



FIRST PRACTICE MANAGEMENT

Working together with

**Quedgeley Medical Centre**  
Gloucester, GL2 4NF

<https://www.Quedgeleymedicalcentre.nhs.uk>

**FOR YOUR FUTURE IN PRIMARY CARE**

## CONTENT

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 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 could be considered an advantage.

Please complete the application form electronically and email it back to [mail@firstpracticemanagement.co.uk](mailto:mail@firstpracticemanagement.co.uk).

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 and governance
- Health and safety and risk management
- NHS experience (if relevant)
- Patient or customer service and compliance
- HR and recruitment
- Any other experience relevant to this job

**Your application for this post must arrive by**

**Thursday 29<sup>th</sup> February 2024**

## **INTERVIEW DETAILS AND SELECTION PROCESS**

First interviews will take place remotely via the Zoom platform.

Those selected for second interview may be invited to visit the practice should this be appropriate, prior to the interview, which will also take place at the practice.

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.

Unfortunately, we do not provide feedback for applicants who have not been short listed for interview.

## **An outline profile of the practice**

### **The location**

An established practice of over 20 years, Quedgeley Medical Centre provides patient services from its current location at Olympus Park, Quedgeley, Gloucester, GL2 4NF; a recently expanded purpose-built property and is owned by the partners.

The Practice catchment area serves those living in Quedgeley and the outlying semi-rural areas shown on the map below.



This can also be found by clicking on the following link;  
[Practice Boundary | Quedgeley Medical Centre](#)

The Surgery premises are conveniently situated close to the A38, leading to the A417 and Junction 12 of the M5 motorway which runs between Birmingham and Bristol, giving easy access to both of these cities, along with Stroud, Cheltenham and Swindon.

Quedgeley is a small town which can be found approx. 3 miles to the south of the City of Gloucester and close to the Designated Areas of Outstanding Natural Beauty, of the Cotswolds Hills and the Cotswolds National Landscape which are also within a short drive of the practice premises.

There is an excellent range of housing, schools, shops, sporting facilities and other public amenities within easy commute to the practice.

## **Quedgeley Medical Centre and its philosophy**

This 2 partner, GMS (General Medical Services) teaching and training practice has, through reputation and new local residential development, a growing patient list size of c. 6,670 and works through partnership and collaboration with Hadwen Health to form the Hadwen Quedgeley PCN (Primary Care Network).

This is the smallest PCN in the locality with a combined list size of 25,050, enabling the practices to work closely together to deliver extended ways of working that benefit patients; delivering safe, quality services with a high level of patient satisfaction. Additional appointments are available during normal surgery hours and there is extended opening at one of the practice premises until 8pm each weekday and on Saturday mornings.

The Partners are committed and invested in personal and practice development and are a teaching practice for students of the University of Bristol Medical School, working with the Deans for placements in Gloucester Surgeries and Health Education South West. The practice offers teaching and training to Foundation Year doctors, GP trainees and Physician Associate trainees.

Falling within the boundary of Gloucestershire Integrated Care Board (ICB), the practice is registered with the Care Quality Commission (CQC), the latest inspection being June 2022; and the report issued in August 2022 rated the practice as 'Good' across all KLOEs (Key lines of Enquiry).

Committed to high quality care, the practice has consistently high Quality and Outcomes Framework (QOF) achievement and continues to aspire to meet the challenges and targets of the NHS and National Standards requirements. The practice is also registered as Armed Forces Veteran Friendly.



**Armed Forces veteran  
friendly accredited  
GP practice**

The patient experience is of great importance to this patient centred practice and it takes pride in the GP Survey which shows above average experience in many aspects of the criteria. This can be seen on the following link - [Patient Experience \(gp-patient.co.uk\)](https://www.patient.co.uk).

Working alongside the partnership and practice staff is the highly valued PPG (Patient Participation Group) which meets quarterly to help to promote continuous

improvement; which ensures that the patients and carers experience is at the heart of responsive services. This supports and strengthens the relationship between the practice, patients, carers and local community.

The practice considers itself smart in ways of working and has a clear vision to deliver high quality care, with core values which were developed by the whole health care team, each doctor being responsible for all aspects of general practice, ensuring good communication, compassion and continuity of care.

The population socioeconomic demography is in the third least deprived decile and is predominantly young families.

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.

There is an empathetic management style and strong team ethos within the practice and it is very important to the partners that this is maintained and developed. The practice is a very desirable place to work, with a good team of friendly staff. There is a relaxed atmosphere at the surgery and the environment is very pleasant to work in.

There is now a need for a Practice 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, patients and third-party associates.

The successful candidate will take up the post on a date to be agreed.

## **The Doctors**

There are 2 Partners and the practice also works with Salaried and Locum GPs

### **Partners**

**Dr Jairam R Kaasula** :MBBS (1999 University of Health Sciences) MRCGP  
MRCPsych DGM

Dr Kaasula joined the practice as a Partner in 2009 and has special interests in Psychiatry and Old age Medicine. He is also a GP trainer.

**Dr Mamta Chada** :MBBS (1999 University of Health Sciences) MRCGP DPD DRCOG  
DFFP

Dr Chada joined the practice as a Partner in 2009 and has special interests in Womens Health and Dermatology. She is a domestic abuse ambassador and also a GP trainer.

## **Services provided**

Quedgeley Medical Centre is a general family practice, striving to offer the best possible healthcare for its patients. There is pride in providing timely and quality care in the wide range of services offered.

- General Medical Services
- Routine consultations
- NHS Health Checks
- Well Woman checks
- Well Man checks
- Chronic Heart Disease management
- Vascular Health checks
- Asthma Clinics
- Diabetes Clinics
- Mental Health Clinics
- Chronic Obstructive Pulmonary Disease
- Child Health Surveillance
- Childhood immunisations
- Antenatal Care (clinics run by the midwife)
- Immunisations and Vaccinations
- Cervical Smears
- Family Planning Services
- Menopause Counselling



- Health Promotion
- Travel Clinic

## **Staff**

The practice has a team of 25 health care professionals and administration support.

### **Clinical team**

#### **1 Salaried GP**

- 1 Practice Nurse
- 1 Healthcare Assistant
- 2 Pharmacy team members
- 2 GP Trainees
- 1 Physician Associate
- 1 Physician Associate trainee

### **Practice team**

- 1 Practice Manager (vacancy)
- 1 Medical Secretary Lead
- 1 Data Administrator Lead
- 1 IT Lead
- 2 Care Coordinators
- Reception and Admin Team members
- 1 Reception/Admin Team Leader
- 1 Summariser /Coder / Domestic Abuse Champion

### **Supporting clinicians to the practice**

#### **PCN ARRS Team Members**

#### **Attached Staff**

- Community Midwife
- Health Visitors
- Community Nurses

## **Premises**

The practice premises are over 2 floors and comprises a large patient waiting area, reception, 12 consultation rooms, 1 minor ops theatre/consultation room, administration offices, practice managers office and staff facilities. There is limited disabled access to the first floor. The premises also have off road parking.

## **Computing and Information Technology**

The practice has embraced Digital Transformation and uses the SystemOne and AccuRx clinical systems and uses IRIS software for payroll. It is the practices intention to change from IRIS to XERO finance software for book keeping from the start of the next financial year.

The practice recognises the NHS Long Term Plan for Primary Care to become paperless.

## **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 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, training, 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.

An understanding of current NHS initiatives will be helpful; however, the NHS is changing substantially and rapidly and the introduction of new ideas and methods from outside the NHS 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 successful candidate should be able to identify with the values and philosophy of the practice and the role as outlined in this document.

There is a strong local practice manager's network and 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 on a date to be agreed.

## **Key Requirements**

You will provide clear and positive leadership and vision to the strategic management of the practice and will be expected to constantly review and recommend strategies for its development and effectiveness. On an operational level you will be responsible for the overall business efficiency of the practice, the maintenance of the existing team spirit, and the provision of a communication link to third parties. This includes representation of the practice as required.

## **Key qualities**

- 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 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 conflict and complaints
- Ability to self-motivate, prioritise organise and/or delegate workload
- Good IT knowledge and experience
- Ensure practice policy and standards compliance
- Ability to present the practice to external groups
- Ability to identify, develop and deliver initiatives
- The ability to enjoy diversity and sometimes – the unexpected

## **Key responsibilities**

### **Finance**

Working with the lead partner for finance to;

- Ensure the organisational requirements of the practice contracts with NHSE are fully met and complied with

- Support the Partners to develop and implement processes to achieve clinical targets of QOF and enhanced services
- Negotiate with drug companies and all suppliers for the best discounts available
- Directly contribute to profit improvement by exploring areas for increasing income and reducing costs.
- Analyse financial data as appropriate and contribute to planning and organisation of finances; at the practice, PCN and ICB levels
- Develop and control of practice of budgets and financial systems
- Prepare financial budgets and cash-flow forecasts
- Liaise with the accountant, bank and business insurance companies as appropriate or as directed by the Partners
- Oversee the administration of the NHS Pension and Stakeholder Pension Schemes
- Liaise with the ICB and payment agencies regarding queries with payments relating to the contract, e.g. enhanced services.
- Manage the Partners drawings in consultation with the Partners and the accountant

## **Strategic Planning**

Working with the partners to;

- 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 PCN and ICB
- Formulate objectives and research and develop ideas for future practice development
- To represent the practice at PCN, locality and ICB 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 Employment Law compliance, working with the Partners to achieve the following;

- Ensure the recruitment, selection and retention of staff, including contracts of employment and job descriptions is robust

- Ensure systems and practices are in place to manage performance of staff effectively.
- To oversee effective appraisal processes and delivery of appraisals and reviews with all staff
- Ensure Employment Law compliance for the disciplinary and dismissal process
- Be aware of current employment legislation and compliance
- 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
- Ensure all personnel are CPD (Continuing Professional Development) compliant, in line with local and national requirements
- Ensure nurse and GP revalidation compliance
- To have strategic overview and 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**

Overall responsibility for IT processes to;

- 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**

Working with the Partners to achieve the following;

- 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 relationships and engage with the Patient Participation Group (PPG)

## **Premises and Equipment**

Overall responsibility for Premises and Equipment to achieve the following;

- Be responsible for the management and security 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

## **CQC**

Working with the Partners to;

- Lead and maintain compliance with CQC regulations and ensure that the practice meets the essential standards
- Be responsibility for preparation for CQC inspections and reviews.

## **Communication**

- Ensure compliance with the latest NHS recommendations
- Understand the practice communication systems
- Build/maintain good working relationships with the NHSE, ICB, hospitals, community agencies, other GP practices, the PCN, education bodies, 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

## **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 will have access to confidential information relating to patients and their carers, practice staff and other healthcare workers. They will 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.

## **Other**

This is not an exhaustive list and may be changed in light of ever-changing service need and national and local policy. Therefore, the job description will encompass any other duties deemed appropriate for the post holder within the scope of the post as determined by the Partners. Any changes would be discussed fully with the post-holder



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

## **The principal contract terms**

- Hours are negotiable for the right person from 30 - 37.5 hrs. per week working over 4 or 5 days
- Salary in the range of £40,000- £55,000 (pro-rata to hours worked) per annum, depending upon experience
- 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 with quarterly reviews. During this probationary period notice will be two weeks.
- Period of notice will be twelve weeks upon successful completion of the assessment period.
- Start date to be agreed.