



First Practice Management

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## PORTLAND PARK MEDICAL CENTRE

Hamilton, Lanarkshire, ML3 7JY

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## 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
- Project 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 17<sup>th</sup> March 2026**

## Interview Details and Selection Process

**First interviews are via Zoom on Wednesday 25<sup>th</sup> March, which is the only date available for the 1<sup>st</sup> interviews.**

You will be informed by email whether you have been short-listed to attend for interview.

If selected, second interviews will be at the practice premises, within the following 7 days.

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.

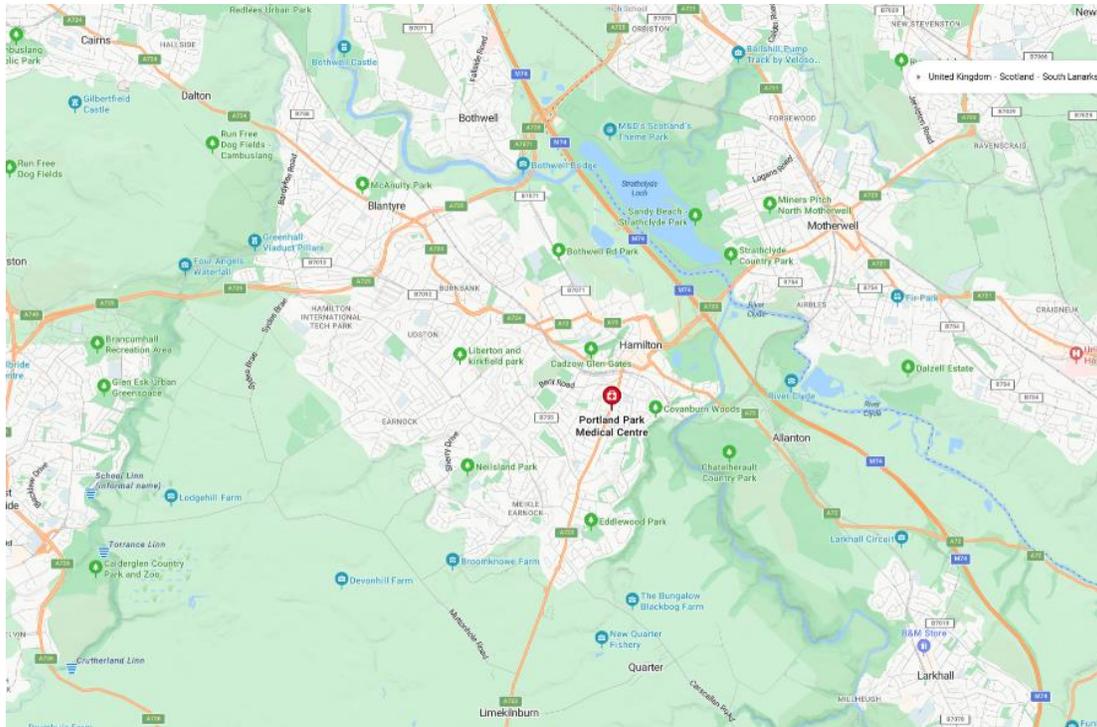
## An Outline Profile of the Practice

### Location

Portland Park Medical Centre is a long established and respected GP practice offering medical services to c 7100 registered patients. Extended in 1994, the practice premises are Partner owned and purpose-built; located at 51 Portland Park, Hamilton, Lanarkshire, ML3 7JY. There are plans to refurbish the premises in the near future to optimise the clinical space.



The practice offers patient services to a diverse population of patients living within the areas of Hamilton, Quarter and Blantyre. The Registered patient list size has seen steady growth over recent years, as the local population has expanded due to housing developments.



Portland Park Medical Centre is located near Hamilton's town centre and within short driving distance to both Chatelherault and Strathclyde Country Parks.

There is good access to the main road network of the A723 and A72, leading to the M74 which gives easy access to local towns and the major cities of Glasgow, Carlisle and Edinburgh.

Hamilton also has good access to public transport and Glasgow Airport is within a 50-minute drive from the practice premises.

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

## Portland Park Medical Centre – philosophy

This stable 3 partner Scottish GMS (General Medical Services) practice is a long-standing and respected training practice to GP specialty registrars. One of Partners, Dr Nicandro Pacitti is the Training Programme Director for Lanarkshire.

Working in collaboration, the practice is one of eight practices which forms the Hamilton GP Cluster. GP clusters have direct involvement and influence in improving the quality of all health and social care services provided to patients within their locality and are expected to develop and gain further influence over time. The practice also has in house Health-board Pharmacists, an Occupational Therapist, Mental Health Liaison Nurse and a Community Link Worker.

Committed to high quality care, the practice continues to aspire to meet the challenges and targets of the NHS National Services Scotland and National Standards requirements.

There is a stable and strong team ethos within the practice which is described as rewarding, supportive, sociable, friendly, approachable and caring, with a respectful culture. The diverse population of patients and staff gives a broad scope and makes this an attractive place to work.

The partners strongly believe in investing in development and training. Three of the GPs undertook their training at this practice and it is very important to the partners that this ethos is maintained and developed. Ongoing professional development and training is a priority for the administrative and clinical team.

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.

There is a relaxed and welcoming atmosphere at the surgery, staff turnover is low and the practice is an equal opportunities employer.

There is now a need for a Practice Manager with a hands-on approach to leadership, to facilitate the smooth running of this patient centred practice and to help develop, innovate and lead the practice forward, building on the relationships that already exist between doctors, staff, patients and third-party relationships.

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

## **The Doctors**

There are three partners and three salaried GPs; and all work well together to deliver high quality patient care.

## **The Partners**

**Dr Gemma Kirkland:** MBChB 2005 University of Glasgow DRCOG MRCGP

Dr Kirkland joined the practice as a partner in 2014 having previously trained here. She is also a GP trainer.

**Dr Nicandro Pacitti:** BSc(MedSci) MBChB 2009 University of Aberdeen DRCOG MRCGP

Dr Pacitti joined the practice as a salaried GP in 2015, also having trained here, and became a partner in 2018. He is also a GP Trainer and outside of practice obligations Dr Pacitti is the Training Programme Director for Lanarkshire.

**Dr Hannah Chapman:** MBChB 2009 University of Dundee MRCGP (2018)

Dr Chapman joined the practice as a partner in 2021, having trained nearby and worked elsewhere in Hamilton since 2018. She is also a GP trainer and a member of the LMC and GP Sub-committee.

## **Salaried GPs**

**Dr Zina Mula:** MBChB 2005 University of Aberdeen

**Dr Corrinne Hogg:** MBChB 2016 University of Glasgow

**Dr Matthew Little:** MBChB 2018 University of Dundee

## **Staff**

The practice has a team of 13 staff who are all practice employed.

### **Clinical Team - Practice Nurse**

1 Practice Nurse

### **Management and Administration**

1 Practice Manager (vacancy)

### **Patient Care Supervisor and Assistants**

8 Team members

## **Services provided**

The practice offers contracted essential services and also provides the following additional services.

- Cervical Screening
- Chronic disease monitoring and treatment, including
  - Diabetes
  - Heart Disease
  - Stokes
  - Epilepsy
  - Asthma
  - COPD
- Family planning
- Sexual health
- Care Home cover
- High risk medicines monitoring
- Palliative care

## **Attached Staff Multi-Disciplinary Team**

Health board Pharmacists  
Occupational Therapist  
Primary Care Mental Health Liaison Nurse  
Community Link Worker

## **Premises**

The premises provide for 7 clinical rooms, a large waiting room, reception, first floor open plan administration office, a separate practice manager's office and staff facilities. There is availability for off road staff parking.

The scope for premises development is an attractive proposition for the Partners and with their involvement, will be a project management responsibility of the incoming Practice Manager.

## **Computing and Information Technology**

The practice uses the Vision and Docman clinical systems. XERO software is utilised for accountancy and payroll is IRIS.

The practice considers itself developed and aspires to be forward thinking in IT. The partners continue to look for management input and support to enable the practice to grow and progress further and develop improved systems and processes.

## 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 and other legislation, is as important as ensuring the continuing provision of good patient care.

An understanding of current NHS National Service Scotland 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.

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 have a hands-on approach to leadership, 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 successful candidate should be able to identify with the values and philosophy of the practice and the role as outlined in this document

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The opportunity for further personal development will be given in order to develop skills in line with practice needs. There also is an excellent Practice Manager support network within the locality.

References (one of which should be your most recent employer) will be requested along with an enhanced PVG check. The successful candidate will take up post on a date to be agreed.

### **Key requirements for the role are:**

- Commitment to supporting the delivery of excellent patient care with vision, willingness and drive
- Demonstration of excellent organisational and effective communication skills
- Ability to manage change through motivation and leadership
- Robust finance and business skills to maintain and improve the profitability of the business
- Strategic thinking and planning
- Ability to deliver against key targets
- Knowledge and skills of HR and the ability to act sensitively and effectively
- Leading and chairing practice meetings as appropriate
- Developing and co-ordinating systems to improve the efficiency and effectiveness of the practice
- Capability in handling and de-escalating complaints
- Ability to self-motivate, prioritise organise and/or delegate workload
- Good IT knowledge and experience
- Ensuring practice policy and standards compliance
- Ability to present the practice to external groups
- Ability to identify, develop and deliver initiatives
- Ability to enjoy diversity and sometimes – the unexpected

### **Key responsibilities**

#### **Finance**

- Responsibility, with the partners, for the finances of the practice
- Developing and control of practice budgets, financial systems and the costs relating to the new development
- Preparing financial budgets
- Responsibility, with the partners, for income, expenditure and cash-flow forecasts

- Ensuring the organisational requirements of the practice contracts are fully met and complied with
- Supporting the partners to develop and implement processes to achieve clinical targets
- Liaising with accountant, bank and business insurance companies as appropriate or as directed by the partners
- Responsibility for the administration of PAYE for practice staff and of the NHS Pension and Stakeholder Pension Schemes, overseeing the processing of staff salaries
- Negotiating with suppliers to obtain favourable terms
- Responsibility, with the partners for liaison with the NHS Lanarkshire payment agencies regarding queries with payments relating to the contract, e.g. enhanced services.
- Directly contributing to profit improvement by exploring areas for increasing income and reducing costs
- Analysis of data relating to NHS Lanarkshire as appropriate and contribute to planning and organisation at practice.

### **Strategic Management and Planning**

- Keeping abreast of current affairs and identifying potential opportunities and threats
- Implementing, maintaining and updating a Practice Development Plan, overseeing the implementation of the aims and objectives
- Assisting the practice in the wider community and assisting with forging links with other local practices and relevant agencies and in particular working collaboratively with the Hamilton GP Cluster
- Formulating objectives and research and develop ideas for future practice development
- Representing the practice at external/third party meetings
- Making recommendations to the partners for practice development with regard to potential sources of income

### **Human Resources**

- Overall responsibility for recruitment and selection of staff working, including contracts of employment and job descriptions
- Ensuring Employment Law compliance for the disciplinary and dismissal process and after discussion with the partners take any legal advice necessary
- Having awareness of current employment legislation
- Developing and maintaining good employee/employer relationships
- Ensuring that members of the existing staff team are aware of any changes that occur in the practice
- Maintaining good communication at all times with the practice team

- Keeping oversight of rotas which allow good staff cover at all times as well as giving the flexibility required at short notice to cover for illness, etc.
- Implementing pay rises/scales and increments at the appropriate time
- Responsibility for appropriate paperwork for doctors/staff PVG (Protecting Vulnerable Groups scheme) checks
- Ensuring appropriate support for recently appointed staff members
- Evaluation of the employee structure for effectiveness and encourage personal staff development and motivation
- To meet with attached staff as and when necessary and arrange/attend regular meetings with partners and attached staff to discuss all issues around patient care
- To ensure that suitable facilities are available to enable all staff to work within the practice
- Be responsible for the health and safety policy and its implementation
- Facilitate the development of a multi-disciplinary effective primary health care team
- Ensure regulated and revalidation compliance for all clinical team members in the practice

## **Information Technology**

- Ensuring the update of appropriate information governance systems
- Working with IT support to ensure all practice IT and telephone systems are functioning effectively
- Exploring opportunities to further develop the practice and its website
- Ensuring the Information Governance toolkit requirements are met
- Ensuring the practice website is maintained and current

## **Patient Services**

- Ensuring that the practice complies with NHS contractual obligations in relation to patient care
- Adopting a strategic approach to the development and management of patient services
- Managing the appointment system for all doctors, including annual leave and time owing
- Responsibility for the computerised rotas for all doctors
- Maintaining registration policies and monitor patient turnover and capitation
- Overseeing and managing effective appointment systems
- Routinely monitoring and assessing practice performance against patient access and demand targets
- Managing the complaints management system
- Managing the significant events system
- Liaising with patient groups and acknowledging voluntary contributions from the patients

## Premises and Equipment

- Ensure all premises and property owned by the Partners are maintained and fit for purpose
- Responsibility for the smooth running of the building
- Responsibility for health & safety issues at the practice
- Ensuring that practice premises has adequate fire prevention and security systems
- Overall responsibility for room usage and changes
- Overall responsibility for building repairs, cleaning contract and refurbishments
- Managing the procurement of practice equipment and supplies for building maintenance
- Ensuring that the practice has adequate disaster recovery procedures in place
- Arranging appropriate maintenance for practice equipment
- Work with the Partners in relation to premises development

## Security

- Ensuring adequate supplies of panic fobs & door bleeps & any other security equipment as deemed necessary
- Liaising with Alarm Company re alarm systems, CCTV & panic alarms, as appropriate
- Ensuring all staff are aware of security & fire systems
- Ensuring regular fire & panic drills take place

## 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.

## **Communication**

- Ensuring compliance with the latest NHS Lanarkshire recommendations
- Understanding and maintaining the practice communication systems
- Building/maintaining good working relationships with the NHS Lanarkshire hospitals, community agencies, LMC (Local Medical Committee), other GP practices, pharmacists, community, voluntary and private organisations
- Representing the practice at meetings and seminars
- Assisting and supporting the partners corporately and at individual level to fulfil the requirements of revalidation
- Presenting a professional image and always promoting the practice
- Sharing skills and expertise with others
- Ensuring continuity of practice staff and clinical meetings

## **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 small business accounts</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 NHS or in Primary care</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>Able to manage change and cope with pressure</li> <li>Networking and facilitation</li> <li>Motivational with a growth mindset</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>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 £40,000 - £52,000 (depending upon experience).
- The post is full-time over 5 working days and the hours required will be commensurate with the salary and as the post requires, but will be based on 37.5 hours per week in principle. The post-holder is required to attend any ad hoc evening/weekend meetings as occasionally required.
- Annual Leave entitlement will be 25 days per annum plus all (10) statutory bank holidays.
- Access to the NHS Pension Scheme.
- There will be a mutual assessment period of six months with bi-monthly reviews. During this probationary period notice will be four weeks from either party.
- Period of notice will be twelve weeks upon successful completion of the assessment period.