

Job Description

Job title: BUSINESS MANAGER

Hours: Negotiable and to be determined at recruitment.

Holidays: 30 days plus 8 bank holidays

Direct Reports: Practice Manager, Admin Lead, IT & Facilities Lead, Management Assistant, Dispensary Manager, Nurse Lead.

Reports to: Partners

Blofield Surgery

Blofield Surgery (BS) is a six-doctor dispensing practice providing care to around 9,000 patients in and around Blofield in North Norfolk.

We enjoy working from modern, purpose-built premises. The partners and staff have a shared belief in the delivery of high quality, traditional and personal family healthcare. Our patients enjoy good access to care, and we have a strong ethos to recognise their needs when driving forward patient services. It is important to the partners to treat our staff well. We are proud to recently begin teaching medical students and training GP trainees. To promote a multi-disciplinary team approach, we share our premises with other providers including a physiotherapy, mental health services and social prescribers.

The practice is part of the NN4 PCN and we offer enhanced access appointments.

Main purpose of role

To work with the Partners and other members of the management team to ensure the efficient and effective running of the Practice.

The BM is responsible for overseeing the success of the practice through knowledge of its finances, business development goals, its people and governance. The post holder will provide strategic leadership and management to enable the practice to meet its agreed aims and objectives within a profitable, efficient, safe and effective working environment. The BM will agree annual business plans and related action plans for people, finance and partnership working.

The post will provide strategic leadership to the overall management team and will be responsible for ensuring managerial cohesion in line with the strategy and business plan. The post will provide guidance to partners, managers and team leaders in ensuring all elements of business meet their aims in relation to quality, statutory obligations, financial stability and excellent patient service. The post holder will also manage external contracts for service delivery.

To conclude, we hope the business manager will have presence, they will be able to connect authentically, build confidence in others and inspire and motivate people into action.

Key relationships:

Partners & other GPs, managers and team leaders, direct and indirect reports, all other BS staff, colleagues at ICB, other local healthcare providers, contractors & suppliers to BS.

Post responsibilities:

1. Strategic management and planning:

- Keep abreast of current affairs and identify potential threats and opportunities
- Contribute to practice strategy; formulate objectives and research and develop ideas for future practice development
- Monitor and evaluate performance of the practice team against objectives; identify and manage change
- Develop and maintain effective communication both within the practice and with relevant outside agencies
- Prepare and annually update the practice 5-year strategic development plan, oversee the implementation of the aims and objectives
- Prepare and continually update the Blofield Surgery Risk register, organising quarterly meetings where this is assessed, updated and objectives created. Oversee the meeting of objectives throughout the year.
- Produce and implement the practice digital strategy
- Assess and evaluate accommodation requirements and manage development and expansion plans
- Along with the PCN representative partner represent the practice in all Primary Care Network (PCN) Matters
- Provide input and attend any meetings as necessary with the ICB
- Assist partners in appointing salaried GPs and partners to the practice
- Prepare and lead the Partners Away Day in conjunction with the partners

- Market and manage the letting of our non-NHS funded rooms to private providers, implement and maintain contracts and oversee this financial income.
- Proactively seek desirable contracts from the ICB or other healthcare organisations, to fully utilise the facilities the surgery building offers, and to improve practice income.
- When identified, write bids for new funding opportunities and / or working with other healthcare providers.
- Prepare business cases to present to the partners when new streams of income are identified.

2. Financial Management:

Working closely with the Practice Manager and Admin Lead, delegating where appropriate will:

- Ensure that effective financial controls are in place and that processes are adhered to
- Manage practice budgets and seek to maximise income
- Through negotiation with the ICB and PCN, and preparation and submission of regular development plans, ensure the practice receives an appropriate and equitable allocation of resources
- Understand and report to the partners on the financial implications of contract and legislation changes
- Manage practice accounts; submit year-end figures promptly and liaise with the practice accountant
- Monitor cash-flow, prepare regular forecasts and reports to the partners
- Manage and reconcile bank accounts; negotiate/liaise with the practice bankers
- Monitor and reconcile income and expenditure statements and purchase/sales ledger transactions
- Manage partners drawings
- Manage and monitor PAYE for practice staff and maintain appropriate records
- Manage contributions to the practice pension scheme(s) and maintain appropriate records
- Manage appropriate systems for handling and recording of cash and cheques and petty cash.
- Oversee private income and annually review private fees.
- Understand and oversee the correct recording and claiming of VAT.
- Understand and oversee the payroll system.

3. Human Resources:

Working closely with the Practice Manager and delegating where appropriate will:

- Provide direct line management and leadership for the practice manager.
- Oversee the recruitment and retention of staff and provide a general personnel management service
- Ensure that all staff are legally and gainfully employed. Monitor skill-mix and deployment of staff
- Manage staffing levels within target budgets
- Evaluate, organise and oversee staff induction and training and ensure that all staff are adequately trained to fulfil their role
- Develop and implement effective staff appraisal and monitoring systems
- Support and mentor staff, both as individuals and as team members
- Implement effective systems for the resolution of disputes and grievances
- Keep abreast of changes in employment legislation
- Maintain up-to-date HR documentation (including job descriptions, employment contracts and employment policies)

4. Organisational:

Working closely with the Practice Manager and delegating where appropriate will:

- Convene meetings, prepare agendas and ensure distribution of minutes as necessary
- Develop Practice protocols, policies and procedures, review and update as required
- Ensure that Practice premises are properly maintained and cleaned, and that adequate fire prevention and security systems are in place
- Manage the procurement of practice equipment, supplies and services within target budgets
- Develop and review Health & Safety policies and procedures and keep abreast of current legislation
- Arrange appropriate insurance cover
- Ensure that the Practice has adequate disaster recovery procedures in place
- Arrange appropriate maintenance for practice equipment
- Oversee the practice manager in the day-to-day operations of the practice, ensuring staff achieve their primary responsibilities.

5. CQC

Oversee the practice manager in ensuring that:

- The Practice's CQC registration is kept up to date
- Changes to the partnership are notified to CQC as well as the Area Team NHS England through the registered manager
- Documentation procedures and policies are kept up to date and disseminated to heads of department as required
- Ensure through heads of department that all staff are aware of and implement policies and procedures
- Practice staff are briefed on what to expect at a CQC inspection

6. Dispensary Services:

Working closely with the Lead Partner for Dispensary, the Clinical Pharmacist, Responsible Person and the Dispensary Manager, delegating where appropriate:

- Establish and support the Wholesale operations of BS
- Perform analysis of drug spend opportunities
- Monitor variances from invoices related to purchases and credits
- Analyse workflows, organisational design, and the impact of technology and automation to develop new systems for automation and improved efficiency within all aspects of the dispensary
- Meet with the ICB Prescribing Lead to identify opportunities to switch medicines to save money, but to also challenge what is best for the patient
- Oversee the clinical pharmacist to ensure all DSQS and QIPP submissions are completed on time and to a good standard to ensure full payment for the incentive

7. Patient Services:

Working closely with the Practice Manager and delegating where appropriate will: -

- Adopt a strategic approach to the development and management of patient services
- Ensure service development and delivery is in accordance with local and national guidelines
- Ensure that the practice complies with NHS contractual obligations in relation to patient care
- Maintain registration policies and monitor patient turnover and capitation
- Liaise with the patient participation group and where necessary PALS

8. Information Governance and Information Technology:

Work closely with the IT supplier commissioned by the ICB (presently Arden & Gem), the Data Protection Officer (DPO), the IT and Facilities Lead, Caldicott Guardian and the Practice Manager and delegating where appropriate, will:

- Evaluate and plan practice IT implementation and modernisation
- Keep abreast of the latest development in primary care IT including DoH initiatives such as EPRs and disease coding, and regularly update the practice management team
- Set targets and monitoring standards for data entry and data collection
- Ensure that the practice has effective IT data security, back-up, maintenance and disaster recovery plans in place
- Liaise with the IT providers commissioned by the ICB regarding systems procurement, IT funding and national IT development programmes.
- Ensure that the practice's website is properly and accurately maintained with the providers and that the NHS choices website is also kept up to date and that any patient comments are acknowledged.
- Ensure compliance with Data Protection legislation and the practice is correctly registered with the Information Commissioner
- As the SIRO ensure Information Governance for the practice is kept up to date using the Data Security Protection Toolkit and is resubmitted annually
- Ensure that all Caldicott Principles are adhered to by all staff and report any information incidents to the DPO
- Ensure that all staff are aware of confidentiality around patients records and sensitivity of data

9. Health and Safety:

Working closely with our designated H&S support service, the Practice Manager and delegating where appropriate:

- Ensure job holders across the practice adhere to their individual responsibilities for infection control and H&S, using a system of observation, audit and check, hazard identification, questioning, reporting and risk management
- Keep up to date with knowledge of H&S and infection control statutory and good practice guidelines and ensure implementation across the business
- Make effective use of training to update knowledge and skills, and initiate and manage the training of others
- Use appropriate infection control procedures; maintain work areas in a tidy and safe way which are free from hazards. Take remedial action where needed.
- Actively identify, report and correct H&S hazards and infection hazards immediately when recognised

10. Equality and Diversity:

Working closely with the Practice Manager, delegating where appropriate the CEO 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.

11. Personal / Professional development:

The post-holder will participate in any training programme implemented by the practice as part of this employment, such training to include:

- Participation in an annual individual performance review, including taking responsibility for maintaining a record of own personal and/or professional development
- Take responsibility for own development, learning and performance and demonstrating skills and activities to others who are undertaking similar work

12. Quality

Working closely with the Practice Manager and delegating where appropriate the BM will strive to maintain quality within the practice, 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
- 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

13. Communication:

The BM should recognise the importance of effective communication within the team and will strive to:

- Communicate effectively with other team members
- Communicate effectively with patients and carers through the PPG where applicable
- Recognise people's needs for alternative methods of communication and respond accordingly

14. Contribution to the implementation of services:

The BM will:

- apply practice policies, standards and guidance
- discuss with other members of the team how the policies, standards and guidelines will affect own work
- participate in audits where appropriate

This job description is not exhaustive. You are required to carry out all duties and obligations of which you have been advised, and to comply with any rules, instructions, directions, policies, protocols and procedures as may from time to time relate to your employment. You will also be provided with oral instructions as to your job duties and responsibilities, and you should follow such instructions to the best of your abilities. In the event that you do not understand what is required or you are unable to fulfil these

requirements, you should report this to the person who gave the instructions or if they are unavailable to a Partner.

Your job title and job description may be amended from time to time, and you may be called upon to carry out additional or other duties as may reasonably be required. There may also be times when you are asked to transfer to an alternative job either on a temporary or permanent basis. You will not be assigned to duties or required to perform services which you cannot reasonably be expected to perform.

The nature of our business and the changing needs of the National Health Service mean that you must be flexible in your approach to your work and in the duties that you may be required to undertake in order to provide service to our patients. The obligations upon you will inevitably vary and develop over time.

Person Specification

Qualifications	Essential	Desirable
Degree level qualification or equivalent that demonstrates analytical knowledge and ability	✓	
Masters level qualification or equivalent experience that demonstrates Leadership, Management, Financial or Business Administration knowledge and ability		✓

Experience	Essential	Desirable
Experience of working with the public both face to face and on the telephone	✓	
Experience of leading a department or organisation	✓	
Experience of data analysis/audit work, producing reports and presenting findings	✓	

Experience of reviewing risks and/or responding to complaints/significant incidents	✓	
Experience of working within healthcare setting		✓
Working knowledge of SystemOne clinical system or equivalent		✓

Skills	Essential	Desirable
Excellent communication skills (Written and Oral), confident IT skills (Microsoft Word, email etc.)`	✓	
Clear, polite telephone manner	✓	
Leadership and staff training	✓	
Time Management and the ability to work to deadlines	✓	
Problem solving skills and good judgement	✓	

Behaviours	Essential	Desirable
Smart, polite, honest, reliable and confident	✓	
Planning and organising work of self and colleagues, sees activities through to completion	✓	
Consistently performing to a high standard even when under pressure	✓	
Adaptable and flexible	✓	

Using initiative and judgement – when to ask for help/advice, when to hand over to others more suitable/qualified	✓	
Leading and working as part of a team and being supportive of colleagues	✓	
Self-motivated, sets high personal standards, consistently meets agreed objectives and targets	✓	
Can do attitude and encourages others in same	✓	
Maintains confidentiality at all times	✓	