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| **Job title:** | **Practice Manager** |
| **Team:**  **Hours:** | **Xxx**  **38 hours per week** |
| **Reports to:** | **The Partners** |
| **Accountable to:** |  |
| **Band:** | **2** |
| **Location:** |  |
| **Holiday Entitlement** | **28 Days (Including Bank Holidays)** |
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JOB TITLE  
PRACTICE MANAGER

ADDRESS

Medway Community Healthcare CIC Registered office: MCH House, Bailey Drive, Gillingham Business Park, Gillingham, Kent ME8 0PZ Tel: 01634 337593

JOB SUMMARY  
 **To provide leadership and management skills to enable the Practice to meet its agreed aims and objectives within a profitable, efficient, safe and effective working environment.**

**You should have excellent communication skills, financial & book keeping knowledge, HR knowledge and IT skills. The ability to manage change and staff is essential.**

1. **Strategic Management & 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 Development Plan, oversee the implementation of the aims and objectives**
* **Assess and evaluate accommodation requirements and manage development and expansion plans**

2. Financial Management

* **Manage Practice budgets and seek to maximise income**
* **Through negotiation with the relevant authorities and preparation and submission of regular development plans, ensure the Practice receives an appropriate and equitable allocation of resources**
* **Understand and report on the financial implications of contract and legislation changes**
* **Manage Practice accounts; submit year-end figures promptly and liaise with the Practice accountant**
* **Understand and report on the financial implications of contract and legislation changes**
* **Monitor cash-flow, prepare regular forecasts and report to the Partners**
* **Manage and reconcile bank accounts; negotiate/liaise with the Practice bankers**
* **Monitor and reconcile income and expenditure statements and purchase/sales ledge 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, cheques and petty cash**

3. Human Resources

* **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 system**
* **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 Skills

* **Convene meetings, prepare agendas and ensure distribution of minutes as necessary**
* **Develop Practice protocols 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**

4. Patient Services

* **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**
* **Oversee and/or develop repeat prescribing systems**
* **Oversee and/or develop and manage an effective appointments systems**
* **Routinely monitor and assess Practice performance against patient access and demand management targets**
* **Develop and implement an effective complaints management system**
* **Liaise with patient groups**

6. **Information Management & Technology**

* **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**
* **Motivate, support and monitor staff in the use of IT; organise, oversee and evaluate IT training**
* **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 relevant authorities regarding systems procurements, IT funding and national IT development programmes**
* **Maintain the Practice’s website**

7. **Confidentiality**

* **In the course of seeking treatment, patients entrust us with, or allow us to gather, sensitive information in relation to their health and other matters. They do so in confidence and have the right to expect that staff will respect their privacy and act appropriately**
* **In the performance of the duties outlined in this Job Description, the post-holder may have access to confidential information relating to patients and their carers, Practice staff and other healthcare workers. They may also have access to information relating to the Practice as a business organisation.  All such information from any source is to be regarded as strictly confidential**
* **Information relating to patients, carers, colleagues, other healthcare workers or the business of the Practice may only be divulged to authorised persons in accordance with the Practice policies and procedures relating to confidentiality and the protection of personal and sensitive data**

8. **Equality and Diversity**

**The post-holder will support the equality, diversity and rights of patients, carers and colleagues, to include:**

* **Acting in a way that recognizes 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.**

9. **Personal/Professional Development**

**Act 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**
* **Taking responsibility for own development, learning and performance and demonstrating skills and activities to others who are undertaking similar work**
* **Attendance at the quarterly Protected Time Meetings**
* **Attendance at all Mandatory and Statutory training requirements as indicated by the Partners**

10. **Quality**

**The post-holder 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**

11. **Communication**

**The post-holder should recognize the importance of effective communication within the team and will strive to:**

* **Communicate effectively with other team members**
* **Communicate effectively with patients and carers**
* **Recognize people’s needs for alternative methods of communication and respond accordingly**

12. **Contribution to the Implementation of Services**

**The post-holder will:**

* **Apply all Practice policies, standards and guidance**
* **Discuss with other members of the team how the policies, standards and guidelines will affect own work**
* **Participate in audit where appropriate**

13. **Health & Safety**

**The post-holder will implement the full range of promotion and management of their own and others’ health and safety and infection control as defined in the practice Health & Safety Policy, the practice Standard Operating Procedures, and the practice Infection Control policy and published procedures. This will include (but will not be limited to):**

* **Ensuring job holders across the Practice adhere to their individual responsibilities for infection control and health and safety, using a system of observation, audit and check, hazard identification, questioning, reporting and risk management.**
* **Maintain an up to date knowledge of health and safety and infection control statutory and best practice guidelines to ensure implementation across the business**
* **Using personal security systems within the workplace according to Practice guidelines**
* **Awareness of national standards of infection control and cleanliness and regulatory/ contractual/professional requirements, and good practice guidelines**
* **Correct use of Personal Protective Equipment (PPE)**
* **Use and monitoring of the correct use of Standard operating Procedures for cleaning and infection control**
* **Responsible for correct hand hygiene of self and others**
* **Ownership of infection control and clinically based patient care protocols, and implementation of those protocols within the team**
* **Active observation of current working practices across the team in relation to infection control, cleanliness and related activities, ensuring that procedures are followed and weaknesses / training needs are identified, escalating issues as appropriate**
* **Identifying the risks involved in work activities and undertaking such activities in a way that manages those risks across clinical and patient process**
* **Making effective use of training to update knowledge and skills, and initiate and manage the training of others across the full range of infection control and patient processes**
* **Monitoring practice facilities and equipment in relation to infection control, ensuring that provision of hand cleansing facilities, wipes etc are sufficient to ensure a good clinical working environment. Lack of facilities to be escalated as appropriate.**
* **Safe management of sharps procedures including training, use, storage and disposal**
* **Using appropriate infection control procedures, maintaining work areas in a tidy, clean and sterile, and safe way, free from hazards. Initiation of remedial / corrective action where needed or escalation to responsible management**
* **Actively identifying, reporting, and correction of health and safety hazards and infection hazards immediately when recognised**
* **Keeping own work areas and general/patient areas generally clean, sterile, identifying issues and hazards/risks in relation to other work areas within the business, and assuming responsibility in the maintenance of general standards of cleanliness across the business in consultation (where appropriate) with other sector managers**
* **Undertaking periodic infection control training (minimum twice annually)**
* **Routine management of own team/team areas, and maintenance of work space standards**
* **Waste management including collection, handling, segregation, container management, storage and collection**

Person Specification

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| **Criteria** | **Essential** | **Desirable** |
| **Qualifications / experience** | * GCSE’s / O Levels * Previous team leading abilities * Ability to work under pressure and to deadlines * Complaints Handling * Knowledge of claims systems and enhanced services * Interpersonal Skills * IT literate * Time Management * Change Management * Good written communications * Excellent verbal communications * Good organisational skills | Degree or equivalent education/Experience |
| **Special knowledge / expertise** | * Previous team leading abilities * Ability to work under pressure and to deadlines * Complaints Handling * Knowledge of claims systems and enhanced services * Evidence of training and professional development * Health and Safety knowledge, employment law, information governance ,data protection * Knowledge of Safeguarding * Business and financial planning * Managing HR procedures | Working with EMIS  Knowledge of Appraisal |
| **Disposition, adjustment, attitude and commitment** | * Flexibility * Ability to work as a team member and to delegate * Problem solving skills * Conflict management skills * Confidentiality * Experience of working with outside agencies and project management |  |
| **Practical / intellectual skills** | * Able to organise and prioritise own work * Able to work accurately & efficiently * Ability to work as a team member and to delegate * Problem solving skills * Conflict management skills * Confidentiality * Experience of working with outside agencies and project management |  |

**This Job Description is neither exhaustive nor exclusive and will be reviewed annually in conjunction with the post-holder at the annual appraisal. The post-holder is also required to carry out any duties that may reasonably be requested by the Partners.**

Corporate Accountabilities

Equality and Diversity

**The post holder will comply with all policies and procedures designed to ensure equality and diversity of employment and services across the organisation.**

**Standards of professional and business conduct**

**The postholder will be required to comply with the organisation’s standing orders and standing financial Instructions, and at all times deal honestly with the organisation, with colleagues and all those who have dealings with the organisation, including patients, relatives and suppliers. The postholder will also be required to comply with the Code of Conduct for NHS Managers and/or the relevant professional codes of conduct.**

**NHS values**

**All staff must be committed to abiding by the NHS values and our organisational values; open and truthful in all their dealings with patients and the public, being caring and compassionate, working in partnership and delivering quality and value. Organisational and personal interests must never be allowed to outweigh these.**

**Control of infection**

**All staff whether clinical or non-clinical are required to comply with the Health and Social Care Act 2008. Code of Practice for the prevention and control of infections and related guidance. Therefore the postholder is expected to keep patients, visitors, themselves and other staff safe by continuously reducing the risk of healthcare associated infections.**

**Risk management and health and safety**

**The postholder will ensure compliance with the organisation’s risk management policies and procedures. These describe the organisation’s commitment to risk management, the recognition that our aim is to protect patients, staff and visitors from harm, and stress that all staff have a responsibility to minimise risk. The postholder will be required to observe local health and safety arrangements and take reasonable care of him/herself and persons that may be affected by his / her work.**

**Governance standards**

**Comply with the relevant governance standards applicable to the organisation as communicated to the postholder from time to time**

**Confidentiality**

**To respect the confidence of patients, clients and their carers relating to their condition, their family and their financial and other circumstances and not to disclose any such information to others who are not authorised to have it, either within or outside the organisation. To abide by the organisation’s code of conduct and Caldicott requirements in confidentiality at all times.**

**Records management**

**To maintain organisation and patient records (both paper and electronic) in accordance with organisation policies to facilitate clinical care and effective administration.**

**Freedom of Information**

**To provide advice and assistance to all persons who propose to make, or have made requests for information, and to ensure all requests for information are managed appropriately in accordance with organisation Freedom of Information procedures.**

**Data protection**

**To comply with organisation’s policies and the Data Protection Act in all respects, with particular relevance to the protection and use of personal and patient information.**

**Security**

**To comply with organisation policies to ensure there is a safe and secure environment that protects patients, staff and visitors and their property, and the physical assets and the information of the organisation.**

**Safeguarding and protecting children and vulnerable adults**

**All staff must be familiar with and adhere to the Safeguarding Policies, procedures and guidelines for both children and vulnerable adults. This must be in conjunction with the Kent and Medway Safeguarding Children Procedures and Kent and Medway Safeguarding Vulnerable Adults MultiAgency Policy, protocols and guidelines. All staff are required to attend mandatory safeguarding children and vulnerable adults training and updating relevant to their position and role**