

JOB DESCRIPTION

JOB TITLE: PRACTICE MANAGER/BUSINESS MANAGER

REPORTS TO: THE PARTNERS

HOURS: Full time

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

- 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
- 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
- Participate and contribute in all NES/DES/LES and other practice quality standards as determined by the practice and its contractual framework
- You are required to participate and contribute to the development and implementation of the QoF programme
- Organise practice and primary health care team meetings on a regular basis
- To disseminate information to staff and represent the views of the Partners appropriately
- To ensure that the work of the reception team complies with the practice Caldicott, security and governance policies

Financial management

- Manage practice budgets and seek to maximise income and limit expenditure where possible
- Through negotiation with the PCN and CCG 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; submit year-end figures promptly and liaise with the practice accountant
- Monitor cash-flow, prepare forecasts and reports to the partners
- Manage and reconcile bank accounts; negotiate/liase with the practice accountants
- Monitor and reconcile income and expenditure statements and purchase/sales ledger transactions
- To log, invoice, process requests for private medical work and reconcile with payment in accordance with the practice protocol
- Responsible for the various submissions on Open Exeter, CQRS and other platforms that require data entry for additional practice income
- Manage partners' drawings
- 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.
- To actively support and participate in the practice development plan and practice contract to ensure that maximum practice income is generated.
- To become competent in and work with a recognised accountancy software (e.g. IRIS)

Human resources/Staff management

- Oversee the recruitment and retention of staff and provide a general personnel management service
- Responsible for staff welfare
- The day to day management of the staff
- 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)
- To maintain rapid response to incoming telephone calls and ensure appropriate action is taken and messages are recorded.
- To provide support to the administrative, clinical and nursing teams as necessary
- Provide detailed procedures, policies and protocols for staff to perform tasks with consistency
- Ensure that a staff rota is in place for both admin and clinical teams and that cover is arranged for any absences
- Identify problems in staff performance and make appropriate records and performance manage where necessary
- Monitor lateness, sick leave and unauthorized absences in the team

- To co-ordinate and chair various Practice Team Meetings and be responsible for the agenda and minute taking

Organisational/Administrative

- Convene meetings, prepare agendas and ensure distribution of minutes as necessary
- Develop Practice protocols and procedures, review and update as required
- Arrange appropriate insurance cover
- Ensure that the practice has adequate disaster recovery procedures in place
- To maintain the computerised medical database
- To receive deliveries into the practice and processes relevant accompanying paperwork
- To participate in and lead audits
- To send out recall letters
- To observe and adhere to governance security requirements
- To record all accidents/untoward incidents promptly and manage them in line with practice policy
- To respond to and resolve, as far as possible, patient queries by examining paper and computerised records or by liaising with the appropriate doctor / nurse. These may be face to face or by telephone
- To participate in appraisal
- To undertake continuing education to keep abreast of current health trends/initiatives (Continuing Professional Development)
- Arranging locum cover
- Auditing clinical work
- GPs performance monitoring
- Developing business plans, submitting bids and developing tenders if needed

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 system
- Oversee and/or organise surgery timetables, duty rotas and holiday cover
- Routinely monitor and assess practice performance against patient access and demand management targets
- Responsible for dealing with complaints and implementing and adhering to the practice complaints procedure
- Liaise with various patient groups such as the practice Patient Participation Group (PPG) /PALS

Information management and technology

- To be the practice lead for IT
- To be the IT trainer for the other practice staff
- To oversee that the practice email accounts are managed responsibly

- To be fully competent in the use of the practice IT systems such as SystemOne, E-consult, Accurx, ERS etc.
- To be responsible for all the information flows into the practice and that the clinical system's medical database is maintained
- 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.

Information Governance (IG) Lead

- Ensure that IG is regularly discussed in Practice meetings
- Liaise with CCG IG personnel on behalf of the Practice to ensure the development of an Information Governance policy that sets out at a high level the organisation's intended approach towards IG and how it will be supported in terms of both resources and operationally
- Ensure that an annual assessment of the Practice's performance against the standards in the Information Governance toolkit is completed
- Ensure that an IG plan is in place for each Requirement to enable improvements to be made against the assessment
- Ensure policy and procedures are reviewed on an annual basis and arrange for amendment as necessary

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):

- Develop and review Health & Safety policies and procedures and keep abreast of current legislation
- 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.
- To ensure that the emergency drugs and equipment is checked regularly and maintained
- To organise yearly PAT testing and equipment calibration
- To be the designated fire marshal for the practice and ensure that the alarm and smoke detectors are checked on a regular basis
- To ensure that regularly water checks are carried out in line with legionella legislation

Premises management

- To co-ordinate quotes and supervise co-ordination of works as directed by the Lease Holders
- Ensure that Practice premises are properly maintained and cleaned, and that adequate fire prevention and security systems are in place
- To ensure building security is maintained – have thorough knowledge of practice shut down procedure and setting of alarms. Train reception administration staff in the operation of the out-of-hours procedure
- To be Key holder for alarm
- To maintain adequate stocks of stationary and clinical supplies
- Arrange appropriate maintenance for practice equipment and report defects to the Partners
- Contribute to projects to develop the building or its equipment

- Develop relationships with other services on the premises and improve integration

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:

- 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:

- Ensure systems are in place to improve quality of services provided i.e. QOF, patient satisfaction surveys (e.g. GPAQ), Patient Forum etc.
- Promote quality achievement and performance within the practice.
- Set quality objectives and ensure targets are achieved.
- Maintain awareness of the service provision including budgetary monitoring.
- Ensure compliance with national standards and legislation.
- Identifying relevant quality related training needs.
- Setting up and maintaining controls and documentation.
- Collating and analysing performance data.
- 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.
- 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
- Ensure the practice is compliant with CQC

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

Other Tasks

- To undertake any other reasonable tasks as allocated by the Partners

This job description reflects the immediate requirements and objectives of the post and is not exhaustive.