

THE WILSON PRACTICE



Job Title: Practice Manager
Reports To: The Partners
Hours: Full Time – 37 hours/week

Job Summary

To work alongside the partners to provide leadership and management skills to enabling practice to continue to provide high quality, personal primary care for our patient cohort in a safe, effective, efficient and profitable environment. The main focus of the Practice Manager is to ensure strategic and financial management of the practice.

This job description covers the key areas of practice management, however the requirements are constantly evolving. The following list of requirements is not designed to be exhaustive, but serves to summaries the scope of the role. Many of the roles below may be designated to other staff members, but the final responsibility remains with the Practice Manager.

Job Responsibilities

Strategic management and planning

The post holder will:

- Keep abreast of current affairs and identify potential threats and opportunities
- Contribute to practice strategy; formulate objectives and research and develop ideas for future practice development
- Monitor and evaluate performance of the practice team against objectives; identify and manage change
- Develop and maintain effective communication both within the practice and with relevant outside agencies
- Alongside practice partners, prepare annual updates of the practice development plan, and over the implementation of the objectives
- Assess and evaluate premises requirements
- Actively engage in commissioning activities at a practice and PCN level

Targets, Quality and NHS Initiatives

The post holder will:

- To work alongside the practice CQC manager to ensure CQC registration and requirements are met
- Oversee the management of QOF to meet agreed targets
- Manage all enhanced services ensuring service and income optimisation
- Monitor any local or national commissioned incentive schemes
- Monitor and manage any other quality and financial incentives

Financial Management

The post holder will:

- Manage practice budgets and seek to maximise income
- Through negotiation with the CCG and preparation and submission of regular development plans, ensure the practice receives an appropriate and equitable allocation of resources
- Understand and report on the financial implications of contract and legislation changes
- Manage practice accounts, submit year-end figures promptly and liaise with the practice accountant
- Monitor cash-flow, prepare regular forecasts and reports to the partners
- Manage and reconcile income and expenditure statements and purchase/sales ledger transactions
- Manage partners drawings and pension contributions
- Oversee the business viability of research projects, working with the Research Co-ordinator and Research leads to ensure that the practice is able to meet its research commitments
- Manage and monitor PAYE and payroll for practice staff and maintain appropriate records
- Manage contributions to the practice pension scheme(s) and maintain appropriate records
- Manage appropriate systems for handling and recording cash and cheques and petty cash

Human Resources

The post holder will:

- Oversee the recruitment and retention of staff and provide general personnel management and service
- Ensure that all members of staff are legally and gainfully employed. Monitor skill-mix and deployment of staff
- Manage staff levels
- Evaluate, organise and oversee staff induction and training, ensuring all staff are adequately trained to fulfil their role
- Develop and implement effective staff appraisal and monitoring systems
- Support and mentor staff, both as individuals and as team members
- Implement effective systems for the resolution of disputes and grievances
- Keep abreast of changes in employment legislation

- Maintain up-to-date HR documentation (including job descriptions, employment contracts and employment policies)

Organisational

The post holder will:

- Convene meetings, prepare agendas and ensure distribution of minutes as necessary
- Develop practice protocols and procedures, review and update as required
- Ensure the practice premises are properly maintained and cleaned and that adequate fire prevention and security systems are in place
- Manage the procurement of practice equipment, supplies and services within the target budgets
- Develop and review Health & Safety policies and procedures, undertake relevant Risk Assessment and keep abreast of current legislation
- Arrange and regularly review appropriate insurance cover
- Ensure the practice complies with the terms of the premises lease
- Ensure the practice has adequate business continuity and resilience in place
- Arrange appropriate maintenance for practice equipment
- Oversee the practice's audit timetable, ensuring that the practice strives to continually improve its systems and processes

Patient Services

The post holder will:

- Adopt 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 and CQC standards in relation to patient care
- Maintain registration policies and monitor patient turnover and capitation
- Oversee, develop and manage an effective appointments system
- Routinely monitor and assess practice performance against patient access and demand management targets
- Develop and implement an effective complaints and management system
- Oversee patient satisfaction surveys and analysis of results

Information management and technology

The post holder will:

- Evaluate and plan practice IT implementation and modernisation
- Keep abreast of the latest development in primary care IT
- Motivate, support and monitor staff in the use of IT, organise, oversee and evaluate IT training
- Set targets and monitor standards of 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 the CCG regarding system procurement, IT funding and national IT development programmes
- Ensure that the practices website is current, effective and fit for purpose
- Ensure the practice's compliance with GDPR and FOI along with other relevant legislation and professional information management standards such as GMC/BMA and LMC guidance

Partnership

The post holder will:

- Chair weekly partnership business meetings, ensuring that all actions are duly minuted in accordance with the Partnership Agreement
- Ensure the Partnership Agreement is kept up to date
- Support the partnership in the leadership of the practice
- Oversee the recruitment of new partners and associate GPs as required

Relationship Management

The post holder will:

- Manage and maintain credibility with all key external stakeholders including, but not limited to, the PCN, to foster a culture of collaboration, and promote inter-service learning to drive continuous improvement
- Take an active role in the development and embedding of the practice's culture, values and reputation as providers of high-quality services
- Listen and act on staff feedback to build staff trust by adopting a proactive and facilitative approach
- Provide coaching and support to the management team so they can effectively manage and lead their own teams

Confidentiality

- In the course of seeking treatment, patients entrust us with, or allow us to gather, sensitive information in relation to their health and other matters. They do so in confidence and have the right to expect that staff with respect their privacy and act appropriately
- In the performance of the duties outlined in this job description, the post-holder may have access to confidential information relating to patients and their carers, practice staff and other healthcare workers. They may also have access to information relating to the practice as a business organisation. All such information from any source is to 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 protection of personal and sensitive data

Health and Safety

The post-holder will implement and lead on the full range of promotion and management of their own and others' health, safety and security as defined in the

practice Health & Safety policy, the practice Health & Safety manual, and the practice Infection Control policy and published procedures. This will include (but will not be limited to):

- Ensuring job holders across the practice adhere to their individual responsibilities for infection control and health and safety, using a system of observation, audit and check, hazard indemnification, questioning, reporting and risk management
- Maintain an up to date knowledge of health and safety, infection control statutory and best practice guidelines and ensure implementation across the business
- Identifying the risks involved in work activities and undertaking such activities in a way that manages those risks across the business
- Making effective use of training to update knowledge and skills, and initiate and manage the training of others
- Using appropriate infection control procedures, maintaining work areas in a tidy and safe way and free from hazards, and initiation of remedial/corrective action where needed
- Actively identifying, reporting, and correction of health and safety hazards and infection hazards immediately when recognised
- Keeping own work areas and general/patient areas generally clean, identifying issues and hazards/risks in relation to other work areas with the business, assuming responsibility in the maintenance of general standards of cleanliness across the business in consultation (where appropriate) with other sector managers
- Undertaking periodic infection control training
- Routine management of own team/team areas, and maintenance of work space standards

Equality and diversity

The post-holder will support the equality, diversity and rights of patients, carers and colleagues, to include:

- Acting in a way that recognises the importance of people's rights, interpreting them in a way that is consistent with the practice procedures and policies, and current legislation
- Respecting the privacy, dignity, needs and beliefs of patients, carers and colleagues
- Behaving in a manner which is welcoming to and of the individual, is non-judgemental and respects their circumstances, feelings priorities and rights

Personal & Professional development

The post holder will participate in any training programme implemented by the practice as part of this employment, such training to include:

- Participation in an annual individual performance review, including taking responsibility for maintaining a record of own personal and professional development
- Taking responsibility for own development, learning and performance and demonstrating skills and activities to others who are undertaking similar work

Quality

The post holder will:

- Alert other team members to issues of quality and risk
- Assess own performance and take accountability for own actions, either directly or under supervision
- Contribute to the effectiveness of the team by reflecting on own and team activities and making suggestions on ways to improve and enhance the team's performance
- Work effectively with outside agencies to meet patient's needs
- Effectively manage own time, workload and resources

Communication

The post holder should recognise the importance of effective communication within the team and will strive to:

- Communicate effectively with the other team members
- Communicate effectively with patients and carers
- Recognise people's needs for alternative methods of communication and respond accordingly

Contribution to the implementation of services

The post holder will:

- Apply practice policies, standards and guidance
- Discuss with the other team members how the policies, standards and guidelines will affect own work
- Participate in audit where appropriate

This description does not represent an exhaustive list of duties and may be amended in the light of practice and service change and development.