

Ivy Grove Surgery

Job Title	Practice Business Manager
Line Manager	The Senior Partner
Accountable to	The Partners
Hours per week	25.5 to 34 hours per week over 3 to 4 days

Job Summary

To manage and coordinate all aspects of practice functionality, motivating and managing staff, optimising efficiency and financial performance, ensuring the practice achieves its long-term strategic objectives in a safe and effective working environment. Through innovative ways of working, lead the team in promoting E & D, Quality, Collaborative Working, Service Delivery, Learning and Development and ensure the practice complies with CQC regulations.

Mission Statement

To provide high quality and friendly family health care.

Primary Responsibilities

The following are the core responsibilities of the practice business manager. This job description does not represent an exhaustive list of duties and may be amended in the light of practice and service changes and developments. There may be on occasion, a requirement to carry out other tasks; this will be dependent upon factors such as workload and staffing levels.

The Practice Business Manager is responsible for:

Business and Strategic Management

- Develop a vision, goals and objectives for the GP practice and business.
- Service contract performance review and negotiation with commissioners of service.
- Tender for new services and business opportunities.
- Keep abreast of new business changes and opportunities and produce workable solutions to present to the GP Partners.
- Develop Business plans, lead on business expansion and project management.
- Develop business protocols and procedures, review and update as required.
- Adopt a strategic approach to the development and management of patient services in line with best practice, contractual and regulatory requirements.
- Manage the procurement of practice equipment, supplies and services within target budgets.
- Attend business meetings and represent the GP practice at external meetings where considered appropriate by the GP Partnership.
- Develop and lead on a marketing strategy for the business.
- Planning, scheduling and chairing meetings ensuring agendas are prepared, meeting minutes taken and actions undertaken

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Financial

- Ensuring that sound financial controls, budgets, forecasts are in place.
- Managing contracts for services e.g. cleaning, gardening, window cleaning, etc ensuring value for money.
- Maintain and process partner's drawings, PAYE and pensions for practice staff.
- Prepare and discuss financial reports, budgets, variance analysis and projections and report to the Partners on a timely basis.
- Maintain an effective liaison with the accountant, overseeing practice accounts, ensuring year-end figures are presented.
- Liaising with and maintaining strong working relationships with external financial services such as Banks, Accountants, Property Professionals, ICB, PCN and other stakeholders to ensure income is maximised from current income streams.
- Explore and deliver opportunities to improve profitability through maximising income and management of overhead expenditure.

Contract Delivery and Performance

- Interpret and implement national, local and practice quality standards.
- Lead on all contractual matters to ensure performance is delivered and maintained to a high standard in line with the terms and conditions of the contacts and service level agreements.
- Oversee the development and management of patient services.
- Lead on ensuring service development and delivery in accordance with local and national guidelines and statutory requirements.
- Lead on all matters related to the demand and capacity of services and appointments and work with the GP Partners and the clinical team to overcome challenges and seek solutions together.
- Routinely assess practice performance against patient access and demand management targets.
- Lead on ensuring workforce capacity is maximised to meet the demands of the services.
- Lead on ensuring that all clinicians are registered with the appropriate professional body, revalidation has been undertaken, and records and liability insurance is in place and managed accordingly.

Quality

- Lead on change and continuous improvement initiatives; coordinating all projects within the practice.
- Lead on all matters related to the Care Quality Commission (CQC) registration and compliance with the registered manager.
- Coordinate and lead the compilation of practice reports and the Practice Development Plan (PDP).
- Be proactive in developing patient services and implementing service standards.
- Develop and manage quality assurance methodology; analyse quality data and support its use in the continual enhancement of service quality.
- Ensure the team achieve QOF targets, supported by the nursing and administrative leads.

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- Maintain an oversight of Health and Safety matters related to the business/GP practice.
- Maintain oversight of the Practice Complaints Procedure. Support the operational manager in the investigation of all complaints and keep the partners informed at all times.
- Assist in facilitating a satisfactory resolution of any complaint received. Keep all documentation held electronically. Regularly audit the complaints and make any changes necessary to system or processes where a need for improvement has been identified. When require liaise with the complaints manager at NHS England.
- Implement the Significant Events Procedure. Investigate all significant events thoroughly and keep the partners informed at all times. Wherever possible, facilitate a satisfactory resolution of any significant event encountered. Keep all documentation held electronically. Regularly audit significant events and instigate any agreed improvements necessary to system or processes where a need for improvement has been identified.
- Alert other team members to issues of quality and risk.
- Contribute to the effectiveness of the team by reflecting on own and team activities and making suggestions on ways to improve and enhance team performance.
- Work effectively with individuals in other agencies to meet the needs of the patient.
- Effectively manager own time, workload and resources.
- Maintain responsibility for your own personal development including *but not exclusively*:
 - Maintaining an awareness of legislation and policy as may be applicable to the safe and effective running of the practice;
 - Knowledge and application of the structure of the NHS and contractual framework;
 - Knowledge of the structure of partnerships and companies;
 - Knowledge and application of quality assurance and audit systems;
 - Skills appertaining to business development and marketing;
 - Employment legislation; skills appertaining to accurate and effective management (including payroll / pensions);
 - Skills appertaining to information technology as may be required by the employer for effective business management

Collaboration, Membership and Liaison

- Undertake all the necessary and appropriate membership and shareholder duties to actively engage and work with GP Provider organisations
- Proactively lead and engage on all matters of collaboration with other GP practices and key partners
- Keep the GP Partners informed of all new developments and initiatives including Integrated Neighbourhood Teams, the Neighbourhood Health Service and implementation of the 10 Year Health Plan for England.
- Seek active involvement in GP practice and local commissioning activities and meetings, to include attendance at all key meetings, event and forums.
- Lead and manage any potential closer working with other practices.
- Establish links with attached staff and their management to optimise collaborative working.
- Liaise as appropriate with other health provider units, e.g. Out of Hours services and commissioning organisations at various levels.

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Human Resources

- Oversee all matters related to human resource management in line with industry standards and good practice to include performance and disciplinary. Implement effective systems for the resolution of dispute and grievances which comply with current legislation.
- Ensure all staff are competent and safe to carry out their work and are properly trained and supervised
- Be aware of and proficient in the use of current employment law legislation
- Maintain and develop the practice's employment policies and procedures to comply with all relevant employment legislation.
- Be the direct line manager for the operational and nurse managers.
- Oversee the recruitment and retention of staff; develop, implement and embed an effective Practice Succession Plan
- Develop a workforce plan to meet future business challenges
- Oversee the Practice Development Plan to ensure staff training meets the needs of the practice both now and in the future
- Oversee staff induction and training, ensuring all staff are adequately trained to fulfil their role
- Develop and lead on a performance management strategy for employed staff
- Develop staff skill-mix, monitor skill-mix, deployment of staff and set role boundaries
- Ensure the entire clinical workforce undertake revalidation
- Develop, implement and embed an effective staff appraisal process

Organisational

- Lead on all matters related to the organisation of the practice and business.
- Convene meetings, prepare agendas and ensure documentation and distribution of minutes as necessary.
- Organise and attend GP Partnership and business meetings. Take and circulate minutes arising from these meetings and ensure action is taken from matters arising.
- Ensure the GP practice has adequate disaster recovery procedures in place, together with an up-to-date Asset Register and Business Continuity Plan.

IM & T

- Lead on all matters related to information, management and technology for the practice and that staff comply to all policies and procedures.
- Lead on the continued use of the practices intranet system 'Teamnet' populating and utilising the system, encouraging the wider practice team to do the same.
- Actively encourage and promote the use of patient online services
- Ensure adherence to the requirements of the Data Protection Act and maintain registration under the Act.
- Ensure data collection systems are in place and maintained.
- Adhere to the requirements of being the Information Governance Lead and Caldicott Guardian.
- Liaise with the Data Protection Officer (DPO) as required.

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Premises

- Oversee all matters related to the management and maintenance of the practice premises
- Lead on liaising with other professions e.g. landlords, surveyors, accountants, bank account managers in relation to plans for development of the practice premises.
- Oversee health and safety matters and the conducting of annual risk assessments.
- Ensure the fire safety standards and training are maintained in line with legislation / practice policy.
- Ensure the building is safe and secure at all times.

Communication

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

- Communicate effectively with other team members, external agencies and organisations, with patients and carers and the Patient Participation Group (PPG) as and when appropriate.
- Recognise people's needs for alternative methods of communication and respond accordingly.
- Respond appropriately to any Freedom of Information requests.

Equality & Diversity

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

- Act in a way that recognises the importance of people's rights, interpreting them in a way that is consistent with practice procedures and policies, and current legislation
- Respect the privacy, dignity, needs and beliefs of patients, carers and colleagues
- Behave in a manner that is welcoming to and of the individual, is non-judgmental and respects their circumstances, feelings, priorities and rights

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Person Specification – Practice Business Manager		
Qualifications	Essential	Desirable
Educated to degree level in healthcare or business	✓	
Good standard of education with excellent literacy and numeracy skills	✓	
Leadership and / or Management Qualification	✓	
AMSPAR Qualification		✓
Experience	Essential	Desirable
Experience of working with the public	✓	
Experience of managing accounting procedures including budget and cash flow forecasting	✓	
Experience of working in a health care setting		✓
Experience of managing large multidisciplinary teams	✓	
Experience of performance management, including appraisal writing, staff development and disciplinary procedures	✓	
Experience of successfully developing and implementing projects	✓	
Experience of workforce planning, forecasting and development	✓	
NHS / Primary Care General Practice experience		✓
Relevant health and safety experience		✓
Experience of chairing meetings, producing agendas and minutes	✓	
Skills	Essential	Desirable
Ability to exploit and negotiate opportunities to enhance service delivery	✓	
Excellent communication skills (written, oral and presenting)	✓	
Strong IT skills (generic)	✓	
Excellent leadership skills	✓	
Strategic thinker and negotiator	✓	
Ability to prioritise, delegate and work to tight deadlines in a fast-paced environment	✓	
EMIS / Systmone / Vision user skills		✓
Effective time management (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	✓	
Personal Qualities	Essential	Desirable
Polite and confident	✓	
Flexible and cooperative	✓	
Excellent interpersonal skills	✓	
Motivated and proactive	✓	
Ability to use initiative and judgement	✓	
Forward thinker with a solution 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	✓	
Other requirements	Essential	Desirable
Flexibility to work outside of core office hours	✓	
Disclosure Barring Service (DBS) check	✓	
Maintains confidentiality at all times	✓	
Full UK driving licence with class one business insurance	✓	

This document may be amended following consultation with the post holder, to facilitate the development of the role, the practice and the individual. All personnel should be prepared to accept additional, or surrender existing duties, to enable the efficient running of the practice.