

JOB DESCRIPTION

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| **JOB DETAILS**  |
| **Job Title**  | Practice Manager |
| **Reports to**  | Divisional Business Manager – Community Services Division |
| **Band**  | 8B |
| **Department/Directorate**  | Castle Place GP PracticeCommunity Services Division |

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| **JOB PURPOSE**  |
| To take full responsibility for the operational management of Castle Place GP Practice. 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. To adopt a strategic approach to the development and management of services, ensuring the practice complies with contractual obligations in relation to patient care. 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.To ensure the Divisional Business Manager and Lead GP are fully engaged and informed relating to the operational and strategic position of the Practice. **K** |
| **KEY RESULT AREAS/PRINCIPAL DUTIES AND RESPONSIBILITIES** |
| 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. The practice manager is responsible for:* Overseeing the day-to-day operations of the practice, ensuring staff achieve their primary responsibilities
* Functional management of all clinical and administrative staff
* Direct line management of relevant lead staff
* Managing the recruitment process for the practice
* Managing contracts for services delivered to/for the Practice
* Leading change and continuous improvement initiatives
* Coordinating the reviewing and updating of all practice policies and procedures within the over-arching Trust Polices as appropriate
* Coordinating and leading the compilation of practice reports and the practice development plans
* Developing, implementing and embedding an efficient business resilience plans
* Managing the financial elements of the practice, including budgets, petty cash, etc. in conjunction with the Divisional Business Manager and Lead GP.
* Ensuring the team reach QOF targets (supported by the nursing and administrative leads)
* Coordinating the practice diary, ensuring meetings are scheduled appropriately
* Liaising at external meetings as required
* Marketing the practice appropriately
* The producing of practice newsletters on a regular basis
* Managing the Patient Participation Group
* Managing all complaints effectively
* 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
* Managing the practice IT system, delegating staff to act as administrators.
* Ensuring compliance with IT security and IG including 100% of staff completing their IG mandatory training on an annual basis
* Coordinating all projects within the practice
* Ensuring all staff have the appropriate level of training to enable them to carry out their individual roles and responsibilities effectively
* Maintaining the practice and NHS choices websites
* Deputise for the Lead GP at internal and external meetings
* Act as the primary point of contact for NHS(E/I), CCG, community services, suppliers and other external stakeholders
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| **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.
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| **ORGANISATIONAL CHART**  |
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| **FREEDOM TO ACT**  |
| Lead manager for the PracticeOperates with a degree of autonomy to deliver the objectives of the PracticePost holder will be guided by national and local policies and will interpret and implement these locally with support from divisional and clinical management where 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, local national and regional to support delivery of service strategies and to promote the Practice and wider organisation.To receive, communicate and present highly complex information relating to the Practice strategy, 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. This includes conveying potentially contentious or unwelcome information, using negotiating and empathy skills to ensure compliance and successfully embed redesign. Liaise closely with local and national 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. |
| **ANALYTICAL/JUDGEMENTAL SKILLS** |
| Demonstrate understanding of highly complex 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.Develop and implement the short and long term Practice strategies; formulate objectives and research and develop ideas for future Practice development.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 doneConvene practice-wide meetings, prepare agendas and ensure distribution of minutes as necessaryDevelop 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. |
| **POLICY/SERVICE DEVELOPMENT**  |
| Lead the development of the practice short and long term strategies including the practice development plan and the achievement of its objectivesParticipate and contribute in all national ES/DES/LES and other practice quality standards as determined by the practice and its contractual frameworkParticipate 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 all areas of Practice service provision. Promote a culture of continuous improvement, where everyone counts and staff are permitted to make suggestions and contributions to improve 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 policiesDisseminate 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 legislationEnsure 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 changesMonitor 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 ledge 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 requiredManage appropriate systems for handling and recording of cash, cheques and petty cashEnsure that Practice premises are properly maintained and cleaned and that adequate fire prevention and security systems are in placeArrange appropriate maintenance for Practice equipmentEnsure the security of the practice premises and ensure that restricted areas remain effectively secured. |
| **HUMAN RESOURCES**  |
| Line manage the Practice Operations Manager and, through them the administrative (non-Clinical) staff within the Practice. Functionally line manage clinical staff.Lead on all processes pertaining to the recruitment of clinical and non-clinical staffEnsure that all staff are legally and gainfully employed. Monitor skill-mix and deployment of staff. Manage staffing levels within target budgetsSupport and mentor staff, both as individuals and as team membersImplement effective resolution of disputes and grievancesKeep abreast of changes in employment legislationEnsure 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 TrustEnsure 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 integrationPromote 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. |
| **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 HandlingTo 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 infectionAs 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 maintainedTo disseminate relevant information to all parties pertaining to the training programmes and student placements within the practiceTo 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. Northern Devon Healthcare NHS Trust and the Royal Devon and Exeter NHS Foundation Trust continue to develop our long standing partnership with a view to becoming a single integrated organisation across Eastern and Northern Devon. Working together gives us the opportunity to offer unique and varied careers across our services combining the RD&E’s track record of excellence in research, teaching and links to the university with NDHT’s innovation and adaptability.T*his is*  |

PERSON SPECIFICATION

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| **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 qualificationEvidence of continuing professional and personal developmentAMSPAR Qualification | ✓✓✓✓ |  |
| **KNOWLEDGE/SKILLS**Ability to exploit and negotiate opportunities to enhance service deliveryExcellent communication skills (written, oral and presenting)Strong IT skills (generic)Excellent leadership skillsStrategic thinker and negotiatorAbility to prioritise, delegate and work to tight deadlines in a fast-paced environmentEMIS / Systmone / Vision user skillsEffective time management (Planning & Organising)Ability to network and build relationshipsProven problem solving & analytical skillsAbility to develop, implement and embed policy and procedureAbility to motivate and train staff  | ✓✓✓✓✓✓✓✓✓✓✓ | ✓ |
| **EXPERIENCE** Significant previous successful experience of managing a General Practice SurgeryExperience of working with the general publicExperience of managing accounting procedures including budget and cash flow forecastingExperience of working in a health care settingExperience of managing large multidisciplinary teamsExperience of performance management, including appraisals, staff development and disciplinary proceduresExperience of successfully developing and implementing projectsExperience of workforce planning, forecasting and developmentRelevant health and safety experienceExperience of chairing meetings, producing agendas and minutes | ✓✓✓✓✓✓✓✓✓✓ |  |
| **PERSONAL ATTRIBUTES** Polite and confidentFlexible and cooperativeExcellent interpersonal skillsMotivated and proactiveAbility to use initiative and judgement Forward thinker with a solutions focused approachHigh levels of integrity and loyaltySensitive and empathetic in distressing situationsAbility to work under pressureConfident, assertive and resilientAbility to drive and deliver change effectivelyAbility to motivate teams, enhance morale and maintain a positive working environment, including team building sessions | ✓✓✓✓✓✓✓✓✓✓✓✓ |  |
| **OTHER REQUIREMENTS** The post holder must demonstrate a positive commitment to uphold diversity and equality policies approved by the Trust. Flexibility to work outside of core office hoursMaintains confidentiality at all timesAbility to travel to other locations as required. | ✓✓✓✓ |  |

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