



ADP Strategy

We want ADP to grow and become a major force within the Dental sector.

Our strategy for growth is based on solidly building the following FOUR pillars of foundations:-

1 Define what type Business we would like to build?

- we will continue to register NHS Patients but also offer private treatments to these Patients
- we will run an ethical business and ensure our Patients are served well; standards of customer service will be measured by asking for Patient feed back and acting upon these findings
- we will fully comply with the regulatory environment
- we will offer a pleasant and clean environment in our Practices
- we will recruit well trained and motivated staff.
- we will invest in Staff training
- we will offer competitive staff terms and conditions

2 Develop Infrastructure

- we will make Practice and Regional Management structure more effective
- we will fully computerise all our Practices

- we will introduce comprehensive operational and clinical manuals in all Practices
- we will develop a comprehensive recruitment and Training programme
- we will ensure that the centre responds to the needs of the Practices effectively

3 Make all staff Accountable

- we will ensure all staff fully understand how we measure Practice performance. This means we have to make the performance of each Practice visible and encourage comparisons
- we will openly review performance of each Practice with the Practice Manager and the Lead Clinician and if necessary, provide the coaching to make improvements each month

4 Develop the Business

- we will continue to work with PCTs' and open practices in areas where there is high demand for NHS dental provision. Currently we have 3 such Practices under development
- we will take actively participate in the forthcoming changes to be introduced under the Options for Change Agenda. We believe that ADP, as a dental body Corporate is well placed to take advantage of these developments

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- we will buy Practices with 4 chairs and more
- we will improve our existing portfolio of Practices. Over the last 3 years we have invested over £1 million in capital expenditure to improve ADP practices, and this momentum will be maintained
- we will relocate some of our smaller Practices to larger premises as opportunities for relocation arise
- we will grow our NHS list size
- we will increase participation of Private treatments by ensuring that Patients are made aware of all options available

I am confident that we all share the same vision and I would like to request you all to help us deliver this vision. We already have made great strides and I have no doubt over the next 6 months we will see further improvements. I thank you all for your efforts and commitment.

Bharat Patel

Chief Executive Officer

Steve Frampton – Operations Director Update

ADP has made considerable progress over the last few months in recruiting new dental Surgeons to the team and towards building a successful business. This has been largely due to the commitment and dedication of those working for ADP.

The Management Team feel that now is the time to look at the future growth of the business and the opportunities becoming available with Options for Change.

In recent months we have had a number of meetings with agents, Department of Health Managers and Practitioners to discuss the options available for expanding the business. Our strategy is to develop or acquire practices in areas where we already have a base. This will allow us to use the skills already within the business to assist in the development and assimilation of practices into the group. As stated by the CEO, these practices are to be mainly NHS

focused. It is part of our strategy to form close links with the PCTs to assist with their goal to increase access to NHS dentistry.

We already have a number of projects underway throughout the current ADP area. In Oxfordshire, we will be increasing both our Kidlington and Cowley practices by one surgery. Further discussions are being held to see how we can further assist the Oxford PCTs in expanding access for NHS patients.

In Somerset, we are currently working with South Somerset and Mendip PCTs to increase our presence in these areas. In the East, funding has been secured to develop some of our existing practices.

In the past few months we have visited a number of practices with a view to acquiring those who fit our criteria. We are looking for large, successful surgeries with the possibility of further growth within the practice and locality. ADP is entering a very important phase of its development - a period of planned growth. The success of this phase will be very dependant on those working within ADP to assist with the development of the new practices. This expansion will inevitably bring opportunities for individual development within ADP. I will be keeping the teams informed of the progress of these projects as they develop.

IT News

Procedure for Computer/ Phone errors

Since I have joined ADP it's been my job to help with the co-ordination of your technical queries. There are a lot of different queries that you all have to deal with each day, my job here is to try and ease the pressure on you all and to help you receive the service you need quicker. To this end if you are unsure where a call needs to go, i.e. is it something for Microminder or SOE, then call me on either 07793 661268 or 01737 229486 (I have a Direct Dial number now) and I'll do what I can to help you.

Redstone phone lines

We are endeavouring to move all of our phone lines away from BT and onto a new provider by the name of Redstone, if you receive a phone bill from BT please take a note of the phone number and email me on Simon.Moyes@ADPCO.net as well as your normal actions. We are hoping to have all the phones on to Redstone as soon as possible.

What does this mean for you?

Well, if you have a fault on your phone lines you can call Redstone directly on 08452002000 (if you wish), this will put you through to their technical support, they are able to test the line whilst you are on the

phone to them and they will give you a call reference number.

They are generally pretty quick but if you can pass on the call reference to me it would be much appreciated so I can monitor the service they are providing to us.

Corporate Network

Redstone have also sent out engineers to many of you (not everybody requires a visit). These engineers have been helping upgrade our corporate network to Broadband.

The network will provide us with improved reporting systems and the exciting news that ALL Lead Clinicians and Practise Managers will be receiving official ADP email addresses.

For example:

Aldershot.manager@adpco.net,

Aldershot.clinician@adpco.net.

However this does not effect our connection to the DPB at this time, so those modems are still there for now.

I hope you have found some of this informative please let me know if you have any comments.

Simon Moyes

IT Support Co-ordinator

Direct Dial: 01737229486

Mobile Number: 07793661268

Email: Simon.Moyes@ADPCO.net

Christine Palmer

I am happy to join ADP as the Regional Manager for the South West. I have seventeen years of retail experience working for Arcadia Group and Alexon as an Area Manager, selling everything from lipsticks to posh frocks and even the occasional toothbrush!!



I have a wealth of knowledge in business operations and personnel. I hope to share my knowledge and skills, supporting you all through communication and sharing best practice. Ensuring that we all achieve maximum job satisfaction.

I live with my daughter, dog, husband and a horse, (though not necessarily in that order!), in a Converted Cowshed on the Outskirts of Bath.

I consider myself to be a positive, happy character and the best part of my working day is discovering new challenges and actioning solutions.

I am naturally inquisitive and will ask lots of questions about everything so be prepared!!

I look forward to meeting the teams in the South West in August 2004.

Computerised Dental Records

Just a reminder that all charting and clinical records must now be on the computer and not the paper records.

We are about to introduce SoE Exact version 8 into our practices. We have been busy trying to adapt the programme. Our intent has been to make it easier and quicker to use (which will benefit the users and the trainers). The areas we have developed are as follows:-

- Services List
- Custom Screens
- Templates
- Security

Services List

There has been substantial revision of the service (treatment) items for version 8. These are hopefully more logical and more consistent. ADP practices are put into one of three groupings with respect to Private Fee Scales. Each practice will have these Private Service Items on their systems and will have the correct fee scale implemented automatically on installation.

Attached to many of the service items are clinical notes which act as a reminder for particular treatments. For example, when selecting a denture code, text will remind the dentist to ensure they have confirmed with the patient that dentures cannot be guaranteed as even dentures made to a high technical standard may not be tolerated. It will also remind the dentist and support staff that the patient should be paying for each stage of treatment.

Patient invoices/quotations will also have text attached. Again, using the example of the denture codes, the invoice to the patient will state that dentures cannot be guaranteed. In the case of dentures, these represent over half the patient claims for refunds and although these systems won't eliminate complaints, at least they will give a sound foundation to defend them from!

Custom Screens

It is important to retain sufficient detail in the clinical records. Most litigation cases that are settled rather than disputed are settled because the clinical records are inadequate rather than because the dentist was clearly at fault! As part of the enhancement of SoE, we have developed a series of "custom screens". These enable rapid entry of clinical records for common procedures. We hope that our dentists will find these custom screens useful and give us requests to develop further ones to assist

the whole ADP group. We have also produced a Medical History form and matching equivalent on the SoE system. The intent is that the patient can enter their details on the printed sheet and these are then easily transferred to the computer equivalent. The dentist then only has to quickly confirm the entries and amend if required. The full medical history will be triggered with a new patient exam, full case assessment and extensive exam. Recall exams will trigger a simpler medical history update form.

Templates

A series of letter templates have been designed for the common practice functions. Again, practices can pass requests for new template to Head Office and these can then be developed for the whole groups benefit.

Security

ADP needs to develop a consistent software programme for all practices. This should massively simplify the programme for users and for trainers. In addition, as practices request modifications, these can be developed centrally to benefit all users. There is a slight downside to this, some functions that practices now use may not be available. We will be piloting the new version to keep these frustrations to a minimum, but be assured that patience at this stage will give us a much more sophisticated system in the long run with the advantage that it will transfer readily to newer versions of SWoE as they are developed.

Options 4 Change

It has been confirmed that O4C has been put back to at least October 2005. The core principle of the new base contract is that the practice will be paid a sum of money monthly, representing its historic NHS activity. Activity will be recorded to ensure NHS funds are not being squandered! In theory this activity recording will be new and different. Reality is that the same "old" codings will be available for analysis together with the new activity codings. Significant deviations will result in discussions with the PCTs! Practices that are not steady state will be able to discuss the changes with the PCT. Expanding practices with thus have the opportunity to try and justify higher funding.

As the O4C contracting is delayed, there has been increased emphasis on Personal Dental Services (PDS). These are individual contract based on local need/demand. ADP are actively exploring these PDS options as they may offer more than the current contract. There is little to lose as the O4C contracts

will still be available for practices on PDS schemes.

In preparation for O4C, there are basic principles that ADP believes will deliver the best future security.

Increase current NHS numbers per practice as much as practicable

Market private upgrades on NHS patients

Investigate fully PDS schemes

Discuss additional services (sedation, minor oral surgery, orthodontics, emergency cover provision) with PCTs as this will attract extra funding.

Of particular note is that future contracting (after the first O4C contracts) will be practice based, not dentist based. So dentists moving and new practices will have the dentist contract with the practice and not directly to the PCT. Hopefully this will create some stability in the dental market and improve longitudinal patient care.

Documentation

As you receive this newsletter, you will also be receiving the new Health and Safety documentation from ADP. Many changes in legislation and the need to differentiate corporate, practice and dentist elements of clinical governance have necessitated this update. Wherever possible, the central services and suppliers will be defined by the documentation simplifying the dentist clinical governance requirements and practice preparation for PCT inspections.

To follow will be the company operations manual which will define the many procedures outlined in various memos and other documentation. Both of these documents will need to be "live" and updated through time. Be assured that this should reduce the average practice/dentist requirements in keeping up to date as these revisions should parallel legislative changes.

Feedback

The work on the computer software and manuals is intended to help all those that work within ADP. However, they are far from perfect. Constructive feedback from our practices will ensure that the future updates will continue to improve these documents through time.

Training and courses are something else that we would like requests/feedback from. Wherever we can, we will try and arrange appropriate training/courses for ADP staff and dentists through our contacts and suppliers.

Regional Summary – East Anglia

It's been a very busy time on the Eastern Region since our last newsletter and as a result we have seen steady growth in dental income, mainly driven by the recruitment and arrival of several new dentists to the team. I am aware that we still have some work to do especially in Kings Lynn.

Recently the region undertook the difficult and occasionally painful experience of converting six practices to SoE. Changing any computer system over is difficult, but to complete the whole exercise in nine weeks was truly remarkable and I would like to thank everybody involved, but particularly Lisa Bird, PM Holt, for her commitment to the project. I know that you were an important source of help to others. Thank you.

The team in Cambridge also deserve a special mention. ADP had a plan to either refit or close the practice after gathering a couple of quotes it looked as if a refit was out of the question. However, Claire, Practice Manager, really decided to drive the project on and in a major effort to keep the costs down and to get her practice a refit, her entire team helped to decorate the entire practice themselves, meaning that not only did she get the type of practice she wanted but also the type of practice she deserves.

The next challenges to face the region will be threefold, firstly to really get to grips with the SoE system and to use it to our advantage, rather than to become slaves to the technology. Each PM will need to understand each report and how to evaluate the data to make their business unit more profitable. Equally each other part of the practice, must know their part of SoE, so that collectively the sum performance of the practice becomes far greater than that of the individuals.

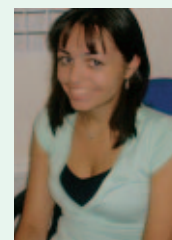
Secondly, with the emergence of dentists across the region, we must ensure that we are making the utmost use of this precious resource, that means making every effort to attract new patients, maximising the time in the diary, looking at improving the hourly rate by improving the working patterns in surgery and discovering methods at controlling the wastage of materials in surgery.

Finally, our communication streams need to improve, we need to hold more regular communication sessions, and I've recently asked the PM's to have weekly meeting with their dentists, so that each party can openly discuss the levels of income being generated or the FTA rate and create an agreed action plan. Equally each employee needs to be assured that their opinion is heard at the most senior level appropriate and I have instructed all my PM's to hold their practice meetings in the first week of every month. We are in this business together and together we shall make this region successful and a place where everybody wants to come to work.

Andrew Mayze

Kirsteen Walker

I have recently joined ADP as Personal Assistant to Peter Brook and Steve Frampton.



I have just graduated from Nottingham University, where I was studying English. I am based at the Head Office in Reigate and am happy to help with any questions you may have in the absence of Peter and Steve.

This is a new role which involves administration support for Peter and Steve in clinical matters such as patient complaints and dealings with the PCT. I will also provide support for the Human Resources Department where necessary. I look forward to contact with individual practices and hope that I can help with any queries you may have in the future.

South

In the past 4 months we have managed to open 2 further practices, one (Gillies) in Basingstoke and just this week, BP Sunbury which now gives us a further capacity of 7 possible surgeries.

Gillies has now been open for 4 months, operating with 3 surgeries with the Lead Clinician Steve Barlin and the Practice Manager Katie Wager. The service has been so widely accepted that we are already booking appointments for November and plans are well under way to open the forth surgery at the practice. The practice is an ideal 'twin' for our other practice in Basingstoke – Popley, and all resources are able to be shared between the two. The physical building comprises of a doctors practice with several surgeries, a pharmacy and a Red Cross disability unit as well as our own dental practice. Well done to all of the

team for dealing with everything that was thrown at them in the initial days and weeks.

BP Sunbury has opened as recently as this week (02/09/04) and is a solely private clinic situated within the main headquarters of British Petroleum at Sunbury. We are situated on the bottom floor in the Occupational Health Suite along with a doctors surgery. We have opened the practice initially with one dentist, Nadeen Epp, and a new receptionist to the company, Doreen Nicholls, and intend to operate the practice with the co-operation of Denplan for all BP employees who visit the site. A thanks goes out to both Jayne Larking and Dawn Robertson for assisting in the smooth opening of the practice.

Both practices are in their initial stages of development but already doing very well. We intend to show our commitment to develop further business through increasing both the number of practices, but also the physical surroundings of our practices. We are very excited about the future and what it holds in connection to the expansion of ADP as a dental corporate.

Derek Turner



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Offering Affordable,
High Quality Dental Care