

JOB DESCRIPTION

Job title: Practice Business Manager

Hours of work: 37.5

Reports to: The Partners

Location: Hillcrest Surgery, Forge Road Surgery, Borrass Park Surgery

Contract type: Permanent

Band/salary: £40,000 per annum

Benefits & perks: Pension, learning and development opportunities, and more.

OUR VALUES

Community Care Collaborative CIC is a social enterprise that works collaboratively with people, statutory agencies and voluntary and community groups to deliver a non-traditional model of primary care that provides for the social, emotional and medical requirements of people at the point of need.

JOB SUMMARY

1. To provide leadership, strategic vision and management skills to guide and develop the organisation to meet current and future quality and business needs. This includes the delivery of high-quality patient care services, maximising profitability and maintaining a pleasant and rewarding working environment.
2. To have delegated responsibility for the overall management of the practice portfolio, remaining accountable to the Partnership through regular reporting, thus enabling the Partners to focus on clinical care.
3. To balance the need for overall strategic leadership with the requirement to ensure that day-to-day operational issues are dealt with quickly and effectively. This to be achieved by appropriately delegating responsibility to the Practice Managers and other members of staff, whilst retaining overall accountability.
4. Be responsible for the management of the non-clinical work of clinical and non-clinical staff to ensure the high quality of reception, administration, finance, secretarial and clinical services across the practice portfolio.
5. To be the senior, non-clinical figure within the organisation leading on practice strategy and business and ensuring compliance with relevant legislation and high-quality management practices in conjunction with the Partners.

KEY RESPONSIBILITIES

NOTE: Some areas of work covered by this role may be delegated to the Practice Manager(s) and/or other staff members, however all areas of work within this role remain the ultimate responsibility of the Practice Business Manager.

Partnership governance, planning, business & service development	<ul style="list-style-type: none">• Ensure that CCC delivers the highest possible quality of care to its registered population• Develop, maintain, promote, and review new and existing services• Coordinate and lead the process of organisational development• Be dynamic and proactive in identifying and negotiating new business opportunities• Assess the viability of new business opportunities and where appropriate prepare business plans/presentations for discussion, and approval by Partners• Project manage the implementation of new business areas and services, ensuring that Partners are regularly updated on progress• Ensure that the organisation maximises opportunities provided via enhanced and other contractual services and that there is a monitoring and reporting system in place for these, both internally and to BCUHB• Support GP Commissioning initiatives• Coordinate the Agenda and Minutes for Partners Meetings and ensure the implementation of actions arising• Review clinical services regularly, recommend and implement changes or extensions to services, as agreed with Partners• Identify significant challenges and threats to the organisation and ensure it responds effectively• Contribute to Partners Meetings and advise on strategic and policy matters, engage in discussion and challenge preconceived ideas, experiences, and individual views, to ensure robust and well considered decision-making• Lead on partnership change, including retirement, new appointments, legal, financial and patient related implications• Support the personal development and revalidation process for Partners, registrars and salaried GPs through implementation of systems that address requirements appropriately and effectively• Promote the needs of the partnership, whilst recognising the views and wishes of individual Partners• Ensure that the Practice is compliant with all statutory and legal requirements including Partnership tax and NHS superannuation, health and safety, employment law, GMS Contract, information governance, registration & compliance with HIW etc.• Ensure that all clinical rotas maximise the use of available clinical time and in consultation with Partners, plan clinical availability over the long term• In liaison with the Practice legal adviser, draft or review, as appropriate, Partnership and Property agreements and if
---	--

	<p>relevant, Contracts/Agreements for service provision. Monitor compliance and recommend remedial action if required</p> <ul style="list-style-type: none"> • Ensure the Practice is fit for purpose and complies with/meets all HIW requirements and criterion
--	---

Governance (systems, processes, risk and services)	<ul style="list-style-type: none"> • Ensure that there is a robust clinical governance structure in place • Monitor and report progress against QOF targets and ensure QOF attainment is maximised • Ensure that all relevant policies, procedures, standards and guidance are developed, disseminated and available to all GPs and staff and that they are reviewed/updated regularly • Ensure the implementation of an effective risk management system including all aspects of Health & Safety, ensuring compliance with legal requirements and that systems are in place to minimise risk and identify potential problems • Utilisation of an incident policy which includes the recording, investigation and reporting of incidents and ensure that any lessons are identified, learned and disseminated
---	---

PR and patient involvement	<ul style="list-style-type: none"> • Develop innovative ways of raising local awareness of the organisation and the services it provides including being supportive of the PPG, attending meetings and generally assisting them as and when required • Proactively manage CCC's reputation both internally and externally to ensure it is held in high regard by patients, the local community, local practices, BCUHB and HIW. • Encourage and promote patient involvement in the organisation • Liaise with outside bodies/organisations e.g. Cluster, BCUHB, HIW, Wrexham Council, AVOW, CCG, and providers of practice based and community services • Ensure the efficient provision of high-quality reception/administration services to patients • Ensure that the Practice website is maintained, is up-to-date and upgraded where necessary. Ensure that the production, updating and monitoring of Practice information is implemented and monitor the effectiveness and quality of this for both electronic and paper formats • Ensure that the practice-based complaints procedure is compliant with national requirements and is managed effectively
-----------------------------------	---

Financial management	<ul style="list-style-type: none"> • Ensure that income via BCUHB is up-to-date, appropriate and in line with submissions • Ensure that robust systems are in place for managing, recording and invoicing for non-NHS service and that bad debts are followed-up • Understand and report on the financial implications of contractual and legislation change • Establish and maintain systems to maximise income, identify opportunities to increase income and ensure value for money for
-----------------------------	--

	<p>all expenditure</p> <ul style="list-style-type: none"> • Organise and periodically review the need for cover and value for money of GP locum cover • Reconcile income from the BCUHB against practice records; analyse information and address all financial inconsistencies • Ensure that robust procedures are in place for the NEST and NHS pensions system in line with HMRC requirements and that financial and confidential controls are in place • Ensure that financial advice from the Finance Manager (Capacity) is obtained, when necessary, for any potential developments
--	---

Human Resources	<ul style="list-style-type: none"> • Strategically input into the staffing budget and recommend clinical staff or Partner recruitment • Monitor and evaluate performance of the Non-clinical Team against objectives and identify and manage change • Undertake a detailed workload analysis for all staff, arbitrate on issues of workload, undertake skill mix reviews, succession planning and implement necessary changes • Identify staff training needs through a training needs analysis; ensure induction of all new staff, organise in-house training in line with identified need; identify and facilitate appropriate external training • Keep up to date with employment legislation and ensure that all organisation policies and paperwork (including Contracts of Employment) comply with statutory requirements; make amendments, as necessary; promote good employment practices • Manage organisation discipline and grievance procedures for all staff, included salaried GPs, locums etc. • Ensure a robust staff appraisal process is in place and that appraisals are carried out on at least an annual basis; promote appropriate opportunities for mentoring and ensure that GPs are appraised on an annual basis in line with national requirements • Evaluate efficiency and effectiveness of the use of locum GPs and implement remedial action if required • Lead the recruitment and selection process when appointing senior members of staff, including GPs, senior nurses etc. • Ensure an induction programme is in place and that it is delivered to all staff, including locum clinical staff which includes use of EMIS, E-Consult and other internal systems to support the maximisation of income and delivery of quality services to patients • Lead and actively promote team working within the Practice to maximise the efficient use of staffing resources • Ensure, on an annual basis, (or when they commence work) that all clinical staff working in the organisation are registered with the appropriate body i.e. GMC, NMC and that they have the necessary CRB registration and indemnity cover in place before they commence patient-facing duties.
-----------------	--

Premises & equipment	<ul style="list-style-type: none"> • Responsibility for the overall management of Hillcrest Surgery, Borras Park Surgery and Forge Road Surgery and any auxiliary spaces • Organise insurance cover for buildings, contents and computers ensuring periodic review of cover and VFM • Ensure that the organisation maximises its' use of space available • Ensure that adequate stocks of stationery, clinical and other supplies are always available and that suppliers are reviewed on a regular basis, to ensure that optimum value for money is always obtained • Ensure that maintenance schedules and calibrations are in place for equipment, including PAT testing for electrical equipment, recommend the purchase/lease of new pieces of equipment and undertake feasibility studies • Ensure adequate premises security; test and review regularly; liaise with crime and fire prevention officers • Ensure that the organisation complies with Health and Safety legislation
Information governance, management & technology	<ul style="list-style-type: none"> • Ensure you maintain excellent IT skills and be confident in learning and using Business & Clinical (when appropriate) IT packages to their full potential and effectiveness • Have an overall understanding of EMIS • Make recommendations to Partners for additional hardware and software to meet new business and clinical needs • Ensure that the Practice maximises the effective use of IT and data • Promote the 'paperless practice' concept • Act as the Caldicott Guardian for the Practice, ensuring all requirements are met • In addition to ongoing staff training, ensure that all staff and Partners undertake the necessary mandatory training required • Responsibility for information governance, including ensuring that good information governance principles are in place and understood throughout the organisation and for updating Freedom of Information, Data Protection and legal compliance aspects of information governance (e.g. Information for Health) • Ensure that IT is used efficiently to support the work and development of the organisation • Liaise with external IT support providers to ensure safe systems for data security and protection, including back-up, are in place • Ensure that a robust system for IT crisis prevention is in place; assess the effectiveness of the system as regards the safety • A comprehensive Practice Emergency & Business Continuity Plan is in force and a rehearsal is undertaken annually making any amendments where necessary.

ORGANISATIONAL ACCOUNTABILITIES

Freedom to Act

- To work within clearly defined organisational policies and procedures. Work will be managed and assessed at agreed intervals.

The range of duties and responsibilities outlined above are indicative only and are intended to give a broad flavour of the range and type of duties that will be allocated to the Practice Business Manager. They are subject to modification considering changing service demands and the development requirements of the individual.

Health and Safety

As a member of the Community Care Collaborative team, the Practice Business Manager has the following duties:

- Legal duties and responsibilities under Health and Safety legislation in addition to a general duty to work safely and not to put others at risk, e.g. patients, visitors and colleagues as a result of any activity or omission at work.
- A duty to report any practice that they consider compromises standards of risk and health and safety. The Whistleblowing Policy gives effect to the Public Interest Disclosure Act under which an individual who raises such concerns for unfair treatment is protected.

Safeguarding

All Community Care Collaborative staff that have contact with patients, their families or systems to support them have a responsibility to safeguard and promote the welfare of children, adults and vulnerable families.

All Community Care Collaborative staff employed within clinical environments who have contact with children, vulnerable adults, patients and their families must familiarise themselves and be aware of their responsibilities and adhere to Local Safeguarding Children's Board and Local Safeguarding Adult Board procedures for safeguarding and protecting children and vulnerable adults.

Data Protection

Community Care Collaborative places great emphasis on the need for the strictest confidentiality in respect of personal data – both that of patients and staff. All information about people will always be treated in the strictest confidence. Breaches of confidentiality will be investigated and may lead to disciplinary action being taken.

Community Care Collaborative views its responsibility under the Data Protection Act 2018 and the Caldicott Principles as central to all activities that are carried out in its name. Staff are therefore expected to acquaint themselves with the principles of Information Governance and to complete the mandated training modules.

Promoting Equality and Reducing Inequalities

All members of the Community Care Collaborative team must:

- Understand and uphold organisational policies and principles on the everyday promotion of equality, diversity and inclusion.

- Create an inclusive working environment which values a variety of ideas, experience and practice, where differences are respected and celebrated for the benefit of our patients and ourselves.

PERSON SPECIFICATION

Expected Behaviours

Essential Competencies	Desired Competencies
<ul style="list-style-type: none">• Be educated to degree level, or equivalent.• GP Practice management experience• Have integrity with the ability to maintain the respect of Partners and staff.• Natural leader and team player with the ability to listen, learn, reflect, challenge, lead and inspire others.• Have a thorough understanding of the workings of the NHS, and the specific culture of general practice.• Excellent communication and people skills – pleasant and good humoured, a natural “people person”• Have experience of HR, including conducting appraisals and dealing with disciplinary issues.• Be conversant with clinical, office and financial computer systems, and be able to learn new systems.• Have the diplomatic skills to reconcile sometimes conflicting demands within the practice team, and with outside organisations.• Resilient with the ability to balance the sometimes-conflicting needs of patients and practice members.• Be confident, unthreatening, and diplomatic when dealing with conflict.• Display good time management skills.• Have the skills, experience, energy, and commitment to drive CCC forward at a time of enormous change.	<ul style="list-style-type: none">• Able to work from both a strategic and a front-line viewpoint and to find solutions that marry the two often different focuses and needs.• To be a conduit for translation between clinicians, managers and the broader primary care stakeholders.• Being able to demonstrate the drivers and necessity for change.• Enthusiasm for working with colleagues from different professional backgrounds, whether managers or clinicians, valuing each other’s skills and jointly delivering objectives.• Able to recognise key influencers and involve them.• Able to manage the triangle of accountability, leadership and management by sharing these roles and blending them as a team.• Understanding that innovative and potentially radical solutions may need to be found; to bring together the evidence base(s) and to have ownership of these and to lead and support their development and implementation.• To be ambitious on behalf of the organisation and be prepared to challenge other clinicians’ or managers’ practice thinking across primary and secondary care• An interest in improving patient care from a systems perspective as well as at individual patient care level, together with an ability to work in both environments and bring the learning from one into the other.