



THE UK'S ONLY 100% EMPLOYEE-OWNED DENTAL COMPANY



BRIEF DESCRIPTION

Community Dental Services is an employee-owned dental company which serves patients at 38 clinics across seven counties in Midlands & East of England as well as in eight prisons. It spun out of public ownership in 2011. It now has 320 employees and an annual turnover of €15 million. Its social objective is 'to improve oral health in ever more communities'.

In the run-up to the dental service becoming independent of the NHS community trust, the choice of what structure to adopt was put to a vote among the workers in, and over 70% voted in favour of employee ownership. It is the only 100% employee-owned dental company in the UK. As an employee-owned social enterprise, it prides itself on its high employment standards and its open and

transparent management practices. A recent employee survey shows that 95% of employees believe that CDS's values are important, 94% feel proud of the job they do, and 96% believe in CDS's social mission. An index of high morale is that absence due to sickness runs at less than 3%.

Most of CDS's services are commissioned by other units of the National Health Service, but CDS also offers treatment paid for directly by the patient, and this includes a mobile 'Dentist at Home' service operated out of four mobile clinics. It also offers dental health services to homeless people and has pioneered a pet therapy service whereby patients are comforted by a pet animal to reduce their anxiety whilst in the surgery.



GOVERNANCE MODEL

The company is fully owned by its employees, all permanent employees are issued with a single £1 share on commencing employment, which is returned if they leave CDS. Although CICs are permitted by law to distribute up to 35% of their profits in the form of a dividend on shares, CDS has taken the decision never to declare such a dividend. The board has 11 members, both executive; and non-executives, holding a majority of dental registrants to comply with the Dental Act. It meets quarterly.

The board includes 4 elected employee directors, one of whom is also from the Representative Employee Group (REG).

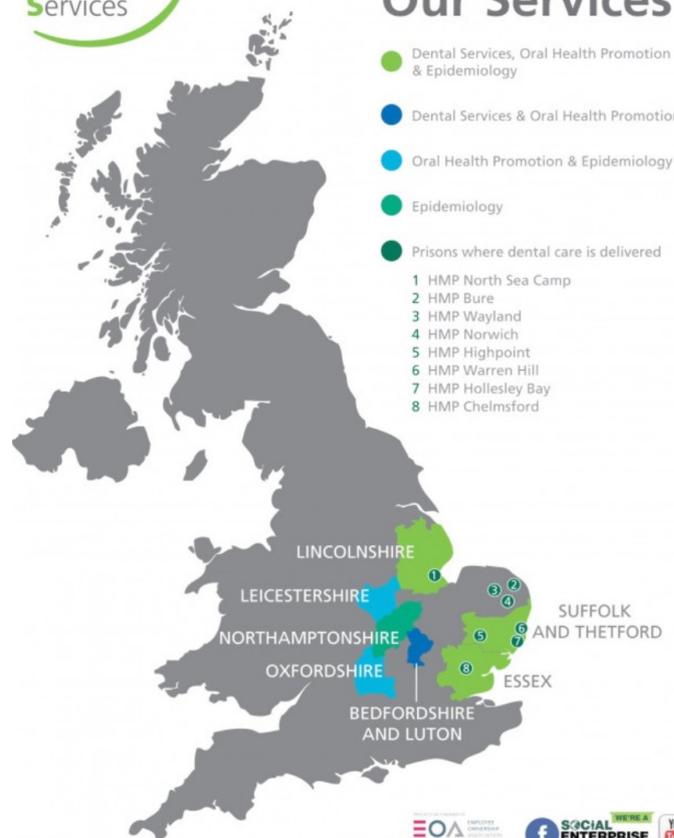
Operations are managed via four Committees and key working groups composed of employees. The committees exercise delegated authority of the board, and each must include at least one director. Working parties are subordinate to the committees. Each of the company's locations has a good deal of autonomy.

Employees feel very empowered, and their voices are heard through their representative teams. One committee has an important role in the company's governance.



Our Services

- Dental Services, Oral Health Promotion & Epidemiology
- Dental Services & Oral Health Promotion
- Oral Health Promotion & Epidemiology
- Epidemiology
- Prisons where dental care is delivered
 - 1 HMP North Sea Camp
 - 2 HMP Bure
 - 3 HMP Wayland
 - 4 HMP Norwich
 - 5 HMP Highpoint
 - 6 HMP Warren Hill
 - 7 HMP Hollesley Bay
 - 8 HMP Chelmsford





START DATE:
2011

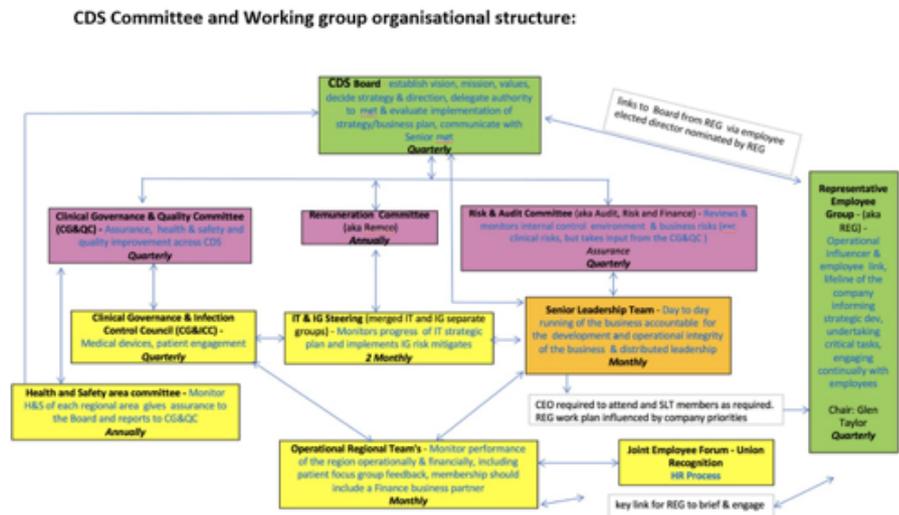


LEGAL FORM:
Community Interest
Company (CIC)
limited by shares



N° EMPLOYEES:
320

The Representative Employee Group (REG) looks at the development of the business and how CDS can improve the wellbeing of its employees and patients. The REG also nominates one board member to represent the employees' interests on the board. CDS employees are not members of one particular trade union and may join any union of their choice. The company does not monitor this. A number of dentists are members of the British Dental Association (BDA) and a few of the dental care professionals are registered with UNITE/ UNISON.



Employee Owned

CDS-CIC employs **286**

95% of employees feel proud of the service delivered to patients and customers and **88%** believe CDS-CIC invests in the future

19 work experience placements created including two for people with additional needs

Less than **3%** Employee Sickness Absence

95% of employees believe CDS-CIC embraces Equality & Diversity

and **86%** feel able to contribute as an Employee Owned Organisation

Social Impact 2017/18

Improving Oral Health in Ever More Communities



Patients

Over **63,172** Appointments

1,200 patients treated in the community on mobile unit

98% of patients would recommend CDS-CIC

Populations cared for **6.6 million**

Finance

CDS Turnover

£13 million

CDS-CIC Growth over 6 years

105%

6 Contracts awarded in last 12 months

£1.2m invested into services for patients

CDS Action grants to other organisations **£50,000**

Avoided Hospital Admission

Care given through sedation / behaviour management rather than GA

26%*

Epidemiology

6,203

People surveyed

Oral Health Promotion

1,284 Professionals trained in Oral Health Promotion

Over **500** people potentially at risk from oral cancer given screening, treatment and preventative advice during Mouth Cancer Action Month

Over **8,000*** Child applications of Fluoride Varnish

Over **21,000** children given tooth brushing support and oral health information



www.communitydentalservices.co.uk

*2017/18 figures

CDS

SOCIAL IMPACT



- A percentage of CDS's surpluses are given to its charity, CDS Action, which supports local charitable causes in line with the company's values and its commitment to creating greater social value.
- Range of innovative services, such as the 'Dentist at Home' mobile service, which already serves 1,200 patients a year. The mobile service has given CDS the chance to work with other companies practicing corporate social responsibility, and to introduce dental services to new environments such as homeless shelters, learning disability centres and young offender units, to serve those most in need. It works with companies to improve the oral health of their workforces, for instance among transitory building workers.
- Launch of the pet therapy service.
- Provision of oral health advice to homeless people.



STRENGTHS

- Only employee-owned dental service in the UK.
- Launches innovative services.
- Excellent employee morale and low sickness level.
- Surplus are distributed to charity and reinvested in training and services.



WEAKNESSES

- New employees, especially those joining from community or hospital services acquired by CDS, may require some time before they understand the ethos of employee ownership.

COMMUNITY DENTAL SERVICES

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Sharnbrook, Bedfordshire - MK44 1LZ - UK
<https://communitydentalservices.co.uk>



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