

# PACIFIC



# SMILES GROUP

An introduction to  
Pacific Smiles Group Limited.



## FOUNDERS MESSAGE

At the time, most said it was radical. Merge three successful and long established Dental Centres into a single company structure.

At the time, a few thought it was visionary. A single company structure from which to springboard to multi-regional and interstate growth.

At the time, we knew it was appropriate. For patients, for dentists, for staff, for owners/shareholders and for all other stakeholders in our commitment to oral health and patient care.

We created Pacific Smiles Group in January 2003 in the beautiful Hunter region of New South Wales to pioneer a new approach to the delivery of dental services to patients.

We replaced a fragmented network of dentist partnerships, (which, along with associateships, was, and still is, very characteristic of the dental services industry) with a single corporate structure to allow dentists to focus on their clinical dentistry without the distraction of also trying to manage the dental centre. The dentists immediately benefited by having more time available for their patients.

We delegated the management of the Dental Centres to Centre Managers who operated within a formal reporting structure. This instantly provided career development paths for our valued Dental Assistants.

We commenced a Central Administration Department which allowed for centralised efficiency of some recurring tasks and which could also provide specialised support to the Dental Centres.

There was no downside. It was a very positive development and as founders, we are very proud now to see the company operating Dental Centres throughout Australian Capital Territory, regional and metropolitan New South Wales, Victoria and Queensland.

While success is certainly attributable to our efficient and effective structure and to the many people who have joined us on this journey over the years, it is the commitment to patient care that has made this company what it is today. As founder dentists, we are absolutely committed to patient care being the number one focus of everything that this company does and we are happy and proud that this priority pervades all decision making by everyone associated with Pacific Smiles Group.

Dr. Alex Abrahams BDS (Syd Uni), AIMM

Dr. Alison Hughes BDS (Syd)



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## Our Purpose

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We develop and operate Dental Centres that deliver outstanding quality, value and benefits to patients and practitioners.

## Our Vision

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We will be recognised as an outstanding Australian success story and a market leader in our field.

We will combine professional ethics and care with efficient and effective systems and structures to provide a perfect patient experience (APPEX) at every one of our Centres.

We will delight both practitioners and patients with our range and standard of service.

We will work with government, private health insurers and other third party funders to assure patients of the very best access to care.

We will recognise and reward our employees for their contributions and provide career and professional development structures for them.

We will actively interact with and support the communities in which our Centres operate.

We will operate profitably to ensure our ongoing growth and success.

We will genuinely enjoy what we do.

## Core Values

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A spirit of adventure, a sense of courage and a relentless desire to do things better were the foundations upon which our vibrant and entrepreneurial organisation was founded. Our continued success will be underpinned by our commitment to our founding principles and the following core values.

**Service** – Our reason for being is to provide excellent service and care to practitioners and patients.

**Mutual Respect** – We cultivate an internal culture of genuine care and concern for all stakeholders and mutual respect between all.

**Integrity** – We display honesty, loyalty and integrity in all our dealings and interactions.

**Learning** – We are committed to education and professional development of employees and practitioners to create a culture of learning and continuous improvement.

**Energy** – We recognise that service excellence and superior outcomes rely upon the motivation, commitment and positive energy of many individuals.

**Safety** – We provide a safe work environment for all. We empower our people to share this value and the responsibility for the health and safety of themselves and others.

## Pacific Smiles Group Goals

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To develop successful and professional Centres that have a magnetic quality, where practitioners and their patients become long-term customers and are eager to refer friends, relatives and associates.

To meet the needs of both practitioners and their patients more effectively, efficiently and comprehensively than is possible by any other organisation, partnership or individual.

To build long term relationships with all our stakeholders and associates.

To build a network of professional Centres throughout Australia, in regional and urban locations where the vast majority of the Australian population reside, and where growth is expected to be concentrated.

To facilitate continuous quality improvement in all that we do.

To list publicly on the Australian Stock Exchange at an appropriate future time to allow Pacific Smiles Group to undertake further capital investment and develop a higher public and investor profile.

Pacific Smiles Group acknowledges that successful achievement of these goals depends upon the positive contributions of many and we recognise and reward those who contribute to our success.

## Pacific Smiles Group Business Model

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Pacific Smiles Group provides all of the resources necessary to enable employed and independent practitioners to provide optimal clinical services to patients. *The resources include;*

- Strategically located professional Centres with high exposure, easy patient access and high quality design and fit-out
- Experienced Centre management teams
- Front-office reception services
- Trained clinical support staff
- Sterilisation services
- Electronic patient management systems for booking, charting and invoicing
- Fully equipped and maintained surgeries and consultation rooms
- Stock of required consumable items
- Professional marketing services
- Access to Preferred Provider Agreements with third party payers
- Local community and school based oral health education programs
- Practitioner education and development services

Over and above these resources provided by Pacific Smiles Group to the practitioners, the business model benefits practitioners via the social environment that develops in larger professional Centres. Practitioners who practise from Centres operated by Pacific Smiles Group are able to interact with professional peers based at the same Centre and those within the Pacific Smiles network to enhance their professional working life and their own knowledge base.

***Key features of the business model include;***

### **Standard Operating Platform for all Centres**

All Centres operated by PSG benefit from an efficient and effective standard Centre operating platform. Consistency of systems, policies and procedures augments the provision of optimal care and customer service to patients and practitioners at all Centres.



## **A Perfect Patient Experience (APPEX) Training Program**

PSG has developed an exclusive in-house training framework for all employees which prepares them to deliver a perfect patient experience to each and every patient who attends one of our Centres. Essentially, a highly customised customer service and patient care program, APPEX training works in well with the PSG standard operating platform.

## **Fully Owned Registered Training Organisation**

Further emphasising its commitment to education and training, Pacific Smiles Group has established a Registered Training Organisation (RTO). The RTO offers a range of training solutions for the dental industry, not just Pacific Smiles Group, for nationally recognised qualifications and short courses such as Dental Implant nursing and infection control. The RTO has also been approved by the NSW Department of Education and Training to deliver training for Dental Assisting Trainees employed in NSW.

## **Key Strategic Relationships**

Pacific Smiles Group has developed important strategic relationships in the industry with major health insurers and suppliers. An exclusive licensing arrangement with nib allows us to operate some of our Centres as nib Dental Care Centres. There are also special arrangements in place with nib and other private health insurers to benefit patients who visit the Pacific Smiles Dental Centres.

## **Practitioner Clinical Independence**

Practitioners who practise from Centres operated by Pacific Smiles Group enjoy independent clinical decision making subject to professional conduct and best practice requirements.

Most practitioners who practise from professional Centres operated by Pacific Smiles Group are independent operators who provide clinical services to patients in their own name (or in the name of their own company) and with their own Australian Business Number (ABN). They engage Pacific Smiles Group as a service provider to provide a fully serviced facility at which they deliver clinical services and treatments to patients.

Pacific Smiles Group levies a monthly Service Fee for the provision of the serviced facility. The relationship between Pacific Smiles Group and each individual practitioner is documented in a Service and Facility Agreement which both parties sign prior to commencement.

## **Group Wide Clinical Governance and Risk Management**

As a responsible Australian health-care organisation, Pacific Smiles Group has systems and structures in place to maintain a strict focus on clinical governance and risk management. This includes a Dental Clinical Review Committee comprising senior dentists and a Clinical Governance Manager who conducts audits and reports opportunities for clinical advancement. Infection control policies and procedures are compliant with Australian Standards and relevant legislation. Occupational health and safety awareness and training is mandatory for all employees.

## **Key Benefits to Practitioners**

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*The Pacific Smiles Group business model enables practitioners to;*

- Devote their working time to patient treatment
- Retain independence over their clinical decision making
- Operate a practice with no up-front investment in premises, equipment or inventory
- Deliver clinical services to patients in well-maintained, well-managed professional Centres that comply with all applicable legislation and regulations
- Earn substantially more income through efficiency improvements
- Maximise quality-of-life through more personal time
- Participate in an in-house program of practice development and support
- Seek opportunities as Lead Practitioner as new Centres are developed

## How Pacific Smiles Group Delivers For Practitioners

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### Outstanding Employees

Employees of Pacific Smiles Group are professional, competent, friendly and efficient. They recognise practitioners as being a customer in the PSG business model and continually strive to provide outstanding services to them. Pacific Smiles Group recruits selectively and then provides ongoing training and development to keep employees at the forefront of their profession.

### Professional Management

All Centres operated by Pacific Smiles Group feature a local on-site Centre Manager. The local Manager's main purpose is to provide excellent customer service to practitioners and patients. The Centre Manager is supported by a Regional Operations Manager and Group Head Office for specialised assistance in the areas of Operations, Human Resources, Marketing, Finance and Corporate Services.

### Commitment to Continuing Education For All

Continuing education is of paramount importance in the delivery of health-related services. Pacific Smiles Group's own Registered Training Organisation (RTO) systematically delivers training and education to employees throughout the tenure of their employment. Practitioners benefit from efficient, knowledgeable and friendly staff.

Pacific Smiles Group also encourages independent practitioners to participate in ongoing training and education programs while they practise from our Centres. Pacific Smiles Group provides each practitioner with an annual education rebate against the Service Fee invoice and assists in arrangements for attending external seminars. There are also regular in-house seminars on a variety of topics and structured mentoring by experienced practitioners on a variety of clinical topics and treatments.

### Mentoring Programs for New and Experienced Practitioners

Pacific Smiles Group has established an in-house mentoring program with positions each year highly sought by recent graduate dentists. With regular training sessions delivered throughout a year-long program, recent graduate dentists are exposed to the experience and wisdom of highly experienced dentists and specialists in a variety of different fields.

There is also a practice development and support program for experienced practitioners who wish to embark on a program of continuous improvement in their clinical practice. This can be an ongoing program and is delivered twice a year via face-to-face meetings and reviews.

Both these programs are provided completely free of any cost or charge to practitioners who practice from Centres operated by PSG.

### Modern Facilities

Dental Care Centres operated by Pacific Smiles Group are strategically located with high exposure, easy patient access and high quality design and fit-out. The use of contemporary designs and colours adds to the appeal of the Centres and to the motivation and enjoyment of those who work there.

### Latest Proven Technologies

Pacific Smiles Group invests in proven technology to enhance the diagnostic and therapeutic capabilities of the Centres and the practitioners who practise there. Pacific Smiles Group also invests in information systems to maximise efficiency and accuracy with respect to the operations of the Centres.

### Professional Marketing

Pacific Smiles Group engages in substantial marketing of the Centres to build awareness throughout the local community. This includes print media advertising, sponsorship of local sports and cultural events, direct mail campaigns and oral health education programs in local preschools, primary schools and childcare centres.

## **How Pacific Smiles Group Delivers For Patients**

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### **Commitment to A Perfect Patient Experience (APPEX)**

Every single employee at Centres operated by Pacific Smiles Group are required to complete a multi-module training course on the delivery of APPEX. It is our aim to ensure that every patient's experience with us exceeds their expectations and is as perfect as a visit can be.

### **Patient Experience Quality Assurance**

Pacific Smiles Group has established a variety of quality assurance systems to track the delivery of APPEX including on-line feedback systems, telephone surveys, patient experience surveys and employee nomination systems where a patient wishes to nominate an employee for providing outstanding service and care. Combined, these quality assurance systems allow us to hear the voice of the patient and customer and maintain our commitment to APPEX.

### **Accessible Locations and Opening Hours**

Our Centres are located in highly accessible locations, close to parking and major transport routes. They open six or seven days a week with some opening selected evenings and public holidays. Many of our Centres have their own car-parking for patients and all of our Centres are wheel-chair friendly.

Patients who are genuinely in pain need priority attention. Every Centre tries to keep some space available in the appointment books every day for urgent care patients.

### **Array of Services**

Patients today want the convenience of all or most required services being available from a single location.

Pacific Smiles Dental Care Centres provide general dentistry such as check-ups, scales and cleans and fillings, specialist dentistry such as orthodontics and niche dentistry such as dental implants and even general anaesthetic (sleep dentistry) procedures at or via most Centres. Denture services and custom mouth guard services are also available.

### **Affordability and Value**

For most patients, the most affordable and cost-effective approach to dental care is good dental hygiene, a healthy diet and regular visits to the dentist for check-ups and cleans.

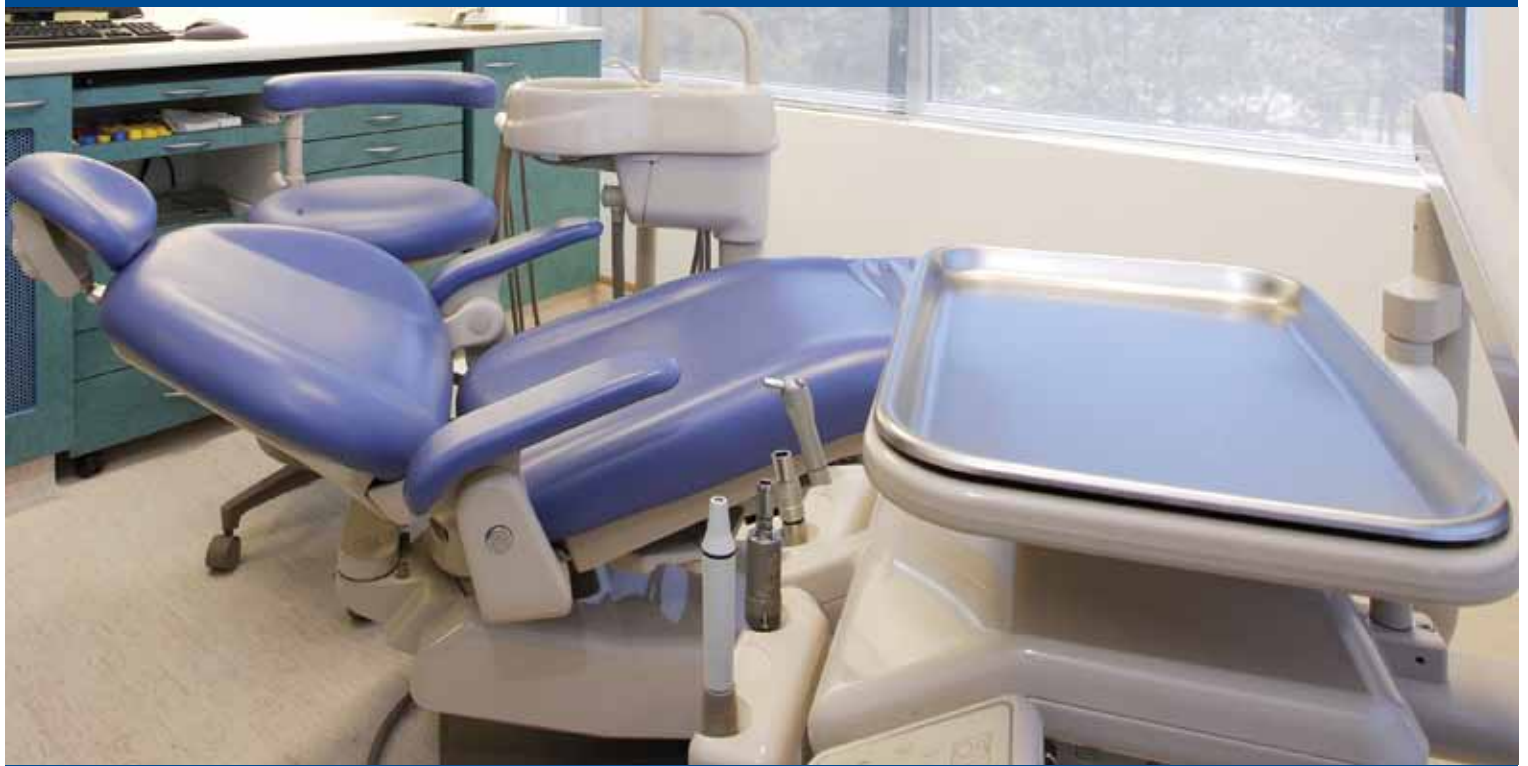
To assist in making those regular visits (and indeed all dental services) as affordable as possible, dentists at our Centres have Preferred Provider Arrangements with major health funds and some participate in government funding schemes such as Veterans' Affairs, Medicare Teen Dental Plan and the Enhanced Primary Care Scheme.

All of the dentists provide written estimates for all treatment plans before treatment commences so that patients are fully informed as to expected fees and charges.

### **Assurance of Quality, Compliance and Safety**

Patients need to feel absolutely safe and secure when they visit the dentist. All of our Centres are compliant with Australian infection control legislation and regulations. Our Centres feature the latest sterilisers and associated equipment for cleaning and processing reusable instruments, and we have strict protocols both in the surgeries and throughout the whole Centre with respect to infection control practices.

All Centres have also invested in digital x-ray systems that minimize radiation exposures to patients when taking x-rays.



## Management Structure and Location

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### Executive Management

- Chief Executive Officer
- Chief Financial Officer
- Chief Operating Officer
- Practitioner Services Manager
- Executive Director of Strategy and Business Development

### Clinical Review Committee

- Chairman (Clinical Governance Manager)
- Practitioner Services Manager
- Lead Practitioners

### Senior and Regional Management

- Regional Operations Managers
- Registered Training Organisation Manager
- Finance Manager
- nib Relationship Manager
- Human Resource Manager
- Marketing Manager
- Centre Managers

### Central Administration and Group Head Office:

6 Molly Morgan Drive

PO Box 2246

Greenhills NSW 2323

Tel: +61 2 **4930 2000**

Fax: +61 2 **4930 2099**



## Pacific Smiles Group Board of Directors

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**Robert Cameron**

BE Min (Hons) MBA Grad. Dip. Geoscience, FAICD, FAIM, FAusIMM

*Chairman, appointed in a non-executive capacity in 2003.*

Bob Cameron is the Founder and Chairman (non-executive) of Centennial Coal Company Limited and was its Managing Director and Chief Executive Officer until 30 June 2011. Bob has held past roles as Chairman of the Australian Coal Association Ltd, ACA Low Emissions Technology Ltd, the NSW Minerals Council, Maitland Private Hospital Board and Hunter Valley Grammar School. He is currently Chairman of County Coal, a director of Hunter Valley Training Company and Mining Education Australia and a member of the NSW Clean Coal Council.



**Dr. Alex Abrahams**

BDS (Syd Uni), AIMM

*Founder and Executive Director – Strategy and Business Development, appointed in 2003.*

Alex has overseen the development of the company from a group of partnerships to an incorporated entity on 1 January 2003. Alex is a Dentist with a special interest in Dental Implants. Alex is a member of the Australian Dental Association. He is also Director of the Trustee of Canyon Property Trust and Director of the Trustee for Key Health Unit Trust.



**John Gibbs**

B.Bus, M.Bus.(Int. Mkg.), AFAIM

*Managing Director and Chief Executive Officer, appointed in 2008.*

He has a background of experience in the establishment and management of private health facilities and the development of private medical markets. He has established new private hospitals for Australian and international investors in the Asia-Pacific region and has participated in redevelopments in Australia. John has undergraduate and postgraduate Business and Marketing Degrees.



**Simon Rutherford**

B. Comm., CA, FAICD

*Non-Executive Director, appointed in 2003.*

Simon is a Chartered Accountant and Partner with Lawler Partners. He is a director of Lawler Corporate Finance Pty Limited, and specialises in strategy, structuring, business sales, mergers and acquisitions. In this role Simon has assisted various companies with capital raising, listing requirements and initial public offers. Simon is a Director of the Trustee of Canyon Property Trust and is involved with various syndicated investments. He also sits on a number of other Boards and boards of management.



**Lance Wheeldon**

BAppSc

*Non-Executive Director, appointed in 2003.*

Lance is currently the CEO of Hunter Valley Private Hospital and has extensive experience in multi-site networks in the pathology sector. Lance also has extensive operational experience in the medical and diagnostic industries.

## Pacific Smiles Group Executive Management Team

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**Dr. Alex Abrahams - Founder / Executive Director, Strategy and Business Development**  
BDS (Syd Uni), AIMM

Alex has overseen the development of the company from a group of partnerships to an incorporated entity on 1 January 2003. Alex is a Dentist with a special interest in Dental Implants. Alex is a member of the Australian Dental Association. He is also Director of the Trustee of Canyon Property Trust and Director of the Trustee for Key Health Unit Trust.



**John Gibbs - Chief Executive Officer / Managing Director**  
B.Bus, M.Bus.(Int. Mkg.), AFAIM

John commenced employment as General Manager in 2004. He has a background of experience in the establishment and management of private health facilities and the development of private medical markets. He has established new private hospitals for Australian and international investors in the Asia-Pacific region and has participated in redevelopments in Australia. John has undergraduate and postgraduate Business and Marketing Degrees.



**Jane Coleman - Chief Financial Officer / Company Secretary**  
B Comm, MBA, CA

Jane has gained extensive finance and corporate governance experience through senior roles with a global Chartered Accounting firm, and within the health and health insurance industries. Jane brings strong technical and commercial skills in financial management, analysis, reporting and compliance to the management team. Jane holds a Master of Business Administration qualification and is an active member of the Institute of Chartered Accountants in Australia (ICAA).



**Paul Robertson - Chief Operating Officer**  
B.Comm

Paul's career has focused around senior operational management roles in private healthcare facilities. He has managed a number of private hospitals of varying sizes providing a wide range of medical services. In particular Paul has specialised in managing transition and operation of newly acquired facilities. With a background in finance Paul has also overseen group wide corporate functions as well as significant involvement in multi disciplinary project teams.



**Dr. Alison Hughes - Founder / Practitioner Services Manager**  
BDS (Syd)

Co-founder of Pacific Smiles Group, Alison's background is in dental assisting and clinical dentistry. After attaining the Certificate of Dental Assisting, Alison went on to graduate from the University of Sydney as a Dental Practitioner in 1992. With over 15 years experience in the dental field, Alison brings both practical and theoretical knowledge of dental practitioner expectations, requirements and solutions. Alison is a member of the Australian Dental Association.

**AUSTRALIAN CAPITAL TERRITORY**

**Woden**

28 Brewer Street  
Woden ACT 2606  
P: 02 **6282 8100** • F: 02 **6282 7799**  
E: woden@pacificsmiles.com.au

**NEW SOUTH WALES**

**Charlestown**

Cnr Smart & Pearson Streets  
Charlestown NSW 2290  
P: 02 **4943 4299** • F: 02 **4942 1741**  
E: charlestown@pacificsmiles.com.au

**Erina**

Erina Fair, Terrigal Drive  
Erina NSW 2250  
P: 02 **4363 7300** • F: 02 **4363 7399**  
E: erina@pacificsmiles.com.au

**Forster**

22 South Street  
Forster NSW 2428  
P: 02 **6555 0800** • F: 02 **6554 6204**  
E: forster@pacificsmiles.com.au

**Gladesville**

3 Meriton Street  
Gladesville NSW 2111  
P: 02 **9817 4333** • F: 02 **9816 3871**  
E: gladesville@pacificsmiles.com.au

**Greenhills**

8 Molly Morgan Drive  
Greenhills NSW 2323  
P: 02 **4934 9000** • F: 02 **4933 8438**  
E: greenhills@pacificsmiles.com.au

**Kotara**

88 Park Avenue  
Kotara NSW 2289  
P: 02 **4952 8300** • F: 02 **4952 2599**  
E: kotara@pacificsmiles.com.au

**Lake Haven**

Lake Haven Shopping Centre, Lake Haven Drive  
Lake Haven NSW 2263  
P: 02 **4392 7766** • F: 02 **4392 3499**  
E: lakehaven@pacificsmiles.com.au

**Morisset**

49 Yambo Street  
Morisset NSW 2264  
P: 02 **4973 7200** • F: 02 **4973 7299**  
E: morisset@pacificsmiles.com.au

**Nowra**

64 Junction Street  
Nowra NSW 2541  
P: 02 **4421 6794** • F: 02 **4422 3183**  
E: nowra@pacificsmiles.com.au

**Penrith - OPENING APRIL 2012**

Cnr Henry & Station Streets  
Penrith NSW 2750

**Rutherford**

West Mall, Rutherford Shopping Centre  
Rutherford NSW 2320  
P: 02 **4937 7700** • F: 02 **4937 7799**  
E: rutherford@pacificsmiles.com.au

**Salamander Bay**

1/167 Salamander Way  
Salamander Bay NSW 2317  
P: 02 **4919 2100** • F: 02 **4919 1300**  
E: salamanderbay@pacificsmiles.com.au

**Tuggerah**

Westfield Shopping Centre  
Tuggerah NSW 2259  
P: 02 **4350 0500** • F: 02 **4350 0599**  
E: tuggerah@pacificsmiles.com.au

**Warilla**

102 Shellharbour Road  
Warilla NSW 2528  
P: 02 **4297 1235** • F: 02 **4297 1238**  
E: warilla@pacificsmiles.com.au

### QUEENSLAND

#### Bribie Island

Bribie Island Shopping Centre, Goodwin Drive  
Bribie Island QLD 4507  
P: 07 **3408 2488** • F: 07 **3408 4088**  
E: [bribieisland@pacificsmiles.com.au](mailto:bribieisland@pacificsmiles.com.au)

#### North Lakes - OPENING 27 FEBRUARY 2012

Westfield North Lakes  
Corner Anzac Avenue & North Lakes Drive  
North Lakes QLD 4509  
P: 07 **3491 9200** • F: 07 **3491 9211**  
E: [northlakes@pacificsmiles.com.au](mailto:northlakes@pacificsmiles.com.au)

### VICTORIA

#### Bairnsdale

287 Main Street  
Bairnsdale VIC 3875  
P: 03 **5152 4467** • F: 03 **5153 0290**  
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#### Torquay

110 Geelong Road  
Torquay VIC 3228  
P: 03 **5261 2440** • F: 03 **5261 2933**  
E: [torquay@pacificsmiles.com.au](mailto:torquay@pacificsmiles.com.au)

#### Bendigo - OPENING MID 2012

#### Drysdale

41 High Street  
Drysdale VIC 3222  
P: 03 **5253 1555** • F: 03 **5253 3496**  
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#### Traralgon

20 Hotham Street  
Traralgon VIC 3844  
P: 03 **5175 8700** • F: 03 **5175 8799**  
E: [traralgon@pacificsmiles.com.au](mailto:traralgon@pacificsmiles.com.au)

#### Melbourne

360 Bourke Street (opp. GPO)  
Melbourne VIC 3000  
P: 03 **8600 1600** • F: 03 **8600 1699**  
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#### Warragul

130 Albert Street  
Warragul VIC 3820  
P: 03 **5623 9500** • F: 03 **5623 9599**  
E: [warragul@pacificsmiles.com.au](mailto:warragul@pacificsmiles.com.au)

#### Sale

56 Cunninghame Street  
Sale VIC 3850  
P: 03 **5143 1090** • F: 03 **5143 1265**  
E: [sale@pacificsmiles.com.au](mailto:sale@pacificsmiles.com.au)

#### Wauru Ponds

Medical One Building, 160 Colac Road  
Wauru Ponds VIC 3216  
P: 03 **5241 0500** • F: 03 **5241 0599**  
E: [wauruponds@pacificsmiles.com.au](mailto:wauruponds@pacificsmiles.com.au)

## The Dental Specialists



### NEW SOUTH WALES

#### The Dental Specialists

Level 11, 33 York Street  
Sydney NSW 2000  
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**NEW SOUTH WALES**

**Glendale**

593 Main Road  
Glendale NSW 2285  
P: **1300 345 300**  
F: 02 4903 4299

**Newcastle**

366 Hunter Street  
Newcastle NSW 2300  
P: **1300 345 300**  
F: 02 4926 5868

**Parramatta**

28 Grose Street  
Parramatta NSW 2151  
P: **1300 345 300**  
F: 02 9890 5111

**Sydney**

27-31 Hunter Street  
(cnr Hunter and Pitt Streets)  
Sydney NSW 2000  
P: **1300 345 300**  
F: 02 9299 9981

**Wollongong**

104 Crown Street  
Wollongong NSW 2500  
P: **1300 345 300**  
F: 02 4220 1499

**VICTORIA**

**Melbourne**

Level 1, 356 Collins Street  
Melbourne VIC 3000  
P: **1300 345 300**  
F: 03 9679 8899

the 1990s, the number of people in the UK who are employed in the public sector has increased from 10.5 million to 12.5 million (12.5% of the population).

There are a number of reasons for this increase. One is that the public sector has become a more important part of the economy. Another is that the public sector has become more efficient. A third is that the public sector has become more attractive to workers. A fourth is that the public sector has become more diverse.

The public sector has become a more important part of the economy. In 1990, the public sector accounted for 10.5% of the UK's GDP. By 2000, it had increased to 12.5%.

The public sector has become more efficient. In 1990, the public sector spent 10.5% of the UK's GDP. By 2000, it had increased to 12.5%.

The public sector has become more attractive to workers. In 1990, the public sector employed 10.5 million people. By 2000, it had increased to 12.5 million.

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