

THE WATERFIELD PRACTICE

JOB DESCRIPTION

JOB TITLE: Practice Business Manager

REPORTS TO: GP Partners

Overall Job Purpose

Be the senior non-clinical staff member managerially responsible for all aspects of the practice business and service delivery.

To be the lead role in the management of staff, and optimising efficiency and financial performance, and ensuring the practice achieves its long-term strategies.

To work collaboratively with the multi-disciplinary general practice team to meet the needs of patients, supporting the delivery of policy and procedures, and providing leadership as required.

Principal Responsibilities

Leadership

- Maintaining the Practice vision and present to the Partnership recommendations for developments, creating business and development plans as required.
- Leading the Practice's strategic and operational planning processes including setting objectives and monitoring progress.
- Enabling the practice to meet its agreed aims and objectives within a profitable, efficient, safe and effective working environment.
- Anticipating and planning for change and development, and ensuring the practice is equipped to meet future business needs and to respond to changes in the environment.
- Ensure change within the practice is led and managed in an effective manner enabling successful outcomes.
- To positively represent the Practice values and to ensure these are communicated and evident throughout the practice and its activities.

Strategic management

- Keep abreast of current changes within Primary Care and the wider NHS and Healthcare landscape and identify potential opportunities and challenges.
- Contribute to practice strategy; formulate objectives and research and develop ideas for future practice development.
- To make recommendations to the partnership in respect of all aspects of practice development.
- Monitor and evaluate performance of the practice against objectives, and identifying and managing any change needed.
- Develop and maintain effective communication both within the practice and with relevant outside agencies.

Human resources

- Keep abreast of changes in employment legislation and to ensure all HR documentation is appropriately maintained and managed.
- Maintain a culture in the workplace that is just, supportive of continuous learning, and engenders strong teamwork to provide an efficient, effective and professional service.

- Agree the structure of the practice, and to encourage delegated responsibility, staff empowerment and the development of staff.
- Monitor skill-mix and deployment of staff, and manage staffing levels within relevant targets to maintain an effective practice team.
- Lead and manage the HR process from and including recruitment and retention, induction, appraisal and ongoing training and development to ensure that all staff are adequately trained to fulfil their role.
- Support and mentor staff, both as individuals and as team members.

Financial management

- To provide leadership and management of the Finance Manager and taking ultimate responsibility for all aspects of practice finances, optimising efficiency and financial performance.
- Understand and report on the financial implications of contract and legislation changes.
- To manage and coordinate month end reports on all aspects of financial performance; management accounts, cash flow and budgetary reporting.
- Make recommendations to the partners on income, expenditure and all matters of a financial nature.
- Liaise with the practice bankers and accountants when required.

Patient services

- 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 in relation to patient care
- Monitor and assess practice performance in respect of patient services; e.g. registrations, access and satisfaction.
- Liaise with the Practice's Patient Participation Group to ensure it delivers a positive contribution to the patients and practice.

Information and technology management

- Lead and manage the evaluation of and plan practice IT implementation to ensure it enables the practices to meet its objectives.
- Ensure that the practice has effective IT data security, back-up, maintenance and disaster recovery plans in place
- To be the responsible manager for the practice compliance with the Data Protection Act and General Data Protection Regulation, and the requirements of the Information Governance Toolkit.
- Oversee setting of targets and monitoring standards for data entry and data collection
- Maintain the practice's website and all aspects of electronic communications to patients and external stakeholders.

Quality and compliance

- Ensure practice compliance with contractual and legislative obligations, particularly the GMS Contract, PCN DES and CQC registration.
- Ensure that the practice consistently meets and can evidence the required standards for CQC and lead on preparation for any CQC inspection.
- Develop or oversee the development of a full suite of practice policies (including health & safety, fire safety, COSSH, infection control, medicines management, etc.) ensuring a system of review and update as necessary.
- Manage, with the appropriate leads, the complaints and significant events process
- To be the responsible manager for Health & Safety, and Fire Safety.
- Ensure that the practice has adequate disaster recovery procedures and a business continuity plan in place.
- Arrange appropriate insurance cover for premises, employer liability, tax investigation professional indemnity and locum cover.

- Ensure that the practice Partnership Agreement is reviewed and updated at appropriate intervals.

Facilities Management

- Ensure the premises are maintained to a high standard in order to comply with relevant legislation, facilitate patient care and enhance the patient experience when attending the practice
- Overall responsibility for security, repairs, insurance and maintenance of premises, services and equipment.
- Ensure that all servicing contracts are reviewed and are both cost effective and adequate.
- Assess and evaluate accommodation/ capital requirements and manage development and expansion plans, ensuring that all capital and non-capital projects are implemented within reasonable timescales and within budget.
- Oversee the procurement of practice equipment, supplies and services within agreed budgets.

External Relationships

- Ensure efficient internal and external communication, including being the primary point of contact for the CCG, PCN, GP Federation and other external organisations.
- Maintain high quality relationships with patients, attached staff, community teams, community groups including the Practice Patient Participation Group, and to actively foster links with other outside agencies.
- Provide management advice/project support to external agencies in accordance with a service level agreement or project plan.
- Develop and maintain effective communication within the practice and with all relevant outside agencies.

Generic Responsibilities

All staff have a duty to conform to the following:

Equality, Diversity & Inclusion (ED&I)

A good attitude and positive action towards ED&I creates an environment where all individuals are able to achieve their full potential. Creating such an environment is important for three reasons: it improves operational effectiveness, it is morally the right thing to do, and it is required by law.

Patients and their families have the right to be treated fairly and be routinely involved in decisions about their treatment and care. They can expect to be treated with dignity and respect and will not be discriminated against on any grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. Patients have a responsibility to treat other patients and our staff with dignity and respect.

Staff have the right to be treated fairly in recruitment and career progression. Staff can expect to work in an environment where diversity is valued and equality of opportunity is promoted. Staff will not be discriminated against on any grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. Staff have a responsibility to ensure that you treat our patients and their colleagues with dignity and respect.

Safety, Health, Environment and Fire (SHEF)

This practice is committed to supporting and promoting opportunities for staff to maintain their health, well-being and safety. You have a duty to take reasonable care of health and safety at work for you, your team and others, and to cooperate with employers to ensure compliance with health and safety requirements. All personnel are to comply with the Health and Safety at Work Act 1974, Environmental

Protection Act 1990, Environment Act 1995, Fire Precautions (workplace) Regulations 1999 and other statutory legislation.

Confidentiality

This practice is committed to maintaining an outstanding confidential service. Patients entrust and permit us to collect and retain sensitive information relating to their health and other matters, pertaining to their care. They do so in confidence and have a right to expect all staff will respect their privacy and maintain confidentiality at all times. It is essential that if, the legal requirements are to be met and the trust of our patients is to be retained that all staff protect patient information and provide a confidential service.

Quality & Continuous Improvement (CI)

To preserve and improve the quality of our output, all personnel are required to think not only of what they do, but how they achieve it. By continually re-examining our processes, we will be able to develop and improve the overall effectiveness of the way we work. The responsibility for this rests with everyone working within the practice to look for opportunities to improve quality and share good practice.

This practice continually strives to improve work processes which deliver health care with improved results across all areas of our service provision. We promote a culture of continuous improvement, where everyone counts and staff are permitted to make suggestions and contributions to improve our service delivery and enhance patient care.

Learning and Development

The effective use of training and development is fundamental in ensuring that all staff are equipped with the appropriate skills, knowledge, attitude and competences to perform their role. All staff will be required to partake and complete mandatory training as directed by the training coordinator, as well as participating in the practice training programme. You will also be required to participate in an annual individual performance review, including taking responsibility for maintaining a record of own personal and/or professional development

Service Delivery

Staff must adhere to the information contained with practice policies and regional directives, ensuring protocols are adhered to at all times.

Security

The security of the practice is the responsibility of all personnel. Staff must ensure they remain vigilant at all times and report any suspicious activity immediately to their line manager. Under no circumstances are staff to share the codes for the door locks to anyone and are to ensure that restricted areas remain effectively secured.

Professional Conduct

Staff are required to dress appropriately for their role and to conform with the practice dress code.