



# Recruitment of Practice Manager

*Recruitment Pack*

---

---

5<sup>th</sup> September 2011

## **Practice Manager vacancy**

Thank you for your interest in this position. Enclosed is the information you will require to assist you in applying for the role.

To apply please can you:

- Provide an up-to-date CV which shows your full career history with any breaks explained – we recommend that this is no longer than three pages;
- Write a supporting statement detailing how you are a good candidate for this post and how you fulfil the role profile & person specification – we recommend that this should be a maximum of around three pages;
- Indicate if you cannot attend any of the interview dates.

**Please ensure your full name is on all documents and note that applications can only be considered if all the documentation is completed.**

Applications should be e-mailed to [mail@cornerpiecesolutions.co.uk](mailto:mail@cornerpiecesolutions.co.uk)

**Applications must be received by Midday on Friday 30<sup>th</sup> September 2011**

Please contact Jackie Carter the Practice's retained HR Adviser on 07828 946651 if you have any questions or queries.

## CONTENTS

Welcome letter from the Partners

About Baffins Surgery

Organisation chart

Role profile and person specification

Principal terms and conditions of service

Key dates

---

## **Welcome Letter from the Partners**

Dear Applicant

### **Practice Manager – Baffins Surgery**

Thank you for your interest in the post of Practice Manager at the Baffins Surgery.

The position of Practice Manager is pivotal to the continuing and future success of the Practice. The post reports directly to the Senior Partner who is one of four partners in the practice.

The Practice is committed to delivering high quality patient care which requires us to have an excellent practice management service which is professional and efficient and demonstrates value for money in all we do.

We are looking for a forward thinking, innovative business professional who can build strong working relationships internally and externally and help us to further develop the practice to continue to be a vital part of the community we serve.

If you believe that you have the experience, ability and enthusiasm for the task, we very much look forward to receiving your application.

**Doctor David Rogers**  
**Senior Partner**  
5<sup>th</sup> September 2011

## **About Baffins Surgery**

### **Mission statement**

Our aim is to provide excellent medical care to our practice population that is easily accessible and meets our patients' physical, emotional and spiritual needs. We seek to be a positive influence in the life of the community we serve.

### **Our values**

We aspire to provide the best possible standards of medical care given our resources, both NHS and personal, aiming for consistency and excellence in all we do.

We serve and involve ourselves in the community out of our sense of vocation and calling, seeking to:

- facilitate access to our services for all our patients
- go beyond medical care where appropriate to support people as individuals
- build longer term relationships with our patients treating them with compassion and valuing the whole person
- maintain a positive attitude ourselves and encourage one in our patients
- provide a welcoming environment

Recognising that our resources are limited, we want to manage them carefully and efficiently, taking particular care in the way we allocate our time.

### **Our way of working**

At work, our first objective is to work together as a team to fulfil the mission of the practice, aiming to:

- make the best use of the range of strengths we have
- treat each other as equal in value even if different in function
- go the extra mile where necessary
- remember the needs both of our own work-team and the larger team of the practice as a whole
- treat each other with honesty and integrity, maintaining an atmosphere of trust.

We continually try to work more harmoniously and effectively, aiming to:

- keep communications open and take care to listen
- do as we would be done by
- look for the best in others, encourage and praise each other, ensure that everyone's contribution is recognised.
- offer constructive, non-judgemental feedback where this is helpful

We seek to develop the skills needed to fulfil our mission, aiming to:

- build up the knowledge and skills we each need in our different roles
- share our knowledge and experience between us to make them available whenever required
- take advantage of appropriate training schemes for all our members
- make everyone's work as interesting and varied as possible

- encourage our people to learn new things and try out new roles

We try to make the best use of our time and resources, aiming to:

- keep aware of the pressures we are facing
- be open to new and more efficient ways of doing things respond sensitively but firmly to excessive demands operate to clear and consistent rules
- give ourselves adequate time for recuperation and for our families and friends

We recognise that we cannot provide a caring and supportive service to others unless we care for and support each other and so we aim to:

- build up an atmosphere of "family" and friendship
- help each other towards a greater appreciation of life and its gifts
- take account of each others' health needs and special factors causing stress.
- support each other in times of individual need
- take time to celebrate together whenever an occasion arises

We maintain a positive attitude to change, and so we:

- evaluate new possibilities and developments carefully to make best use of the opportunities they bring
- look for ways to see how well we are doing, identify areas for improvement and make the changes
- listen to the views of others, including our patients

### **The practice**

Our list size has over 8000 patients and will continue to expand. The practice has been established in the location for well over sixty years with a long-standing Christian ethos.

As a training practice we take final year medical students from Southampton and are a part of the Portsmouth VTS. As part of our commitment to medical education we regularly participate in local and regional educational events and we provide "in house" training in protected time bi-monthly.

The practice is situated to the East of the centre of Portsea Island. To the North and East it is bordered by the sea, it extends southwards into Southsea and westwards along the A3 road through Kingston and North End. Historically Portsea Island was a number of small towns, which have merged over the years to the extent that Portsmouth is now one of the most densely populated cities in Europe.

For many years we operated from a semi-detached house, twice extended, located in the heart of Baffins. However as our list size and in-house services grew these premises proved less than adequate and we sought alternative accommodation. We were delighted when we were approached by the Anglican Church, located within 200 yards of the surgery, and asked to participate in a healthy living project, developing the Church for wider community use and we moved into these premises in May 2005

This practice is part of the Portsmouth Central PCT, an enthusiastic and forward looking trust, one of three local trusts between which there is good co-operation.

Portsmouth is serviced by Portsmouth Healthcare NHS Trust, now mainly based at Queen Alexandra Hospital in Cosham which provides general medical and surgical care.

Our patients have easy access to this and their other local sites. We also enjoy the benefits of domiciliary services.

This is a long-established busy practice located in the middle of a large city, looking after the medical needs of many patients. We benefit from a high local reputation and always seek to put our patients first.

### **The team**

The practice currently has four partners - David Rogers, Matthew Crisp, Charlotte Day, and Linda Collie. We also have three salaried doctors working with us regularly: Sarah Batten, Helen Harris and Catherine Sweatman.

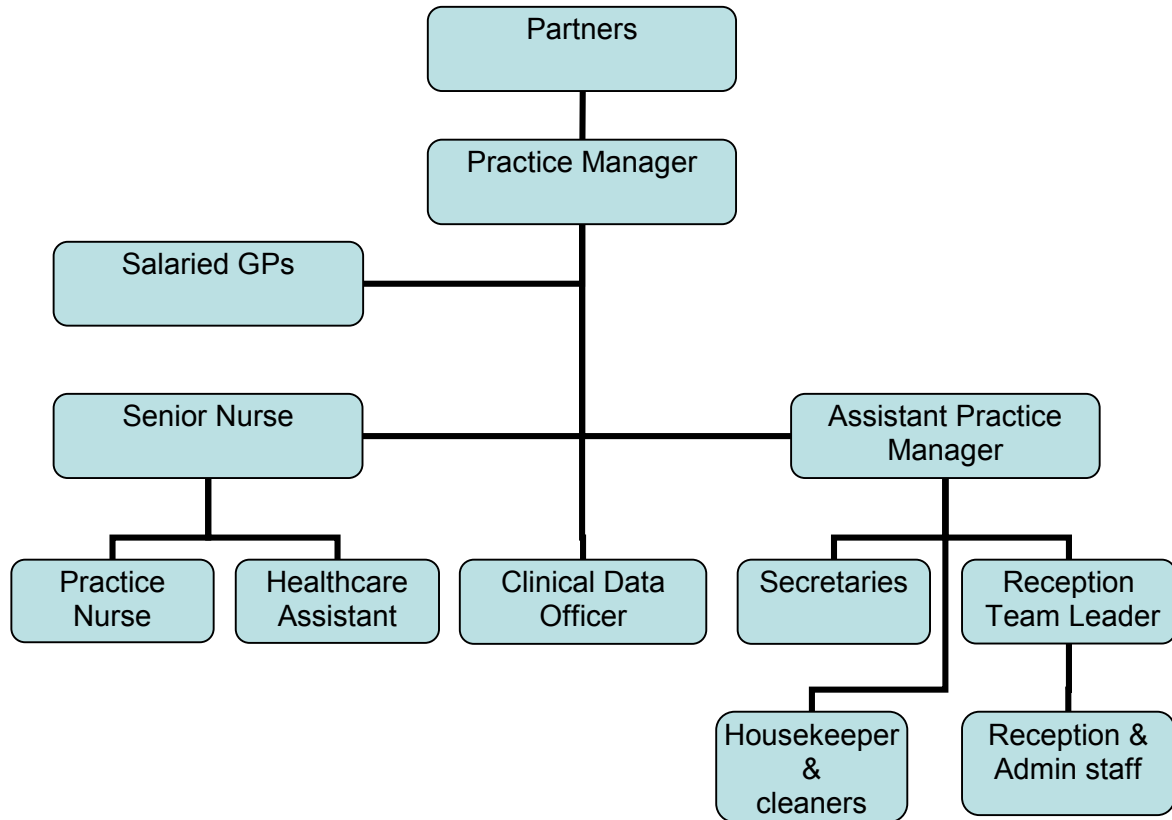
The Practice Manager has day to day control of most aspects of the Surgery. The Management Team of the Surgery includes a Assistant Practice Manager, Nurse Manager and Reception Team Leader. With the advent of increased computer record keeping and the commencement of the new GMS Contract, a Clinical Data Officer ensures our patient notes are kept up-to-date and compiled onto the computer system; their duties also include monitoring our overall data quality.

Our practice nursing & health care team are a multi-skilled team, involved in all aspects of patient care including chronic disease management.

Our Reception and administration team provide the front line service and the administrative support we need to ensure that the practice runs efficiently and effectively.

We nurture an informal friendly and open working environment and believe our strength lie in team working. We have a loyal and cohesive team whose roles have developed to fit the needs of the practice. We are proud of a good working atmosphere and are very conscious of the central role our staff play in maintaining excellent patient care.

## Organisation Chart



## Role Profile & Person Specification

### Role Profile

<b>Job Title:</b>	Practice Manager
<b>Name:</b>	
<b>Reports to:</b>	Senior Partner
<b>Responsible for:</b>	Assistant Practice Manager Clinic Data Officer Nurse Manager (Management) Salaried GPs (Management)

---

### Overall Aim

The Practice Manager is responsible for the efficient and effective management of the Surgery, its finances and staff. To ensure the provision and development of a high quality patient service, within a safe, efficient and effective working environment whilst complying with all statutory and legal regulations. Together with the Partners, undertake strategic planning and implementation of key business objectives.

---

### Key Responsibilities

#### 1. Business Focus

- Together with the partners, plan, develop and implement any changes necessary to meet new demands on the Surgery both internally and externally and assist the Partners in the preparation and production of the 'Practice Annual Business Plan'.
- Manage the Surgery according to aims and objectives agreed with the partners and approved by them. Monitor and evaluate performance of the team against objectives.
- Maintain up-to-date knowledge of regulations re the Surgery Contract with the Primary Care Trust (PCT) for General Medical Services as well as Enhanced and Additional Services.
- Promote and represent the Surgery at external meetings and workshops and develop effective communications with all relevant outside agencies.
- Arrange and chair Surgery meetings, preparing agendas actioning points and monitoring progress as required.

#### 2. Finance Focus

- Maximise Surgery income, ensuring timely submission of claims and accurate records are provided to PCT and the PPSA.
- Develop and implement plans to maintain Surgery income at optimum levels.
- Administration and reconciliation of all Surgery income and expenditure, controlling and monitoring costs and report regularly as part of the management team.
- Administer & manage partner's drawings.
- Develop, manage and administer private income streams.

- Prepare Surgery accounts and budgets.
- Liaise with Accountants, Bank Manager, Health Authority, Support Agency and PCT.

### **3. Patient Focus**

- Ensure that the Surgery has an efficient appointment system which is maintained and regularly reviewed for effectiveness
- Ensure effective policies and procedures are in place to improve Surgery organisation and ensure the best quality of services to patients.
- To ensure that all requests for medical information about a patient from external organisations and patients family members is legitimate, complies with Access to Medical Records, Data Protection Act and other legislation.
- To ensure the effective management of medical supplies including stock control, audits, supplier relationships and PPA monthly returns.
- Oversee QOF, including the co-ordination of the Patient Satisfaction Surveys.
- Manage the Performance and Quality Management programme working closely with the Clinical Data Officer
- To carry out significant event analysis/critical incident appraisal
- Ensure all patient information is accurate, easily accessible and kept up-to-date.
- Provide and manage effective in-house complaints procedure
- Lead the planning, development and implementation of systems and procedures for patient advice information and general communication
- Initiate and participate in development of effective liaison with outside contacts i.e. Health Authorities, Social Services and other relevant bodies.
- To act as a “chaperone” when requested by a clinician.

### **4. People Focus**

- Evaluate and identify personnel requirements in line with business requirements.
- Ensure that the Surgery’s staff are recruited, trained and supported in line with the Surgery’s HR policies and procedures.
- To support the Assistant Practice Manager in her role as the Surgery’s HR support service.
- Keep informed of amendments to legislation impacting upon the management of Surgery staff and consult with partners/staff to implement necessary policy or procedural changes.
- To manage the performance of the staff for whom the Practice Manager has direct responsibility.
- Initiate and participate in the development of effective communication between doctors, nurses, staff.

### **5. IT Focus**

- Develop the practice computer system to fulfil practice/NHS requirements.
- Plan and evaluate future I.T. developments and implement as necessary.
- Identify requirements and negotiate purchase of computer upgrades and ensure maintenance of all equipment.
- Oversee training for all new technology as required.

## 6. Health & Safety and Facilities Management Focus

- Ensure the practice complies with legislation relating to health and safety.
- Develop, implement health and safety policies and procedures.
- Ensure all accidents or dangerous incidents investigated, recorded, reported and where necessary followed up
- Provide staff with Health & Safety training relevant to their role areas of safety, fire prevention and general security of premises.
- To ensure that an effective facilities management service is carried out by the Assistant Practice Manager in line with the role profile
- Negotiate maintenance contracts as required
- Assess and evaluate accommodation requirements. Manage any future development.
- Effect and maintain Practice insurance policies; public and third party liability, employers' liability, premises and equipment
- Arrange repairs, replacement or necessary decoration to maintain good order of premises and fixtures, and cost control.
- Manage the ordering of supplies, equipment, office furniture and servicing of equipment, liaising with suppliers and contractors to secure cost-effective supplies and service.

---

### Key Results

1. Income is maximised
2. Expenditure is within agreed budgets
3. Business opportunities are maximised
4. staff are recruited, trained and well supported
5. Health and safety facilities management compliance
6. Technology is fully operational and staff adequately trained
7. All reporting requirements and quality standards are achieved to target times and required standards
8. Generally to ensure that all the non-clinical aspects of the practice are managed so that the partners and other medical staff are free to concentrate on clinical issues

---

Please also be aware of and follow the Surgery's policies and procedures, with particular attention to patient confidentiality, health and safety, equality and diversity and customer service excellence. To further your development and knowledge you will be expected to attend training as necessary.

All employees in the Surgery are expected to display a high standard of teamwork. This includes co-operating in undertaking work of absent colleagues or assisting others where the workload is particularly high. Accordingly there may be a requirement, from time to time, to undertake other duties.

If the first member of staff to arrive, to ensure the premises are secure before commencing work.

If the last member of staff on the premises ensure all computers and screens are turned off. Undertake a building security sweep, checking all windows are closed and lights etc. are switched off. Check security procedures are followed before activating the alarm and securing the premises.

The Surgery reserves the right to amend this role profile as necessary, after consultation with the postholder, to reflect changes in or to the job.

---

## Role Experience, Knowledge and Skills Profile

Practice Manager		Desireable
	Essential	
<b>Experience &amp; qualifications</b>	<ul style="list-style-type: none"> <li>• Demonstration of on going professional development</li> <li>• A minimum of five years management experience in a medium sized organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Education to degree level or equivalent</li> <li>• AMSPAR DPCM (Level 5)</li> <li>• Experience of working in the health or other public sector organisation</li> </ul>
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Knowledge of quality systems and key performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• Ability to plan strategically while coping with the day to day</li> <li>• Good all round management skills particularly in relation to human resources, finance and performance management</li> <li>• Excellent interpersonal skills</li> <li>• Excellent organisational skills</li> <li>• Good verbal and written communication skills</li> <li>• Computer literature</li> <li>• Ability to work on own initiative</li> <li>• The ability to nurture the practice team and foster clinical and organisational excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to look at issues tangentially</li> <li>• Ability to look for and consider different processes</li> </ul>
<b>Personal style and behaviour</b>	<ul style="list-style-type: none"> <li>• Personal commitment to the values, vision and objectives of the Surgery</li> <li>• Ability to work under pressure</li> <li>• Highly motivated and able to empower others.</li> <li>• High expectation of self and others.</li> <li>• Able to work for the benefit of the team</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
<b>Other requirements</b>	<ul style="list-style-type: none"> <li>• Commitment to high quality patient care, customer service and efficiency in all aspects of the Surgery's operations</li> <li>• Evidenced commitment to equality and diversity</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>

## **PRINCIPAL TERMS AND CONDITIONS**

(For information purposes only)

**1. Position**

Practice Manager

**2. Remuneration**

£35,000 - £40,000

**3. Hours of work**

37.5 hours per week

9.00 am – 5.00 pm Monday to Friday with 30 minutes lunch break

**4. Location**

St Cuthert's Church  
Hayling Avenue  
Portsmouth  
Hampshire  
PO3 6BH

**5. Holidays**

25 days plus bank holidays rising to 30 days after 5 years service

**6. Other**

NHS pension scheme

## KEY DATES

- Closing date for completed applications Midday Friday 30<sup>th</sup> September 2011
- Short listing exercise Monday 3<sup>rd</sup> October 2011
- First interview Tuesday 11<sup>th</sup> October 2011
- Second interview Saturday 15<sup>th</sup> October 2011