

JOB DESCRIPTION

JOB DETAILS	
Job Title	Practice Manager
Reports to	Divisional Business Manager – Community Services Division
Band	Subject to the outcome of formal matching
Department/Directorate	Castle Place GP Practice Community Services Division

JOB PURPOSE
<p>To take full responsibility for the operational management of Castle Place GP Practice and other services/practices as required.</p> <p>To manage and coordinate all aspects of practice functionality, motivating and managing staff, optimising efficiency and financial performance, ensuring the practice achieves its long-term strategic objectives in a safe and effective working environment.</p> <p>To adopt a strategic approach to the development and management of services, ensuring the practice complies with contractual obligations in relation to patient care.</p> <p>To be fully knowledgeable of NHS developments that will impact General Practice, seeking challenges and opportunities and ensuring new guidance is communicated and implemented and ensure the practice complies with CQC, NHSE/I and CCG guidance, regulations and requirements.</p> <p>To ensure the Divisional Senior Team and Lead GP are fully engaged and informed relating to the operational and strategic position of the Practice.</p>

KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES
<p>The following are the core responsibilities of the practice manager. There may be on occasion, a requirement to carry out other tasks; this will be dependent upon factors such as workload and staffing levels.</p> <p>The practice manager is responsible for:</p> <ul style="list-style-type: none"> • Overseeing the day-to-day operations of the practice, ensuring staff achieve their primary responsibilities. Coordinating the practice diary, ensuring meetings are scheduled appropriately • Functional management of all clinical and administrative staff, and direct line management of relevant lead staff, including being responsible for the recruitment process of those colleagues. • Managing contracts for services delivered to/for the Practice • Leading change and continuous improvement initiatives • Coordinating the reviewing and updating of Castle Place Practice policies and procedures within the over-arching Trust Policies as appropriate • Coordinating and leading the compilation of reports and development plans • Developing, implementing and embedding an efficient business resilience plans • Financial management; including budgets, delivering best value targets, productivity cash releasing savings, managing petty cash, etc • Ensuring the team reach QOF targets (supported by the nursing and administrative leads) • Engaging and representing the Trust at external meetings as required, and deputise at internal external meetings as required.

- Production of communication materials incl newsletters on a regular basis, and maintaining relevant primary care websites, ensuring the practice is appropriately and professionally promoted.
- Engaging with and managing the Patient Participation Group
- Managing all complaints effectively as per trust process and policy
- Ensuring compliance with legislation and deal with HR issues accordingly
- The management of the premises, including health and safety aspects such as risk assessments and mandatory training compliance
- Managing the practice IT system, delegating staff to act as administrators.
- Coordinating all projects within the practice and ensuring colleagues understand the impact of actions and action plans are evidenced and described
- Ensuring all staff have the appropriate level of training and development to enable them to carry out their individual roles and responsibilities effectively. Including, ensuring compliance with IT security and IG including 100% of staff completing their IG mandatory training on an annual basis

KEY WORKING RELATIONSHIPS

Please note this list is not exhaustive:

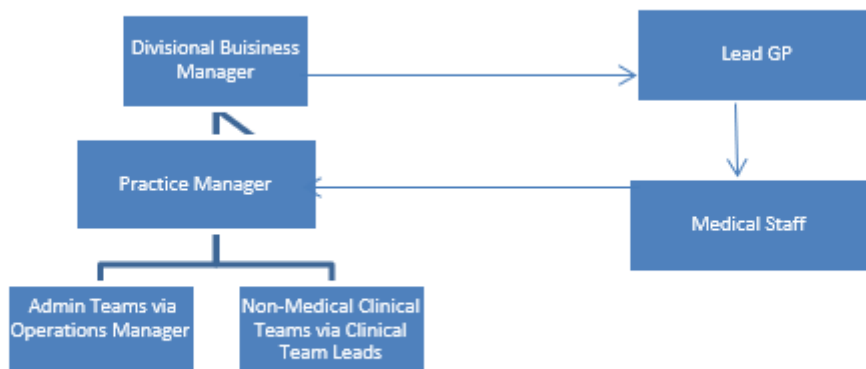
External:

- Patients/Service users
- Families/Carers
- Other GP Practices and Primary Care Network(s)
- Acute care
- Devon County Council and other statutory bodies as required
- Voluntary and independent sector
- Members of the public

Internal:

- All staff locally within the teams and units for which the post holder is responsible.
- Matrons and members of the hospital services management team.
- Members of the Trust and Divisional Management Teams regarding both operational and strategic elements of Practice services.
- Trade Unions, Staff Organisations regarding partnership working and developing effective communications.
- Other managers/officers within the Trust including for operations of Practice and Divisional policy/operations, including Human Resources and Finance Teams.

ORGANISATIONAL CHART



FREEDOM TO ACT

Lead operational manager for the Practice.

Operates with a degree of autonomy to deliver the objectives of the Practice, but with the support of a Divisional Business Manager and other subject matter experts as required.

Post holder will be guided by national and local policies and with support from senior colleagues, will implement these locally with support from Other team members as required.

COMMUNICATION/RELATIONSHIP SKILLS

Develop and maintain effective communication within the Practice, the Division and the Trust, and with relevant partner and outside agencies to ensure achievement of Practice objectives and targets.

Represent the Practice, Division and the Trust at appropriate forums, to promote the Practice and wider organisation.

To receive and communicate information relating to the Practice service delivery and development to staff, partner organisations and the public. This will involve communicating internally with staff groups and externally in public forums on behalf of the Practice, Division and Trust, with senior support if the information or situation is complex or contentious. This includes using negotiating and empathy skills to ensure compliance and successfully embed redesign.

Liaise closely with local commissioners in order to influence their decisions and enable positive outcomes for provision of Practice Services within the Locality and wider community.

Ensure that people who use Practice services, and their carers, are appropriately involved at all stages of Practice service development and delivery.

Foster and develop partnership approaches with Acute Services, Mental Health Services, Primary Care, and the Voluntary and Independent Sectors in order to ensure that services are developed and delivered in a coordinated way that is responsive to need, and places individuals at the centre of the care they require.

Promote teamwork and collaborative working as essential in the Practice, Division and Trust multidisciplinary teams, sharing of information in an appropriate manner.

Work with internal and external teams to overcome barriers to understanding, ensuring that the strategic position of the Practice is fully appreciated.

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ANALYTICAL/JUDGEMENTAL SKILLS

Demonstrate understanding of policy, guidance and legislation in relation to General Practice, and ensure that Best Practice and governance requirements are applied locally.

Continually review and manage competing and constantly changing demands and priorities. Respond appropriately to evidenced outcomes and ensure changes are applied to service development and delivery within the Practice and, where required, the wider Division. This will need to be exercised across a complex joint agency and multi-disciplinary context.

Manage, coordinate review and update all aspects of Practice functionality including optimising efficiency and financial performance, ensuring the practice achieves its short and long term strategic objectives within a safe and effective working environment.

Take full responsibility for ensuring the Practice complies with primary care specific CQC, CCG and NHSE/I guidance and regulations, ensuring these are adhered to where local objections or concerns may be voiced. This includes analysing the latest CQC guidance in relation to primary care and ensuring that the practice has adequate plans in place to meet

Lead the Quality and Outcomes Framework (QOF) programme analysing the clinical benefits, population need and financial incentives of individual QOF initiatives. This will include making recommendations and decisions on which initiatives to prioritise.

Lead on Practice innovation and development in relation to the business, finance, information technology and income generation.

Monitor and advise on how the quality management systems are performing and produce data and reports regarding practice performance set against objectives. Make recommendations for improvement and drive forward enhancements including where objections may be raised.

PLANNING/ORGANISATIONAL SKILLS

Keep abreast of NHS developments that will impact on General Practice, seeking challenges and opportunities and ensuring new guidance is communicated and implemented.

Keep abreast of current affairs and identify potential threats and opportunities, ensuring the Practice responds appropriately to both internal and external pressures.

With guidance from senior colleagues, develop and implement the short and long term Practice strategies and develop ideas for future Practice development to discuss with and be supported by senior colleagues.

Prepare and annually update the Practice Business Plan, oversee the implementation of the aims and objectives.

Organise and attend doctors' meetings, circulating agenda in advance, ensuring minutes are kept and circulated, and ensuring action points are done

Convene practice-wide meetings, prepare agendas and ensure distribution of minutes as necessary

Develop Practice protocols and procedures, review and update as required.

PATIENT/CLIENT CARE

Ensure that all staff adopt and maintain a person centred approach to the development and delivery of high quality patient care and uphold the principle that each individual is at the centre of Practice services and the care they require.

Ensure that the services provided are fit for purpose and meet patient and Trust expectations.

Assist patients and their families/carers as required in relation to non-clinical advice and support as required.

Liaise with Practice staff to ensure that all patient focused systems are functioning properly.

Advise on changes to patient services and their implementation and provide training to enable others to achieve high quality patient care.

Ensure patient complaints are managed and actioned within the appropriate timescales

Ensure patient related policies and procedures are reviewed as appropriate and arrange for amendments and updates as necessary.

Ensure that Information Governance is regularly discussed in Practice meetings. Responsible for maintaining and implementing practice Information Governance policies, liaising with Divisional Governance Manager as required. Ensure that an annual assessment of the Practices performance against the standards in the Information Governance toolkit is completed. Ensuring registration with Information Commissioner is in place (Data protection registration)

Arrange and chair Patient Participation Group meetings.

POLICY/SERVICE DEVELOPMENT

Lead the development of the Castle Place Practice (a service which forms part of the community services division/care group) short and long term strategies including the practice development plan and the achievement of its objectives and implementation of policy within Castle Place Practice.

Participate and contribute in all national ES/DES/LES and other practice quality standards as determined by the practice and its contractual framework

Participate and contribute to the development and implementation of the QOF programme and attend all QOF meetings

Continually strive to improve work processes which deliver health care with improved results across Castle Place Practice service provision. Promote a culture of continuous improvement, where everyone counts and staff are permitted to make suggestions and contributions to improve Castle Place Practice service delivery and enhance patient care.

Record incidents and significant events and report according to Trust requirements. Critically analyse actual or potential risks to ensure effective management/minimise risks. Ensure that the work of the administrative and multi-disciplinary clinical teams comply with the Caldicott, security and governance policies

Disseminate information relating to policy and service development to all practice staff and engage with them to ensure full understanding and commitment to compliance.

Develop and review Health & Safety policies/procedures for the Practice within Trust guidelines and keep abreast of current legislation.

Ensure that the Practice has robust disaster recovery procedures in place within the Trust guidelines.

FINANCIAL/PHYSICAL RESOURCES

Through negotiation with the relevant Authorities and the Trust, and preparation and submission of regular development plans, ensure the Practice receives an appropriate and equitable allocation of resources.

Hold the Practice budget of approximately £1.98m, monitor expenditure and seek to maximise income.

Ensure the Practice meets all financial targets. Manage the procurement of Practice equipment, supplies and services within target budgets and Trust SOPs.

Ensure appropriate insurance cover is arranged (buildings/contents/medical sickness/ locum cover) within Trust procedures.

Understand and report on the financial implications of contract and legislation changes

Monitor cash-flow, prepare regular forecasts and report to the Divisional Business Manager and Lead GP.

Supervise the Finance Lead to: Manage and reconcile financial transactions; monitor and reconcile income and expenditure statements and purchase/sales ledger transactions; manage and monitor PAYE for Practice staff and maintain appropriate records; manage contributions to the relevant Pension Scheme(s) and maintain appropriate records (supervisory role as administered by finance lead in conjunction with the Trust Payroll and Management / Financial Accounts Teams)

Keep appropriate records of all business transactions. Manage Practice accounts; submit year-end figures promptly and liaise with the Divisional Management accounts team.

Support management and financial accountants by supplying financial information in a timely way and liaise with them as required

Manage appropriate systems for handling and recording of cash, cheques and petty cash

Ensure that Practice premises are properly maintained and cleaned and that adequate fire prevention and security systems are in place

Arrange appropriate maintenance for Practice equipment

Ensure the security of the practice premises and ensure that restricted areas remain effectively secured.

HUMAN RESOURCES

Line manage staff as required and confirmed by your line manager.

Lead on all processes pertaining to the recruitment of clinical and non-clinical staff

Ensure that all staff are legally and gainfully employed. Monitor skill-mix and deployment of staff. Manage staffing levels within target budgets

Support and mentor staff, both as individuals and as team members

Implement effective resolution of disputes and grievances

Keep abreast of changes in employment legislation

Ensure all Practice staff have an effective local induction. Use training and development such that all staff are equipped with the appropriate skills, knowledge, attitude and competences to perform their role.

Ensure all staff actively partake in and complete statutory and mandatory training as directed by the Trust, as well as participating in the practice training programme.

Ensure Trust records are updated on ESR promptly as and when statutory and mandatory training is achieved.

Ensure staff (subject to approval) undertake relevant training courses, including external training, which will enhance their knowledge and skills, progress their career and ultimately, enable them to improve processes and service delivery.

INFORMATION RESOURCES

Ensure the surgery meets statutory duties with regard to Information Governance compliance.

Be fully competent in Practice system specific IT Training competencies (EMIS Web) etc.

Responsible for all information flows within the Practice and into the wider Community Services Division and Trust

Ensure systems are in place to improve quality of services provided i.e. QOF, patient satisfaction surveys (e.g. GPAQ), Patient Participation Forum etc.

Routinely update systems, develop performance reports, monitor outcomes and implement systems to ensure the achievement of good quality, consistent information.

Regularly runs reports to identify areas of good practice and development opportunities; responsible for performance management indicators within the Practice.

RESEARCH AND DEVELOPMENT

Partake in audit as requested by the audit and Divisional leads. Contribute to and act upon findings of internal or external audits or reviews to continuously improve the quality of the service.

Develop approaches for the utilisation of best practice and research evidence which supports and improves patient experience.

Ensure compliance with audits undertaken by external bodies such as Dr Foster, and CQC etc in a timely fashion.

Develop relationships with other services on the premises and improve integration

Promote quality achievement and performance within the practice.
Ensure compliance with national standards and legislation.

Collate and analyse performance data, and bring together staff of all levels to plan, formulate and develop quality procedures.

Liaise with customers and other relevant service providers to improve quality of services provided.

PHYSICAL SKILLS

Possess standard keyboard skills and will be familiar with Microsoft Office software and associated packages.

PHYSICAL EFFORT

Requires light physical effort (sitting/standing and walking).
Expected to travel within Devon for meetings as and when required.

MENTAL EFFORT

Responsible for a range of multi-disciplinary services, the post holder will need to deal with unpredictable situations and frequent interruptions which may need urgent responses.

This may include communicating unwelcome or contentious information to key stakeholders, the press and staff.

Will take an active role in major incident responses.

EMOTIONAL EFFORT

Require emotional resilience, sensitivity, concentration, together with high levels of presentation and negotiation skills and attributes e.g. dealing with verbal aggression.

Deal sensitively with patients and their families/carers in difficult and emotional circumstances.

Deal sensitively with staff over performance issues and other disciplinary matters.

WORKING CONDITIONS

The post holder will work predominantly within an office environment but will be required to travel to other sites as part of the role.

Frequent VDU

OTHER RESPONSIBILITIES

To take part in regular performance appraisal.

To undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

To contribute to and work within a safe working environment

The post holder is expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

To ensure that an up to date log of all training in the practice for both clinical and on-clinical staff is maintained

To disseminate relevant information to all parties pertaining to the training programmes and student placements within the practice

To organise annual BSL training

APPLICABLE TO MANAGERS ONLY

Evidence that supporting employee health and wellbeing is included in any documents outlining the skills and knowledge that line managers need.

All managers hold the responsibility of the health and safety and wellbeing of their staff.

DISCLOSURE AND BARRING SERVICE CHECKS

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check.

GENERAL

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

PERSON SPECIFICATION

Job Title	Practice Manager
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Requirements	Essential	Desirable
QUALIFICATION/ SPECIAL TRAINING		
Degree level education plus additional post-graduate training to masters level, or equivalent proven professional experience	✓	
Management qualification	✓	
Evidence of continuing professional and personal development	✓	
AMSPAR Qualification	✓	
KNOWLEDGE/SKILLS		
Ability to exploit and negotiate opportunities to enhance service delivery	✓	
Excellent communication skills (written, oral and presenting)	✓	
Strong IT skills (generic)	✓	
Excellent leadership skills	✓	
Strategic thinker and negotiator	✓	
Ability to prioritise, delegate and work to tight deadlines in a fast-paced environment	✓	
EMIS / Systmone / Vision user skills		✓
Effective time management (Planning & Organising)	✓	
Ability to network and build relationships	✓	
Proven problem solving & analytical skills	✓	
Ability to develop, implement and embed policy and procedure	✓	
Ability to motivate and train staff	✓	
EXPERIENCE		
Significant previous successful experience of managing a General Practice Surgery	✓	
Experience of working with the general public	✓	
Experience of managing accounting procedures including budget and cash flow forecasting	✓	
Experience of working in a health care setting	✓	
Experience of managing large multidisciplinary teams	✓	
Experience of performance management, including appraisals, staff development and disciplinary procedures	✓	
Experience of successfully developing and implementing projects	✓	
Experience of workforce planning, forecasting and development	✓	
Relevant health and safety experience	✓	
Experience of chairing meetings, producing agendas and minutes	✓	
PERSONAL ATTRIBUTES		
Polite and confident	✓	
Flexible and cooperative	✓	
Excellent interpersonal skills	✓	
Motivated and proactive	✓	
Ability to use initiative and judgement	✓	
Forward thinker with a solutions focused approach	✓	
High levels of integrity and loyalty	✓	

<p>Sensitive and empathetic in distressing situations</p> <p>Ability to work under pressure</p> <p>Confident, assertive and resilient</p> <p>Ability to drive and deliver change effectively</p> <p>Ability to motivate teams, enhance morale and maintain a positive working environment, including team building sessions</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	
<p>OTHER REQUIREMENTS</p> <p>The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust.</p> <p>Flexibility to work outside of core office hours</p> <p>Maintains confidentiality at all times</p> <p>Ability to travel to other locations as required.</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	

		FREQUENCY			
		(Rare/ Occasional/ Moderate/ Frequent)			
WORKING CONDITIONS/HAZARDS		R	O	M	F
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	Y				F
Exposure Prone Procedures	N				
Blood/body fluids	N				
Hazard/Risks requiring Respiratory Health Surveillance					
Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde and ethyl acetate)	N				
Respiratory sensitisers (e.g isocyanates)	N				
Chlorine based cleaning solutions (e.g. Chlorclean, Actichlor, Tristel)	N				
Animals	N				
Cytotoxic drugs	N				
Risks requiring Other Health Surveillance					
Radiation (>6mSv)	N				
Laser (Class 3R, 3B, 4)	N				
Dusty environment (>4mg/m3)	N				
Noise (over 80dBA)	N				
Hand held vibration tools (=>2.5 m/s2)	N				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				✓
Heavy manual handling (>10kg)	N				
Driving	Y		✓		
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	Y	✓			
Mental Effort				✓	
Emotional Effort	Y			✓	
Working in isolation	N				
Challenging behaviour	Y		✓		