

Background

The Practice Philosophy

Whitchurch Road Surgery has a reputation for providing high quality patient-focused care in a friendly environment.

We have been a GP training practice since 1980, with 2 GP Trainers and a GP Registrar. Training and development are therefore an important part of the practice's ethos.

The practice continually achieves high targets for QOF (Quality and Outcomes Framework), and participates in all available enhanced services.

We are part of the North Cardiff GP Cluster (11 practices), one of the largest in Wales, working to improve services to our practice population.

The Patients

We are a medium sized practice, with 7500 patients, this increases to approximately 8000 during October as we register students from Cardiff University living in Talybont halls of residence. Most patients live within 2 miles of our practice area.

There is a large bias in our age-sex profile weighted towards the 18-40 year old age group. Consequently we have below average very elderly patients, babies and young children.

One of our challenges is the high turn over in the practice population which is 20-25% per year, largely but not exclusively as a result of our high student numbers.

Unlike most parts of South Wales, ours is a very socially and ethnically heterogeneous area. In the same street near the practice, students may live next to asylum seekers or perhaps an elderly widow may live next to a sheltered home for people with learning difficulties.

Services to Patients

The practice is open from 8.00am-6.30pm, Monday to Friday. We offer booked appointments, with an 'on the day' access service with the on call doctor. Requests for house calls are triaged by the Practice Nurses. One of the practice nurses provides a minor illness service in the morning.

Whitchurch Road Surgery

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

- Baby clinics
- Child health and immunisation services
- Contraception, including implants and coils
- Coronary Heart Disease care
- Asthma and COPD care
- Diabetic clinics
- ECGs
- Joint injections
- Gonadorelin injections
- Leg Ulcer management
- Minor surgery
- Near patient testing
- Warfarin Management
- Palliative care
- Smoking cessation
- Spirometry
- Travel vaccinations and advice
- Women's services, including cervical smears
- Wound dressings
- 24 hours blood pressure monitoring#
- Students
- Flu, Pneumococcal and Shingles vaccinations
- Shared care opiate prescribing

The practice is participating in developing the pharmacist role in General Practice and has an in-house pharmacist who works with several practices in the Cluster.

The Partners

There are three partners who work 8 sessions a week.

Dr Mark Wiltshire

Dr Gareth Lloyd

Dr Rebecca Towner

The partners each have areas of clinical and management interests such as staff, finance and IT. The team of partners are enthusiastic and proactive, and committed to the future development of the practice.

The Clinical Staff

Dr Kate Hilson is a salaried GP Retainer working 4 sessions. The GP Registrar works 7 sessions.

Nursing team

Sister Nicola Cronick
Sister Beth Hall
Nurse Jenna Granville

The Management team

Practice Manager – Wendy Wallace
Deputy Practice Manager – Angela Bedford.
Practice Administrator – Angela Rutter

Administration team

Practice Admin Assistant and IT Officer – Rachel Lyons
Practice Admin Assistant and scanning – Susan Collins
Practice Summariser also does social media – Liane Lewis

Reception team

Sandra Bishop
Susan Collins
Rachael Dudley
Clare Perkins

The partners would like the new manager to assess the staff structure and staff roles and make suggestions about developing the team and individuals to improve the effective use of HR resources.

The Premises

The premises at Whitchurch Road are owned by the partners. On the ground floor there is an entrance lobby leading to the waiting room and front reception. There are 3 consulting rooms which includes the nurses treatment rooms. There is a filing room behind reception which doubles as the staff tea and coffee area. There is a back admin office. On the first floor there are 3 consulting rooms, and the managers and admin offices. On the 2nd floor a further 2 consulting rooms and a total of consulting rooms for GPs and nurses. On the first floor there is a management office, an IT office, an admin office, on the 3rd floor there is a meeting room and a kitchen. There is a car park for clinicians. Patients and practice staff can park in on street parking.

New premises development as been ongoing with the Health Board for some time.

Financial Management

The Practice Manager will be responsible for the financial management of the practice. This includes maintaining the claims process for enhanced service income and other income streams. Monthly payment of expenses, bank reconciliation and managing the practice bank accounts. Annually preparing financial data for the accountants. The staff salaries are outsourced to the accountant, the manger is responsible for preparing the monthly salaries spreadsheet for forwarding to the accountant and processing the BACs salary payments to the partners and staff.

The practice manager will provide cash flow forecasts and budgetary controls for the partners and ensure that all income generating opportunities are developed.

Computing and Information Technology

The practice is well advanced in terms of computerisation. The clinical IT system is Vision. There is an informative website which provides on-line appointments and prescription requests, as well as face book and twitter site.

Partners and Staff Meetings

The GP partners and Practice Manager will meet monthly to discuss practice business. Agendas of meetings, minutes and action planning for these meetings will be the responsibility of the Practice Manager. There are also regular clinical meetings to discuss patient care.

The practice nurses have monthly meetings

Practice staff hold occasional team meetings.

There are also all-practice social events.

The Person We Are Seeking

The partners are seeking a new manager with management experience who will review the practice systems and efficiency of the practice. The manager will work with the partners to implement their strategies and provide management advice and support to the partnership. The successful candidate will be a well-organised and self-motivated individual with excellent people skills, who will provide leadership to the practice staff.

The manager will 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 a team of partners, facilitating good team-working and decision-making. The partners will provide mentorship and support to the new manager.

The new manager will also receive support from other local managers via an active local practice managers' forum.

It is not essential that candidates have General Practice experience, although this would clearly be an asset. It is essential that candidates can 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.

Job Description

Practice Manager

Overall Job Purpose

To manage and coordinate all aspects of Whitchurch Road Surgery, motivating and managing staff, optimising efficiency and financial performance, and ensuring the practices achieve their long-term strategies.

Accountability

Accountable to the partners with one partner being nominated to act as mentor and provide one-to-one support as may be needed.

Location

The post is based at Whitchurch Road Surgery, as well as any future premises operated by the practices.

Core Tasks and Functions

Management of Human Resources:

Ensure that the practice is staffed and resourced within the budget by people with appropriate skills, experience and commitment to provide the professional, technical, administrative and inter-personal expertise needed.

- a) Develop HR and training policies
- b) Ensure the effective recruitment, selection and induction of new staff.
- c) Ensure clear and up-to-date contracts of employment, employment policies and procedures, and staff handbook in line with good employment practice.
- d) Ensure performance is managed and there is appropriate supervision of staff.
- e) Ensure optimum staffing levels at all times with holiday and sickness absences managed.
- f) Develop teamwork, ensuring well-run regular staff meetings and organising away-days and social functions.
- g) Manage the running of the staff appraisal scheme.
- h) Ensure the personal development and training of all staff.
- i) Review patterns and methods of work and skills-mix for both individuals and teams to ensure their efficient and effective functioning.

- j) Deal with grievances and disciplinary matters as may be required in conjunction with the partners.
- k) Ensure personnel and attendance records are maintained.
- l) Review pay and conditions of staff and advise the partners accordingly.
- m) Ensure that all statutory requirements are fulfilled and adopt changes as and when they occur.
- n) Ensure confidentiality is maintained at all times and encourage the professionalism of all staff.
- o) Ensure training needs are identified and develop with each staff member an annual training plan as part of the appraisal system. Ensure that training is carried out either in-house or externally.

Policy and Planning:

Review the organisation and developments within and outside the practice which will impact directly or indirectly. This includes involvement in local and national agencies which formulate and influence primary health care strategy.

- a) Assume responsibility for developing a practice business plan
- b) Participate and work with groups determining future policy, including the Health Board, and North Cardiff GP Cluster.
- c) Develop business cases and tenders to provide future services.
- d) Explore innovative ideas for provision of services to suit the needs of the practices' population and the professionals working within the practice teams.
- e) Explore opportunities to optimise use of practice facilities, agree contracts and ensure appropriate legal requirements.
- f) Liaise with other local practices through the practice managers' forum and other relevant forums.

Management of financial resources:

Responsible to the partners for the effective use of practice finances, working with the partners and practice accountant to plan effective budgetary control, ensuring cost efficiencies and maximisation of profitability.

- a) Ensure efficient working methods and best use of resources.
- b) Ensure controls of expenditure whilst ensuring necessary investment in resources.
- c) Ensure all income-generating opportunities are explored and maximised.
- d) Provide budgetary and cash flow forecasting to the partners.
- e) Ensure policies and procedures to protect the practice against fraud and financial mismanagement.
- f) Ensure the payment of staff salaries, tax, NI, management of the NHS Pension Scheme.
- g) Ensure the appropriate payment of partners' drawings.
- h) Ensure management of the practice's bank account

- i) Ensure correct payment of supplies and expenses.
- j) Ensure correct billing for services and systems to reclaim monies owed to the practice.
- k) Ensure appropriate control of the petty cash account.
- l) Ensure the accurate bookkeeping, monthly bank reconciliations, and preparation for the practice's accounts.

Management of Information Technology systems:

Ensure the effective management of information within the practices and with outside agencies.

- a) Develop the practice's IT strategy.
- b) Ensure that appropriate computer searches, audits and reports are carried out.
- c) Ensure the training of all personnel and users of the practice IT systems.
- d) Lead on IT crisis prevention and develop systems to protect security of data.
- e) Ensure policies against the misuse of the Internet and emails.
- f) Explore further development of practice's website, social media sites, on-line appointments and prescribing systems.
- g) Ensure confidentiality of data and conformity to the Data Protection Act and Medical Records and Reports Acts, the Freedom of Information Act and the Caldicott Report.

Management of partnership issues:

Provide support to both GP partnerships to ensure excellent team-working and a sound legal framework.

- a) Ensure effective partners' meetings with clear agendas, minutes and action plans.
- b) Ensure appropriate and up-to-date partnership agreement.
- c) Provide management advice and information to the partners in order for them to make decisions about the running of the practice.
- d) Organise partners' planning meetings to develop strategy and team working.
- e) Assist in the recruitment of new partners.
- f) Deal with partnership changes – retirements, new appointments, legal, financial and patient-related implications.
- g) Work with the partners to ensure the best use of clinical resources and seek innovative ways of managing the clinical workload.
- h) Ensure decision-making relating to the partnership is documented.
- i) Ensure medical indemnity for all clinicians is up-to-date.
- j) Liaise with the out-of-hours provider as necessary.

Management of operational systems:

Ensure the effective and efficient working systems and operational systems within the practice.

- a) Review and ensure that all operational systems, including the telephone system, appointments system, messages, visits, results, prescribing systems, access, incoming mail, scanning, etc. function at an optimum level all times.
- b) Ensure the summarising of clinical information on to the patient medical records and summarising of notes is kept up to the necessary levels.
- c) Ensure the correct registration and deduction of patient records in line with recommended procedures.
- d) Liaise with the partners and practice nurses regarding systems for the management of information systems to and from patients.
- e) Evaluate and implement enhanced services.

Management of premises, equipment and stock:

Make full and effective use of the current premises, equipment and stock.

- a) Oversee processes for the maintenance, repair and cleaning of practice premises.
- b) Arrange valuations are necessary.
- c) Review best use of premises.
- d) Manage any future premises developments
- e) Ensure appropriate insurance of premises, equipment and stock.
- f) Ensure security measures of premises and personnel, including intruder alarms, fire alarms and panic buttons.
- g) Ensure adherence to health and safety and fire procedures throughout the practice and relevant training and updates are undertaken as required by all practice staff.
- h) Ensure risk assessments are regularly carried out and documented.
- i) Ensure that the purchase and control of supplies, drugs and equipment meets the current and future needs of the practice.
- j) Oversee infection control procedures.

Patients Services:

Develop services which best serve the needs of the practice's patient population.

- a) Develop, maintain and market new and existing patients' services.
- b) Embrace links with other healthcare providers and social services.
- c) Ensure health promotion campaigns targeted to relevant groups.
- d) Develop child and family-friendly policies.
- e) Manage patient complaints, either informal or formal, using the practice's in-house complaints procedure.
- f) Ensure patient information is up-to-date and available, such as the practice brochure, patient newsletter, and patient leaflets.
Maintain use of social media to inform patients.

Personal Development:

Manage own time effectively, plan and meet personal and practice targets.
Ensures own personal development through reflection and feedback from partners and colleagues. Ensure that personal continuing training needs are identified and met.

Other Appropriate Duties

Any other duties that may arise appropriate to the manager of a general practice.

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 37 hours per week. 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. There is no alternative scheme available.

Salary:

The starting salary will be up to £41,000 depending on qualifications and experience. Salaries are paid monthly in arrears.

Whitchurch Road Surgery