

## JOB DESCRIPTION & PERSON SPECIFICATION

### PRACTICE MANAGER

|                    |  |
|--------------------|--|
| Title:             | Practice Manager   |
| Reports to:        | Director of Operations and Clinical Director   |
| Responsible to:    | UGR Collaborative Board  |
| Base:              | Upper Gordon Road Surgery, 37 Upper Gordon Road, Camberley, GU15 2HJ<br><br>Surrey Heath Community Providers Ltd (SHCP), Theta Building, Lyon Way, Frimley Rd, Frimley, Camberley GU16 7ER.  |
| Hours per week:    | Full Time (37.5 hours across Monday to Friday)   |
| Salary:            | From £55,629 per annum (FTE), depending on experience and qualifications   |
| Leave Entitlement  | 30 days per year (based on full time hours) plus Bank Holiday entitlement, and study leave allowance   |
| Key Relationships: | <ul style="list-style-type: none"> <li>• Upper Gordon Road Surgery team members</li> <li>• Surrey Heath Federation &amp; PCN Directors</li> <li>• Surrey Heath Federation HR and Finance Departments</li> <li>• All practice based employees working at Upper Gordon Road Surgery</li> <li>• All PCN Additional Roles Reimbursement Scheme employees based within Upper Gordon Road Surgery</li> <li>• Practice Managers / Practice Staff within Surrey Heath</li> <li>• GP Prescribing leads</li> <li>• Patients / residents / clients</li> <li>• GPs and other general practice healthcare professionals within Surrey Heath PCN / Federation teams</li> </ul> |

### Surrey Heath Community Providers Ltd

Surrey Heath Community Providers Ltd is a federation of 7 GP practices across 10 sites, serving over 104,000 patients across Surrey Heath. Within our federation, we hold the GMS contract for Upper Gordon Road Surgery—a highly regarded, patient-centred practice with a list size of 11,000+.

We are now seeking an **experienced, forward-thinking Practice Manager** to join our team at Upper Gordon Road Surgery and play a leading role in the continued development of this respected practice.



## About Upper Gordon Road Surgery

The practice is supported by a strong, diverse and experienced clinical team, including:

- Ten Salaried GPs
- Clinical Pharmacists
- Paramedics
- An Advanced Nurse Practitioner
- A dedicated Nursing team
- Healthcare Assistants

Alongside the onsite team, the practice benefits from the federation's central management support across operations, HR, finance, governance and senior clinical leadership — creating a resilient collaborative environment that enables clinicians to focus on delivering high-quality patient care.

## The Role

As Practice Manager, you will be responsible for:

- Overseeing the day-to-day operations of a large, high-performing practice
- Leading and supporting the practice team including clerical and administrative staff
- Ensuring compliance with regulatory, contractual and quality standards
- Working closely with clinical leads and federation leadership
- Driving continuous improvement and enabling service innovation
- Contributing to long-term strategic development within a federated primary care model

## Who We're Looking For

A motivated and confident leader with:

- Proven general practice management experience
- Strong people management and communication skills
- A collaborative approach and forward-thinking mindset
- The ability to maintain high operational standards in a busy, dynamic environment

## Why Join Us?

This is an exciting opportunity to:

- ✓ Influence the future of primary care services in Surrey Heath
- ✓ Lead within a progressive federated model
- ✓ Work in a supportive environment with robust clinical and management infrastructure
- ✓ Make a real difference to a growing local community

Surrey Heath Community Providers Ltd offers a 365 day, 52 week service delivery across some services, and as part of that we offer a 7 days a week from 0800 hrs – 2000hrs service. So you may be required to work evenings, weekends, and Bank Holidays as part of your normal working hours, as per the needs of the business.



The following are the core responsibilities of this role. There may be, on occasion, a requirement to carry out other tasks. This will be dependent upon factors such as workload and staffing levels.

### **Practice Manager - key responsibilities:**

- Overseeing the day-to-day operations of the practice, ensuring staff achieve their primary responsibilities.
- Ensuring comprehensive line management to all staff, including appraisals, 1:1's, performance management and completion of all return to work processes.
- Responsible for and maintaining compliance with all relevant CQC guidelines, identifying issues and improving process wherever possible.
- Monitor practice performance against key operational, clinical, and financial KPIs.
- Provide regular reporting on UGRS activity and outcome data as required, including presenting data at weekly leadership meetings, monthly Board meetings, quarterly Quality meetings.
- Develop and implement performance recovery plans to address gaps in productivity, performance service delivery, or financial outcomes.
- Ensuring the team reaches QOF targets (supported by clinical and administrative leads), and any other identified performance targets (e.g. Investment and Impact Fund, Locally Commissioned Services).
- Act as a point of contact for NHSE, ICB, suppliers and other external stakeholders.
- Attend and represent the Practice at external and system meetings as required.
- Leading change and continuous improvement initiatives within remit, coordinating projects within the practice. Maintain the practice culture of continuous quality improvement.
- Ensuring the practice maintains compliance with its NHS contractual obligations.
- Responsible for establishing, monitoring and managing processes for feedback and complaints in line with current legislation and guidance.
- Writing, developing and implementing an efficient business continuity plan.
- The management of the premises including Health & Safety, Risk Assessments and Fire Safety.
- Responsible for reviewing and updating relevant policies and procedures to ensure CQC, NHS and 'best practice' compliance.
- Work collaboratively with the finance team to oversee the financial management of the practice, supporting strategic budgeting and income streams. Workforce planning will be based on budgets and forecasted expenditure.
- Oversee practice income streams to ensure accurate, timely, sustainable, and maximised revenue generation.
- To be an ambassador for the Federation and present a professional image.
- Monitor contract performance, key deliverables, and expiration dates to mitigate risk and avoid service disruptions.



- Ensure contracts align with practice policies, financial goals, and applicable healthcare regulations.
- Proactively foster and develop a positive, inclusive workplace culture that promotes staff engagement, collaboration, and retention.
- Lead and coordinate regular staff meetings, team briefings, and one-on-one check-ins to support communication.
- Act as key point of communication between SHCP and the UGR teams.
- Develop meeting agendas, take minutes, and follow up on action items to ensure accountability and progress.
- Act as a key point of contact for staff concerns, feedback, and conflict resolution.
- Implement staff engagement initiatives, including surveys, recognition programs, and team-building activities.
- Collaborate with clinical and leadership teams to address workflow challenges and improve team effectiveness.
- Promote staff wellbeing, morale, and professional development within the practice.
- Monitor staff engagement levels and recommend and implement agreed improvements based on feedback and performance trends.
- Oversee the effective use and maintenance of clinical systems e.g. EMIS.
- Ensure clinical systems support safe, efficient patient care and comply with regulatory, privacy, and data security requirements.
- Coordinate system updates, upgrades, and troubleshooting with minimal disruption to clinical operations.
- Identify opportunities to improve workflows and efficiency through better use of clinical systems (e.g. Rapid Health, EMIS and X-On).
- Support audits, and compliance activities related to clinical systems and data management.
- Oversee patient engagement and support the Patient Participation Group, Practice Website, Social Media and the appropriate marketing of the practice. Promoting the use of patient online services.

**HR lead for the practice, including (but not limited to):**

- Direct line management along with the appropriate management team member from SHCP of the following staff: Reception Team Leader, Pharmacists, Prescription Clerks, Administrators, Receptionists, Care Coordinators, Practice Nurse, Healthcare Assistants, Salaried GPs and Paramedics.
- Managing the recruitment and retention of staff; develop, implement and embed an effective succession plan.
- Ensuring that all staff based at Upper Gordon Road Surgery undertake a robust induction process, including staff employed via the PCN.
- Establishing, reviewing and regularly updating job descriptions and person specifications.
- Work with Surrey Heath Federation HR Team to implement effective systems for the resolution of disciplinary and grievance issues.



- Ensuring all staff have the appropriate level of training to enable them to carry out their individual roles and responsibilities effectively.
- Complete a full induction with new members of staff, ensuring new starter check lists are completed and all team members have the appropriate level of documentation, training to enable them to carry out their individual roles and responsibilities safely and effectively.
- Conduct regular training needs analyses to identify skill gaps across clinical and administrative teams.
- Assess training requirements based on performance data, compliance standards, system changes, and service demands.
- Ensure staff remain up to date with their CPD to maintain competence and confidence in their role.
- Ensuring all team members are up to date with all mandatory training.
- Maintaining effective systems for the resolution of disciplinary and grievance issues.
- Oversee the appraisal process for staff in collaboration with the SHCP HR Team.
- Responsibility for managing sickness absence.
- To ensure that members of the existing staff team are aware of any changes that occur in the practice.
- Coordinating internal training events and ensuring teams and individuals are supported with ongoing development, with a focus on upskilling and retaining staff in collaboration with SHCP staff.

### Administration

- Chairing meetings, regular management team meetings, and other internal and external meetings as required.
- Support the Senior Administrator to oversee and manage all clinician's rotas, including the coordination and management of trainees' rotas and supervision.
- Coordinate and oversee the requirements of the practice to maintain the status of a training practice.

### 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 which is welcoming to and of the individual, is non-judgmental and respects their circumstances, feelings priorities and rights.

### Finance

- The practice is run by the Federation, therefore the Finance team and the PM will work closely to ensure that the practice maximises income at all times as well as discharging all financial responsibilities in a timely way.



## Premises

- Ensure that the general repair and maintenance of the premises is carried out on a regular basis and in accordance with requirements of the lease or any other building regulation or notice.
- Be familiar with the terms of all agreements regarding practice premises.
- Maintain the general upkeep of the surgery premises, including housekeeping and organisation of cleaning.
- Developing, implementing and embedding an efficient business continuity plan.
- The management of the premises, including leading on health and safety aspects such as risk assessments and mandatory training.
- Managing contracts for services, i.e., cleaning, gardening, window cleaning etc.
- Managing the procurement of organisation equipment, supplies and services.
- Coordinating the reviewing and updating of all organisation policies and procedures.

## Strategy

- Assist the practice in the wider community and assist with forging links with other local practices and relevant agencies.
- Formulate objectives and research and develop ideas for future practice development.
- To make recommendations to the Federation for practice development regarding potential sources of income.
- To ensure procurement costs and overheads are minimised.
- Ensuring the organisation maintains compliance with its NHS contractual obligations.

## Information technology and Systems

- Ensuring compliance with IT security, Cyber security, Data security and IG. Oversee procedures that ensure the organisation complies with all relevant information and data legislation. Such as GDPR, patient confidentiality and Caldicott Guardian compliance.
- Be the main contact for the practice to liaise with TTP to resolve any IT related issues.
- Assist with the update of appropriate information systems.
- Ensure compliance with GDPR and oversee the document management systems used by the practice to ensure that they remain relevant and are efficient and up to date.
- Ensure the practice keeps up to date with technological issues.
- Ensure any digital media used by the practice are lawful, maintained and updated. E.g., Websites, links and social media.
- Ensure that the practice has effective IT data security, back-up, maintenance and recovery plans in place.

## Miscellaneous

- Other duties which may be decided upon by the Federation Leadership from time to time.
- Actively encouraging and promoting the use of patient online services.
- Publishing communications for internal and external use such as an organisation newsletter on a quarterly basis.



- Liaising at external meetings as required.
- Coordinating the organisation diary, ensuring meetings are scheduled appropriately.

## **CORPORATE ACCOUNTABILITY:**

### **Equal Opportunities**

- The Federation / PCN / practices are committed to an equal opportunities policy that affirms that all staff should be afforded equality of treatment and opportunity in employment irrespective of sexuality, marital status, race, religion/belief, ethnic origin, age or disability. All staff are required to observe this policy in their behaviour to fellow employees.

### **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.

### **Data Protection**

- All employees must adhere to the Practice Policy on the Protection and use of Personal Information, which provides guidance on the use and disclosure of information. The Practice also has a range of policies for the use of computer equipment and computer-generated information. These policies detail the employee's legal obligations and include references to current legislation. Copies of the policy on the protection and use of personal information, and other information technology, can be found in the Practice policies and procedures manual.

### **Risk Management**

- You will be responsible for adopting the risk management culture and ensuring that you identify and assess all risks to your systems, processes and environment and report such risks for inclusion within the Practice risk register. You will also attend mandatory and statutory training, report all incidents/accidents, including near misses, and report unsafe occurrences as laid down within The Practice Incidents and Accidents Policy.

### **Personal/ Professional Development**



- The post-holder will participate in any training programme implemented by the Practice as part of this employment, such training including:
  - Participation in an annual individual Appraisal and Development 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.
  - This role is considered to be a developmental position and the jobholder will be encouraged to develop personal and business skills.

### Quality

- The post-holder will strive to maintain quality within the PCN and practices, 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.
  - Proactively seek and identify opportunities for quality / service improvement and lead such activities.
  - 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 recognise the importance of effective communication within the team and will:
  - Communicate effectively and respectfully with colleagues, patients and carers.
  - Anticipate and recognise people's needs for alternative methods of communication and respond accordingly.
  - External communication will be with patients NHS bodies, and other GP practices and service providers.

### Safeguarding

- The post holder will have, or acquire through training provided by the organisation, the appropriate level of safeguarding and knowledge, skills and practice required for the post and be aware of and comply with the organisation's safeguarding protection policies and procedures.

### Health & Safety

- The post-holder will assist in promoting and maintaining their own and others' health, safety and security as defined in the Practice's Health & Safety Policy.
- Comply with Practice health and safety policies by following agreed safe working procedures.
- Awareness and compliance with national standards of infection control, hygiene, regulatory / contractual / professional requirements, and good practice guidelines.



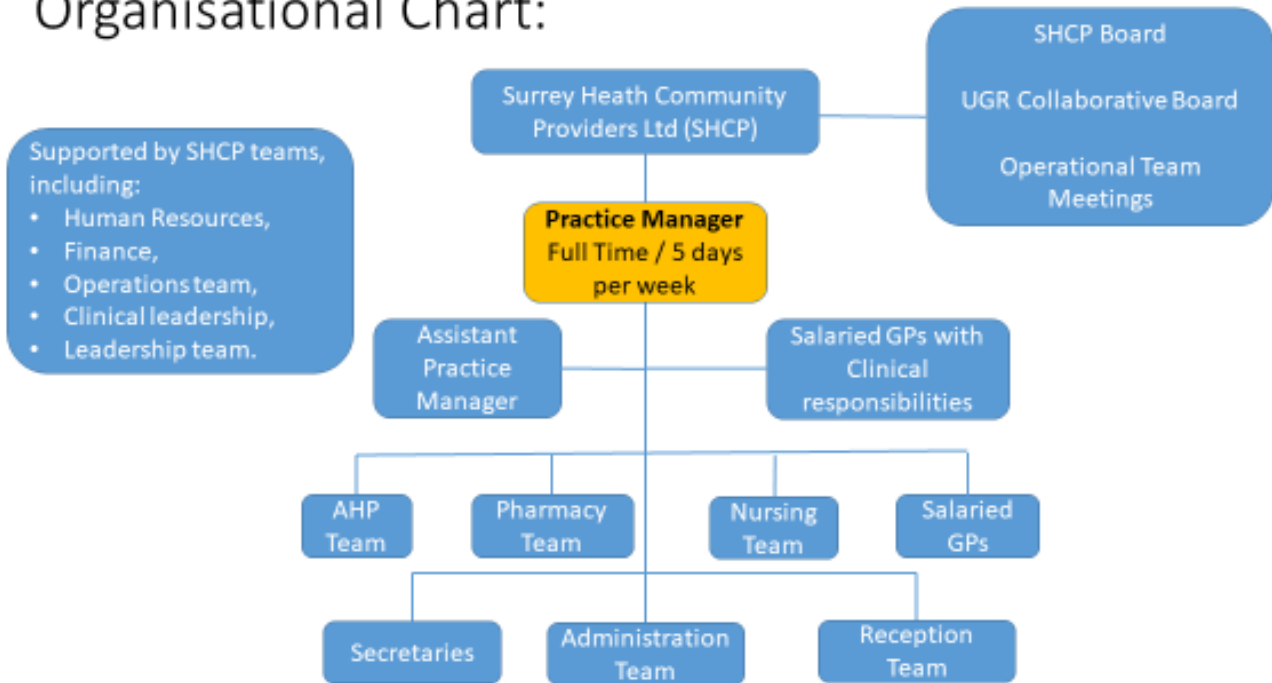
- Correct personal use of Personal Protective Equipment (PPE) and ensuring correct use of PPE by others, advising on appropriate circumstances for use by clinicians, staff and patients.
- Reporting incidents using the organisations Incident Reporting System.

### **Special Working Conditions**

- The post-holder is required to travel independently between their base, care homes and practice sites (where applicable), and to attend meetings etc. hosted by other agencies. The post-holder may have contact with body fluids i.e. wound exudates; urine etc.
- **Carry out any other duties as reasonably required by the Team Lead, PCN/ Federation, Clinical Director or Practice Manager.**
- *This is not intended to be an exhaustive list of responsibilities, and it is expected that you will participate in a wide range of activities.*



## Organisational Chart:



## Person Specification

| <b>Qualifications</b>   | <b>Essential</b> | <b>Desirable</b> |
|---|------------------|------------------|
| 4 GCSE's (C and above) including English and Maths or equivalent  | ✓                |                  |
| Good standard of education with excellent literacy and numeracy skills  | ✓                |                  |
| Educated to degree level in healthcare or business  |                  | ✓                |
| Leadership and/or management qualification  | ✓                |                  |
| AMSPAR qualification  | ✓                |                  |
| Educated to Master's Degree Level   |                  | ✓                |
| <b>Experience</b>   | <b>Essential</b> | <b>Desirable</b> |
| At least 2 years Practice Management experience   | ✓                |                  |
| Experience of managing accounting procedures including budget and cash flow forecasting                         | ✓                |                  |
| Experience of working in a healthcare setting   | ✓                |                  |
| Experience of managing large multidisciplinary teams  | ✓                |                  |
| Experience of performance management including appraisal writing, staff development and disciplinary procedures | ✓                |                  |
| Experience of successfully developing and implementing projects   | ✓                |                  |
| Experience of workforce planning, forecasting and development   | ✓                |                  |
| NHS/primary care general practice experience  | ✓                |                  |
| Relevant health and safety experience   | ✓                |                  |
| <b>Skills</b>   | <b>Essential</b> | <b>Desirable</b> |
| Ability to negotiate opportunities to enhance service delivery  | ✓                |                  |
| Excellent communication skills (written, oral and presenting)   | ✓                |                  |
| Strong IT skills (generic)  | ✓                |                  |
| Excellent leadership skills   | ✓                |                  |
| Strategic thinker and negotiator  | ✓                |                  |
| Ability to prioritise, delegate and work to tight deadlines in a fast-paced environment                         | ✓                |                  |



|   |                  |                  |
|---|------------------|------------------|
| Effective time management (planning and organising)   | ✓                |                  |
| Ability to network and build relationships  | ✓                |                  |
| Proven problem solving and analytical skills  | ✓                |                  |
| Ability to develop, implement and embed policy and procedure  | ✓                |                  |
| Ability to motivate teams, enhance morale and maintain a positive working environment, including team building sessions | ✓                |                  |
| Clinical system user skills   |                  | ✓                |
| <b>Personal qualities</b>   | <b>Essential</b> | <b>Desirable</b> |
| Polite and confident  | ✓                |                  |
| Flexible and cooperative  | ✓                |                  |
| Excellent interpersonal skills  | ✓                |                  |
| Motivated and proactive   | ✓                |                  |
| Ability to use initiative and judgement   | ✓                |                  |
| Forward thinker with a 'solutions' focused approach   | ✓                |                  |
| High levels of integrity and loyalty  | ✓                |                  |
| Sensitive and empathetic in distressing situations  | ✓                |                  |
| Ability to work under pressure  | ✓                |                  |
| Confident, assertive and resilient  | ✓                |                  |
| Ability to drive and deliver change effectively   | ✓                |                  |
| <b>Other requirements</b>   | <b>Essential</b> | <b>Desirable</b> |
| Flexibility to work outside of core office hours  | ✓                |                  |
| Disclosure Barring Service (DBS) check  | ✓                |                  |
| To be discreet and always maintain confidentiality  | ✓                |                  |
| Full UK driving licence   | ✓                |                  |

