

Dr Mannings & Partners

Job Description

JOB TITLE: PRACTICE MANAGER

REPORTS TO: THE PARTNERS

HOURS: Full time

JOB SUMMARY:

To promote a working environment of trust, loyalty, enthusiasm and cooperation.

To support the partners and team to achieve agreed aims and objectives within an efficient and effective working environment.

JOB PRIORITIES:

- Be a self-motivated and proactive individual with an ability to support the partners on the strategic, financial and organisational management of the practice
- Be a team player with excellent performance management and staff development skills
- Have excellent communication and patient focus skills
- Have a good knowledge of human resources management and employment law
- Have good negotiation and business skills
- Have experience of premises management and development/project management
- Have a flexible approach to working hours
- Share the ethos of the practice

JOB RESPONSIBILITIES:

Operational Leadership and Management / Development of high quality service provision

The post holder will:

- Agree with other members of the team the development of the policies, standards and guidelines and ensure these will be accepted as best practice and applied by everyone to ensure high quality service provision and profitable outcomes.

- Ensure audit processes are efficient and effective – providing appropriate data for service development and financial reporting.
- Understand and participate in all operational matters, supporting the team in the challenges of the day to day execution of their duties.
- Oversee the administration of Quality & Outcomes Framework, ensuring the cooperative working between GPs, Practice Nurses and Administrators, for timely and accurate outcomes.
- Analyse opportunities offered by Enhanced Services, specifically benefits for patients and cost effectiveness. Make sound recommendations to GPs.
- Oversee the administration of Enhanced Services, ensuring the cooperative working between GPs, Practice Nurses and Administrators, for timely and accurate outcomes.
- Ensure the practice complies with Care Quality Commission (CQC) regulations / standards.
- Maintain medico-legal requirements.
- **Ensure the partners and other members of the team are able to access all appropriate information, and are confident in managing the basic operational issues.**

Strategic Leadership and Management

The post holder will:

- Regularly identify the external issues that may affect primary care and use these to contribute to practice strategy.
- If required by partners, develop a Business Plan, to be reviewed regularly and updated annually.
- Provide partners with opportunities for business development, using well analysed business cases.
- Provide partners with information regarding external threats to primary care services and business plans.
- Work with all team members to develop clear aims and objectives for teams and individuals to ensure successful business planning.
- Oversee the successful implementation of the aims and objectives.
- Monitor and evaluate performance of the practice team against objectives.
- Manage change with sensitivity and determination.
- Develop and maintain effective communication both within the practice and with relevant outside agencies.
- **Ensure the partners are able to access all appropriate information, and are involved in strategic planning.**

Premises Management & Development / Project Management

The post holder will:

- Ensure that practice premises are properly maintained and cleaned.
- Ensure Health and Safety standards are maintained.
- Assess and evaluate accommodation requirements.
- Manage development and expansion plans.
- **Ensure other members of the team are able to access all appropriate information, and are confident in the day to day management of the premises. When projects are running, the partners and other members of the team will need a full understanding of the project progress and access to all information.**

Financial Management

The post holder will:

- Set and manage practice budgets.
- Monitor cash-flow on a monthly basis.
- Manage and reconcile bank accounts monthly; negotiate/liaise with the practice' bank
- Monitor and reconcile income and expenditure statements and purchase/sales ledger transactions.
- Manage and monitor PAYE for practice staff in a timely fashion and maintain appropriate, auditable records.
- Manage contributions to the practice pension scheme(s) and maintain appropriate records.
- Manage appropriate systems for handling and recording of cash and cheques and petty cash.
- Seek to maximise NHS income through efficient exploitation of QoF / Enhanced Services or any additional systems introduced in the future. Understand and report on the financial implications of contract and legislation changes.
- Seek to maximise private income as appropriate.
- Advise partners of financial opportunities through strategic development.
- Develop income opportunities through negotiation with the CCG and NHS England, via preparation and submission of regular business development plans.
- Through constant monitoring, ensure the practice receives an appropriate and equitable allocation of resources.
- Provide partners with monthly financial updates.
- Manage practice accounts on a monthly basis.
- Submit year-end figures promptly.
- Liaise with the practice accountant to ensure partners are kept up to date with financial situation; give advice about partner's drawings.
- **Ensure the partners (and other designated team members) are able to access all appropriate information, and are confident in the basic management of financial affairs.**

Staff Management

The post holder will:

- Lead and manage staff by demonstrating enthusiasm for excellent service provision.
- Motivate and encourage colleagues to work efficiently and effectively.
- Develop appropriate reward systems to support high levels of motivation.
- Develop, support and maintain a highly motivated management team.
- Manage the recruitment and retention of staff.
- Ensure that all staff are legally and gainfully employed.
- Continually monitor skill-mix and deployment of staff in partnership with team leaders.
- Manage staffing levels and overtime within target budgets.
- Evaluate, organize and oversee staff induction and training.
- Ensure that all staff are adequately trained to fulfil their role and have effective personal development plans.
- Develop and implement effective staff appraisal and regular monitoring systems.
- Support and mentor staff, both as individuals and as team members, in partnership with team leaders.
- Ensure that there are excellent performance management systems in place and monitor their effectiveness, in partnership with team leaders.
- Ensure fast, fair and effective feedback for staff, in partnership with team leaders.

- Implement effective systems for the resolution of disputes and grievances.
- Keep up to date with changes in employment legislation.
- Maintain up-to-date HR documentation (including job descriptions, employment contracts and employment policies).
- **Ensure the partners and other members of the team are able to access all appropriate information, and are confident in the priority areas of staff management.**

Equality and Diversity

The post holder will:

- Work in a way that acknowledges the importance of people's rights, consistent with practice procedures and policies, and current legislation.
- Respect the privacy, dignity, needs and beliefs of patients, carers and colleagues.
- Demonstrate and promote management and leadership styles which are non-judgmental and respect the circumstances, feelings, priorities and rights of patients, carers and colleagues.
- **Ensure the partners and other members of the team are able to access all appropriate information, and are able to demonstrate and promote appropriate management and leadership styles.**

Organisational / Administrative Processes

The post holder will:

- Convene meetings, prepare agendas and ensure distribution of minutes as necessary.
- Ensure all team members have access to minutes / action points / decisions.
- Develop practice protocols and procedures, review and update as required.
- Oversee the procurement of practice equipment, supplies and services within target budgets.
- Develop and review Health & Safety policies and procedures and keep abreast of current legislation.
- Arrange and maintain adequate insurance cover.
- Develop and keep up to date adequate disaster recovery procedures.
- Arrange appropriate maintenance for practice equipment.
- **Ensure the partners and other members of the team are able to access all appropriate information, and are confident in managing the day to day aspects of running the practice.**

Quality

The post-holder will

- Develop and maintain high quality services, processes and relationships.
- Reflect on own performance and behaviours, taking accountability for own actions, either directly or under supervision.
- Encourage the management team to reflect upon their individual and team performances and take accountability for their own actions, either directly or under supervision.
- Monitor all processes and service provision to ensure quality is maintained and where necessary improved.

- Motivate and encourage colleagues to participate in continuous quality improvement.
- Work effectively with individuals in other agencies to ensure high quality service provision.
- Manage own time, workload and resources.
- Monitor and manage time, workload and resources of all practice teams.
- **Ensure the partners and other members of the team are able to access all appropriate information, and are confident in managing issues relating to quality.**

Patient Services

The post holder will:

- Promote a patient focused approach throughout the practice, through guidelines, training etc.
- Work with Partners and Team Leaders to ensure a strategic approach to the development and management of patient services.
- Ensure service development and delivery is in accordance with local and national guidelines.
- Ensure that the practice complies with NHS contractual obligations in relation to patient care.
- Maintain registration policies and monitor patient turnover and capitation.
- Oversee and/or develop effective repeat prescribing systems.
- Oversee and/or develop and manage an effective appointments system, and ensure that this system is reviewed regularly to reflect the changing needs of the patients and service providers.
- Oversee and/or organise surgery timetables, duty rotas and holiday cover.
- Monitor and assess practice performance against patient access and demand management targets.
- Develop and implement an effective complaints management system.
- Address all complaints in line with the practice policy.
- Develop an active patient group and ensure continued effective liaison.
- Liaise with PALS as appropriate.
- **Ensure the partners and other members of the team are able to access all appropriate information, and are confident in the basic management of all areas of service to patients.**

Information Technology Management

The post holder will:

- Evaluate and plan practice IT implementation.
- Undertake the role of "Privacy Officer" for Information Governance, ensuring the practice complies with appropriate regulations / standards. *(see also Confidentiality)*
- Keep abreast of the latest development in primary care IT, including DoH initiatives such Electronic Patient Records (EPRs) and disease coding, and regularly update the practice management team.
- Support and monitor staff in the use of IT; organise, oversee and evaluate IT training.
- Set targets and monitoring standards for data entry and data collection.
- Ensure that the practice has effective IT data security, back-up, maintenance and disaster recovery plans in place.
- Liaise with appropriate bodies regarding systems procurement, IT funding and national IT development programmes.

- **Ensure the partners and other members of the team are able to access all appropriate information, and are confident in managing the basic IT systems.**

Communication

The post-holder will:

- Communicate effectively and regularly with all colleagues.
- Communicate effectively with patients and carers.
- Encourage effective communication within the team.
- Recognize people's need for alternative methods of communication and respond accordingly.
- **Ensure the partners and other members of the team are able to access all appropriate information, and are confident about communicating effectively.**

Relationships with external organisations

The post holder will:

- Represent the practice at meetings with external bodies, for example, the local CCG and local Trusts.
- Develop and maintain relationships with all external bodies.
- Develop and maintain relationships with local practices.
- Attend local healthcare forums / network with colleagues.
- Negotiate on behalf of the practice with external agencies.
- Report information to partners and colleagues as appropriate.
- Use liaison with local healthcare organisations to inform strategic business plans.
- **Ensure the partners and other members of the team are able to access all information, and are able to attend activities where appropriate.**

Health / Safety / Security

The post holder will:

- Promote and maintain health, safety and security as defined in the practice Health & Safety Policy.
- Ensure use of personal security systems within the workplace according to practice guidelines.
- Identify the risks involved in work activities and manage activities in a way that mitigates those risks.
- Arrange regular training for colleagues to update knowledge and skills.
- Ensure appropriate infection control procedures.
- Ensure work areas are tidy, safe and free from hazards.
- Promote a no-blame culture.
- Ensure regular reviews of significant events.
- Encourage colleagues to report potential risks to health, safety and security (including whistleblowing).
- Ensure the practice complies with Care Quality Commission (CQC) regulations / standards.
- Maintain medico-legal requirements.

- **Ensure the partners and other members of the team are able to access all appropriate information, and are confident in managing health, safety and security.**

Personal/Professional Development

The post-holder will

- Participate in any training programme implemented by the practice as part of this employment.
- Participate in an annual individual performance review, including taking responsibility for maintaining a record of own personal and/or professional development.
- Take responsibility for own development, learning and performance.

Integrity and Ethos

The post holder will:

- Share the ethos of the Partners.
- Promote this ethos amongst all the practice team.
- Work in a way that clearly demonstrates trustworthiness, loyalty, enthusiasm and cooperation.
- Support and encourage the management team to demonstrate trustworthiness, loyalty, enthusiasm and cooperation.
- Support and encourage everyone in the practice team to demonstrate trustworthiness, loyalty, enthusiasm and cooperation.
- Promote a patient focused approach throughout the practice. (*see also Patient Services*)
- Maintain medico-legal requirements.

Confidentiality

The post holder will:

- Undertake the role of “Privacy Officer”.
- By seeking treatment, patients are entrusting us with access sensitive information in relation to their health and other matters. They do so in confidence and have the right to expect that staff will respect their privacy and act appropriately.
- In the performance of duties outlined in this Job Description, the post-holder will have access to confidential information relating to patients and their carers, practice staff and other healthcare workers. All such information from any source is to be regarded as strictly confidential.
- The post holder will also have access to information relating to the practice as a business organisation. This information must also be regarded as strictly confidential.
- Information relating to patients, carers, colleagues, other healthcare workers or the business of the practice may only be divulged to authorised persons in accordance with the practice policies and procedures relating to confidentiality and the protection of personal and sensitive data.
- Ensure all members of the practice team maintain confidentiality at all times, unless sharing this information is acceptable within Caldicott guidelines.

Other

In the ever changing primary care sector, it is inevitable that there will be additions to this job description. The post holder will be asked to undertake other tasks required by the

partners. However, significant changes* to the role will be introduced in consultation with the post holder.

*Significant change may include: Government changes to quality controls and financial reward for general practice, involvement in recruitment of a new partner; development of a new partnership agreement; a building project; cooperative working with other practices or health care providers. These are given as examples only and are not exhaustive.