



Company Handbook

2023



Today's Dental Group Limited, a company incorporated in England and Wales.
Registration Number: 13750029 Registered Office: Collar Factory, 112
St. Augustine Street, Taunton, Somerset, England, TA1 1QN



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Who are we?

We're a young Company – founded April 2022 when we bought eight dental practices.

Our dental group was officially formed and we welcomed four more practices to the group within the first four months.

We have ambitions to continue to grow, creating a group which provides great working conditions, where our teams feel happy and motivated, loving what they do, so patients feel the warmth and care when they are treated.

Our mission is to be Deeply Human.

It's everything from the way our practice teams welcome and treat patients, the way we lead and manage to the way our Resource Hub teams work with one another and practice teams.

For our dental practice teams to continue loving what they do and for our group to thrive and grow, we need to ensure that the people in our Resource Hub understand that their role is to support our practices every day.

We have Guiding Principles to help us navigate what this means in practice. It's still early days and these principles will continue to develop as we learn and collaborate together.



Today's Dental

Our Long Term Vision



Our vision is to be a 'deeply human' organisation that is truly people-focused.

We want to create a hub of inspiring and authentic leaders who empower and support our teams. We will measure our success through the happiness of our people, as well as the profits we create.

Our clinical partners will also share in the benefits of our collaboration, and at the intersection of all these elements is where the untapped potential of our practices is released.

HERE ARE SOME OF THE PRINCIPLES WE WANT TO WORK WITHIN:

- Make it easy for our practices to focus upon patients, enabling organic growth.
- Create a national group of local businesses which continue to be integral to their local community.
- Provide a Resource Hub which adds value – always asking the question “is what I’m about to do, or, what I’m about to ask for, adding value to enabling our practices to focus upon patients?”
- Measure our success through the happiness of our people, as well as the profits we can create.
- ‘Stitch the seams’ – we’re all working toward one goal, let’s collaborate. Facilitating collaboration between practices, sharing resources, enhancing learning, supporting growth.
- Create practice teams who are happy and engaged in creating success and growth because they are valued and listened to.

The Resource Hub Team



Rob Paxman
CEO

Rob@todaysdental.co.uk

Alongside over 20 years' experience in the healthcare and dental corporate sector in operations and acquisitions, Rob brings with him a passionate drive to create a deeply human organisation. He is keen to explore what this means in the world of dentistry and how we can develop truly happy team.

As CEO, Rob will be central to helping the team clarify our strategic direction, enabling us to achieve and deliver the company vision.



Khalid Hussain
Clinical Director

Khalid@todaysdental.co.uk

As well as his extensive experience as a dentist, Khalid has gone on to build multiple clinically focused dental groups with a drive for curating the perfect patient journey.

His unique ability to create world-class practices and award-winning teams enables him to see the potential in every practice and to bring it to its full potential, with collaboration at the centre of everything he does.



Jason Bedford
Clinical Director

Jason@todaysdental.co.uk

Jason has many years of experience of working with dental practitioners as a clinician, teacher and as the Clinical Director for several dental organisations.

As a practising specialist he has a deep understanding of the complexities of being part of a dental team and the unique challenges that face the clinicians that he works with and supports.

with a clear vision to create a deeply human organisation



Steve Williams
Acquisitions Director

Steve@todaysdental.co.uk

Steve has worked in dental operations and acquisitions for 12 years, within which time he has gained a deep understanding of the many reasons people find themselves in the position of selling their practice. As our Acquisitions Director, Steve's vast experience will enable him to support principals with the complexities of selling, while also ensuring the cultural fit for all our partners and smooth execution of transactions in the best possible way.



Lisa McKinnon
Operations Director

Lisa@todaysdental.co.uk

With over 30 years' experience in dentistry from dental nursing through to regional management, Lisa brings a wealth of experience gained from working with small private groups and large corporates. Lisa is passionate about leading, developing and empowering her teams to achieve their personal and business goals. As Operations Director, Lisa is focussed on ensuring operational effectiveness and long-term productivity through developing motivated and successful teams.



Simon Walker
CFO

Simon@todaysdental.co.uk

Simon has a strong record in supporting businesses through periods of rapid transformation, bringing a wealth of knowledge from working across many sectors including veterinary, foster care, hospitality, contracting and professional services. He has experience in M&A, completing over 50 transactions in the last 10 years, and he has helped grow platforms to an excellent standard. Simon is enthusiastic about linking teamwork and culture together, he is passionate about supporting individuals to achieve their own success.

Our Partnership with Evolveyou



Purpose



People



Patients



Profit



**Lyn Paxman,
Culture Coach,
EvolveYou Dental**

Lyn has over 25 years of experience, working with leaders and teams within a wide variety of organisations, as well as 10 years' experience within dental acquisitions. In addition, she was a Partner in a highly successful private dental practice, where she evidenced the power of her approach to leadership coaching and development in significantly increasing Practice turnover within a short period of time. She is also a guest lecturer on Culture for Exeter University and a Non-Exec Director for a CIC.

Our strategic Partnership with EvolveYou

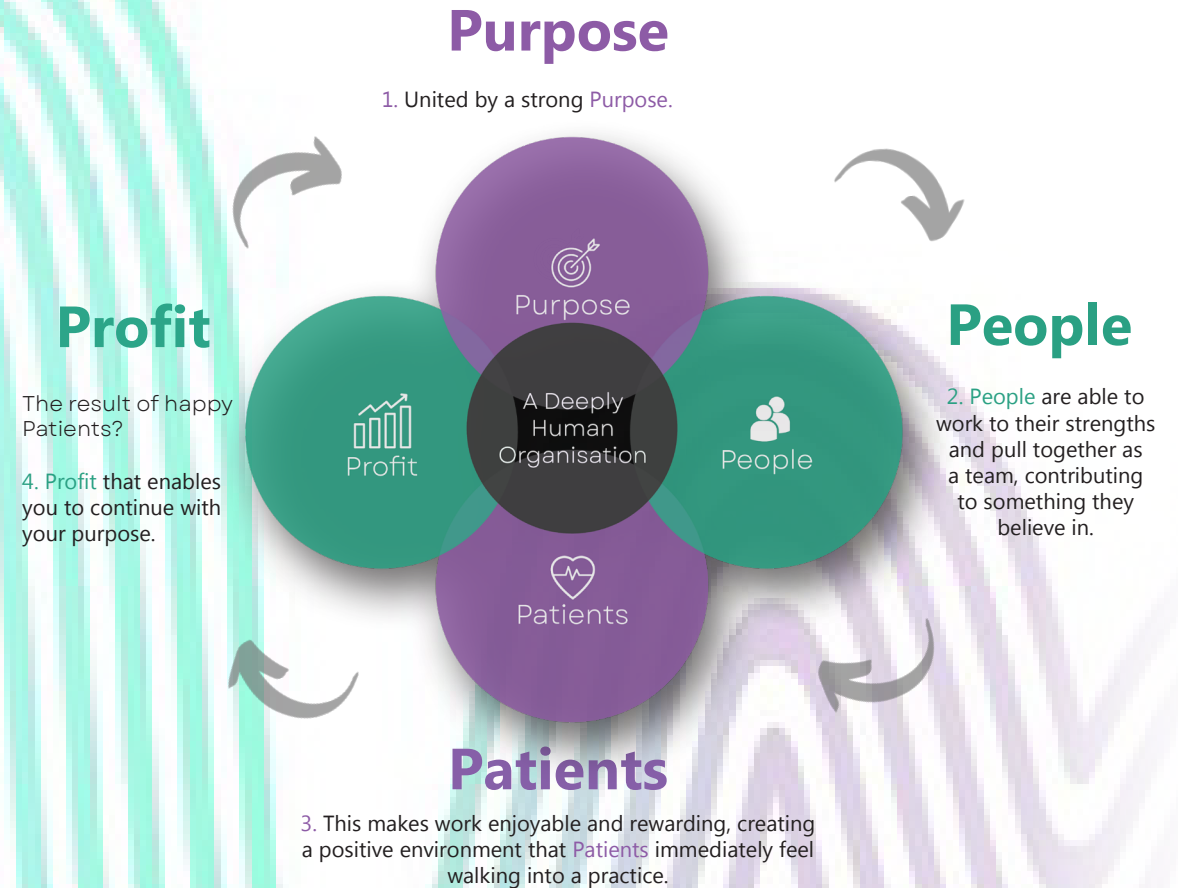
There is often a period of transition for Practice Teams and Principals, which comes with a change of ownership.

Today's Dentals provide unique support in their partnership with EvolveYou Dental. This transition isn't just about putting in new systems, processes and procedures – it's about how people within the Practices feel about the change of ownership and how well they feel listened to, valued and supported.

In addition, EvolveYou works with the Practice Managers to evolve their way of working and adapt to making decisions within a larger business structure. Support is provided with one to one coaching, as well as bespoke leadership development.

This unique and bespoke approach ensures that we – Today's Dental – deliver upon our vision of being a deeply human organisation.

The 4Ps is a model that refocuses attention on Purpose and allows it to be the driving force behind our actions and behaviours to ultimately sustain a business long-term. Here's how it works:



The Resource Hub Team

Operations

The Operations team are dedicated to supporting the day-to-day running of our practices, as well as enabling them to achieve longer term strategic goals and bring them to their full potential.

Our Business Support Managers are the main point of contact with the practices as on-the-ground support. They are crucial to ensuring that the practices feel connected to Today's Dental and our vision, as well as more practical aspects such as managing the communications between Resource Hub and practices.

Marketing also sits within Operations, and assists the Business Support Managers in implementing growth strategies for the practices. They are also responsible for internal and external communications from Today's Dental.

Our Head of Plans and Partnerships ensures that our practices are able to provide the best service to their patients through creating strategic partnerships with core businesses within the dental industry.

Acquisitions

The Acquisitions Team is responsible for not only bringing in new practices to Today's Dental, but they play a huge role in ensuring that it is a smooth transition into the group. From the moment they begin talking to the practice owners, the relationship is carefully managed.

When the practice officially completes, the Practice Link Co-ordinator is the initial point of contact to aid setting up various systems before the Operational and Clinical Teams go in to meet the teams; this helps prevent teams feeling overwhelmed and gives them much needed support so that core functions such as finance and compliance are taken care of as soon as possible.

Clinical

The Clinical Team is made up of our Clinical Directors and our Compliance Team. Their role within the company is to support the clinicians and clinical staff within the practices in their professional development to create the best patient experience, while also ensuring that our practices adhere to the requisite regulations (CQC, HIW, HSE etc.). This often involves arranging additional training and mock inspections.

DCME is the compliance system used by practices to keep track of the variety of compliance tasks needed to be done in the practice, which the Compliance Team are able to monitor and support.

with a clear vision to create a deeply human organisation



Finance

The Finance team have many functions within Today's Dental, from invoices and payroll, to supporting our Acquisitions Team when a new practice joins the group; the team is there to support and empower practice teams to be able to make informed business decisions, while being sensitive to the many directions practices can be pulled in.

At the core of it, the Finance team ensures that our financial goals do not come at the expense of Today's Dental's vision of being a deeply human organisation.

CEO Team

The CEO team is made up of the CEO, Executive Assistant & TD Social Media Manager, and Project Manager.

This team works across all areas of the business, ensuring that our teams have the support they need to be able to meet their individual and company wide goals.

Typically, if you're not sure where to go with a question, this team can direct you to the right place or the right information!

MHFA

It's incredibly important to us that everyone within the company feels able to discuss their wellbeing. We understand that it can sometimes be daunting, which is why we have created a network of Mental Health First Aiders across the group.

Our MHFAiders have been trained to facilitate these discussions as well as assist in finding you the right help if needed.

We continue to grow the network so that there is at least one at each of our practices as well as in the Resource Hub.

If you'd like to find out more either to access help or on how to become a MHFAider, please contact **christina.parkes@todaysdental.co.uk**

Settling into Your Role

We believe the culture we are evolving is central to our success and it's our intention that our culture is reflected in everything we do – including our Company Handbook. However, as a very young Company sometimes we have to do what is needed, while we work on what we want and aspire to. So, this Company Handbook is factual information which focuses upon policies and guidance which need to be communicated to ensure everyone has clear guidance on a few important topics relating to your employment.

To communicate with clarity the tone of this Handbook at times may seem a little officious and a little dry - to an extent that goes with the territory!

Overall, it's our intention to ensure you have a good idea of what it will be like to work with us as part of Today's Dental from your first day and beyond.

Your First Day

We are thrilled to welcome you to the Today's Dental Group. We know you may be feeling both excited and nervous as you start with a new company, but we are all here to provide the best support we possibly can.

Every new member of staff will have a formal induction programme, in which you'll have the opportunity to discuss with your line manager on your first day. The objective of the induction programme is to give the necessary support to ensure that you feel connected to the company vision, mission, and goals and are able to contribute as effectively as possible. Throughout the induction, you'll cover:





To make sure you get off to a brilliant start, there are a few additional things that we'll need to tick off as your employer to ensure we have the right details for you. This includes:



It is important that you keep us up to date on your personal details in case of an accident or if we need to get in contact with you. Information is held in confidence and utilised in line with our Privacy Notice for team members.

What to wear

For those working at our practices, you may be provided with a uniform which is to be worn during all working hours. If you are working in clinical areas, please ensure you are following the appropriate guidance for clothing, PPE and safe systems of work for that area. Failure to comply with the dress code may result in action under our Disciplinary Procedure. If uniform isn't provided, please dress in a smart and professional manner.

For those working in the Resource Hub team, there is no obligation to wear strictly formal clothing. We would like for you to be comfortable, so casual or smart casual tends to be how we show up to work – though you are welcome to dress more formally if that's your comfort zone!

We will not tolerate hate speech on any clothing.

Settling into Your Role

Your First Month and Beyond!

Pay and Payment Details

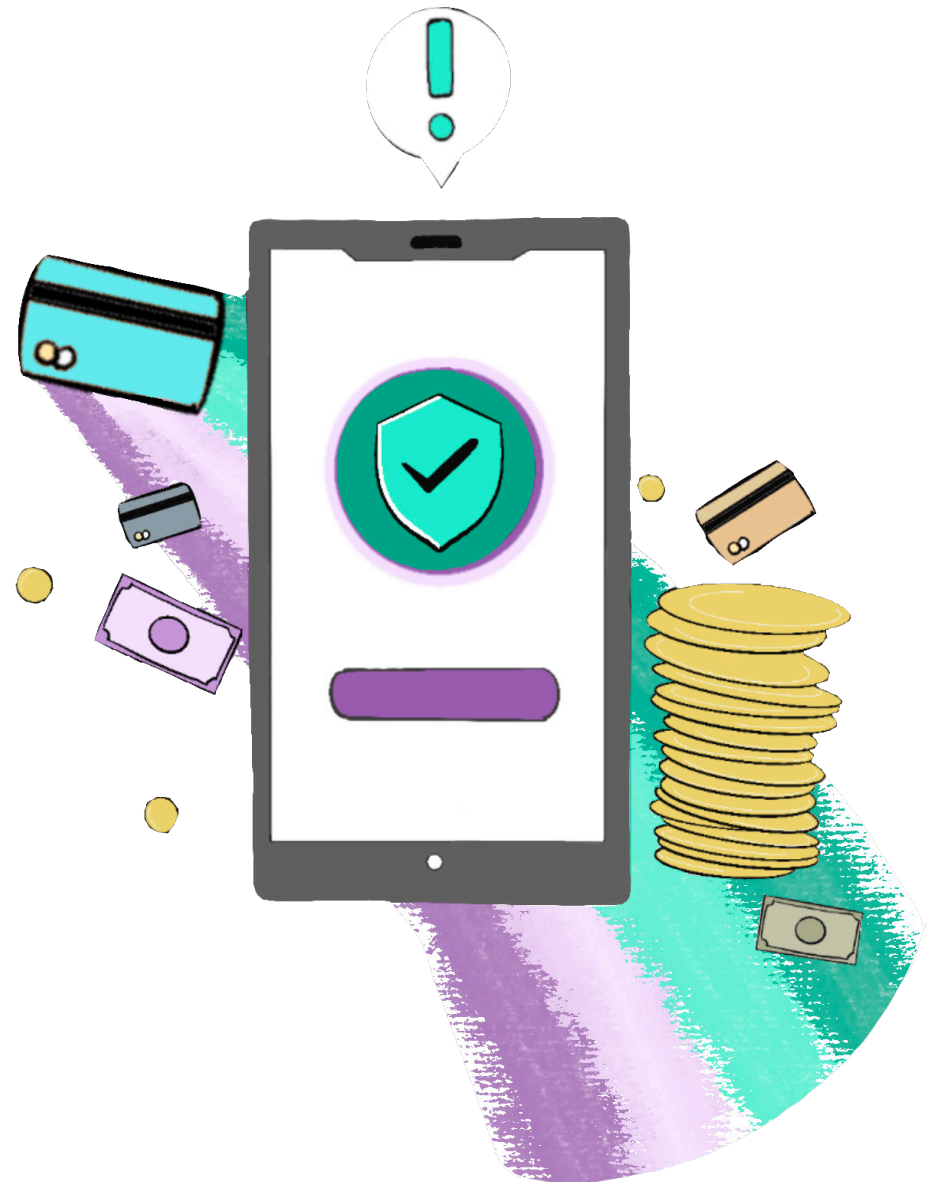
The details of how much and how often we pay you will be contained in your job offer and contract, and if there are any changes to either of these then we will discuss it with you first and confirm it in writing.

Your pay frequency may occasionally be adjusted, e.g. during the Christmas break, when salary may be paid a little earlier than usual (woohoo!).

The Finance Team handles all salary payments and will use BACS (payment by electronic transfer) to transfer the money into your bank account. If your details change, please let your line manager know as soon as possible to ensure you are paid correctly.

If we pay you an additional sum by mistake, or if you owe the Company money, we may recover that money by making deductions from your salary or any other payments due to you. We will make sure to let you know beforehand so there are no surprises! Similarly, if a court orders a deduction from your salary to pay, for example, child maintenance or council tax arrears, then the company will deduct this money from your pay and pass this on to the appropriate authority.

If for any reason, you have been incorrectly paid, please let your line manager know.



Probationary Periods

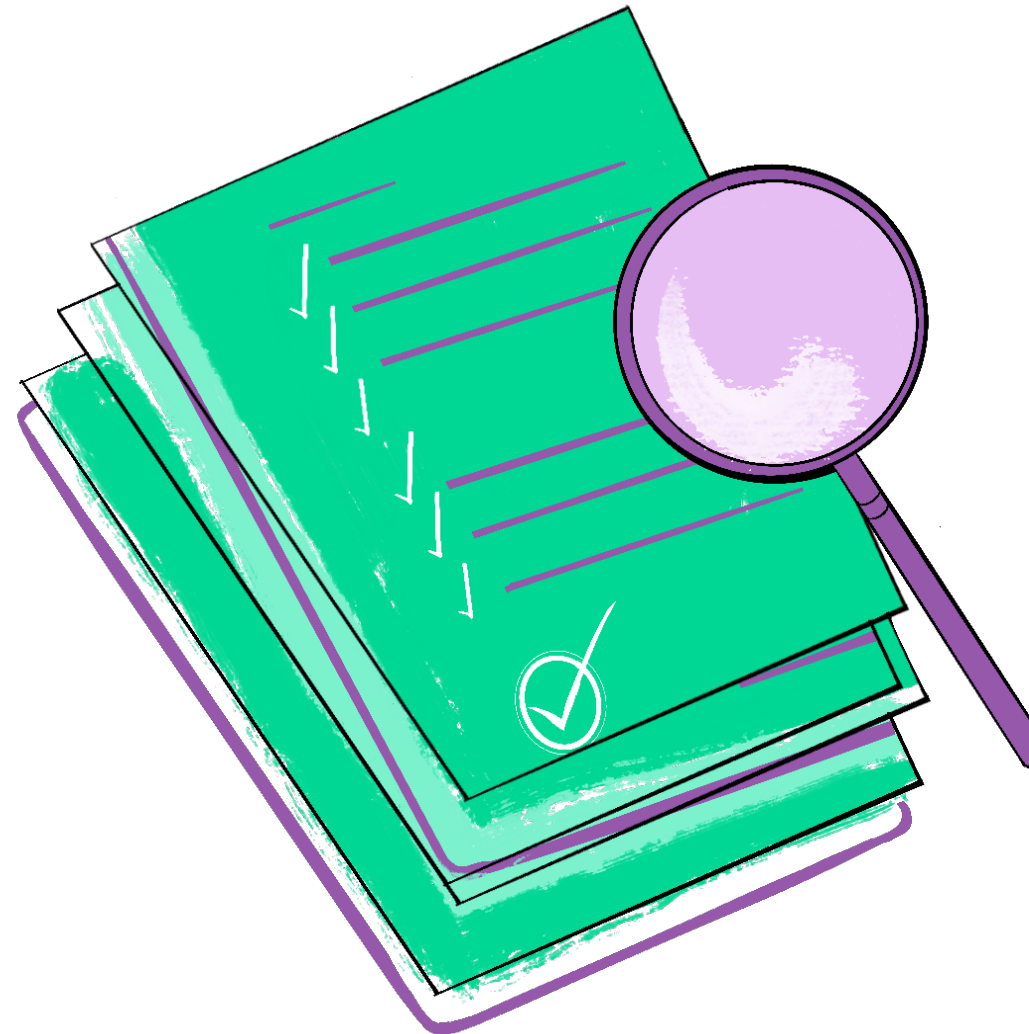
You join us on an initial probationary as defined in your contract of employment, which is an opportunity for both you and the company to make sure the role is working the way we envisioned.

During this period we'll be assessing your work performance and how you get on within the team, and if we are mutually happy with the way it's going, your employment will continue. However, if we find that your work performance is not up to standard, or we feel you're not quite a match for the team, we may either take remedial action (which may include the extension of your probationary period) or terminate your employment at any time.

Your line manager will arrange meetings at the start of the probationary period to provide clarity on expectations, and at the end of the probationary period to confirm whether you have been successful and discuss future performance objectives. Should any concerns arise during the course of your probationary period, your line manager will arrange a meeting to discuss areas for improvement. You will receive written confirmation that your probationary period has been passed and you should not consider your probationary period passed until you have received this confirmation.

The notice periods that apply to your employment both during and following your probationary period are set out in your contract of employment.

We reserve the right not to apply our full contractual capability and disciplinary procedures during your probationary period.



Settling into Your Role

Holidays

Everyone needs to take a break from time to time for some well-deserved R&R, and we are keen to ensure that all of our team members maintain a healthy work-life balance so here are a few key pieces of information for you to stash in your memory.

Our holiday year runs from 1 January to 31 December. Your annual leave entitlement will be laid out in your contract, but if your employment starts or finishes part way through the holiday year, your holiday entitlement during that year will be calculated on a pro-rata basis rounded up to the nearest half day.

Holiday entitlement must be taken during the holiday year in which it accrues. Any holiday not taken by the end of the holiday year will be lost and you will not receive any payment in lieu; the exception to this is that any unused holiday can only be carried over to another holiday year in cases involving sickness absence, maternity and/or if otherwise required by law.



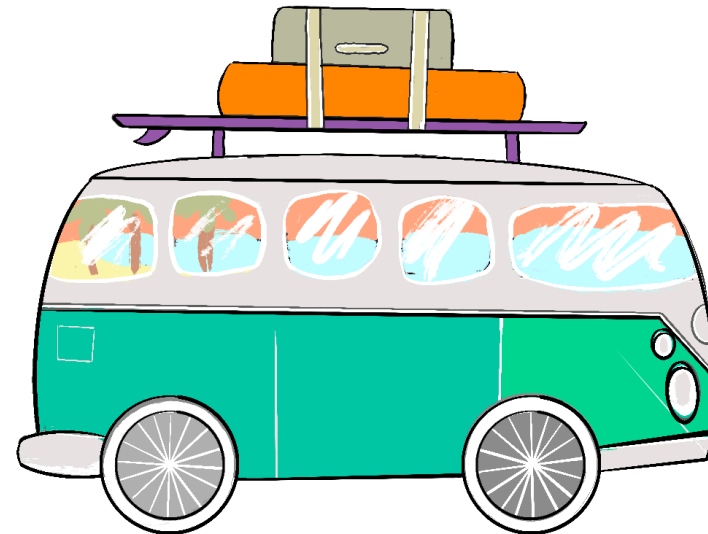
Taking holiday

All holidays must be approved in advance by your line manager.

Please give as much notice as possible of holiday requests, you should normally give at least eight weeks' notice of holiday requests where you are requesting more than 5 days consecutive holiday, to allow planning of rotas or work schedules where necessary.

Any other holiday requests must be made on at least twice the amount of notice for the period of annual leave that you wish to take.

You must not make travel bookings until approval has been given.





Sickness Absence

If you fall ill or are injured while at work, you should let your line manager know immediately so that you can agree on what practical steps we need to take.

In the event that you cannot attend work because you are ill or injured, please phone your line manager, in accordance with your contract of employment, as soon as possible, but no later than half an hour before your shift.

While you are off sick, your line manager will check in occasionally to see how you are doing and when you expect you'll be able to return to work. We aim to do this as respectfully as possible, as we understand you may not have a good idea of a return date and you may be dealing with many other emotions as well.



Bank Holidays

Full-time entitlement at Today's Dental starts at 20 days + 8 Bank Holidays, totalling 28 days/year.

Part-time entitlement is calculated on a pro-rata basis of full-time entitlement: $28/5 \times \text{days worked}$.

Part-time team members receive the same holiday entitlement as full-time team members, but it is pro-rata to their contracted number of days worked. Part-time team members take leave from their entitlement for working days and Bank Holidays that would ordinarily be a working day.

For more guidance, please see our Annual Leave Entitlement Calculation Guidance.

Settling into Your Role

Performance Management

It is the employer's policy to monitor team member's work performance on a continual basis in order to enable the business to maximise individuals strengths and help them overcome any possible weakness. The review is based on a two-way communication between team members and their managers, providing team members an opportunity to talk over their performance, career aspirations and development needs.

Performance reviews will take place at least every 6 months and will be recorded in writing and held on personal files. Line managers will ensure regular one-to-ones between appraisals. More information can be found in our Performance Management Policy.



Flexible Working

Some roles within our business can be carried out from home, though as a deeply human organisation we are keen to facilitate a good sense of team camaraderie where possible too.

Our flexible working policy is designed to meet the needs of both you and the company. You have a right to apply for flexible working, which may involve a change to the number of hours you work or when you work those hours.

We'll fully consider all requests for alternative working arrangements that satisfy all of the required criteria and will accommodate them wherever possible. You can get details of the criteria and application procedure from your line manager.



Health & Safety

All staff share responsibility for achieving safe working conditions.

You must take care of your own health and safety and that of others, observe applicable safety rules and follow instructions for the safe use of equipment. You should report any health and safety concerns immediately to your line manager. You must cooperate with managers on health and safety matters, including the investigation of any incident. Failure to comply with this policy may be treated as misconduct and dealt with under our Disciplinary Procedure. For further guidance please reference our Health and Safety Handbook.

No Smoking

Smoking/Vaping are prohibited in any buildings occupied or used by Today's Dental team members and visitors, or in Today's Dental vehicles.

Smoking/Vaping is prohibited in all outside areas of the Today's Dental property including, but not limited to, all open/public including any outdoor areas at the back of Today's Dental buildings.

Where Today's Dental building entrances open onto public footpaths, smoking/vaping is prohibited within sight of the front entrance to the property. For buildings which are shared with other tenants the policy of the building owner will prevail.

Today's Dental acknowledges that some employees may wish to use vaping as a way of stopping smoking. While it permits vaping in open spaces, subject to the above conditions, vapers are requested to show consideration for others and avoid vaping near entrances and open windows and to cease vaping or move if asked to by a bystander.



Settling into Your Role

Social Media

Social media is an incredibly fun and useful tool, but it can also be used to damaging effect due to the number of people using it and how visible comments and posts can become – even if not originally intended to do so. When using social media, either in a personal or work capacity, during or outside working hours, posts on social media must not:

- Compromise Today's Dental, disclose confidential data or disclose sensitive data
- Damage Today's Dental's reputation or brand
- Breach copyright or data protection
- Contain libel or defamatory content
- Engage in bullying or harassment
- Be of illegal, sexual or offensive content
- Interfere with your work commitments
- Use the name of Today's Dental to promote products or political opinions

Social media usage for work purposes is controlled by the Practice Manager (if working in practice) or Social Media Manager (if working at the Resource Hub). Approval will be granted by the Practice Manager or Social Media Manager where use is required for your job role.



When life intersects with work



Family Friendly Policies

If you or your partner becomes pregnant or adopts a child, you should check your entitlement to maternity/paternity or adoption leave. Please inform your manager as soon as possible to enable them to carry out a workplace risk assessment, and we can talk through the next steps.

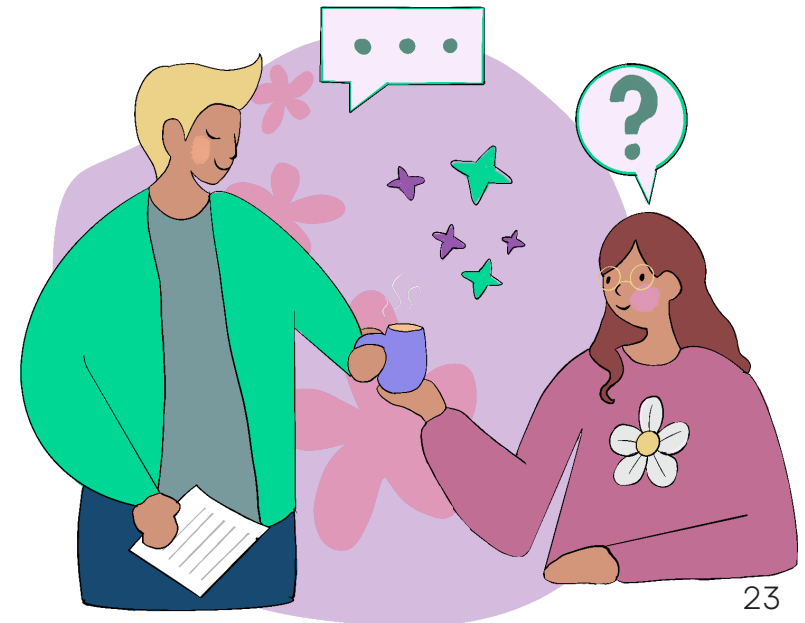
You can view our Family Friendly policies in the Human Resources folder in the Today's Dental Sharepoint. When you receive your MAT B1 certificate from your midwife (around 20 weeks), please send this to your manager and we will make arrangements for the specific details to be shared with you and explain your entitlements including your legal rights and the time off you can take.



Menopause Policy

Today's Dental is committed to providing an inclusive working environment for all team members throughout all stages of their working lives. This includes enabling team members who are experiencing menopausal symptoms to get the support they need in order to manage their symptoms at work. To achieve this, it is important for all team members to have an awareness of the menopause and to know that not everyone experiences this in the same way. By creating an inclusive working environment it is hoped that this will encourage staff to ask for what they need, without judgement.

If you are experiencing menopausal symptoms, please speak with your line manager so that they can ensure you are supported as much as possible. For further guidance, please read our Menopause policy.



When it's time to say Goodbye

Handing in your notice

Terminating Employment

When a team member makes the decision to resign, they should submit this to their manager in writing. This should be reflective of the notice period outlined in their contract of employment. A verbal resignation cannot be accepted, and the team member will be asked to confirm it in writing as soon as possible. Once received, the HR department should be notified of this.

Unless there is an agreement in place between the team member and Today's Dental, the expectation is that the team member will continue to work during the notice period.

On the termination of your employment you must return all Company property which is in your possession, or for which you have responsibility, by the last day of your employment.

This includes, but is not limited to, the following:

- Company laptop, monitor, mouse, keyboard
- Company phone
- Company documents, books or other written material
- Keys
- ID/access card
- Company credit card
- Company car

Failure to return such items will result in the cost of the items being deducted from any payments outstanding to you.



The Fun Stuff!



Today's Dental Extras

Following your successful probationary period, you will be enrolled into our employee benefits scheme!
This includes the following features:

Access to our Healthcare Scheme



Wellbeing Day



Funded GDC registration



Social Fund & Festive Gestures



Our Healthcare Scheme

Today's Dental Extras

Our Healthcare scheme enables you to claim back certain amounts for your healthcare appointments, and gives you 24/7 access to counselling services should you need it.

We want to make sure that you are looking after yourself with as few barriers as possible.

There is the option to add up to 4 children to the cover, up to the age of 24, as well as self-funding any upgrade options.





We give all of our employees a day additional to their annual leave entitlement specifically to focus on their wellbeing.

It's important to us that this day is used to really check in with how things are going, and to take steps to do things that are good for the soul.

We strongly encourage that the wellbeing day stands alone from any annual leave period, to ensure that it does not become simply another day of annual leave. If you have any questions, please discuss with your line manager or view our policy in the Today's Dental Sharepoint.

Funded GDC Registration

Today's Dental Extras

We know that renewing your GDC registration can be a bit of a pinch when the time comes, so to take the sting out of it, we are able to reimburse your registration – including if you work for us at Resource Hub level.





Each practice has a social fund they can use twice a year to celebrate the successes they have achieved together.

And over the festive period, we offer a £25 gesture for each employee to enjoy!

For Your Info

Privacy Notice

The Company is aware of its obligations under the General Data Protection Regulation (GDPR) and domestic data protection legislation, and is committed to processing your data securely and transparently. This privacy notice sets out, in line with current data protection obligations, the types of data that we hold on you as an employee of the Company. It also sets out how we use that information, how long we keep it for and other relevant information about your data.

This notice applies to current and former employees and workers.

Please refer to our Main Policies Folder for full Policy details on the topics mentioned, as well as the following topics:

- Equal Opportunities Policy
- Anti-harassment & Bullying Policy
- Sickness & Absence Policy
- Health & Safety Policy
- No Smoking policy
- Substance Misuse Policy
- Expenses Policy
- Disciplinary Policy
- Performance Management Policy
- Grievance Policy
- Whistleblowing Policy
- Modern Slavery Policy
- Privacy Policy



Contact us anytime at ...

01823 58 79 60

www.todaysdental.co.uk

resourcehub@todaysdental.co.uk

Collar Factory, St Augustine Street,
Taunton, TA1 1QN

Thank you!



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Today's Dental Group Limited, a company incorporated in England and Wales.
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