

# FPM Group

First Practice Management

working together with



Parsons Green, London, SW6 4HS

[www.AshvilleSurgery.co.uk](http://www.AshvilleSurgery.co.uk)

# Contents

Overview .....	2
Interview Details and Selection Process .....	3
An Outline Profile of the Practice.....	4
An Outline Profile of the Post.....	11
Person Specification .....	19
The Principal Contract Terms.....	20

## Overview

This post provides an opportunity for a suitably qualified practice manager with the relevant skills to undertake a central role in this long established and 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 and compliance
- Health & Safety and risk assessments
- Any other experience relevant to this post

**Your application for this post must arrive by  
9am Tuesday 14<sup>th</sup> April 2026**

## Interview Details and Selection Process

First interviews will take place over Zoom

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.

If successful, 2<sup>nd</sup> interviews will be at the practice shortly after the first interviews.

## An Outline Profile of the Practice

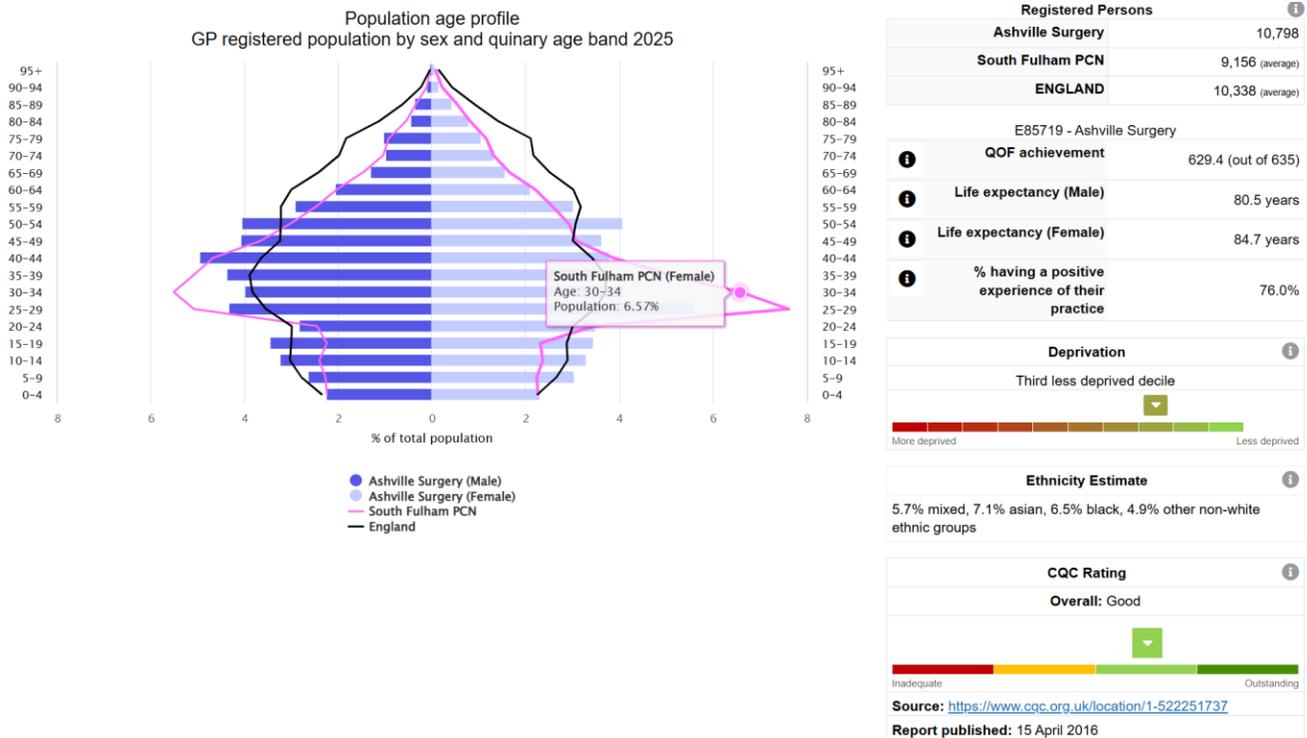
### Location

Ashville Surgery is a respected practice, offering its patient services since being established by Dr Stephen Aras over 30 years ago, from Swan House, Parsons Green, London, SW6 4HS.



The practice offers patient services to a list size of c.10,250, for those residing within the SW6 postcode (and including some out of area registrations).





The population socioeconomic demography is predominantly young professionals and families.

Located to the south west of London City and within the heart of the predominantly residential Parsons Green, the practice is very well located for access to the main road network of the A304, A308, A3220, A219, leading to the A4, A406, M4 and M25. Parsons Green Underground Station lies on the District Line, and is within walking distance of the practice premises, giving easy access to the abundance of history and culture of the UK's largest metropolitan city.

Lying within the London Borough of Hammersmith & Fulham, the Green itself and Eel Brook Common form one of the conservation areas within the borough, which extends from the borough boundary in the east to Fulham High Street in the west.

Hurlingham Park and South Park are also within walking distance of the practice, making Parsons Green a very pleasant and desirable place to work.

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

## Ashville Surgery – Philosophy

This is a 3 partner, GMS (General Medical Services) teaching and training practice which has offered patient services for over 30 years from its current location and premises which are owned by the former senior partner.

Falling within the boundary of the North West London ICB (Integrated Care Board), the practice works collaboratively with 28 other practices within the Hammersmith & Fulham Health & Care Partnership, offering services to 260,000 patients.

The practice is also one of 7 within the South Fulham PCN (Primary Care Network), which aims to address local needs by working together to provide a variety of different services for the combined list of 63,000 patients and local residents

Inspected by the CQC in January 2016, the Practice was rated 'Good' for all key Lines of Enquiry.

Committed to high quality care, the practice has consistently high Quality and Outcomes Framework (QOF) achievements. The practice continues to aspire to meet the challenges and targets of the NHS and National Standards requirements.

The practice 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 practice has a very good reputation for patient care and accessibility.

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 team. The practice has a low staff turnover and is an equal opportunities employer.

There is an enviably strong team ethos within the practice which is described as non-hierarchical, caring, supportive and highly motivated. The Partners have an open-door policy for their team members which encourages integrity, shared values and honesty. It is very important to the partners that this is maintained and the partners also believe in investment for development and training for their staff.

Due to retirement, 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 and patients. There will be a suitable handover period for the successful candidate, who will take up post on a date to be agreed.

## **The Doctors**

There are three partners and two salaried GPs

### **Partners**

**Dr Jennie Beach:** MBBS (qualified Charing Cross 1997) MRCP DCH DRCOG DFFP Leads on Adult Safeguarding

Jennie lives locally and has 3 children.

**Dr Jason Jenkins:** MBBS (qualified Charing Cross, 1995) MRCP

Leads on Audit, ECGs and Minor Surgery.

Jason lives locally with his family - two children, a dog and a guinea pig and also has an allotment.

**Dr Mo Rashidy:** MD MRCP (qualified Iran 1999 and Scotland 2007)

Leads on Care of the Elderly, Frailty and Cardiology.

Mo has a son and lives in South West London

### **Salaried GPs**

**Dr Alexandra Ryan:** MB BChir MA (Cantab) MRCP DCH DRCOG

**Dr Katerine McWhirter:** MB ChB DFRH

## **Services provided**

The practice offers the following services in addition to surgery and home visits:

- Patches on-line triage
- Social Prescribing Link Workers
- Phlebotomy (blood tests)
- Travel Immunisations
- Asthma/ Chronic Obstructive Airways Disease
- Diabetes
- Family Planning/ Sexual health
- Warfarin Monitoring
- Methotrexate Monitoring
- Contraception and Women's Screening
- Anti-coagulation Monitoring
- Chronic Disease Management
- Blood Pressure Monitoring
- Cervical Smear Tests
- Child Health Surveillance
- Well Woman Checks
- Men's Health
- Dietary Advice
- Healthy Living
- Weight Management
- Dressings and wound care

The practice hosts a local BCG service and has available clinical space for third party patient services.

## **Staff and Clinical Support**

The practice currently has a team of 18 health care professionals and administration support, the majority of whom are practice employed.

### **Practice staff**

1 practice manager (vacancy)

1 head receptionist

1 deputy head receptionist

© First Practice Management, a division of SRCL Limited. This document has been supplied for use in consultancy services and remains strictly copyright First Practice Management. You are not permitted to supply it to any other organisation or use the document or its contents for any other purpose.

5 receptionists  
1 notes summariser  
3 administration team members

**Clinical staff**

1 nurse practitioner  
1 practice nurse  
1 HCA  
1 pharmacist  
1 phlebotomist

**South Fulham PCN appointed staff**

1 pharmacist  
3 paramedics  
1 health & wellbeing coach  
1 link worker (social prescribing)  
1 dietician  
1 First Contact Physiotherapist

**Attached staff**

All community nursing including:  
Health Visitors  
Midwives  
District Nurses  
Community Matron  
Community Support Workers

**Premises**

There are 10 clinical/consulting rooms, 3 admin offices, 1 practice manager's office, 1 large meeting room, reception area, waiting room and staff facilities. The practice also has available parking.

## **Computing and Information Technology**

The Practice has embraced Digital Transformation and offers Patches for on-line triage and SystemOne and Accurx clinical systems are used throughout the practice.

IRIS software is utilised for accountancy and also IRIS software for payroll.

The Practice will continue to look for management input and support to enable it to grow and progress further and develop improved systems and processes within the area of IT.

## Outline profile of the post

The Practice 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 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.

The successful candidate will need 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 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 its operation.

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

The successful candidate should be able to identify with the values and philosophy of the practice 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**

© First Practice Management, a division of SRCL Limited. This document has been supplied for use in consultancy services and remains strictly copyright First Practice Management. You are not permitted to supply it to any other organisation or use the document or its contents for any other purpose.

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 links to third parties. This includes representation of the practice 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 team 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 a busy team and to develop a positive culture
- 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
- 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; responsible for the finances of the practice

- Ensuring the organisational requirements of the practice contracts with the NHS 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 level
- Development and control practice 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 ICB 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, the PCN and education bodies
- 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 all aspects of HR, including;

- Recruitment and selection of staff working, including contracts of employment and job descriptions
- Employment Law compliance for the disciplinary and dismissal process and after discussion with the partners take any legal advice necessary
- 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
- 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
- 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

## **Information Technology**

Overall responsibility

- Ensure the update and compliance of appropriate information governance systems
- Ensure all Practice IT and telephone systems are functioning effectively

© First Practice Management, a division of SRCL Limited. This document has been supplied for use in consultancy services and remains strictly copyright First Practice Management. You are not permitted to supply it to any other organisation or use the document or its contents for any other purpose.

- 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**

### Overall responsibility

- 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 (PPG)

## **Premises and Equipment**

### Overall responsibility

- Responsible for the management of the building
- Represent the practice to negotiate contracts and their renewals
- Liaise with the NHS in notional reviews
- Ensure property owned by the partners is safe, effective and fit for purpose
- 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, hospitals, community agencies, LMC (Local medical Committee) other GP practices, the PCN, Hammersmith & Fulham Health & Care Partnership, pharmacists, education bodies, 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
- Ensure continuity of practice staff and clinical meetings
- Responsible for the practice response to online feedback such as Google reviews
- Coordinate the digital presence and communications via the practice 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.

### **Miscellaneous**

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

## Person Specification – Practice 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> <li>Management experience in the healthcare or in practice management</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 interpersonal 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>The ability to manage change</li> <li>Networking and facilitation</li> <li>Motivational with a growth mindset</li> <li>Customer service and complaints resolution</li> </ul>	<ul style="list-style-type: none"> <li>Project 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>Non-smoking premises</li> </ul>	<ul style="list-style-type: none"> <li>The ability &amp; willingness to travel to meetings</li> <li>Occasionally 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 and the post is practice based
- Annual Leave entitlement will be 27 days per annum for staff new to the NHS, plus all statutory bank holidays. This will increase to 29 days per annum after 5 completed years of service in the NHS and 33 days after 10 completed years of service in the NHS
- 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 by either party upon successful completion of the assessment period.
- Start date to be agreed.