

Salisbury Vocational Training Scheme



Handbook
August 2011

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Welcome to the South West and congratulations on your appointment to a training practice linked to the Salisbury Scheme.

Dear VDP

RE: VOCATIONAL TRAINING IN THE SOUTH WEST OF ENGLAND

I am delighted that you have chosen to undertake Vocational Training on the Salisbury scheme and would like to welcome you to the South West Region.

As Dental Postgraduate Dean, it is my responsibility to ensure that you are given the help and support you need to meet the stated aim of Vocational Training by the end of your year. This is to enable you to be capable of independent practice.

Your Scheme Adviser, Nathan Brown, has the necessary skills and expertise to guide you through this first year. Should you have any problem that you cannot resolve, your Adviser is available to assist. Should you both be unable to resolve the issues then you may contact the Regional Adviser, Martyn Green, or myself.

I mark the completion of Vocational Training by issuing you with a certificate. Before I can issue a certificate it is my duty to make certain that you demonstrate appropriate standards in practice, on the study days and as a member of the profession.

The Advisers record data of your attendance in practice, at the day release course and on the use of your portfolio, they also seek information from your trainer. All this data is used to help make the assessment for certification. Should we have concerns about whether we can issue a certificate we will discuss the matter with you at the earliest opportunity and agree ways to resolve these issues.

Critical parts of the assessment for certification will be attendance and performance in practice, participation in tutorials and attendance at the study day courses, as well as appropriate professional conduct.

It is essential that you attend all the study days on your scheme. Permission to be absent will only be granted in exceptional circumstances by the Adviser i.e. compassionate leave (close family bereavement or certifiable illness). Lost time will have to be made up with additional appropriate study or with courses agreed in writing with your Adviser. Failure to comply with the conditions stated in the contract between the Trainer and the VDP, and in this letter, may result in your Vocational Training certificate being withheld. Please note all other leave should be taken outside study days.

I hope you will have an enjoyable time on the South West Dental Vocational Training Scheme. Please make use of the skills and knowledge of your Trainer to help you complete your year successfully and gain your certificate. I look forward to meeting you during the year.

Yours sincerely

Alasdair Miller Dental Postgraduate Dean

Welcome to South West VT – Salisbury Scheme

This information book is designed to outline the South West VT Scheme at Salisbury as well as offer you an opinion from past groups.

Obviously there are obligations you have to fulfil in order to complete the course. There is also a timetable enclosed for an overview of the year. You will note some areas have been left unfilled. The course is specifically designed for the group and is 'VDP Sensitive'. Some subjects we have to cover but if you feel there are topics you would like to know more about, let me know and I will try to arrange these for you on those free sessions.

Training for General Dental Practice

Completion of Vocational Training is dependant upon working in your training practice for 12 months and participating in weekly tutorials with your trainer; satisfactory completion of the Professional Development Portfolio; attending all 30 sessions on the Day Release Course; carrying out a clinical audit within your practice, completing a case-study, completing of 5 core skills folder during the year, exhibiting professional behaviour in the practice and on the day release course and obtaining appropriate clinical proficiency as judged by your trainer. On successful completion of the VT year a Certificate of Completion will be awarded.

Day Release Course

Your Day Release Course will average 34 days during the year and is planned to help you in many areas, including the intricacies of the National Health Service and more advanced clinical and treatment planning skills required for successful practice.

Most of the courses are based at the Postgraduate Department at Salisbury General Hospital, Odstock, but there are opportunities for visits to practices, companies and conferences. Study days are not lectures but discussions **so your full participation is a must**. Attendance at these Day Release Courses is compulsory. Your completion certificate will depend on it.

Enjoy your year – it will be like most things, the more you put into it, the more you will get out! Problems can and will be sorted out quickly if they are identified, so speak to your Trainer or your VT Advisor/Course Organiser, or for administrative problems, your Vocational Training Administrator – they are there to help.

Nathan Brown

Important Points to remember

- 1) If you are ill, please telephone the VT Advisor or VT Administrator – Katy Williams. This can be the only reason for not attending. **Please organise your holidays, interviews and other personal arrangements outside term times.** No other excuse without prior consent will be considered. A non attendance will result in your having to organise a Section 63 Course in your own time to maintain your record.
- 2) Make sure you are aware of the next week's topic – you may wish to discuss it at the preceding week's 'in-practice' tutorial with your Trainer.
- 3) The start time for each day is indicated in the programme. It is worth remembering that this is the time at which the first session will begin and that you will be expected to be present before the start time. Late arrival at a session may well mean that you are recorded as being '*not present*' for that session.
- 4) Vocational Training is training for membership of a profession. Accordingly, appropriate standards of dress are expected at the Day Release Course.
- 5) A record of attendance will be kept. Non-attendance could prevent certification of completion of the course.
- 6) During the year each VDP will be expected to provide and present one article to the group for discussion.

Getting to Salisbury General Hospital

Leave enough time for your journey. Salisbury is a busy City especially early in the morning. When you reach the hospital, drive in at Entrance A and head for any of the pay-and-display visitors' car parks. Use the main entrance to the hospital building, go through the foyer and up the flight of stairs straight ahead of you, turning right at the top. Go along the corridor until you reach the staircase on your left. Go up one floor and through the double doors into the Postgraduate Medical Education Department.

May I remind you that the car parking here is pay-on-exit; you will need to bring coins to cover the costs. At present the cost is £6.00 to cover the charge for the whole day. The ticket must be displayed on your windscreen. **Please collect and retain a receipt when paying your parking ticket to enable you to claim this amount back on an expenses form.**

Courses held at:
(unless stated otherwise)

Postgraduate Medical Education Centre
Salisbury District Hospital
Odstock
Salisbury SP2 8BJ
Telephone: 01722 336262 Ext: 4493
(Liz Fenwick)

CONTACT PHONE NUMBERS

South West Region Dental Postgraduate Department
The Chapter House
Bristol Dental Hospital
Lower Maudlin Street
Bristol BS1 2LY
Fax: 0117 9284526

VT SECRETARY

Katy Williams (Mon – Wed)
Emily Jones (Thurs – Fri)
Tel: 0117 3424522
Email: vocational-training@bristol.ac.uk

POSTGRADUATE DEAN:

Alasdair Miller
Tel: 0117 3424525
Email: Alasdair.Miller@bristol.ac.uk

REGIONAL ADVISER:

Martyn Green
Tel: 01884 253040 (practice)
Email: martyn@megreen.demon.co.uk

SALISBURY DISTRICT HOSPITAL:

Liz Fenwick
Tel: 01722 336262 Ext: 4493

VOCATIONAL TRAINING ADVISERS:

Ian Holloway – Truro Scheme
Tel: 01736 762922 (home)
Email: ikholloway@aol.com

Phil Loughnane – Bristol Scheme
Tel: 07733 102086 (mobile)
01453 844646 (practice)
Email: philandshaen@aol.com

Bridget Ashton – Plymouth Scheme
Tel: 01752 500992 (practice)
Email: bridgeta@blueyonder.co.uk

Nathan Brown – Salisbury Scheme
Tel: 077877 53816 (mobile)
0117 9869643 (practice)
Email: nathanlbrown@aol.com

John Makin-Exeter Scheme
Tel: 07989 353504
Email: johnmakin@aol.com

Philippa Riseley-Prichard-Bath Scheme
Tel: 01380 722007
Email: bathvt@btinternet.com

AIM OF VOCATIONAL TRAINING

The overall aim of Vocational Training is to prepare a dentist for unsupervised practice as a principle in the General Dental Services.

This aim is achieved by further developing your clinical abilities and teaching you the administrative and management skills you need.

Vocational Training accomplishes this aim whilst at the same time promoting high clinical standards and the need for continuing professional development over the rest of your career.

A full version of the aims and objectives of VT can be found in the front of the Professional Development Portfolio you will receive from your trainer when you arrive in your practice.

YOUR SALARY

The salary you will receive is payable by your trainer monthly in arrears, and is subject to deductions for income tax and national insurance.

The annual salary this year is £30,132.

You will receive a pay slip every month with a breakdown of your pay and deductions. As well as tax and national insurance you will see a further deduction for superannuation. Superannuation payments are deducted as a contribution to your own pension, and are for your benefit in the long term. They go toward the excellent NHS pension scheme which will provide you with an income in your retirement as well as other potential benefits. The amount of contributions you make over the years will determine the size of your pension when you retire.

Your pay statement will show the following information:-

Gross monthly pay		£2511.00
Superannuation	less	<u>£163.22</u>
Net pay for tax		£2347.78
Income tax		no set figure
National insurance		£190.41

The amount of tax you pay will balance out over the year but can be quite different from person to person initially. It will depend on various factors including whether or not you have worked before starting as a VDP.

Problem Solving

During the VT year there will be many opportunities for problems to arise. These may range from the 'crowns that never fit' to the 'DSA who never seems to do what is needed'. During your Vocational Training year, you have available a wealth of expertise and experience to draw upon to help you solve your problems.

In your practice the main source of assistance in problem solving is of course, your Trainer. During normal working hours you can approach your Trainer for assistance, or alternatively during a tutorial you can bring up a matter that is causing concern. Trainers are encouraged to operate an 'open door' policy and are happy to discuss matters through the day. Make sure you resolve your problems with your trainer at the earliest appropriate moment rather than leaving a mass of troubles to fester and grow bigger by the end of the week – it makes for easier running of the practice. I am sure you appreciate your trainer has a considerable number of matters to deal with through the day but I think you will find, despite this, that they are all a caring bunch and will do their best to make your first year in practice as easy and enjoyable as they can.

Sometimes the speaker at the Day Release Course will be the expert able to answer the difficult question. You are recommended to bring clinical problems that may need to be shared to the study days.

Your VT Advisor is also always available for help on a whole range of clinical, professional or personal problems or difficulties which you feel have not been resolved to your satisfaction. This does not have to wait until a Day Release Course meeting; a telephone call to his Practice or home may allow early resolution of a problem and help prevent a great deal of worry.

The VT Group is also a powerful force for resolution of problems. Opportunities for group discussion occur in nearly every session of the Day Release Course. Sharing difficulties, problems or concerns with the other members of the group often brings to light examples of the same problem that have been experienced by others, and answers can often be found and discussed. Naturally, openness and frankness are usually required, but all members of the group will respect our rule of confidentiality outside the sessions.

If you have a problem that you do not wish to discuss with the group, please always feel free to bring it to your VT Advisor and a mutually convenient time for discussion can be arranged.

During the week your VT Advisor, **Mr Nathan Brown** can be contacted at the following numbers:

Practice: 0117 9869643

mobile: 07787753816

Message from Your Administrator

If I can be of any help at all in making your year run smoothly please do not hesitate to contact me at the Deanery on 0117 3424522. I work Monday - Wednesday. If you have an urgent VT problem on a day when I am not in the office you can phone Emily Jones, who will look after VT on a Thursday and Friday. We may be able to resolve any small problems, assist with form filling etc or re-direct you to someone who can help. Could you also please let the office know, first thing on a Thursday morning, if you are unable to attend a Day Release Course. We can then inform the appropriate person.

The assessment sheets handed out at your Day Release Course **must be filled in clearly** as this important information is recorded on our database and also fed back to lecturers to enable them to adapt future presentations to maintain relevancy.

I would appreciate it if you could submit **one expenses form per month** to me for your travel and subsistence. Reimbursement for car parking, train travel etc must be submitted with receipts. All expenses forms must be signed by you and initialled on the reverse by your VT adviser.

My hours in the office are:

Monday – Wednesday , 08.15 – 16.15

Looking forward to meeting you all during the year – Katy.

Mrs Katy Williams
Vocational Training Administrator
Tel: 0117 3424522
Email: K.E.Williams@bristol.ac.uk

Feedback

Why is this so important? Under guidelines for continuing professional development, no course can be considered appropriate without feedback from the participants. Besides this, it is essential that the VT course is sensitive to the needs of the group. Some subjects are very relevant to General Practice and have to be covered but I hope you will offer your view on the format of the day in these cases.

There is also an opportunity to present topics new to you or you would like to hear more about, make me aware of these and I will obviously do my best to introduce them into the year.

At the end of each Day Release, feedback sheets are circulated for you to air your views on the day – spend a few minutes before leaving to complete these, it gives me the chance to improve and work on the course from your observations. Be as blunt as you like, I am able to take criticism. It is important that this year isn't just a case of 'going through the motions', you will find that it is hard work but it should be fun and enjoyable and at the end of the day you should be able to appreciate that you have got something out of it!

Case Presentation

This is part of the requirement for completing the VT year. Selecting your case and making a start early in the year is important. I appreciate that having just completed finals, the last thing you want to consider is more work and more exams, but the completed presentation, if done correctly can be used for the MJDF examination the following year if you wish to take this on.

Your trainer may well advise you to select more than one patient mainly as a back-up, because if they fail to attend or the work is not completed, you have to start looking for yet another appropriate case and time starts getting short.

Try not to pick a particularly complicated course of treatment, an example demonstrating two or three disciplines such as restorations and root canal therapy is more than adequate. The important factor is how it is presented, demonstrating that you are able to plan and provide a course of treatment securing the patient's dental fitness and take their ongoing dental care into consideration.

At the first Trainer Workshop on the Day Release course, there will be an opportunity to discuss your selected cases and hopefully you will have finished the treatment and be well on the way to completing your write-up by the Easter break.

Case Presentations will be assessed towards the end of the VT year.

5 Core Skills Folder

As you start out in General Dental Practice you will suddenly realise that there is a considerable amount of information and skill that a GDP should have at their fingertips besides the clinical aspect and treating the patient.

The Five Core Skills Folder is designed to familiarise the VDP with legislation and statutory requirements the practitioner has to abide by to practice legally and safely in general practice and also uphold the principles of Good Practice.

Each VDP will construct a folder through the VT Year with the guidance and advice of their trainer. It is divided into 5 sections and if well done can be submitted for the MJDF examination if you would like to pursue that course.

The 5 key skills are designed to demonstrate an understanding of these selected areas of general dental practice:

- 1) The Prevention & Management of Medical Emergencies
- 2) Cross Infection control
- 3) Record Keeping
- 4) Radiography
- 5) Health and Safety/Legislation

Providing evidence for the development of these skills may seem like a difficult task so the notes below are designed to offer some advice and suggestions. It is not anticipated that this becomes the template for the production of a 5 Core Skills folder, as all folders will vary considerably according to the experiences of VDPs and the practices in which they work.

Your case presentation must be completed by 01 June 2012

Your '5 key skills folder' must be completed by 02 June 2012

Audit

Audit is carried out throughout General Practice as a method of ensuring Clinical Excellence and is regarded as one of the main pillars of Clinical Governance. The aim is to encourage individual dentists to self-examine different aspects of their practice, implement improvements where the need is identified to ensure a high quality of service is being maintained or further improved.

The course audit is carried out in your practice in conjunction with your trainer, the topic can be clinical or administrative. The idea is to understand the concept of the procedure and its usefulness within practice. This is usually commenced early in the VT year in conjunction with your portfolio and working with your trainer can be successfully completed around Easter.

The Professional Development Portfolio

This is a mandatory requirement of VT as decided by COPDEND and has to be completed correctly in order for me to certificate VDPs at the end of their vocational year. It is a useful document and although you may feel it is a bit of a chore to complete every week and then at wider intervals, it is merely a question of getting into the habit!

Why is it useful? Not only does it give you a chance to see how you're progressing through the year, but it also gives your trainer a good insight as to what you feel you would like to see and do more of as you become more familiar with general practice. I also get the opportunity to review it from time to time and again this allows me to some extent, to tailor the course to the group's requirements.

You will need to bring it with you selected course days.

As far as looking at it from the aspect of appraisal, your trainer will run through it with you and explain how the portfolio works – make sure you make your initial assessment with your trainer right at the beginning of the year and have a good look through the contents. Completing the various appendices will also give you a good idea of your progress and looking back through it will reinforce the achievements you have made.

Don't neglect your Portfolio, it is considered part of your coursework and will be assessed at the end of the year as such.

TUTORIALS

The tutorial is one of the absolute cornerstones of VT. It is a regular weekly hour of one-on-one learning with your trainer. In the tutorial you can discuss problems that have arisen during the week and talk about topics relevant to general practice. Good tutorials need good planning by trainer and VDP. You will benefit much more from your tutorials if you regularly discuss with your trainer which subjects you are going to cover. Tutorials do not need to be about clinical topics. Much of general dental practice is about management, communications and values. These are subjects which may not have been explored greatly in dental school, yet need to be taught and learned. A good tutorial is not a monologue by the trainer, it is interactive, and the more involved you are and the more you put into it the better it will be.

Below is a suggested outline plan for tutorials. It does not have to be adhered to rigidly, but it nevertheless provides a good basis for a regular tutorial plan. Some weeks will be taken up with the assessment or audit sections of the PDP, other weeks will involve the 'topic' taking a major place. However, it is worth having some sort of structure to get the best out of them over the year.

SUGGESTED TUTORIAL TOPICS

This list is not meant to be comprehensive or prescriptive. It may be useful as a guide, or a source of ideas if you get desperate!

Terms and conditions of service

- NHS Regulations
- Health and Safety Rules
- Ionising Radiation Regulations
- Sterilisation and Infection Control
- Employment Legislation
- Role of Health and Professional Bodies
- Medico-legal and ethical issues

Diagnosis

- Patient management
- Caries detection
- Periodontal assessment
- Consultation skills
- Pain relief
- X-rays and special tests
- Referral and assistance

Treatment planning

Assessing patient needs
Co-ordinating dental disciplines
Patient explanation and motivation
Socio-economic factors
Written treatment plan
Consent and confidentiality

Oral surgery and oral medicine

Routine extraction technique
Local anaesthesia
Minor oral surgery
Complications - dry socket, post-extraction haemorrhage
Sedation
Biopsy
Early diagnosis of oral carcinoma
Referral criteria for specialist opinions
Pharmacology and use of drugs/medicines

Restorative dentistry

Moisture control
Materials handling in conservative dentistry
Endodontics
Crown and bridgework
Periodontal assessment
Periodontal surgery
Tooth wear- the management of erosion, abrasion and attrition

Gerodontics

Implications of an aging population
Treatment planning for partial dentures
Problems with full dentures
Copy denture techniques
Domicillary visits
Dealing with elderly patients
Relaxation techniques for impressions
Aesthetics

Children's dentistry

Preventive dentistry. Philosophy and management
Modern restorative techniques for children
Management of rampant caries
Management of the nervous child
Orthodontic assessment and diagnosis
Orthodontic treatment planning

Management of emergencies

Collapsed patient
Emergency drugs and equipment

Behavioural sciences

Communication and counselling skills
Patient management and motivation
Delivering prevention
Management of anxiety
Psychology of pain
Stress control and relaxation techniques

Staff management and training

Staff management and teamwork
Chair a practice meeting
4-handed dentistry
Liaising with the dental hygienist
Liaising with the technician

Practice management

Organise, plan and manage a practice
Use of resources, money, time, skills, practice team
Budget forecasts
Business plans - Accounts
Delegation
Responsibilities of a team leader
Computers
Superannuation
Taxation

Professional development

Clinical governance
Peer review
Continuing professional development
Clinical audit
Planning your career
MJDF the Faculty of General Dental Practitioners
Personal Development Plans

Course Days at Salisbury

At the beginning of some course days we run a **Journal Club**. It gives us a chance to discuss clinical problems, voice our opinion on new techniques or simply make a critical appraisal of an article in the BDJ where we are not prepared to accept another clinician's point of view.

VDPs are expected to produce one article from a journal or magazine and present it with their own appraisal of its content. The group can also voice their opinion on it. The opportunity to provide a Powerpoint presentation is available at the Postgraduate Department.

Salisbury Trainers also present articles to the group through the year. There are Trainer/VDP Workshops through the course which give you an opportunity to meet the rest of the Salisbury Trainers when they help run the day.

Dates for your contributions to Journal Club will be given to you at your induction course as well as your visits to a colleague's practice and the Oral Surgery Department at Salisbury. Make sure these dates are marked in your practice appointment book/diary and give yourself enough time to organise any material necessary. Providing an effective presentation contributes to the success of the day

DON' T FORGET:



Make sure you know which days you are presenting Journal Club article and take time in preparing your talk to provide a good basis for discussion.



Book your holidays well in advance to avoid upsetting your Trainer.

Check that all course dates are booked out in your Appointment Book, some are on a Friday or Wednesday.



Make sure you know where we're meeting – some weeks are at a different venue.

Keep your VT Advisor and VT Administrator happy and spend a few minutes at the end of the day completing your feedback sheets legibly! It would help if Katy was able to read your writing! Remember this information is used in the data-base, helpful to me to ensure the course days are providing effective sessions and useful to speakers when adjusting the content of their presentations.

SUMMARY OF SALISBURY 2011-12 VT PROGRAMME

Study Day	Date	Venue	Subject	
1 & 2	04 & 05 August	2 Day Induction Salisbury PGC	Know your Scheme and overview of the year	
3	11 August	Salisbury PGC	DDU – Records, consent confidentiality	
4	18 August	Salisbury PGC	Business Services Agency	
5	25 August	Salisbury PGC	Hints and Tips FD Workshop	
6	01 September	Salisbury PGC	Oral Surgery Treatment Planning	
7	08 September	Salisbury PGC	Crown and Bridge 1	Hands-on
8	15 September	Salisbury PGC	Orthodontics Clinical Photography	Hands-on
22 & 29 September HALF TERM				
09	06 October	Salisbury PGC	X-Infection Control Body Maintenance	
10	13 October	Salisbury PGC	DVI day – team work	
11	20 October	Salisbury PGC	Acupuncture and Paediatric Trauma	
11	27 October	Salisbury PGC	Child Protection CPR	Hands-on
12	FRI 11 November	Casterbridge Laboratory	Hot Tips from the Lab	
13/14	Thursday and FRIDAY 17and 18 November	Salisbury PGC	Pain and Rubber Dam Endodontics	Hands-on
15/16/17	TUESDAY 29 November - THURSDAY 1 December	Residential Course Center Parcs Longleat	Large Amalgam Restorations Re-treatment Endodontics Setting a Future Composite Restorations / Ethics Financial Planning / Team Building	Hands-on +Bristol Truro Taunton Plymouth Exeter Bath
18	12 January	Salisbury PGC	Crown and Bridge 2	Hands-on
19	19 January	Salisbury PGC		
20	26 January	Salisbury PGC	Health and Safety Risk Assessment & Audit	
21	2/9 February	Practice Visits		
22	16 February	Salisbury PGC		
	23 February 1/8 March	Practice Visits		
23	15 March	Salisbury PGC	Occlusion	
24	22 March	Salisbury PGC	Prosthodontics Bridge to Aid	
26	5 April	Salisbury PGC	Periodontics	Hands-on
27	3 May	Salisbury PGC	Looking to the Future	+ Taunton & Bath
28/29	May		BDA Conference	
30	24 May	Bath Implant Centre	Introduction to Implants	Hands-on
31	June	Salisbury PGC	LDC Case Presentations and 5 Key Skills	
32	June	Salisbury PGC	Self Employment & Finance Managing your Accounts	
33	June	Salisbury PGC	Interviews & Certificate Presentations	
34	July	Salisbury PGC	Course Summary	

CLAIMING YOUR TRAVEL AND SUBSISTENCE EXPENSES

The expenses you incur attending the day release course, including trips away from the postgraduate centre, can be claimed by filling in a University of Bristol expense claim form, provided by your VT Adviser. Receipts must be submitted for all expenses. Please ensure you submit an expense form each month, listing that months expenses and then return it to your Adviser.

The Adviser will go through how to complete these with you, but below you will find the appropriate claims you can make.

Travel

Travel in your own car	24p per mile
For each passenger also attending the course	+2p per mile
Travel by train or plane	Receipted cost of ticket

Overnight allowance

Actual cost of B&B (receipts must be submitted)	£55 max
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Meals allowance

Evening meal	£20 (24+ hours absent)
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Phantom Head Room Protocol

During the year certain course days will be 'hands-on sessions'. Please ensure you are fully aware of the following protocol when using the PHR equipment:

It is the responsibility of those using the PHR to ensure that the equipment is used correctly. Any queries, faults or damage should be reported to your Regional Adviser/V.T. Adviser.

Alprom Neutral should be placed with the water in the water bottle supply. Tap water may be used. The lines should be run without the handpieces attached. The turbines should be run with a bur in before use.

The lights on the mobile units are tension set and the nut nearest the light should not be adjusted.

After Use:

The handpieces and motors should be oiled using the correct lubricant and nozzle and left head down.

Any clinical waste must be placed in a yellow bag. All sharps must be placed in a sharps bin.

Surfaces should be wiped down and rubbish removed.

Leave the room and your unit tidy. It is unfair to expect someone else to clear away the mess you may have made.

This facility has been provided by the South West Deanery and has been expensive to install. Look after it – we would like to be able to use it for some time to come!

If you note a fault on your unit, please ensure your Course Organiser is aware of it so that it may be dealt with. This will guarantee there will always be 14 functioning units when you or the next clinical group come to use the Phantom Head Room.