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[†]Data on File, for verification contact: mystory.gb@haleon.com

References: 1. Poppolo Deus F & Ouanounou A. International Dental Journal. 2022; 72: 269-277 2. Denton G. Chlorhexidine. Chapter 15. pp. 321-336. 3. Haleon Data on File, 2024, IPSOS yearly recommendation. 4. Haleon Data on File, 2024, IPSOS. Based on average weekly recommendation.

Product Information: Corsodyl 0.2% Mouthwash (Alcohol Free) **Active Ingredient:** Chlorhexidine digluconate **Indications:** Plaque inhibition; gingivitis; maintenance of oral hygiene; post periodontal surgery or treatment; aphthous ulceration; oral candida. **Legal category:** GSL. **Licence Holder:** Haleon UK Trading Limited, Weybridge, KT13 0NY, U.K. Information about this product, including adverse reactions, precautions, contra-indications and method of use can be found at: <https://www.medicines.org.uk/emc/medicine/23034>

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Big dreams

How I Did It: The Dental Works

PPC... UX...
PR... SEO...

Making sense of
marketing jargon

PLUS

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AWARDS: NEW CHAIR
OF THE JUDGING PANEL



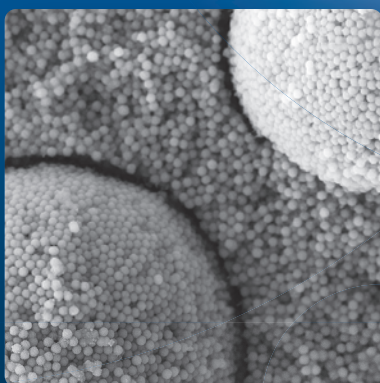
Pivotal moments

Arnold Gangaidzo on
mentoring, practice ownership
and paying it forward

Making an impact




Minimalist versus
maximalist interior design

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All for one and one for all

Siobhan Hiscott

Group managing editor

Dentistry is often thought of as a fast-paced place to be. Whether it's technology, techniques or even patient trends, things in dentistry change quickly – sometimes alarmingly so!

But while some areas shift at breakneck speed, not everything happens with the same sense of urgency.

Change to the structure of the dental team is one such example. Progress since the introduction of the NHS in 1948 has been steady, but while we've witnessed the team grow through the addition of new roles and the expansion of others, it's safe to say that many might feel we are a long way off fully realising the potential of skill mix.

The importance of the dental team in providing effective care has always been there, but I would argue that its value has become more widely accepted in the modern practice of the last 15 to 20 years.

Because the team is central to the success of any dental practice, ensuring not only high standards of clinical care but also smooth operational management and patient satisfaction. A team working cohesively, with every member playing their part, ensures that care is efficient, safe and patient-centred.

In many ways, dentistry mirrors other sectors in the UK, such as retail and hospitality, where customer service, operational efficiency and brand reputation are critical for success.

Increasingly, practices

must manage marketing, financial planning and customer relations just as any other service-based business would.

But unlike businesses in these sectors, dental practices must also balance clinical excellence with effective business management to thrive in competitive markets.

Added to this – with baby boomers, generation X, millennials and now generation Z working side by side – leaders must adapt their styles to maximise team potential.

As Mark Topley suggests in his article on page 48, being able to shift your leadership approach is vital if you want to bring out the best in a multigenerational workforce.

Did you know, for example, that millennials often value collaboration and feedback, while baby boomers may prefer more structured environments? By

understanding these differences, dental leaders can tailor their communication and management strategies to motivate and engage all team members effectively.

Adapting leadership styles leads to better retention, enhanced job satisfaction and ultimately, improved patient care. If you can be a flexible leader who invests in professional development and creates an inclusive, responsive work culture then you'll build a high-performing team that drives practice growth.

Dentistry is becoming increasingly patient-driven and competitive.

To stand out, you'll need to invest in your team and adapt leadership approach – but the results are undeniably worth it.



Contents

11

Headlines

The latest news and developments affecting the dental profession

14

Opinion

Chris Barrow spots emerging trends in dentistry

18

How I Did It

Michelle Keane and Jay Pala share the journey to creating The Dental Works, a practice that redefines patient care and comfort

26

Get the look

This month's mood board makes practice design child's play

28

Minimalist versus maximalist design

Stephanie Creevy summarises the characteristics of maximalist and minimalist styles in the practice

31

Decoding marketing jargon

Faye Mear offers a simple guide to deciphering marketing terminology



Regulars

- 3 Lead editorial
- 69 Industry innovations
- 72 In the hot seat with Neesha Patel

Spotlight



ARNOLD GANGAIDZO

Lancashire Smiles Dental Practice opened its doors four months ahead of schedule – a rarity in building projects. Arnold Gangaidzo shares the foundations of his success on page 57.

34

Consumer duty: a guide

Richard Scarborough explains what dental practices need to know about consumer duty

45

More than just a scan

Leanna Best details how a skilled treatment coordinator can elevate patient understanding to build business growth

52

Creating a culture of excellence

Barry Oulton reveals how to build a culture of excellence that sets your practice apart from the competition

39

Reducing the tax gap

Adam Bernstein explores making tax digital for income tax, and how to get ready for the changes

48

The generation game

Mark Topley shares what principals need to know about leading gen Z and millennial team members

54

Treatment coordinator insights

Lamia Murray explains why the treatment coordinator role is crucial for modern dentistry

42

Optimal performance: a blueprint

Rana Al-Falaki explains how mastering leadership will help maximise potential while minimising stress

51

Clear communication

Mervyn Druian and Bernita Shelley explain how effective communication can build strong relationships and foster collaboration

57

Well-prepared for success

Arnold Gangaidzo on how small, consistent, well-considered moves allow him to stay ahead of the curve

62

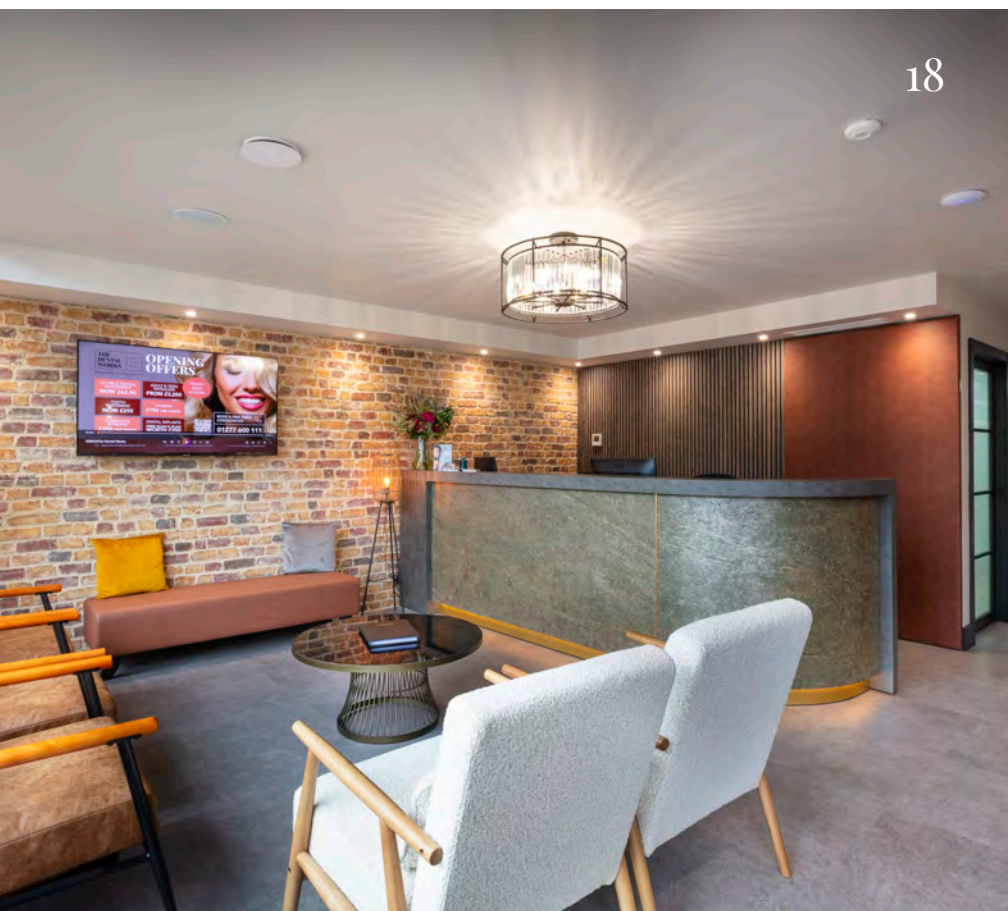
Leading the charge

James Goolnik shares his vision as the new chair of the Private Dentistry Awards judging panel – as reveals his top tips for entering

65

Dental Practice Accelerator: final reflections

Dental Practice Accelerator winners Hannan and Daniel Saleem reflect on an extraordinary journey of growth, learning and transformation



18

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MISSION STATEMENT

Private Dentistry is an essential reference for dental practice development in the 21st century, focused on helping practices evolve sustainably, operate innovatively, and thrive.

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HANNA MIRAFTAB

BDS, is owner of Kiln Lane Dental practice and an actress in *Real Housewives of Cheshire*. She has completed a master's degree in prosthodontics and has qualifications in non-surgical treatments such as anti-ageing injectables.



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Latest NHS dental access statistics revealed

Only one fifth of patients who tried to get an NHS dental appointment in the last month were successful, a new government survey has found.

Around half of those surveyed (53.2%) used NHS dental services. A further 35.6% used private dental services, while 10.9% said they did not have a dentist.

According to the Health Insight Survey, the youngest age group (16- to 24-year-olds) had the highest rates of NHS care at 70.9%, compared to 45.3% in over 75s.

Geography also seemed to impact use of NHS services. While only 38.5% of people saw an NHS dentist in the south west of England, the figure was 60.4% in the north west.

The most deprived areas had the highest proportion of people with no dentist (17.8%), which dropped to 9.5% in the least deprived areas.

Another factor that affected usage of NHS dentistry was race. Just 5% of white people had not seen any dentist in the past two years. However, the number was higher in Black people (12.1%), Asian people (10.5%) and people from other ethnic groups (15.4%).

Of those who had tried to get an NHS appointment in the last 28 days, 20.5% were successful and 79.5% were unsuccessful. While 6.9% of the patients who could not get an NHS appointment saw a private dentist, 81.4% received no care at all.

Women were more likely to receive no care at 90.3% compared to 72.1% of men. Every patient in the 25 to 34 age group received no care when they failed to get an NHS appointment, as opposed to 68.2% in the over-75 group.

This data was collected as part of the Experiences of NHS healthcare services in England survey by the Office for National Statistics (ONS).

Get ready to walk this September to raise awareness of mouth cancer

The Mouth Cancer Foundation is urging the dental profession to come together this September to take part in this year's Mouth Cancer Awareness Walk.

Happening on Saturday 20 September, the Mouth Cancer 10km Awareness Walk will be heading to Old Deer Park in Richmond upon Thames, offering an exciting and brand-new route.

With entertainment for all the family – including a treasure hunt with prizes, face painting and charity mascot Duke to keep the children entertained – the day will offer a choice of routes and distances to walk, including a family-friendly 5km route as well as a 20km 'ultra' walk.



The 10km Walk from Home will also return this year, where walkers can create a route around their local area with a total distance of 10km to walk between Wednesday 1 October and Sunday 30 November.

DON YOUR WALKING BOOTS

Designed to increase awareness of mouth and all head and neck cancers, the Mouth Cancer Awareness Walks are also an opportunity to celebrate survivorship and raise funds to continue to support patients, carers and survivors coping with mouth cancer.

'We need the dental community to stride out and help raise awareness and funds for all mouth cancer patients and carers,' said Mahesh Kumar, president of the Mouth Cancer Foundation. 'This is the only walk for mouth cancer and we urge dental practices and the dental community up and down the country to sign up to take part and make this the largest walk ever in our 20th year.'

For more details and to register, visit www.mouthcancerwalk.org.

New president appointed for the European Federation of Periodontology

Professor Spyros Vassilopoulos has been appointed the new president of the European Federation of Periodontology (EFP). He succeeds Professor Moritz Kebschull and brings to the role a strategic vision focused on advancing periodontal science, strengthening education, and building impactful alliances within and beyond the dental community.

'As EFP president, my priority is to expand the federation's reach and influence. This includes improving communication with members and stakeholders, promoting periodontal health education, strengthening partnerships and embedding sustainability into our practices,' he said. 'Attracting a new generation of leaders, enhancing governance and operations, and diversifying revenue streams are also key to ensuring the EFP's long-term financial stability. Ultimately, my goal is to reinforce the EFP's leadership

in promoting better oral health for all across Europe and worldwide.'

CRITICAL CONNECTIONS

A highlight of Professor Vassilopoulos' presidency will be the Europerioll congress. Taking place in Vienna from 14 to 17 May 2025, the congress will offer the latest scientific insights in periodontology and implant dentistry, foster collaboration, promote patient engagement, and explore the critical connections between oral health and overall health.

Working closely with the new president and the executive committee will be Professor Anton Sculean as secretary general and Professor Andreas Stavropoulos as treasurer of the federation.

These leadership transitions mark a new chapter for the EFP as it continues to implement its new strategic plan, *Vision 2030: Better Oral Health for All*.

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New digital tool could ‘revolutionise’ dental consent

A new digital tool that promises to make the process of gaining valid consent easier, more efficient and less stressful has launched to the profession.

Dentistry Consent – the latest practice service tool from FMC, publisher of *Private Dentistry* – offers practices and clinicians a fresh way to manage dental consent.

The platform automates patient follow-up after the initial consultation, sending out documentation and explainer videos that help patients review the treatment in their own time. After watching, patients complete a short series of questions to confirm their understanding of the key risks and benefits. Each step is recorded, forming a secure digital audit trail.

While the system is designed to build trust and help patients feel more confident in their treatment, it also makes clinicians’ record-keeping more robust, providing better medicolegal protection in case of complaints or litigation involving consent.



REINFORCING CLINICAL DISCUSSIONS

Biju Krishnan, clinical director at FMC, said: ‘Gaining valid consent is fundamental to providing a high standard of dental care.

‘Many clinicians find the process challenging and stressful and it’s not always easy to be sure patients have understood the risks and benefits of different treatment options. Dentistry Consent changes that: it’s built around helping them to truly understand their treatment options. It’s a pressure-free way to reinforce the clinical discussions that already happen in practice, meaning patients and practices can feel more confident about the whole process.

‘Equally importantly, it’s also built around protecting clinicians in the event of litigation or a complaint that ends up at the GDC.

‘We want to revolutionise dental consent – it’s time to make the process work better for everyone.’

New users can trial Dentistry Consent for just one pound per month for the first three months: find out more at www.dentistry.co.uk/consent.



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What's trending?

Chris Barrow looks back over the first quarter to spot emerging themes in the dental landscape



CHRIS
BARROW

I lead a privileged life, if the truth be known, because I get to listen to dental practice owners and managers all week. It creates a unique perspective on the dental landscape, an opportunity to float 30,000 feet above, to look down and to spot trends.

The first quarter of 2025 flew by in what seemed like moments, and as events unfolded across the global stage, we also had to adjust to more local circumstances.

Reflecting on the landscape of independent dentistry throughout April 2025, several pivotal themes have emerged that warrant attention.

FINANCE CHALLENGES

The economic climate has presented a series of challenges, with rising operational costs and tightening profit margins becoming increasingly prevalent.

This environment has underscored the necessity for dental practices to adopt lean methodologies, focusing on maximising patient value while minimising waste.

The principles of lean thinking, traditionally rooted in manufacturing, have proven their applicability within the dental sector, emphasising the importance of streamlining processes, reducing inefficiencies, and fostering a culture of continuous improvement.

The concept of 'marginal gains', popularised in the realm of professional cycling, has found resonance in dental practices.

By concentrating on small, incremental improvements across various facets of the business, practices can achieve significant enhancements in overall performance.

THE CROSSOVER BETWEEN PATIENT EXPERIENCE AND TECHNOLOGY

This approach necessitates a meticulous evaluation of patient journeys, identification of bottlenecks, and the implementation of standardised procedures to ensure consistency and quality in service delivery.

Moreover, the integration of digital technologies has continued to play a transformative role.

The adoption of digital treatment plans, online scheduling systems and virtual consultations has not only enhanced patient convenience but also optimised practice operations.

These technological advancements have facilitated better patient engagement, streamlined administrative tasks and provided valuable data insights to inform decision-making.

TEAMWORK AND FEEDBACK

The importance of team dynamics has also been a focal point.

Engaging team members in the process of identifying areas for improvement and involving them in the development of solutions has fostered a sense of ownership and accountability.

Regular team huddles and open forums for feedback have proven effective in cultivating an environment where continuous improvement is part of the organisational culture.

PATIENT EXPERIENCE MATTERS MOST

But, at the end of the day, it's the patient experience that remains at the heart of practice success.

Efforts to reduce wait times, improve communication and personalise care have been instrumental in enhancing patient satisfaction and loyalty.

Understanding and delivering on patient expectations have not only differentiated practices in a competitive market but have also contributed to sustainable growth through positive word-of-mouth and referrals.

HARDER, BETTER, FASTER, STRONGER

In summary, the observations from April 2025 highlight a period of adaptation and resilience within the dental industry.

By embracing lean principles, leveraging technological advancements, fostering collaborative team cultures and prioritising patient-centric care, dental practices are well-positioned to navigate the complexities of the current economic landscape and emerge stronger and more efficient.

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A smartphone mockup displaying a dental consent form. The status bar at the top shows the time 9:41, signal strength, Wi-Fi, and battery. The app header is red with the text 'The Happy Smile Dental Practice'. Below this, it says 'Question 1 of 7' and 'What is Root Canal Treatment?'. There are four radio button options: 'A procedure to remove the roots from my teeth', 'A procedure to treat the infection in the roots of my teeth' (which is selected and highlighted in green with a green checkmark icon), 'Treatment to prevent the roots of my teeth breaking by placing a filling inside them', and 'I'm not sure'. At the bottom of the form is a red 'Confirm' button.

Success

☐ I agree to the terms in this consent to treatment agreement as indicated by my signature below.

Signed

Signature

For more information

Call 01923 851773 or visit [dentistry.co.uk/consent](https://www.dentistry.co.uk/consent)

*T&Cs apply. Please visit our site for full details www.dentistry.co.uk/consent/terms

The Dental Works

Driven by a shared passion for innovation and community, business partners **Michelle Keane** and **Jay Pala** embarked on a journey to create a dental practice that redefines patient care and comfort

When we set out to build our dental practice in Shenfield, Essex, we wanted more than just a standard clinic. We envisioned a space that would redefine our patients' experiences – a warm, welcoming environment that exuded comfort and felt more like a high-end club than a typical dental practice.

A PRIME LOCATION

The journey began when I (Michelle) stumbled upon an old Barclays Bank building in Shenfield, which is an affluent area in Essex with a strong community atmosphere. Its location was ideal, situated on a charming, upmarket high street that felt more like a village centre, with a mix of boutique shops, than a typical commercial area.

It was also just a one-minute walk from the train station at the end of the Elizabeth Line, providing easy, 20-minute access to Liverpool Street.

Jay, who had been planning to establish his own practice after years of being an associate, was involved from the very beginning. We had often discussed our ambitions, sharing ideas over lunches and visualising the kind of practice we wanted to create.

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When I discovered the Barclays Bank building, Jay immediately recognised the potential, and we both knew this was our opportunity.

THE ROLE OF OUR PARTNERS

Creating a unique squat practice required the right partners, and we knew we could trust Hague Dental based on previous successful collaborations. In fact, Hague Dental and its recommendation of Hilton Property Maintenance was instrumental in turning our vision into reality.

Hague Dental brought invaluable expertise and dedication to the project. While budget constraints required some adjustments, we never compromised on quality.

Working closely with Kirsty Hague, the interiors director, we crafted a warm, earthy interior that featured elements like wood, brick and cement for a modern yet inviting atmosphere.

To ensure that every aspect of our vision translated perfectly into the space, Hague used CAD to create detailed renderings. These CAD drawings allowed us to visualise the layout, make precise adjustments and see how design elements would come together, helping us make confident decisions throughout the process.

Step inside...

THE PRACTICE
The Dental Works
93-95 Hutton Road
Shenfield
CM15 8JE

TELEPHONE
01277 509 861 / 01277 600 111

EMAIL
info@dentalworksessex.co.uk

WEBSITE
dentalworksessex.co.uk

**THE
DENTAL
WORKS**

SMILE
FACE
BODY



THE DENTAL WORKS

SMILE
FACE
BODY

The ethos

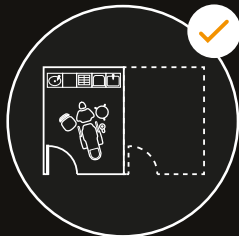
The Dental Works combines the highest standards of dental care with an atmosphere of elegance and relaxation. The team believes that dental visits should be more than just appointments – they should be moments of indulgence and rejuvenation. The Dental Works has curated a space that blends modernity with sophistication, ensuring that every aspect of a patient's visit is tailored to exceed their expectations.

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dental practice plans

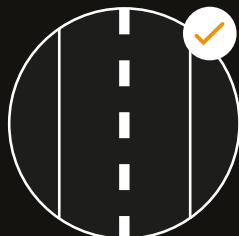
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A LEAK *flooded* MULTIPLE SURGERIES AND THE TOILETS, LEAVING US WITH OUR HEAD IN OUR HANDS, *fearing* THE WORST

Darren Shaw, our project manager at Hague, handled the technical aspects, from electrical layouts to chair placement, ensuring the practice not only looked stunning but met every clinical requirement. This proactive approach and attention to detail helped alleviate stress and kept the project on track.

Meanwhile, our builders, Hilton Property Maintenance, exceeded our expectations time and again. The team treated our project as its own, tackling everything from structural changes to discovering hidden skylights that transformed our corridors with natural light.

The team's ability to adapt and come up with creative solutions, such as building a custom space for the compressor and hidden lighting features, saved us time and money. The team even came in on weekends to assemble furniture and complete tasks, ensuring we met our deadlines.

The unwavering dedication, craftsmanship and genuine investment in the project were invaluable. The finish was impeccable, second to none, and contributed to the high-quality, luxurious feel of the practice that patients immediately notice and appreciate.

We couldn't have asked for more from a team – bringing not only expertise but also a commitment that made our vision come to life seamlessly.

LESSONS IN PERSEVERANCE

No significant project comes without challenges, and ours was no different. Delays in lease negotiations and securing Care Quality Commission approvals stretched our patience.

Unexpected issues like broken drains and roof leaks, a result of the building's prior neglect before we leased it, tested our resilience.

These remnants of disrepair added complexity to the project, but with determination and the right partners, we overcame these obstacles and kept pushing forward.

Certainly, there were moments when the pressure felt overwhelming, especially as we were paying out on the lease before the build was complete. I remember one particularly disheartening weekend when a leak flooded multiple surgeries and the toilets, leaving us with our head in our hands, fearing the worst.

However, the support from our partners helped us navigate these obstacles. Hilton Property Maintenance swiftly managed repairs, demonstrating its commitment to our project.



Jay's calm demeanour was the perfect counterbalance to my urgency, allowing us to remain focused and positive.

Together, we learned that challenges are inevitable, but a strong team and clear communication make them surmountable.

GROWING TOGETHER

From the outset, we were determined to think big. We future-proofed the practice by designing a space with six surgeries, even though we currently use only three. This strategic decision, supported by Hague Dental's forward-thinking approach, means we can grow without disruption.

What sets our practice apart is not just its appearance but its ethos. From day one, Jay and I wanted to create a practice that was part of the community.

We offer a range of services, including comprehensive everyday dentistry for families as well as high-end aesthetic treatments for the face and body, ensuring that we cater to the diverse needs of our patients. Our cosmetic services go beyond dental care to include facial treatments like anti-wrinkle injections and skin boosters, designed to enhance overall confidence and wellbeing.

Being community-focused has always been a priority. To support this vision, we invested in strategic marketing partnerships to establish a strong brand presence and connect with patients effectively.

We worked with Cyan Marketing to develop targeted campaigns that resonated with the local community and Hive Business to design an engaging, user-friendly website that reflects our modern, patient-centred ethos.

These collaborations ensured that our practice not only provided exceptional care but also reached those who would benefit from our services the most.

We also offer free children's check-ups, participate in local events such as parades, and engage with residents to create a welcoming, supportive atmosphere. This approach has not only attracted new patients but also reinforced our commitment to giving back.



The team

CO-OWNER AND BUSINESS MANAGER
Michelle Keane

HEAD DENTAL NURSE
Lucy Irving

CO-OWNER AND PRINCIPAL DENTIST
Dr Jay Pala

DEPUTY HEAD NURSE AND HEAD OF SOCIAL MEDIA
Maddy Law

DENTISTS
Dr Ali Rifai, Dr Rachel White, Dr Serena Lad, Dr Faris Elsayad

HEAD RECEPTIONIST AND DENTAL NURSE
Rhonda Balding

HOW I DID IT



Parents often express their gratitude, especially those struggling to find NHS dentistry for their children.

By combining exceptional everyday dental care with specialised aesthetic services, we have positioned ourselves as a trusted, holistic destination for oral health and overall wellbeing in the Shenfield area.

SHARING WHAT WE LEARNED

To anyone dreaming of building their own practice, our advice is simple: surround yourself with the right people, think big, and be ready for hard work. Choose a location with long-term potential and never compromise on quality.

Investing in a reliable, proactive team – whether it’s your practice staff, builders or design partners – will make all the difference. We partnered with Hague Dental and Hilton Property Maintenance because we trusted their expertise and dedication, and they proved us right at every step.

We are sharing our experience of building a squat practice in the hope of offering practical insights for those considering a similar journey.

From handling unexpected challenges to balancing aesthetic goals with budget constraints, our path underscores the importance of resilience, strategic partnerships, and having a clear vision.

We would like our story to inspire and prepare others for the rewarding, albeit demanding, process of creating a practice that stands out and supports the community.

Be prepared for challenges and learn to embrace them as part of the journey. We faced delays, budget constraints and unexpected setbacks, but each challenge taught us valuable lessons.

Above all, your practice is more than just a business – it’s a place where people come to feel valued and cared for in a genuine manner. We treat every patient with gratitude and ensure their experience is exceptional, as doing so builds trust and fuels word-of-mouth growth.

THE REWARD OF A SHARED VISION

Now that we’re open and welcoming patients, the sense of achievement is beyond words. Seeing families walk in and hearing their amazement at our practice affirms that every late night and tough decision was worth it.

We are proud not only of the beautiful space we have created but also the strong sense of community we have fostered.

The journey has had its highs and lows, but we’ve emerged stronger, ready to build on our achievements and move forward with excitement and optimism.

Who was involved?

Practice design, equipment and project management
Hague Dental Supplies

Website developer and logo/design agency
Hive Business

Builder
Hilton Property Maintenance

Marketing agency
Cyan Marketing

Financial services
Vector Finance

Practice management software
Dentally



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¹.BOCOUTURE Summary of Product Characteristics. Merz Pharmaceuticals GmbH:
<https://www.medicines.org.uk/emc/product/600/smpc> (Last accessed February 2025).



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2 Ritz Wall Light Digital Lavender
Dowsing and Reynolds, £129

3 Miami Pink Double Rocker Switch
Dowsing and Reynolds, £37

4 *The Tooth Fairy and The Magical Journey*, Samuel Langley-Swain
Babipur, £7.95

5 Teka Kids Chair – Harlequin
Habitat, £25

6 Glückskäfer Stacking Sunray Arch
Babipur, £51.50



7 Rainbow Fabric Bunting 3m
Talking Tables, £18

8 Plan Toys Dentist Set
Babipur, £34.90

9 Lanesborough Pendant Light
Neo Mint
Dowsing and Reynolds, £109

10 Habitat x Scion Beanbag – Lintu
Habitat, £45

11 Mogli Slide
Circu, £POA

12 Marshmallow Activity Table II
Circu, £POA

Minimalist versus maximalist design

What are the characteristics of a maximalist dental clinic and what are the reasons for opting for a maximalist or minimalist style in your practice, asks **Stephanie Creevy**

When it comes to designing a dental practice, do you go for a maximalist dental clinic or minimalist style?

The ambience you create sets the tone for your patients' experiences, influencing their comfort levels and even their perception of your professionalism. Both styles offer their own advantages – the choice between them really depends on your brand identity, target demographic, and personal taste.

UNDERSTANDING THE TWO STYLES

Minimalist dental clinics

Minimalist design focuses on simplicity, functionality and clean aesthetics. It features neutral colour palettes, sleek furniture, and uncluttered spaces that create a calming and professional atmosphere.

Benefits of a minimalist dental clinic include:

- Inducing a calming atmosphere: a minimalist design helps reduce sensory overload, which can be particularly beneficial for anxious patients
- Aiding cleanliness: the uncluttered look reinforces the perception of hygiene and sterility
- Evoking a timeless appeal: minimalist designs tend to age well and remain relevant for years

- A focus on functionality: patients feel the space is designed for their care and comfort. However, minimalism may feel too sterile or impersonal for some patients, lacking warmth or individuality.

Maximalist dental clinics

Maximalism embraces bold designs, vibrant colours and rich textures. It's about creating a lively, engaging space that reflects personality and creativity.

Benefits of a maximalist dental clinic include:

- Creating a memorable experience: patients are likely to remember a bold clinic design

- Adding warmth and personality: a maximalist space can feel welcoming and engaging
- Brand differentiation: a striking design can help a clinic stand out in a competitive market
- Flexibility in expression: allows you to integrate cultural, artistic, or local elements.

However, maximalist dental clinics may risk overwhelming patients, especially those who prefer calm and understated environments.

CHOOSING THE RIGHT STYLE FOR YOUR PRACTICE

When deciding between a maximalism and minimalism design, there are a few factors worth considering, including your:

- Target demographic
- Clinic size
- Patient comfort
- Brand identity
- Budget.

Target demographic

Your target demographic is an important consideration when looking at practice design styles. Minimalism may appeal to professionals, older adults, and patients who value simplicity. While maximalism might attract families, children, and younger patients looking for a different experience.

Clinic size

How large is your practice? Small spaces often benefit from minimalist designs, as they make rooms feel

Minimalist versus maximalist: key elements

Minimalist clinics:

- Neutral colours: whites, greys, and soft pastels dominate the palette
- Functional furniture: simple designs without ornate details
- Streamlined layouts: focus on open spaces and natural light
- Subtle décor: minimal use of artwork or decorative pieces.

Maximalist clinics:

- Bold colours and patterns: vibrant hues and striking designs dominate
- Eclectic décor: unique artwork, elaborate lighting, and curated furniture pieces
- Layered textures: use of wood, velvet, metals, and other materials to create visual interest
- Personalised themes: clinics may feature thematic interiors tailored to a specific concept or brand.



Stephanie Creevy

Stephanie is head of marketing at Apollo Interiors.



Maximalist: feature walls and bold colours at Oatlands Dental Lounge



Minimalist: Boston Orthodontics maximises natural light in the surgeries

larger and more open. Whereas larger clinics can explore maximalist designs without overwhelming the space.

Patient comfort

Consider whether your patient base includes individuals prone to anxiety, such as children or those with dental phobias. A minimalist design might soothe them, while a maximalist design could provide comforting distractions.

Brand identity

Your clinic's design should reflect your practice's values. A minimalist approach suggests professionalism and efficiency, while maximalism communicates creativity and innovation.

Budget

Another important consideration is your budget. Minimalist designs tend to be cost-effective due to their simplicity. In contrast, maximalist interiors often require more investment in custom décor, artwork and intricate details.

BALANCING BOTH STYLES

It's possible to blend elements of both styles to create a hybrid design that offers the best of both worlds. For instance:

- Use a minimalist layout with strategic maximalist accents, like bold artwork or a feature wall
- Opt for a neutral colour scheme but include vibrant furniture or statement lighting
- Focus on functional design while integrating personalised elements that reflect your clinic's ethos.

CONCLUSION

Your dental clinic's design is more than an aesthetic choice; it's a strategic decision that shapes patient perceptions and experiences. Whether you embrace the calm sophistication of minimalism or the vibrant charm of maximalism, the key is to ensure that your design aligns with your brand and the needs of your patients. A well-thought-out environment can turn a routine dental visit into a memorable experience, encouraging loyalty and positive word-of-mouth.

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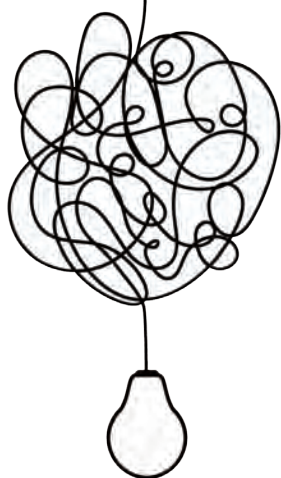


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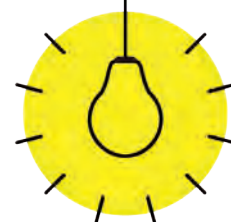
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Decoding marketing jargon



Faye Mear offers a simple guide to deciphering marketing jargon – and explains what it means for your practice

Marketing is an essential tool for any dental practice looking to attract new patients, retain existing ones, maintain presence and build a strong reputation. However, marketing jargon can seem like an entirely different language! From SEO to PPC to PR and UX – these terms can be mystifying.

Here's my guide to some of the key marketing terms and how they apply to dentistry and your practice. Gaining a good understanding of these means you'll be able to make better informed decisions about what and how to use when promoting your practice.

SEO – SEARCH ENGINE OPTIMISATION

Contrary to what some believe, you don't just launch a new website and it magically appears top of the search engines – you need to optimise!

SEO is the process of optimising your website so that it appears higher in

search engine results when potential patients search for keywords or phrases. The higher your website ranks on Google and other search engines, the more likely potential patients are to find your practice. This means more website traffic, more enquiries to the practice and, ultimately, more patients.

SEO is not a one-off project and it is something that needs to be worked on over time. To begin, create a strategy by selecting 10 keywords or terms that you feel are the most important identifiers for your practice. These could be things like 'emergency dentist', 'invisible braces' or 'whitening'. Ensure these targeted keywords and phrases are in titles, headings and throughout your website content.

Other things that help your SEO are ensuring your website is mobile-friendly (ie, it automatically resizes for mobile phones or tablets) and loads quickly by compressing images and allowing browser caching.

Claim, optimise and regularly update your Google business profile so you appear in local searches. Regularly update your website content by adding blog posts that address common dental concerns.

Aim for blog posts between 800 and

1,500 words. Shorter posts of around 500 words can work for quick tips, while longer, more detailed posts of more than 1,500+ words help with SEO and provide in-depth value to readers.

To monitor progress, use Google Analytics to track performance and make improvements based on the insights it provides.

PPC – PAY-PER-CLICK ADVERTISING

PPC is a form of online advertising where you pay a fee each time someone clicks on your ad. Google Ads and Meta Ads (Facebook and Instagram) are common PPC platforms.

PPC allows you to target and reach potential patients instantly by placing your practice at the top of search results or in their social media feeds.

Google Ads is best for marketing your practice and raising awareness as a whole. Again, it uses targeted keywords or terms like 'cosmetic dentist in [your location]' or '24-hour emergency dentist'.

You can also include words or terms that you don't want to be included in searches for, such as 'NHS dentist', if you are a solely private practice – these are called negative keywords.



Faye Mear

Faye is client liaison at Corona Marketing, a dedicated dental marketing agency. She's passionate about helping dental professionals and practices grow, thrive and achieve success through better marketing and communication. For more information, email faye.mear@coronadc.co.uk.

MARKETING ISN'T JUST A COST, IT'S AN *investment*, AND THE RIGHT STRATEGIES WILL HELP YOU GROW YOUR PATIENT BASE, IMPROVE RETENTION AND ENHANCE YOUR REPUTATION

Google Ad campaigns are best run over a sustained period of time as Google algorithms 'learn' and improve as they run. Tweaks can be made according to the results you get.

Meta PPC ads that appear on Instagram and Facebook, on the other hand, are fantastic for promoting special offers or patient events. These platforms allow you to target your audience by area, age and interests and has lots of handy optimising tools to help you reach the biggest audience.

For both Google and Meta, you can set a budget and monitor and control your ad spend while maximising patient enquiries for the things you want. Budgets are dependent on location and campaign, but £10 per day for Google Ads and £20 per day for Meta is a good guide.

PR – PUBLIC RELATIONS

PR involves managing your reputation and getting positive media coverage to build trust and credibility. Patients are more likely to trust a dentist they see in the media or who is recommended by reputable sources.

Online reviews are a very powerful tool these days because they are so easily accessible. They can work hand-in-hand with your SEO and PPC strategies and it's important to train every team member to encourage every patient they have contact with to leave a positive review on Google or Facebook.

While it may seem old school, building a relationship with your local media and sending them press releases about news of interest to your community is also effective and provides free local promotion.

Let them know about new services or treatments you're introducing, anything you get involved in within the community or for charity fundraising and any awards you achieve. Always include a picture, give them your contact details and practice website to find further information and welcome further enquiries from them.

You may be able to suggest that you become a regular columnist and comment on all things dental – again, this will further enhance your reputation as an expert.

UX – USER EXPERIENCE

UX refers to how easy and enjoyable it is for visitors to use your website or interact with you online.

We can all identify with the frustration of a slow or poor website and understand this could drive potential patients away. In fact, it may be that a poor website is worse than no website at all!

Ensure your website is easy to navigate from a patient

point of view – use the terms they will use rather than clinical ones. Provide online booking options with a clear 'book appointment' button for their convenience.

Make sure your contact details and opening hours are correct and easy to find and use high-quality images and professional design to create a trustworthy first impression. Remember, it is about them, not you!

CONTENT MARKETING

Content marketing involves creating valuable and informative content (like blog posts, videos, or social media updates) to attract and educate potential patients. When you provide useful information, you build trust and position yourself as experts, increasing the likelihood that patients will choose your practice ahead of others.

Write pertinent blog articles such as 'How to overcome dental anxiety' or 'What to expect from your first Invisalign consultation' and add them to your website.

Dental practice marketing: five takeaways



1. Mastering marketing jargon empowers better decisions. Understanding terms like SEO, PPC, PR, UX, and content marketing is crucial for dental professionals. This knowledge enables smarter, more strategic decisions when promoting a practice
2. SEO is a long-term strategy for visibility. Optimise your website; focus on relevant keywords, mobile-friendly design, fast loading times, and regular content updates like blogs to improve rankings
3. PPC offers instant exposure and control. Pay-per-click advertising through platforms like Google Ads and Meta (Facebook/Instagram) helps target potential patients immediately. Campaigns can be fine-tuned using keywords, location targeting, and budget controls to maximise ROI
4. Content, social, and email marketing build trust. Creating informative blog posts, engaging on social media, and sending regular email updates strengthen relationships with both new and existing patients. These tools establish your practice as trustworthy and patient-focused
5. Strong branding and user experience drive loyalty. Consistent branding across all platforms and a smooth online user experience – from website navigation to online booking – enhance your reputation and make it easier for patients to choose and stay with your practice.

Create short educational videos on oral health and post them on Instagram or Tiktok. Share patient testimonials and before and after images (with permission) to showcase your results.

ORGANIC SOCIAL MEDIA MARKETING

Love them or hate them, using social media platforms like Facebook, Instagram and Tiktok is necessary these days.

A social media presence helps build patient relationships, increase awareness and engages with your community. It's another way potential patients can 'check you out', as well as keeping existing patients on-message with your practice.

Post regular and authentic engaging content such as patient success stories, dental tips and behind-the-scenes looks at your practice and team. Have some fun with it to create a friendly and approachable impression that will be attractive to patients.

EMAIL (INTERNAL) MARKETING

Often forgotten or disregarded, sending regular e-newsletters to existing patients to keep them informed, engaged and encouraged to attend their next appointment, is a great use of an existing resource.

Sending out email marketing about six times a year helps maintain these important existing patient relationships and ensures they return to you for regular check-ups, as well as remember you when they need treatment or are thinking about any cosmetic procedures. They're a great way to share any promotions you might be running, too.

BRANDING

Branding is the process of building a unique identity for your practice. It means more than just your logo, it also includes your colours, tone of voice as well as the overall patient experience. Having a strong brand helps your practice stand out in a competitive market and creates a lasting impression on patients.

Use consistent branding across all your website, social media, emails and marketing materials. Develop a professional and appropriate tone of voice that is used across all these methods of communications too.

You want to create and project a welcoming and attractive practice environment that reflects your brand identity and, most importantly, how you want your patients to feel.

PROVEN RESULTS

Understanding and using marketing terms like SEO, PPC, PR, UX etc, will help you make smarter decisions. Take time to evaluate where your practice is now, where you want it to be, and what kind of patients you want to attract.

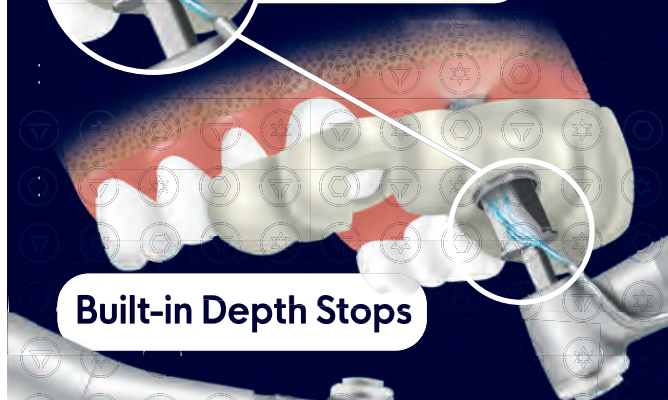
Marketing isn't just a cost, it's an investment, and the right strategies will help you grow your patient base, improve retention and enhance your reputation as a trusted dental provider. If this still feels overwhelming, consider working with a marketing agency that specialises in dental. A good marketing agency can help you focus, strategise and get results, so you can keep doing what you do best – taking care of your patients.

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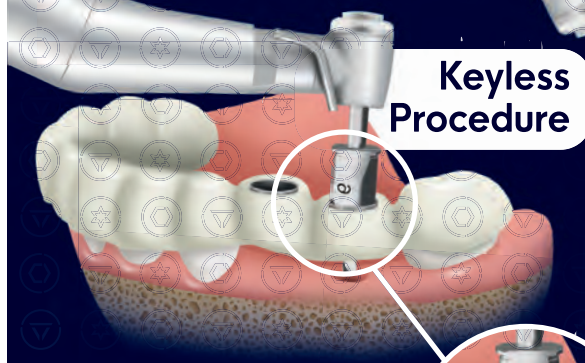
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CONSUMER DUTY: *a guide*

Richard Scarborough explains what you need to consider about consumer duty

The consumer duty is made up of a package of measures that set higher standards for consumer protection in the UK financial services industry, which came into force at the end of July 2023 for open products and the end of July 2024 for closed products.

In this article, I want to highlight some things dental practices offering patient finance should consider.

FOUR KEY AREAS

Does your dental practice offer patient finance? If so, it's important to make sure you understand the consumer duty.



Richard Scarborough

Richard is the head of Medenta. He has many years' experience in the dental sector, including as an area manager for a dental group.

As part of its supervisory work to ensure firms are embedding the duty as expected, the Financial Conduct Authority (FCA) has published its priority areas under consumer duty. It has stated that its focus will be on four keys areas. For 2025, these are:

1. Embedding the consumer duty and raising standards
2. Enhancing understanding of the price and value outcome
3. Sector-specific priorities
4. Realising the benefits of the consumer duty.

1. Embedding the consumer duty and raising standards

Arguably, this is the area that affects dental practices most.

The FCA will be looking to see how practices are going about improving outcomes for their patients and how they are complying with the consumer

FINANCIAL PROMOTIONS ARE AN AREA WHERE THE RULES HAVE CHANGED MARKEDLY IN RECENT YEARS

duty. So, it will be looking for tangible evidence of how your practice has been going about achieving this. This means it will assess how you deal with complaints and what efforts you make to get to the root cause of any you receive.

How robust is your complaints procedure? What steps do you take to get to the root cause of patient dissatisfaction with their finance?

Another important area the FCA will look at is how you deal

with customers in vulnerable circumstances. Under the consumer duty, dental practices 'should act to deliver good outcomes for all customers, including those with characteristics of vulnerability'.

Whether a patient can be considered vulnerable will depend upon their own individual circumstances. Patients that take out finance might be exhibiting one of the drivers of vulnerability, health, and dental practices are much better equipped to understand this than many other consumer credit providers such as electricals retailers.

The question is, how well does your team understand and identify the other drivers of vulnerability – life events, resilience and capability?

What the FCA will be looking for is your practice's understanding of your patients' needs, as well as your team's skills and capability.

It'll also want to review the design of the finance product (or products) you're offering, your customer service and your communication about the product. This will include leaflets, posters, and anything on your website

as well as how your staff present things to your patients.

It will want to see how patients are supported to make an informed decision about the finance products they're being offered.

Financial promotions are an area where the rules have changed markedly in recent years and the sign-off process varies depending on how you are regulated, so make sure you understand what it means for your particular set of circumstances.

The FCA will also be checking whether all these things support the fair treatment of customers in vulnerable circumstances.

Another thing it'll want to assess is whether the outcomes patients in vulnerable circumstances receive are as good as those of other patients. This will show whether patients most susceptible to harm are receiving good outcomes.

2. Enhancing understanding of the price and value outcome

What the FCA will be looking for in this case is that the practice

can demonstrate that all patients receive the same price and value, irrespective of how they pay. So, they receive the same treatment or service whether they use a finance option or their own funds. Also, if they do opt for finance, treatments etc are the same regardless of the length of the repayment term – six months, 12 months and so on – with or without interest payments.

All this must be transparent. Patients must be clear that they can access the same service, treatment, quality, standards, or timescales for the same price, regardless of how they pay.

It should also be clear that there are no hidden costs. So, for example, patients will not be required to pay any extra charges for the administration process.

Ultimately, the Financial Conduct Authority expects consumers to receive fair value and for firms to be able to explain why they consider that the relationship between the price, benefits and service is reasonable.

3. Sector-specific priorities

The FCA has stated it will review specific topics in some areas of the financial industry.

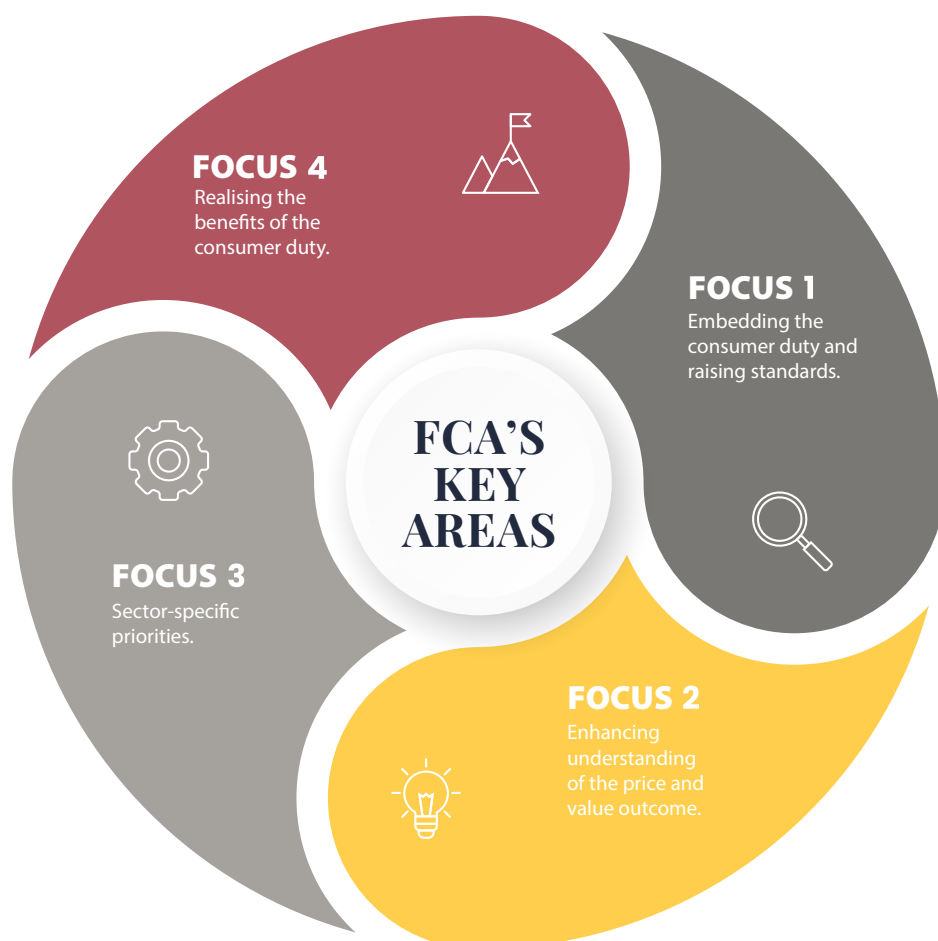
In the consumer finance sector, which relates to patient finance, it will focus on digital journeys and whether a firm's digital tools sufficiently help consumers to understand credit agreements. That will include websites and online portals.

Although this is more likely to affect the finance company with which you deal, it's important for you to know whether your provider is complying with the consumer duty in this case.

4. Realising the benefits of the consumer duty

At the end of July last year, the FCA issued a 'call for input'. It asked firms where they thought the consumer duty could be used to simplify wider regulatory rules and requirements.

Based on the input it received, the FCA plans to set out next steps in the first half of 2025. So, that's something to look out for.



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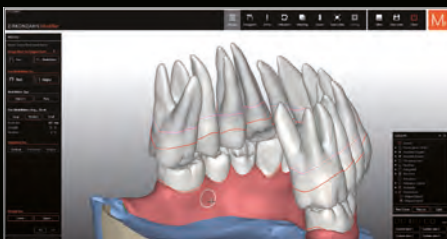
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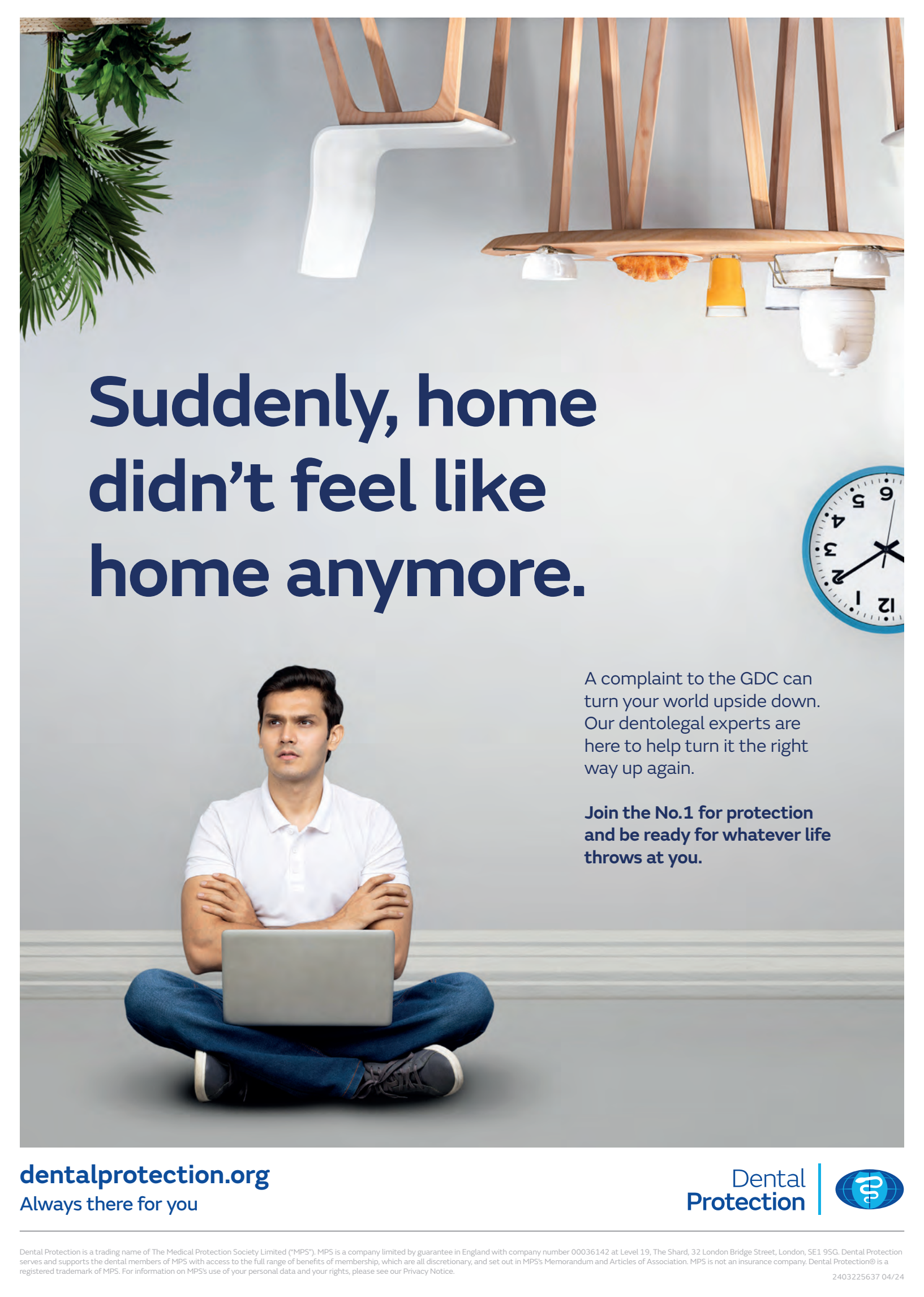


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A man in a white polo shirt and blue jeans sits cross-legged on a grey floor, looking up with a concerned expression at a laptop. The room is upside down: a wooden chair with a white seat is suspended in the air, a potted plant hangs from the top, and a clock on the wall shows the time as approximately 10:10. The headline is written in large, bold, dark blue letters.

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Reducing the tax *gap*

Adam Bernstein explores ‘making tax digital for income tax’, and how to get ready for the changes

The difference between how much tax should be paid and how much is actually collected is called the ‘tax gap’. A 2024 HM Revenue and Customs (HMRC) report estimated it at almost £40 billion.

Making tax digital (MTD) for income tax is part of the government’s strategy to reduce this gap. It introduces requirements for businesses to keep digital records and submit information to HMRC in closer to real-time.

WHO MTD WILL AFFECT

According to David Wright, a technical officer at the Association of Taxation Technicians (ATT), MTD for income tax applies to unincorporated businesses – sole traders and the self-employed – and landlords and will be introduced in phases. Self-employed dentists and locums are squarely in the firing line of the regime.

Wright explains that the date from which a taxpayer might have to join MTD for income tax will depend on their combined level of income from trading and property, before expenses. HMRC calls this ‘qualifying income’.

According to Wright: ‘From April 2026, taxpayers with qualifying income of more than £50,000 will need to comply with MTD. From April 2027 that will drop to income over £30,000, and from April 2028 MTD will extend to those with qualifying income over £20,000. While we’re only referring to businesses here,

if the owner is also a landlord, they will need to look at their total income (before expenses) from both sources.’

As an example, someone who is self-employed whose business has an annual turnover of £48,000 will have to comply with MTD for income tax from April 2027. However, if they also have a rental property generating gross rent of £15,000 per year, both sources of business income would need to be combined, meaning they would be in scope of MTD for income tax from April 2026 as the combined qualifying income is over £50,000.

Tax will still be due by 31 January after the end of the tax year. The due dates for paying tax won’t change.

For now, taxpayers with qualifying income under £20,000 can continue without change. However, Wright notes: ‘The the government intends to extend MTD to cover partnerships and limited companies at some point, but there’s no indication of when this might happen.’

WHAT MTD WILL INVOLVE

Wright explains that MTD for income tax has four key components:

1. Digital records
2. Quarterly updates
3. A year-end tax return
4. Digital links.

Under digital records, taxpayers will have to use software to keep digital records of the amount, category and date of income and expenses relating to their business.

Then there are quarterly updates where ‘a summary will have to be submitted to HMRC of the income and expenses of the business every quarter, based on the digital records kept.’

Wright continues: ‘The quarterly updates won’t be as detailed as the annual tax return, but a separate quarterly update will be needed for each trade or property business.’

He warns here that if a person also rents out a property, they will have eight quarterly submissions to make each year.

Next comes the year-end declaration. As Wright details, after the fourth quarterly update has been submitted, the taxpayer will need to file a ‘digital tax return’.

This is similar to the current self-assessment return and ‘will pre-populate income and expenses from the quarterly updates already filed; the entries will need to be adjusted for accounting and tax purposes.’

Wright adds that any non-business income sources – bank interest, salaries or pensions – will need to be reported too while also claiming relevant tax reliefs.

Useful advice

These websites offer guidance and benefits about making tax digital for income tax:

- www.gov.uk/guidance/check-if-youre-eligible-for-making-tax-digital-for-income-tax
- www.gov.uk/guidance/find-software-thats-compatible-with-making-tax-digital-for-income-tax
- www.att.org.uk/making-tax-digital-income-tax-frequently-asked-questions
- www.gov.uk/government/statistics/measuring-tax-gaps



Adam Bernstein

Adam is director of Abfeatures and a business-to-business literary agent.



Lastly are digital links. 'This,' as Wright says, means that 'all transfers of data will have to be sent digitally. This includes submitting quarterly updates, making any corrections, and filing the year-end declaration.' It also includes transfers of business records, for instance between the taxpayer and their bookkeeper or accountant.

GETTING READY FOR THE CHANGE

The exact date from which taxpayers have to comply with MTD for income tax will depend on the qualifying income reported on their most recent tax return.

For instance, tax returns for the year ended 5 April 2025 will be due for submission by 31 January 2026. If that tax return reports gross qualifying income of more than £50,000, that individual will have to join MTD from April 2026. Here, Wright warns that if business owners don't plan in advance, they could only have two months to prepare for MTD after filing their 2024/25 tax return.

And if someone has set up in business since April 2024, they'll need to scale their income. Wright says: 'Take a business that started on 1 January 2025 and has earned gross income of £10,000 per month.

The 2024/25 tax return will show £30,000 of income, which is below the MTD threshold for April 2026. But they'll need to adjust that to estimate a full year's worth of income – £120,000.' Therefore, they'll need to comply with MTD for income tax from April 2026.

Helpfully, HMRC has an online tool that can help check when to start using MTD for income tax – find it via www.gov.uk/guidance/check-if-youre-eligible-for-making-tax-digital-for-income-tax.

Another issue for Wright is record-keeping. Here he says that: 'If a taxpayer keeps paper receipts and tends to work out the accounts and tax position after the end of the year, they'll need to start using software and keep records on a timelier basis.'

For small, straightforward businesses, a spreadsheet will help. 'Bridging software' is already available to feed

the data from spreadsheets into other software products that can support MTD filing obligations.

HMRC's software choices webpage (www.gov.uk/guidance/find-software-thats-compatible-with-making-tax-digital-for-income-tax) shows what compatible software is available. HMRC won't be offering an online filing service for the digital tax return in MTD – instead, taxpayers will need to find software that supports this.

Even so, the demands of record-keeping and administration will increase for most of the businesses affected by MTD. Therefore, it could be worthwhile to find an adviser or qualified professional to advise and support the business with MTD.

Finally, while HMRC will be writing to taxpayers it believes needs to comply with MTD for income tax, anyone in scope of MTD will need to register; HMRC won't do it automatically.

Whether taxpayers like it or not, change is coming. It makes sense, therefore, to seek advice sooner rather than later about how to comply.

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Optimal performance: a blueprint

Rana Al-Falaki explains how mastering leadership will help maximise potential while minimising stress

Imagine working fewer hours, earning the same income and actually enjoying your life. What if the real secret to achieving that had nothing to do with clinical skill?

Dr MC was a highly skilled associate general dentist. By all appearances, she was doing well. But under the surface, burnout was brewing.

She was exhausted – mentally, physically, and emotionally. Constantly chasing her tail, she felt like she had no control over her time, her energy, or her life. She was losing her spark, questioning whether she even wanted to stay in dentistry.

I introduced her to NAIL-IT leadership – a model for optimal performance that fuses wellbeing and leadership to create sustainable high levels of productivity, balance and happiness. Her initial response was: 'Leadership doesn't apply to me. I'm not a practice owner.'

However, optimal performance is not about hustling harder or pushing through exhaustion. It's about sustained high levels of success across all areas of life, powered by energy that regenerates itself.

It's better than high performance because it's not followed by a crash. It's different to wellbeing because it doesn't mean slowing down, it means showing up as your best self with focus, energy, joy, clarity and consistency.

In a 2023 survey by the British Dental Association, 40% of dentists said they often felt unable to cope, while half of general practitioners were considering leaving the profession within five years.

Stress, regulation, recruitment issues and isolation are weighing heavy on the profession – and the old ways of coping aren't working. It's time for a new approach.



Dr Rana Al-Falaki

Rana is founder of Meddent Leadership & Wellbeing Academy, a multi-award-winning periodontist, coach, author and speaker. She blends more than 25 years' experience with the groundbreaking NAIL-IT system to transform lives. For more details, visit www.meddent.co.uk.

THE SIX KEYS TO OPTIMAL PERFORMANCE

The NAIL-IT model for optimal performance includes 38 key components grouped into six overarching systems. Each system has three key roles: to maximise potential, to minimise stress and to master leadership.

I broke each system down in just that way for Dr MC.

1 CORE NEEDS – THE FOUNDATIONS FOR SUCCESS AND THE IMPACT ON THE THREE ROLES

Maximise potential

When you understand and honour your core needs – like nourishment, hydration, connection, autonomy, purpose, contribution – you become focused, energised and value-driven. You stop wasting time on distractions and start aligning your actions with what truly matters.

Minimise stress

Unmet needs are the silent stressors behind overwhelm, frustration and burnout. When you ignore them, boundaries blur, resentment grows and your wellbeing suffers. Meeting your needs will protect your health, which is your ultimate wealth!

Master leadership

Clarity on your needs allows you to communicate more effectively, set healthier boundaries and lead by example. Emotional intelligence grows, relationships become more enriched and congruent, decisions become easier, and your influence deepens.

2 ATTITUDE – MAINTAINING FOCUS AND ITS IMPACT ON THE THREE ROLES

Maximise potential

A growth mindset unlocks possibilities. When you shift from 'I have to' to 'I get to' and from 'I can't' to 'How can I?', you become more resourceful, creative and resilient. Seeing opportunity in everything, being positive and creating solutions drives you to success.

WHEN YOU LEARN TO TUNE IN, YOU MAKE SMARTER DECISIONS FASTER

Minimise stress

A reactive, negative mindset magnifies problems. But when you reframe challenges, develop resilience, improve your self-talk and avoid negativity, you feel better – even when circumstances stay the same.

Master leadership

Great leaders manage their state. They don't avoid difficulty – they respond to it with curiosity, calm and compassion. Your attitude is more important than your knowledge.

3 INTEGRITY – STANDING OUT FROM THE CROWD AND ITS IMPACT ON THE THREE ROLES

Maximise potential

When your actions match your values, you operate with ease and purpose. Energy flows rather than leaks. You stop second-guessing and start showing up fully.

Minimise stress

Being out of integrity – saying yes when you mean no, hiding your truth – creates tension and internal conflict. Living authentically dissolves that pressure.

Master leadership

People are drawn to those who are integrated. Integrity builds trust. Whether you're leading a team or guiding patients, people feel safe and inspired when you walk your talk.

4 LIMITLESS – EFFORTLESS LEADERSHIP AND ITS IMPACT ON THE THREE ROLES

Maximise potential

Old beliefs like 'things will never change' keep you stuck. When you expand your thinking, you expand your opportunities as well as your outcomes.

Minimise stress

Rigid thinking creates pressure. Managing your energy to enhance your performance and reduce stressful situations is a skill. Limitless thinking brings choice. You realise you can design your day, your career, your life.

Master leadership

Leadership is about vision. When you hold a bigger perspective, you help others see what's possible too. You stop reacting and start inspiring. You master response-ability over reactivity.

5 INTUITION – POWERFUL DECISION MAKING AND ITS IMPACT ON THE THREE ROLES

Maximise potential

Your best insights don't come from overthinking, they come from within. When you learn to tune in, you make smarter decisions faster.

Minimise stress

Over-analysis is exhausting. Intuition cuts through the

noise. You stop outsourcing your judgement and eliminate procrastination, which is simply an energy drain, and you start trusting yourself.

Master leadership

Leaders need to act with clarity and conviction. Intuition strengthens emotional intelligence, empathy, and confidence – all key traits needed in dentistry.

6 TANGIBILITY – SUSTAINABLE TRANSFORMATION AND ITS IMPACT ON THE THREE ROLES

Maximise potential

Dreams need direction. When you translate ideas into actions – through habits, systems and goals – you turn potential into a powerhouse of performance.

Minimise stress

Clarity reduces chaos. Tangible steps create structure, predictability, and calm. You're not winging it – you're working smart, elevating your energy and inspiring along the way.

Master leadership

Measurable progress builds momentum. Learning to reflect, acknowledge wins, offer and receive feedback, inspire and keep moving forward are all key skills required in leadership.

THE NEW DEFINITION OF SUCCESS

After working through the NAIL-IT model, Dr MC didn't just feel better – she became better.

She worked fewer hours but made the same income. She switched off her phone after a certain time – and stuck to it. She improved treatment conversions with patients. She enjoyed going to work and found time to socialise with the team. She had the confidence to try new things. She led herself first and, in doing so, inspired others. She recognised that clinical skills weren't the only answer. These human, transferable, high-performance skills were the ones that changed her life.

Leadership training did apply to her as an individual after all! It wasn't just about managing others, it was about managing herself. And it became the most impactful, transferable skill set training she'd ever invested in.

TIME FOR A NEW APPROACH

The conversation in dentistry is changing. It's no longer just about growing revenue, it's about how we grow – and not just clinically, but as an individual.

What if success wasn't about doing more, but about being more? What if leadership wasn't a title, but an invaluable toolkit? What if performance could be powerful and peaceful?

Optimal performance is your blueprint. It's time to lead your life, your team and your profession by nailing it.

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More than just a *scan*

Leanna Best details how a skilled treatment coordinator can elevate patient understanding to build business growth



Effective communication builds trust, increases treatment acceptance and improves patient satisfaction. This creates a positive cycle that attracts high-quality patients and improves treatment outcomes. True success lies in balancing clear explanations with active listening and genuine empathy.

One of the most significant revolutions in dentistry has been its digitalisation – and this is especially the case with patient communication. Digital scanners are now an essential tool in everyday dentistry. They enhance our clinical understanding but, just as importantly, empower patients to make informed choices.

The integration of digital scanners facilitates detailed discussions about treatment options by providing clear visualisations of dental conditions. It also ensures that patients fully understand their choices, promoting informed consent and collaborative decision-making.

Scanning every patient enables a practice to maintain a consistent level

of service, which is key to building a strong reputation and a robust business model.

However, considering the time constraints that dentists often encounter, a well-trained treatment coordinator (TCO) can prove invaluable in managing these scans.

A TCO facilitates a seamless transition into the clinical setting by guiding patients through the scanning process and gathering essential information.

A consultation with a TCO also provides the opportunity for more in-depth, meaningful conversations, resulting in:

- A clearer understanding of the patient's motivations
- Personalised communication tailored to their needs and preferences
- A relaxed, pressure-free environment that fosters trust and confidence.

SCANNING AND COMMUNICATION

Any GDC-registered TCO is qualified to assist with scanning procedures within their scope of practice as a dental care professional. To integrate scanning into any patient-centred

Better experiences, better outcomes: invaluable TCO contributions

Clear and empathetic communication...

- Builds trust. Well-informed patients are more likely to feel comfortable and confident in their treatment
- Reduces anxiety. While not all patients experience dental anxiety, few are genuinely excited about sitting in the dental chair. Addressing concerns and explaining procedures in a calming manner makes a significant difference
- Enhances treatment outcomes. When patients understand the process – especially during digital scanning – they are more likely to be comfortable throughout the process, leading to more precise and reliable results
- Boosts patient satisfaction. A positive experience leads to higher patient engagement, better cooperation, and – yes, those all-important five-star Google reviews!



Leanna Best

Leanna has 20 years of experience in dentistry. She is a coach and trainer for Horton Consulting.

approach, a TCO must make it engaging and interactive. The process should feel like an experience, not just a routine step.

Scanning a patient also presents a wealth of opportunities. It is a perfect moment to plant essential seeds because, in that chair, they have no choice but to listen. We're not breaking any relationship barriers here; instead, we're engaging them in a way that adds value.

A TCO can make the scan exciting by showing patients the images and explaining them in a way that sparks interest – most patients are fascinated by seeing their own mouths for the first time.

A TCO can explain, share insights and guide patients while they are fully attentive.

It's all about creating excitement and tying the scan results to their treatment goals. For example, highlighting misaligned teeth and explaining how the scan can help guide treatment creates a sense of collaboration.

Patients appreciate feeling involved in their journey, making them more likely to engage in their care. This investment motivates them to move forward with their treatment and continue their journey with us.

PERSONALISED EDUCATION

Education is, of course, an essential component at every stage. The use of visual aids, digital presentations and simulations is growing increasingly important as our patients expect more from their appointments.

Patients want a modern, interactive experience that enhances their understanding of treatment options and gives them their desired results.

The goal is, therefore, to educate patients in a way that suits individual needs. This means adapting an approach. Some may respond well to typodonts, while others engage

Three steps to scanning communication

- 1. Before the scan:** a TCO should clearly explain the process before they begin scanning. The word 'scan' can mean different things to different people. Demonstrating the equipment beforehand reassures them, regardless of their initial reaction. Ensure the TCO explains how the scan is essential in planning their treatment and outlines what they should expect. Patients will need reassurance that the process is quick, painless, and highly accurate. It's also helpful to give a rough idea of how long the scan will take. With different comfort levels, mouth sizes and saliva production, giving them an estimate, such as 'around 10 minutes', sets expectations.
- 2. During the scan:** maintain communication at every step. A TCO should avoid using overly clinical language and focus on positive reinforcement. Keep the tone light and engaging. Create a script covering FAQs to pre-empt any patient questions requiring a clinical diagnosis. TCOs can also use this moment to discuss the hygienist and their role. This avoids putting the TCO in a position beyond their scope of practice.
- 3. After the scan:** once complete, the TCO can review the digital images with the patient to help them understand how the scan contributes to the dentist's treatment planning process. By encouraging conversation and inviting questions, patients are more likely to voice any concerns or curiosities that the TCO can share with the clinician. Although diagnosis is the dentist's responsibility, the TCO is integral to ensuring clarity between dentist and patient and plays an active role in the co-discovery process. By focusing on the next steps, the TCO highlights the positive aspects of the treatment journey, leaving the patient feeling informed and excited. Positive language and encouraging conversation ensure the patient feels confident and prepared for what lies ahead, setting the stage for a smooth treatment experience.

better with digital tools. The key is to read the audience and adjust communication style accordingly.

Building rapport is equally personal. Some patients openly share their concerns, while others prefer minimal conversation.

Recognising these differences and creating an environment where each patient feels comfortable and heard is important.

Taking the time to address their concerns, build trust and ease any anxiety makes a significant impact.

CONSISTENCY IS EVERYTHING

Every team member – from the front desk to the clinical team – must communicate the same key points. Mixed messages create doubt and uncertainty, which can erode patient trust. Instead, a dental team should reinforce key information at every stage of the patient journey, ensuring they feel informed and reassured.

A strong follow-up system is just as important. Regular check-ins after scans and treatment stages help patients feel supported, valued – and special. And, who doesn't like to feel special?

By prioritising clear and consistent communication, dental teams can transform the scanning experience from a purely technical process into a meaningful and engaging part of the patient's treatment journey. Ultimately, this leads to higher satisfaction and better treatment outcomes.

A TCO fosters trust, which is harder to lose once established. This trust improves patient confidence in your practice and its processes, reinforcing why they chose you. A TCO can also guide patients through financial options, which is especially crucial in today's climate.

Ultimately, their involvement ensures continuity of care with open communication across all touchpoints. I've never heard a patient regret meeting a TCO. It's a win-win on every level!

IT'S ALL ABOUT CREATING EXCITEMENT AND TYING THE SCAN RESULTS TO TREATMENT GOALS

Join Leanna Best and Laura Horton in Birmingham on 11 June for a TCO course on communication and scanning mastery. For more details, visit www.horton-consulting.com.



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The *generation* game

Mark Topley reveals what principals need to know about leading gen Z and millennials

Over the past few years, I've noticed something both at home and in the practices I work with – the game has changed.

Whether I'm speaking to a principal frustrated with high turnover or watching my own gen Z children navigate early adulthood, it's clear we're not just facing a recruitment issue – we're facing a leadership shift.

Today's younger team members bring fresh energy, but they also bring expectations that can feel unfamiliar or even overwhelming to those of us who were raised in a different work culture.

For many baby boomers and gen Xers, the workplace was shaped by hierarchy, loyalty and a strong sense of duty. You worked hard, didn't make a fuss, and earned your place over time.

Success was often measured by stability, job title and time served. Feedback was rare, praise even rarer, and questioning your manager's decision was unthinkable.

This culture bred resilience and a strong work ethic, but it also normalised burnout, poor boundaries, and a reluctance to speak up.

So, when a gen Z dental nurse asks for clarity on expectations, wants regular feedback, or questions the way something's always been done, it can feel jarring – not because it's wrong, but because it pushes against the culture many of us were raised in.

Understanding that difference is the first step toward leading with empathy instead of frustration.

Here's the good news: this generation isn't lazy or disloyal – it just sees work differently. And when you understand what makes gen Zers tick, it becomes a lot easier to attract, engage and keep them.

WHY GEN Z THINKS DIFFERENTLY

I have two kids in the gen Z age bracket, and they fit the model almost too well. They care deeply about issues – especially those that affect people they know. They're quick to spot inauthenticity and are openly sceptical of institutions and corporations.

One of them thrives at work because their team feels like a genuine community. The other has walked away from jobs that felt transactional or misaligned with their values.

They want to be part of something that matters. And they want to be treated with respect, not just as juniors or rookies who should 'put their heads down and get on with it'.

This might sound idealistic, but it's backed by data. According to Deloitte's 2024 Global Gen Z and Millennial Survey, nearly half of gen Z workers would quit a job that didn't align with their personal values. And a report from Gallup shows that workplace culture, flexibility, and opportunities for growth matter more to these generations than pay alone.

WHAT THEY'RE LOOKING FOR

Many of the gen Z and millennial team members I meet are looking for three key things:

- Clarity
- Community
- Growth.

Clarity means they want to know what's expected of them – and why it matters. They don't respond well to vague criticism or unwritten rules.

Community means feeling included and seen. Work is one of their key social environments, and they crave relationships, not just roles.

Growth means more than a career ladder. It includes learning new skills, receiving feedback, and having a sense that they're becoming better – not just busier.

They're not afraid of hard work. They just need to know the work is worth it.

HOW TO LEAD THEM

The question is: how can principals and managers adapt their leadership style to meet this moment – without losing their minds or compromising their values?

Here are five practical strategies that can help.

1. Set clear expectations early

One of the biggest mistakes I see is assuming people 'should just know'. Gen Z doesn't guess – it Googles. Be explicit about responsibilities, standards, and what success looks like. Onboarding isn't a checklist – it's your first chance to lead well.

2. Give frequent, constructive feedback

Forget the once-a-year appraisal. This generation thrives on feedback – but not criticism. Use frameworks like the 'magic feedback' model: start with what's working, share what could be better, and finish with how you'll support them. Make it normal, not nerve-wracking.

3. Show the bigger picture

You don't need to deliver motivational speeches, but you do need to connect their role to something meaningful. Every role in the practice contributes to outcomes that go far beyond clean teeth or smooth appointments.



Mark Topley

Mark is the founder of responsibledentistry.com and the Great Boss Academy – businesses that provide coaching, consultancy and training for leaders, owners and managers who want a more successful, positive and sustainable business.

You're helping someone smile with confidence for the first time in years. You're keeping people out of pain, catching serious issues early, reducing anxiety for nervous patients, and improving long-term health.

Whether they're assisting chairside, managing the diary or sterilising instruments, every team member plays a part in that transformation. The more they understand how their work creates those very real emotional and physical outcomes, the more invested they'll feel. Purpose doesn't have to be lofty – it just has to be real.

4. Foster community, not just compliance

Take time to build connection across your team. Shared lunches, shout-outs, and inclusive decision-making go a long way. A strong sense of community reduces turnover and boosts morale – and it's what many gen Zers say they value most in a job.

5. Be open to flexibility

Being flexible doesn't mean bending over backwards, but it does mean rethinking what flexibility can look like in a clinical environment. Yes, the

Generation breakdown

While there are differing opinions over the date ranges for the generations, the dates in the UK are roughly as follows:

- Greatest generation: 1901–1927
- Silent generation: 1928–1945
- Baby boomers: 1946–1964
- Generation X: 1965–1980
- Millennials (generation Y): 1981–1996
- Generation Z: 1997–2012
- Generation alpha: 2013–2024
- Generation beta: 2025 to present.

nature of dental work makes it harder to offer remote working or radically different hours – but it's not impossible to be creative.

Could you offer input into shift patterns, accommodate school runs, support study leave, or allow occasional mental health days? Could team members work slightly longer days to earn a regular afternoon off? Could you stagger lunches or rotate non-clinical tasks to offer breathing space?

Flexibility isn't just about hours – it's about feeling heard, having some autonomy and knowing that life outside work is respected.

It doesn't have to disrupt the diary. Often, a little creativity and a willingness to ask: 'What could work here?' is all it takes.

Flexibility isn't a perk anymore – it's part of the package. Practices that can offer even small adjustments will stand out in a competitive market.

NO FEAR

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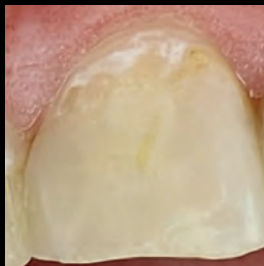


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Effective communication

Mervyn Druian and **Bernita Shelley** explain how clear communication can build strong relationships, foster collaboration and ensure clarity in goals and expectations

In dentistry, clear and concise communication – be it verbal, written or non-verbal – is key to building stronger relationships, fostering collaboration and ensuring clarity in goals and expectations.

Effective communication is a two-way process that involves both speaking and listening. It's important to listen mindfully, express ideas confidently and adapt communication styles to different situations. Having good communication skills can make a huge difference in achieving your goals, whether it be communicating treatments to patients or ideas to team members.

IMPROVING SKILLS

When talking to patients and the team, use simple language, organise your thoughts and get to the point without unnecessary jargon or complexity. When explaining treatment options to patients, continuously check they understand. By using clear and concise language, you can explain options, procedures and potential outcomes in a way that the patient can easily comprehend.

It's thought that 93% of communication is non-verbal, so it's essential to pay attention to this aspect. Maintain eye contact, use open body language, and be aware of your tone of voice and facial expressions.



Mervyn Druian

Mervyn is a cosmetic dentist, the honoured international president of the Alpha Omega Dental Society and co-author of *Dream Believe Achieve*. For coaching advice, email contact@dba-success.co.uk.



Bernita Shelley

Bernita is a dental hygienist, coach, artist and co-author of *Dream Believe Achieve*.

The 10 commandments of communication

1. Don't hurry the patient. Make each patient feel that they are the only ones you have to think about during the appointment
2. Open each encounter with: 'It's good to see you again', rather than: 'What are we going to do for you today?'
3. Hold conversations with patients at equal body level and include plenty of eye contact
4. Communicate with patients in an environment that is non-threatening. Some dentists go out to the reception area to introduce themselves, shake hands with new patients before escorting them to the treatment room
5. Give the patient the opportunity to express any concerns about oral health or existing conditions by asking: 'Is there anything in your mouth you are concerned about today?'
6. Don't interrupt the patient. Patients should feel their concerns are the most important issues during this appointment time
7. End each appointment with: 'It was good to see you. Thank you for coming'
8. End each appointment by ensuring the patient understands what treatment was performed and why
9. Provide written and oral instructions whenever possible
10. Listen to your patients. Be aware of any anxieties.

Source: Brown and Morley (1986)

When it comes to listening, practise it mindfully – pay attention, show interest and respond appropriately to what your patients and team members are saying.

If your communication skills need improvement, try the following:

- Ask for feedback from those around you to see if they can guide you on specific areas
- Pick up a book or magazine. Reading helps expand your vocabulary and exposes you to different communication styles
- Write regularly to help you articulate your thoughts effectively
- Practise empathy. Put yourself in others' shoes to understand their perspectives and communicate with empathy and understanding
- Take a communication course or workshop that can provide insights and techniques to enhance skills.

Effective communication helps patients to feel informed, empowered and confident in their decisions. By explaining the benefits, risks and expected outcomes in a way that patients can easily grasp, you can help them make informed choices, and it will likely increase treatment acceptance.

The better you are at communicating with your patients, the more they will trust you.

It is about creating a partnership between the dental professional and the patient for better treatment outcomes.

Remember: the more you practise, the better you'll become at communicating effectively.

This article is taken from Dream Believe Achieve. Buy your copy at dreambelieveachievesuccess.com.

Creating a culture of excellence

Barry Oulton explains how to build a culture of excellence that sets your practice apart from the competition

In a world where patients have endless choices, what sets your dental practice apart? The answer lies in culture.

A culture of excellence doesn't just happen; it's built intentionally. It's the foundation for exceptional patient experiences, team satisfaction and long-term success.

When your practice operates on shared values and a commitment to excellence, you create an environment where everyone thrives – from your team to your patients.

Here's how to create a culture of excellence that elevates your practice and sets it apart.

WHY CULTURE MATTERS

Culture is the invisible force that shapes how your team interacts, solves problems and delivers care. A positive, empowering culture fosters collaboration, innovation and trust. Conversely, a negative or unclear culture breeds frustration, turnover and inconsistent patient experiences.

Your culture drives team engagement, fosters patient trust and fuels practice growth. Employees who feel valued and aligned with your mission are more motivated, while patients experience seamless care from a cohesive team.

Satisfied patients and a high-performing team create the foundation for referrals, retention and success.



Barry Oulton

Barry is a practising dentist and the founder of The Confident Dentist. He is a qualified coach and experienced trainer, certified in hypnotherapy and a master practitioner in neuro-linguistic programming (NLP).

BUILDING A CULTURE OF EXCELLENCE

To build a culture that empowers your practice, focus on these three key elements:

1. Shared vision and values
2. Leadership by example
3. Team collaboration and growth.

Shared vision and values

A culture of excellence begins with a clear vision and core values that guide every decision and interaction.

Define what your practice stands for and what you aim to achieve.

For example, is your focus on transformative patient care or fostering a welcoming environment?

Core values like integrity, empathy and continuous improvement provide a compass for the team to follow.

Align your team around these principles by regularly communicating

the vision and values. Use meetings and day-to-day interactions to reinforce how each team member's role contributes to the bigger picture.

Leadership by example

Leadership is the foundation of your practice's culture. As a leader, your actions and attitudes influence how your team behaves and interacts. Model the behaviours you expect, such as professionalism, empathy and accountability.

Recognising and rewarding team members who embody these values reinforces the culture you want to build.

Support your team by being approachable and encouraging open dialogue. Address challenges constructively and celebrate achievements to create a positive and motivating environment.



Practical steps to create a culture of excellence

Transforming your practice's culture begins with intentional actions:

1. Define your practice's vision and values to guide decisions and interactions. Clearly articulate what your practice stands for and where it is headed
2. Lead with integrity. By leading by example and modelling the attitudes and behaviours you expect from your team, you'll inspire and influence each team member
3. Invest in the team. Foster collaboration and provide training and opportunities for professional growth to enhance skills, confidence and team morale
4. Address cultural challenges with clear communication and accountability.

Team collaboration and growth

Teamwork and continuous improvement are essential for a thriving culture. Foster collaboration by creating opportunities for team members to work together on projects and solve problems collectively.

Encourage feedback to refine processes and improve patient experiences. Invest in your team's development through training and mentorship. When employees feel supported and valued, they're more likely to deliver their best, enhancing both morale and performance.

ADDRESSING CULTURAL CHALLENGES

Creating and maintaining a culture of excellence takes effort and intention. Resistance to change, inconsistent behaviours and communication gaps are common challenges. Involve your team in shaping the culture to foster buy-in and accountability.

Hold everyone – including leadership – responsible for upholding the practice's values. Ensure your vision and expectations are consistently communicated across all levels.

IMPACT ON PATIENT EXPERIENCE

Patients can sense a practice's culture from the moment they walk in. A positive culture ensures warm welcomes, seamless care and emotional connection at every touchpoint.

When patients feel valued and cared for, they're more likely to return, accept treatment plans, and refer others to your practice.

COACHING FOR CULTURAL EXCELLENCE

Through my coaching programmes, I help dental leaders identify their practice's core values, align their teams and create a culture that drives excellence.

By focusing on communication, leadership and team dynamics, we build practices where patients and professionals thrive.

By creating a culture of excellence, you empower your team to deliver outstanding care and build a practice that stands out for all the right reasons. The result? Happy patients, engaged employees and a thriving business.

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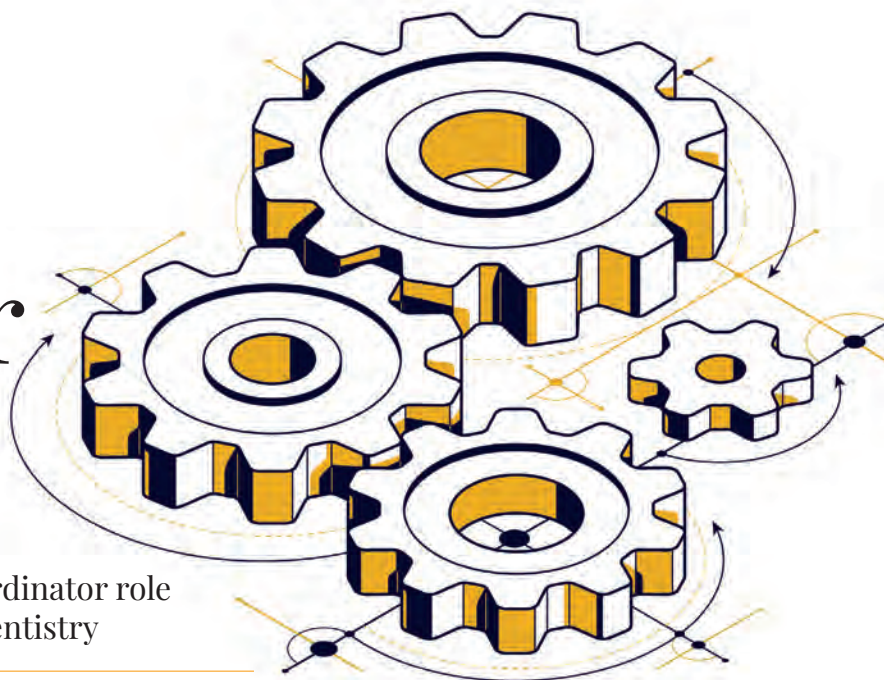
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Treatment coordinator insights

Lamia Murray explores the treatment coordinator role and explains why it's crucial for modern dentistry



In the fast-moving world of dentistry and forever evolving world of patient care, the treatment coordinator (TCO) role has become fundamental.

Implementing a TCO can significantly enhance the patient journey while optimising efficiency of clinical procedures. But where do you start?

WHAT IS A TCO?

A TCO is a vital part of the team. They are responsible for making sure the patient journey is as smooth as possible from start to finish. They serve as a bridge between clinician and patient, providing support and guidance throughout the treatment.

Key responsibilities of a TCO include:

- Enhancing the patient journey. The TCO's job is to make sure every patient has a smooth, informative and comfortable experience from their initial contact to completion of treatment. The TCO provides a supportive and trusting environment by addressing concerns and providing information
- Being the first point of call. A TCO is the first person that patients interact with. It's important that they create a lasting first impression and set the tone for the rest of the patient journey
- Supporting clinicians. The TCO allows

the clinician to focus their time on delivering exceptional patient care, by helping to manage diaries, holding initial consultations, triaging patients, as well as taking scans and clinical photos

- Understanding the latest advanced technology. The TCO will often use tools such as cameras and scanners to collect all the essential data needed to assist the clinicians with everything they need to provide the right treatment plan.

WHAT MAKES A GOOD TCO?

A successful TCO is able to combine skills with a personal approach. Having the following qualities will help:

- Excellent communication skills. It's important that the TCO is able to clearly communicate information, making sure that patients can understand the options that have been given and feel informed and entitled to make a decision
- Strong people skills. It's vital that a TCO builds a rapport with patients. Patients should feel respected, valued and, above all, comfortable
- Efficient time management. Having the ability to multitask efficiently ensures that both the clinician and the patient receives all the support that is needed
- Confidence. Having confidence helps ensure that the TCO can nurture trust and reassurance with patients, which helps address patient concerns and queries.

AN INVALUABLE ASSET

The role of a TCO is about creating a patient-centred environment, benefitting everyone who is involved in the process.

The advantages of using a TCO in dentistry are numerous, and include the following:

- Utilising clinician's time. A TCO enables the clinician to focus their time on handling and delivering the clinical aspects of dentistry. The TCO handles the non-clinical aspects of patient care and support, improving efficiency all around
- Better patient journey. Having a devoted TCO will ensure that patients receive support and communication at any given time. This helps to reduce stress and increases patient satisfaction
- Building rapport with patients. Patients often feel more comfortable talking to someone and sharing concerns and issues in a non-clinical setting. In this environment, a patient is more willing to be open, allowing the TCO to gain a better understanding of the patients' needs. This then allows to clarify a smooth treatment process.

Bridging the gap between patients and clinicians, the role of a TCO is crucial in modern-day dentistry.

Having a TCO with the right skills and qualities will improve both the patient journey and the clinical efficiency, making them an invaluable asset to any dental team.



Lamia Murray

Lamia is a registered dental nurse and practice manager.

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Well-prepared for success

Arnold Gangaidzo explains how small, consistent, well-considered moves allow him to stay ahead of the curve

Words: Julie Bissett

Arnold Gangaidzo is generous with his time. Dentists are rarely blessed with much of it; practice owners even less so. Nevertheless, he graciously earmarks almost an hour of this precious commodity to discuss the career he cherishes and his evident dedication to mentorship and 'paying it forward'.

He is the proud owner of Lancashire Smiles Dental Practice, a private practice in Kirkham, which opened its doors in September 2024 – four months ahead of schedule. This early launch speaks volumes about Arnold's drive and strategic mindset.

In essence, he doesn't leave things to chance. Every step in his career has been part of a well-crafted plan. His approach? Small, consistent, well-considered moves – always with the bigger picture in mind. His mobile calendar is filled with milestones, large and small. Launching his squat practice was a major one.

'I like setting big goals and visions. I set January 2025 as the date I would open a dental practice, but it happened in September last year. I like creating challenging targets and then adding mini-goals to that journey. I think that's how I completed the practice quicker than planned.'



Arnold Gangaidzo

Arnold graduated from the University of Leicester in 2013 with a Bsc (Hons) in medical physiology. Following this, he achieved his BDS from the University of Central Lancashire in 2017. He is the owner of Lancashire Smiles.



STRAIGHT TALKING

This flair for foresight forms both the foundation of his success and the core of his mentoring. As the co-founder of DentalmentorUK, Arnold helped aspiring dentists navigate their careers. He now runs a Mastering Aligners community, aiding colleagues in building their confidence and profitability with clear aligner therapy.

His dedication to mastering the fundamentals of tooth movement to ensure long-term success demonstrated a maturity beyond his years. He began working with a mentor while providing Invisalign for his first cases. He subsequently enrolled in an orthodontic course, Straight Forward Straight Wire, led by two consultant orthodontists, Professor Jonathan Sandler and Dr Alison Murray. He completed a diploma

in clear aligner therapy, taught by specialist orthodontist Dr Raman Aulakh, immediately afterwards.

Now, as an established provider, he applies the same structured mentoring approach to guide aspiring aligner providers toward excellence through his comprehensive programme.

True to his philosophy, he generously shares his time and knowledge – often available outside of working hours – to ensure the next generation of dentists is well-prepared for success. For Arnold, it isn't solely about personal achievement – it's about helping others thrive.

SECURING OPPORTUNITIES

Ambition and aspiration took root early. As one of five sons, his parents left Zimbabwe for the UK in August 1999 to settle in Buckinghamshire. Arnold deeply appreciates their sacrifices, including



leaving their home, family, friends and successful careers to secure better opportunities for their children.

'Essentially, my family left Zimbabwe because of its political landscape. My parents gave up everything, leaving behind family and connections to provide my brothers and me with a better future. Before conditions worsened there, Dad was an engineer, and Mum was a nurse; they enjoyed a comfortable lifestyle. Arriving here, they sacrificed the life they had established. Dad went to university to train as a mental health nurse, and Mum had to retrain to practise.

'Acclimatisation happened, but it was probably more of a shock for my parents than for me, as I was very young. I made new friends and quickly adapted to the culture.

'In terms of school, it was all about being in the top sets; it almost felt like a mission. It was self-imposed pressure, as I had to find a way to make it work because we had been gifted with an opportunity. I had a social life and was part of a football team but remained laser-focused on my studies. I got into Aylesbury Grammar School before we had to relocate to Derby.

'I only recently discovered that finances were tight, and after just one

term at a paid-for school in Derby, I had to switch to a state school nearby. It was a blessing in disguise; moving to a school with diverse backgrounds exposed me to different personalities and made me aware of how varied families are. I concentrated on doing well, with medicine my primary aim.'

At the school, there was an acceleration group for pupils primed for Oxbridge, which Arnold attended.

'Looking back, it was hugely beneficial and competitively enriching. In that environment, achieving 90% was expected, and only full marks were something to celebrate. I thrived on it. I applied to medical school at Cambridge but was turned down at the interview. I achieved the necessary grades but realised it's not just about that; it's also about how to present yourself favourably in an interview. I have since used this experience to coach others.'

A DIFFERENT PATH

Arnold explored alternative routes into medicine, and a science course at the University of Leicester that could lead to medical school caught his attention.

He met the criteria for a university place, knowing that if he excelled, he would be back on track to becoming a doctor. However, his long-term

strategy took an unexpected turn.

He explains: 'Leicester was a revelation for me. I knew I wanted to work in healthcare, own a business and build an asset that would benefit the children I hoped to eventually have. I reflected on what I truly wanted in life, and dentistry jumped out as the vehicle for me.'

As he progressed, setbacks along the way – resitting an exam at dental school but receiving strong support from his clinical partner is a good case in point – also gave him insight.

Having nailed his foundation year, his next step helped to shape the mentor he was to become. He hasn't forgotten these experiences, which gave him a new lease of energy and a fresh perspective to 'crack on and go again'. They were, he believes, pivotal moments, and mentorship quickly became a part of his everyday.

'DentalmentorUK was established to equip aspiring dentists – people like me, without family or connections – with everything they needed to know to gain admission to dental school based on merit, so we'd coach on how to create a strong application, for example. It's like educating my younger self.'

A USEFUL LEARNING CURVE

At the practice he joined as an associate

after his year as a foundation dentist, the practice manager was instrumental in helping him settle in – and then excel. Embarking on a course led by two orthodontic specialists to establish a comprehensive understanding of the discipline, he learned how to assess, diagnose and treatment plan. He then applied these theories to his provision of clear aligner therapy.

It's a solid foundation indicative of his 'small steps to a bigger picture' approach.

'I completed the two-and-a-half-year orthodontic course to enhance my dentistry skills and offer fixed braces. I required equipment and materials, so the practice manager provided them. I offered aligners, so the practice invested in a scanner.

'I was providing dentistry under the NHS but as I developed good rapport with patients, they would opt to have private treatments with me. I quickly reached a point where I needed to work longer private hours to accommodate these types of patients, so I staged my transition that way, building up my days. It was a useful learning curve.'

TESTING THE WATERS

Around this time, the principal decided to expand, and Arnold found himself at the helm of a squat practice.

'I was suddenly functioning as a business within the business to benefit the bigger business – training staff to carry out scanning, developing TCOs skills with the dental nurses and marketing the practice. It was the first indicator that I could confidently handle whatever was coming through the door.'

And so he began feverishly squirrelling away any extra income into a savings account destined towards starting his own practice. Without the luxury of financial support from elsewhere, he knew he would have to fund it himself.

'I set a target of raising £100k and then went to the banks with a business plan. Having saved a sizeable amount each month, I tested the waters. I felt ready as a leader and clinically; now it was just the finances. Was I ready to invest in this and take that step?'

Long story short, the bank gave him the green light, and he chose the site of a former carpet showroom as his premises.

'I had given a lot of thought to what kind of space I wanted, and I could

reimagine this shell as a dental practice. It was an empty carpet showroom with three floors – the first and second are residential – and the ground floor was ours to lease.'

A CLEAR VISION

Without patients and a need to build up a list, he drew on his 'business within a business' experience. As a result, this was the easiest part.

'As soon as the building work began, I started nurturing a waiting list to ensure we had interested potential patients lined up before opening.

'I focused on establishing a strong online presence to attract the right audience. I used Facebook and Instagram to engage with potential patients and collect contact details. I had a marketing-savvy friend who assisted us in sending out a bi-monthly newsletter, keeping our audience engaged.

'A significant part of our strategy involved sharing a 3D render of the practice, giving people a clear vision of what we were creating. We asked potential patients what they needed and wanted from a dental practice, which helped tailor our services to their expectations.

'By the time we opened, people were already familiar with us, trusted us, and felt connected to the practice. Consequently, the conversion process was very easy.'

Remarkably, having introduced potential patients to his dental plan so early on, he achieved his first-year plan-patient target within weeks of opening its doors.

So, what's next for Arnold? As a firm believer in building skills from the ground up, he aims to expand the Lancashire Smiles brand into new areas, applying his experience to drive further improvement.

REPRESENTATION AND REALITY

Outside of practice ownership, Arnold is a key driver within the Black Dental Network (BDN), a community of connection that supports Black dentists and dental care professionals to become the best versions of themselves.

The BDN began as more of a social event, with eight Black dental professionals who all shared similar backgrounds and experiences meeting in London. Representation

within the profession was not great, and Arnold – involved since its inception – now steers media communications.

'Dentistry is not often spoken about as a career for Black students,' Arnold says. 'It's great to share struggles, but we want more. Dentistry is a thriving industry that offers a rewarding career with wonderful opportunities. As a group, we want to empower and support ambitious Black dentists and DCPs to achieve their potential and become future leaders.'

BDN has grown significantly since that first social dinner in May 2022. Staging its first annual dinner and conference in 2023, it quickly burgeoned.

'Our success gave us the confidence to host a two-day event this year, which included practical hands-on workshops and breakout sessions. It was intense – a bit like organising a wedding!' Arnold laughs.

These events are now firmly established in the dental calendar, further raising the BDN's profile. However, there remains work to be done. 'Black representation in dentistry is achievable,' Arnold says. 'But it's still a long way to make that a reality. For students, seeing people who look just like them makes a difference.'

FEELING BLESSED

Meanwhile, it is his family that remains the cornerstone of his life. His day begins at 5.30am, a time he reserves for admin tasks and prayer, so his evenings remain sacred for family time.

A disciplined schedule safeguards this balance. Recently, he eliminated his regular Saturday clinics, allowing for uninterrupted weekends with loved ones.

He feels genuinely blessed, from the parents who prioritised their children's future to his wife, Rumbi, a GP, who has financially supported his dream. He says: 'For a long time, while I was saving for the practice, we lived on Rumbi's income, and for that, I am forever grateful.'

Success isn't just about achievements, it seems – it's about impact. Arnold's journey continues to lift others. Fuelled by love and gratitude, it represents more than just a nod to paying it forward; it's a philosophy that should perhaps serve as a lesson for us all.

Connect with Arnold on Instagram @drarnoldgangaidzo.

Be happy

Practice Plan presents two dentists glad to be part of a supportive family again

A change of dental membership plan provider has helped two practice owners feel like part of a family again.

When owners and principal dentists of Twickel Dental in Much Wenlock, Roxana and Mihail Drug Ionescu, bought the practice in 2018, they had no idea of the extent of the task before them, but they embarked on the journey with optimism and the desire to gain the freedom to do what they do best.

They were keen to maintain the NHS component of the practice but recognised the potential to grow the private element.

Their main focus was always on providing excellent quality dentistry and set about creating an environment that would be conducive to this. Their goal was to achieve a stimulating workplace with all the tools needed for the entire team to be at their best, things they deemed essential for both the quality of patient care and staff satisfaction. While some of the original team stayed when they took over the practice, they quickly began updating the practice and recruiting new staff. On the advice of a business consultant, they introduced a dental membership plan.

GREAT START

They completed the conversion to private dentistry, and all appeared to be going to plan until March 2020 and the COVID lockdown. The enforced closures and reduced appointments meant they lost around 40% of their revenue during that time.

Post pandemic the wider economic, social and political environment has had a significant impact on the attitudes, perceptions and real-world experiences of dental practice owners. Mihail and Roxana reflected on the unexpected challenges and valuable lessons they had encountered and realised that the key to growth lies in recognising and learning from these experiences. Their plan provider at that time was too slow for their ambition and the practice support was lacking. They needed a change to help them fulfil their vision. They appreciated that

growth isn't just about numbers, but about building a practice where patients, teams and leaders thrive and where customer experience is top priority.

INSTANT HIT

At Dentistry Show Birmingham in spring 2024 they approached a number of the plan providers exhibiting there and knew they had found the right 'experience' for them when they visited the Practice Plan stand. 'It was the vibe, the culture, and the spirit that attracted us,' Mihail says.

Josie Hutchings

Regional Support
Manager



THE PRACTICE PLAN STAND WAS AN **EXPLOSION** OF OPTIMISM AND POSITIVITY

'The Practice Plan stand was an explosion of optimism, and positivity.'

Roxana agrees: 'We stopped and talked to a lovely lady and that was enough for us to say, "yes, this is it". I'd also seen people leave happy testimonials, and I felt, this is it. Yeah, this is right.'

'We asked impossible questions, and the answers were there in a split second,' Mihail continues. 'Our questions were strategic to see if Practice Plan would fit with our practice and our plans and the answers showed Practice Plan was very well prepared.'

'I looked at Roxy. Roxy looked at me, and we knew we had found our new provider.'

After only three months with Practice Plan, Mihail and Roxana chose to bring their whole team to an exclusive Workshop Tour event.

The Workshop Tour is an annual roadshow open to Practice Plan customers. Held in 14 different cities across the country, the Workshop Tour is an opportunity for teams to get away from the practice to learn something new together and to meet other dental teams as well.

CULTURE AND CREATIVITY

The theme for 2024/2025 was 'Culture and Creativity' presented by Dental Business Coach, Lucie Simic, and Practice Plan's Les Jones. The whole team enjoyed the day, according to Roxana.

'I loved the workshop,' she says. 'Lucie is amazing.

She's absolutely inspirational. I love the way she delivers the message. I can't wait for the next one.'

Celebrating 30 years!

This year, Practice Plan celebrates 30 years of welcoming practices into the family, helping them to grow profitable businesses through the introduction of practice-branded membership plans.

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So, if you're looking to switch provider or are considering a full or partial move away from the NHS and would like a provider who will hold your hand through the process whilst moving at a pace that's right for you, why not start the conversation with Practice Plan, on 01691 684165, or for more information visit the Practice Plan website: www.practiceplan.co.uk.

'It was brilliant for us to have our team alongside,' she continues. 'Because over the past years they've been stuck in the surgery and done nothing else but dentistry with the occasional webinars and courses online.'

'The fact that it's hands-on and they can get out of the practice, meet people, and see what's going on in dentistry in real time is a major benefit.'

They have no regrets about closing the practice to enable the whole team to attend. 'We need to speak the same language,' she adds. 'It's pointless just the two of us going to the workshop as our team wouldn't have a clue about what we're trying to implement after the event. It will be a must from now on to attend regularly.'

Mihail is equally as enthusiastic about the Workshop Tour. 'I would describe it in three words,' he says. 'Captivating, inspirational, and motivating. We all participated, which was great. It felt a bit like

family therapy bringing us all together into the right mindset to make things work.'

In their Regional Support Manager, Josie Hutchings, Roxana and Mihail have found the support they craved. 'She's absolutely amazing. I love her,' Roxana enthuses. 'I felt from the beginning that we could work together. We just clicked.'

'She's so available and accessible. She's priceless,' Mihail says. 'A few weeks ago, I rang Josie with regards to the fee increase. I was having trouble getting my head around how to figure it out. Within 15 minutes she had talked me through it and helped me to figure out the price increase.'

Roxana and Mihail now feel confident they will receive the support they need to help their practice progress.

'With Practice Plan we feel like we're being taken on a journey, and we like it, it fits our vision perfectly,' Mihail says. 'Practice Plan is an amazing family, and we are so proud to be part of it.'

Leading the charge

James Goolnik, the new chair of the Private Dentistry Awards, discusses his vision for the awards, judging insights and advice for entrants

The Private Dentistry Awards are set for an exciting new chapter as James Goolnik of Optimal Dental Health takes on the role of chair for 2025. In conversation with Leanna Ellis, FMC events director, James shared his enthusiasm for the role and offered valuable advice for those looking to enter the awards.

'I've watched David Houston on the stage for 20 years,' James said. 'He's done an amazing job as chair, and it's such a credible award system. Every year, the competition gets better and better.'

'It's an honour to step into this role and build on the incredible work of my predecessors. I want to ensure that these awards continue to celebrate the very best in private dentistry.'

PROGRESSION AND PASSION

His passion for the field, combined with his dedication to high standards, makes him a fitting choice to lead the awards forward. With seven years of experience as a judge, James has witnessed the evolution of entries, from simple written submissions to detailed digital presentations.

'Young dentists today are achieving more in two or three years than I did in 20,' he noted, highlighting the increasing standard of excellence in the profession.

The Private Dentistry Awards serve as a benchmark for the profession, inspiring dental professionals to improve patient care, invest in technology and give back to their communities. 'It's all about raising the bar – whether it's through better patient journeys, advanced

James' tips for entering

Considering entering the Private Dentistry Awards? James shares his top tips for success:

- Follow the criteria carefully – it's crucial to read and adhere to the guidelines to ensure a strong submission
- Keep submissions well-organised – a single, well-structured document makes the judging process much more effective
- Provide recent evidence – entries should showcase work from the last 18 months to reflect current achievements
- Persistence pays off – submitting multiple times can lead to a better understanding of the process and ultimately a stronger entry.



technology or community outreach,' James said. 'We're seeing more video entries, more patient testimonials and a greater focus on what really matters in dentistry.'

INDEPENDENT REVIEW

James also spoke about the rigorous judging process, explaining how entries are carefully screened and reviewed by independent judges.

'We make sure there are no conflicts of interest and every submission is assessed fairly. Every single thing is marked and graded out of 10,' he explained. The judges work in pairs, debating and refining their choices to

ensure the most deserving candidates are recognised.

Looking to the future, James aims to enhance transparency in the judging process, encourage more video-based entries, and highlight the community contributions made by practices.

'The Private Dentistry Awards are not just about celebrating success; they help drive excellence across the profession,' he said.

Watch the full interview with James and Leanna at bit.ly/44IwNBB. To register for the Private Dentistry Awards, visit www.dentistry.co.uk/private-dentistry-awards.



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SWALLOW

Dental Practice Accelerator: final reflections

As the Dental Practice Accelerator draws to a close, **Hannan** and **Daniel Saleem** reflect on an extraordinary journey of growth, learning and transformation

At the start of the Dental Practice Accelerator programme, Hannan and Daniel Saleem were seeking clarity and direction. Their goal was to establish a clear roadmap for the growth and improvement of their practice. They hoped to gain actionable steps from seasoned mentors – Justin Leigh, Sandeep Kumar, Sameer Patel and Shaz Memon – uncovering the ‘secret sauce’ behind their successes. And that’s exactly what they achieved; a framework of insights and strategies that have enabled them to envision the future of their practice with newfound clarity.

OVERCOMING CHALLENGES

Like any transformative journey, the programme posed its fair share of challenges. Hannan and Daniel had to balance the demands of scaling their business while maintaining day-to-day operations. They faced the complexities of expanding chair time, managing resources and renegotiating staff expectations without disrupting patient care.

These challenges were particularly pronounced in the context of adapting an existing practice rather than starting from scratch. As Hannan explains, they had to ‘unpack’ entrenched issues and ‘repack’ them into a sustainable, efficient structure.

The journey of overcoming these hurdles was anchored in

transparent communication, strong leadership and a culture of constant improvement. The programme mentors – Justin, Sandeep, Sameer and Shaz – played a vital role in reshaping their approach to leadership and management.

Insights from these experts enabled Hannan and Daniel to focus on their priorities, engage their team and build a practice rooted in shared values.

The emphasis on feedback – both from patients and the team – emerged as a key driver in navigating changes successfully.

BIGGEST WINS

Reflecting on their accomplishments, Hannan and Daniel highlight their strongest wins – increased patient engagement, team cohesion, newfound clarity, and an aligned direction for their practice. They’ve built a fantastic team and instilled a culture of growth and accountability. Additionally, their practice’s transformation has gained external recognition, becoming finalists for Most Improved Practice – London at the 2024 Private Dentistry Awards.

‘Our biggest win? Clarity,’ Daniel affirms. ‘We now have a clear vision of where we’re heading, and that’s an invaluable outcome.’



THE MENTORS

The programme’s mentors became pivotal figures in Hannan and Daniel’s journey, offering expertise and inspiration across multiple facets of their business and personal growth.

Described as a game-changer,

Justin Leigh’s lessons

fundamentally

altered how

Hannan

approaches

team

management and

leadership: ‘Justin has

completely changed my

leadership approach. I find that the

team are much more engaged. I’ve

been able to get them to become

more accountable and also hold me

accountable at the same time. The

guidance and advice that he provides

me around the business has also

really helped me in my day-to-day

life, and really changed who I am.’

A guiding light in marketing and

patient engagement, Shaz Memon’s

advice revolutionised their approach

to reaching and interacting with their

audience. Daniel explains: ‘Shaz is an

absolute pillar of the dental industry.

‘The way he thinks about businesses

within the dental industry is unlike

anyone I’ve ever seen. His ideas, and

his ability to come up with strategies

is phenomenal, and he gives us

really actionable and impressive

advice that we’ve used in some of

our marketing, our website, and even

just the way we interact with patients. It's really changed the game for us.'

Sandeep Kumar's knack for prioritising and streamlining operations empowered the Saleems to tackle challenges head-on and focus on what truly mattered. Hannan says: 'The way I've seen Sandeep operate his business and his network is really impressive. It's definitely something I aspire to be.'

'He has this really good approach of whittling down the problems to the key priorities and then pushing me to focus on those. Before this programme I would get lost in the weeds, but Sandeep really helped me knuckle down on what I really needed to focus on and what the main priorities were.'

With his commitment to delivering outstanding dental care in a harmonious working environment, Sameer Patel inspired Hannan and Daniel to balance business growth with their core mission of exceptional patient outcomes.

Daniel says: 'Sameer is a fantastic leader and dentist, his ability to create a culture within his team that is high achieving and to motivate them, I think that's really something that we would love to rub off on us and we can start instilling in our team as well.'

SURPRISES ALONG THE WAY

One of the most unexpected yet rewarding aspects of the programme was the sense of community within the dental world. Daniel expressed his astonishment at the openness and generosity of other professionals in sharing their expertise and experiences.

'What really stood out was the willingness of everyone to help each other succeed. It didn't feel competitive; it felt collaborative,' Daniel remarks.

This spirit of collaboration and mutual encouragement was a revelation, transforming the often-perceived competitive industry into a supportive network. Through the programme, they connected with peers, FMC, Align, and other key players, widening their horizons and establishing lasting relationships. This camaraderie has reshaped their view of the profession, transforming competition into collective empowerment.

BUILDING ON A LEGACY

Hannan and Daniel's journey is deeply connected to their family's legacy.



Their story spans decades – a tale of resilience that began with their parents' dream and continues to inspire today. In 2010, their parents took the courageous step of opening a squat practice in what was once a convenience store. 'It was a massive risk,' Hannan recounts, 'but it was the start of something extraordinary.'

Building upon their parents' work, Hannan and Daniel have embarked on a mission to transform and modernise the practice. The Dental Practice Accelerator programme has played a pivotal role in this evolution, equipping them with tools, strategies and a new-found sense of direction.

One of the most significant updates has been in the practice's branding and identity. Rather than outsourcing to external firms, Daniel took it upon himself to create a brand that reflects the heart of their story.

'Our family's journey is embedded in every aspect of the practice,' he explains. This authenticity resonates deeply with their patients, many of whom have remained loyal for more than 14 years – some even traveling from distant locations to continue receiving care at London Dental Centre.

A VISION TRANSFORMED

Hannan and Daniel entered the Dental Practice Accelerator programme with a desire for clarity and hope for stability. They sought actionable insights from mentors and hoped to unveil the strategies that could set their business apart.

This aspiration was met and exceeded, as the programme provided them not only with strategic guidance but also with the confidence to dream bigger than they had before.

The mentors have been integral to this transformation. Justin's leadership guidance has not only shaped how Daniel manages his team but also

influenced his interactions with family and friends. 'Justin has changed my life,' Hannan says, 'from how I handle difficult conversations to fostering engagement both personally and professionally.' Shaz's marketing expertise, Sandeep's operational insights and Sameer's clinical excellence have all contributed to a practice that is more efficient, innovative and patient-focused than ever before.

Now, they aim of boundless growth – adding more chairs, onboarding new staff and expanding their reach. While the journey ahead involves continuous acceleration, they are confident in their ability to steer the practice toward even greater heights. 'Previously, our vision was to simply stabilise the practice,' says Daniel. 'Through this process, we've completely reimaged what we can achieve.'

A YEAR OF GROWTH

Reflecting on the past year, it's clear that the Dental Practice Accelerator programme has been an invaluable experience. Hannan and Daniel have not only achieved their initial goal of clarity and actionable steps but also discovered the power of community and the resilience needed to overcome operational hurdles.

As the programme concludes, they are excited to carry forward the lessons learned, the relationships built and the vision solidified. Hannan says: 'All my expectations have been exceeded. The position we are in now is completely different to where we were when we started and it fills me with joy.'

'I'm also very grateful for the team at Align for how much support they've given me, and also to the mentors, Shaz, Justin, Sandeep and Sameer, have been completely instrumental to the practice's development and my personal development. It's been a really life-changing experience.'

The digital workflow for full dentures

Zirkonzahn's lecture tour in Liverpool and Glasgow on 18 and 19 June 2025

Zirkonzahn (South Tyrol, Italy) will soon begin the third part of its lecture tour, 'High-Tech Meets Handicraft – Optimisation of the Digital Workflow for the Fabrication of Full Dentures', this time reaching dental technicians and dentists in Liverpool and Glasgow.

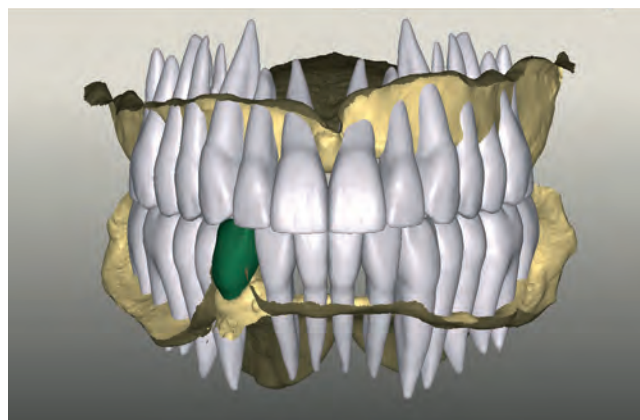
The lecturer, MDT Alessandro Cucchiaro, will present state-of-the-art methods and techniques for the creation of functional and aesthetically pleasing full dentures as an alternative to implant-supported prostheses. Indeed, even if minimally invasive procedures are becoming increasingly important, there are still patients who need a complete restoration after total tooth loss.

Participants will be guided through the challenges faced when creating a full denture with 28 teeth, considering the different initial patient situations: whether the patient is edentulous or wearing existing prostheses in good or poor condition, the lecture will provide insights into the tailored approaches needed for optimal results.

The process of creating high-quality dentures also involves digital technologies and correct materials.

For this reason, the lecture will introduce two new particularly biocompatible PMMA-based resins which feature an extremely low residual monomer concentration and will demonstrate how digital solutions with automated set-up functions can simplify tooth placement and gingiva creation, ensuring an efficient, accurate and optimised workflow.

Furthermore, participants will benefit from hands-on demonstrations of bonding teeth to denture bases using an innovative protocol based on the principle of cold welding.



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To register, scan the QR code, visit www.zirkonzahn.com (events section), call +39 0474 066 680 or email carmen.ausserhofer@zirkonzahn.com, jasmin.oberstaller@zirkonzahn.com.



Where clinicians lead. Careers thrive.

PortmanDentex shares what sets the dental group apart

In today's ever-evolving dental landscape, it's no longer just about where you work – it's about who you work with, and how you're supported to grow. At PortmanDentex, we're committed to your career journey and proud to be different.

We're a dental group led by a number of clinicians, for clinicians – where peer support, mentorship, and clinical excellence aren't just values, but daily practice.

LEADERSHIP THAT UNDERSTANDS PRACTICE LIFE

What sets us apart is simple: we're built on clinical foundations. Many of our leadership team – including Chief Operations Officer, Louise Oates; Head of Clinical Transformation and Strategy, Cathal Hayes; and Director



Rebecca Sadler, Chief Clinical Officer

'Partnering my practice with PortmanDentex was the best decision I made for my patients and practice team. Our clinicians had the freedom to grow clinically, the practice has grown three-fold, and I've had the opportunity to help shape a group that genuinely values its people and its standards. It's never been just a job – it's providing an environment to facilitate the very best in patient care and a community that allows me to deliver at my best.'

of Clinician Engagement, Catherine Tannahill – have all worked chairside, and some still do. That experience brings a real insight into what practice life demands. That experience helps shape a supportive environment where clinicians are respected, empowered, and mentored through all parts of their career.

FROM PRACTICE OWNER TO CLINICAL LEADER

One of the clearest examples of this is our Chief Clinical Officer, Rebecca Sadler. Still a practising dentist herself, Rebecca became the first general dentist to partner with Portman Dental Care back in 2009, when she made the career changing decision to sell her practice. Since then, she has supported and now leads the clinical direction of PortmanDentex, ensuring that every initiative keeps patient care and clinician independence at its heart.

A SUPPORTIVE NETWORK WITH FREEDOM TO FLOURISH

This is the experience we strive to create for every clinician who works with PortmanDentex – whether you're an employee, associate, specialist, or a practice owner exploring your next chapter. You'll be part of a clinically-driven network with access to leading professionals, digital systems, and a support structure designed to help you reach your goals.

Whether you are looking to start your career, deepen your clinical expertise, step into mentoring, or grow as a practice leader, our learning and development opportunities including our CPD courses, mentoring programme, Clear Aligner Programme



and leadership pathways like the Practice Clinical Lead (PCL) role are designed to get you there.

With over 370 predominantly private practices across the UK and Ireland – from general dentistry and cosmetic services to specialist, referral-led care – PortmanDentex is uniquely positioned to offer varied clinical pathways, flexibility, and a true sense of belonging.

YOUR NEXT CHAPTER STARTS HERE

Ready to make your next move? If you want to be part of a group that puts your clinical future and personal needs first, we'd love to hear from you. We can also offer you operational support, a huge network of clinicians that can help you succeed, and scale that brings opportunity.

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New materials for full dentures Zirkonzahn

With Abro Basic Multistratum and Denture Gingiva Basic Mono Pink resins, Zirkonzahn introduces new PMMA-based materials, which are particularly biocompatible and health-friendly due to their low residual monomer concentration.

Abro Basic Multistratum shows a natural colour gradient from dentine to the enamel and improved material properties in terms of translucency values, flexural strength as well as fracture and abrasion resistance, which make it particularly suited for the manufacture of denture teeth. However, it can also be used for long-term temporaries and various secondary and tertiary structures.

On the other hand, Denture Gingiva Basic Mono Pink is a gingiva-coloured resin with improved material properties in terms of flexural strength and fracture resistance, specifically conceived for the production of denture bases. The resin blanks are also available in Ø 125mm for the manufacture of up to two denture bases in just one milling process.

The gingival area of the restorations can be then characterised individually with Gingiva-Composites. Their colour spectrum is based on the company's ICE Ceramics Tissue shades from light to dark: through the temporary, dentists and patients can get an immediate aesthetic impression of the final restoration.

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Oral presentation prize awarded Schottlander

The winner of the prestigious BSSPD/Schottlander Oral Presentation Prize was Eda Dzinovic from King's College, London. Her presentation was entitled 'Advancing dental materials with high-fidelity octopus-inspired suction cups'.



Complete dentures frequently exhibit poor adhesion to oral tissues. However, nature provides many examples of organisms that overcome such challenges through highly ordered topographies.

A method of reproducing the topography of fresh octopus suction cups, reducing them in size, incorporating them onto the fitting surface of a denture and testing for adhesion was presented.

Against dry mucosa adhesion was reduced but in a wet environment adhesion was increased. This research opens the possibility of improving the rather limited adhesion of PMMA to the mucosa and so both improving retention and reducing the reliability on denture adhesive creams.

www.schottlander.com

A sphere of its own! Tokuyama

Tokuyama uses patented spherical filler particles within its composite materials. Each variant utilises spherical particles of different diameters to maximise their optical and physical properties for the desired indication.



Tokuyama's spherical filler particles offer other significant advantages compared with irregular shaped filler particles. Quicker and easier to pack into undercuts, they reduce the risk of voids; easier to sculpt and carve, producing enhanced morphology of the final restoration; and a much smoother surface finish, which has a natural high sheen that requires minimal if any polishing.

Tokuyama's development of spherical filler particles has culminated in Omnichroma, the colourless universal composite that matches every tooth colour.

Omnichroma Flow Bulk is a low viscosity composite that can be placed in 3.5mm increments. Like the other Omnichroma materials, it delivers unprecedented colour matching, high polishability and stain resistance. It also has low polymerization shrinkage compared with other bulk-filled composite materials.

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Forging friendships

Association of Dental Implantology

Building professional connections creates a reliable support network, one where a dental practitioner can seek advice or provide it to others. As a member of the Association of Dental Implantology (ADI), it is easy to forge these long-lasting connections.



ADI ASSOCIATION OF DENTAL IMPLANTOLOGY

Networking opportunities are legion for ADI members, such as attending the ADI Team Congress, masterclasses or focus meetings. These ADI events are offered at a discounted delegate rate for free for members, encouraging practitioners with an interest in dental implants to get involved and grow their web of contacts.

ADI membership also allows access to the ADI members-only Facebook group. This exclusive online space is excellent for reaching out to others; treatment challenges can be shared and assisted with, for instance. This supports a culture of education and community, ensuring that ADI members can face the future of dental implants together.

For superb networking opportunities that bring the dental profession closer together, consider the many benefits of an ADI membership.

www.adi.org.uk

Strength in support

The Female Dentist

the female dentist.
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In any profession, it is essential that there is a reliable network to support, train and educate individuals, taking their skills and knowledge to the next level.

The Female Dentist is a new and exciting community designed specifically for women in dentistry looking to connect with experienced and likeminded professionals and empowering clinicians to face the unique challenges of a demanding and fast-paced dental profession, together.

Born from a passionate desire for an inspiring network, The Female Dentist provides its members with a variety of helpful resources. These include development workshops, assistance with marketing and recruitment strategies, expert advice on financial planning, and HR support. Led by a board of eminent dental professionals, this is a ground-breaking network that hopes to sculpt new leaders in the dental community. Learn more about The Female Dentist and the available membership options today.

thefemaledentist.co.uk/about-us

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Planmeca innovations at BDS

Planmeca

Planmeca will be bringing the newest product innovations to the Birmingham Dentistry Show on 16-17 May. With next-level dental units and new additions to the Planmeca Viso family of imaging units, Planmeca can't wait to show you what it has to offer.



Since introducing its first digital 3D imaging unit 20 years ago, Planmeca hasn't looked back. With new products launched at this year's International Dental Show across all major categories, the new generation of products expand and complement the existing range of digital dental equipment and software. Bringing better care and ease of use to patients and dental professionals in the UK and beyond! Visit stand J34 to experience the newest advancements in digital dentistry for yourself!

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On a quest for good surgical courses?

Trycare shares details of its upcoming courses in association with Dr Girish Bharadwaj from Quest Education

Trycare, in association with Dr Girish Bharadwaj from Quest Education, are delivering a wide range of surgical courses in Edinburgh this year, including their flagship implantology course, which is designed for anyone looking to learn how to place implants or hone their existing skills and knowledge.

All the Quest courses have learning and development at the heart of their ethos, but understand that learning needs to be fun and rewarding professionally too. Previous course delegates have highlighted Girish's knowledgeable, engaging and informative approach.

IMPLANTOLOGY COURSE – STARTS SEPTEMBER 2025

The Quest Implantology Course is a three-part modular course, with each module lasting two days. It teaches delegates everything they need to know to start implementing simple implant treatment plans plus 39 hours of CPD!

Royal College of Surgeons of Edinburgh accredited and presented by Girish Bharadwaj, the course gives delegates a thorough basic knowledge of implantology including an overall perspective with an evidence-based approach; necessary surgical and restorative skills to implement simple treatment plans; an understanding of the challenges involved in the surgical and prosthetic phases of treatment; and an understanding of when to refer based upon their skill levels.

Completion of the course will enable



participants to diagnose and carry out implant treatment planning; carry out initial risk assessment and consent the patient appropriately; insert and restore implants under supervision in a simulated environment; identify the complexity of individual cases and place implants in simple cases under supervision; and know when to refer for additional support and guidance.

Held in Edinburgh, the course fee is £7,500. To help enhance teamwork, one nurse or hygienist can attend Module 2 free of charge. Additional nurses can attend for £125 each.

IV SEDATION UPDATE – 6 JUNE

NES CPDA approved, this one-day course is designed as an update for dental professionals involved in the use of intravenous conscious sedation in general practice and Public Dental Services.

After attending the course, delegates will be able to describe the indications for conscious sedation

in dental patients; define the patient assessment format and the selection process for patient cases in primary care; explain the anatomy, physiology and pharmacology in relation to conscious sedation; identify suitable drugs and appropriate methods of administration; demonstrate cannulation techniques; define the roles of the dental team including during a medical emergency; explain the management of medical emergencies and complications during sedation; and specify the consent and record keeping requirements for sedation.

It offers 6.5 hours' enhanced CPD for just £395.

ORAL SURGERY WITH HANDS-ON TRAINING – 27 JUNE

NES CPDA approved, this one-day course is designed to deliver the principles and practice of oral surgery for the GDP and those placing implants.

The course will help delegates understand the essential principles of oral surgery including flap design, how to carry out routine surgical extractions, gain knowledge of the range of minor oral surgical procedures which can be carried out in the dental practice, and to learn about complications and ways to manage them.

It offers 6.5 hours' enhanced CPD for just £395.

For further details, visit www.trycare.co.uk, contact your local Trycare representative, email events@trycare.co.uk or call 01274 885540.



IN THE HOT SEAT

Specialist periodontist and clinical director of Pure Periodontics **Neesha Patel** details some of her favourite things

Q When and where was your last meal out?

A I went to the Ambassadors Clubhouse in London recently. It's such an elegant setting and I spent the evening with great company and delicious food before hitting the dance floor!

Q Who would play you in the movie of your life?

A I would like to pick a fictional character – Alicia Florrick from *The Good Wife*. Played by Julianna Margulies, Alicia is poised, determined, and always composed under pressure.

Q What's the best advice you've received?

A 'Don't adapt to the energy in the room, influence it'. A reminder to lead with confidence rather than react to circumstances.

Q What's your guilty pleasure?

A Chocolate, preferably dark and indulgent!

Q What was the last gift you gave/received?

A A beautiful pair of earrings – they're classic, elegant and the perfect finishing touch to any outfit.

Q Describe your perfect holiday...

A A morning immersed in history and culture, an afternoon spent by the pool unwinding, followed by an evening of incredible food – all wrapped up with an early night for complete relaxation.

Q What's your all-time favourite book?

A *A Thousand Splendid Suns* by Khaled Hosseini. It's a powerful, beautifully written story that stays with you long after you've finished it.

Q What song is guaranteed to make you want to dance?

A Anything from '90s R&B – there's just something about the music of that era that instantly gets me moving.

Q What keeps you up at night?

A An endless to-do list that seems to grow faster than I can tick things off!

Q How do you like to unwind after a busy day?

A Yoga. I find it the perfect way to reset both body and mind.

Q What was the last photo you took on your phone?

A I took this sunrise snap of the skyline on Marine Drive in Mumbai – a place rich in history and grandeur.



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Dr. Lisa Currie & Ivin Tan
Private Dentistry Awards 2023



Winner
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Dentistry Scotland Awards 2023

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