



First Practice Management

working together with



Oxfordshire, OX26 6AT

<http://www.bicesterhc.co.uk>

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## Overview

This post provides an opportunity for a suitably qualified practice and primary care network (PCN) manager with the relevant skills to undertake a central role in this long established and highly respected 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 complete the application form electronically and email it to [mail@firstpracticemanagement.co.uk](mailto:mail@firstpracticemanagement.co.uk) Please note CVs can be included too, but a completed application form **must** be included.

**It is important that you provide a covering letter supporting your application and email this, together with the application form. This letter should be a Word document of ideally no more than two pages of A4.**

**To be shortlisted, you must provide details of your experience, knowledge, and skills in the following areas:**

- Finance management including planning and budgets
- Business planning and strategy
- Change Management and Quality Improvement
- Leadership, HR, training and wellbeing
- Application of IT systems and governance
- Patient/customer service, compliance and quality
- Networking and relationship management
- Health & Safety and risk assessments
- Any other experience relevant to this post

**Your application for this post must arrive by  
9am Thursday 21<sup>st</sup> May 2026**

## Interview Details and Selection Process

First interviews will take place over Zoom on the 3<sup>rd</sup> June and if successful, second interviews will take place at the practice on the 10<sup>th</sup> June.

Please note that due to protected practice time there are no alternatives to these dates.

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 are not able to provide feedback for applicants who have not been short-listed for interview.

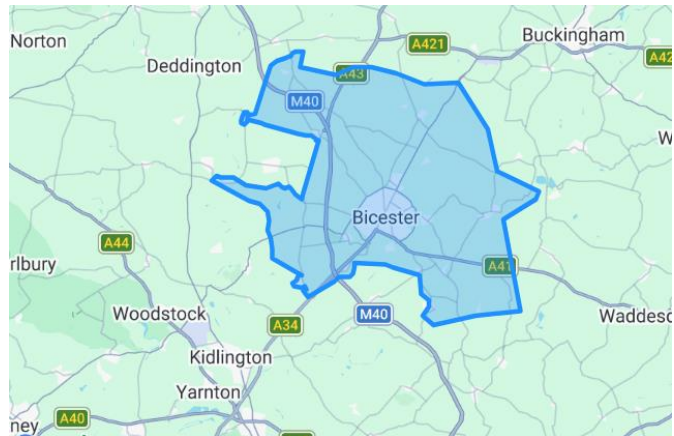
# An Outline Profile of the Practice

## Location

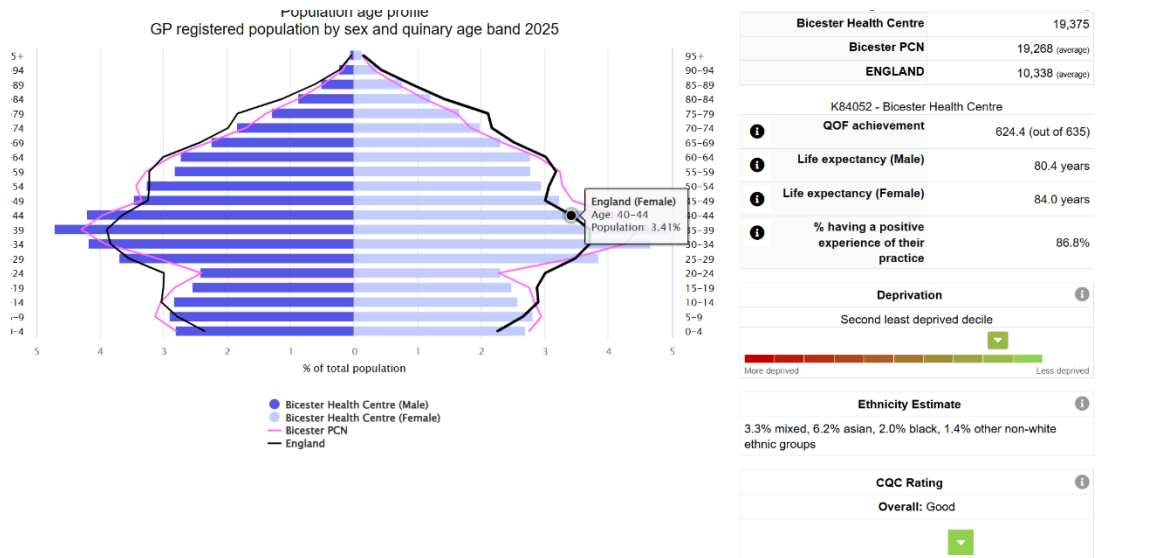
Bicester Medical Centre is a highly respected and established GP teaching, training, dispensing and research medical practice. The Partner owned premises is a thoughtfully designed, bright and airy medical facility located at Coker Cose, OX26 6AT; and which also accommodates an in-house dispensary.



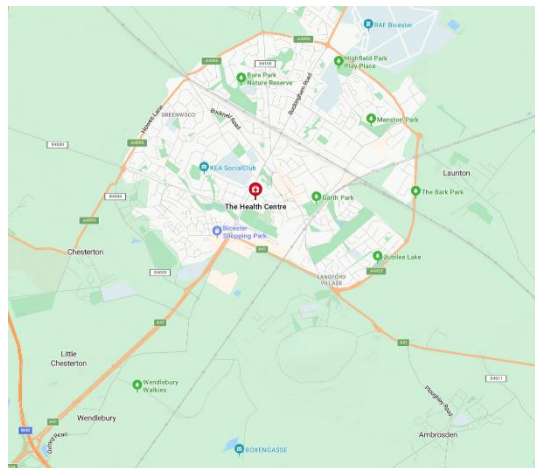
The practice patient boundary can be seen on the map below and also by clicking on the link to [New Patients - Bicester Health Centre](#) on the website .



The population demographics and age profile of the c.20,000 registered patients are detailed on the dashboard information below which shows a population across all age groups, with many being full families registered at this patient centric practice.



Although one of the fastest growing towns in Oxfordshire, Bicester remains an attractive Market Town with its picturesque historical town centre and garden town layout and you will see several buildings and cottages with locally sourced thatch for their roofs, making this a very desirable place to live and work.



The town has excellent public transport links and has planned development of an active travel infrastructure within the town for safer walking, and also cycling schemes.

The practice premises are easily accessible to the road network of the A41, A421, A4100, A4095 and the A4421 which feed to the M40 motorway and there are rail lines to major cities.

The road and rail network makes Oxford, Banbury, Brackley, Buckingham, Milton Keynes, Northampton, Luton and London all within easy access and the practice premises are within an hour's drive of three major airports.

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

## Bicester Medical Centre – Philosophy

This is a 5 partner, 5 Salaried GP PMS (Personal Medical Services) teaching, training, research and dispensing practice with a growing list size of c. 20,000 patients which is growing by reputation and new build residential development locally.

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Highly respected, the practice has a keen interest in education and 2 of the partners, Dr Kelly Glaswish-Harris and Dr Tim Powell are GP trainers, offering training to doctors at F2, ST2 and ST3 levels. The Practice also works closely with the Universities of Oxford Medical School to offer primary care teaching and placements for medical students at different stages of their degrees.

The practice is actively involved in research with a lead GP (Dr Fox) and research nurse involved in a number of studies at any one time.

Bicester Health Centre falls within the boundary of the Buckinghamshire, Oxfordshire and Berkshire Integrated Care Board (BOB ICB) and works collaboratively with Montgomery House Surgery and Alchester Medical Group, which forms the Bicester Primary Care Network (PCN), for which this post advertised, serves as the combined role of Practice Manager and PCN Manager. The 3 practices worked cohesively in a similar way before the NHS initiative to form PCNs in 2019, offering extended patient services to the combined list of c.55,000 patients.



**Armed Forces veteran  
friendly accredited  
GP practice**

The Practice is registered with the Care Quality Commission (CQC), and was last Inspected in August 2016, the report issued in October 2016 graded the practice as 'Outstanding' in Well-Led and 'Good' in all other areas. The CQC report for the practice can be seen on the following link [Dr G C Moncrieff and Partners NewApproachComprehensive Report \(GPPractices Location Jun 2016\) INS1-2155625394](#)

The areas of Outstanding whilst several years ago are still notable today and can be read below:

- *The continued development of Bicester Health Centre staff skills, competence and knowledge was recognised as integral to ensuring high-quality care. We saw evidence and staff we spoke with told us they are supported to acquire new skills and share best practice. There was designated time every Friday for staff members to complete training, this included a weekly "lunch and learn" forum to complete training and individual role specific work books which proactively managed future training.*
- *There was a clear proactive approach to seeking and embedding the provision of new strategies in the delivery of care and treatment. The practice team was forward thinking and proud to be initiators of many pilot schemes to improve outcomes for patients in the area*

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.

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With shared aspiration and a clear vision to deliver high quality care, this patient centric 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.

The Partners place a high value and are very proud of the enviably strong team ethos and staff retention, which is described as caring, approachable, hardworking, supportive, functionable and highly motivated. The Partners have an open-door policy to ensure there is staff support, inside and outside of the practice hours; which encourages integrity, shared values and honesty. Effort and high standards are recognised and it is very important to the Partners that this is maintained and developed.

The Partners invest through encouragement and participation (providing a healthy social budget) in this loyal, kind, warm and friendly team, by providing inclusive support and also recreation outside of working hours. The Partners enjoy hosting Summer BBQs and Christmas Social events which are always well attended.

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.

The described intrinsic qualities stretch outside of the practice, throughout the PCN and Neighbourhood Team members which will support the new manager and help to embed a continuous positive culture as they develop into the post.

The Practice & PCN Manager will facilitate the smooth running of this patient-centred practice and PCN; and help develop, innovate and lead both of the businesses forward, building on the relationships that already exist between doctors, staff and patients.

## **The Doctors**

There are five partners and five salaried GPs

## **Clinics and Services provided**

In addition to the provision of providing medical consultations, the practice provides clinics and services to patients which includes the following;

- Childhood Immunisations
- Family Planning, including contraceptive advice, and insertion of coils and implants
- Asthma
- CHD (coronary heart disease)
- COPD
- Minor surgery
- Diabetes checks
- Hypertension
- Mental Health
- Medication Reviews and Advice
- NHS Health Checks
- Learning Disabilities
- Full primary care vaccination provision
- Travel advice and Vaccinations
- Phlebotomy
- Cervical Screening
- Dispensing Services
- Non-NHS Services

The practice has a team of 74 health care professionals and administration support who are all practice employed.

**The practice team comprises;**

### **Clinical Team**

5 GP partners  
5 Salaried GPs  
3 Advanced Nurse Practitioners (ANPs)  
1 Primary Care Paramedic  
1 Clinical Pharmacist  
3 Practice nurses  
1 Practice and Research Nurse  
1 Physician Associate  
4 Healthcare Assistants (HCAs)  
1 First Contact Physiotherapist  
1 Mind Wellbeing Worker (Social Prescriber)

### **Associated Health Professionals**

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1 Integrated Neighbourhood Team GP  
1 Wellbeing Worker (Charity MIND)  
1 Children and Young Persons Wellbeing Worker (Charity MIND)

### **Practice Management Team**

1 Practice & Business Manager  
1 Patient Services Operations Manager  
1 Practice & PCN Manager (vacancy)

### **Patient Administration Team Members**

9 Patient Co-Ordinator's  
3 GPAs  
2 Medical Secretaries  
4 Coders

### **Dispensing Team**

4 Dispensing Team Members

### **INT Team working across PCN**

1 GP (3 sessions)  
2 Patient Coordinators  
1 Age UK Social Prescriber  
1 INT Practice Nurse

### **Premises**

This is a purpose-built surgery located near to the centre of Bicester town and benefits from onsite parking. The surgery is wheelchair accessible and the parking area and entrance are on level ground.

The practice is just nearing the end of an extensive 6 month renovation and expansion bringing all consulting and clinical areas up to a modern standard and gaining 8 new consulting rooms.

### **Computing and Information Technology**

The Practice considers itself advanced and pro-active. Recent NHS initiatives in relation to IT has driven the Practice to explore and engage further with different methods, utilising technology more effectively to deliver its patient services and engage in different ways with its team.

EMIS, E-Consult, Surgery Connect, Docman, AccuRx are the clinical computer systems which also include the use of developed AI tools within the AccuRx software. The accountancy and payroll software are both IRIS.

## **Outline profile of the post**

### **The Role**

In the first phase of the post, your responsibilities will span two complementary areas:

### PCN Management (from day one)

- Coordinating services across our member practices and supporting network-wide delivery priorities
- Working collaboratively with NHS colleagues and locality partners to provide the best possible care to our combined population of 55,000 patients
- Leading on PCN targets, projects and external relationships

### Practice Management (developed collaboratively over 18 months, then fully assumed)

- Organisational leadership and overall performance of the practice
  - Delivery of key targets across all clinical, financial and administrative areas
  - HR, people management and staff development
  - Financial management and strategic direction
- 

### **A Planned and Supported Transition**

Over the next 18 months this role will transition to take on additional responsibility when our experienced Practice Manager retires. During this time, you will work closely and collaboratively alongside them, benefiting from their knowledge while bringing fresh energy and leadership to the role. Initially, you will hold full responsibility for PCN management and in addition you will progressively take on practice management responsibilities with the full support of your colleague and wider team.

The Practice & PCN Manager is a key member of the team and expected to demonstrate senior management and leadership qualities. The successful candidate will also have the ability to identify and implement the practice's and PCN objectives using a combination of personal involvement, motivation of other staff and delegation when appropriate.

The post is tasked with assessing organisational performance, developing achievable goals and implementing processes that improve organisational effectiveness and efficiency, ensuring statutory and other legal requirements are met.

Medical practice management has grown in importance and complexity over the last few years. The need to ensure that the practice is financially efficient, has well-trained, well-motivated staff, and complies with an increasing range of health and safety, employment law, CQC and other legislation, is as important as ensuring the continuing provision of good patient care.

Candidates are expected to bring strong interpersonal skills and be experienced and confident in the areas of people management, financial control, strategic management and information technology.

The Partners require the successful candidate to be proactive and plan for the future, maximising the practice's potential in relation to business, finance, premises, HR and collaborative relationships, whilst maintaining patient care and ensuring a high level of operational efficiency. There is personal opportunity for gradual development into the Practice & Business Manager post due to expected retirement within the foreseeable future.

The successful candidate will need to ensure the Partners are kept fully informed of local and national

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proposals and initiatives, presented clearly and concisely to enable them to make informed decisions. The strategic part of this role will need to look beyond today's challenges and assimilate the forthcoming changes in the NHS and any possible impact these may have on the practice and the PCN.

The ability to help initiate, develop and articulate the visions of the Partners and wider PCN team; then ensure that they are brought to fruition is a key element of this post. Strong negotiating skills and flexibility to meet emerging needs and changes within Primary Care will be paramount.

The successful candidate should be able to identify with the values and philosophy of the practice and PCN, and the role as outlined in this document.

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.

The opportunity for further personal development will be given in order to develop skills in line with practices 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 PCN; and will be expected to constantly review and recommend strategies for their development and effectiveness. On an operational level you will be responsible for the overall business efficiency, the maintenance of the existing team spirit, and the provision of a communication links to third parties. This includes representation of the practice and PCN as required.

### **Key qualities**

- Strong leadership skills with experience in managing high performing teams of experts in complex environments
- Ability to think strategically and translate strategy into implementation
- Excellent organisational skills with the ability to manage time effectively to meet deadlines

- Ability to manage a team effectively, managing performance issues and delivering required outputs.
- Ability to support and guide the teams through decision-making processes.
- An analytical mind and outstanding presentation and problem-solving skills
- Ability to work independently and use initiative
- Ability to communicate clearly and effectively (both verbal and written) with a wide range of individuals
- Ability to manage change through motivation and leadership
- Robust finance and business skills to maintain and improve the profitability of the business
- A conscientious approach and commitment to working in an adaptable and flexible manner
- Ability to work calmly and effectively and deal with multiple demands
- Ability to maintain strict levels of confidentiality and to treat staff, the management team and the partners with sensitivity and respect
- Ability to work positively as a member and leader of busy teams and to develop positive cultures
- Ability to influence others positively, negotiate constructively and resolve conflict successfully
- Able to build and sustain networks and partnerships
- Ability to work on multiple projects at once, maintaining focus and quality
- Implementation and co-ordination of processes to ensure that the practice's objectives are met
- Ability to identify threats and opportunities and to manage change
- Lead and chair meetings associated with the post
- Develop and co-ordinate systems to improve the efficiency and effectiveness of the practice and the PCN
- Ability to self-motivate, prioritise organise and/or delegate workload
- Good IT knowledge and experience
- Ensure practice policy and standards compliance
- The ability to enjoy diversity and sometimes, the unexpected

## **Key responsibilities**

### **Finance**

Working with the Partners, Clinical Director and Practice & Business manager as appropriate to;

- Ensuring the organisational requirements of the practice and PCN 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
- Supporting the PCN practices and Clinical Director to develop and implement processes to achieve clinical targets
- 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 level
- Assist in the development of practice budgets and financial systems

- Develop PCN budgets and financial systems
- Liaising with accountant, bank and business insurance companies as appropriate or as directed by the Partners and PCN practices
- Overseeing the administration of the NHS Pension and Stakeholder Pension Schemes
- Liaising with the ICB and payment agencies regarding queries with payments relating to the Practice and PCN contracts
- Present financial forecasts and budget reports for the PCN
- Ensure financial risks are recognised and discussed within the PCN
- Liaise with the accountants and Clinical Director to produce year-end accounts, in line with the PCN Agreement

## 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
- 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, within the PCN and education bodies
- Formulate objectives and research and develop ideas for future practice and potentially PCN development
- To represent the practice at PCN, locality and ICB meetings
- To make recommendations to the partners for practice and PCN development with regard to enhancing patient services and potential sources of income
- Establish and agree objectives and priorities for PCN activity in line with contract requirements, the network agreement and budget availability.
- Regularly review a costed PCN Business Plan that delivers relevant services and improvement projects.

## Human Resources

Working with the Partners, Clinical Director and Practice & Business Manager for;

- Recruitment and selection of staff working, including contracts of employment and job descriptions
- Employment Law compliance for the disciplinary and dismissal process Awareness 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 and PCN
- To maintain good communication at all times with the practice and PCN teams
- 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 ensure that suitable facilities are available to enable all staff to work within the practice and PCN
- Responsibility for the health and safety policy and its implementation
- Facilitating the development of a multi-disciplinary effective primary health care team
- Regulated and revalidation compliance for all clinical team members in the practice and PCN

## **Information Technology**

### Overall responsibility

- Ensure the update and compliance 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 and Patient Services Operations Manager to

- Ensure that the Practice complies with NHS contractual obligations in relation to patient care
- Maintain registration policies and monitor patient turnover and capitation for the Practice and PCN
- Oversee and manage effective appointment systems
- Routinely monitor and assess practice and PCN performance against patient access and demand targets
- Manage the complaints management system
- Manage the significant events system
- Maintain the Patient Participation Group (PPG)

## **Premises and Equipment**

### Overall responsibility

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

## CQC

Working with the CQC registered manager to

- Oversee and maintain compliance with CQC (Care Quality Commissioner) regulations
- Responsibility for ensuring adequate preparation for CQC inspections and evidence reviews.

## Risk Management

As SIRO (Senior Information Risk Officer), overall responsibility for all aspects of Information Risk for the practice

- Monitoring relevant legal, statutory, and contractual requirements and their implications for the practice, including the consequences of non-compliance.
- Monitoring of work areas and practices to ensure they are safe and free from hazard and that they conform to health and safety legislation.
- Ensure that the practice's IT resources are maintained to protect the integrity of patient's records and compliance with the Data Protection Act.
- Ensure that effective safeguards are in place to prevent any type of fraud.
- Compliance with professional and legal requirements and guidelines.
- Delivery of appropriate education and training in health and safety.
- Ensure the practice complies fully with all GDPR regulations.

## Training and Development

The post holder will be expected to engage in appropriate personal development opportunities.

## Communication

- Ensure compliance with the latest NHS recommendations
- Understand the practice communication system
- Build/maintain good working relationships with the NHS, ICB, neighbourhood teams, hospitals, community agencies, LMC (Local medical Committee) other GP practices, within the PCN, pharmacists, education bodies, voluntary and private organisations
- Represent the practice and PCN at meetings and seminars
- Present a professional image and always promote the practice and PCN
- Share skills and expertise with others
- Ensure continuity of practice and PCN staff and clinical meetings
- Responsible for the PCN response to online feedback
- Coordinate the digital presence and communications via the PCN website, social media, and SMS technology

## 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.

## Person Specification – Practice and PCN Manager

	Necessary	Desirable
Academic/ Vocational Qualifications	<ul style="list-style-type: none"> <li>Evidence of a sound education to degree level or equivalent</li> <li>Evidence of a commitment to continuing professional development</li> </ul>	<ul style="list-style-type: none"> <li>Relevant Business, Finance or Leadership/Management qualification</li> <li>Member of a relevant professional body</li> </ul>
Experience	<ul style="list-style-type: none"> <li>5 years' experience of successfully leading and managing teams</li> <li>HR, Employment Law, and safe recruitment</li> <li>Working in an IT led environment</li> <li>Financial management experience of small company accounts</li> <li>5 years' experience as a business/senior manager, with knowledge of contract management and business accounting</li> <li>Change management and a driver of change</li> <li>Risk assessment and risk management experience</li> </ul>	<ul style="list-style-type: none"> <li>Experience of strategic business planning</li> <li>Experience of working with regulatory bodies and preparing for inspections</li> </ul>
Skills	<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, nurture and empathise</li> <li>Delegation and empowerment of staff</li> <li>Appropriate IT skills and computer literacy</li> <li>Leadership skills, including excellent people management skills</li> <li>Strategic management skills to run a well-organised business</li> <li>Negotiating and managing conflict</li> <li>Able to manage change</li> <li>Networking and facilitation</li> <li>Motivational with a growth mindset</li> </ul>	<ul style="list-style-type: none"> <li>Project management</li> <li>Change management</li> </ul>
Qualities	<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, with 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>
Other	<ul style="list-style-type: none"> <li>Sufficient English language fluency as required under the Immigration Act 2016</li> <li>Nonsmoking premises</li> </ul>	<ul style="list-style-type: none"> <li>The ability &amp; willingness to travel to meetings &amp; courses</li> <li>Ability to attend evening/weekend ad-hoc meetings</li> </ul>

## The Principal Contract Terms

- An annual salary of £50,000- £65,000 depending upon experience.
- Working hours 37.5hrs per week.
- Annual Leave entitlement will be 25 days per annum, rising to 27 days after 5 years and 30 days after 10 years completed service; plus, 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.
- Period of notice will be twelve weeks upon successful completion of the assessment period.
- Start date to be agreed.