

TCC

HANDBOOK





HANDBOOK

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INTRO

For over 10 years, we didn't have a handbook. In those 10 years, when a new person joined the company, they were expected to figure things out for themselves. But when we grew from a company of 5, 10, 20 employees to a company of over 45, our casual introduction style stopped working. New staff felt lost and their first weeks or even months had the tendency to become stressful because of it. We understand it can be unnerving to join any company, but perhaps The Campbell Clinic in particular, given how different some of our practices are.

So, this is where we'll try to share what's worth knowing about The Campbell Clinic - the company, our culture, our process, and our history. It's a guide to understanding what people are talking about when they talk about "game face", to know what our HR benefits are and, what our team days look like (usually a lot of fun) and hopefully everything in-between.

This handbook also offers us an opportunity to clarify who we actually are as a company. What we stand for. How we should work. Stating those beliefs into a handbook makes them real and, importantly, holds us accountable.

If you're reading this just after joining us, this is an invitation to test our onboarding systems and please provide feedback. You'll always have a voice and a valued opinion at The Campbell Clinic, so let's start as we mean to go on. It's harder for us old timers who've been here for a while to spot the broken ways. Please take advantage of that glorious, shiny ignorance of being new, and question things.

WELCOME TO THE CAMPBELL CLINIC!



CHAPTER 1

TCC IS YOU

Everyone that
works at TCC
represents The
Campbell Clinic.



TCC IS YOU

Everyone that works at The Campbell Clinic represents The Campbell Clinic. When a patient speaks to one of our receptionists and they have a kind, friendly and helpful experience, that receptionist is The Campbell Clinic. When one of our nurses reassures a patient during their treatment, that nurse is The Campbell Clinic. In those situations, all the other things we do to promote our best image is secondary. What is right in front of a patient in a time of need is what they'll remember.

That's what we mean when we say that marketing is everyone's responsibility; how we treat people is a form of wonderful free marketing! This also means considering how you'd feel if you were on the other side of the interaction and putting yourself in the patient's shoes.

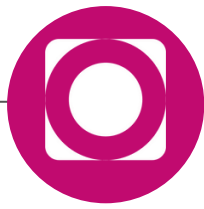
The vast majority of our patients come from trusted referrers, who refer to us based on the knowledge that we treat people well. Word of mouth is our second largest source of new patients and much of that 'word' comes from people in our audience.

This is an audience that we've been educating and entertaining for over 10 years and counting, and your voice is part of us now!

It's also worth mentioning that joining The Campbell Clinic can be all-consuming. We've seen it happen. You feel passionate about our business and so you feel pressure to contribute, maybe overwhelmingly so.

The people who work here are some of the best and brightest in our industry, so the self-imposed burden to be exceptional is real. But here's the thing: stop it. Settle in. We're glad you love this job because we all do too, but at the end of the day it's a job. Do your best work, collaborate with your team, learn new skills, and then turn off your computer/leave on time and go and play with your dog/horse, (insert chosen animal here!) we'll all be better for it.

Our brand-new team video can be viewed [here](#) and it's fabulous!



CHAPTER 2 - WHAT WE STAND FOR

Before anything else, values come first. Values are important because they guide our beliefs, attitudes and behaviour. Without clear, shared values, we wander independently and contradict one another. Everything's harder when we all believe different things about what's important to us, our company.

What we VALUE

B

BRAVERY - I will take the choice to do the difficult thing, for the greater good, when I have the option not to. I will bravely innovate and create opportunities, whilst choosing to be the best that I can be.

E

EMPATHY - I will strive to see the world from the perspective of another. In times of challenge, I will walk in their shoes, to understand, with compassion.

H

HONESTY - I can't work without honesty, as I can't work without trust. I will accept full ownership for my performance, for my mistakes and for solutions, as I trust others to do the same.

E

ENJOYMENT - I can set the tone in a room, of a meeting, or during a task. I will embody the positivity needed to show humour, to lead, and to support, whilst laughing with others, and at myself.

R

RESILIENCE - I commit to facing any challenge with calmness, collaboration, and dedication. Cultivating resilience in myself, in the team, and therefore in the business as a whole.

E

EXCELLENCE - I believe that delivery and execution really matter. I care about the detail, the task, its completion and transparency, understanding that 'just about good enough' never actually is.

This is what it takes to B.E.H.E.R.E

“

**The Campbell Clinic exists
to positively improve the
lives of as many people as
possible, through the work
that we do and the
example we set**

THE CAMPBELL CLINIC

You are part of us now, so the positively improving lives bit, applies to you too!

Our aim; set on 1st April 2021: “Over the next 3 years, we will maximise the clinical capacity of the current facility. In order to continue to influence more people, we will subsequently build new or acquire further facilities. To actualise this, we will continually invest in our people, our facility, our systems and our client relationships to become the provider of choice for specialist dentistry in the East Midlands.”

SOCIAL RESPONSIBILITY

LEGACY

At the heart of The Campbell Clinic is a drive to make a positive difference in people's lives. The obvious way we do that is by giving people the best dental treatment and clinical care possible.

But equally important to us is our commitment to making a difference for people through the business.

We call these commitments our 'Social Legacy' because we want everything we do with our patients, our team, our community and the good causes we care about to leave a legacy and make things better for future generations; both locally, in the UK, and further afield.

As well as policies and commitments that support people's development and the environment, we do this through making money, time and opportunities available.

We have a Charity Committee who meet regularly to discuss the spending and best use of our monthly budget. Anyone from the clinic who has an interest in this would be extremely welcome to join!

You can read more about this on our website [here](#).



WHAT WE DO

- 1 We hold an annual 'Campbell Charity Ball' which raises funds for our causes.
- 2 We support and facilitate our team to take part in fundraising activities, as well as raising funds day-to-day in the clinic.
- 3 We donate food and gifts to a number of local foodbanks on a monthly basis.
- 4 As a business, we donate 1% of our turnover each year to our Social Legacy fund, to give away to our causes.
- 5 We release our team to take part in volunteering activities in the local area and overseas.

CHAPTER 3

OUR INFLUENCES



The Influences we have on people and the random acts of kindness and support we give to people impacts way beyond our imagination or comprehension. If you want to learn The Campbell Clinic view of the world, it helps to know the influences that helped form it. The Campbell Clinic and Academy has been around in its current state since 2013. Since then, there's been a number of key influencers that have marked the company culture.

Through the education we provide at The Campbell Academy, we strive to guide individuals to become better dental practitioners for the benefit of the patients they treat. Our exceptional faculty of speakers have a vast amount of knowledge and insight which can be passed on to our delegates to help them progress.

Over the years we have also been influenced by many.

Books

Seth Godin – Seth is an American author and former dot com business executive. Seth has influenced us in many ways from his amazing books, 'Linchpin' and 'This is Marketing' to his Bootstrapper Workshop that Colin attended.

Simon Sinek – Sinek is a British author and inspirational speaker. His book 'The Infinite Game' is a book Colin recommends regularly to patients, delegates and fellow colleagues.

Daniel H. Pink – Daniel is an American author who has written six books, four of them The New York Times bestsellers. His book 'To Sell is Human' is one that we discuss on our business courses as it demonstrates how everything we do is selling even if we think we aren't selling.

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OUR INFLUENCES

People:

Professor John Gibson - John has been fundamental to the development of Colin's career from the very earliest of stages. He has been both a professor and an inspirational mentor to Colin.

Phil Hollows – Phil works at the Nottingham University Hospital and had a significant influence during the early stages of Colin's dental career after his move from Glasgow to Nottingham.

Phil continues to be a close friend and mentor to Colin.

Mike Brearley - Mike is Colin's father-in-law. In 1998 Mike lent Colin the money to allow him to buy his first implant kit. If it wasn't for Mike's generosity Colin may not be where he is today.

Inspiration Wall:

Our inspiration wall stands proud in The Academy, it's home to a variety of quotes that have been added by individuals. These quotes all have a story behind them and it has grown significantly over time as more and more have been added. Our bank of quotes continues to grow as our influence expands.

One of Colin's favourite quotes is...

"I've missed more than 9000 shots in my career. I've lost almost 300 games. 26 times, I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed." – Michael Jordan

Please go and take a look and feel free to suggest any potential new quotes!



WHERE WE WORK



CHAPTER 4 - WHERE WE WORK

The Campbell Clinic is located in Edwalton, Nottingham in the Edwalton Business Park which is a new development.

The clinic is a purpose-built private dental practice with six surgeries, state-of-the-art technology, a dental training facility and a huge amount of both patient and staff car parking.

Within the practice we have a lovely open office area, a separate meeting room for team meetings, a dental lab, a fully functioning kitchen and our Academy space where we deliver dental education.

The tour which can be accessed via the link below shows our wonderful practice in full view!

WATCH OUR PRACTICE TOUR [HERE](#)

We've made a long-term strategic decision in our practice that the technology should free-up the humans to be more human and so, where someone wants to access automated care (changing appointments, paying bills, signing consent) that can be done automatically, not so that we can reduce the amount of staff that we have but so that we can give the staff that we have the time to be human beings to other human beings.

CHAPTER 5

Our 'Tech Stack'

A tech stack (or technology stack) is also called solution stack. It's a term that covers the technology infrastructure in a business to make the most out of technology which can make the business better.

A couple of years ago we identified that our 'tech stack' was going to be one of the most important things that we could develop over the coming years to set us apart as a business (not just a dental business).

Data storage and file management -Microsoft 365

We use OneDrive, SharePoint, PowerPoint, excel, word etc through our office 365 accounts.



Clinical system – Dentally

Clearly this is absolutely fundamental in any dental practice but particularly in an independent dental practice where we don't have the infrastructure of a corporate behind us.

So, three years ago we selected Dentally, it's cloud based and is accessed through Google Chrome.

We realised early on that all this software systems training is generally absolutely terrible, so we invented our own. Carl Dunstan set up (using our own learning management system -LMS) a 20-module training platform for Dentally, so that our team could train at any time, day or night on Dentally and we don't have to shut the practice to train.

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HOW WE WORK

DenGro

DenGro is our CRM system (customer relation management) which is a system which plugs into Dentally and collects all our leads, all our perspective patients and supports our patient management journey into the clinical phase.

Back-office project management - Asana

Asana talks to Dentally and to OneDrive and it's completely brilliant and it's based around OKR's (Objectives and Key results) which is a fundamental strategic planning tool that we've used to outline the next three years of our business and the three years beyond that.

As an example, from day-to-day work, all our absence forms are on Asana, all our holiday requests, all our projects for individual admin members of staff.

It allows us to implement things called scrum teams (small teams of people who can work on individual projects) and its cloud based and you can work from anywhere.

Slack

Slack is an online communication platform. Think closed social media for our team.

I don't think it's any exaggeration to say that it kept our business together during the first lockdown. It works as an extraordinary communication tool allowing us to post videos, documents, post comments and work in teams to do any number of other projects and work.

Finance System - Xero

Xero is an online cloud-based finance tool. It's an extraordinarily powerful tool, links directly to Dentally so gives us a live balance at the end of every single day and a daily Profit and Loss if necessary.



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COLLABORATORS



The Campbell Clinic & Campbell Academy collaborate with other organisations in a variety of ways. Collaboration is central to our business and contributes to us being able to influence as many people as possible.

It is so much better to work together and so much more fun to work together.

It makes the profession better and it makes the profession look better to patients if we're open to collaboration and discussion.

Here are some of the ways we collaborate!

Our referrers: We collaborate with our referrers through treating patients jointly. The dentist refers the patient to The Campbell Clinic for part of their treatment which cannot be carried out by the patient's own dentist and then we refer the patient back to their original dentist to continue with their dental care.

We run a Peer Review group which runs once every 2 months specifically for referring practitioners and our local general dental colleagues. These meetings include delivery of lectures (different topics are covered each time), an opportunity for local practitioners to get together and discuss the current climate in dentistry and to get any advice or support required from The Campbell Clinic or other colleagues.



CHAPTER 6

The Campbell Academy provides dental education for dentists, and in particular dental implant training. Our main aim is to create a tribe of like-minded individuals who can work together on their dental career pathway and have access to the right support and guidance. Over the years we have had an enormous amount of support from our sponsors which include Straumann, Wrights, Planmeca, DB Dental, NSK, Geistlich, Hu-Friedy and Holleron Wealth Management. These sponsors provide us with equipment and funding in order to help us provide the best possible learning experience for our delegates. We have built fantastic relationships with all the reps from these companies and we couldn't do it without them.

We have a slack channel for past delegates and friends of The Campbell Academy, and we call this our alumni group. This is a secure community for like-minded professionals and a place to speak openly and honestly about dentistry and keep in touch with the rest of the tribe. Some of the members of our alumni group have also joined The Campbell Academy faculty to speak on some of our courses.

Many of our team are involved in the ITI which is the International Team of Implantology. The ITI host regular webinars and congresses and Colin Campbell, Andrew Legg and Nish Yadev are all heavily involved and are responsible for the delivery of ITI study clubs in Nottingham.

CHAPTER 7

OUR LANGUAGE

Like most other organisations in the world, over time The Campbell Clinic has developed a vocabulary specific to our work and company. It's easy to overdo and it's even easier to do cringeworthy. This is not about making you into a Campbell Groupie, as the vast majority of the time, we use the vocabulary shared with the rest of the English-speaking world. However on the other hand...

Prethics

'Prethics' is the brainchild of Colin Campbell and it basically gives name to the concept of the struggle in dentistry between profit versus ethics. It names the juxtaposition of creating a business that is both profitable and ethical.

At the heart of our business is the prethics theory. We know that profit is crucial to running an independent dental practice and making a profit in the practice allows us to re-invest in our team, re-invest in our technology, equipment and premises. All of this is in order to provide a better clinical and customer experience for our patients whilst balancing heartfelt ethical philosophies regarding patient care.

We know that mastering the balancing act of these two opposites, means we can provide something brilliant. It's called prethics.



On the Bus

'On/off the bus' is the metaphor we use for describing whether our team is on board with us on our journey and wanting to push forward with the exciting plans we have, or off the bus and no longer wanting to engage with our vision and values.

We want to make sure our team are on board and well rewarded but also understand what's required to be 'on the bus'. We also want them to understand what to do when they are not 'on the bus'. Deciding you no longer want to be 'on the bus' is absolutely fine, and we would rather you be honest with us when you no longer want to be part of our journey.

Game Face

Scrubs on, game face loaded, work mode engaged. Game face is the terminology we use for the 'self-check' we make prior to us being on stage (with our patients/delegates). It means that we put our woes to one side so we are ready to deliver the highest level of patient/delegate care. So even if we feel we have done a day's work before arriving or we had a barney with the other half the night before, we put our game face on and get on with the job in hand.

'MDT'

If you have ever worked in a hospital setting you will know that MDT stands for Multi-Disciplinary Team. At The Campbell Clinic we hold weekly MDT meetings for our clinical staff to discuss specific patient cases that may require a multi-disciplinary approach. This is really useful for clinicians to gain advice and input from fellow clinicians on treatment issues and sometimes cases are even referred internally to another of our specialist clinicians to treat. These meetings could be looked upon as a clinician sounding board, after all, a problem shared is a problem halved!

CHAPTER 8

GETTING STARTED



EXPECTATIONS

Getting started at The Campbell Clinic can be overwhelming. There are a lot of little details, new co-workers, you're learning a new job or you are learning how to do the job role you know in a very different way, we fully appreciate that this can be daunting and slightly intimidating. Your Campbell Clinic buddy, your team leader, and your manager are all here to help. If you don't know how to do something, please ask. There's no such thing as a stupid question. There is no set time period for most training periods, but most people are up to speed in about 2/3 months.

YOUR BUDDY

Usually when you start a new job it's clear who does what. In a building of this size, you don't always get to see everyone that works here or the work that they do. Even when you know who does what, it's still nice to have a work buddy when you don't know where to turn or when you want to chat. When you start, you'll be assigned a buddy. They'll introduce themselves, and they're totally willing to point you in the right direction when you need it. Of course, everyone is available to help, but it's nice to have a dedicated best work friend

UNIFORM

Uniforms will be provided free of charge and will be personalised with your name and branded. All clinical staff uniforms are laundered onsite.

LEARNING

As part of your onboarding process, we will provide a full induction plan that will include a number of inhouse training sessions on our systems and processes.

COMMUNICATIONS

You will receive an invitation to our Slack channel which is our communication tool. We use this to interact on a professional and a social level.

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OUR RITUALS

Word of Mouth (WOM) Rewards

When we reach our target of verifiable word of mouth referrals, we reward all our staff (because we all play our part in the game) with an activity/event paid for by the Clinic. We are always open to fun ideas of reward events, but ideas so far have included theme park trips, escape rooms, theatre, meals out, wine tasting... the list goes on!



Team meetings

Team meetings happen on a weekly basis and are often department specific. Our nursing and reception team meet every week to be updated on new working information/policies/plans for the week. Our marketing team meets weekly to discuss new projects and assign work and our Senior Leadership Team (SLT) meet every 3 weeks to discuss and provide updates on our business Objectives & Key Results (OKR's). We try to keep meetings to a minimum as we know our team are very busy however collaboration is key with us and sharing ideas is what we do.

Team Days

Team days happen every 3/4 months and are a day of fun and team building. We are already a very close team, but these days allow us to let our hair down a little whilst doing something fun. Amongst all the merriment will be little projects and updates regarding our business and development opportunities. This is the chance for our team to have a real say and share ideas. Food is always involved and sometimes even the karaoke machine makes an appearance!

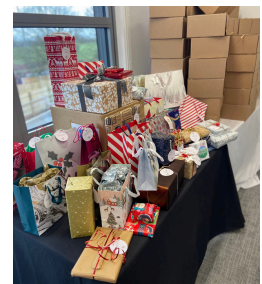
TUESDAY MORNING MEETING

Every Tuesday morning at about 09:10 all staff meet in our Academy for a catch up. This meet up usually lasts for 10-15 minutes and brings everyone up to speed with any news, and important information for the week ahead. We love these times together and love it even more when our staff contribute. These meetings are all recorded and streamed on our Slack channel so that all staff members can watch it, even those that aren't present that day.



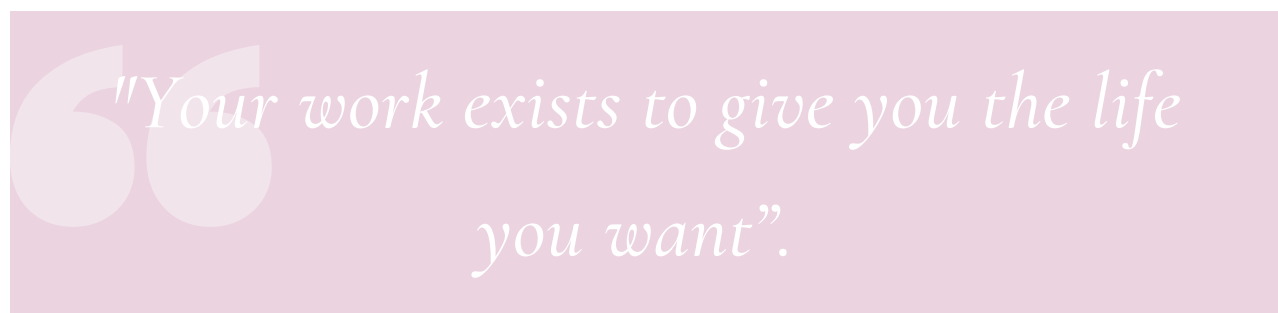
FUDDLES

Who doesn't love a good fuddle?! Give us any excuse and we have a fuddle! -Our Christmas fuddle is by far the greatest and most revered involving us all gathering to eat hot meat and stuffing rolls (vegetarian/vegan/halal options are all available!), we also dish out secret Santa gifts and have a generally jolly old time!



CELEBRATIONS

We also love a good celebration and always celebrate big birthdays and other special occasions. This again always involves food and meeting together to enjoy each other's company! For these occasions colleagues have the opportunity (if they wish) to gift some money to their team mate and this is usually either given to them as a gift in a card or we buy them something really special. We love having the opportunity to celebrate with our family and treat them.



TCC Values Recognition Awards

As you will have gathered by now; our values 'BE HERE' are hugely important to us. However we don't just want them to be something we talk about; we actually want to live by these values at work and 'Walk the Talk'.

We also know it's important to be recognised for the great things that you do, therefore may we present to you, our Values Recognition Awards...!

[Here](#) is the link for the Values Awards Nominations. This link will take you to a form where you will be asked to fill in the name of the colleague you are nominating, which value you are recognising them for and an example of when/how they displayed this.

Please remember, you can nominate as many people as many times as you like – you don't only get one nomination per awards! The winners will get their name displayed on our 'Wall of Fame' and will also get £100 to spend on whatever they like.

The winners will be announced at the following Team Day during a special ceremony...so get nominating and celebrate each other!

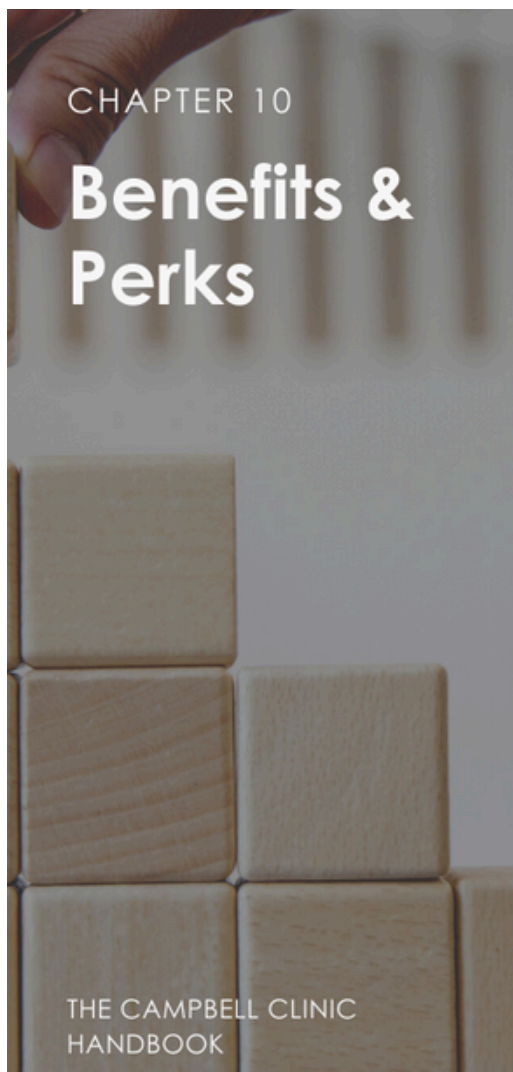
10

BENEFITS & PERKS

We know that you work very hard and we want to give you a little extra so that it helps to make your life just a little bit better. So, we have detailed below our list of perks and benefits in collaboration with your colleagues. Each member of staff has an allowance each month of up to £50.

So whether you fancy using yours to cover the cost of a monthly gym membership, to seek counselling support or even take out a recreational National Trust membership, if it's on the list then you can apply!

Our HR benefits are available to employed staff once they have passed their probation period



Contractual / Service benefits

One month sabbatical (partly funded by individual) every 3 years, given 6 months' notice - Available upon application



Staff treatment includes family i.e. Spouse (or another) and children. – General foc (exam, fillings, hyg, xrays, xlas) 10% off all other trt



Charity/sponsorship donation match



Retirement Fund – 1 week of pay for every year of service - capped at 25 years



Retirement fund



Sick pay - 2 weeks full pay per year



Length of service reward – Holidays reward 1 day for every 5 years



Maternity package – additional 50% of your SMP after the first 6 weeks, for up to 33 weeks – handbook. And contract amendment form.
Paternity leave - 4 weeks off, full pay.



Birthday off work paid.

Healthcare & Wellbeing



- Massage, Physio, Chiropractor - £50 monthly allowance
- Counselling & Therapy - £50 monthly allowance
- Eye tests - full reimbursement
- Gym/Fitness/Dance lessons - £50 monthly allowance
- Access to private medical care (inc dermatological treatment) - Available upon application

Travel / Leisure – all £50 monthly allowance



- Annual bike service contribution
- Cycle to work scheme
- National Trust Membership - Membership fee deducted from annual HR benefits allowance
- Subscription packages - Audible/Magazines
- Leisure activities - days out/events
- Train tickets/rail card
- Spa
- Food allowance (Hello Fresh, Gusto)

Childcare

Childcare costs - £50 monthly allowance

Education/extra-curricular activities

Courses/classes/hobbies - Available upon application

You will be reimbursed for any perks and benefits taken up, upon providing a proof of payment receipt.

CHAPTER 11- MAKING A CAREER

Advancing your career at The Campbell Clinic doesn't mean giving up on your craft. Whether you work in nursing, front of house, ops, admin, or whatever, you can become better at the work itself and level-up that way. This is especially important since we're a relatively small company with big plans for development, and with that development comes opportunities.

Pay and Promotions

At The Campbell Clinic we have a job role and pay banding system in place. This allows members of staff to have fair and transparent pay progression within their job role and to know the pay structure of possible future positions.

Our banding system has been separated into clinical and non-clinical roles, meaning that a band 4 role in a clinical position may not pay the same as a band 4 role in a non-clinical position. This is just down to the differing responsibilities that some roles carry over others. Each role has a corresponding job profile and these have been created to specifically document the key responsibilities the role has as a way of weighting the position from a salary point of view. Naturally the more responsibility the role has, the higher the salary. Each job role also has a corresponding job description/person specification and this really details what the job entails and what is expected of you.

All our job roles have a number of pay increases within the band, and these increases are based on the length of service within your role. Once you reach the 'top' of your band, that will be where you stay from a salary point of view, unless of course you seek promotion!

BANDING PAY STRUCTURE

If you are keen to progress at The Campbell Clinic, then that is entirely possible. We highly value the relationships we build with our team and love nothing more than seeing our highly regarded colleagues progress within our company. Make sure you let us know your dreams and aspirations – you just never know where you may end up!



TCC BANDING - PAY STRUCTURE NON-CLINICAL

The figures shown is the amount the employee is due to receive before any deductions are made

ROLES	0-2	2-4	4+	4-6	6+
HOUSE KEEPER - BAND 3	£11.50 / £21,827	£11.75 / £22,301.50	£12 / £22,776		
RECEPTION - BAND 4	£11.75 / £22,301.50	£12 / £22,776		£12.25 / £23,250.50	£12.75 / £24,199.50
MARKETING EX- BAND 4	£11.30 / £21,447.40	£12 / £22,776		£12.50 / £23,725	£12.75 / £24,199.50
TCO - BAND 4A	£12.25 / £23,250.50	£12.50 / £23,725	£12.75 / £24,199.50		
MARKETING HL - BAND 5 Grad bonus £500	£13.25 / £25,148.50	£13.50 / £25,623	£4 / £26,572		
TEAM LEADER - BAND 6	£14.50 / £27,521	£14.75 / £27,995.50	£15 / £28,470		



TCC BANDING - PAY STRUCTURE CLINICAL

The figures shown is the amount the employee is due to receive before any deductions are made

ROLES	0-1	0-2	1-2	2+	2-4	4+
STUDENT DN - BAND 2	£7.50 / £14,235		£8/NMW			
DENTAL NURSE - BAND 3		£12.25 / £23,250.50		£12.50 / £23,725		
DENTAL NURSE POST RAD - BAND 4		£12.75 / £24,199.50			£13 / £24,674	£13.25 / £25,148.50
DENTAL NURSE HL ADDITIONAL QUALS = £500 BONUS - BAND 5		£13.75 / £26,097.50			£14 / £26,572	£14.25 / £27,046.50
TEAM LEADER - BAND 6		£14.50 / £27,521			£14.75 / £27,995.50	£15 / £28,470

Performance Feedback

At least once a year, employees meet with their Manager and the General Manager for a formal performance appraisal. Managers should have a conversation with teammates about:

Daily work content and load

Overall work satisfaction

Relationships with the team, manager, and company

Thoughts about personal growth and how those impact working at The Campbell Clinic

Employees should be offering thoughts on these topics, and Managers should be giving feedback about employee performance in these areas. Managers document performance reviews along with any action items with deadlines that come out of the meeting .

This is a two-way street! We really want to stress that this is a perfect opportunity for you to express your career desires for you and your year ahead. Whether you are keen to progress, gain some new skills or even try out a new role, if we can facilitate this then we absolutely will. The world is your oyster, and we encourage you to maximise the opportunity.

Alongside these annual appraisals, employees will also have 6 monthly reviews with their Manager. These are less formal and are more a check in to ensure that you are on track to achieving the goals set within your annual review and to provide interim feedback on performance.

If you have any negative views or issues, all we ask is that you don't bottle these up for your 6 monthly or annual review! We want happy staff and have an open door policy, therefore please discuss all issues with your Manager/General Manager before it becomes an explosive situation!

Performance Plans

If an employee's feedback relationship with their Manager and Team is where it should be, nothing too surprising should be coming out of performance reviews. Managers should be addressing performance successes and problems in the moment, throughout the year, not waiting for a formal opportunity. If some unforeseen negative feedback does come out, managers could decide to initiate our formal performance plan process.



CHAPTER 12

THE NITTY GRITTY

Absence policy and return to work

We know that illness can come from nowhere and wreak havoc. Therefore we have created these simple steps to ensure that you tell us about your absence early and to make sure that we can support you throughout your time off and once you have returned to work.

You must call the General Manager between 07:00 - 07:30 to explain your requirement for sickness absence. (Texts and Slack messages are not suitable substitutes for a telephone call and therefore sickness leave will not be classed as authorised if this method of reporting is used). Please leave a voicemail if the call is not answered and you will be called back. You will be asked the reason you are unable to attend work and you will arrange when you will be in touch again.

At the agreed times, you must update the General Manager of your condition and discuss your return to work.

Upon returning to work, you will need to complete a return to work form with the General Manager. This is to ensure that we have correctly recorded your absence leave and have put in place any necessary adjustments to ensure that you are fit enough to carry out your duties.

If the General Manager is on leave, please report your absence to your Line Manager/Managing Director in the first instance.

We use the Bradford Factor to monitor a staff members absence. This commonly used system uses a simple calculation to generate a score which takes into account the amount of periods of absence multiplied by the number of days off sick that a staff member has in a rolling 12 month timeframe. Specifically the calculation is the number of periods of absence, multiplied by this figure again (squared) multiplied by the amount of days taken – for example: 3 periods of absence and 10 days taken overall within a 12 month timeframe: $3 \times 3 \times 10 =$ score of 90.

CHAPTER 12

THE NITTY GRITTY

Absence policy and return to work

This will be monitored throughout the year and should a score meet any of the triggers, the following may happen:

Over 50: Informal documented wellbeing meeting.

Over 100: Consideration that a trend may be occurring and stage 2 monitoring – more in-depth documentation.

Over 200: Attend documented absence meeting with HR Manager and HR Director.

Between 200 – 500: As above but with written warning should the final trigger be met.

Over 500: Potential grounds for dismissal or an in-depth meeting.

In line with our dependents policy, should a dependent be sick, you should make reasonable efforts to arrange alternative childcare. Should this not be possible and you need to be off work, this sickness will be recorded on your Bradford Factor scoring and therefore contribute towards your rolling annual total.

Time needed to attend emergencies for dependents; such as to take a child to an emergency GP appointment for example, and in line with our current policy will be unpaid unless annual leave is used to cover it.

Any absence needs to be authorised by the General Manager and this includes leaving work early. Any unauthorised absence will be unpaid and may result in a disciplinary process, so please just let us know!

In addition, we support you to have the option of working from home when required if this suits your job role. All we ask is that you let us know your plans so that we know how best to contact you and who to expect in the clinic on a daily basis.



Sick pay and allowance

We know that unexpected time off sick may mean financial stress, especially if you have already used your annual leave allowance. That's why we have in place an enhanced sick pay allowance.

On 1st January your two week allowance will renew. This allowance is pro rata so if you are full time, and you have passed probation, you have up to ten days per year and if you work three days per week, you will have up to six – you get the idea!

In order to qualify for this, the above steps in the absence policy must be completed and the absence authorised.


Annual leave allowance and rules for booking

We want to look after you the best we can and make sure that you take regular annual leave breaks to ensure that you are well-rested. Each staff member is entitled to 28 days of holiday (inclusive of bank holidays) pro rata each year. Our holiday year runs from the 1st of January – the 31st December and all approved and booked leave is available to be viewed on our Central Annual Leave Record on Asana.

To submit an annual leave request, complete the request form from the link [here](#) and you will be notified of the outcome by email once the rota and your leave allowance have been checked.

We ask for at least 2 weeks' notice for booking leave. The more notice you give increases your chance of the leave being approved. However, if you need last minute annual leave please feel free to send in a request form and we will see if we can accommodate it. Our advice to you is not to book holidays etc until your annual leave has been approved as there is no guarantee that it will be granted.

Please find the link [here](#) to our law based employee handbook. We would ask that you make yourself familiar with the contents and refer to this should you ever need to. New additions to the policies will be published as and when they become available



We calculate our annual leave using the Government Website formula which states that employees who work a 5 day week must receive 28 days paid annual leave per year (inc bank holidays) equating to 5.6 weeks of holiday. Part-time workers are entitled to 5.6 weeks' paid holiday also, however this will amount to fewer than 28 days and this is worked out pro rata based on the hours you work per week.

For example, if you work full time here (36.5 hours per week) we calculate 36.5 hours multiplied by 5.6 weeks and this totals = 204.4 hours of leave.

We then minus the bank holidays and this will give you a total of bookable leave for the year. Of course if you have any long service award extra days to add on (1 day for every 5 years' service) these will be added on to the total.

The long service days are worked out as an average of your working hours for the week. At the Campbell Clinic this is 7.3 hours for full time employees as we don't work 7.5 hours every day.

Part time employee's leave would be based on your part time weekly hours. For example 20 hours multiplied by 5.6 = 112. Minus any bank holidays (if they fall on your working day and deducted based on your contracted hours that you work on that day). Plus any long service award additional days added on, worked out as an average of your working hours for the week.

You can try this out using the Government Annual Leave Calculator [here](#). Note that the total given is before the deduction of any bank holidays and of course before the addition of any long service award days.

As our extra treat to you, your additional (free) day off for your birthday is pre-booked in for your special day or the/your next working day which follows this. If you want to amend the date of this, please just let the General Manager know.



A large, stylized hourglass is centered in the background of the top half of the page. The top bulb is filled with a light pink color, matching the title box. The bottom bulb is empty and transparent, showing the grey background. The hourglass is oriented vertically, with the narrow neck in the center. The title text is centered within the pink top bulb.

OVERTIME – RULES FOR RECORDING AND TAKING

We limit operational hours to a 36.5 hour working week. Keeping our hours at work limited forces us to prioritise the work that really matters. A healthy amount of sleep and a rich and rewarding life outside of work should not be squandered for a few more hours at work. Having a fulfilling work/life balance is really important to us.

There are occasions where teams or individuals may need to work a little extra due to unforeseen circumstances, such as clinics running over, or a medical emergency for example. In all situations of overtime (time worked additional to your contracted hours) we would never expect this to go unrecorded and for you to not be given either the time back (TOIL) or be paid for this.

Within 24 hours of working the extra hours, record and submit the details on the form in the link [here](#). Depending on the amount of time accrued, you will either be given TOIL within the proceeding 4 weeks, or for larger amounts of time; where a full extra day is worked for example, you will be offered the opportunity to have this paid in the next payroll run.

PASSING PROBATION

The standard probationary period is 6 months following the start of your employment. Upon passing probation, you will receive a letter and your employment made permanent. Once you have received this, you are entitled to take advantage of the [Perks and Benefits](#) that we offer and enhanced sick pay.

It is at this point that you truly do become a fully-fledged member of the team!

CHAPTER 13

CODE OF CONDUCT

Our Pledge

First and foremost our pledge is that we will always strive to treat each other like a loved and valued member of our own family. We will foster this behaviour in our culture and bring to account anyone who does not display this behaviour towards our colleagues and patients.

In the interest of nurturing an inclusive and safe workplace, The Campbell Clinic pledges to be a harassment- and discrimination-free space for everyone, regardless of age, disability, ethnicity, gender identity or expression, nationality, neurotype, personal appearance, political affiliation, professional background, race, religion, or sexual identity or orientation.

Our Responsibilities

Managers are responsible for upholding these standards. They will be clear and equitable when applying standards of acceptable behaviour. They're required to take appropriate and fair corrective action in response to any instances of unacceptable behaviour. If you have questions about the standards above, talk to your manager or to Lauren/Hayley.

Our Standards

Examples of behaviour that contributes to creating a healthy environment include:

- Using welcoming and inclusive language.
- Being respectful and empathetic when it comes to differing viewpoints and experiences.
- Gracefully accepting and offering constructive criticism and feedback

Examples of unacceptable behaviour by employees include:

- The use of any sexualised language or imagery and unwelcome sexual attention or advances
- Using insulting language or derogatory comments
- Discriminating on the basis of age, disability, ethnicity, gender identity or expression, nationality, neurotype, personal appearance, political affiliation, professional background, race, religion, or sexual identity or orientation.
- Public or private harassment
- Other conduct which could reasonably be considered inappropriate in a professional setting

SCOPE & ENFORCEMENT

Scope

This Code of Conduct applies both within The Campbell Clinic during work hours and in public spaces when you're representing The Campbell Clinic. Examples of representing The Campbell Clinic in a public space include acting as a delegate at an online or offline event like a conference, posting on Campbell Clinic branded social media, or participating in a Campbell Clinic social event outside of work hours.

If you notice someone acting inappropriately as described in the standards above, you can report it by contacting your manager or Lauren/Hayley.

All complaints will be reviewed and investigated and will result in a response that is appropriate to the circumstances. Managers are required to maintain your confidentiality however you choose to report an incident.

After your complaint has been reviewed, investigated, and responded to, Lauren/Hayley will inform you of the steps being taken to address the original issue and any disciplinary outcomes.

In addition, all valid complaints about employees will be documented in a permanent file, along with related investigation processes and disciplinary outcomes. Repeated complaints about one employee will result in actions being raised accordingly.

Managers who do not follow or enforce the Code of Conduct in good faith will be subject to corrective action as well.

CHAPTER 14

PERFORMANCE IMPROVEMENT PLAN

Are you ok? Are you sure you are ok?

We know lots of stuff comes into play when it comes to work performance. If you're having personal or professional issues that are impeding how you're working, please tell us! Tell your manager, tell Lauren, tell Hayley, tell someone who has the resources to help. This process is not hard and fast, and we want to work with you. Most importantly we want to support you and look after you. Life can blow some pretty hard punches and our first concern is always to make sure you are ok. We will first assume that you aren't ok and ask you again when you give us your first answer which in most cases is a polite 'yes'! Once we have established if you really are ok, we will begin looking at the performance issues raised and work together to get you where you need to be.

We don't want any of our team to feel unclear on where they stand, should they find themselves in need of improving their performance. So below are the steps taken at The Campbell Clinic when your manager identifies a problem with your performance that must be addressed with a performance improvement plan (PIP).



PERFORMANCE IMPROVEMENT PLAN

Identify and Document

Your manager will identify a productivity or disciplinary problem as soon as possible after it occurs if it's a specific incident, or as soon as they can when they sense a general problem with your ongoing performance. Your 6 monthly reviews may be helpful in identifying a problem, but managers shouldn't wait for those reviews to raise a problem with you.

Your manager will have a conversation with you about:

- 1) What the exact problem was if it was a specific incident (e.g. an inappropriate comment to a co-worker), or what the general problem has been if it's an ongoing performance problem (e.g. not contributing at the level you should be)
- 2) The clear expectations and the steps required for you to take corrective action
- 3) The timeline for correction

The idea is for you and your manager to openly and honestly address what went wrong and why. Your manager will approach the conversation with curiosity, not frustration! During your conversation, you and your manager should make a plan for how you can course correct and show your work towards that end. Your manager will also document the steps above and your conversation to share with you.



Revisit Throughout Timeline & On Deadline

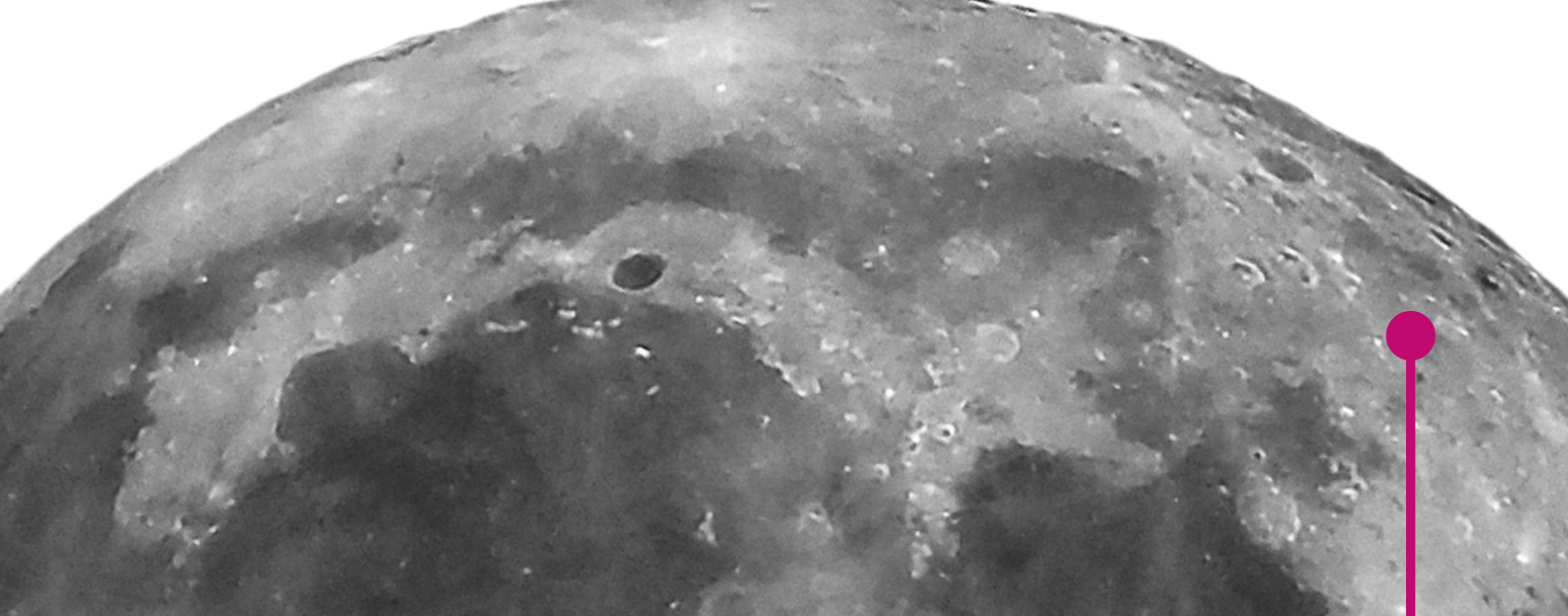
When you and your manager speak, you will discuss a timeline for correcting the issues. Depending on the nature of your performance problem, that may be a month, it may be much longer! In any case, during that timeframe, you and your manager should check in periodically about whether or not they're seeing the improvement they want to see.

When you come to the end of your PIP timeline, you and your manager will have a formal 1:1 to discuss your progress. If your performance is back on track, that's the end of this process! Your initial conversation and related documentation will remain logged for future reference, and your manager should add a note indicating they're happy with your improvement at this stage. Case closed!

If your performance is not where it should be, your manager will outline next steps. If they feel you're putting forth good effort and could use more time to show improvement, they may extend the timeline of the PIP. If your manager feels your performance has not improved at all and you haven't met the requirements outlined in your PIP, the necessary action will be taken to rectify this.

It starts and ends with support.

The process outlined above starts and ends with care and support. Lots of employees who still work at The Campbell Clinic have been on PIPs and we are certainly not in the game of high turnover. We want to see you through the process and see you come out energised and empowered. We care about everyone who works here and if you're having performance issues, our first reaction is to help you. We only ask that you work with us to devise a realistic improvement plan that elevates you and works for The Campbell Clinic.



CHAPTER 15 - MOONLIGHTING

Moonlighting means working other professional, paid jobs outside of your work at The Campbell Clinic. It's not a black and white topic. There are one-time gigs, other pursuits, or opportunities that help you grow and make life interesting. We want to support that however we want to make sure professional endeavours outside of The Campbell Clinic don't create conflicts of interest or affect your time, dedication, or performance at work with us, so it really is a delicate balance.

With that in mind, here are some examples of what we'd consider OK and what we would consider a conflict of interest and not OK:

OK

A side business that's different from your day job, as long as the commitment is only a few hours a week. If you come to work exhausted because you're trying to start a full-time business on the side, it's going to impact your performance here.

An occasional side gig, free or paid, for someone you know. For example, if you originally trained as a florist and was asked to create beautiful blooms for a friend's wedding! (Farfetched?! This has happened here!)

Serve as an advisor for another company, or be on a board, as long as there's no conflict of interest. The time commitment must be under a few hours a month. And if there's a scheduling conflict, The Campbell Clinic gets priority.

Do volunteer work for a cause you're actively involved with. A little work here and there is fine, but, for example, becoming an organisation's full-time social media guru and being on the hook to work during your standard work day, etc, would not be OK.



CHAPTER 15

Not OK

Be aggressive in marketing your availability for side work. If something comes to you through a friend or some connection, fine, but aggressively promoting something on the side will ultimately result in a conflict of interest here at work.

Take on anything outside of work that'll pull attention from work. For example, if you wanted to launch a side-line business which requires you to provide timely customer support to your customers, that's going to eat into your day here at work. That would ultimately be a problem.

You can't work full time or part time for another company in our industry without the Company's express prior consent.*. If you're unclear about what our industry is, and you have a specific situation you'd like to talk about, speak to Lauren/Hayley before you commit to anything.

*Not applicable to Associates.

Consult for other companies in our industry where there may be a conflict of interest (a competitor, related to The Campbell Clinic, etc).

In general

Here are a few guiding principles about whether something could be a problem:

- Is it competitive?
- Does it occupy a disproportionate amount of your time?
- Does it require you to be away during times when you're needed at work?
- Is it another paid gig that employs the same skills The Campbell Clinic is paying you for?

In general we'd like to be lenient within reason, but we're going to be strict if we see it impact your time, attention, or performance here at work.

It's hard to come up with one-size fits all rules. If you're in doubt, please reach out to Lauren or Hayley. We're always happy to spare a moment to give our thoughts on it before you make a commitment.

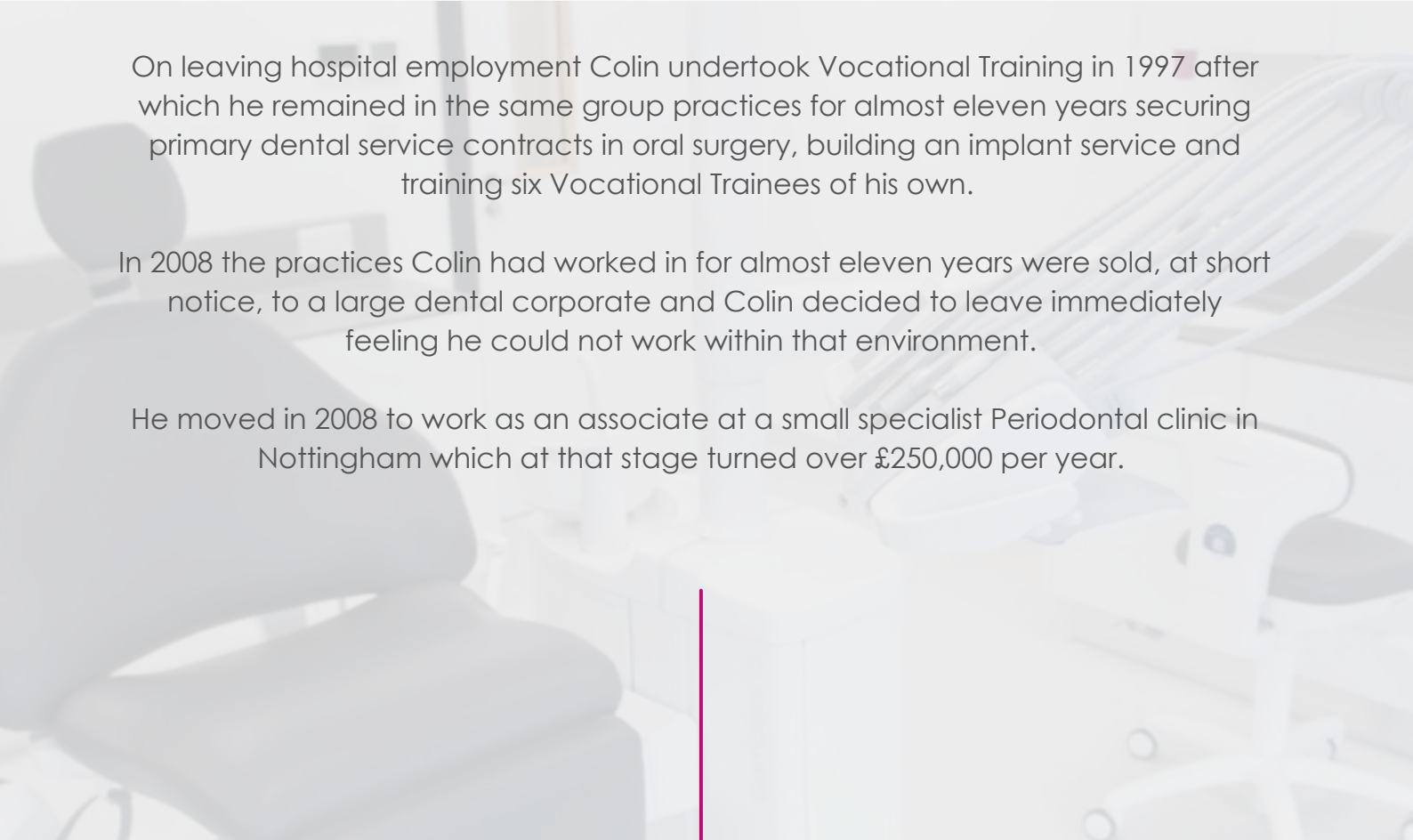


CHAPTER 16

THE FINAL WORD & OUR JOURNEY

Colin Campbell qualified from the University of Glasgow in 1994 as a dentist. He quickly went on to secure a Fellowship in dental surgery from the Royal College of Surgeons of Edinburgh and worked in hospital positions gaining experience in Oral Surgery before being admitted to the Specialist list in Oral Surgery in 1999.


In 2000 Colin was elected a Fellow of the International Team for Implantology. He has placed over 6,000 dental implants, provided well in excess of 10,000 other Oral Surgery procedures and continues to practise five sessions per week clinically providing implants and Oral Surgery in private practice.



On leaving hospital employment Colin undertook Vocational Training in 1997 after which he remained in the same group practices for almost eleven years securing primary dental service contracts in oral surgery, building an implant service and training six Vocational Trainees of his own.

In 2008 the practices Colin had worked in for almost eleven years were sold, at short notice, to a large dental corporate and Colin decided to leave immediately feeling he could not work within that environment.

He moved in 2008 to work as an associate at a small specialist Periodontal clinic in Nottingham which at that stage turned over £250,000 per year.



THE FINAL WORD & OUR JOURNEY

In 2009 Colin became a partner in Campbell and Peace (a new company set up by Colin and Ian Peace) and in 2013 Colin became the sole owner of The Campbell Clinic; which now turns over in excess of £3million per year and employs approximately fifty staff.

During this time Colin also launched The Campbell Academy which is a national education business, training dentists in implant dentistry, digital dentistry and other dental matters. This has proved extremely successful; having been set up in 2014 as a start up business it now turns over hundreds of thousands of pounds per year.

Colin has introduced a digital laboratory set up to The Campbell Clinic, he has also introduced a research department to provide high-level clinical research, which was started in 2016 and provided its first publications in 2017.

In 2020 we moved into our new home which we designed, and purpose built to become a state of the art clinical and training facility and we are very proud and privileged to work where we do.

The way the building has been designed allows for collaborative working whilst offering enough space for quiet working. Our clinical environment has been cleverly designed to ensure our patients don't have sight of 'back of shop' activities, as our service corridor allows clinical staff to move freely between our central sterilisation unit and the treatment rooms.

With our organisation based on the philosophy of 'like a member of your own family' with team training and team building at the heart of everything, Colin and his team believe it is possible to strike a wonderful balance with work and personal life and to enjoy both without compromising the other.

We believe in real values for the patient, for the team, for the environment we work in and for ourselves.

Over and above all, Colin believes "Your work exists to give you the life you want"

Everyone at The Campbell Clinic now needs to continue the story and write the next chapter. Exciting times are ahead and it is really great to have you on-board!