



# Building the Modern, Independent, Dental Practice Business

**A discussion and explanation of all the  
skills required to run a successful, modern,  
independent dental practice in the  
United Kingdom**



## INTRODUCTION

# Why this course and why now?

Dentistry and dental practice in the UK has changed out of all recognition in the last five to ten years. The skills and attributes required to successfully run an independent dental practice in the UK are now varied and diverse and few individuals will ever possess all of the skills available.

The necessity to build a talented and motivated team to assist in all of the elements of successful dental care provision in an independent sector is changing all the time. This course, designed by The Campbell Academy and Straumann, attempts to put into perspective and to clarify much of the skill and information required for success in the coming years.

Over six two-day modules in 2019 The Campbell Academy will present topics, speakers, practical exercises and material to assist principals and practice managers to improve their business surroundings,

business thinking and teams to be prepared to grow their practices further in the future.

The following pages highlight why Colin felt he and his team (with invited individuals) would be able to provide such a course and such an exchange of ideas. Explaining where he has come from and how his organisation currently operates will frame why The Campbell Clinic and The Campbell Academy are in a position to help and assist other practitioners to lead successful and fulfilling professional lives.



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## HISTORY

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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 and he has placed over 5,000 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. During this time he also developed a successful lectureship portfolio independently, for the NHS and within industry and provided extensive medico-legal expertise, mainly to defence unions.

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.

At the same time Colin was asked to set up an NHS specialist practice in North Derbyshire with his then-partner Angela Leivers (the former practice manager at his old practice who went on to undertake and successfully complete an MBA).

Refine Specialist Dental Care in Derbyshire became extremely successful and in 2015 Colin sold his share in the practice, which was turning over more than £1million per year. Refine had become an NHS specialist Orthodontic and Oral Surgery practice with private elements.

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; a specialist referral dental practice which now turns over in excess of £2.5million per year and employs approximately thirty five staff.

During this time Colin also launched (with his education partner Andrew Legg) The Campbell Academy which is a national education

## HISTORY

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, which is developing as a business in its own right.

He has also introduced a research department to provide high-level clinical research, which was started in 2016 and released their first publication in March 2018.

Together with this The Campbell Clinic and The Campbell Academy donate 1% of their turnover to charitable causes, in particular Bridge2Aid together with selected charities in Nottingham which have included The Karen Green Foundation and The Friary.

From leaving the mainly NHS practices Colin worked in for eleven years as an associate in 2008, to overseeing a business with a turnover heading towards £3million per year, he has been able to exercise his belief in the concept of 'prethics' which marries profit and ethics in the provision of exceptional healthcare.

With organisations 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.

It's for those reasons it was decided to try to develop a course to assist other independent practitioners in realising their dream of providing the care they want for their patients in an environment of happiness without sacrificing themselves too greatly.

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

Colin believes that to survive in an independent dental world (aside from the dental world dominated by corporate entities) it's necessary to have an anti-corporate mentality and an anti-commodity mentality.

Everyone at The Campbell Clinic believes that every patient is different and cannot be commoditised.

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

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## VENUE & DATES

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### The Carriage Hall

Station Road  
Plumtree  
Nottingham  
NG12 5NA

#### Module One: Introduction

27<sup>th</sup> and 28<sup>th</sup> February

#### Module Two: Financial Management and Monitoring

27<sup>th</sup> and 28<sup>th</sup> March

#### Module Three: Marketing, Branding, "Prethics" and Selling

15<sup>th</sup> and 16<sup>th</sup> May

#### Module Four: Strategic Thinking, Team Building and Brand Execution

3<sup>rd</sup> & 4<sup>th</sup> July

#### Module Five: Personal Leadership, Non-Financial Monitoring and Service Evaluation

18<sup>th</sup> & 19<sup>th</sup> September

#### Module Six: Final Aspects and Summary of the Course Journey

16<sup>th</sup> & 17<sup>th</sup> October

In 1997, Colin became a Fellow of the Royal College of Surgeons of Edinburgh (by examination). He also entered dental practice in 1997 and began to build a referral service in oral surgery and implant dentistry. In 1999, Colin became a General Dental Council Registered Specialist in oral surgery.

In 2005, he was elected to Fellowship of the International Team for Implantology, a network of 650 elected professionals worldwide who promote implant dentistry by research, education and development (approximately 50 people in this network are from the UK). He is a Member of the ITI Education working group responsible for developing education to healthcare professionals in implant dentistry and has personally developed many courses in this field.

Colin is a Member of the Association of Dental Implantology - [www.adi.org.uk](http://www.adi.org.uk) and, in 2009, became director in Campbell and Peace Specialist Practice. He took over 100% of the practice in 2013 to form The Campbell Clinic.

Colin has placed and restored over 4000 implants; he has also carried out over 10,000 surgical procedures. He is responsible for mentoring dozens of dentists and introducing them to implant dentistry for the benefit of their patients, and has also lectured nationally for over 10 years on implant dentistry and oral surgery.

Colin has been providing expert witnessing services for eight years in dozens of cases and has appeared in county and criminal courts as an expert.

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## COLIN CAMPBELL

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Director - The Campbell Academy  
Clinical Director - The Campbell Clinic

BDS FDS RCS  
Specialist in Oral Surgery  
GDC reg no: 70058



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## STEVE BOOTH

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Straumann UK  
Managing Director



Steve Booth joined Straumann UK in 1997 as an Area Business Manager. Steve has been involved with the Dental Industry all his working life and has a background in Dental Technology. Steve was promoted to Head of UK Sales in July 2003.

Steve joined Straumann Canada in May 2008 as Director of Sales before accepting a promotion to Managing Director of Straumann UK as of June 2009. In 2014 Steve was named a BMet Fellow for providing outstanding support for the College's medical directorate by introducing cutting-edge dental equipment to enable students to further develop their skills. He also facilitated master classes where Straumann experts passed on their knowledge to students and staff. This has been instrumental in driving the development of the professional dentistry centre at the College's Matthew Boulton Campus, by facilitating continuous professional development training days for dental practitioners from across the country. In 2015 Steve was awarded Straumann Country Manager of the Year.

Steve started Straumann UK Charity Bike Rides to raise money in 2013 for Dental Charity Bridge2Aid covering 100 miles a day over 5 days. Further rides took place in 2014 and 2016. Straumann has been recognised as a Corporate Friend by Bridge2Aid which are companies who have shown a high level of commitment to Bridge2Aid over time.

Steve enjoys spending time with his young family and enjoys a variety of sports especially snowboarding and cycling.

Chris Barrow has been active as a consultant, trainer and coach to the UK dental profession for over 23 years. Chris spent the first 17 years of his working life in the corporate sector and followed this with 29 years of running small private businesses. The different dynamics of both worlds have given him the valuable gift of knowing how to operate and communicate in both.

In 1993, Chris decided to make the transition to from financial services to business coaching and became one of the first UK students at Coach University, from where he graduated as a certified coach. Recognising the opportunity in the dental profession, 1997 saw the creation of The Dental Business School (DBS) and the development of a 12-month business coaching programme for dental practice owners and their teams, delivered to over 1000 UK dental practices in the following 10 years.

Chris acts as a Non-Executive Director for dental micro-corporates as well as continuing his freelance consultancy work for independent practices.

He has co-founded 7connections, a company that provides digital marketing services to independent dentists and other vertical markets. Chris has also co-founded 7explorers, a bespoke exploratory, remote travel and expeditionary organisation.

Chris is an advisor to the dental charity Bridge2Aid. In 2012 he appeared as a "castaway" in the first season of the popular reality TV show "The Island with Bear Grylls". His main professional focus is as Coach Barrow, providing coaching and mentorship to independent dentistry.

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## CHRIS BARROW

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Business Coach  
Coach Barrow





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## MOHSIN PATEL

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Dental Surgeon

BDS MJDF RCS (Eng)



Mohsin leads a Dental Practice in Leeds where he has built a very successful busy clinic. He has transformed a fully NHS dental practice into a busy private practice providing dental implants, orthodontics, advanced restorative and facial aesthetic treatments.

His experience and knowledge of developing a successful dental practice in the modern dental world places him in a unique position to help young dentists fulfil their ambitions in this field.

Mohsin is rapidly developing a wide referral network to further enhance his practice and enjoys mentoring and teaching as well as continuing to develop his own implant practice through his study clubs and membership with the ITI.

Mohsin states 'I was very fortunate to be guided and inspired by Colin Campbell before I decided to embark on this journey, it has made a real difference to my career and my life'.

Adam Hampson is director of Cosmetic Digital the digital marketing and web agency specialising in Dental Marketing since 2005.

Adam started his career with GKN creating Computer Based Training for pilots in the Navy. In 1999 he travelled and worked overseas joining a digital agency in Perth - West Australia, designing and building websites in the financial sector.

After working in web design and marketing for several design agencies he later founded his own digital agency, designing their first successful dental website back in 2005. Since then Adam and his team has grown to become one of the UKs most experienced and creative dental digital agencies working with dentists, dental implant companies and dental equipment suppliers.

Adam's passion for design and marketing and his knowledge of the dental and implant industry has grown the company to where it is today.

Adam delivers a number of lively keynotes, lectures and seminars each year on digital marketing and web design, his energy, enthusiasm and knowledge make him a compelling speaker.

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## ADAM HAMPSON

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Director of Cosmetic Digital



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## BRENDON MACDONALD

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Founder and CEO  
of Yello Veedub



Brendon Macdonald is the Founder and CEO of Yello Veedub Inbound Marketing Agency, A Gold Certified Hubspot Partner.

Brendon is also currently the Chief Marketing Officer for DSD Global (digitalsmiledesign.com). Appointed in 2017 Brendon is responsible for the global marketing strategies for the DSD Group of companies.

Prior to starting Yello Veedub in 2015, Brendon was involved in several social media consulting and management businesses focusing and specialising in the global dental sector.

Brendon has extensive experience in digital marketing strategies in the B2B & B2C healthcare & e-commerce sectors.

Brendon has a Bachelor of Economics from Rhodes University (2003) and worked in investment banking for a number of years before starting his own businesses in the retail sector and marketing for dental practices, respectively.

Gary Marvin is currently Sales Director at Straumann UK which involves leading and motivating a team of 30+ sales professionals.

His background is a curious and eclectic mix of academic research and commercial leadership roles. After graduating from Loughborough University in 1992 he worked in sales for Pfizer before completing his PhD in Neurophysiology at Birmingham University and lecturing both at the University and the MoD Centre for Human Sciences.

He then switched back to the commercial world holding positions in Sales Management, Strategic Marketing and Health Economics at Sanofi-Aventis. He moved into Dentistry in 2008 as Marketing Director and Commercial Director with Dentsply before taking up his current role with Straumann in 2013.

Gary's passion lies in seeking to understand the complexities of individual and teams so as to create an inclusive, successful and enjoyable workplace for people to thrive in and be happy.

He is a keen sportsman and coach and is married with 3 children.

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## GARY MARVIN

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Sales Director



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## CHRIS NAVARRO

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Principal Dentist

BDS MFGDP GDC 82120



Chris graduated from Bristol University in 2003. He remained in Bristol to complete his vocational training followed by a year in hospital working in Maxillofacial Surgery and Paedodontic posts at Southmead Hospital and Bristol Dental Hospital.

In 2005 Chris moved back to his home town of Nottingham to join his father at Beeston Dental Practice and took the reigns as Principal of the Practice in 2006. The Practice achieved Foundation Trainer status in 2009 and currently trains 2 Foundation Dentists per year. It has grown from a 2 surgery Practice with 5 staff to its current form of 5 surgeries and 20 staff.

Chris has a keen interest in dental implants, CEREC restorations and clinical education. He is married with two sons and enjoys coaching his son's football team, riding his bike and playing his guitar.

John Gibson is Professor of Medicine in Relation to Dentistry and Honorary Consultant in Oral Medicine at the University of Glasgow Dental School. He was, until recently, a chairman of the General Dental Council's Fitness to Practice Panel and is Visiting Professor in Oral Medicine in Charlotte, North Carolina, USA.

He is Honorary Consultant in Oral Medicine to the UK army. John chairs the Board of Dental Protection Ltd (DPL) and sits on the Council of the Medical Protection Society (MPS).

John's clinical and research interests include oral cancer, the oral manifestations of gastrointestinal disorders, allergic conditions, and oro-facial pain syndromes. He is also interested in the study of Professionalism. He has co-authored two textbooks and has published over fifty peer-reviewed academic papers. He has been featured as the only Scottish doctor in the BMA's "Partners in Care" publication.

John is married to Isobel, a GP, and they have three grown-up children. His interests include hill-walking, playing piano, reading and looking after his 18-acre small-holding.

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## JOHN GIBSON

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Professor of Medicine in  
Relation to Dentistry and  
Honorary Consultant in Oral  
Medicine at the University of  
Glasgow Dental School



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## MODULE I

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### Introduction

Speakers:



Colin Campbell



Steve Booth



Mohsin Patel

### Topics to be discussed

- Introduction and house rules
- An introduction to projects and the 'fish bowl'
- Course structure
- Learning to manage a dental business with Steve Booth
- What is The Campbell Clinic? What is it's why?
- An introduction to The Campbell Clinic marketing, HR, finance and strategy
- Mohsin Patel's story - Building an independent dental practice from scratch
- Simon Sinek 'why' workshop

### Topics to be discussed

- A review of the mini project
- An idiots guide to Excel. Why is it important?
- The Budget - how to set a budget, budget coding and budget monitoring
- Variable, fixed and sunk costs
- The Associate contract
- KPIs in dentistry - what and why?
- Clinician revenue and analysis and the budget
- The modern, independent dental practice business - now and in 10 years
- An introduction to marketing with Chris Barrow



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## MODULE 2

### Financial Management and Monitoring

Speakers:



Colin Campbell



Chris Barrow



## MODULE 3

### Marketing, Branding, "Prethics" and Selling

Speakers:



Colin Campbell



Brenda Nelson



Brendon Macdonald



Adam Hampson

### Topics to be discussed

- A review of the finance project
- Is your branding telling your 'why'?
- Branding vs Marketing
- The Cranmore Experience with Brenda Nelson
- The modern dental website with Adam Hampson
- Return on investment
- 'Prethics'
- The Campbell Clinic marketing plan
- Modern digital marketing - the story of 'inbound' with Brendon Macdonald
- A word of mouth system



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### Topics to be discussed

- A review of the marketing project
- Leading a team: Colin's world
- Organisational charts - buying and populating (and compartmentalisation)
- Recruiting and building teams - advertising and interviews
- Group exercise - mock interviews
- Clinician appraisals and budget
- Staff appraisals
- Practice based research building into business
- Non-financial monitoring: How it works for business
- Rewarding teams and careers
- Managing under performing

## MODULE 4

### Strategic Thinking, Team Building and Brand Execution

Speakers:



Colin Campbell

## MODULE 5

### Personal Leadership and Service Evaluation

Speakers:



Colin Campbell



Gary Marvin



Chris Navarro



John Gibson

### Topics to be discussed

- A review of the HR project
- Personal leadership exercises and discussions
- Implementation of team building models
- Skill acquisition
- Practice specific situations
- Personal leadership to deal with practice situations
- Innovating
- Enjoying practice
- Learning styles
- I WE IT - building trust
- Personal discipline
- SL2
- TA

## Topics to be discussed

- A review of the personal leadership project
- Debrief of all sections including HR, financial management, non-financial reporting, marketing, branding, strategy and personal leadership
- Summary and debrief of all exercises provided
- Summary of SLACK and group discussions
- Debrief of everything learned
- Next steps for practices
- Building plans for the next three, six, twelve and thirty six months
- Delegating to staff
- Discussion of practice exercises
- Final keynote speaker
- Final course meal and presentation of certificates and prizes

## MODULE 6

### Final Aspects and Summary of the Course Journey

Speakers:



Colin Campbell

## KEY FEATURES OF THE COURSE

1. Online discussion group for the life of the course for all members to discuss and share projects.
2. Ability to create a tribe and create belonging for people to discuss concepts.
3. Four extensive exercises (along with 2 mini projects) to be marked and assessed. Feedback to be given and these to be taken back into practice.
4. Collaborations set up between different practices to assist in their development.
5. Sharing of skills and knowledge.
6. Ability to bring additional members of staff to relevant days including finance manager, marketing manager, HR manager if appropriate.
7. Discussions on team building and specific team building exercises and activities.
8. Reading list provided and course books provided for each pair.
9. Amazing audiovisual set up.
10. Amazing venue at The Carriage Hall.
11. Fantastic refreshments including on site coffee van for entirety of course days!



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## COURSE EXERCISES, MEALS & ATTENDANCE

### Course exercises

Many of the exercises provided on the course will be centered on group collaboration, learning and exploration.

These projects will be based around a discussion platform that The Campbell Academy has had great success with in relation to course discussion and our Year Implant course.

Each delegate will be provided access to our Student Portal where delegates are able to produce and publish pieces of work that are submitted as their final projects. Moreover, this platform enables peer review of individual exercises followed by reflection. We have seen this to work extremely well as a learning experience between modules and as group collaboration.

### Course Meals

Some of the most enjoyable parts of the course are the course dinners we host at both the beginning and the end of the course. These meals are included in

the course fee and provide a fantastic and relaxing atmosphere for life long friendships to form between delegates and faculty.

The final course meal takes place at The Campbell Clinic's annual Charity Ball which aims to raise money for charities such as Bridge2Aid.

### Attendance

The course is designed for Principals and Practice Managers to attend in tandem to learn together. It will allow Principals to assume more of a Director role within the practice allowing the Practice Manager to assume a General Management role.

It will also be possible for other members of the team to attend for specific days where that is appropriate.

For example – someone who carries out marketing within the practice may also wish to attend on the marketing days. Within reason and with reasonable usage this is included in the cost of the course.

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## HOW TO BOOK

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### Book online

[www.campbellacademy.co.uk](http://www.campbellacademy.co.uk)

### Email us

[info@campbellacademy.co.uk](mailto:info@campbellacademy.co.uk)

### Call us

0115 9823 919

### Course Fee

Primarily the course is designed for a practice principal and practice manager to attend (two individuals per practice).

The cost of the course for six modules including all materials, food and drink on the course days and course meals is **£12,000** including VAT.

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## OUR SPONSORS

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## VIDEO GALLERY



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Amit and Mumta Jilka testimonial 2017



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Ross and Morag Anderson testimonial 2017



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Aoife Callan and Tony McLoughlin testimonial 2017



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An Introduction to The Business Course



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Chris Barrow's thoughts on The Business Course



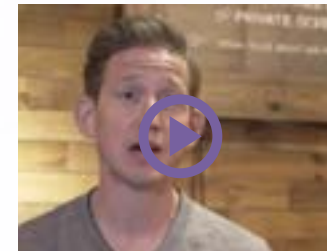
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The Delegates Return 2018



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Brenda Nelson's thoughts on The Business Course



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Chris Navarro's thoughts on The Business Course