

# **PORTMILL SURGERY**

114 Queen Street  
Hitchin  
Hertfordshire  
SG4 9TH

## **PRACTICE MANAGER RECRUITMENT**

### **INFORMATION FOR CANDIDATES**

October 2021

## HOW TO APPLY

### Making an Application:

If you feel that you have the right skills and experience for this position, we would warmly welcome your application. This is how to apply:

- Provide a copy of your CV along with a covering letter of up to two sides of A4 paper which specifically includes your experience in the key areas of the job (eg. financial management, facilities management, IT, health & safety, people management). Make sure that your letter is a Word document.
- Email both documents back to our Recruitment Consultant at [jenny.walsh@nhs.net](mailto:jenny.walsh@nhs.net) by **10.00am** on the closing date of **Monday, 22 November 2021**.

Please note that we will only accept electronic applications.

We will let you know within two weeks of the closing date if you are to be invited for an interview. If you have not been contacted within two weeks of the closing date, you have not been shortlisted. *We regret we do not provide feedback for applicants who have not been shortlisted.*

***We would encourage early applications. The Practice may close the application window early should sufficient applicants be received before the published closing date.***

### Interviews:

If you are shortlisted, you will be invited to attend an interview on **Monday, 6 December 2021**:

- This will be a preliminary assessment interview with the GP Partners and our Recruitment Consultant, Jenny Walsh.
- The interview will last 30 minutes and, in that time, we will ask you to make a short five-minute presentation of your career to date and your current/last role.
- We will then ask you several questions relating to your management skills and experience.

Following this initial interview:

- You may be invited to a second more comprehensive interview on **Saturday, 11 December 2021**.
- This interview will last about an hour.

***Please note that if you are unable to attend either of these dates, please make this clear in your application.***

## **PRACTICE PROFILE**

### **Background**

Portmill Surgery is a friendly, stable GP Practice situated in North Hertfordshire serving a patient population of circa 14,000. The surgery is located in a purpose-built health centre. Portmill Surgery is a long-established, innovative and forward-thinking Practice. It is also a teaching and training Practice, providing another source of income for the Practice as well as developing the next generation of GPs in the area. The Practice is also highly active in its well-functioning and supportive Primary Care Network (PCN) where its PCN Clinical Director is also one of Portmill Surgery's GP Partners.

Hitchin is a popular, attractive and expanding historic market town based in North Hertfordshire. It has easy access to the A1(M) and is surrounded by lovely countryside and villages. Dating back to the 7th century and later boosted by the wool trade along the nearby Ickniel Way, the prosperity of the town flourished in the 17th century and it became a staging post for those travelling to and from London.

Hitchin is served by its own railway station on the Great Northern Line running from London to Edinburgh. The Cambridge Line also connects just north of the town providing Hitchin with frequent train services to London Kings Cross (30 min average travel time) and Cambridge (30 min).

The Practice is:

- Part of the East and North Herts Clinical Commissioning Group (CCG).
- One of the five GP Practices forming Hitchin and Whitwell Primary Care Network (HWPCN).
- A member of the North Hertfordshire GP Federation (12PointCare).

At least one of the GP Partners and the Practice Manager attend regular CCG, HWPCN and GP Federation meetings.

### **The Practice Philosophy**

Portmill Surgery aims to provide high quality care with high levels of patient satisfaction whilst remaining a sustainable organisation.

We look to create an efficient and enjoyable workplace where employees can develop their skills and contribute to the wide skills-mix of the Practice team.

We have a longstanding commitment to training and education and, as an organisation, this has allowed us to support recruitment and retention of staff locally – particularly of our clinical team. Our team of GPs – both GP Partners and Salaried GPs – like to focus on clinical work with the support of a strong management team. We strive to identify areas for improvement and change to our methods of working for enhanced service delivery to our patients.

The Practice achieves high targets for QOF (Quality and Outcomes Framework) and participates in most enhanced services.

## **The Patients**

There are currently circa 14,000 patients registered with the Practice with a stable list. The Practice list covers Hitchin and its surrounding villages in this area.

The Practice is open from 8.00am - 6.30pm, Monday to Friday.

Extended hours appointments are currently offered during the week via telephone, e-consult and face-to-face at the surgery.

Patients of the surgery are also able to access appointments in the North Herts Extended Access Service (EAS) weekday evenings, weekends and bank holidays at the Extended Access Service Hub situated in Letchworth.

NHS Choices feedback from patients about using the Practice is generally good, with higher satisfaction about the clinical care patients have received.

The Practice has an active Patient Participation Group (PPG) in order to consult and engage with patients. The manager plays an active role in developing good relationships with the PPG members and ensures that the PPG meets regularly to encourage positive contributions to be made for the development of services within the Practice.

## **Services to Patients**

In addition to general medical services, offered via a General Medical Services (GMS) Contracts the following services are provided:

- Asthma services
- Baby clinics
- Child health and immunisation services
- Contraception, including implants and coils
- Coronary Heart Disease care
- COPD care
- Diabetic clinics
- ECGs
- Joint injections
- Minor surgery
- Palliative care
- Phlebotomy
- Spirometry
- Travel vaccinations and advice
- Women's services, including cervical smears
- Wound dressings

In addition, Portmill Surgery provides an Occupational Health Service. This is available for business of varying sizes and supports the physical, mental and social-well-being of workers in all occupations.

## **The Partners**

There are seven GP Partners:

- Dr Jehad Aldegather (Male)
- Dr Tara Belcher (Female)
- Dr Laura Abrahams (Female)
- Dr Man-yue Cheung (Female)
- Dr Pauline Gleeson (Female)
- Dr Suhail Alam (Male)
- Dr Matthew Calcasola (Male)

The Partners each have areas of clinical and management interests such as staff, finance, CCQ, premises, research, nursing, prescribing and IT. The team of Partners are enthusiastic, proactive and united, and committed to the future development of the Practice.

## **The Staff**

There are currently two Salaried Doctors as well as five GP Registrars. There are five Practice Nurses and two Health Care Assistants.

The Practice Manager is supported by an experienced Deputy Practice Manager and a Finance Administrator (currently being recruited into this new position). There is also a developing team of Receptionists plus Administrators and Medical Secretaries.

Additional staff working for the Practice via the Primary Care Network DES include:

- Clinical Pharmacist
- Physiotherapist
- Social Prescriber

## **The Premises**

The premises are purpose built and leased to the Practice.

Rooms are located over three floors with disabled access to higher-level floors.

Some on-site parking is available for patients and staff. A public car park is also immediately adjacent to the surgery.

## **Care Quality Commission (CQC)**

The Practice was rated “Good” in all areas following its last full Care Quality Commission inspection in March 2017. During the CQC’s annual regulatory assessment of the Practice in January 2020, the CQC determined that no significant changes in the quality of services being delivered had occurred and a new inspection was not therefore required.

## **Financial Management**

The Practice Manager will be responsible for the financial management of the Practice including claims for income, payment of expenses, bank reconciliations, managing the Practice bank accounts, Partner's drawings, payroll and preparing financial data for the accountants.

These activities are undertaken with the support of the Finance Administrator.

- The accounts software used in the Practice is Xero.
- The monthly payroll production is outsourced to Fairway Training.

The Practice Manager will be responsible for providing cash flow forecasts and budgetary controls for the Partners and ensure that all income generating opportunities are developed.

## **Computing and Information Technology**

The Practice uses the SystemOne clinical system.

There is an informative website providing on-line appointments and prescription requests: [www.portmillhealth.co.uk](http://www.portmillhealth.co.uk). Development and maintenance of the site would be the responsibility of the Practice Manager.

## **Partners and Staff Meetings**

The GP Partners and Practice Manager meet regularly to discuss Practice business. Agendas of meetings, minutes and action planning for these meetings are produced by the Practice Manager. There are also periodic strategic meetings.

There are regular clinical and educational meetings. The Practice Nurses also have regular meetings and other staff hold occasional team meetings. There are also regular social events which are enjoyed by all staff.

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## **The Person We Are Seeking**

There is a requirement for an accomplished leader with strong business management skills, particularly in staff management and development, finance, public relations and IT. You will be able to work with the Partners as a group and individually to implement strategies, have demonstrable project management experience, be able to manage concurrent projects from start to finish as well as motivating and supporting Practice staff development. You will also be able to develop good working relationships with all external stakeholders.

The Partners are also seeking a new Manager with the skills and experience to review the Practice systems and efficiency of the Practice.

The Manager will:

- Work with the Partners to implement their strategies and provide financial and general

management advice and support to the partnership.

- Focus on managing the Practice's workload, planning and implementing new changes, maintaining Practice income, developing individuals and teams, enhancing communications, and improving the patient experience of using the Practice.
  - It is essential that the successful candidate can work with the team of Partners, facilitating good team-working and decision-making.
  - One of the Partners will provide mentorship and support to the new Manager.

In addition to the regular support offered by the Partners, the new Manager will receive support from other local Managers via an active local Practice Managers' forum which meets regularly.

It is not essential that candidates have previous health management experience but a robust and competent approach to management is essential.

Candidates will demonstrate a willingness to learn and integrate quickly into the role. Every opportunity for training will be provided to help the person appointed develop the necessary skills and knowledge to undertake the role.

## PORTMILL SURGERY

### Job Description & Person Specification

<b>Job Title</b>	PRACTICE MANAGER
<b>Line Manager</b>	Identified Partner
<b>Accountable to</b>	The Partners
<b>Hours per week</b>	37 / to meet the needs of the service

#### Job Summary

- To provide leadership and management skills to enable the Practice to meet its agreed financial and business aims and objectives within an efficient, safe, enjoyable and profitable working environment.
- To work closely alongside the Deputy Practice Manager, Finance Administrator and Managing Partners.
- To manage and coordinate all aspects of Practice functions, to support the delivery of excellent patient care and patient experience within financial, HR, Health and Safety and governance frameworks.
- To constantly identify opportunities to develop the Practice for the benefit of patients, the team, the Partners and the community it serves, through knowledge, innovation, research and quality improvement techniques.
- Lead, motivate, develop and manage Practice staff.
- Ensure the Practice is fully compliant with its responsibilities relating to all appropriate frameworks including but not limited to equality and diversity, financial obligations, NHS GP Practice guidelines, employment law, CQC and governance requirements.
- To provide visible management and leadership for the Practice, ensuring that the Practice staff are always aware of local and national policy and service updates and opportunities, developing the role as a local leader of health and care provision within the local healthcare economy.
- To develop and maintain commercial discipline within the Practice, maximising the quality of its service, building a reputation of being an employer of choice, while sustainably growing its profitability.
- To nurture a trusting and professional working relationship with the Partners of the Practice.
- With the Partners, lead the Practice, fostering a culture of best practice, openness and transparency.
- To work collaboratively with local partners, PCNs, other organisations, CCG and colleagues.

#### Primary Responsibilities

The following are the core responsibilities of the Practice Manager. This is not intended as an exhaustive list and there may be a requirement to carry out other tasks; this will be dependent upon factors such as workload and staffing levels and will be dictated by service need and the needs of the business over time.



The Partners expect the Practice Manager to delegate tasks to be completed by the existing Practice team, developing these staff in parallel, maintaining the expectation that the Practice Manager will maintain overall responsibility for quality and governance outcomes in relation to the Practice's performance.

- a. Oversee the day-to-day operations of the Practice, ensuring the right staff, policies and procedures are always in place to achieve their primary responsibilities and the Practice's strategic aims.
- b. Take a lead strategic role in business planning for the Practice and assist in the strategic planning process.
- c. Be responsible for the implementation and project management of Practice developments and new initiatives.
- d. Liaise directly with Lead Partners in relevant areas.
- e. Develop a 3-year business plan including succession planning, where necessary.

### **Practice Finance**

- a. Manage and report on Practice finances, maximising NHS and non-NHS income and sustainably reducing expenditure.
- b. Accurately monitor cash flow, forecast, and predict workflow corresponding to income by overseeing the production of a quarterly cash flow forecast.
- c. Review and report on all income and expenditure statements, identifying any inaccuracies and rectifying such issues.
- d. Plan, implement and monitor the financial returns in respect of the local Consolidated Funding Framework (CFF), Direct Enhanced Services (DES) and Local Enhanced Services (LES).
- e. Complete and return all claims for payments in a timely fashion and by the required deadlines.
- f. Liaise with the Deanery regarding Specialist Trainee's salary and organise payment via Practice payroll, as appropriate.
- g. Monitor service level agreement and confirm correct payments are received.
- h. Oversee and ensure premises, contents, public and employers liability insurance is maintained at appropriate levels.
- i. Ensure re-imburement of rent, rates, CQC fees and clinical waste collection.
- j. Ensure that all income due to the Practice is received and recorded in the accounts, and that all debtor and creditor payments are made within stipulated deadlines.
- k. Oversee, reconcile and manage all bank accounts and liaise with Practice bankers to ensure the best terms and conditions, including savings interest.
- l. Ensure invoices are paid within the given time frame.
- m. Maintain an effective system for the handling of petty cash and cheques.
- n. Ensure proper annual accounts are prepared and monitored in liaison with Practice accountants. Arrange and attend annual accountant's meetings and oversee the payment of partnership and Partners' taxation demands in January and July of each year.
- o. Manage and oversee payroll processing and PAYE for all Practice staff.
- p. Manage and oversee the Practice pension scheme for clinical and non-clinical staff, retaining accurate records.
  - a. Ensuring liaison with PCSE for estimated pensionable earnings for GPs and also that end of year actual earnings for each doctor are submitted.
  - b. Liaising with Practice accountants to support the submission and completion of pensions

for Partners and Salaried GP's.

- c. Manage Partners' drawings.
- d. Present financial reports at agreed intervals to the Partners in line with the finance protocol and send reports via e mail that include completed claims spreadsheet, cash flow forecast completed and up-to-date and showing both predicted and actual amounts and any variances explained.
- e. Understand and brief the management team on financial implications of contract and legislation changes affecting the Practice.
- f. Be responsible for agreeing budgets for spending in the Practice, including overseeing the clinical supplies, including flu and other vaccines.
- g. Responsible for managing additional use of rooms at the Practice, as applicable, and ensuring appropriate service charges are administered.
- h. Oversee and ensure policies and procedures are in place to ensure the financial probity and corporate governance of the Practice, including a suitable and agreed Fraud Policy.

### **Practice Strategy and Performance**

- a. Ensure an up to date 3-year business plan, operating plan and risk register is in place with financial forecasting, which has been agreed with Partners and forms the cash flow forecast.
- b. Agree with the Partners budgets for staffing, supplies and expenditure at the beginning of the year that should be detailed on cash flow forecast.
- c. Oversee Practice performance for capitation, enhanced services, QOF, CFF etc and manage staff resources effectively to ensure the achievement of targets.
- d. Responsible for ensuring all claims for enhanced services match with performance and ensure that QOF is submitted at the end of the year.
- e. Responsible for ensuring data quality in clinical system and report any issues to the Partners at meetings ensuring it is clearly documented.
- f. Ensure accurate regular performance reporting to the Partners, highlighting any concerns immediately which you are unable to resolve.
- g. Ensure any staff performance issues are addressed and appraisals are in line with the Practice business plan.

### **Managing organisational risk**

- a. Develop, maintain and hold the Practice risk register, reporting risks at a level agreed by Partners to them at regular meetings as required.
- b. Work with the Partners to ensure sufficient resources are available in response to potential risks.
- c. To develop, review and maintain a business continuity plan.
- d. To ensure all areas of compliance are continuously and visibly reviewed, and that the Practice is always compliant with its obligations.
- e. To ensure that the Practice strategy is fully cognizant of the developing healthcare landscape.

### **Working with the Partners**

- a. Develop and nurture a professional, trusting relationship with the Practice Partners.
- b. Provide effective, supportive challenge to Partners where required for the benefit of the

- business.
- c. Ensure meetings are arranged and time used effectively, through the provision of necessary papers, agendas and organisation.
  - d. Oversee and report on the Practice action log.
  - e. Attend Partner meetings as required.

### **Practice Communications**

- a. Ensure a communication strategy is in place for the Practice (including with relevant stakeholders) that includes weekly or bi-weekly team meetings, weekly or monthly Partner meetings, quarterly all Practice meetings. Minutes of meetings should be disseminated to all staff.
- b. Ensure a good system for ensuring staff understand the business strategy of the Practice, that they have access to minutes of meetings, acknowledge policies and protocols and have all had a Practice induction that can be evidenced.
- c. Responsible for ensuring any areas of financial concern or compliance or area of risk to the business are reported immediately to the Partners in writing.
- d. Ensure the Practice website is professional and compliant with CQC and contractual guidance at all times and kept updated.
- e. Ensure any monthly, quarterly and annual reports are sent to Partners that include updates on Practice strategy, financial management, patient feedback, staff updates, Practice compliance and risks.
- f. Attend Patient meetings and participate in any other relevant meetings at the Practice.
- g. Be a visible leader on both Practice sites for patients and staff.

### **Human Resources**

- a. Direct line management of the Deputy Resource Manager and Finance Administrator responsible for:
  - Overseeing the day-to-day performance management of staff in the Practices from recruitment to termination in compliance with employment law and CQC registration requirements.
  - Ensuring the right staff are in the right place at the right time to meet service need and within financial budgets.
- b. Act as second in line Manager for the Practice to undertake or chair disciplinary, capability and grievances hearings, as needed, and in liaison with the HR advisory service.
- c. Review pay and conditions of staff and advise the Partners of cost implications accordingly.
- d. Responsible for dealing with financial queries from staff at the Practice.
- e. Ensure confidentiality is maintained at all times and encourage the professionalism of all staff.

### **Compliance**

- a. Coordinate the regular review and update of all Practice policies, SOP's and procedures.
- b. Coordinate and lead on the compilation of Practice reports and the Practice development plan (PDP).
- c. Develop, implement and embed an efficient business resilience plan (BRP).
- d. Ensure compliance with both CQC and the Practice's contractual obligations.

- e. Report to the Partners any shortfalls in compliance and ensuring formal reports are in a clear written format.
- f. Ensure the teams reach QOF targets (supported by the nursing and administrative leads)
- g. Ensure compliance with IT, data protection, security and IG.
- h. Lead for ensuring timely completion and actions for significant events and safety alerts.
- i. Completion of any toolkits on behalf of the Practice including data protection toolkit and Annual GP declaration.
- j. Liaise with the Data Protection Officer to ensure that the Practice has adequate policies and processes are in place in line with both the GDPR, confidentiality and data protection laws.

### **Complaints and Patient Feedback**

- a. Ensuring an active Patient Group either in person, virtual or both.
- b. Managing all complaints effectively and in a timely manner.
- c. Coordinating all projects undertaken within the Practice.
- d. Ensuring all staff have the appropriate level of training to enable them to carry out their individual roles and responsibilities effectively including mandatory training.
- e. Maintaining the Practice and NHS choices websites.
- f. Responsible for responding effectively to NHS choices reviews/google reviews etc within a 2-week time frame.

### **Premises and Facilities**

- a. Ensuring adequate insurance, checks and audits are completed including but not limited to, fire safety, legionella, asbestos, wire safety, building insurance, public liability insurance, health and safety, infection control.
- b. Managing contracts for services, eg cleaning, maintenance, gardening, window cleaning etc.
- c. Contact for any issues with Practice premises and liaising with any suppliers or contractors to rectify any problems and resolving and issues in a timely manner.
- d. Ensure equipment is serviced and stock ordered is used in strict rotation including following Practice SOP's for management of fridges and drugs and date sensitive supplies including PPE.
- e. The management of the premises, fire, maintenance, cleaning, equipment, including health and safety aspects such as risk assessments and mandatory training.
- f. Regularly check to ensure that treatment rooms, notice boards and public areas are kept clean and fit for purpose, well stocked and supplies of patient and practice information are up to date, accessible and always present the Practice in the best light.
- g. Ensure confidential information is not left in sight of patients or in hearing distance of contractors or visitors.

### **Quality Improvement**

- a. Leading change and continuous improvement initiatives.
- b. Responsible for the Practice undertaking at least 2 quality improvement initiatives a year.

## **IT, Telephony and Equipment**

- a. Managing the Practice asset registers, delegating staff to act as administrators.
- b. Overseeing management, security and adequacy of all IT software and equipment at the Practice.
- c. Keeping up to date with IT innovation and reporting to Partners on changes/risks.
- d. Wherever possible, use IT to streamline and automate processes for the benefit of staff and patients.
- e. Working with service provision partners and the CCG, to ensure reliable systems are in place, including regular reviewing provider contract provisions.
- f. Act as Information Governance Lead for the Practice, with clinical support from specified Partner.
- g. Maintain the Practice's website.
- h. Responsible for the issuing of SmartCards to all staff and partners. Keep information up to date and ensure all staff comply with SmartCard protocol.
- i. Ensure confidentiality policies are observed and maintained and liaise with the Caldecott Guardian where necessary.

## **External Stakeholders**

- a. Being responsible for effective liaison with the Practices service users and the patient participation group.
- b. Liaising at external meetings as required.
- c. Responsible for responding to requests from CCG/place-based authorities, ICS and any other external stakeholders for any information and not limited to SystemOne searches and reporting.
- d. Promoting the Practice effectively.
- e. Maintain an effective working relationship with the CCG/place-based authorities and partners, PCN and local stakeholders ensuring the Practice receives a proportionate and equitable allocation of resources.
- f. Attend PCN meetings and deputise where needed for the Partners with voting.
- g. Act as the primary point of contact for finance-related matters with PCN, NHSE, ICS, the CCG and the Practice accountants.

## **Secondary Responsibilities**

In addition to the primary responsibilities, the Practice Manager may be requested to:

- a. Deputise for the Partners at internal and external meetings, as required.
- b. Act as the primary point of contact for NHSE, CCG, community services, suppliers and other external stakeholders.

## **Generic Responsibilities for all staff**

All staff at Portmill Surgery have a duty to conform to the following general responsibilities:

## **Equality, Diversity & Inclusion (ED&I)**

To have a positive attitude and action towards ED&I to create an environment where all individuals can achieve their full potential. Creating such an environment is important for three reasons: it is morally the right thing to do, it improves operational effectiveness, and it is required by law.

Patients and their families have the right to be treated fairly and be routinely involved in decisions about their treatment and care. Families can expect to be treated with dignity and respect and will not be discriminated against on any grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. Patients are expected to treat other patients and our staff with dignity and respect.

Staff have the right to be treated fairly and especially in recruitment and career progression opportunities. Staff can expect to work in an environment where diversity is valued and equality of opportunity is promoted. Staff will not be discriminated against on any grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. Staff have a responsibility to ensure that they treat patients and their colleagues in a professional manner and with dignity and respect at all times.

## **Safety, Health, Environment and Fire (SHEF)**

The Practice is committed to supporting and promoting opportunities to for staff to maintain their health, well-being and safety. All staff have a duty to take reasonable care of health and safety at work, of their team and others are expected to cooperate with the Practice to ensure compliance with health and safety requirements. All staff must comply with the Health and Safety at Work Act 1974, Environmental Protection Act 1990, Environment Act 1995, Fire Precautions (workplace) Regulations 1999 and other statutory legislation.

## **Confidentiality**

This Practice is committed to maintaining a highly confidential service. Patients entrust and permit us to collect and retain sensitive information relating to their health and other matters pertaining to their care. They do so in confidence and have a right to expect all staff will respect their privacy and maintain confidentiality at all times. It is essential that if, the legal requirements are to be met and the trust of our patients is to be retained that all staff protect patient information and provide a confidential service at all times.

## **Quality & Continuous Improvement (CI)**

To preserve and improve the quality of our output, all personnel are required to think not only of what they do, but how they achieve it. By continually re-examining our processes, we will be able to develop and improve the overall effectiveness of the way we work. The responsibility for this rests with everyone working within the Practice to look for opportunities to improve quality and share good practice.

This Practice continually strives to improve work processes which deliver health care with improved results across all areas of our service provision. We promote a culture of continuous

improvement, where everyone counts, and staff are permitted to make suggestions and contributions to improve our service delivery and enhance patient care and reduce costs.

### **Induction Training**

New staff are required to complete a Practice induction programme. In the case of the Practice Manager, this will be organised by the Partners. The Practice Manager will ensure all other members of the team are fully inducted and full records kept.

### **Learning and Development**

The effective use of training and development is fundamental in ensuring that all staff are equipped with the appropriate skills, knowledge and competences to perform their role to a satisfactory level. All staff will be required to undertake mandatory training as directed, as well as participating in Practice training programmes. Staff may also be permitted (subject to necessary approval) to undertake external training courses which will enhance their knowledge and skills, progress their career and ultimately, enable them to improve processes and service delivery.

### **Collaborative Working and Communication**

All staff are to recognise the significance of collaborative working. Teamwork is essential in multidisciplinary environments. Effective communication is essential and all staff must ensure they communicate in a manner which enables the sharing of information in an appropriate, professional manner.

### **Service Delivery**

Staff at Portmill Surgery must adhere to the information contained with Practice policies, NHS requirements and regional directives, ensuring protocols and standard operating procedures are adhered to at all times.

### **Security**

The security of the Practice is the responsibility of all members of staff. Staff must ensure they remain vigilant at all times and report any suspicious activity immediately to their line manager. Under no circumstances are staff to share the codes for the door locks to anyone and are to ensure that restricted areas remain effectively secured. No passwords, ID cards, keys or smart should be shared with colleagues.

### **Professional Conduct and Uniform**

At Portmill Surgery staff are required to dress appropriately for their role. Where uniforms are not provided, all staff must dress in accordance with their role and this must be presentable, demonstrate a professional image, clean and clothes are expected to freshly laundered. PPE must be worn as appropriate to your role and all infection control measures taken as directed.

## **Leave**

All personnel are entitled to take annual leave. Line managers will ensure all staff will be encouraged to take all of their leave entitlement as part of the Practice's commitment to Health and Safety.

## **Smoking**

The Practices comply with legislation that prohibits smoking on its premises.

## **Safeguarding**

You are expected to undertake safeguarding training and to raise concerns with the Safeguarding Lead for the Practice.

## **Infection Control**

You are expected to undertake infection control training, reporting any risks, or incidents in line with Practice Policies and SOP's at all times.

## **Policies, Procedures and SOP's**

You are expected to comply with the policies and procedures in place within the Practice. A number of Standard Operating Procedures (SOP's) also apply which must be followed to keep everyone safe. These may change from time to time and you are responsible for keeping up to date with any changes. You are expected to attend staff meetings and training events to ensure you are kept up to date of changes at the Practice or in its procedures, especially where changes are the result of learning from issues that have arisen, this is to ensure we provide an environment of continuing learning and improvement. Where you have a suggestion to improve current procedures please raise this at your team meeting or as part of your one to one.

Please also refer to the Staff Handbook (non-contractual) and your contract of employment.

## **Other Terms**

### **Probationary Period**

There will be a six month period of mutual assessment, during which time the period of notice will be one week on either side.

### **Notice Period**

Once the probationary period has been completed, there will be a three month period of notice on either side to terminate the employment.

### **Annual Leave and Study Leave**

Annual leave entitlement will be six weeks plus statutory public holidays. Time off to attend relevant training courses and updates will be approved in agreement with the partners.



## Hours of Work

This post is full-time with hours nominally 37 per week (actual working hours to be agreed). However, the post holder will be expected to work the hours needed to fulfil the needs of the Practice which might, at times, include working longer or unsociable hours.

## Pension Scheme

Entrance into the NHS Pension Scheme is automatic unless the postholder selects to opt out of the Scheme. This is a contributory scheme by both employee and employer.

## Salary

The starting salary will be in the region of £45,000 - £54,000 pa depending on qualifications and experience. Salaries are paid monthly in arrears. There will be an annual review of salary.

*This document may be amended over time and following consultation with the post holder, to facilitate the development of the role, the Practice and the individual.*

*All members of staff should be prepared to accept additional duties, or surrender existing duties, to enable the efficient running of the Practice and to support change management processes to support the success of the Practice. Additional duties will not be outside your abilities, skills or experience.*

**Name of Staff Member:**

**Signed by Staff Member:**

**Date:**

**Signed by Partner:**

**Date:**

<b>Person Specification – Practice Manager</b>		
<b>Qualifications</b>	<b>Essential</b>	<b>Desirable</b>
Educated to degree level		✓
High standard of education with excellent literacy and numeracy skills	✓	
Leadership and/or Management and/or Commercial Qualification or equivalent significant experience	✓	
Healthcare management qualification		✓
Certificate in Practice Management		✓
<b>Experience</b>	<b>Essential</b>	<b>Desirable</b>
Experience of managing accounting procedures including budget and cash flow forecasting	✓	
Experience of working with the general public	✓	
Experience of working in the NHS or a health care setting		✓
Experience of writing reports and producing data/evidencing business and staffing KPI's	✓	
Experience of managing multidisciplinary teams	✓	
Experience of undertaking employee performance management, including appraisals, staff development, absence management, grievance and disciplinary procedures	✓	
Experience of successfully developing and implementing projects	✓	
Experience of workforce planning, forecasting and development	✓	
Primary Care /General Practice experience		✓
Recent experience in a similar management role	✓	
Experience of chairing meetings, producing agendas and minutes	✓	
Experience using coaching and mentoring techniques to develop and support staff		✓
Process improvement experience		✓
<b>Skills</b>	<b>Essential</b>	<b>Desirable</b>
Ability to identify, exploit and negotiate opportunities that arise to enhance and promote service delivery	✓	
Excellent communication skills (written, oral and presenting)	✓	
Strong aptitude in IT skills (generic)	✓	
Excellent leadership skills	✓	
Strategic thinker and negotiator	✓	
Ability to prioritise, delegate and work to tight deadlines in a fast-paced environment	✓	
SystemOne user skills		✓
Effective time management (business planning & organising)	✓	
Ability to network and build relationships	✓	
Proven problem solving & analytical skills	✓	
Ability to develop, implement and embed policy and procedure	✓	
Ability to motivate and train staff	✓	
Knowledge and use of quality management and project management techniques		✓
Demonstrable evidence of organisational and service development	✓	
<b>Knowledge</b>		
Knowledge of NHS strategies, including those in Primary Care.		✓
Knowledge of Primary Care Networks		✓
Knowledge of IT systems and Platforms	✓	
Knowledge of Employment Law	✓	
Knowledge of Health and Safety Legislation	✓	
<b>Personal Qualities</b>	<b>Essential</b>	<b>Desirable</b>
Polite, approachable and confident manner	✓	

Flexible and cooperative	✓	
Excellent interpersonal skills	✓	
Motivated and proactive	✓	
Ability to use initiative and judgement	✓	
Forward thinker with a solutions-focused approach	✓	
High levels of integrity and loyalty	✓	
Sensitive and empathetic in distressing situations	✓	
Ability to work under pressure	✓	
Confident, assertive and resilient	✓	
Ability to drive and deliver change effectively	✓	
Ability to motivate teams, enhance morale and maintain a positive working environment, including team building sessions	✓	
Commitment to personal development	✓	
Professional approach to colleagues, clients, patients & contractors	✓	
<b>Other requirements</b>	<b>Essential</b>	<b>Desirable</b>
Flexibility to work outside of core office hours	✓	
Satisfactory Disclosure Barring Service (DBS) check	✓	
Awareness of the need to maintain confidentiality at all times	✓	
Full valid UK driving licence	✓	