

JOB DESCRIPTION

JOB TITLE:	Practice Manager
PRACTICE	Reddish Family Practice
REPORTS TO:	Partners
SUPERVISION OF:	Direct Supervision of practice nursing, administration & secretarial team
Hours:	Preferably full time over 5 days
Salary:	£39,000 - £50,000 (pro rata) depending on experience

Job Summary	The post holder will support the partners in providing leadership to enable the practice to continue to meet its high level of achievement. They will be responsible for the management of the practice and will be supported by long standing practice team members to ensure the smooth day to day running of the organisation.
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DUTIES AND RESPONSIBILITIES

Note: This description is not an exhaustive list and will be subject to periodic review and amendment The duties and responsibilities below are essential job functions. All job requirements listed indicate the minimum level of knowledge, skills and/or ability deemed necessary to perform the job proficiently.

1. Practice Operation and Development

Development Plans/Reports	Direct the practice planning process, communicate practice plans to the wider team ensuring buy-in. Identify personal and practice developmental needs.
Regulatory Framework	Direct the strategic development of the practice and ensure its implementation. Oversee the development of written policies, procedures and processes relating to patient service, clinical governance, staff retention and risk management.
Practice Organisation	Periodically review practice organisational structure, propose and implement organisational change as appropriate.
PHCT Meetings	Represent the practice at meetings and seminars as required. Ensure effective communication links within the practice and between members of the wider primary healthcare team.
Clinical Audit	Collate and review statistics as required by the practice and the NHS. Provide assurance to the partnership regarding the practice clinical audit cycle.
Liaison with Wider Healthcare Organisations	Develop good working relationships with primary care organisations, the PCN, GP federations, hospitals, community agencies, local health group and trusts, co-operatives, local medical committees, other GPs and pharmacies. Ensure practice maximises potential from GP Working at Scale Agenda.
Professional Development	Keep abreast of current affairs and strategically develop practice to respond to opportunities and threats. Oversee training and development needs of clinical and non-clinical staff. Set personal development objectives and engage in annual performance review. Advise on CPD for all personnel in line with local and national policy requirement.
Performance Evaluation	Monitor and evaluate performance of the practice management team against objectives and national indicators; identify, propose and implement and review change. Maximise quality and effectiveness of services, by undertaking systematic reviews of resource allocation, proposing change as appropriate.
Innovation	Undertake feasibility studies / test viability of innovation, and have capacity to disseminate new approaches.

2. Practice Issues	
Locums	Review and refer / approve as appropriate requests for locum cover. Ensure that locum employment complies with relevant requirements. Evaluate effectiveness and efficiency.
Practice Meetings	Lead Practice Away Days including format and take responsibility for action implementation. Ensure meetings are convened, agendas prepared, and minutes distributed as necessary.
Partnership agreement	Review Practice Partnership Agreement as required. Understand and ensure practice acts within terms of its Partnership Agreement.
Partnership Changes	Ensure appropriate liaison with external bodies.

3. Human Resources	
Employment Law	Keep abreast of changes in employment legislation.
Recruitment, Selection & Induction	Maintain an overview of staff recruitment and the induction of new joiners to the team. Ensure that all staff are legally and gainfully employed. Motivate and discipline personnel according to practice policies. Ensure low attrition.
Pastoral Care	Create an environment, which is challenging, stimulating, non-threatening and supportive. Facilitate learning, training and development of shared procedures. Develop communication channels which are open and honest.
Training & Development	Ensure all members of the team have the required skills and knowledge to meet the requirements of their roles. Monitor opportunities for staff training as part of the practice development plan.
Staff Management	Act as a role model displaying leadership and direction to motivate the clinical team. Promote a professional image to the staff and for the practice.
Performance Reviews	Conduct performance reviews of administrative and management staff, and provide assurance to the partnership that an effective staff appraisal and monitoring system is in place.
Absence, Disciplinary and Grievance	Ensure that staff absence is recorded accurately. Ensure all staff have contracts, job descriptions, and necessary documentation to understand their role, health and safety, disciplinary and grievance procedures and performance reviews.
Rotas and Work	Maintain staff rotas to provide adequate cover for absence and holidays whilst managing staffing levels within target budgets.

4. Risk Management	
Governance	Ensure that the practice complies with CQC Standards, GDPR and relevant Health & Safety legislation and Infection Control requirements.

Risk Assessment	Review risk assessment, and monitor the effectiveness of changes implemented.
Infection control	Provide assurance to the partnership in respect of infection control activity.
Significant event audit/reporting	Keep a record of Significant Event Analyses. Wherever possible, facilitate resolution or outcomes of any significant event encountered. Keep all documentation on file. Regularly audit significant events and institute any agreed improvements necessary to systems or processes where a need for improvement has been identified.
Confidentiality	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 the protection of personal and sensitive data. Ensure that a code of confidentiality is adhered to within the practice, that robust procedures exist and are reviewed appropriately. Appropriately investigate and report any data breaches, liaising with Stockport General Practice DPO accordingly and take action as required.
Practice Premises	Determine and develop proposals to ensure practices premises remain fit for purpose and fully utilised. Seek any relevant funding, plan and implement partnership approved proposals. Ensure that practice premises are properly maintained and cleaned. Ensure that statutory fire safety procedures are complied with.
Insurance	Provide assurance to the partnership that appropriate Locum, Nurse Indemnity, Buildings & Contents and Employers Liability insurance cover exists.
Practice Equipment	Ensure that the procurement of practice equipment, supplies and services are managed within target budgets. Ensure appropriate maintenance and calibration of practice equipment.
Ethics	Be aware of policy and procedure to comply with statutory and best practice requirements.
Occupational Health	Provide advice as necessary.
Performance Management	Ensure systems are in place for identification and remedy of poor performance, monitoring and evaluating effectiveness.
Disaster Planning	Provide assurance to the partnership regarding arrangements to safeguard emergency services and business recovery following a major event.

5. Financial Management of the Practice.

Practice Finances	<p>Maintain appropriate book of accounts using practice accounting software.</p> <p>Prepare practice accounts in accordance with agreed requirements and timescale, so as to minimise accountancy fees.</p> <p>Prepare and monitor income & expenditure budgets including staff budgets and cash flow forecasts to inform practice business planning.</p> <p>Calculate and make arrangements to pay GP Partner drawings.</p> <p>Liaise with bank regarding all practice partnership banking matters.</p> <p>Investigate and propose methods of reducing expenditure and/or increasing income, and optimising banking procedures.</p> <p>Keep abreast of relevant general practice payment regulations and requirements and ensure the implications of all amendments are understood and implemented by practice members.</p> <p>Ensure submission of any claims/audits to meet various deadlines, and ensure such records are kept as to be able to check payments / authorisation.</p> <p>Raise and monitor receipt of payment of invoices in timely manner for all practice activities.</p> <p>Sign-off all locum cover.</p> <p>Ensure all bills due are paid on time, maximise discounts and ensure healthy cash flow.</p> <p>Explore areas for profit improvement by increasing income or reducing costs. Report under-performance and take remedial action.</p>
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Payroll	Ensure that reliable and accurate systems of record keeping are in place for efficient and timely management of the practice payroll and proper discharge of all statutory responsibilities. Verify staff overtime spend.
Petty Cash	Instigate appropriate systems and monitor transactions, setting annual budgets and managing expenditure.
Insurance	Review and ensure the practice has adequate insurance cover annually.

6. Patient Experience

Patient Services	Ensure service development and delivery is in accordance with local and national guidelines and complies with NHS contractual obligations. Ensure the effectiveness of the appointments system, surgery timetables, duty rotas and holiday cover.
Complaints, Significant Events & Compliments	Ensure that appropriate systems exist to record Complaints, Significant Events & Compliments.
Patient Communications	Responsible for producing and updating practice information leaflets and other practice publicity material including the practice website and NHS Choices. Ensure effective and regular communications is maintained with the patient participation group. Undertake regular relevant Patient Surveys.

7. IM&T

General	Keep abreast of the latest development in Primary Care IT including DoH initiatives and disseminate appropriately. Evaluate and plan practice IT implementation and modernisation. Review practice hardware and software service contracts and forecast system upgrade needs . Analyse the information needs of the practice and develop solutions to satisfy those needs. Plan, implement and oversee information flow systems for the practice. Liaise with the CCG regarding systems procurement, IT funding and national IT development programmes.
Practice Systems	Develop and maintain practice software systems and applications including but not limited to: EMIS OneNote Intranet Practice Website NHS Choices Undertake/coordinate searches & reports as required. Manage Patient Online Services including reviewing online services procedures, promoting online services utilisation and disseminating relevant training to staff .
Telephony	Manage practice telephony provision. Periodically evaluate telephony system to ensure it remains fit for purpose. Periodically audit telephony service provision. Set telephone answering targets and provide assurance to partnership that telephone answering times remain meet targets.
IT Governance	Ensure the implementation of quality practices and accurate data entry. Ensure data integrity/consistency and coordinate clinical data entry. Set targets and monitoring standards for data entry and data collection. Advise on record keeping methods ensuring best practice. Ensure GDPR and Common Law Duty of Confidentiality Compliance. Ensure that the practice has effective IT data security, back-up, maintenance and disaster recovery plans in place.
Training & Development	Motivate, support and monitor staff in the use of IT; oversee and evaluate IT training.

8. Personal Responsibilities

Equality & Diversity	Support the equality, diversity and rights of patients, carers and colleagues. Act in a way that recognizes the importance of people's rights, interpreting them in a way that is consistent with practice procedures and policies, and current legislation.
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	Respect the privacy, dignity, needs and beliefs of patients, carers and colleagues. Behave in a manner which is welcoming to any individual, is non-judgmental and respects their circumstances, feelings, priorities and rights.
Personal/Professional development	Participate in training programmes implemented by the practice. Participate in an annual individual performance review, and take responsibility for maintaining a record of own personal and/or professional development. Taking responsibility for own development, learning and performance and demonstrating skills and activities to others who are undertaking similar work.
Quality	Strive to maintain quality within the practice. 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 individuals in other agencies to meet patients' needs. Effectively manage own time, workload and resources.
Communication	Communicate effectively with all team members, patients and carers. Recognize people's needs for alternative methods of communication and respond accordingly.

9. Education, Skills & Experience

The candidate should:

- Be educated to degree level, or comparable
- Have relevant management qualifications or formal training
- Evidence strategic business leadership and senior management experience ideally in more than one organisation
- Have managed multi-disciplinary teams
- Have experience of, or the capacity to, manage upwards
- Be able to work on own initiative as well as part of a team
- Have, or be able to gain, a thorough understanding of the workings of the NHS, and the specific culture of general practice
- Be able to understand, and disseminate to practice members, the bureaucracy of the NHS and other government departments
- Be conversant with all relevant business legislation, such as employment law, health and safety legislation, and information governance
- Have experience of HR, including recruitment, conducting appraisals and dealing with disciplinary issues
- Have excellent people management skills including ability to have tough conversations
- Financial management qualification or evidence of business financial management acumen
- High level user of office and financial IT systems, and the capacity to learn new systems
- Be an efficient administrator with an eye for detail
- Be capable of chairing meetings effectively and implementing decisions reached
- Have the diplomatic skills to reconcile conflicting demands within the practice team, and / or outside organisations
- Be able to balance the sometimes-conflicting needs of patients and practice
- Demonstrate good time management skills
- Have the skills, experience, commitment, and motivation to manage change
- Maintain a positive approach at all times
- Be concise, practical, confident, resilient and consistent.
- Project a professional attitude and appearance

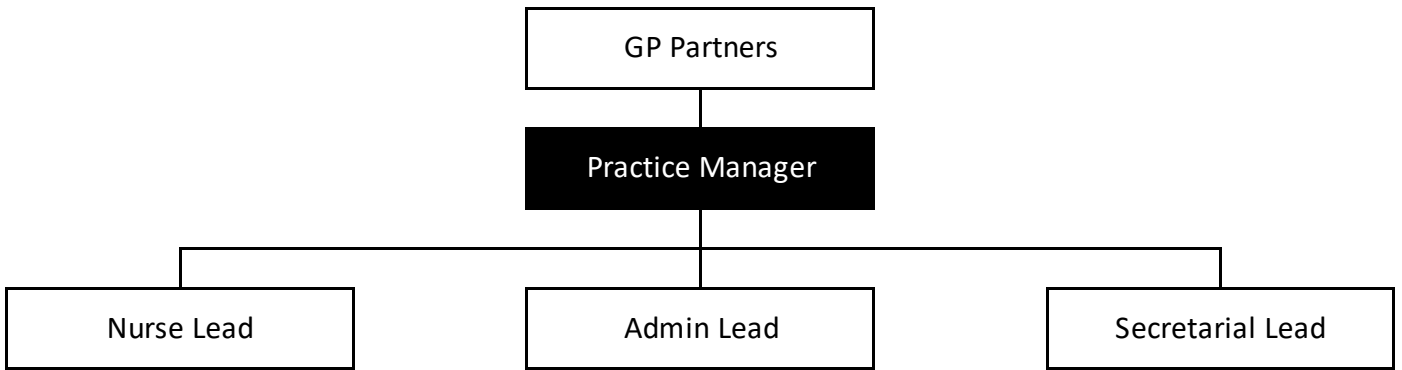
Principal Contacts

NHS England	CCG	LMC	Other Practices	Suppliers
OOH providers	Social Services	Accountants/Bank	Community Nurses	Patients
Practice Staff	GPs	Viaduct Health	PCN	

COMPETENCIES

Financial IT	Leadership & Senior Mgmt	Communication Organisation	Personal Qualities	Continuous Improvement	Customer Focus / Company Awareness	Working With People
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ORGANISATION STRUCTURE (Draft)



Feb 2021