



FIRST PRACTICE MANAGEMENT

Working together with

Richmond Medical Centre
Sheffield, S13 8NA

<https://www.richmondmedicalcentre.co.uk/>

FOR YOUR FUTURE IN PRIMARY CARE

INDEX

Thank you for your interest in this vacancy. The information given on the following pages outlines details of the post and the interview process along with a detailed profile of the practice.

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OVERVIEW

This post provides an opportunity for a suitably qualified senior manager with the relevant skills to undertake a central role in this very well-established and friendly medical practice.

If after reading this you have any questions that may influence your decision to apply, then do please contact First Practice Management. Please note that previous NHS management experience is not a requirement, however may be considered as an advantage.

Please complete the application form electronically and email it back to donna@firstpracticemanagement.co.uk. **Please note we will not accept CVs.** It is important that you provide a covering letter supporting your application and email back, together with the application form. This letter should be a Word document of ideally no more than two pages of A4. You should provide details of your experience, knowledge and skills in the following areas:

- Managing finances including managing budgets, financial planning and payroll
- Business planning and strategy
- Change Management, Project Management and Quality Improvement
- Knowledge and application of IT systems
- Health and safety and risk management
- NHS experience (if relevant)
- HR and recruitment
- Any other experience relevant to this job

Your application for this post must arrive by

9am on Friday 20th August 2021.

INTERVIEW DETAILS AND SELECTION PROCESS

First interviews will take place remotely via the Zoom platform on 9th September.

Second interviews will take place on the afternoon of 16th September at the practice, within COVID guidelines relevant at the time.

You will be informed by email whether you have been short listed to attend for interview. First Practice Management is assisting with the recruitment process and is not involved in the final decision-making process in terms of interview selection or appointment; this is the responsibility of the recruiting practice. We regret we do not provide feedback for applicants who have not been shortlisted.

An outline profile of the practice

The location

Richmond Medical Centre is a long-established and respected medical practice, offering patient services from its current premises at 462 Richmond Road, Sheffield, S13 8NA since 1993. The premises are purpose built and owned by the partners.

The practice falls within the boundary of Sheffield CCG (Clinical Commissioning Group) and has a patient boundary which covers Handsworth, Woodhouse, Intake, Manor Top and Waverley Estate.

The practice premises are to the South East of the City of Sheffield, close to Richmond Park and have easy links to the road network of the A6135, A6102 and the A57, leading to the M1 motorway.

Described as the greenest city in Europe and located in South Yorkshire, Sheffield is a metropolitan city, close to the eastern foothills of the Pennines, with a third of the city lying within the Peak District National Park. Areas of Sheffield are within green belt regions that extend to wider counties with an aim to reduce urban sprawl and encourage recreation and leisure interests.

This is a University City with an abundance of heritage and culture, and a wealth of archaeological, sporting and industrial history. On the Trans Pennine Trail, there are many cycle routes along paths and in woods surrounding the city, and an increasing number of cycle lanes in the city itself.

There is ease of access to public transport and Chesterfield, Derby, Manchester, Nottingham and Leeds are within short driving distance.

There is also an excellent range of housing, schools/education, shops, sporting facilities and other public amenities nearby.

Richmond Medical Centre and its philosophy

This is a 5 partner, PMS (Personal Medical Services) teaching and training practice with a list size of c. 9,100, which is growing by reputation.

Working with Sheffield Medical School the practice gives training to F2 doctors and GP Registrars and also teaches undergraduate medical students. Two of the current partners trained and became salaried GPs at the practice before becoming partners.

The practice was awarded the RCGP Practice of the Year Award for South Yorkshire and North Trent in 2018 and is an advocate of Green Impact for Health, focusing on green issues, with Dr Honey Smith sitting as Chair of Greener Practice. Solar panels can be seen on the roof of the practice, there is a staff garden area and apple trees have been planted within the practice grounds.

There is also an active PPG (Patient Participation Group)/Patient Forum, and participation is encouraged from patients and team members. The practice is also involved in community days with the local church.

Working collaboratively, the practice is a one of 6 practices which form the Townships 2 PCN (Primary Care Network) to provide extended services to a combined list of 34,482 patients. The practice also works within a Research Cluster with 7 other practices, engaging in commercial studies.

The practice is registered with the Care Quality Commission (CQC). Inspected in 2016, the report issued in June 2016 graded the Practice as 'Good' in all areas. The vasectomy service run by the partners for Primary Care Sheffield Limited was inspected by CQC in 2019 and was graded as 'Good' for Safe, Effective, Responsive and Well-Led and 'Outstanding' for Caring. The CQC report for the practice can be seen on the following link. <https://www.cqc.org.uk/location/1-545948983>.

The practice is committed to high quality care, with consistently high Quality and Outcomes Framework (QOF) achievement. It continues to aspire to meet the challenges and targets of the NHS and National Standards requirements and is committed to improving working lives.

With shared aspiration and a clear vision to deliver high quality care, the practice has core values which were developed by the whole health care team and is a respected and long-established practice with an excellent reputation for patient care and accessibility.

There is an enviably strong team ethos within the practice, which is described as caring, inspired and highly motivated. It is very important to the partners that this is maintained and developed. The partners invest through encouragement and participation in this loyal, kind, warm and friendly team, by providing inclusive

support and also recreation outside of working hours. Despite the pandemic, the Christmas part went on, albeit on Zoom this year. It still came complete with a delivered Christmas dinner for all, fancy dress and an encouraged sing-along!

Whilst being clinically driven, the practice also performs well financially and presents as a strongly democratic, happy and balanced team with good communication between the clinical team, partners and administration teams. The practice is an equal opportunities employer.

Due to a pending retirement, there is now a need for a practice business manager to facilitate the smooth running of this patient-centred practice and to help develop, innovate and lead the practice forward, building on the relationships that already exist between doctors, staff and patients.

The successful candidate will take up post towards the end of 2021. There may be a possibility for a short period of handover.

The Doctors

There are five partners and four salaried GPs

Partners

Dr Gill Scott: MBChB, MRCGP, DFRHC (qualified Sheffield 1986) – retiring in August 2022.

Dr Scott joined the practice in 2000 and has special interests in gynaecology and women's health. She is the practice lead for child safeguarding and complaints and is also a GP trainer.

Dr Rob Liley: MBChB, MRCGP (qualified Sheffield 1999)

Dr Liley joined the practice in 2007 and has special interests in diabetes, men's health and community partnerships and currently chairs the PPG. He takes a lead on F2 training. Dr Liley is also the Caldicott guardian for the practice.

Dr Chris Maden: MBChB, MRCP, MRCGP (qualified Leeds 2001)

Dr Maden was a GP registrar at the practice and joined as a salaried GP in 2008. He has an interest in musculoskeletal medicine (joint injections), dermatology / minor surgery and runs the vasectomy service via Primary Care Sheffield Limited. He is also the practice Locality representative and CCG lead for the practice. He starts as a GP trainer in August 2021

Dr Phillipa Rutter: MB BS, MRCGP (qualified London 1998.)

Dr Rutter joined as a partner in 2013. She has a special interest in psychiatry, health promotion and research and is lead for adult safeguarding. She also has responsibility for promoting research in the practice. She starts as an associate GP trainer in August 2021.

Dr Thomas Cannon: MBChB (Hons), MRCS, MRCGP (qualified Manchester 2008)

Dr Cannon remained at Richmond Medical Centre as a salaried GP after completing his GP training in 2017 and became a partner in April 2021. He has an interest in musculoskeletal medicine.

Salaried GPs

Dr Iolanthe Fowler: MB ChB, MRCGP (exam), Cert Med Ed (Dundee 2010)
(qualified Leicester 1995)

Dr Fowler is Clinical Director for Integrated Community Care at Sheffield Teaching Hospitals and has a special interests the interface between primary and secondary care. She works one day a week for the practice.

Dr Ruth Simkins: MBChB, MRCGP (qualified Sheffield 2005)

Dr Simkins completed her GP training at the practice in 2011 and stayed on as a salaried doctor. She has special interests in women's and children's health. She runs the medical student teaching program jointly with Dr Smith.

Dr Honey Smith: MB ChB, MRCGP (qualified Nottingham 1988)

Dr Smith has special interests in contraception and sexual health and is involved in medical undergraduate education. She is also the Chair of Greener Practice, a national network of GP practices, and takes a lead role on green issues in the practice

Dr Pippa Burch: MBChB, Gp, MRCGP, DFRSH (qualified Sheffield 2011)

Dr Burch remained at Richmond Medical Centre after completing her GP training here. She has a special interest in mental health.

Services provided

Richmond Medical Centre offers a range of different services including:

- Contraception including coil fits
- Hypertension
- Coronary Heart Disease
- Heart Disease Prevention
- Dietary Advice
- Ear checks and Syringing
- Asthma/ Chronic Obstructive Pulmonary Disease (COPD)
- Diabetes
- Baby Immunisations
- Joint and Soft Tissue Injections

As well as regular services, the practice offers and hosts a wide variety of additional services, including:

- Vasectomy Service
- Endometrial biopsies
- Physiotherapy
- Diabetic Eye Screening
- Minor Surgery Service
- Community Midwife
- IAPT Service
- Occupational health Clinic
- Smoking Cessation Service

Staff

The practice has a team of 21 health care professionals and administration support who are all practice employed.

Practice staff

1 practice manager
1 reception manager
5 receptionists
2 apprentices
1 secretary

Clinical staff

4 practice nurses
3 HCAs

Attached Staff

District nurses
Health visitors
Community Midwife

Premises

There are 15 consultation rooms, 1 reception/waiting room area, 1 minor surgery suite, 1st floor administration offices and a practice manager's office. There are also staff facilities which include a kitchen, staff room and private garden area.

Computing and Information Technology

The Practice has embraced Digital Transformation and has implemented local initiatives. The Covid-19 pandemic has accelerated the ongoing utilisation of digital technology and different ways of working and the practice will continue to look for management input and support to enable it to progress and develop further.

The practice uses the SystmOne and AccuRx clinical systems, SAGE software for accountancy, and payroll is outsourced.

An outline profile of the post

The successful candidate will need to demonstrate robust leadership and communication skills, be well-organised, highly motivated and financially astute. There is a requirement to manage and take responsibility for all business aspects of the practice. In addition, the candidate must have the ability to provide strategic guidance and planning to the partners.

The practice business manager is a key member of the team and will be expected to demonstrate leadership qualities, achieving goals and targets using a combination of personal involvement, motivation of other staff and delegation when appropriate.

The partners also require the successful candidate to be proactive and plan for the future, maximising the practice's potential in relation to business, finance and premises, whilst maintaining patient care. The candidate needs to ensure the partners are kept fully informed of local and national proposals and initiatives, presented clearly and concisely to enable them to make informed decisions.

The health professionals at Richmond Medical Centre acknowledge the importance of the climate crisis as a health crisis. The successful candidate will support and innovate to reduce the carbon footprint of the practice, and encourage, promote and enable sustainable behaviours in the team.

An understanding of current NHS initiatives would be helpful, however the introduction of new ideas and methods from outside the NHS also presents an attractive proposition to the partnership.

In addition to adapting the practice to meet the demands of providing high quality patient care, the manager will need to ensure that the practice is financially efficient and compliant with all aspects of health and safety, employment legislation and CQC (Care Quality Commission) registration/compliance.

The opportunity for further personal development will be given in order to develop skills in line with practice needs.

References will be requested along with an enhanced DBS check. The successful candidate will take up the post towards the end of 2021

Key requirements for the role are:

- Commitment to supporting the delivery of excellent patient care with vision, willingness and drive
- Demonstrate excellent organisational and effective communication skills
- Ability to manage change through motivation and leadership
- Robust finance and business skills to maintain and improve the profitability of the business
- Strategic thinker and planner
- Ability to deliver against key targets
- Knowledge and skills of HR/Employment Law and the ability to act sensitively and effectively
- Ensure compliance with CQC requirements and assessments
- Lead and chair practice meetings as appropriate
- Develop and co-ordinate systems to improve the efficiency and effectiveness of the practice
- Capable of handling and diffusing complaints
- Ability to self-motivate, prioritise organise and/or delegate workload
- Good IT knowledge and experience
- Ensure practice policy and standards compliance
- Ability to represent the practice to external groups
- Ability to identify, develop and deliver initiatives
- The ability to enjoy diversity and, sometimes, the unexpected

Key responsibilities

Finance

- Responsible for the finances of the practice
 - Ensuring the organisational requirements of the practice contracts with NHSE are fully met and complied with
 - Supporting the partners to develop and implement processes to achieve clinical targets of QOF and enhanced services
 - Directly contributing to profit improvement by exploring areas for increasing income and reducing costs.
 - Analysing data relating to clinical commissioning as appropriate and contributing to planning and organisation, both at the practice and clinical commissioning group level
 - Development and control practice of budgets and financial systems
 - Preparation of financial budgets and cash-flow forecasts
 - Liaising with accountant, bank and business insurance companies as appropriate or as directed by the partners
 - Overseeing the administration of the NHS Pension and Stakeholder Pension Schemes

- Liaising with the CCG and payment agencies regarding queries with payments relating to the contract, e.g. enhanced services.
- Managing the partners' drawings in consultation with the accountant

Strategic Planning

- Keep abreast of current affairs and identify potential opportunities and threats
- Assess and evaluate accommodation requirements and manage development and expansion opportunities if appropriate
- Implement and update the Practice Development Plan, overseeing the implementation of the aims and objectives
- Assist the practice in the wider community and assist with forging links with other local practices and relevant agencies and in particular working collaboratively with the local community and the Townships 2 PCN .
- Formulate objectives and research and develop ideas for future practice development
- To represent the practice at PCN, locality and clinical commissioning group meetings
- To make recommendations to the partners for practice development with regard to enhancing patient services and potential sources of income

Human Resources

Overall responsibility for all aspects of HR, including;

- Recruitment and selection of staff working, including contracts of employment and job descriptions
- Ensure Employment Law compliance for the disciplinary and dismissal process and after discussion with the partners take any legal advice necessary
- Be aware of current employment legislation
- To develop and maintain good employee/employer relationships
- To ensure that members of the existing staff team are aware of any changes that occur in the practice
- To maintain good communication at all times with the practice team
- To oversee rotas which allow good staff cover at all times as well as giving the flexibility required at short notice to cover for illness, etc.
- To implement pay rises/scales and increments at the appropriate time
- Responsibility for appropriate paperwork for doctors/staff DBS (Disclosure and Barring Service) checks
- To meet with attached staff as and when necessary and arrange/attend regular meetings with partners and attached staff to discuss all issues around patient care

- To ensure that suitable facilities are available to enable all staff to work within the practice
- Be responsible for the health and safety policy and its implementation
- Facilitate the development of a multi-disciplinary effective primary health care team

Information Technology

- Ensure the update of appropriate information governance systems
- Ensure all Practice IT and telephone systems are functioning effectively
- Ensure the IG and DSP toolkit requirements are met
- Keep abreast of new technology and ensure existing IT is used to its full potential

Patient Services

- 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 manage effective appointment systems
- Routinely monitor and assess practice performance against patient access and demand targets
- Manage the complaints management system
- Manage the significant events system
- Maintain the Patient Participation Group

Premises and Equipment

- Responsible for the management of the building
- Represent the practice to negotiate contracts and their renewals
- Liaise with NHSE in notional rent review
- Ensure property owned by the partners is safe, effective and fit for purpose
- Responsible for planning and premises expansion projects

CQC

- Oversee and maintain compliance with CQC regulations and ensure that the practice meets the essential standards
- Responsibility for preparation for CQC inspections and telephone review.

Communication

- Ensure compliance with the latest NHS recommendations
- Understand the practice communication systems
- Build/maintain good working relationships with the NHSE, CCG, hospitals, community agencies, other GP practices, the Townships 2 PCN, pharmacists, voluntary and private organisations
- Represent the practice at meetings and seminars
- Assist and support the partners corporately and at individual level to fulfil the requirements of revalidation
- Present a professional image and always promote the practice
- Share skills and expertise with others

Miscellaneous

- Other duties which may be decided upon by the partners from time to time.

Practice Business Manager - Person Specification		
	Necessary	Desirable
Academic/ Vocational Qualifications	<ul style="list-style-type: none"> Evidence of a sound education to A level standard or equivalent Evidence of a commitment to continuing professional development 	<ul style="list-style-type: none"> Degree level certification Relevant management HR or finance qualification
Experience	<ul style="list-style-type: none"> 5 years' experience and success of communicating with and managing people Experience of working in teams; able to promote teamwork and employee satisfaction Working in a computer environment Financial management experience including understanding of spread sheets Experience as a business manager, with knowledge of employment law and small business accounts 	<ul style="list-style-type: none"> Management experience in the NHS or in practice management Experience of strategic business planning Experience of working with regulatory bodies and preparing for inspections
Skills	<ul style="list-style-type: none"> A "solutions focused" approach to problem solving Intelligent with a fast learning ability Effective communication (oral and written) and excellent inter-personal skills Approachable with the ability to listen and empathise Delegation and empowerment of staff Appropriate IT skills Leadership skills, including excellent people management skills Good time management Computer literate Customer service and complaints resolution Negotiating and managing conflict Able to manage change and cope with pressure Networking and facilitation Motivational 	<ul style="list-style-type: none"> Project management Change management
Qualities	<ul style="list-style-type: none"> Personable and approachable Self-motivated and confident – able to work with minimal direction Adaptable and innovative Enthusiasm, with energy and drive Gains respect by example, fairness. Integrity & leadership Trustworthy, honest, reliable, caring and sympathetic Proactive strategic thinking with a clear vision Confidential and conscientious Hard working, reliable and resourceful Willing to work flexible hours as necessary Considered, steady approach Diplomacy 	<ul style="list-style-type: none"> Good sense of humour
Other	<ul style="list-style-type: none"> Non-smoking environment Sufficient English language fluency as required under the Immigration Act 2016 	<ul style="list-style-type: none"> The ability & willingness to travel to meetings & courses

The principal contract terms

- An annual salary of £45,000- £55,000 depending upon experience.
- The post is 40 hours, working over 5 working days and the hours will be as the post requires.
- Annual Leave entitlement will be 25 days per annum plus all statutory bank holidays.
- Access to the NHS Pension Scheme.
- There will be a mutual assessment period of six months. During this probationary period notice will be two weeks by either party.
- Period of notice will be twelve weeks upon successful completion of the assessment period.
- Start date to be agreed.