



Arrangements for:
Professional Development Awards
(PDAs)
for the
Oral Health Sector
Oral Health Care: Dental
Administrators at SCQF level 6
Group Award Code: G8RM 46
and
Oral Health Care: Dental Managers at
SCQF level 8
Group Award Code: G8RL 48

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1 Introduction

This is the Arrangements Document for the new Group Awards in the Oral Health Sector which were validated in July 2007. This document includes: background information on the development of the Group Award, its aims, guidance on access, details of the Group Award structure, and guidance on delivery.

The Professional Development Awards for dental administrators and dental managers are industry-specific specialist qualifications designed to meet the specific requirements of these staff groups within the dental team. Presently neither group is able to gain an appropriate qualification to prove their professional competence. The PDA Dental Manager (SCQF level 8) is designed to develop the key management skills, knowledge and competences required of a manager within a dental environment. This award will provide individuals with the opportunity to improve on their professional practice, to evidence continuing professional development and to engage in reflective practice.

Similarly, the PDA (SCQF level 6) for Administrators will upskill the Dental Administrator (receptionist) in the dental environment or provide extended technical and behavioural skills for a dental nurse, This last scenario is more likely in smaller dental practices where there is much multi-tasking.

The impetus and funding for the development of the qualifications was initiated by NHS Education for Scotland (NES) Dental Steering Group. The need for development of the awards was recognised by the Scottish Executive in the Action Plan For Improving Oral Health and Modernising NHS Dental Services In Scotland (March 2005) The consultation reinforced the importance of the contribution which professions complementary to dentistry and support staff make to the delivery of dental services, and a wish to see that their skill escalation pathway is more clearly recognised and rewarded. A key commitment to ensure an appropriate balance within the dental workforce was made: *'Provide support for the training and development of staff, including practice managers.'*

The titles have been chosen to reflect the nature of work carried out by administrators and managers working in dental services.

2 Rationale for the award

These sector-specific awards have been developed in response to a need identified by The Scottish Executive Dental Action Plan. This Ministerial plan sets out to improve oral health in Scotland and, in particular, focuses on workforce development by maximising the skills of all dental professionals. It recognises the increasing demands made of dental practices in response to changes in legislation, general health and safety, and specific health practice developments. As a result of these developments, the management of a dental practice has become an increasingly complex task requiring attention devoted to the control of infection, the maintenance of safe and effective working environments and procedures, patient (customer) care and effective record-keeping, as well as core management tasks.

While generic management qualifications already exist, the NES Dental Steering Group has identified a need for these generic competences to be contextualised for the dental practice environment. Both administrator and manager require appropriate Health and Safety knowledge to meet the legal requirements of a dental environment, as well as specific knowledge of the financial procedures for payment systems which are fairly unique to Dentistry and the SEHD's Statement of Dental remuneration.

The Steering Group includes representation and input from general dental practitioners, administrators, managers, salaried and community dental services, and liaisons with other internal and external stakeholders.

In the past, the dental practice management was undertaken by practice owners themselves. This encroaches on their clinical and work/life balance. In recent years there has been a devolving of a management role; however there has been a deficiency in appropriate management development initiatives for those people moving into the job role or wishing to become a dental manager. The role of the administrator impacts directly on patient care and forms the first impression of dental care. Their significant contribution has also seen little development and training opportunities specifically relevant to their role.

The target client group for this award will be existing dental administrators and dental practice managers working within general dental practice surgeries, hospitals or in the community, who are looking to improve on their professional practice, keep up-to-date with health practice developments and develop best practice within their own working environment. In addition prospective employees may study Units of the qualification in preparation to gain the appropriate employment

The content of this award has been designed to deliver progression from dental nurse to administrator and then upwards to dental manager.

Dental administrators and dental managers previously have been at the periphery of the dental education strategy. They have even been excluded in the General Dental Council inclusion of DCPs in the 'Learning Together' document. The qualifications seek to address the deficiencies in skill and educational qualification and career pathway for these members of the dental team. In addition, the two PDAs should assist in improving the level of patient care delivered in Scottish dental clinics and practices.

The qualifications are designed to be immediately relevant for administrators, managers, and employers in both general dental practice, the salaried and community services. The programmes will engage an array of real life everyday practice responsibilities such as patient care, communications, and practice inspection and performance management. Administrators will benefit from formal training in areas such as handling aggression to enable a confident and effective approach in dealing with patient complaints. On completion, the formal training and awards will be an indicator that the student has the appropriate knowledge, experience and expertise relevant to their role.

In general dental practice, the practice manager will often have a revolving role between administration, management and even chair-side assistance, particularly in smaller dental practices. These are distinctly separated within the structure of the salaried/community dental services, where administrative and clerical staff do not undertake any clinical duties.

The PDA for dental managers has been designed to incorporate operational and strategic Units which may either be taken as option or additional CPD Units. Completion of the PDA incorporating strategic Units would be a sound basis for application to the Postgraduate Certificate in Frontline Leadership and Management Programme or the SVQ Management at level 4 or 5.

2.1 Evidence of demand and market research

The Dental Health Research Unit (Dundee University) carried out an elicitation study to identify the salient beliefs of administrators and managers about their training requirements. Randomly selected dental practices were telephoned and administrators and managers were invited to participate. An interview schedule was used to guide the interview. Responses were recorded by interviewers on a prepared form, noting additional comments as they arose.

The results of this study strongly suggests that both administrators and managers would benefit from training particularly in interpersonal skills, and welcomed training in administrative and computer skills. In addition the results suggests training take the form of workshops, take approx 12 months and lead to a formal qualification.

2.1.1 Market research

Extensive market research was carried out by NES and responses will be tabled at the Validation Meeting. The development of the qualification structures was informed by the research and discussion with dental teams, employers and providers.

2.2 Core Skills

Entry profile

Candidates for each of the awards should have good **communication skills** which are essential to the delivery of competent practice in the dental environment. Communication skills may be demonstrated through the achievement of certificated courses eg Core Skills *Communication* at Higher level, Higher English (for the PDA Dental Managers) or other Communication Units at SCQF level 6 and level 5 for the PDA Dental Administrators. Alternatively, candidates can be deemed to be at the appropriate level by references from employers and/or through verbal and/or written evidence at interview

Developing Core Skills within the award

Candidates will have the opportunity to develop the following Core Skills:

Communication (Oral Communication): There are ample opportunities in both awards for candidates to provide evidence of Oral Communication skills when interacting with staff and patients (plus internal and other external customers).

Communication (Written Communication): Working in a dental environment where the wellbeing of individuals is being supported necessitates the use of written communication to convey information reports, treatment plans etc. Therefore when completing this award, candidates should be able to collect evidence for written communication.

Information and Communication Technology: Dental practices use information technology systems to input records and reports, for processing other information and to retrieve information about individuals. There are opportunities in a number of Units in the mandatory and optional sections of each award for candidates to collect evidence towards achievement of this Core Skill. Candidates may also use *Information and Communication Technology* to produce their assessments.

Problem Solving: Achievement of the full Core Skill of Problem Solving at SCQF level 6 is embedded in the Unit H8P9 35 Oral Health Care: Managing Health and Safety in a Dental Environment

Working with Others is a critical competence for dental managers and administrators.

2.3 Relationship and credit transfer opportunities to other awards in the SQA framework for the Oral Health Care Sector

SQA provision for the Oral Health Care sector is as follows:

National Units in Dental Nursing

HNC Dental Technology

HND Dental Technology

SVQ Oral Health Care: Dental Nursing Support level 2

SVQ Oral Health Care: Dental Nursing level 3

In designing the two awards being presented for validation, Units from the National Occupational Standards for Oral Health Care: Dental Nursing have been incorporated into the structures. Candidates who have previously achieved these Units will be able to claim credit transfer and use them towards completion of the relevant PDA. Candidates achieving these Units through the PDA will be able to use them towards completion of the relevant SVQ.

Units from the suites of National Occupational Standards for Management, Business and Administration, Advice and Guidance and Learning and Development have also been incorporated into the structures opening up opportunities for candidates to develop transferable skills, enhance their practice and continue their professional development.

3 Aims of the Group Awards

This Group Award has been designed to support the candidate in the management of their own personal resources and professional development in order to achieve work objectives, career and personal goals.

3.1 Specific aims of the Group Awards

Specific aims for the PDA Dental Manager

- ◆ To initiate formalised training for dental managers to escalate skills and knowledge
- ◆ To provide a formal qualification for dental managers
- ◆ To develop pathways towards higher qualification/degree in parity with medical practice managers
- ◆ To ensure coordination of training pathways
- ◆ To develop the candidate's understanding of the ethical framework within which a dental practice is required to operate
- ◆ To develop the candidate's skills in information management
- ◆ To develop the candidate's skills in managing change and promoting continuous improvement in the operation of dental practice
- ◆ To develop the candidate's skills in dental financial management
- ◆ To develop the candidate's skills in planning work activities to deliver dental practice objectives and monitoring for progress
- ◆ To develop the candidate's skills in obtaining and analysing information to deliver effective decision-making
- ◆ To develop the candidate's skills in implementing activities to improve the performance of the dental practice team

Specific aims for the PDA Dental Administrator

- ◆ To initiate formalised training for dental administrators to escalate skills
- ◆ To develop induction training for all those entering the dental admin workplace
- ◆ To provide a formal qualification for dental administration
- ◆ To ensure coordination of training pathways
- ◆ To develop the candidate's skills in the management of resources to ensure a cost effective operation that meets customers' needs and legislative requirements
- ◆ To develop the candidate's skills in maintaining positive working relationships both internally and externally and the promotion of good patient (customer) service practice
- ◆ To develop the candidate's understanding of key legislative requirements in relation to health and safety at work, the control of infection, employment practices and data protection

4 Access to Group Awards

4.1 General access requirements

In stating the access regulations and in consideration of the subsequent selection and admission to the award, presenting centres will need to ensure that each prospective candidate has sufficient academic ability and the appropriate personal qualities to succeed. It is essential that candidates are in an appropriate work environment in order that they can meet the Evidence Requirements of the component Units.

PDA Dental Administrator at level 6 G8RM 46

There are no pre-entry qualifications for this award. Entry will be at the discretion of the centre. However, due to the nature of the award, candidates should be in employment within an oral health care environment. In addition, candidates should have an adequate level of Communication which could be evidenced by achievement of, eg, English at Intermediate 2 (SCQF level 5) or above.

PDA Dental Manager at level 8 G8RL 48

Candidates undertaking this award should have an advanced level of communication skills such as Higher English (SCQF level 6) or equivalent.

4.2 Target groups

The target client group for these awards will be existing dental administrators and dental practice managers, working within general dental practice surgeries, hospitals or in the community, who are looking to improve on their professional practice, keep up-to-date with health practice developments and develop best practice within their own working environment. In addition, prospective employees may study Units of the qualification in preparation to gain the appropriate employment.

4.3 Progression and articulation

There is no direct articulation to other awards in the SQA framework. There are no existing specialist qualifications for these staff groups. However, it is possible that some administrators may wish to progress to SVQs in Oral Health Care: Dental Nursing and this will be facilitated by the inclusion of Units from the SVQ. It is also possible that trained Dental Nurses may wish a change of direction and move into administration. The course structure has been designed to facilitate this.

Similarly, the PDA for Dental Managers includes a range of Units from the Management and Business & Administration suites of NOS and it is conceivable that some managers may wish to undertake full SVQs in these areas. Completion of the PDA incorporating Strategic Units would be a sound basis for application to qualifications such as the Postgraduate Certificate in Frontline Leadership and Management Programme or the SVQ in Management level 4 or 5.

5 Group Awards structure

The design principles for PDAs stipulate that there must be at least 16 SCQF Credit Points at the level of the award. Each of the awards presented meets this minimum condition.

Each award follows a structure of mandatory and optional Units designed to meet the occupational requirements of working as an administrator or manager in a dental environment. Each structure reflects the Outcomes of consultation with employers and professionals in the dental domain.

5.1 Framework

PDA Dental Administrators at level 6 G8RM 46

The PDA will be awarded on successful completion of a total of 5 credits. The PDA carries a minimum of 16 SCQF credit points at SCQF level 6.

Mandatory Units

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Health and Safety: Dental Workplace Experience	F1XJ 33	8	6	1
Customer Care*	H49P 33	8	6	1
Oral Health Care: Develop and Reflect on Own Practice in a Dental Environment	F20L 33	8	6	1
Oral Health Care: Implement Appointments and Payments Systems	F20N 33	8	6	1

Optional Units

A minimum of 1 credit from the following to be achieved.

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Specialist or Bespoke Software 2	DJ66 04	8	6	2
Supervise an Office Facility	DP74 04	7	6	1

PDA Dental Managers at level 8**G8RL 48**

The PDA will be awarded on successful completion of a total of 6 credits, 4 of which are in the mandatory section of the award. The PDA carries a minimum of 24 SCQF credit points at SCQF level 8 and thus exceeds the minimum requirement as specified in the Design Principles for PDAs.

Mandatory Units

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Oral Health Care: Managing Health and Safety in a Dental Environment	F1XM 35* <i>(Finishes 31/07/15)</i>	8	8	1
Oral Health Care: Managing Health and Safety in a Dental Environment	H8P9 35*	8	8	1
Oral Health Care: Managing a Dental Environment	F1XL 35	16	8	2
Develop Productive Working Relationships with Colleagues and Stakeholders	DP7M 04	12	10	1

Optional Units

2 credits from the following to be achieved

Unit title	Code	SCQF credit points	SCQF level	SQA credit value
Develop a Customer Focussed Organisation	DR43 04	12	11	1
Negotiate and Agree Budgets	DP87 04	10	9	1
Using Software Application Packages	D85F 34	8	7	1
Specialist and Bespoke Software 2	DJ66 04	8	7	2
Inform and Facilitate Corporate Decision Making	DP7R 04	8	9	1
Oral Health Care: Presentation Skills for Dental Managers	F20M 34	8	7	1
Oral Health Care: Policy and Legislation for Dental Managers	F1XK 34	8	7	1

6 Approaches to delivery and assessment

6.1 Content and context

The delivery of these awards should focus on the occupational requirements specific to working within the dental domain as part of the dental team. New Units have been developed which are contextualised to the dental environment and specific dental nursing Units from the suite of National Occupational Standards (NOS) for OHC: Dental Nursing have been included to reflect specifically the practice base and its values. However, the structures also contain Units imported from other suites of NOS to meet the identified occupational requirements. Delivery of such Units should be contextualised to the dental environment to make it more relevant to the candidate's work practice. For example, when delivering Units from the Management suite, the context should be that of practice within the dental environment and teaching/assessment materials should reflect this.

The PDA Dental Managers G8RL 48 is made up of 4 mandatory credits and 2 optional credits.

The four mandatory credits comprise:

- ◆ three newly developed HN credits in the form of two new dental-specific HN Units
- ◆ one Unit from SVQ Management level 4

The optional Units are from existing HN and SVQ Units from Business and Administration and Management suites.

The PDA Dental Administrators G8RM 46 is made up of four mandatory credits and one optional credit.

The four mandatory credits comprise:

- ◆ one newly developed dental-specific HN Unit
- ◆ one HN Unit in Customer Care
- ◆ two SVQ Units from Oral Health Care: Dental Nursing

The optional Units are from the existing SVQ suite Business and Administration (level 3).

6.2 Delivery and assessment

There is no prescribed order in which the Units must be delivered. However it is suggested in the PDA Dental Managers that the Policy and Legislation Unit should be taught at an early stage as this equips candidates with an understanding of the legislative and policy framework within which Dental Services are provided. The qualifications will be delivered through a blended learning format. The PDA Dental Administrators and PDA Dental Managers are for people who are currently working in the dental environment or preparing to go into the dental team. Workshops will supplement e-learning. Instruments of assessment will be designed to meet the Evidence Requirements for each Unit and will include:

- ◆ observation of practice
- ◆ written assignments
- ◆ product evidence.
- ◆ reflective accounts of practice
- ◆ case studies

It is expected that candidates completing the awards will collect evidence when working in real work settings. This will normally be the candidate's own workplace, however, where this is not possible, it will be important for candidates to access suitable work placements of sufficient duration to allow the candidate to collect sufficient evidence to demonstrate their competence against the Outcomes and Knowledge specified.

Specific guidance on content, context and delivery and assessment is given in each of the component Units.

6.3 Relationship to other awards in the SQA framework for the Oral Health Care Sector and credit transfer opportunities

SQA provision for the Oral Health Care sector is as follows:

National Units in dental nursing

HNC Dental Technology

HND Dental Technology

SVQ OHC: Dental Nursing Support level 2

SVQ OHC: Dental Nursing level 3

In designing the two awards being presented for validation, Units from the National Occupational Standards for OHC: Dental Nursing, Management and Business and Administration have been incorporated into the structures. Candidates will have the opportunity to aggregate Units which will count towards SVQs at an appropriate level.

7 General information for centres

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments, or considering alternative Outcomes for Units. Further advice can be found in the SQA document *Guidance on Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs* (www.sqa.org.uk).

Internal and external verification

All instruments of assessment used within this/these Group Award(s) should be internally verified, using the appropriate policy within the centre and the guidelines set by SQA.

External verification will be carried out by SQA to ensure that internal assessment is within the national guidelines for these qualifications.

Further information on internal and external verification can be found in *SQA's Guide to Assessment and Quality Assurance for Colleges of Further Education* (www.sqa.org.uk).

The PDA Dental Managers at SCQF level 8 is a practice-based qualification offering the candidate an opportunity to develop knowledge and skills in the management of Health and Safety within the dental environment, management of staff and the range of legislation relevant to dental settings. It is expected that candidates will be in employment in a dental environment and be able to draw evidence from their practice.

In addition to the mandatory Units, there are a number of Optional Units within the PDA from which candidates must achieve 2 credits. These allow the candidate to choose the Unit(s) most relevant to their work setting or their area of particular interest, for example budgeting and finance, using IT software or using presentations.

The PDA Dental Administrators at SCQF level 6 is also practice-based and offers the opportunity to learn about Health and Safety in the dental setting, implementing finance and appointment systems and patient (customer) care etc.

There are two optional Units within the PDA from which candidates must select one. These allow the candidate to choose the Unit that is most relevant to their work setting or their area of particular interest, for example using IT systems or office supervision.

Unit Assessments take a variety of forms including case studies, reports, reflective accounts and questions.

8 General information for candidates

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Unit Assessments take a variety of forms including case studies, reports, reflective accounts and questions.

9 Glossary of terms

SCQF: This stands for the Scottish Credit and Qualification Framework, which is a new way of speaking about qualifications and how they inter-relate. We use SCQF terminology throughout this guide to refer to credits and levels. For further information on the SCQF visit the SCQF website at www.scqf.org.uk

SCQF credit points: One HN credit is equivalent to 8 SCQF credit points. This applies to all HN Units, irrespective of their level.

SCQF levels: The SCQF covers 12 levels of learning. HN Units will normally be at levels 6–9. Graded Units will be at level 7 and 8.

Subject Unit: Subject Units contain vocational/subject content and are designed to test a specific set of knowledge and skills.

Graded Unit: Graded Units assess candidates' ability to integrate what they have learned while working towards the Units of the Group Award. Their purpose is to add value to the Group Award, making it more than the sum of its parts, and to encourage candidates to retain and adapt their skills and knowledge.

Dedicated Unit to cover Core Skills: This is a non-subject Unit that is written to cover one or more particular Core Skills.

Embedded Core Skills: This is where the development of a Core Skill is incorporated into the Unit and where the Unit assessment also covers the requirements of Core Skill assessment at a particular level.

Signposted Core Skills: This refers to the opportunities to develop a particular Core Skill at a specified level that lie outwith automatic certification.

Qualification Design Team: The QDT works in conjunction with a Qualification Manager/Development Manager to steer the development of the HNC/HND from its inception/revision through to validation. The group is made up of key stakeholders representing the interests of centres, employers, universities and other relevant organisations.

Consortium-devised HNCs and HNDs are those developments or revisions undertaken by a group of centres in partnership with SQA.

Specialist single centre and specialist collaborative devised HNCs and HNDs are those developments or revisions led by a single centre or small group of centres who provide knowledge and skills in a specialist area. Like consortium-devised HNCs and HNDs, these developments or revisions will also be supported by SQA.