

Friends, Family or Foe Test for your team: I dare you!

Whether you are NHS, and its compulsory to do Friends and Family tests on your patients, or private, we should be asking our teams whether they would recommend our practice to their friends and family. This type of feedback provides us with critical insight into how we are performing, and the CQC will love that we are engaging with our teams for this type of valuable vision.

Another form of feedback from your team can be done using an eNPS (employee net promoter score), which I am relatively new to but have found to be invaluable. It helps us measure whether our teams rate our services as well as their attitude and commitment to us.

Within our teams we will have promoters, neutrals and detractors. Let me explain a little about what we should be asking our teams and how we can score ourselves.

The work environment

Do we provide you with a good work environment? Do you feel safe? Do you feel supported in your career?

Culture:

Are you given opportunities to develop and grow? Do you feel you have support and are paid fairly and received fair contractual terms and conditions?

Equipment/tools and materials:

Do we provide you with the right equipment to fulfil your role, including training?

General employee experience:

- Flexibility and good work-life balance
- Transparent and open communication through meetings
- Trust and respect
- Valid contribution to ideas
- Promotion of good working relationships with your team

Do you feel you are making a difference in the practice?

How else can we know what are team really thinks and feels?

Measuring employee engagement: What is the eNPS?

The eNPS is a feedback tool for measuring employee engagement within our practices. This is a widely used system within lots of industries, but we can relate it to the friends and family test that most of us are familiar with.

- On a scale of 1 to 10, how likely are you to recommend our practice to others?
- On a scale of 1 to 10, how likely are you to recommend our practice as a workplace to others?

As a rule, our employees will fall into 3 categories:

- Promoters: Engaged employees with a score of 9 or 10
- Neutrals: Employees with an eNPS score of 7 or 8
- Detractors: Employees with a score ranging from 0 to 6

Promoters, as you would imagine, are happy employees that take pride in their work and are proud of the practice and team they work with.

Neutral employees are generally satisfied with their work environment but remain open to offers from other companies if a different opportunity were to arise, rather than engage and try to grow within their existing team. In my experience, they come in and do their job and, while they are good, they aren't what I would describe as team players. They aren't necessarily negative about the practice, but neither are they growers or keepers in many cases. We can, however, turn them into promoters if we can key into what makes them tick, what drives them and what their aspirations are (or not).

Detractors (well-poisoners, mood-hoovers, negative-nancies, demotors, just to name a few nicknames I have heard for these staff members in my time in practices) will need to be engaged with to see if we can turn them around, get them on-board and develop a better relationship. I will point out that we absolutely must not neglect our promoters when trying to improve our relationship with the lower groups, as they will notice, and wonder why the people with different attitudes and work ethics to them are being listened to.

Rock and a hard place, as always!

How to calculate the eNPS

Only taking into account the number of people that responded to the questionnaire, what is your percentage of promoters minus vs percentage of detractors?

The answers can be enlightening, discouraging, disappointing, or even pleasantly surprising and reassuring,

but the aim of the game is for it to help us develop and grow into healthier happier teams.

We all have varying degrees of employees within our teams and most managers and owners can recognise the different camps easily. My good friend and colleague Chris Barrow has a different version that sees employees fall into three categories:

- On the bus
- Off the bus
- Or those that want to throw us under the bus

It all comes down to the same thing. Get the right people doing the right thing, at the right time (I have to give Pat Langley from Apolline the credit for that quote).

Listen to your team, mould your team, and keep a strict eye on where the company is heading and who you have in it to do this.

I should also point out that as with the NHS Friends and Family test, it's important to reassure your teams that they are able to do this anonymously and encourage positive candour.

If you would like to receive a FREE questionnaire that you can pass onto your team, please email me at lisa@practicemanagementmatters.co.uk or WhatsApp 07964867286. ■

About the author

Lisa Bainham
is President at
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A new era begins at BADN's AGM

BADN AGM

The Annual General Meeting of the BADN will be held at 3pm on Tuesday 22 November 2022 at the Naval & Military Club, London (or via Zoom). Entry is open to current BADN members only; members wishing to attend – in person or on line – are invited to send their details to enquiries@badn.org.uk. Registration will open on the BADN website www.badn.org.uk shortly and the Agenda and supporting documents will be available in the members only area in mid-November.

The AGM will be followed by an optional Afternoon Tea – entry to the AGM is free of charge and the cost of the tea is likely to be around £25.

At the AGM, President Jacqui Elsdon will hand over the chain of office to Debra Worthington.

Debra has been a dental nurse for 43 years, working in General Dental Practice, Community Dental Service and Secondary Care. Debra holds post-registration qualifications in Conscious Sedation, Radiography, Oral Health and Orthodontics. She also has qualifications in Leadership and Management and recently completed the NHS Senior Leadership qualification.

She joined Bridgewater Community Healthcare NHS Foundation Trust in March 2021, and is the Head of Dental



Service for the North East sector of Greater Manchester. To have a DCP as a head of a service is a fantastic achievement. Debra has eighty staff working across Oldham, Rochdale and Bury, providing paediatric dentistry, special care dentistry, general anaesthesia, treatment with inhalation sedation and oral health promotion. Debra is a member of the Managed Clinical Networks in Greater Manchester, for both paediatric and special care dentistry.

Prior to this she was the Maxillofacial Unit Manager at Salford Royal Hospital, a busy unit comprising a maxillofacial surgery, oral surgery, orthodontics and community dentistry. She successfully implemented the Mouth Care Matters programme within the acute trust and was successful in acquiring transformation funding to implement the programme in the care homes in Salford.

Debra has been a member of the Orthodontic National Group (ONG) since its inception in 1994 and has been a committee member for 21 years – serving as Chairman for nine years and President for three years. During her term, which ended in 2021, Debra was successful in working closely with the British Orthodontic Society (BOS). In 2008, she oversaw the official affiliation of ONG with the BOS.

Debra was an active member of the working group which saw the introduction of orthodontic therapists. This work included writing the syllabus for the course and collaborating with the GDC to write and implement the Scope of Practice. Debra is a past examiner for the Royal College of Surgeons (Edin) for the orthodontic therapy examination.

She works tirelessly at both a local and national level representing dental nurses at Stakeholder meetings which include the General Dental Council, the Royal College of Surgeons (Edin), The English Surveillance Programme for Antimicrobial Utilisation and Resistance (ESPAUR) task group. Prior to GDC registration Debra was part of the working party that implemented the first Scope of Practice for dental nurses and has been involved in the last two reviews.

Debra has recently been a member of the Advancing Dental Care review group.

The document to support this work has recently been published. This was a three-year review looking at dental education and the training infrastructure to best support patient and population needs. Debra has received two national awards: one presented by the British Orthodontic Society and one by the British Dental Association, for Outstanding Contribution to Dentistry and Orthodontics.

Dentistry Show London

There have been some changes to BADN's presence at this Show, held at ExCel London on Friday 7 and Saturday 8 October. The BADN stand – manned by Chairman Joan Hatchard – will now be at A48 (not A12 as previously published). And the presentation on our Menopause Policy (available here: bit.ly/3rfUUmT) will now be given by Education Representative Anita Stanforth at 2.15pm on Saturday 8 October. To register, go to: <https://bit.ly/3UPqPRE> ■

About the author

Pam Swain is Chief
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