

## 2025/26 Quality Improvement Plan

Improvement Action	Responsible	Deliverable	Review Date	PDSE Value	PDSE Strategic Priority	Priority	Importance for PDSE
<p>Promote an open culture and ensure the process for raising concerns is understood amongst staff and students.</p> <p>The PDSE Raising Concerns at Work policy, including a flowchart process map, is available on SharePoint, and linked with UoP process for raising concerns to ensure collaborative process. A Freedom to Speak Up Guardian has been appointed for PDSE.</p>	Chief Executive	Annual review and update of Raising Concerns at Work policy.	Aug-26	Patient Centred Care	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Ensure all complaints are monitored and actioned appropriately.</p> <p>All complaints are reviewed, recorded and acted upon appropriately within timescales dictated by PDSE policies. Any key learning points will be cascaded through PS&amp;QB or the appropriate committee. Comparisons and trends are monitored through the Clinical Dashboard. Any complaints that cannot be resolved or are of a serious nature are reported to the Board for further discussion.</p>	Clinical Governance Manager	Review of complaints received, and actions taken, during AY 24/25	Aug-26	Patient Centred Care	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Monthly patient feedback collated on NHSE KPI tracker.</p> <p>Patient feedback collated monthly on the following:</p> <ul style="list-style-type: none"> <li>• Patients reporting that their oral health has improved following completion of their care plan</li> <li>• Patients satisfied with the cleanliness of the facilities</li> <li>• Patients satisfied with the helpfulness of staff</li> <li>• Patients reporting that they felt sufficiently involved in decisions about their care</li> <li>• Patients satisfied with time taken to get an</li> </ul>	Clinical Governance Manager	Monthly feedback data published on KPI tracker	Monthly	Patient Centred Care	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations

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appointment • Patients were satisfied with the overall outcome of their care and treatment							
Analyse the patient feedback responses published in the Patient Satisfaction Survey, Activity Report and KPI tracker to identify common themes and associated improvements.  Patient feedback responses will be collated in bi-annual satisfaction surveys to monitor trends and overall patient satisfaction with services.	Clinical Governance Manager	Publish Patient Satisfaction Survey  Replace the 14Fish system currently used to collect feedback data in DEF receptions (app no longer supported)	Jun-26	Patient Centred Care	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Ensure the regulatory framework is extended to, and that CQC registration is completed for, the new Dental Education Practice.	Clinical Governance Manager	CQC Registration of new Dental Education Practice	Nov-25	Patient Centred Care	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Produce and publish annual Social Audit Report.	Business Performance Manager	Publish 2025 Annual Social Audit Report	Aug-26	Patient Centred Care	Build on our community engagement expertise and build a strong community engagement focus	Mandatory	Required by law and / or relevant professional regulations
Collect patient feedback through 'friends & family test', with any trends identified requiring action informed through Clinic Operation meeting and PS&QB.  A patient feedback section has been added to the website, and QR codes have been introduced to drive feedback submission. Questions are updated to reflect NHSE KPI data collection and submitted monthly with annual overview recorded in Activity Report	Clinical Governance Manager	Longitudinal analysis of a year of (12) monthly data and identification of trends and recurrent themes to inform planning and improvement processes.	Apr-26	Patient Centred Care	Build on our community engagement expertise and build a strong community engagement focus	Mandatory	Required by law and / or relevant professional regulations
Ensure all staff complete annual schedule of mandatory training incorporating key topic areas in line with their specific role(s).  Mandatory training schedule implemented by PDSE HR and updated as required, to	HR Manager	Review mandatory training completion rates, taking corrective action where necessary	May-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations

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<p>ensure skill sets are maintained</p> <p>Compliance monitored by Line Managers termly. Additional training provided for role specific leads e.g. Safeguarding Level 3 for CTLs and Safeguarding Leads.</p>							
Maintain ICO registration for PDSE Ltd and CIC,	Chief Executive	Updated as required, with formal review at the end of the academic year.	Monthly	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Maintain registration of clinical activity and registered managers with the Care Quality Commission.	Chief Executive	Updated as required, with formal review at the end of the academic year.	Monthly	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Ensure appropriate levels of safeguarding within all DEFs and the DEP through a robust and effective framework, including Adult &amp; Child Protection Policies &amp; 'Was Not Brought' (WNB) Process.</p> <p>Safeguarding Toolkit incorporated into staff and student inductions.</p> <p>Named safeguarding coordinators are available in each DEF and act as the recognised point of contact for safeguarding matters.</p> <p>Termly Safeguarding Committee meetings to discuss policy updates, reflect on incidents and areas for improvement. Annual Safeguarding Statement published on PDSE website.</p>	Chief Executive	Review, update and publish Annual Safeguarding statement.	Aug-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Continue radon monitoring in accordance with extant regulations.</p> <p>Maintain:</p> <ul style="list-style-type: none"> <li>Workplace Radon action plan and risk assessment, in accordance with regulations</li> </ul>	Chief Operating Officer	Annual review and update of Workplace Radon Action Plan.	Aug-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations

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<ul style="list-style-type: none"> <li>Continuous monitoring of radon levels</li> </ul>							
<p>Continue Radiation Protection &amp; IRMER Compliance</p> <p>Maintain:</p> <ul style="list-style-type: none"> <li>Schedule of QA audits (termly) QC audits (annually)</li> <li>Radiography policies and Local Rules reviewed and updated annually.</li> </ul>	Clinical Governance Manager	Annual review and update of Radiography policies and local rules	Aug-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Ensure high standards of health and safety throughout all PDSE facilities. Health and safety included in all staff/student inductions.</p> <p>H&amp;S policy and regular audit reviews to ensure standards are achieved.</p> <p>Fire risk assessments reviewed and updated annually. Comprehensive maintenance and testing schedule of all plant and equipment.</p>	Chief Operating Officer	<p>Completion of audit reviews.</p> <p>Annual review and update of fire risk assessments.</p> <p>Audit of plant and equipment maintenance and testing undertaken during AY 25/26</p>	Aug-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Produce Annual Statement of Cross Infection.</p> <p>Provide overview of DEF audits, staff training and incidents throughout the academic term.</p> <p>Related themes fed back from the group through Clinic Operations meetings.</p>	Clinic Operations Manager	Publish termly cross infection reports.	Aug-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Maintain high standards of record keeping and record management.</p> <p>Assess record keeping standards across all sites through randomised audit of clinical records. Audit report identifies emerging trends and themes.</p>	Clinic Operations Manager	<p>Undertake audit of clinical records.</p> <p>Action plans for each site circulated</p>	Apr-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations

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Action plans circulated to Clinical Leads and Clinic Team Leaders to oversee action implementation at individual sites.							
Continue Infection Prevention Society Audit to assess infection control compliance.  Each site completes an IPS audit bi-annually to assess compliance of infection control policies and procedures. Internal IC audits are incorporated into a Termly Audit.	Clinic Operations Manager	Conduct termly audits	Dec-25	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Reduce the risk of cross infection risk, share best practice and update procedures.  Infection Control Committee meetings to discuss infection control policy and protocol updates are held termly. Analysis of incidents, trends, staff training and related themes fed back from the Committee to Clinic Operations meetings.	Clinic Operations Manager	Infection Control Meetings	Dec-25	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Ensure effective infection control routines are in place and adhered to reduce the transmission of respiratory infection.  Regular review of procedures to be conducted in line with National guidance updates, and undertaken by the Infection Control Committee, and overseen by Clinic Manager.	Clinic Operations Manager	Review and update of infection control procedures.	May-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Continue monitoring of contamination injury incidents.  The frequency of contamination injuries will be reported and shared with all staff (including the UoP FoH Health & Safety Committee).  Learning points will be fed back via joint Clinic Operations meetings and Clinic	Clinical Governance Manager	Monthly reporting of contamination injury incidents.  Completion of annual PS&QB.	Monthly	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations

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Leads/Patient Safety and Quality Bulletin.  Overall rate of incidents included in Annual PS&QB.							
Ensure compliance with GDPR regulations.  Continue with GDPR compliance programme. DPA audit schedule, comprising of site-specific compliance audits completed as part of termly audit, as well as central governance audit conducted annually. Audit scope areas include:  <ul style="list-style-type: none"> <li>• Data protection governance and accountability;</li> <li>• Staff data protection training and awareness;</li> <li>• Staff data protection training and awareness;</li> <li>• Security of personal data;</li> <li>• Individual rights requests;</li> <li>• Information sharing;</li> <li>• Records management;</li> <li>• Data Protection Impact Assessments and information risk management.</li> </ul>	Clinical Governance Manager	Audits completed termly.	Dec-25	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Review Quality Assurance Framework and update as required.  Quality Assurance Framework sets out key principles for quality assurance and identifies how PDSE policies and processes demonstrate compliance.	Clinical Governance Manager	Review and update Quality Assurance Framework	Jun-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Continuous monitoring of incidents, incident rates, identification of trends and learning outcomes cascaded to staff and students.  <ul style="list-style-type: none"> <li>• Incidents reported through an online incident reporting platform</li> <li>• Staff and student awareness included at every induction.</li> <li>• Key incidents discussed at monthly</li> </ul>	Clinical Governance Manager	Key incident categories reported in Patient Safety & Quality Bulletin and reviewed at the PDSE Board.  Complete analysis of incident rates and year on year comparison (Patient Safety & Quality Bulletin)	Jul-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations

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Clinical Operations Meeting/Team Meetings/DSCQ. • Addition of monthly monitoring of radiography retake rates included in monthly PSQB.							
Promote antimicrobial awareness and audit compliance to ensure PSDE recognises the role in helping to reduce the spread of antimicrobial resistance through awareness and audit.  Antimicrobial prescription audit completed annually, with results shared with all staff, students and supervisors with recommendations. Patient information now available in all waiting areas.	Clinical Leads	Complete annual Antimicrobial Prescription Audit and promulgate results.  Complete termly AB Prescription Audit and promulgate results.	Jul-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Ensure appropriate policies and protocols are in place to mitigate risks of respiratory illnesses.  Update policy framework using national and industry guidelines to manage risks associated with respiratory illness and continual review in line with transmission rates and national guidance.	Director of Clinical Dentistry	Annual review and update of respiratory illness protocols.	Jul-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
Ensure all clinical staff are fit to practice professional duties.  System in place to ensure that prior to undertaking clinical work all clinical staff: • have current GDC registration • are named on NHS Performer List • have Occupational Health Clearance • have Professional Indemnity • have DBS clearance • have Mandatory CPD (BLS, Safeguarding, Data Compliance audit undertaken and records held by PDSE HR	Director of Clinical Dentistry	Termly review of compliance framework (with UoP).  Monthly audit of clinical supervisor induction	Dec-25	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations

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<p>Ensure adequate clinical policies, protocols and guidelines are in place to support clinical practice.</p> <p>A comprehensive framework of polices, protocols and guidelines to be available to all students, PDS and PDSE staff.</p>	Director of Clinical Dentistry	Annual review and update of clinical policies, protocols and guidelines.	Aug-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Conduct routine clinical audits to ensure Quality Assurance of Radiographs to ensure appropriate diagnostic information.</p> <p>Radiation doses are kept ALARP, taking into account the relevant requirements of IRMER17 and IRR17.</p> <p>Ensure patients are provided with radiographs in line with FGDP guidance and as clinically appropriate.</p>	Director of Clinical Dentistry	Complete routine clinical radiography audits.	Aug-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Continue Legionella compliance programme.</p> <p>Risk assessments are conducted 2-yearly and reviewed annually. Remedial actions are undertaken by the Maintenance &amp; Facilities Manager as identified and routine checks are incorporated into Maintain X software to provide fail-safe double check process.</p>	Maintenance & Facilities Manager	Undertake Legionella risk assessment.	Aug-26	Professionalism	Provide First class dental education	Mandatory	Required by law and / or relevant professional regulations
<p>Expand internally- and externally- funded research activity (support for PhD studentships, Haleon &amp; Indicate projects).</p> <p>Promote research in the SW by participating in dental related research pilots.</p>	Chief Executive	Successful delivery of the Haleon project in partnership with UoP / PDSE.	Quarterly	Innovation	Increase postgraduate training capacity	High	Strategic Importance
<p>Consolidate roll out 'digital dentistry' across DEFs and integrate intra-oral scanners into student teaching wherever possible.</p> <p>Intra-oral scanners have been integrated</p>	Director of Clinical Dentistry	Integration of intra-oral scanners into BDS / DTH curricula and teaching at multiple DEF clinics.	Jan-26	Innovation	Provide First class dental education	High	Strategic Importance

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into undergraduate teaching. The supporting SOPs, training packages and learning materials have been developed.		Updated SoPs and policies to ensure use of systems complies with all extant legislative requirements (GPDR etc.).					
Manage human and physical resources to meet the contractual requirements of the NHS Stabilisation contract	Business Performance Manager	Activity reporting as required by contract.  Activity reporting as required by contract.	Monthly	Patient Centred Care	Improve dental access particularly for people who may otherwise find it difficult to access services	High	Strategic Importance
Ensure provision of additional 'year round' care and emergency care (out of term time) by PDSE	Director of Clinical Dentistry	Review of PDSE staffing levels and requirements throughout the year. Outcomes used to inform updated staffing plan.	Jan-26	Patient Centred Care	Improve dental access particularly for people who may otherwise find it difficult to access services	High	Strategic Importance
Commission Dental Education Practice and commence undergraduate teaching.	Chief Operating Officer	Undergraduate urgent care and stabilisation clinical experience	Dec-25	Patient Centred Care	Provide First class dental education	High	Strategic Importance
Commission Dental Education Practice and commence delivery of undergraduate stabilisation and urgent care.	Chief Operating Officer	Undergraduate urgent care and stabilisation clinical experience	Dec-35	Patient Centred Care	Provide First class dental education	High	Strategic Importance
Maintain an appropriate PDSE workforce to ensure effective support of varying student numbers across clinical and non-clinical areas.  Ongoing monitoring of staffing FTE to maintain appropriate levels in line with fluctuations in clinical activity.  HR Strategy Meeting held monthly.	Chief Operating Officer	Monthly workforce planning meetings (Finance; HR; Clinic Managers) to monitor the size and composition of clinical and non-clinical staffing.	Monthly	People-Focused	Provide First class dental education	High	Strategic Importance
Ensure appropriate levels of supervision for planned student numbers and safely oversee clinical supervision of undergraduate dental students on placement.	Director of Clinical Dentistry	Clinical Supervisor Review meetings held monthly.	Monthly	People-Focused	Provide First class dental education	High	Strategic Importance

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<p>Ensure appropriate levels of staffing to reflect planned student number growth and safely oversee clinical supervision of undergraduate dental students on placement.</p> <p>Timetables will reflect the appropriate ratio of staff to students and be continually monitored to ensure the correct level of supervision and nursing support.</p>	Director of Clinical Dentistry	<p>Ongoing monitoring of staffing FTE to maintain appropriate levels in line with fluctuations in clinical activity.</p> <p>Review and optimise allocation of clinical supervisors for student clinics</p>	Monthly	People-Focused	Provide First class dental education	High	Strategic Importance
Deliver actions set out in the Performance Plan to ensure dental nursing provides proactive, dynamic support during service delivery on all sites (including the DEP once open).	Clinic Operations Manager		Dec-25	Professionalism	Provide First class dental education	High	Operational Importance
Review provision of dental laboratory teaching to ensure quality and continuity. This includes a review of the external lab teaching contract and recruitment of a new PDSE Laboratory Technician	Clinic Liaison & Planning Manager	Laboratory teaching of a consistently high standard	Jul-26	Professionalism	Provide First class dental education	High	Operational Importance
<p>Embed professional accountability throughout PDSE and explicitly identified in the governance framework.</p> <p>Accountability for key areas is assigned to individuals to ensure organisational responsibility is upheld. Responsibilities are identified through governance framework and available on PDSE website.</p> <p>Board of Directors regularly reviews all risks, including clinical performance, in the strategic risk register.</p>	PDSE Board	<p>Strategic Risk Register reviewed at each Board Meeting.</p> <p>Governance Framework updated to reflect Plymouth Dental Education Practice.</p>	Oct-25	Professionalism	Provide First class dental education	High	Strategic Importance
<p>Develop NHS KPI dashboard to support ongoing quality improvement through provision qualitative and quantitative metrics and monitoring with subsequent action planning where necessary.</p> <p>The dashboard will support on going quality improvement by providing qualitative and</p>	Business Performance Manager	Online dashboard, accessible to all those who require it, presenting accurate, timely and useful information on PDSEs performance. Data used to inform planning for continuous improvement and evaluate actions.	Oct-25	Sustainability	Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral	High	Strategic Importance

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quantitative data and monitoring with subsequent action planning where necessary.					healthcare across the peninsula		
Produce annual clinical activity report, detailing clinical activity and output of students, PDSE Clinicians and Academics throughout the academic year.	Business Performance Manager	Publication of annual Clinical Activity Report	Sep-26	Sustainability	Provide First class dental education	High	Operational importance
Deliver consistently high standard of dental nursing support for clinicians delivering NHS contract services	Clinic Operations Manager	Clinician feedback (verbal and via survey) evidences high quality nursing support	Jan-26		Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral healthcare across the peninsula	High	
Deliver consistently high standard of dental nursing support for both students and supervisors during undergraduate clinics	Clinic Operations Manager	Clinician feedback (verbal and via survey) evidences high quality nursing support	Jan-26		Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral healthcare across the peninsula	High	
Deliver consistently high standard of reception and administrative support for undergraduate clinics and contract service delivery	Clinic Operations Manager	Reported data and agreed KPIs	Jan-26		Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral healthcare across the peninsula	High	
Increase the scale and scope of dental outreach activity by working to increase awareness and adoption of existing outreach materials (for example, by improving the PDSE website) and developing new learning materials.	Business Performance Manager	Increased visibility of learning materials / packages on new PDSE website.	Feb-26	Community	Build on our community engagement expertise and build a strong community engagement focus	Medium	Operational importance

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Consolidate delivery of both the Health Inclusion Pathway Plymouth (HIPP) and Exeter Community Clinics following ICB funding for a three-year period.	Chief Executive	Review of Community Clinic service delivery.	May-26	Community	Build on our community engagement expertise and build a strong community engagement focus	Medium	Operational importance
Review and reimagine the PDSE website to make it more accessible and engaging for external stakeholders. Marketing Lead fixed term secondment will support this process.	Business Performance Manager	Implement updated website.	Dec-25	Innovation	Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral healthcare across the peninsula	Medium	Operational importance
Evaluate care provision to ensure appropriate care pathways exist for treatment and transfer of patients in and between facilities, including clinical services provided within the DEP.  The evaluation should also consider effective team working between different professional groups, minimisation of waiting times, and improved patient flow.	Director of Clinical Dentistry	Complete annual review of care pathways across all sites.  Review care pathways to include the new city centre Dental Education Practice	Dec-25	Patient Centred Care	Improve dental access particularly for people who may otherwise find it difficult to access services	Medium	Operational importance
Deliver IMOS service to meet NHS contractual requirements	Business Performance Manager	Activity reporting as required by contract.	Monthly	Patient Centred Care	Improve dental access particularly for people who may otherwise find it difficult to access services	Medium	Operational importance
Work in partnership with UoP to facilitate patient focus groups.  Feedback from focus groups will be used to improve service provision and communication wherever possible.  A randomised selection of patients who have received treatment will be invited to discuss their experiences. The focus	Director of Clinical Dentistry	Conduct patient focus group and share report(s) summarising outcomes of patient focus groups	Feb-26	Patient Centred Care	Build on our community engagement expertise and build a strong community engagement focus	Medium	Operational importance

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groups will be conducted on a rotational basis around all 4 sites and the outcomes will be shared in a report cascaded to all PDSE staff and shared with UoP.							
Implement CBCT protocol.  A CBCT action plan and internal referral process have been created, and initial staff training has been completed, with additional staff to undertake prescriber and operator training	Director of Clinical Dentistry	Service for external reporting platform completed and implemented.	Complete	Patient Centred Care	Provide First class dental education	Medium	Operational importance
Reconcile sample of PULSE data to R4 to confirm that incidents are reported and appropriately remediated	Clinical Governance Manager	Indication of any significant variances between PULSE and R4 data	Dec-25	Patient Centred Care	Provide First class dental education	Medium	Operational importance
Ensure fully inclusive access to all PDSE facilities.  Individual access guides are available online for each site to enable inclusivity of access and will be updated annually.	Clinical Governance Manager	Review and update access guide for each PDSE site.  Produce access guide for new city centre Dental Education Practice.	May-26	Patient Centred Care	Improve dental access particularly for people who may otherwise find it difficult to access services	Medium	Operational importance
Promote extended skill training for Dental Nurses in line with GDC scope of practice to enhance their skill sets and to provide additional support to clinical and student services.  Additional training for Dental Nurses to enhance their skill sets and to provide additional support to clinical and student services. Topics include Radiography; OHI and Fluoride Application. Fluoride and OHI clinics established on referral from clinician.	Chief Executive	Review additional training undertaken by dental nurses during AY 2024/25.  Suitability of Level 4 Oral Health Practitioner for DCP Team evaluated.	Jul-26	People-Focused	Provide First class dental education	Medium	Operational importance
Maintain Dental Nurse training programme across PDSE to provide further support to PDSE dentists and students.	Chief Operating Officer	Review current training provision and future dental nursing requirements to inform future training.	May-26	People-Focused	Provide First class dental education	Medium	Operational importance
Develop PDSE Dentist Peer Reviews through a periodic peer review group comprising PDSE Clinicians, to: * review aspects of practice	Clinical Governance Manager	Review operation and benefits of Dentist peer review group	Jan-26	People-Focused	Provide First class dental education	Medium	Operational importance

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* sharing experiences * identifying areas for change							
Continue to develop PDSE Clinician Team.  In particular, develop the Dental Care Professionals (DCP – dental nurses and therapists) Team to improve patient flow, clinical treatment of patients on waiting lists and the provision of emergency care (including employment of Hygiene Therapist enabling use of Direct Access).	Director of Clinical Dentistry	Staffing of the DEP to be incorporated in planning, and regularly reviewed to ensure suitability	Apr-26	People-Focused	Provide First class dental education	Medium	Operational importance
Review the staff reward and recognition strategy, evaluate new initiatives to improve where possible.	HR Manager	Review, update and publish Reward and Recognition policy.	Jun-26	People-Focused	Provide First class dental education	Medium	Operational importance
Improve user accuracy and compliance with clinical data input by ensuring Clinical Leads and Supervisors are familiar with data reporting processes.	Director of Clinical Dentistry	Complete audit of clinical data accuracy audit, identify any resulting issues and undertake corrective action.	Sep-25	Professionalism	Provide First class dental education	Medium	Operational importance
Improve user accuracy and compliance with clinical data input by ensuring Clinical Leads and Supervisors are familiar with data reporting processes.	Clinic Operations Manager	Consolidate and extend use of Patient Bridge software for NHS patient data capture.	Jan-26	Professionalism	Provide First class dental education	Medium	Operational importance
Implement the iComply system to support performance and compliance across the DEFs and DEP	Clinical Governance Manager	Operational iComply software	Oct-25	Professionalism	Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral healthcare across the peninsula	Medium	Operational importance
Maintain decontamination processes that ensure effective and efficient processing of instruments across all sites, including the new DEP.  Specifically, optimise processes to facilitate effective processing and transportation of instruments across all sites and management of the decontamination equipment.	Chief Operating Officer	Ongoing monitoring of decontamination workload to identify areas of potential improvement.	Nov-25	Sustainability	Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral healthcare across the peninsula	Medium	Operational importance

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<p>Improve patient throughput by refining key reporting metrics, reporting and analysis.</p> <p>Data used to inform changes to processes as required.</p>	Business Performance Manager	Gather and analyse data on all DEF clinics. Identify potential areas for improvement and corresponding action plans.	Mar-26	Sustainability	Provide First class dental education	Medium	Operational importance
<p>Implement Planned Preventative Maintenance (PPM) strategy for Derriford, Devonport and Exeter DEFs, using Maintain X data.</p>	Chief Operating Officer	Regularly (6 monthly) reviewed PPM schedules, one for each DEF.	Nov-25	Sustainability	Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral healthcare across the peninsula	Medium	Operational importance
<p>Invest in PDSE estate to support delivery of high-quality, safe clinical and educational services.</p> <p>Including: ventilation works, redecoration, new flooring, new plant equipment including compressors and dryers, instruments and office furniture.</p>	Chief Operating Officer	Review of planned work and dilapidation provision by site	Mar-26	Sustainability	Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral healthcare across the peninsula	Medium	Operational importance
<p>Provide support to staff through a dedicated employee assistance programme (EAP).</p> <p>Provide staff access to wellbeing support tools including counselling services; mental health support; debt advice; family planning etc. on self-referral basis.</p>	HR Manager	Review suitability of EAP provision.	Aug-26	People-Focused	Provide First class dental education	Low	Desirable
<p>Provide Mental Health First Aider training for a minimum of one staff member per site to assist staff and students with mental health concerns.</p>	HR Manager	Review MHFAs to confirm at least one is available at each site (including the city centre practice)	Aug-25	People-Focused	Provide First class dental education	Low	Desirable
<p>Encourage and support CPD training for all PDSE staff.</p>	HR Manager	<p>Review training platform data on training programmes undertaken by staff during AY 2024/25.</p> <p>Regularly publicise the training platform and its content.</p>	Jul-26	People-Focused	Provide First class dental education	Low	Desirable

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<p>Promote organisational sustainability through assessment of practices and identification of areas for improvement.</p> <p>Sustainability Committee and Green Guardians established at each site, to meet termly and review the Green Action Plan.</p> <p>Now driven by the Sustainability Lead, including travel to work, efficient buildings, recycling, carbon footprint and other initiatives. Working towards Green Impact Toolkit submission and ISO14001 including:</p> <ul style="list-style-type: none"> <li>• Cultural and behaviour</li> <li>• Evaluation of equipment / utilities</li> <li>• Investment in estate (e.g. PVs / EVs)</li> </ul>	Chief Operating Officer	Review and update Green Action Plan	Termly	Sustainability	Invest to ensure PDSE remains a leading and sustainable clinical service provider delivering the highest standards of oral healthcare across the peninsula	Low	Desirable