



JOB TITLE: PRACTICE MANAGER

REPORTS TO: THE PARTNERS

HOURS: Full time – 37 hours/week

Job summary:

Provide leadership and management skills to enable the practice to meet its agreed aims and objectives within a profitable, efficient, safe and effective working environment.

Job responsibilities:

Strategic management and planning

The post holder will:

- Keep abreast of current affairs and identify potential threats and opportunities
- Contribute to practice strategy; formulate objectives and research and develop ideas for future practice development
- Work alongside the Partners and other local Practices as appropriate to develop the implementation of national strategy within the NHS and take an active role in collaborative working.
- Work with the Partners and staff to ensure that the Practice meets the standards of CQC registration.
- Engage as agreed with the Partners in CCG plans and objectives, including attendance at CCG forums and meetings.
- Monitor and evaluate performance of the practice team against objectives; identify and manage change
- Develop and maintain effective communication both within the practice and with relevant outside agencies
- Prepare and annually update the practice development plan, and oversee the implementation of the aims and objectives
- Assess and evaluate accommodation requirements and manage development and expansion plans

Financial management

- Manage practice budgets and seek to maximise income
- Through negotiation with the PCO and preparation and submission of regular development plans, ensure the practice receives an appropriate and equitable allocation of resources



- Understand and report on the financial implications of contract and legislation changes
- Manage practice accounts and liaise with the practice accountant on a monthly basis, monitoring cash-flow, and manage and reconcile bank accounts and prepare regular forecasts and reports to the partners
- Liaise with the practice bankers
- 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 practice pension scheme(s) and maintain appropriate records
- Manage appropriate systems for handling and recording of cash and cheques and petty cash.

Human resources

- Oversee the recruitment and retention of staff and provide a general personnel management service
- Ensure that all members of staff are legally and gainfully employed. Monitor skill-mix and deployment of staff
- Manage staffing levels within target budgets
- Evaluate, organise and oversee staff induction and training, and ensure that all staff are adequately trained to fulfil their role
- Develop and implement effective staff appraisal and monitoring systems
- Support and mentor staff, both as individuals and as team members
- Implement effective systems for the resolution of disputes and grievances
- Keep abreast of changes in employment legislation
- Maintain up-to-date HR documentation (including job descriptions, employment contracts and employment policies)

Organisational

- Convene meetings, prepare agendas and ensure distribution of minutes as necessary
- Develop Practice protocols and procedures, review and update as required
- Ensure that Practice premises are properly maintained and cleaned, and that adequate fire prevention and security systems are in place
- Liaise with the landlords of both surgery premises
- Manage the procurement of practice equipment, supplies and services within target budgets
- Develop and review Health & Safety policies and procedures and keep abreast of current legislation
- Arrange appropriate insurance cover
- Ensure that the practice has adequate disaster recovery procedures in place
- Arrange appropriate maintenance for practice equipment

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
- Maintain registration policies and monitor patient turnover and capitation
- Oversee and/or develop repeat prescribing systems
- Oversee and/or develop and manage an effective appointments systems
- Oversee and/or organise surgery timetables, duty rotas and holiday cover
- Routinely monitor and assess practice performance against patient access and demand management targets
- Develop and implement an effective complaints management system
- Liaise with patient groups/PALS

Information management and technology

- Evaluate and plan practice IT implementation and modernisation
- Keep abreast of the latest development in primary care IT and regularly update the practice management team
- Motivate, support and monitor staff in the use of IT; organise, oversee and evaluate IT training
- Set targets and monitoring standards for data entry and data collection
- Ensure that the practice has effective IT data security, back-up, maintenance and disaster recovery plans in place
- Liaise with the CCG regarding systems procurement, IT funding and national IT development programmes.
- Maintain the practice's website.

Confidentiality:

- In the course of seeking treatment, patients entrust us with, or allow us to gather, sensitive information in relation to their health and other matters. They do so in confidence and have the right to expect that staff will respect their privacy and act appropriately
- 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

Health & safety:



The post-holder will implement and lead on the full range of promotion and management their own and others' health, safety and security as defined in the practice Health & Safety policy, the practice Health & Safety manual, and the practice Infection Control policy and published procedures. This will include (but will not be limited to):

- Ensuring job holders across the practice adhere to their individual responsibilities for infection control and health and safety, using a system of observation, audit and check, hazard identification, questioning, reporting and risk management.
- Maintaining an up-to-date knowledge of health and safety and infection control statutory and best practice guidelines and ensuring implementation across the business
- Using personal security systems within the workplace according to Practice guidelines
- Identifying the risks involved in work activities and undertaking such activities in a way that manages those risks across the business
- Making effective use of training to update knowledge and skills, and initiate and manage the training of others
- Using appropriate infection control procedures, maintaining work areas in a tidy and safe way and free from hazards, and initiation of remedial / corrective action where needed
- Actively identifying, reporting, and correcting health and safety hazards and infection hazards immediately when recognised
- Keeping own work areas and general / patient areas generally clean, identifying issues and hazards / risks in relation to other work areas within the business, and assuming responsibility in the maintenance of general standards of cleanliness across the business in consultation (where appropriate) with other sector managers
- Undertaking periodic infection control training (minimum annually)
- Routine management of own team / team areas, and maintenance of work space standards
- Demonstrate due regard for safeguarding and promoting the welfare of children.

Equality and diversity:

The post-holder will support the equality, diversity and rights of patients, carers and colleagues, to include:

- Acting in a way that recognises the importance of people's rights, interpreting them in a way that is consistent with practice procedures and policies, and current legislation
- Respecting the privacy, dignity, needs and beliefs of patients, carers and colleagues
- Behaving in a manner that is welcoming to and of the individual, is non-judgmental and respects their circumstances, feelings priorities and rights.

Personal/Professional development:

The post-holder will participate in any training programme implemented by the practice as part of this employment, with such training to include:



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- Participation in an annual individual performance review, including taking 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:

The post-holder will strive to maintain quality within the practice, and will:

- 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:

The post-holder should recognize the importance of effective communication within the team and will strive to:

- Communicate effectively with other team members
- Communicate effectively with patients and carers
- Recognize people's needs for alternative methods of communication and respond accordingly

Contribution to the implementation of services:

The post-holder will:

- Apply practice policies, standards and guidance
- Discuss with other members of the team how the policies, standards and guidelines will affect own work
- Participate in audit where appropriate