discount on **The Dental Business Academy** Practice Manager course to all annual members;
- Half Price Dental Managers Legal Defence Cover for only £22.50 a year with **All Med Pro**;
- Grants available towards fees and 10% discount on **UMD Professional's** Dental Business Management Programme leading to the ILM Level 7 Diploma in Executive Management;
- A reduced price for the **BDTA** Certificate: Introduction to Dentistry course;
- 25% discount on all IT services with **Pioneer Solutions**;
- £1.49/day to use **Dentabyte's** revolutionary mentoring platform VAK Mentor;
- 10% discount on team training by **Rick Whitehead** plus free book;
- 10% discount on practice team training days by **Impetus Training** (in addition to current offers).

For more details visit our website:  
[www.adam-aspire.co.uk](http://www.adam-aspire.co.uk)





# ADAM launches free legal consultations for members



**ADAM has teamed up with law firm LCF Law who have expertise in the dental sector to provide legal advice and guidance to members through a **free 30 minute telephone consultation on any legal matter.****

The LCF Dental Employment Services Team provides services to dental practices across the country on a wide range of topics including:-

- Regulatory Issues (CQC, NHS, GDC);
- HR Issues;
- Employment Issues;
- NHS Disputes;
- Patient related issues (non-clinical);
- Other legal matters

**To take advantage of this exclusive service:-**

**Contact Sarah Buxton, Head of Dental Employment Services at LCF Law on 0113 201 0407.**



**When calling, quote ADAM Free Legal Consultation.**

**Opening hours for this service are Monday to Friday 9am to 5pm or outside of these times by arrangement.**

ADAM members also have free access to **LCF Law's Legal Library** at <http://lcf.co.uk/library/> which contains a huge array of useful information for busy practice managers and administrators.

In addition ADAM members are entitled to a **15% discount on Employment and HR Services from LCF Law**, offering savings of up to £900, and payable in monthly instalments. This Annual Subscription Service covers all of the issues faced as a Practice Manager in managing and running a practice.

You will always have access to legal advice from a solicitor. LCF Law will take your specific instructions to tailor all contracts and other documents to ensure that they reflect what is right for your practice; are produced in your practice style; and yet remain legally water-tight and fit for purpose.



**Niki Boersma, ADAM President**, said:  
*The number and complexity of laws, regulations and recommendations which govern the day to day running of any business has increased greatly over the last several years.*

*In dental practice this is supplemented by the many regulations and guidelines relating specifically to the delivery of dental care, radiation protection, cross infection control, disposal of clinical and hazardous waste, to name but a few.*

*So I'm delighted that LCF Law has agreed to offer this service to our members and I'm sure it will prove to be a welcome addition to the benefits of ADAM membership.'*



**Sarah Buxton, Head of Dental Employment Services at LCF Law** added:

*'We are really looking forward to providing legal consultations to ADAM members; our specialist dental team understand dentists; understand dental practices; and understand the many laws, regulations and recommendations applying to the profession.'*

# What are Coaching Conversations and how are they helpful?

## Educational aims:

**To provide an introduction to the topic of coaching and its role in staff development.**

## CPD outcomes:

- To gain a better understanding of how to coach team members;
- To understand the benefits of coaching for team members and the practice;
- To be aware of and understand a practical coaching model.

Are you looking to engage to a greater level with your practice colleagues, seeking improved growth in their performance and motivation, to instigate better working relationships amongst the team and ultimately to improve organisational success?

Of course you are, as you have a key role in running a busy practice you will be communicating with your team members regularly on various aspects of the practice, the business outputs and their role within it. Yet consider how much more powerful these conversations might be if they become coaching conversations?

This might be difficult to answer unless you have already discovered the power of coaching. Putting time into having coaching conversations can be a great way to support your employees, building their performance, output, as well as their motivation and enthusiasm.

So when does a conversation become a coaching conversation? Well how often do you find yourself in a conversation with a colleague where you are telling them what you expect to see, how they should reach the goals, giving them the ideas to help them achieve or solve particular problems? If all of this sounds

familiar then changing the approach to use a coaching conversation may provide you with a magic key to unlock potential. Coaching conversations can help discover hidden strengths and talents and elicit ideas which otherwise may remain dormant or not be realised. Adopting a coaching conversation approach uses a myriad of skills, such as building rapport, listening, questioning, feedback and the use of frameworks and models to structure the conversation. With practice these skills can enable dynamic, engaging and often soul searching and challenging conversations to occur. So instead of you doing all the talking and telling, the coaching conversation can start to form with the focus on using skills to elicit the information and realise potential which otherwise may not be tapped into.

But where do you start? It takes time to practice all the required skills and techniques to adopt a coaching conversation approach, but the benefits gained can be immense.

## The Challenge

Take time out to consider the quality of the conversations you currently have with employees and ask yourself if there is scope to elevate the quality and intent of these to bring greater worth and value. By starting to take some small steps and changes to the conversations you are engaged in, you will be on the first rung of the ladder to taking a more coaching conversation approach.

## The steps in the process as:

**Goal Reality Options Way forward**

The process starts with you working with the team member to establish a Goal, the idea being that through a coaching conversation the team member sets a goal or set of goals. Having done that you then explore the current Reality - where are you and the team member currently in terms of achieving that goal? Once an understanding is reached about the current reality, then you lead into generating a range of Options for moving towards the goal - the favoured options are then selected and a Way Forward agreed.

If you feel you could enhance the quality of conversations you are having then developing your coaching skills can provide you with a powerful toolset to support this.

## Four tips for coaching conversations

**1** When starting coaching conversations it is important to ensure the space in your mind is clear and uncluttered. Take a few seconds out prior to entering a conversation to mentally remove the previous task or interaction you have just had. Look to eliminate any thoughts regarding how the person has performed in the past, how you would like them to perform in the future, any assumptions, perceptions or judgements you may have on them.

**2** Give the person your full all-encompassing focus, without the interruptions of modern day life. If you are to truly focus on the moment of the conversation, then the phone should be left behind or switched off, distractions should be avoided and somewhere free from interruptions should ideally be found. The time set aside should be seen as precious. Listen to them not you. How often have you already decided what is the best course of action and you aren't really listening because you know what you want to say and what needs to be done? Take a step back and listen to what your employees are actually saying, not just to what you want to hear.

**3** Question them, don't tell them! Rather than telling people what to do or what you expect to see, start to see how you can incorporate questions to elicit ideas from them. For example: What is happening at the moment? What could you do you change that? What other ideas do you have? How could you make that happen?

**4** One great way to develop a coaching conversation is to follow a process. The GROW model has been used effectively. Each part of the coaching session focusses on particular aspects in a process.

**Alison Miles-Jenkins**  
Founder and CEO,  
Training To Achieve



0845 165 6269  
alison@trainingtoachieveenterprises.com

## Clarification and Support – Meeting HR Law

**The many laws and regulations governing employment and human resources (HR) can leave many business owners spinning in circles. Particularly for dental practice principals who already have a myriad of other concerns, following the correct legal channels and ensuring effective protocols are in place to meet HR regulations can be a time-consuming and somewhat unenjoyable task.**

**Sarah Buxton** is an Associate Lawyer at LCF Law, specialising in employment and HR issues within the dental industry. She works with and advises practice principals and managers on everything from associate contracts to managing self-employed staff, handbooks and settling employment disputes. She will be presenting as part of the Dental Business Theatre at The Dentistry Show 2015, which she has visited now for several years.



*"I have attended The Dentistry Show every year for about the last 5 years," Sarah says. "It is a great event for dental practitioners and professionals who work in the dental industry to get together and learn about the recent developments in the market. The Dentistry Show also always sources the best speakers in their respective fields to ensure that the attendees receive the best advice."*

Sarah will be delivering a session entitled **"Getting to Grips with Dental Employment & HR Law"**, providing information and clarification on a number of issues facing modern practice owners and managers.

*"I will discuss the difference between self-employed workers and employees, and why it is important to have the correct contracts in place for the different types of employment status.*

*I'll demonstrate what should be included in the contracts to enable delegates to run their businesses smoothly and to protect the goodwill of the practice.*

*"In addition, I'll look at how to deal with common problems that arise in the workplace such as sickness absence, lateness and flexible working requests. With the recent changes in Shared Parental Leave, this will also be a topic affecting employers, which I hope to cover."*

With clinical excellence and patient care clearly remaining a priority for practice principals and managers, it can be difficult to find time for all the paperwork now necessitated in dentistry. An already complicated area of business, HR regulations can therefore often require some specialist support.

Sarah adds: *"HR and Employment Law is constantly changing and it is difficult for practice owners/managers to keep on top of all the changes whilst running their practice. There are so many laws and regulations in this area that employment contracts and HR is often a full time job in itself. There is a lot of red tape in the dental industry – employment, health and safety, CQC, GDC regulations – it can all be very overwhelming for busy practitioners, so it is important to have all the relevant information accessible.*

*"I hope delegates attending my session at The Dentistry Show will gain a better awareness and understanding of the need for effective HR and Employment Systems, in order to have a well-run practice which is profitable and a happy place to work for all."*

Chaired by **Sheila Scott**, the Dental Business Theatre will present an array of leading business professionals including Sarah, Nigel Reece and Tracy Stuart, each sharing their own knowledge and expertise in their specialist areas. From finances to online search engine optimisation and other marketing

activities, the two-day lecture programme will offer all the ideas and advice you may need to enhance your practice management for a brighter future. A live panel discussion session, Practice Management Today, will also provide a platform from which you can seek any further clarification on problems you are facing.

Offering something for everyone, **The Dentistry Show** will be the ideal place to advance your clinical skills, discover the latest innovations and network across the industry. Hands-on workshops and live surgery demonstrations will enable you to learn from some of the best in dentistry, while features such as the popular BSP PerioLounge, Short-Term-Orthodontic Lounge and brand new EndoLounge will focus on key specialities. The exciting new Launchpad UK will also bring you the very latest products, materials and technologies to reach the UK market, which registrants will receive updates on in the weeks leading up to the Show.

With a packed social programme encompassing **The Dental Awards 2014**, your whole team will have the chance to let their hair down and enjoy an evening of celebrations and great entertainment.

**To book your team's free delegates passes, go online today.**



**The Dentistry Show 2015 and DTS will be held on 17 & 18 April at the NEC in Birmingham.**

**For further details please visit [www.thedentistryshow.co.uk](http://www.thedentistryshow.co.uk) call 020 7348 5269 or email [dentistry@closerstillmedia.com](mailto:dentistry@closerstillmedia.com)**



# The psychological effects of bad breath on patients

## Educational aims:

**To provide an introduction to the topic of bad breath, the psychological effect it can have on patients and how resolution of the problem can have far reaching benefits beyond the dentist's chair.**

## CPD outcomes:

- To gain a better understanding of the causes of bad breath and the impact it has on the lives of patients;
- To be aware of the options available to assess the extent of the problem and to resolve it;
- To understand the sensitivity of the topic and the need for discretion when discussing the topic with patients.

Visiting the dentist is not high on most people's lists of 'favourite things to do'! The NHS website has a page dedicated to "fear of the dentist"<sup>1</sup>, while The British Dental Health Foundation<sup>2</sup> offers leaflets and information on overcoming dental phobia and anxieties. But whatever level of confidence a patient may have regarding visiting their dentist, they may find another concern equally troubling.

Bad breath has long been something of a taboo subject in society. In a recent survey of 2024 people<sup>3</sup> only 29% of respondents said they would tell someone if they had bad breath, while 71% wanted to be told if they were suffering.

Its effects can be far-reaching and research in the Netherlands in 2005 revealed that it constituted "one of the 100 biggest human overall exasperations"<sup>4</sup> and further, that it causes "embarrassment and affects their social communication and life."

Just how badly a patient can be affected by the condition is evident from a retrospective study conducted over a seven-year period (February 2003-February 2010) by the University of Basel in Switzerland. Of 451 patients included in the study, the study reports:

*"In 83.4% (n=376) bad breath took its toll on one's social life, manifested to varying degrees of inhibition, insecurity, isolation, withdrawal, reduced social contact, problems in relationships, less talking by an unwillingness to speak or by keeping a distance to others."*<sup>5</sup>

The study observes that *"long time sufferers can be marred from deep psychological stress. Because nine out of ten cases have an oral cause, the initial inquiry should be with a dentist."*

In nearly 85% of cases, the cause for halitosis lies in the oral cavity<sup>6</sup> and so it is perhaps not surprising that the dentist is a professional from whom sufferers will seek help. With an estimated one in four people suffering from bad breath on a regular basis<sup>7</sup> and up to around 50% of the population suffering from it in varying degrees at any one time,<sup>8</sup> it would therefore seem likely that most dentists will see sufferers amongst their patients.

Because of the intensely personal nature of the problem, patients may also be reserved about discussing halitosis and their dentist may find themselves in the position of having to advise those who are unaware.

A study conducted at La Sapienza University of Rome by Nardi et al. comments that "What is said, and especially the way of saying it, may play an important role in patient's acceptance of the information without producing, or reducing to a minimum, the undesirable side effects on the patient-professional relationship, and on the personal dynamics of the patient him/herself."<sup>9</sup>

A main, but not the only, cause of halitosis lies in the generation of Volatile

Sulphur Compounds (VSCs) caused by bacteria in the oral cavity. The actual detection of bad breath can pose a problem for sufferers as most individuals cannot smell their own breath.

Curd, Bollen and Thomas Beikler<sup>10</sup> describe the 'gold standard' for detection as *"the organoleptic scoring, i.e., smelling the odour of the patient. A more objective method is the analysis of breath samples by gas chromatography or by means of portable VSC analysers."* If organoleptic scoring is used, the authors detail samples, and certain precautions are taken prior to the examination to enable optimal test results.<sup>11</sup>

Some patients may have suffered from bad breath for a considerable time – in the University of Basel study, 32.3% of the 451 patients claimed to have suffered for more than ten years. The personal, social and psychological aspects of the condition, which may be potentially debilitating for an individual and something they are apprehensive to talk about, may therefore need to be borne in mind alongside treatment of the physical condition, which will depend upon the professional's assessment.

Bad breath is an emotive subject and – as with patients who have concerns about stepping over the threshold of their dental practice – may need a considerate and sensitive approach. The implications for a patient may go beyond those of simply addressing a physical problem and move into the realms of their personal and social life with possible psychological effects.

In the Basel study *"almost every patient (94.5%) tried self-remedies to combat bad breath. These included chewing gum, sweets or mouthwashes which had a masking effect but no influence on the cause of bad breath (Quirynen et al. 2002)."*<sup>1</sup>

With halitosis largely arising "from intra-oral causes"<sup>2</sup> and the formation



of Volatile Sulphur Compounds (VSCs), preventing these gases forming and their neutralisation – rather than masking the problem – for a prolonged period, can aid this distressing condition.

Meda Pharmaceuticals product CB12, developed at the University of Oslo, offers this, using a combination of low concentrations of zinc acetate and chlorhexidine to neutralise and prevent the production of VSCs combating bad breath and offering relief for up to 12 hours<sup>3</sup>.

Treatment of, and relief from, bad breath can have implications that extend beyond addressing the physical cause of the problem. Although a visit to the dentist is unlikely to ever rise to the top of the 'favourite things to do' list, it may make an important difference to a patient's enjoyment of life.

For more information on CB12 and the extensive research behind it please visit **[www.cb12.co.uk](http://www.cb12.co.uk)**

#### Neil Lawrence, Head of Over The Counter (OTC) products at Meda Pharmaceuticals Limited.

Previously UK Divisional Director for the Consumer Healthcare division of Boehringer Ingelheim, Neil was responsible for the UK and Republic of Ireland markets, with responsibility for the Boehringer POM to P switch programme including the OTC launch of Flomax.

Neil joined Meda after 6 years with BI CHC, having previously held a number of positions at Boots Healthcare International (BHI), where after 11 years he held the position of Regional Marketing Director and was responsible for developing markets across Europe, China and Japan.

Whilst at BHI, Neil was Marketing Director for Crookes Healthcare (the UK operating arm of BHI) before moving departments to work on more international projects for the company. Neil's previous experience also includes working at Bayer Healthcare for over thirteen years where he looked after Bayer's UK operations as well as holding international country management positions in Germany and Poland.



1 Andrea Zürcher, Andreas Filippi, Dept of Oral Surgery, University of Basel. 'Findings, Diagnoses and Results of a Halitosis Clinic over a Seven Year Period'. Schweiz Monatsschr Zahnmed. [Swiss Monthly Journal of Dentistry] 3/2012

2 Curd ML Bollen and Thomas Beikler. 'Halitosis: the multidisciplinary approach'. International Journal of Oral Science (2012) 4, 55-63; doi: 10.1038/ijos.2012.39. pub. Online 22 June 2012

3 Thrane PS, Jonski G, et al, Zn and CHX mouthwash effective against VSCs responsible for halitosis for up to 12 hours. Dental Health 2009; 48(3):8-12.; Thrane PS, Jonski G. Young A. Comparative effects of various commercially available mouth-rinse formulations on halitosis. Dental Health 2010; 49(1): 6-10; Young A, Jonski G and Rolla G. Combined effect of Zinc ions and cationic antibacterial agents on intraoral volatile sulphur compounds (VSC). International Dental Journal (2003) 53: 237-242

1 [www.nhs.uk/Livewell/Dentalhealth/pages/fearofthedentist.aspx](http://www.nhs.uk/Livewell/Dentalhealth/pages/fearofthedentist.aspx)

2 [www.dentalhealth.org](http://www.dentalhealth.org)

3 Market Research 2012 for CB12. Red Door Communications

4 Curd ML Bollen and Thomas Beikler. 'Halitosis: the multidisciplinary approach'. International Journal of Oral Science (2012) 4, 55-63; doi: 10.1038/ijos.2012.39. pub. Online 22 June 2012

5 Andrea Zürcher, Andreas Filippi, Dept of Oral Surgery, University of Basel. 'Findings, Diagnoses and Results of a Halitosis Clinic over a Seven Year Period'. Schweiz Monatsschr Zahnmed. [Swiss Monthly Journal of Dentistry] 3/2012 Vol. 122 pp. 205-210

6 Curd ML Bollen and Thomas Beikler. 'Halitosis: the multidisciplinary approach'. International Journal of Oral Science (2012) 4, 55-63; doi: 10.1038/ijos.2012.39. pub. Online 22 June 2012

7 <http://www.nhs.uk/Conditions/Bad-breath/Pages/Introduction.aspx>

8 <http://www.the-dentist.co.uk/article/1921/a-fresh-approach>

9 Nardi GM, Forabosco A, Forabosco G, Musciotto A, Campisi G, Grandi T. La Sapienza University of Rome, Italy. 'Halitosis: a stomatological and psychological issue'. Minerva Stomatol. 2009 Sep; 58(9):435-44.

10 Curd ML Bollen and Thomas Beikler. 'Halitosis: the multidisciplinary approach'. International Journal of Oral Science (2012) 4, 55-63; doi: 10.1038/ijos.2012.39. pub. Online 22 June 2012

11 Ibid

# Disciplinary and termination procedures – the cost of getting it wrong

## Educational aims:

**To provide an introduction and awareness of disciplinary and termination procedures.**

## CPD outcomes:

- To gain a better understanding of disciplinary and termination procedures;
- To understand the key points of relevant legislation, time limits and other important factors;
- To be aware of the risks to the practice of failing to follow the relevant ACAS procedures.

Unfair dismissal claims are one of the most common Employment Tribunal complaints pursued against Dental Practices. Even with statutory limits on compensation, a successful unfair dismissal claim could cost a Practice as much as £88,120. The cap does not however apply in relation to dismissals that are automatically unfair. Further, unfair dismissal claims are often coupled with other complaints and so the cost to a Practice could be much much more.

Despite how burdensome disciplinary proceedings may appear, it is crucial for Managers to adopt a fair procedure before taking the decision to discipline or dismiss an employee who fails to meet the expected standards of behaviour required of them.

One saving grace for Dental Practices is that its employees must have completed a qualifying period of 2 years continuity of employment before they are eligible to pursue an unfair dismissal claim. That said, Practices need to proceed with caution as certain dismissals will be automatically unfair irrespective of the employee's length of service. These include dismissals for reasons connected to pregnancy or childbirth or for whistleblowing.

## The basic position is that Practices must ensure that they:-

- 1 Follow a fair procedure before taking the decision to discipline the employee;
- 2 Have a fair reason for imposing a disciplinary sanction (including dismissal);
- 3 Comply with the terms of the employee's Contract of Employment; and
- 4 Do not discriminate against the employee.

The most important element of ensuring that an employee's dismissal is fair is that the employer acted 'reasonably'. This will involve taking into consideration different factors, depending on the reason for dismissal. In addition, the size and administrative resources of the Dental Practice will also be a relevant factor when determining whether the employer acted reasonably.

Furthermore, the entire procedure adopted should comply with the '**ACAS Code of Practice on Disciplinary and Grievance Procedures**' (a copy of which is readily available online). If a claim is pursued and the Practice has unreasonably failed to comply with this Code then any compensation awarded to the employee could be increased by as much as 25%.

Irrespective of the procedure adopted, a Practice must not base a dismissal or impose a sanction for a reason that is discriminatory based on a protected characteristic such as sex, age, disability, race, religion, sexual orientation, gender reassignment or being married or in a civil partnership. If they do, the Practice may be exposed to a discrimination claim. This type of claim can be pursued irrespective of the employee's length of service with the Practice.

In addition, the statutory position is that employees who have more than 2 years' service with the Practice are entitled to be provided with written reasons for their dismissal. Whilst statute states that this entitlement is upon the employee's request, astute Dental Practices will confirm the reason for the employee's dismissal in writing in any event and irrespective of their length of service to minimise the likelihood of other arguments/claims being alleged.

Sometimes, from both a practical and commercial point of view, it will be better for a Practice to try to reach a financial agreement with an employee about their departure from the Practice. However there are risks in proposing such a solution and there are also requirements that need to be satisfied. Practices who are looking to agree an employee's exit from their Practice are encouraged to seek early legal advice to ensure that their processes are lawful.



Lisa Kemp is a solicitor in the Employment Division at mfg Solicitors LLP  
[www.mfgsolicitors.com](http://www.mfgsolicitors.com)





## FOCUS ON CHARITY

Practice Focus the ADAM publication for those who aspire to success



**If you are positive and passionate about the dental profession, join our campaign and help people to love their smiles. Heart your Smile is the nominated charity for ADAM and is dedicated to changing the public's perception of dentistry, increase attendance to practice and reinstate the dental team's position as trusted members of the local community. We approach our goals with fun and humour to create a powerful and uplifting message that can make a real impact on the dental profession.**

We are already supporting innovative projects across the UK through our Innovation 3600 grants and dental teams from all over the country have been taking workshops, talks and demonstrations into their communities with our support. Kassie Campbell a Practice Manager from Oldham recently secured a grant and has been offering oral health advice and education to a local drug and alcohol services centre. Kassie told us: *"I am a practice manager in a busy NHS dental practice and I heard about Heart Your Smile 360 Grant and I applied. I was successful with my application and this enabled me to get into the community and help others who not always seen to be helped. The target audience I chose were really appreciative that someone from the community had gone into their own setting to offer help and advice."*

Nicola Shaw, a hygienist from Hampshire was inspired to apply for Innovation 360 when she found her daughters friends and their parents were totally unaware of the amount of sugar in their diet and the importance



of dental health care. Nicola's workshops are interactive and fun for the children and the hand-outs for parents are informative and engaging. Nicola went on to develop a sugar free recipe calendar which she sold to raise money for Heart Your Smile. Nicola said: *"Heart your Smile's Innovation 360 has helped me get my project up and running. It has given me the resources, mentoring and encouragement to make my vision a reality."*

These projects not only engage the whole dental team and their patients, but reach out to the wider community taking the oral health message to groups that are often overlooked. If you have an idea for a project and want to get involved with oral health promotion then it's time to contact Heart Your Smile.

Our Mentoring programme has already connected 20 mentees with mentors and we are getting new registrations every day to join our progressive group of dental professionals. Our mentoring lounges at the Dentistry Show and the BDIA Dental Showcase have been supporting newly qualified dental team members and connecting them with experienced mentors and coaches. Lucy Williams, who was part of our original speed mentoring group, had this to say about Heart Your Smile mentoring. *"Doing speed mentoring has not only inspired me but has helped me to push*



*myself to be the best I can be. I felt 'stuck' and that what I wanted was out of reach. After having sessions with my Mentor, I soon realised that the so called 'silly ideas' were actually realistic. A year on I have achieved so much- had an article published, pushed my interests at work, started a mentoring certificate and a postgraduate certificate in education. Without the support of HYS and the opportunity of having a mentor and the support given by my mentor I wouldn't have had the confidence to achieve what I have and to continue with it."*

Our aim is to provide everyone in the dental team with the tools to effectively engage with their local community, celebrate their success and guide them to deliver a positive dental experience to their patients.

Visit [www.heartyoursmile.co.uk](http://www.heartyoursmile.co.uk) for more information on Innovation 360, mentoring, volunteering and more. Look out for our new educational project **"A Wild Smile"** © coming soon, this venture will provide free oral health packs for schools and practices, and will introduce our wild animal characters who each have a healthy message to deliver. For free oral health downloads available now, visit our resources section and download a selection of Adult, Child and Dental team documents, including our new Diabetes leaflet.

# CPD Questions (Winter 2014/15)

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 two verifiable hours of CPD for those entering the programme.

Practice managers or administrators wishing to enter the programme can do so 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 March 2015**.

ADAM members completing the programme will receive a certificate for two hours of verifiable CPD together with the answers to the questions.

Please note that you must achieve a score of 50% 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.

## 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.

### CPD Answers Autumn 2014

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



## The Varying Roles of a Practice Manager (page 6)

- 1 **On top of regular day to day activities what are practice managers also now encouraged to focus on?**
  - A Risk management
  - B Business development
  - C Strategic planning
- 2 **Which of the following is given as an example of how a practice manager can alleviate work pressure?**
  - A Consider areas of the business that could be automated
  - B Delegate more
  - C Learn techniques for how to cope with stress
- 3 **Which of the following is a fundamental business benefit created by offering dental plans to patients?**
  - A Savings in administrative time
  - B More new patients for the practice
  - C Improved cashflow with a regular monthly income stream
- 4 **Should the practice manager be involved in decisions about introducing a dental plan or changing provider?**
  - A Yes
  - B No
  - C It depends

### Adding Value for a Healthy Practice (page 8)

- 5** What is described as the key to success for any business?
- A Offering the cheapest price to its customers
  - B Providing the service and products required by its customers
  - C Maximising profit on each and every sale
- 6** What is described as key to delivering an excellent service that meets patients' needs?
- A Communication
  - B Training
  - C Regulation
- 7** What is it said that patients really want from a practice?
- A The lowest possible treatment cost
  - B A quick and painless visit
  - C A clean bill of health
- 8** What does effective communication require?
- A Written instructions
  - B Teamwork
  - C Monthly meetings

### What are coaching conversations and how are they helpful? (page 16)

- 9** Which of the following is given to describe what coaching conversations can help discover?
- A The hidden strengths and talents in your team
  - B How little your team really know
  - C What tasks your team don't enjoy doing

- 10** What does the acronym GROW stand for?
- A Goal, Reality, Options, Way forward
  - B Get, Ready, On your marks, Work
  - C Go, React, On target, Win

- 11** What of the following is described as a key coaching tip?
- A Don't say anything
  - B Keep asking them 'what do you think?'
  - C Question them, don't tell them

### The psychological affects of bad breath on patients (page 18)

- 12** What percentage of survey respondents said they would tell someone if they had bad breath?
- A 37%
  - B 29%
  - C 16%

- 13** What percentage of survey respondents said they would want to know if they were suffering from bad breath?
- A 71%
  - B 55%
  - C 93%

- 14** In what percentage of cases did the cause for halitosis lie in the oral cavity?
- A Nearly 90%
  - B Nearly 70%
  - C Nearly 85%

- 15** What percentage of patients in the survey claimed to have suffered with bad breath for more than 10 years?
- A 32.30%
  - B 25.40%
  - C 38.70%

- 16** What percentage had tried self-remedies to combat bad breath?
- A 88.4%
  - B 94.5%
  - C 97.3%

### Disciplinary and termination procedures (page 20)

- 17** Even with statutory limits on compensation, what can a successful unfair dismissal cost a Practice?
- A £81,280
  - B £120,088
  - C £88,120

- 18** What is the qualifying period for an employee before they are eligible to pursue an unfair dismissal claim?
- A 1 year
  - B 2 years
  - C 3 years

- 19** In ensuring that an employee's dismissal is fair, how must the employer have acted?
- A Generously
  - B Reasonably
  - C Cautiously

- 20** By what percentage can compensation be increased if an employer fails to comply with the ACAS Code of Practice on Disciplinary and Grievance Procedures?
- A 25%
  - B 50%
  - C 10%



# Practice Managers and Administrators...

**Join ADAM for only £89 a year to access  
an exclusive Dentabyte offer worth up to £700!**

Keep the cogs of your practice turning with...

Digital CQC Gap Analyses worth **£100**

**FREE to ADAM members\***

Level 1 access to Dentabyte Cloud Practice  
Management Software worth **£600**

**FREE to ADAM members\***

Dentabyte Policies and Procedures Pack  
worth **£199**

**50% discount to ADAM members\***



ADAM (The Association of Dental Administrators and Managers) was established in 1993 as a not for profit organisation to provide advice, guidance and support to busy practice managers and administrators.

For more details, including how to join ADAM and gain access to this great offer, visit [www.adam-aspire.co.uk](http://www.adam-aspire.co.uk)



\*Terms and conditions apply

## Whatever your management role you can find a qualification to benefit you and your practice

UMD Professional's range of courses lead to Institute of Leadership and Management accredited qualifications and provide a practical training pathway for dentists and managers, helping you to increase your confidence and skills in management.

### CHOOSE FROM

**ILM Level 3 Certificate in Leadership and Management**  
designed for new managers and senior nurses and receptionists.

**ILM Level 5 Diploma in Leadership and Management**  
for existing practice managers.

**ILM Level 7 Diploma in Executive Management**  
for dentists and business managers.

For full details contact us: 020 8255 2070  
e-mail us at [info@umdprofessional.co.uk](mailto:info@umdprofessional.co.uk)

[www.umdprofessional.co.uk](http://www.umdprofessional.co.uk)



## Take a fresh approach

Dedicated accountancy and tax advice  
to those in the dental profession.

With over 20 years' experience of offering specialist advice to the dental profession across the UK, we believe our service is unequalled for its commitment, insight and practical approach.

For more information please contact:

**Nigel Utting**  
e: [nigel.utting@hazlewoods.co.uk](mailto:nigel.utting@hazlewoods.co.uk)



T: 01242 680000

W: [www.hazlewoods.co.uk](http://www.hazlewoods.co.uk)

@Hazlewoods\_Dental

**HAZLEWOODS**  
DRIVING LIFELONG PROSPERITY

## CPD answer sheet

## Practice Focus Winter 2014/15

Remove this page, or send a photocopy to the ADAM at:

**2 Wheatstone Court, Davy Way, Waterwells Business Park, Quedgeley, Gloucester GL2 2AQ.**

Please PRINT your details below:

Title	First Name*
Last Name*	
Address*	
Postcode*	
Telephone	
Email	
GDC no.* (if relevant)	
ADAM Member: Yes No	ADAM no.*

\*Essential information. Certificates cannot be issued without all of this information.

Please note that you must achieve a score of 50% or more to receive a certificate.

**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 March 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:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 2:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 3:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 4:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 5:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 6:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 7:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 8:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 9:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 10:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 11:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 12:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 13:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 14:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 15:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 16:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 17:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 18:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 19:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C
Question 20:	<input type="checkbox"/> A	<input type="checkbox"/> B	<input type="checkbox"/> C



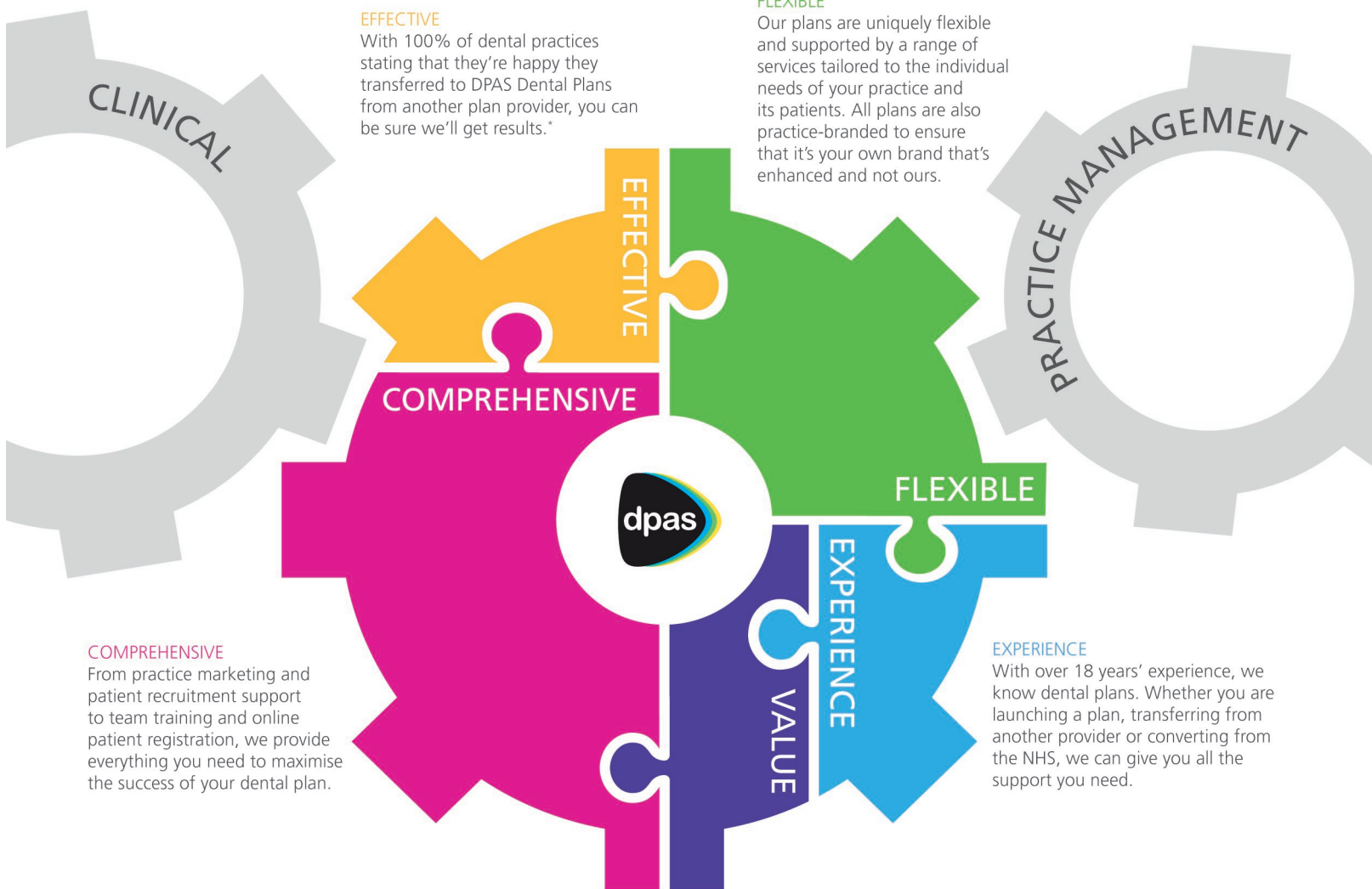
# For a plan that fits

## EFFECTIVE

With 100% of dental practices stating that they're happy they transferred to DPAS Dental Plans from another plan provider, you can be sure we'll get results.\*

## FLEXIBLE

Our plans are uniquely flexible and supported by a range of services tailored to the individual needs of your practice and its patients. All plans are also practice-branded to ensure that it's your own brand that's enhanced and not ours.



## COMPREHENSIVE

From practice marketing and patient recruitment support to team training and online patient registration, we provide everything you need to maximise the success of your dental plan.

## EXPERIENCE

With over 18 years' experience, we know dental plans. Whether you are launching a plan, transferring from another provider or converting from the NHS, we can give you all the support you need.

## VALUE

By focusing on our comprehensive range of plan support services rather than adding in a host of peripheral extras, we can offer the best value in the marketplace with no hidden charges.

**If you're puzzled by your current plan provider or want a new mechanism to generate a steady income stream and attract more patients, DPAS Dental Plans could be the missing cog.**

To find out more, email [enquiries@dpas.co.uk](mailto:enquiries@dpas.co.uk)



@dpas\_ltd

[www.dpas.co.uk](http://www.dpas.co.uk)

01747 870910