

INTRODUCTION TO PRACTICE MANAGEMENT

Module 6 Staff Development – Driving Practice Growth



Aims and Objectives

- Look at the importance of staff training
- Explore the importance of strategic business planning
- Discuss essential elements of appraisals, Skills Gap Analyses and personal training plans
- Explore how to assess the effectiveness of training and Return On Investment (ROI)



Why is Training Important?

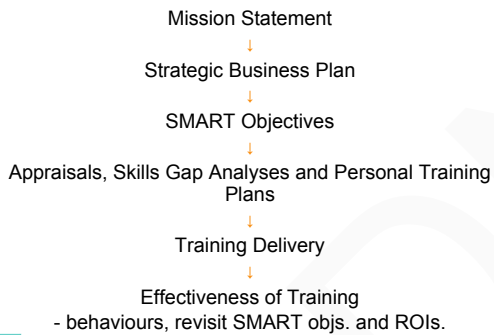
- A thriving business
- A happy, motivated team
- Safeguarding of professional responsibilities
- Content patients
- Empowerment and harmony



How Can We Achieve Success?



Business Model



Mission Statement

'A statement that defines the essence or purpose of a company – what it stands for'.

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Google's Mission Statement:-

'To organise the world's information and make it universally accessible and useful'.



Appraisals

- Personal Attention – Strengths and weaknesses.
- Feedback – Compare recent performance against past objectives.
- Career Pathway – Advancement within the practice.
- Employee Accountability – Reiterating roles and responsibilities within job description (JD) and contract
- Practice Goals – Business and personal SMART objectives.
- Training – Agreed training that supports both the practice's and individual's progression.



Skills Gap Analysis (SGA)

1. Review the individual's job description and update eg factor in that promoting health plans is a job responsibility.
2. Translate updated JD into a SGA.
3. Scoring system reflects the training needs of an individual and at what level they require it
4. Provides the basis for a Personal Training Plan



Personal Training Plan (PTP)

1. Learning objectives for each training requirement identified
2. A time frame within which each training course is to be completed
3. Direct and indirect costs of training
4. How each learning objective supports the SMART objectives within the practice's business plan
5. The outcome of training and whether any further action is necessary



Learning Objectives

- A statement in specific and measurable terms that describes what the learner will know as a result of engaging in a learning activity
Eg Receptionist X will have the knowledge to effectively promote health plans and reach her personal conversion target of 12 per month between April 2015 and October 2015 inclusively.
- Guides the teacher to plan delivery of instruction and evaluate trainee's achievements.
- Guides the receptionist to focus and set priorities.
- Allows for analysis in terms of the levels of teaching and learning.



Training Delivery

- Coaching and mentoring
- Shadowing
- E-learning, webinars, etc
- In-house training
- Formal, external courses eg ILM
- Conferences, exhibitions
- Peer review
- CPD in literature



Evaluating Learning

Based on Kirkpatrick's 4-level Training Evaluation Model :-

1. **Reaction** – Immediate feedback on the course. Was the in-house training enjoyable, effective and informative?
2. **Learning** – Revisit learning objectives. Have they been met ie Has receptionist X signed up 12 patients in the first month?
3. **Behaviour** – By gaining more knowledge, has the receptionist's ability and self-confidence to speak with patients and promote health plans improved?
4. **Return on Investment** – Affect on turnover and net profit



Case Study

- **Whole team** – All mandatory training updated
 - Oral cancer management
 - Customer service, conflict resolution, stress management
 - health plan training
- **Principal Dentist** – Composite restorations
- **Practice Manager** – ILM Level 5 Diploma in Management
- **Practice Administrator** – Level 4 NVQ in Management
- **Receptionist** – Level 3 NVQ in Management
- **Dental Nurse** – Oral Health Education

Total cost of training = £31,000 over a two year period ie 4.98% of turnover



Intermediate Results

March 2013 March 2015 ROI

Turnover	£311,130	£437,000	28.8%
NHS Pts	2,768	5022	44.9%
Pvt Pts	355	524	52.25%
PT Sat Scores			
<i>NHS</i>	93.8%	97.5%	3.7%
<i>Private</i>	94%	99%	5%
NHS Activity	95.6%	98%	2.3%
Staff Retention	87.5%	100%	12.5%
Net Profit	£73,383	£88,000	16.6%





Long Term Impact

1. Continued growth – turnover has **doubled** in 3 years
2. No NHS claw back
3. Pay rises for many team members
4. Increased word of mouth referrals and footfall
5. A great culture and strong teamwork
6. Innovations and new initiatives in practice
7. Winning awards



THE BEAUTIFUL THING
ABOUT LEARNING
IS THAT
NO ONE CAN TAKE IT AWAY
FROM YOU.

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Team?

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