

## **Practice Manager – Grange Road Surgery**

### **Job Description**

#### **Overall job purpose**

To manage and coordinate all aspects of the practice's day-to-day business, motivating and managing staff, optimising efficiency and financial performance, and ensuring the practice achieves its long-term strategies in a safe and effective working environment.

The role is broad in scope and the postholder will be supported by a well established team of managers, administrators and clinicians. Please see attached organisational chart.

#### **Accountability**

Accountable to the partners, with one partner being nominated to act as mentor and provide support as needed.

#### **Location**

The post is primarily based at Grange Road Surgery, Bishopsworth, Bristol as well as any future premises operated by the practice.

#### **Management of human resources:**

Ensure that the practice is staffed and resourced within the budget by people with appropriate skills, experience and commitment to provide the professional, technical, administrative and inter-personal expertise needed.

- a) Develop HR and training policies
- b) Ensure the effective recruitment, selection and induction of new staff.
- c) Ensure clear and up-to-date contracts of employment, employment policies and procedures, and staff handbook in line with good employment practice.
- d) Ensure performance is managed and there is appropriate supervision of staff.
- e) Ensure optimum staffing levels at all times with holiday and sickness absences managed.
- f) Develop teamwork, ensuring well-run regular staff meetings and organising away-days and social functions.
- g) Oversee the running of the existing staff appraisal scheme.
- h) Ensure the personal development and training of all staff.
- i) Review patterns and methods of work and skills-mix for both individuals and teams to ensure their efficient and effective functioning.
- j) Deal with grievances and disciplinary matters as may be required in conjunction with the partners.
- k) Ensure personnel and attendance records are maintained.
- l) Review pay and conditions of staff and advise the partners accordingly.
- m) Ensure that all statutory requirements are fulfilled and adopt changes as they occur.
- n) Ensure confidentiality is maintained at all times and encourage the professionalism of all staff.

- o) Ensure training needs are identified and develop with each staff member an annual training plan as part of the appraisal system. Ensure that training is carried out either in-house or externally.

### **Policy and planning:**

Work with the Strategic Manager to regularly review the organisation and developments within and outside the practice which will impact directly or indirectly. This includes involvement in local and national agencies which formulate and influence primary health care strategy.

- a) Work with the Strategic Manager to develop a practice business plan.
- b) Participate and work with groups determining future policy
- c) Develop business cases and tenders to provide future services.
- d) Explore innovative ideas for provision of services to suit the needs of the practice population and the professionals working within the practice team.
- e) Explore opportunities to optimise use of practice facilities.
- f) Liaise with other local practices through the practice managers' forum and other relevant forums.

### **Management of financial resources:**

Responsible to the partners for the effective management of practice finances, working with the partners and practice accountant to plan effective budgetary control, ensuring cost efficiencies and maximisation of profitability.

- a) Ensure efficient working methods and best use of resources.
- b) Ensure controls of expenditure whilst ensuring necessary investment in resources.
- c) Ensure all income-generating opportunities are explored and maximised.
- d) Provide budgetary and cash flow forecasting to the partners.
- e) Ensure policies and procedures to protect the practice against fraud and financial mismanagement.
- f) Ensure the payroll function is properly managed, including payment of staff salaries, tax, NI, management of the NHS Pension Scheme.
- g) Ensure the appropriate payment of partners' drawings.
- h) Ensure management of the practice's bank account.
- i) Ensure correct payment of supplies and expenses.
- j) Ensure correct invoicing for services and systems to reclaim monies owed to the practice.
- k) Ensure appropriate control of the petty cash account.
- l) Ensure the accurate record keeping, monthly bank reconciliations, and preparation for the practice's accounts.

### **Management of Information Technology systems:**

Ensure the effective management of information within the practice and with outside agencies.

- a) Develop the practice's IT strategy.
- b) Ensure the functioning and best use of the practice's clinical computer system and implement new software systems to aid the efficiency of the practice.

- c) Ensure that appropriate computer searches, audits and reports are carried out.
- d) Ensure development of the practice's internal Intranet and other IT systems.
- e) Ensure the training of all personnel and users of the practice IT systems.
- f) Lead on IT business continuity and develop systems to protect security of data.
- g) Ensure policies against the misuse of internet and emails is adhered to .
- h) Prepare business case for future changes or developments and explore all relevant avenues of funding.
- i) Explore further development of practice website.
- j) Ensure confidentiality of data adhering to GDPR regulations.

### **Partnership management**

Provide support to the partners and the partnership to ensure excellent team-working and a sound legal framework.

- a) Ensure effective partners' meetings with clear agendas, minutes and action plans.
- b) Ensure appropriate and up-to-date partnership deed.
- c) Provide management advice and information to the partners in order for them to make decisions about the running of the practice.
- d) Organise partners' away-days and planning meetings to develop strategy and team working.
- e) Assist in the recruitment of new partners.
- f) Deal with partnership changes – retirements, new appointments, legal, financial and patient-related implications.
- g) Advise the partners regarding the best use of clinical resources and seek innovative ways of managing the clinical workload.
- h) Ensure decision-making relating to the partnership is documented.
- i) Ensure appropriate profit-share payments of partnership drawings and advise on payments of partners' individual tax liabilities.
- j) Ensure medical indemnity for all clinicians is up-to-date.
- k) Liaise with the out-of-hours provider as necessary.

### **Management of operational systems:**

Ensure the effective and efficient working systems and operational systems within the practice.

- a) Review and ensure that all operational systems, including the telephone system, appointments system, messages, visits, results, prescribing systems, access, incoming mail, workflow, scanning, etc. function at an optimum level all times.
- b) Ensure the summarising of clinical information on to the patient medical records and summarising of notes is kept up to the necessary levels.
- c) Ensure the correct registration and deduction of patient records in line with recommended procedures.
- d) Liaise with the partners and practice nurses regarding systems for the management of information systems to and from patients.
- e) Ensure systems under the Quality and Outcome Framework (organisational and clinical)
- f) Evaluate and implement enhanced services.

### **Management of premises, equipment and stock:**

Advise the practice in making full and effective use of its current premises, equipment and stock.

- a) Oversee processes for the maintenance, repair and cleaning of all practice premises.
- b) Arrange valuations are necessary.
- c) Review best use of premises and maximise income from premises.
- d) Manage any future premises developments
- e) Manage tenancy agreements with other users of the premises.
- f) Ensure appropriate insurance of premises, equipment and stock.
- g) Ensure security measures of premises and personnel, including intruder alarms, fire alarms and panic buttons.
- h) Ensure adherence to health and safety and fire procedures throughout the practice and relevant training and updates are undertaken as required by all practice staff.
- i) Ensure risk assessments are regularly carried out and documented.
- j) Ensure that the purchase and control of supplies, drugs and equipment meets the current and future needs of the practice.

### **Care Quality Commission**

Advise the partners on action needed to maintain compliance with the CQC requirements.

- a) Responsibility for ongoing maintenance of practice CQC compliance
- b) Manage the process by which the practice maintains registration under the CQC.
- c) Working with the partners in preparation for CQC inspections
- d) To achieve a Good rating from CQC inspections
- e) Leading and working with the partners through CQC inspection visits
- f) Implement and follow up any action or improvements required by the CQC in order to maintain registration

### **Patients Services:**

Develop services which best serve the needs of the practice's patient population.

- a) Develop, maintain and market new and existing patients' services.
- b) Liaise with relevant patient forums and the patient participation group.
- c) Embrace links with other healthcare providers and social services as laid out in the Government's plans to develop a patient-led NHS.
- d) Ensure health promotion campaigns targeted to relevant groups.
- e) Develop child and family-friendly policies.
- f) Review patient satisfaction surveys.
- g) Manage patient complaints, either informal or formal, using the NHS complaints procedure.
- h) Management of significant event audits and learning plans.
- i) Ensure patient information is up-to-date and available, such as the practice brochure, patient newsletter, and patient leaflets.

**Local Network Collaboration:**

Build relationships, share best practice and deliver contracted services in collaboration with other organisations:

- a) SWIFT Primary Care Network – 8 practices 75,000 patients
- b) South Bristol Locality – 14 practices 160,000 patients
- c) Other organisations delivering out of hospital care - community services and voluntary sector

**Personal Development:**

Manage own time effectively, plan and meet personal and practice targets. Ensure own personal development through reflection and feedback from partners and colleagues. Ensure that personal continuing training needs are identified and met.

**Other appropriate duties**

Any other duties that may arise appropriate to the manager of a general practice.

**Other Terms****Annual leave and study leave:**

Annual leave entitlement will be six weeks plus statutory public holidays. Time off to attend relevant training courses and updates will be approved in advance with the agreement of the partners.

**Hours of work:**

This post is full-time with hours of 37 per week (working hours to be agreed). However, the post holder will be expected to work the hours needed to fulfil the needs of the practice, which might at times include working longer or unsociable hours.

**Pension scheme:**

Entrance into the NHS Pension Scheme is automatic unless the postholder selects to opt out of the Scheme. This is a contributory scheme by both employee and employer. There is no alternative scheme available.

## PERSON SPECIFICATION

	Essential	Desirable
<b>Academic/ Vocational Qualifications</b>	<ul style="list-style-type: none"> <li>• Educated to a minimum of degree level or equivalent</li> <li>• Evidence of a commitment to continuing professional development and training in different areas of management</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant business, management, HR or finance qualification</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Experience of, and success at, motivating and managing people</li> <li>• Experience of working in teams and able to promote a team spirit</li> <li>• Familiar with employment law and employment-related legislation</li> <li>• Business Planning</li> <li>• Working in an IT-dependent environment</li> <li>• Financial management including managing budgets and financial forecasting</li> </ul>	<ul style="list-style-type: none"> <li>• Contingency planning to ensure business continuity</li> <li>• Project management</li> <li>• Facilities management</li> <li>• Health &amp; safety</li> <li>• Risk assessment</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Leadership skills</li> <li>• Excellent interpersonal skills</li> <li>• Delegation skills</li> <li>• A “solutions focussed” approach</li> <li>• Makes things happen</li> <li>• Good communicator (oral and written)</li> <li>• Ability to listen and empathise</li> <li>• Mentoring/coaching</li> <li>• Competent with use of office IT</li> <li>• Good time management</li> <li>• Problem solving</li> <li>• Negotiating</li> <li>• Able to manage change</li> <li>• Networking</li> <li>• Facilitation</li> <li>• Managing conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Organised &amp; decisive in implementing a vision</li> <li>• Process management</li> <li>• Ability to develop comprehensive systems to solve organisational problems</li> </ul>

<b>Qualities</b>	<ul style="list-style-type: none"> <li>• Empathy for the healthcare/public service environment</li> <li>• Self-motivated – able to work with minimal direction</li> <li>• Ability to work steadily towards goals regardless of distractions</li> <li>• Adaptable, innovative, forward looking</li> <li>• Enthusiasm, with energy and drive</li> <li>• Gains respect by example and leadership</li> <li>• Honest, caring and sympathetic</li> <li>• Strategic thinking with vision</li> <li>• Good sense of humour, personable</li> <li>• Hard working, reliable and resourceful</li> <li>• Willing to work flexible hours as necessary</li> <li>• Considered, steady approach</li> <li>• Diplomacy</li> </ul>	
<b>Other</b>	Ability to travel to meetings outside the practice.	