

TRAILBLAZER IN DENTAL HEALTH

<b>Role/Occupation</b>	Dental Practice Manager
<b>Level</b>	4
<b>Duration of Apprenticeship</b>	24 months
<b>Role Profile</b> The Practice Manager is responsible for managing all non-clinical aspects within a specified practice/s to achieve excellent patient care, quality, cost and delivery performance in line with practice strategy, goals and values. The Practice Manager leads the team by providing support and direction to enhance performance, skills and knowledge of all practice staff.	

Competencies

Knowledge	The practice manager will have knowledge of:
Human Resources	<p>Policies, procedures and processes for:</p> <ul style="list-style-type: none"> <li>- recruitment, selection, contracts</li> <li>- personal/professional development planning (induction and training)</li> <li>- performance management (supervision and appraisal)</li> <li>- equality, diversity, grievance, discipline, whistleblowing</li> <li>- rota management and absence management</li> </ul>
Patient Care	<p>Clinical frameworks, guidelines and processes for:</p> <ul style="list-style-type: none"> <li>- establishing high quality patient care/customer service standards</li> <li>- managing the patient journey</li> <li>- managing patient records and databases (updates, recalls, governance)</li> </ul>
Clinical	<ul style="list-style-type: none"> <li>- understanding and knowledge of all roles within dental team</li> <li>- broad understanding of dental diseases</li> <li>- understanding and executing of clinical audits</li> <li>- understanding of dental terminology</li> </ul>
Marketing	<p>The market within which the practice operates with regard to:</p> <ul style="list-style-type: none"> <li>- size, share, competitor profile</li> <li>- effective strategies for attracting and retaining patients</li> <li>- how to represent the practice in the local community</li> </ul>
Risk Management	<p>Legal and ethical requirements set out by external regulators with particular reference to:</p> <ul style="list-style-type: none"> <li>- General Health and Safety (e.g. facilities, fire)</li> <li>- Healthcare Safety (e.g. Infection Control, Waste, Radiation, Medical Emergencies)</li> <li>- Information Governance (e.g. confidentiality, information security, data protection, access to records)</li> </ul>
Quality Assurance	<p>A Registered Manager's responsibilities to:</p> <ul style="list-style-type: none"> <li>- Establish internal standards (policies &amp; procedures) for high quality care</li> <li>- Train the team to meet internal and external standards</li> <li>- Implement monitoring systems for continuous improvement e.g. complaints handling, learning from feedback, incidents, complaints</li> </ul>
Finance	<p>How to collect, use, interpret and report relevant financial data to:</p> <ul style="list-style-type: none"> <li>- establish budgetary &amp; production targets</li> <li>- manage claims and monitor compliance with claim requirements</li> <li>- meet the expectations of organisational stakeholders</li> </ul>
Dental Industry	<p>Requirements for:</p> <ul style="list-style-type: none"> <li>- service delivery and remuneration under the National Health Service</li> <li>- service delivery and remuneration for private delivery of dental care</li> <li>- local / national changes in dental service delivery</li> </ul>
Skills	The practice manager will be able to:
Leadership Skills	<p>Lead (in non-clinical matters) and motivate the practice team effectively by:</p> <ul style="list-style-type: none"> <li>- Understanding the role and responsibilities of a manager</li> <li>- Communicating the organisation's vision and strategy</li> <li>- Clarifying &amp; supporting company policies</li> <li>- Setting clear goals and expectations</li> <li>- Supporting individual personal and professional development</li> <li>- Providing mentoring &amp; coaching for individual team members</li> </ul>

	<ul style="list-style-type: none"> <li>- Being able to seek feedback on workplace performance</li> <li>- Leading by example</li> <li>- Strategic thinking at a local/practice level</li> </ul>
Management skills	Organise efficient operational practice systems by: <ul style="list-style-type: none"> <li>- setting SMART objectives</li> <li>-planning and delegating work</li> <li>- allocating resources efficiently to meet deliverables and deadlines</li> <li>- monitoring, evaluating and improving individual and team processes</li> <li>- developing advanced IT Skills to meet requirements in role (SOE/R4)</li> </ul>
Communication Skills	Communicate effectively with internal/ external stakeholders (senior management, patients, team, dental reps, colleagues, third parties) when: <ul style="list-style-type: none"> <li>- negotiating</li> <li>- presenting internal &amp; external marketing plans and campaigns</li> <li>- presenting and interpreting data for Senior Management</li> <li>- briefing the work team</li> <li>-communicating change</li> </ul>
<b>Behaviours</b>	<b>The practice manager will demonstrate:</b>
Ethical	Integrity and moral leadership Commitment to the General Dental Council Standards for the Dental Team
Professional	An approach which is fair, equitable and credible Reliability with high standards A commitment to excellent customer service Effective time management and self-management Willingness to help others as required, e.g. on reception
Commercially astute	<ul style="list-style-type: none"> <li>- ability to be business focused and patient/customer centric.</li> <li>- capability for managing budget, practice development and growth</li> <li>- ability to improve data from local knowledge e.g. using practice profiles</li> </ul>
Passionate	<ul style="list-style-type: none"> <li>- A caring approach toward patients and colleagues</li> <li>- A commitment to striving for the best at all times</li> </ul>
Responsible	<ul style="list-style-type: none"> <li>- ownership and accountability for practice and leads team.</li> <li>- informed decision-making to ensure safety and best practice at all times</li> </ul>
Reflection and Self Awareness	<ul style="list-style-type: none"> <li>- Impact and influence when working with others</li> <li>- an awareness of how to get the best from each individual</li> </ul>

### Progression

This is an entry level role which provides the foundation knowledge, skills and experience for progression into a number of career paths including Practice Manager, Area Manager and Regional Manager leading to Senior Management roles.

### Qualifications

Our approach to ensuring that the apprentice is on track is based on a combination of an externally validated qualification and an in house Performance Management (PM) process.

Level 4 Qualification – ILM Certificate in Leadership & Management

Alternatively where employers feel that there is evidence of higher academic aptitude, the apprentice could opt for a more demanding higher level qualification that would enable fast tracking through the progression routes available on completion of this apprenticeship.

### Entry Requirements

Individual employers will set the selection criteria for their Apprentices. Most candidates will have achieved grade C or above in English and Maths at GCSE level prior to commencement of apprenticeship. Most candidates will hold A levels or existing relevant Level 3 qualifications. Other relevant or prior experience may also be considered as an alternative

**Review** - The apprenticeship should be reviewed after a maximum of 3 years.