

FIRST PRACTICE MANAGEMENT

Working together with

**GORING AND WOODCOTE MEDICAL PRACTICE**

Goring Surgery Red Cross Road Goring RG8 9HG

Woodcote Surgery Wayside Green Woodcote RG8 0QL

<https://www.goringwoodcotemedicalpractice.nhs.uk/>

FOR YOUR FUTURE IN PRIMARY CARE

**INDEX**

Thank you for your interest in this vacancy. The information given on the following pages outlines details of the post and the interview process along with a detailed profile of the practice.

Page 3 Overview

Page 4 Interview details and selection process

Pages 5-12 Outline profile of the practice

Pages 13-17 Outline profile of the post

Page 18 Person specification

Page 19 Principal contract terms

**OVERVIEW**

This post provides an opportunity for a suitably qualified senior manager with the relevant skills to undertake a central role in this long-established medical practice.

If after reading this you have any questions that may influence your decision to apply, then do please contact First Practice Management. Please note that previous NHS management experience may be considered an advantage.

Please complete the application form electronically and email it back to donna@firstpracticemanagement.co.uk.

**Please note we will not accept CVs**. **It is important that you provide a covering letter supporting your application and email back, together with the application form. This letter should be a Word document of ideally no more than two pages of A4.**

You should provide details of your experience, knowledge and skills in the following areas:

* People management
* Managing finances including managing budgets and financial planning
* Business planning and strategic management
* Governance and compliance
* Premises including Health and Safety
* Patient services and complaints management
* Knowledge and application of IT systems
* NHS experience
* Any other experience relevant to this post

**Your application for this post must arrive by**

**9.00 a.m. 31st August 2021**

**INTERVIEW DETAILS AND SELECTION PROCESS**

First interviews will take place remotely via the Zoom platform week commencing 20 September 2021.

Those selected for second interview may be invited to visit the practice should this be appropriate (with consideration for safeguarding and current COVID government guidelines).

Second interviews will take place on a date to be advised and within 1 week of the first interviews.

You will be informed by email whether you have been short listed to attend for interview. First Practice Management is assisting with the recruitment process and is not involved in the final decision-making process in terms of interview selection or appointment, this is the responsibility of the recruiting practice.

We regret we do not provide feedback for applicants who have not been short listed

**An outline profile of the practice**

**The location**

Goring and Woodcote Medical practice provides GP services from two surgeries to just over 10,000 patients in a large rural area of South Oxfordshire.

**Goring-on-Thames** (or **Goring**) is a village and civil parish on the River Thames in South Oxfordshire, England, about 5.5 miles (8.9 km) south of Wallingford and 8 miles (13 km) north-west of Reading. The population of 3,187 in the 2011 Census was estimated at 3,335 in 2019. Goring & Streatley railway station is on the main Oxford–London line. Most land is farmland, with woodland on the Goring Gap outcrop of the Chiltern Hills. Its riverside plain encloses the residential area, including a high street with shops, pubs and restaurants. Nearby are the village churches – one dedicated to St Thomas Becket has a nave built within 50 years of the saint's death, in the early 13th century, and a later bell tower. Goring faces the smaller Streatley across the Thames. The two are linked by Goring and Streatley Bridge.

Goring is located nearby the A329 and the Goring and Streatley train station.

**Woodcote** is a village and civil parish in South Oxfordshire, about 5 miles (8 km) southeast of Wallingford and about 7 miles (11 km) northwest of Reading, Berkshire. It is in the Chiltern Hills, and the highest part of the village is 600 feet (180 m) above sea level.

Woodcote lies between the Goring Road and the A4074. It is centred on the village green and Church Farm, with the village hall centred on the crossroads.

The practice serves an area with very low levels of deprivation. Ethnicity based on demographics collected in the 2011 census shows the population of the surrounding area is predominantly White British. It has more patients aged between 10 and 19 and aged 40 and above than the national average, and fewer aged between 20 and 39. The practice’s patient population has a longer life expectancy than the national average and it has a high number of elderly patients.

The practice dispenses to 54% of their patients across both sites.

**Goring and Woodcote Medical Practice philosophy**

This is a six-partner dispensing practice with a well rounded clinical and nonclinical team.

There is a strong training ethos which means that the practice has 4-5 GP registrars at most times. There is stability in patient numbers across the two sites who have generated above average patient feedback in the 2021 patient survey.

The partners each have a lead role including finance, dispensing, training and regulatory requirements with CQC. This provides excellent support and governance for the practice and reinforces the supportive nature of the team as each partner and team member plays to their strengths.

Three of the partners and one of the salaried GPs were registrars at the practice evidencing this is a popular practice to work at. The existing practice manager is leaving only due to retirement after 15 years. Every person working at the practice has a voice in this collaborative and caring team.

The practice is part of the Oxfordshire clinical commissioning group and the Wallingford & Surrounds Primary Care Network (PCN) with a patient population of c.33000. The practice has a pharmacist and social prescriber as part of the PCN additional roles reimbursement scheme (ARRS).

The last full CQC inspection of the practice was in 2016 with a rating of Good. An annual regulatory review took place in 2019 and a remote monthly review was carried out in July 2020 with no concerns raised by the CQC.

The practice use Emis web as the clinical system along with mjog and Accurx to communicate with patients. They were an early adopter of econsult locally and are embracing technology by setting up social media accounts. Quickbooks and Iris are used for finance and payroll and a HR consultant is commissioned to support in HR matters including employment law.

There is low staff turnover, and the practice is an equal opportunities employer.

It is anticipated that the successful candidate will take up the post in December 2021.

**The Doctors**

There are six partners and four salaried GPs.

**Partners**

**Dr Andrew Goode Senior Partner** *MB BS, BSc, DRCOG DCH, MRCGP, GPEduc*

Dr Goode, our Senior Partner, is based at our Woodcote Practice. He qualified at Guys Hospital London in 1989 having already gained a pharmacology degree.

His areas of special interest are mental health, obesity management and medical education.

He is a GP trainer and has been Programme Director at the Reading & Newbury GP Training Scheme since 2001, responsible for overseeing the training of our next generation of GPs. He is also the Associate Dean, Oxford Deanery working in General Practice education 1 day per week.

He is also a fellow and examiner for the Royal College of GPs.

**Dr Simon Morris Executive Partner** *MB ChB, DRCOG, MRCGP, JCPTGP Cert, Postgraduate Cert in Medical Teaching*

Dr Morris is our executive partner and is based at our Goring Practice.

His clinical special interests include memory disorders, diabetes and joint injections. He is also experienced in adapting medical management to suit the wishes of older patients.

He is a GP trainer, developing the skills of hospital doctors to enable them to work as independent GPs.

He is an examiner for the Royal College of GPs.

**Dr Ed Capo-Bianco***Macché, Baci, DCH, MRCGP (2010)*

Dr Capo-Bianco is based at our Woodcote Practice. He qualified at Leeds University in 2005.

He has a special interest in orthopaedics & musculoskeletal conditions, cardiology and dermatology. He provides joint injection therapy and minor surgery clinics for certain conditions.

Since 2017 he has spent 2 days per week working of the Oxfordshire Clinical Commissioning Group as a Locality Clinical Director.

When not at work he spends time with his young family or can be found cycling in the Chilterns.

**Dr Simon Pettitt***MBChB BMedSc Pharmacology, DRCOG, MRCGP, Certificate in Diabetes Care*

Dr Pettitt is based at our Goring Practice.
He qualified at Warwick Medical School in 2007, having already completed a Pharmacology degree at Birmingham University in 2002.

He has a special interest in diabetes and is our dispensing and prescribing lead. He is responsible for one of our local care homes. He is a GP trainer and a Medical Student tutor for Oxford University Medical School.

**Dr Jessica Reed***MB BS, BSc (Hons) DRCOG MRCGP (2016)*

Dr Reed is based at our Goring Practice.

She is our Practice CQC lead, making sure we are safe, caring, effective, responsive and well led. She is responsible for one of our local care homes.

**Dr Amanda Gemmill***MB BS, BSc (Hons) DRCOG, DFSRH, MRCGP (2012)*

Dr Gemmill is based at our Woodcote Practice.
She graduated from Imperial College London in 2006, also gaining a BSc in Healthcare Management.

She has a special interest in women’s health, sexual health, menopause management and paediatrics.

She is lead GP for Safeguarding adults and children.
She also runs our social media accounts helping keep our patients up to date.

She works 2 days a week teaching at the Oratory School as Head of Personal, Social and Health Education (PSHE)

**Salaried GPs**

**Dr Angela Adams** *BA (Hons), MSc, MB ChB, MRCS, MRCGP, DFSRH*

Dr Adams is based at our Woodcote Practice. She graduated from the University of Edinburgh, having gained a BA (Hons) and MSc prior to that.
She originally trained as a surgeon gaining her MRCS, but made the change to General Practice gaining her MRCGP.

She has a special interest in mental health, women’s health, contraception (including coil and implant fitting) and practical procedures.
When not at work she enjoys the outdoors, especially sailing, hiking and running

**Dr Anna Magnusson***MBBS, BSc, DRCOG, DCH, MRCGP (2001) DFFP, Cert Med Ed*

Dr Magnusson is based at our Goring Practice. She qualified at St Barts Medical School London in 1997, also gaining a BSC in Medical Psychology.

She has a special interest in medical education, being a GP trainer and spends part of her week running the Reading & Newbury GP Training Scheme since 2001, responsible for overseeing the training of our next generation of GPs.

She teaches qualified GPs in the Oxford Deanery, and through this has developed a special interest in stress and burnout. She is a qualified Coach and NLP practitioner, and uses these skills in her day-to-day work with patients too.

**Dr Sally Harley** *MBBS, BSc, MRCGP*
Dr Harley is based at our Goring Practice. She graduated from Kings College, London in 2010 with distinction and also has a degree in Psychology.

She has a special interest in mental health and she is responsible for a local care home.

**Dr Michael Hillier** *MBBS, BSc, MRCGP (2012), DRCOG*

Dr Hillier is based mainly at our Woodcote Practice.
He graduated from St Barts & The Royal London Medical School in 2007 having already completed a degree in Biology.

He has a special interest in diabetes, and he provides joint injections and minor surgery procedures for certain conditions.

**Services provided**

The practice offers the following services in addition to surgeries and home visits:-

* Antenatal Care
* Blood Pressure Home Monitoring
* Child Health Checks and Immunisations
* Long Term Conditions
* NHS Health Check 40-74
* Travel Clinic and Vaccines
* Cervical Screening
* Influenza vaccinations
* In House memory clinic
* Minor operations

The following independently run services are available within the building:

* Audiology
* Podiatrist
* Ear suction
* Councilllor
* Physiotherapy

**Staff**

The practice has a team of some 43 health care professionals and administration support who are all practice employed.

The practice has six GP partners and four salaried GPs along with a varied team as below:

1 Practice Manager (located at Goring, but manages both sites) – full-time

1 Systems Manager

2 Administrators (1 in Senior role, located at Woodcote)

1 Lead Nurse

4 Nurse Practitioners / Practice Nurses (including 4 dispensing nurses)

2 HCAs

1 Phlebotomist

1 Dispensary Manager (based at Woodcote)

8 Dispensers (1 Senior based at Goring)

2 Secretaries (one at each site)

13 Receptionists

2 Admin assistants / scanners

1 Employed cleaner

This is one of the lead training practices so there are up to five GP registrars at any one time.

**Attached Services/Staff**

District Nurse

Health Visitor

Community Midwife

Macmillan Nurse

PCN team

**Premises**

**Premises – Goring Surgery**

7 Consulting rooms

2 Treatment rooms

Practice Manager office

1 Dispensary

First floor – 2 admin offices, with 4 workstations in each

1 Ground floor kitchen and 1 first floor kitchen

1 Large meeting room

1 Medical Records room on the first floor

1 Staff Room

1 Waiting room

1 Reception desk

1 Back reception office with 4 workstations

1 Cleaning cupboard

1 Photocopier / shredding room

1 Stationery cupboard

1 Patient carpark

1 Staff carpark

1 Staff garden

2 Patient toilets

2 Staff toilets

**Premises – Woodcote Surgery**

5 Consulting rooms

2 Treatment rooms

1 Dispensary

1 Dispensary office

1 Reception desk / area

1 Admin office with 2 workstations

1 Back office reception area

1 Medical Records room

1 Stationery cupboard

1 Waiting room

1 Staff Room

1 Cleaning cupboard

1 Patient toilet

2 Patient / staff toilets

1 Patient and staff car park

Gardens to front and side of surgery

**Computing and Information Technology**

The practice is advancing with IT with an ethos to grasp initiatives and drive the digital evolution in primary care, embracing Digital Transformation and implementing all local initiatives.

Whilst traditional values are important, the practice takes pride and leadership and sees digital evolution as a constant.

The Covid-19 pandemic has accelerated the ongoing utilisation of digital technology and different ways of working and the practice will continue to look for management input and support to enable it to progress and develop further.

The practice uses the EMIS clinical system along with AccuRx and Mjog plus they were an early adopter of e-Consultant locally.

**An outline profile of the post**

The successful candidate will need to demonstrate robust leadership and communication skills, be well organised, highly motivated and financially astute. There is a requirement to manage and take responsibility for all business aspects of this dispensing practice. In addition, the candidate must have the ability to provide strategic guidance and development planning to the Partners whilst keeping a happy, productive team around them.

The post of practice manager is a key member of the team and is expected to demonstrate good leadership qualities, with the ability to achieve goals and targets using a combination of personal involvement, motivation of other staff and delegation when appropriate.

The partners also require the successful candidate to be proactive and plan for the future, maximising the practice’s potential in relation to business, finance and premises opportunities, whilst maintaining patient care. The candidate needs to ensure the partners are kept fully informed of local and national proposals and initiatives, presented clearly and concisely to enable them to make informed decisions.

You will need to work with the team to make this a place that people want to come to work, enabling empowerment and autonomy displaying excellent communication and collaboration. The first PPG was set up 13 years ago so being part of this is an important part of the role to support the delivery of excellent patient services.

A good understanding of IT and digital engagement are important in this post.

Having an understanding of current NHS initiatives will be helpful; however primary care is changing substantially and the introduction of new ideas and methods from outside of the NHS presents as an attractive proposition to the partners. In addition to adapting the practice to meet the demands of providing high quality patient care, the manager will need to ensure that the practice is financially efficient and compliant with all aspects of health and safety, employment legislation and CQC (Care Quality Commission) registration/compliance.

References will be requested along with an enhanced DBS check.

**Key requirements for the role are:**

* Commitment to supporting the delivery of excellent patient care with vision, willingness and drive
* Ability to demonstrate excellent organisational and effective communication skills
* Ability to manage change through motivation and leadership
* Robust finance and business skills to maintain and improve the profitability of the business
* A strategic thinker and planner
* Ability to deliver against key targets
* Knowledge and skills of people management and the ability to act sensitively and effectively
* To ensure compliance with CQC and other regulatory requirements
* Lead and chair practice meetings as appropriate
* Develop and co-ordinate systems to improve the efficiency and effectiveness of the practice
* Capability to handle and diffuse complaints
* Ability to self-motivate, prioritise organise and/or delegate workload
* Excellent IT knowledge and experience
* To ensure practice policies are compliant
* Work with other managers within the PCN
* Ability to identify, develop and deliver initiatives
* The ability to enjoy diversity and sometimes the unexpected

**Key responsibilities**

**Finance**

Working with the accountant and lead partner to take responsibility for the finances of the practice which includes;

* Development and control practice budgets, financial systems and the costs relating to the new development
* Preparation of financial budgets
* Responsibility for income, expenditure and cash-flow forecasts
* Ensuring organisational requirements of the practice contracts with NHSE are fully met and complied with
* Development and implementation of processes to achieve clinical targets of QOF and enhanced services
* Liaising with the CCG and payment agencies regarding queries with payments relating to the contract, e.g. enhanced services.
* Contributing to profit improvement by exploring areas for increasing income and reducing costs
* Analysing data relating to clinical commissioning as appropriate and contribute to planning and organisation both at practice and clinical commissioning group level

**Strategic Planning**

Working with the lead partner to;

* Keep abreast of current affairs and identify potential opportunities and threats
* Assess and evaluate accommodation requirements and manage the development and expansion opportunities
* Actively promote and develop areas of the practice premises to create additional income and added patient services.
* Implement, maintain and update a practice development plan, oversee the implementation of the aims and objectives
* Assist the practice in the wider community and assist with forging links with other local practices and relevant agencies and in particular working collaboratively with the Wallingford & SurroundsPCN (Primary Care Network).
* Formulate objectives and research and develop ideas for future practice development
* Represent the practice at clinical commissioning group meetings
* Make recommendations to the partners for practice development with regard to potential sources of income and enhanced patient and community services

**Human Resources**

* Overall responsibility for recruitment and selection of staff working, including contracts of employment and job descriptions
* Ensure Employment Law compliance for the disciplinary and dismissal process and after discussion with experts and the partners taking any legal advice necessary
* Knowledge of current employment legislation and know when to seek support
* Good employee/employer relationships
* Ensure that members of the existing staff team are aware of any changes that occur in the practice
* Maintain good communication and relationships at all times with the practice team
* Oversee rotas which allow good staff cover at all times as well as giving the flexibility required at short notice to cover for illness, etc.
* Implement pay rises/scales and increments at the appropriate time
* Responsibility for appropriate paperwork for DBS (Disclosure and Barring Service) checks
* Responsibility for the health and safety policy and its implementation
* Ensure appropriate support for recently appointed staff members
* Encourage personal staff development and motivation

**Information Technology**

* Ensure the update of appropriate information governance systems
* Work with IT support to ensure all practice IT and telephone systems are functioning effectively
* Explore opportunities to further develop the practice and ensure initiatives already adopted are maintained
* Ensure the DSP toolkit requirements are continuously met

**Patient Services**

* 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 manage effective appointment systems
* Routinely monitor and assess practice performance against patient access and demand targets
* Manage the complaints management system with the lead partner, learning from findings and feedback
* Manage the significant events system
* Liaise with patient groups, encourage development of the PPG and acknowledge voluntary contributions from the patients

**Premises and Equipment**

* Represent the practice to negotiate leasing contracts and their renewals
* Liaise with NHSE in notional rent review
* Ensure the premises are safe and compliant with relevant regulations

**CQC**

* Responsibility for maintenance and compliance with CQC regulations

**Communication**

* Ensure compliance with the latest NHS recommendations
* Understand and maintain the practice communication systems
* Build/maintain good working relationships with NHSEI, CCG, hospitals, community agencies, LMC (Local Medical Committee), other GP practices, pharmacists, community, education bodies, voluntary and private organisations
* Represent the practice at meetings and seminars
* Assist and support the partners corporately and at individual level to fulfil the requirements of revalidation
* Present a professional image and always promote the practice
* Share skills and expertise with others
* Ensure continuity of practice staff and clinical meetings
* Responsible for the practice response to online feedback such as from NHS Choices and Google reviews
* Coordinate the digital presence and communications via the practice website, social media and sms technology

**Miscellaneous**

* Other duties which may be decided upon by the partners from time to time.

|  |
| --- |
| **Practice Manager - Person Specification** |
|  | **Necessary** | **Desirable** |
| **Academic/****Vocational Qualifications** | 1. Evidence of a sound education to minimum A level standard or equivalent
2. Evidence of a commitment to continuing professional development
 | 1. Degree level certification
2. Relevant management, HR or finance qualification
 |
| **Experience** | 1. 5 years’ evidence of successfully communicating with and managing people
2. Experience of working in teams; able to promote teamwork and employee satisfaction
3. Working in a computer environment
4. Financial management experience including understanding of spread sheets
5. 5 years’ successfully being a business/senior manager, with knowledge of employment law, leadership and small business accounts
 | 1. Management experience in the NHS or in practice management
2. Experience of strategic business planning
3. Experience of working with regulatory bodies and preparing for inspections
 |
| **Skills** | 1. A “solutions focused” approach to problem solving
2. Intelligent with a fast-learning ability
3. Effective communication (oral and written) and excellent inter-personal skills
4. Approachable with the ability to listen and empathise
5. Delegation and empowerment of staff
6. Appropriate IT skills and computer literacy
7. Leadership skills, including excellent people management skills
8. Good time management
9. Customer service and complaints resolution
10. Negotiating and managing conflict
11. Able to manage change and cope with pressure
12. Networking and facilitation
13. Motivational
 | 1. Project management
2. Change management
 |
| **Qualities** | 1. Personable and approachable
2. Self-motivated and confident – able to work with minimal direction
3. Adaptable and innovative
4. Enthusiasm, with energy and drive
5. Gains respect by example, with fairness, integrity & leadership
6. Trustworthy, honest, reliable, caring and sympathetic
7. Proactive strategic thinking with a clear vision
8. Confidential and conscientious
9. Hard working, reliable and resourceful
10. Willing to work flexible hours as necessary
11. Considered, steady approach
12. Diplomacy
 | 1. Good sense of humour
 |
| **Other** | 1. Non-smoking environment
2. Sufficient English language fluency as required under the Immigration Act 2016
 | 1. The ability & willingness to travel to meetings & courses
2. Ability to attend evening/weekend ad-hoc meetings
 |

**The principal contract terms**

* An annual salary of £50,000 to £60,000 (depending upon experience).
* The post is full-time. The post-holder is required to attend any ad hoc evening/weekend meetings as occasionally required.
* Annual Leave entitlement will be 30 days per annum plus all statutory bank holidays.
* Access to the NHS Pension Scheme.
* There will be a mutual assessment period of six months with regular reviews. During this probationary period notice will be two weeks.
* Period of notice will be twelve weeks upon successful completion of the assessment period.