



OBSERVATORY MEDICAL PRACTICE

Role of Business/Practice Manager - Information

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January 2017

Dear Sir/Madam

Position of Business/Practice Manager, Observatory Medical Practice, Jericho Health Centre, Oxford

Thank you for your enquiry regarding the above post. This information pack consists of the following documents: -

- Information about Oxford
- Details of the practice, including location, practice values and partners
- Job description
- Person profile
- Organisation chart
- Application form (separate Word document) - FOR NON NHSJOBS APPLICANTS ONLY-

Please note that those applying via the NHSJobs website should use the NHSJobs application form.

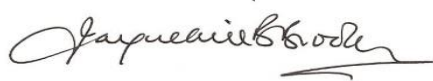
Information is also available directly from the practice website: <http://www.gpjerichotwo.co.uk/>

Completed applications must be received by 5 pm on Wednesday 22nd February 2017. First interviews for shortlisted candidates will be held on Wednesday 8th March 2017. There will be a second round of interviews for finalist candidates on Thursday 16th March 2017.

We are handling this recruitment on behalf of the practice and, should you have any queries which this information does not cover, then please contact me by email in the first instance - a response is normally sent the same day.

In the interim, thank you for your interest in this post.

Yours faithfully



HADZOR CONSULTANTS Specialists in management and employment law	
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Just a reminder

Closing date - 5 pm Wednesday 22nd February 2017

First interviews - Wednesday 8th March 2017

Finalist second interviews - Thursday 16th March, 2017

Salary £45-48k pa pro rata to hours worked (WTE is 37 hours per week). Hours negotiable.



**OBSERVATORY MEDICAL
PRACTICE
JERICHO HEALTH CENTRE
WALTON STREET
OXFORD OX2 6NW**

About the City of Oxford

Oxford is a historic University city, well known for its major hospitals and industries including BMW, Oxford University Press and other publishers.

The city provides a family friendly lifestyle, with beautiful green open spaces, many historic buildings, and an abundance of local arts festivals and culture. It offers a wide variety of accommodation and a very good choice of local schools, both State and private.

It provides easy access to London and the South East, enhanced by the recent opening of a second railway line to London.

The Practice

Location and Environment

The Observatory Medical Practice is situated in the city centre in a spacious, purpose-built building in Jericho, just fifteen minutes' walk from the main Oxford railway station and bus station, with onsite parking.

The Radcliffe Observatory, from which the practice takes its name, is adjacent to the practice, is a grade 1 listed building and was designed by Henry Keene and James Wyatt. The

Colleges of Somerville and Keble, for which the practice provides student healthcare, Oxford University Press and the University School of Government are all nearby.

The area of Jericho is lively with cafes and bars and was recently lauded by Travel Supermarket as one of the best areas in England for what it terms “*key hip hang outs, independent coffee shops, vintage fashion, vinyl record shops and independent bike shops*”!

Local Health Services

There are twenty-two general practices in Oxford City Locality, which is part of the Oxford Clinical Commissioning Group.

The Locality Group has developed nine specific objectives for health improvement which include the reduction of health inequalities in Oxford City, to have effective integration between health and social services and to increase the involvement of patients in decisions on their own care.

Patients

The practice has around 11,000 patients, with a diverse population which includes families, housebound elderly, students and patients from ethnic minorities. It has an active Patient Participation Group whose recent survey found that 87% of patients were either likely or extremely likely to recommend our practice to others. This is supported by an independent survey carried out by the Oxford Times in the early part of 2016, where 90% of the practice’s patients said that they had had “*A good experience*” of the practice.

The Practice’s Aims and Values

The practice’s aim is to provide safe, accessible, efficient and caring primary health care to the practice population, based on the following objectives and values:

- ❖ To value all patients and staff equally regardless of race, religion, age, gender, sexuality or medical condition.
- ❖ To recognise and accept people as individuals within their particular social and family situation; to listen to their views and to involve them in choices about their care.
- ❖ To be proactive in promoting healthy lifestyles and offer or promote screening for undetected illness; to provide prompt and appropriate response to acute illness; to offer supportive and flexible treatment in long-term illness.
- ❖ To offer health care based on proven research.
- ❖ To engage in continuing education and personal development to keep up to date and to respond to community, medical and social change.

It prides itself on excellent appointment availability during the week and also provides extended hours for pre-booked patients on Saturdays.

Partners

The practice has six partners: -



Dr Helen Salisbury

MA MBBS 1991 MRCP MRCGP

As well as seeing patients at the Practice, Dr Salisbury leads the Communication Skills Course for medical students in Oxford and is a trainer for the GP registrar based in the practice. She particularly enjoys family medicine and seeing a wide variety of problems in General Practice.



Dr Helen Steel

MBBS 1982 DRCOG FP Cert MRCGP

Dr Steel enjoys the full range of General Practice. She is also one of the college doctors for Somerville and Keble.



Dr Karen Walker

MBBS 1988 DRCOG MRCGP DFFP

Dr Walker enjoys the full spectrum of clinical care in General Practice and has a particular interest in women's health.



Dr Heidi Luckhurst

MA BM BCh (1984) DRCOG DCh MRCGP DFSRH

Dr Luckhurst covers all areas of General Practice. She also teaches Oxford University medical students.



Dr Evelyn Sanderson

MBBS 1992 MA MRCP FRCR DRCOG MRCP

Dr Sanderson covers all General Practice areas and also works in the dermatology department at the Churchill Hospital. She is one of the college doctors for Somerville and Keble students.



Dr Will Gray

MBChB, MRCP (2013), DRCOG, PGDip ENT

Dr Gray complements his involvement in all aspects of General Practice with a particular interest in ENT conditions and Diabetes.

We have recently been joined by Salaried GP, Dr Paul Ch'en who has a particular interest in the early diagnosis of cancer, cognitive behavioural therapy and acupuncture

Other Services

A wide range of additional services are located on the practice premises including the local teams of health visitors and district nurses. Sessions are provided by midwives, drugs workers and counsellors.

Support Staff

The practice undertook an independent analysis of its management arrangements in 2016 which resulted in the restructure of its non-clinical services. It is gradually introducing a system of team leadership with greater delegation and more streamlined ways of working.

An operations manager oversees the day-to-day routine work of the practice.

A new post of team leader for patient services has been created to oversee the practice's 'front of house' services. Additional administrative assistants and a bookkeeper post also have been established to deal with the increasing administrative and managerial demand on general practice and to enable the partners to concentrate on their clinical work.

The partners see the appointment of a strategic Business/Practice Manager as the next key stage in the development of the practice.

Useful Links

<http://www.gpjerichotwo.co.uk/> Practice Website

www.oxfordshireccg.nhs.uk/ Oxford Clinical Commissioning Group

Useful links for the local area: -

<https://www.oxford.gov.uk/> Providing information on Tourism, Local Council, Leisure, Transport, Education and Services in the Oxford Area.

www.oxfordcity.co.uk/ Guide to Oxford city, everything from what's on diary, maps, accommodation, shopping, local weather, what to do and Visitors' Information.

BUSINESS/PRACTICE MANAGER – JOB DESCRIPTION

Job Title:	Business/Practice Manager
Accountable to:	The Practice Partners
Reports to:	The relevant lead partners
Hours :	25-30 per week (the partners may consider alternative hours to attract the right candidate)
Salary:	£45,000-£48,000 pa WTE of 37 hours per week.

Summary of role

The post-holder will have overall responsibility for efficient running of the practice and report directly to the partners.

The Business/Practice Manager will be expected to consolidate a sound financial position and to then develop our business resilience for the future. The post holder will be responsible for leading on the practice strategic plan and updating the annual business plan, identifying new business opportunities and managing the business efficiency of the practice.

Whilst the routine non-clinical work will be carried out by the Operations Manager and Team Leaders, the post holder will have overall responsibility for managing outcomes and ensuring appropriate standards are met.

The Business/Practice Manager's outward-facing role will include keeping up to date with the macro-environment of general practice and representing the practice in dealings with outside agencies including the CCG, the Federation and Regulating Bodies.

The Business/Practice Manager will ensure that the patient-centred values and ethos of the practice are maintained, particularly in the provision of services to a high standard in a pleasant, happy working environment.

A professional and flexible approach is essential to prepare the practice for future developments.

The post holder is required to read all practice policies regarding health and safety, working practices, equality, confidentiality, communication and team-working (this list is not exclusive) and adhere to them at all times. Copies of all policies are available from the Operations Manager.

Key result areas

- Profitability/Cost-effectiveness - ensuring the practice is ready and able both to maximise any opportunities which arise (this will require the post-holder to stay abreast of developments affecting general practice), and the maintenance of maximum cost-benefit of expenditure.
- Ensuring probity, transparency and accuracy in all practice finances.
- Performance management of the book-keeper. The post involves ensuring that the book-keeper is achieving agreed objectives in relation to the practice business plan and ensuring appropriate levels of both delegation and support as appropriate.
- The maintenance of excellent relationships with outside bodies such as the CCG, Federation and regulating bodies.

Detail of the duties

Note: These duties were appropriate at the time of writing. However, they are not exhaustive, and the Business/Practice Manager will need to stay abreast of changes (which are frequent), and developments in the NHS and in general practice in particular. The Business/Practice Manager will be able to delegate to other managers and team leaders as appropriate, but overall responsibility will remain with him/her.

1. General Business and Financial Management

The post holder will be responsible for ensuring the overall effectiveness of the management of the practice, setting standards and targets, implementing policies, managing the GMS contract and monitoring the practice finances, maintaining high standards of probity, governance and transparency. The post holder will be responsible for reviewing the practice income and making recommendations to the partners for any changes. Specifically, duties will include: -

- a. Developing bids for new pieces of work, in partnership with the Operations Team and partners, retaining responsibility for any subsequent project management
- b. Ensuring compliance with commissioning arrangements and monitoring of practice contracts, meeting targets and keeping up to date with standing financial entitlements.

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- c. The maintenance of effective costing procedures, budgets and cash flow forecasts to facilitate effective use of practice resources. This includes the production of monthly financial reports including graphs for cash-flow, including graphs, and leading detailed discussions on these with the partners.
 - d. Overseeing budgetary management and production of management accounts and financial information, including the payroll. This also requires effective liaison with the practice accountants and monitoring the level of service received as well as appropriate management of, and delegation to, the bookkeeper.
 - e. Co-ordination of partners' drawings and other financial information as provided by the accountants.
 - f. Monitoring the performance and payments in Enhanced Services, Quality and Outcomes Framework and other targets in order to maximise returns from these activities, providing feedback to the partners on a regular basis. This includes ensuring that appropriate systems are in place so that staff understand the importance of correct recording of information for all aspects relating to practice funding claims
 - g. Preparing annual cash-flow budgets, monitoring actual results against predictions and providing updated forecasts, drawing any unexpected variations to the partners' attention, with recommendations for resolution.

2. Liaison with the Operations Manager and other key staff

The post holder will have overall responsibility for overseeing and monitoring appropriate quality standards in all areas of the practice. This will include: -

- a. Providing support and effective leadership to staff
- b. Holding regular meetings with the Operations Manager and other key staff to ensure an overall view is maintained of the practice
- c. Ensuring managers and team leaders observe appropriate and up to date HR management practices

3. Public Relations Management

- a. Liaising effectively with outside bodies, keeping up to date with opportunities, always presenting the practice in a professional light and maintaining excellent interpersonal relationships.
- b. Overseeing key relationships such as the Patient Participation Group (PPG) and leading on-site visits such as the Care Quality Commission inspections.

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- c. Managing the practice website and ensuring appropriate and relevant publicity in terms of the practice profile
 - d. Ensuring that in all contacts with the practice, patients, visitors and agents are met with appropriate standards of professionalism
 - e. Setting the standards for and overseeing the handling of all suggestions and complaints

4. Site/Facilities Management

- a. Evaluating accommodation requirements and managing development/expansion plans and optimum use of space.
- b. Implementing and maintaining cost-effective management of the site account costs and reimbursements.
- c. Overall responsibility for accurate and cost-effective ordering of all practice supplies in liaison with the relevant parties.
- d. Overall management of an asset register, ensuring that all significant items of practice-owned equipment identification numbers, location, and maintenance arrangements are noted.
- e. Renegotiating and renewing contracts for utilities and services and monitoring the quality of the provision of services against the contract.
- f. Drawing up and maintaining the Business Continuity Plan, including responsibility in the event of an out of hours' emergency which risks business continuity.
- g. Ensuring that health and safety legislation and good practice is applied consistently to the management of the premises

5. Conduct

The partners place importance on its employees and contractors presenting the practice in a professional way. The post-holder is expected to adhere to the practice's code of conduct and practice values at all times. This includes conduct towards patients, other employees, external agencies and all who come into contact with the practice. In certain circumstances this requirement may include conduct during the post-holder's own time, whether on or off practice premises, where such conduct potentially could bring the practice into disrepute.

6. Any other duties

Commensurate with the job description, and as may be determined by the practice partners.

BUSINESS/PRACTICE MANAGER PERSON PROFILE

	Essential	Desirable
<ul style="list-style-type: none"> Qualifications: 	<ul style="list-style-type: none"> Educated to degree level with either a first degree in a recognised management area and/or a postgraduate qualification in management. Substantial business/financial management experience 	<ul style="list-style-type: none"> Recognised financial qualification
<ul style="list-style-type: none"> Knowledge & Experience: 	<ul style="list-style-type: none"> Broad experience of business management including an overview of organisational, HR and facilities management. Experience of management accounting and/or financial management Experience of advising partners/directors on financial issues, including profitability and cash-flow. Experience of identifying key issues from complex financial information Proficiency in computer technology, including Microsoft Office applications and using Excel or equivalent Familiarity with Data Protection Act and an understanding of its implications. 	<ul style="list-style-type: none"> Both commercial and NHS/Primary Care experience
<ul style="list-style-type: none"> Skills 	<ul style="list-style-type: none"> Well-honed leadership skills including the ability to motivate managers and staff in implementing change where needed Networking effectively with outside agencies. Ability to oversee the book keeper in maintaining and reconciling finances Problem-solving and analytical skills Ability to prioritise 	<ul style="list-style-type: none"> Knowledge of data bases Recognised IT qualification
<ul style="list-style-type: none"> Personal Traits: 	<ul style="list-style-type: none"> Positive outlook Excellent self-presentation including a professional demeanour. Tenacity and resilience in pursuing desired outcomes Commitment to Continuing Professional Development (CPD). Effective and pleasant communication skills. Sound judgement in knowing when to act independently and when to involve the partners. Ability to maintain good working relationships with all staff and outside agencies Adaptability in an environment of constant change. 	

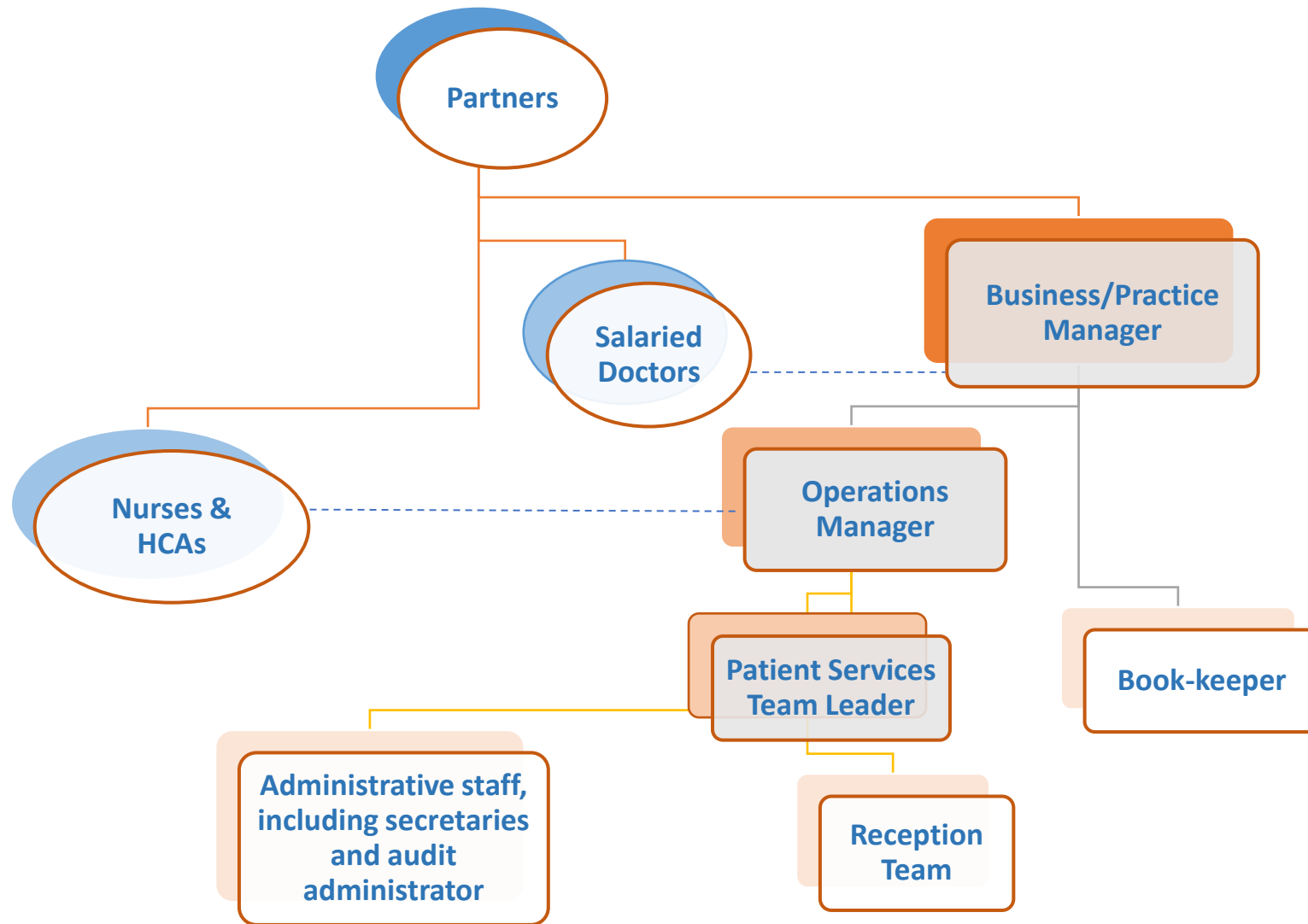


Figure 1 OBSERVATORY ORGANISATIONAL STRUCTURE