

PRACTICE MANAGER

Llandaf North Medical Centre

99 Station Road, Llandaff, Cardiff, CF14
2FD



<http://www.llandaffnorthmedicalcentre.wales.nhs.uk/>

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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.

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OVERVIEW

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

Please note that previous NHS management experience is not essential for this role.

It is important that you provide a covering letter supporting your application and email this, together with the application form. This letter should be a Word document of ideally no more than two pages of A4.

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

- Managing finances including budgets and financial planning
- Business planning and delivery
- People and team management
- Change/project management
- Patient/customer services and governance
- Strategic planning and delivery
- Knowledge of HR and employment law

Your application for this post must arrive by

8am Wednesday 23 March 2022

INTERVIEW DETAILS AND SELECTION PROCESS

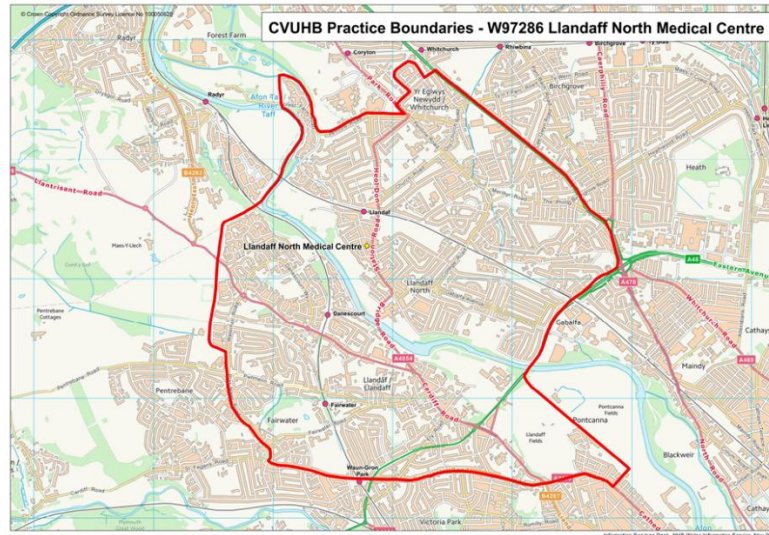
First interviews will take place remotely via the Zoom platform on the afternoon of **Friday 1st April 2022**.

Those selected for second interview will be invited for a face-to-face interview the following afternoon on **Saturday 2nd April 2022**.

You will be informed by email whether you have been short-listed to attend for interview. We regret we do not provide feedback for applicants who have not been short-listed.

An Outline Profile of the Practice

Llandaff North is a medium sized practice providing General Medical Services (GMS) to 6,400 patients.



It is located in the north of Cardiff and can be considered a two-part ward, each containing about half the population; a northern section of mainly middle class housing, and a southern section commonly known as the Gabalfa housing estate which consists of public sector and former public sector housing stock.

When the Community Charge (or Poll Tax) was introduced in 1990 the Gabalfa housing estate and also parts of the Mynachdy housing estate were placed into the new Llandaff North Electoral Ward, and the boundaries of the Gabalfa Electoral Ward were moved and redrawn to create a now separate ward to the south east of the new Llandaff North ward. This new Gabalfa ward still includes the Gabalfa Interchange and also some parts of Mynachdy, but no longer includes any of the Gabalfa housing estate. Llandaff North is located directly north of Llandaff but is an electoral ward which falls within the wider parliamentary constituency of Cardiff North.

Llandaff North is quite a small and quiet residential area which is served by a number of village shops, including independent cafes, a pharmacy and an artisan bakery. A Co-op and Lidl supermarket are also located a short walk away. The south-western boundary of Llandaff North is formed by the River Taff which also separates Llandaff North from Llandaff. These two areas are linked by a road bridge which spans this river, where Llandaff Rowing Club is located, and which also provides a view of Llandaff Cathedral. The Welsh name, Ystum Taf, means "bend in the River Taff".

Llandaff North is also home to Hailey Park along the River Taff, with large playing fields, tennis courts and two children's playgrounds. The land that became Hailey Park was originally donated by Claude Hailey.

Education

Hawthorn Junior School and Hawthorn Infant School were amalgamated in June 2009 on the Infant school site to form Hawthorn Primary School, with large investment into new buildings and facilities. In 2016 Hawthorn Primary School was one of the most over-subscribed schools in Cardiff.

Ysgol Gyfun Gymraeg Glantaf is a state secondary school based on the outskirts of Llandaff North. It is a Welsh-medium comprehensive school of non-denominational religion which serves some children from Llandaff North and from across south Wales.

Whitchurch High School is a state secondary school based in the Whitchurch area of Cardiff. It is an English-medium comprehensive school of non-denominational religion which serves the majority of state educated children in Llandaff North.

The Cathedral School is a preparatory and secondary school based in the Llandaff area of Cardiff. It is an independent boarding and day school which has strong links with Llandaff Cathedral. Parents in Llandaff North wanting to educate their children privately (but locally) send their children to this school.

Cardiff Metropolitan University has a Llandaff campus nearby, so the practice looks after around 300 university students each year.

Transport

Llandaff railway station serves the area with services northbound to Treherbert, Merthyr Tydfil or Aberdare via Radyr and Pontypridd. Southbound services operate to Cardiff Central via Cardiff Queen Street. Cardiff Bus services 24 (Llandaff-Pontcanna-Central Station) and 25 (Whitchurch-Birchgrove-Gabalfa-Cathays-Central Station) run frequently through the area.

Station Road leads north from Llandaff North towards Coryton and the M4 J32 Cardiff North. Bridge Road leads south into Llandaff and the city centre.

Llandaff North Medical Centre Philosophy

The practice has been in existence since the start of the NHS in 1948. Since 1997, they have been located in a purpose-built leased premises that has been developed and extended.

The partnership comprises of 4 GP partners who support each other and the entire team. It is refreshing to see that the multidisciplinary clinical team meet together every morning for coffee and to discuss any pressures or key patient concerns. This enables them to plan together and share the workload for the rest of the day. The practice manager is included in this meeting, and it evidences the supportive, collaborative environment they provide.

The team have regular planned meetings including fortnightly clinical team meetings and they use local education sessions to deliver in house training as part of their commitment to ongoing personal development for the clinical and administrative team. Daily huddles are encouraged and there are agreed processes to manage and learn from any complaints or significant events. Each partner has a lead area to ensure focus is maintained and support is appropriately provided.

There are regular team social events 3-4 times a year. We have had to be creative with current restrictions but did successfully hold a park BBQ locally for the entire team.

This practice prides itself on delivering a high standard of patient care and being good employers. The salaried Doctors are employed on model BMA contracts. Work life balance is a priority for all.

The Health Inspectorate Wales (HIW) undertook a remote quality check in September 2020 and the report published in October 2020. They reviewed and asked questions about various areas including Infection prevention and control, Governance, the environment including access for patients and Covid-19 arrangements. The report evidenced some positive feedback and did not identify any areas for improvement.

The practice works collaboratively as part of the Cardiff West cluster within the Cardiff and Vale University health board.

Take a look at further information on

<https://www.iwantgreatcare.org/gpsurgeries/llandaff-north-medical-centre>

GP Partners

Dr Jeremy JA Black (Male) - [GP Partner]

BA (Cantab) MBBS, DRCOG, MRCGP, Dip. Therapeutics, RCPATHME (Reg London 1987)

Special Interests – Diabetes Respiratory medicine, Minor Surgery and Dermatology, GP Training

Dr Keziah Maizey (Female) - [GP Partner]

MB BCH, MRCGP, DFRH - (Reg Cardiff 2003)

Special Interest - Women's Health, Dementia Assessment and Care, GP Training, LMC rep and part of the medical advisory group for Cardiff and Vale

Dr Matthew Angille (Male) - [GP Partner]

MB BCH, MRCGP, DRCOG - (Reg Cardiff 2013)

Special Interest - GP Training, Safeguarding Lead

Dr Alice Gaudet (Female) - [GP Partner]

MB BCH, MRCGP (Reg Cardiff 2013)

Special Interest - Women's Health, Contraception, Menopause

Clinical team

Doctors:

Dr Louisa Poyser (Female)

MB BCH, MRCGP, DRCOG, Diploma Family Planning - (Reg Nottingham 1986)

Special Interest - Contraception

Dr Llinos Wells

MB BCH, MRCGP – (Reg Cardiff 2001)

Special Interest – diabetes

GP Registrars

Dr Sioned Gwyn (Female) GPST3

Nursing team

Sister Karin Wright – interest in chronic disease, immunisations

Nurse Practitioner Ruth Sutton – interest in minor illness, chronic disease and contraception

Health Care Assistant Adele Careless – stock control, INR clinics, diabetic review, wound care, ECG, phlebotomy

Administration team

Practice Manager – recruiting into
Deputy Practice Manager – Emma Tudor

Reception and administration

Amanda Downing
Karen Mills
Elaine Hawkey
Abbie Macdonald
Vicky Buckley

Prescription Clerk

Amber Laslett

IT, referrals, coding and administration

Toni Read
Claire Harris

Coding and Summariser

Mark Hampton

Services Provided

The Practice offers the following services in addition to core GMS services:-

- Minor surgery including punch biopsies
- Joint injections
- Weekly memory clinic – moved from secondary care and very successful
- Weekly nursing home visit-ward round

The practice will soon be re starting the long-term contraception clinics post Covid-19.

Premises

The premises were purpose built in 1997 and is a lovely building that has been refurbished and extended.

The premises are over 2 floors and has a lift providing the following:

- 11 consulting rooms including
- 1 large treatment room
- 1 smaller nurse consulting room

- Sluice area
- Minor surgery room
- Common/staff room
- Practice Manager office
- Meeting room
- Reception room
- Admin room
- Reception area
- 2 waiting rooms

There is on site parking for patients and staff including 2 disabled spaces.

Computing and Information Technology

The practice uses Vision for the clinical patient system, Sage is used for finances and payroll is outsourced. The practice is paper light, with the Docman software being used for the review and processing of patient related documents. Medical records are not held on the premises. They have utilised the triage first system and will continue to look for management input and support to enable it to progress as well as developing further in the IT space.

An Outline Profile of the Post

The successful candidate will be able to move between strategic and operational management and be used to working in a fast paced, changing environment. They will be dynamic, with a can-do attitude shown through passion, vision and drive demonstrating robust business management and communication skills. There is a requirement to manage and take responsibility for all business aspects of the Practice including financial management and planning.

The 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 require the successful candidate to be proactive and plan for the future with a visionary, growth mindset, maximising the practice's potential profitability in relation to business and finance opportunities, whilst maintaining high quality patient care and delivering on contractual and regulatory requirements. 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.

Experience of working in the healthcare and general practice environment is desirable but not essential.

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 regulatory compliance.

The opportunity for further personal development will be given in order to develop skills in line with practice needs.

References will be requested along with an enhanced DBS check.

Key requirements for the role are:

- Experience of strategically managing successful teams and designing, leading and implementing new projects
- Experience of identifying, developing and delivering new business initiatives
- A growth mindset and be adaptable to the shifting landscape of Primary Care
- The ability to manage change through motivation and leadership
- Commitment to developing, mentoring, training and empowering all staff - and encouraging key staff to themselves be leaders
- The ability to self-motivate, organise and prioritise workload
- Excellent communication skills
- Strategic financial knowledge and skills
- Knowledge and experience of human resources and the ability to act sensitively and effectively
- Ability to work under pressure

Key responsibilities

Finance

Working with the accountant and partners to take strategic responsibility for the finances of the practice which includes:

- Development and control of practice budgets, financial systems and costs relating to new developments
- Preparation of financial budgets
- Responsibility for income, expenditure and cash-flow forecasts
- Ensuring organisational requirements of the Practice contracts are fully met and complied with
- Development and implementation of processes to achieve clinical targets
- Liaising with the Health Board and payment agencies regarding queries with payments relating to the contract
- Contributing to profit improvement by exploring areas for increasing income and reducing costs to maximise profitability and ensure long term sustainability
- Analysing data to propose and develop rational strategies to implement organisational change at both practice and group level where appropriate

Strategic Planning

Working with the partners to:

- Keep up to date with current affairs and identify potential opportunities and threats
- 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
- Maintain links with practices in the wider community and assist with forging links with other local practices and relevant agencies, in particular working collaboratively with the Health Board
- Represent the practice at Health Board 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, including contracts of employment and job descriptions
- Where required, utilise support from employment lawyers to ensure Employment Law compliance for the disciplinary and dismissal process and after discussion with the partners take any legal advice necessary
- Knowledge of current employment legislation
- 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 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
- Ensure that suitable facilities are available to enable all staff to work within the practice
- Responsibility for the health and safety policy and compliance with this maintaining a safe environment
- Facilitate the development of a multi-disciplinary effective primary health care team
- 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 Information Governance is maintained, and any required toolkits are completed

Patient Services

- Ensure that the Practice complies with 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
- Oversee the complaints management system
- Manage the significant events system
- Liaise with patient groups and encourage development of the PPG

Premises and Equipment

- Represent the practice to negotiate leasing contracts and their renewals
- Ensure the premises are safe and compliant with relevant regulations

HIW

- Responsibility for maintenance and compliance with HIW regulations

Communication

- Ensure compliance with the latest NHS recommendations including Accessible Information Standards (AIS)
- Understand and maintain the practice communication systems
- Build/maintain good working relationships with hospitals, community agencies, other GP practices, pharmacists, community, education bodies, voluntary and private organisations
- Represent the practice at meetings and seminars
- Share skills and expertise with others
- Ensure continuity of practice staff and clinical meetings
- Responsible for the Practice response to online feedback
- 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	<ul style="list-style-type: none"> • Evidence of a sound education to minimum A level standard or equivalent • Evidence of a commitment to continuing professional development 	<ul style="list-style-type: none"> • Degree or equivalent • Management qualification • Relevant Business, Finance or Management qualification • Project Management or QI qualification
Experience	<ul style="list-style-type: none"> • 3 years' experience of successfully managing teams • Financial management experience • 3 years' experience as a business/senior manager, with knowledge of employment law • Working knowledge of IT/Business infrastructure and MS office • Change/Project management and a driver of change 	<ul style="list-style-type: none"> • Management experience in healthcare • Management experience in general practice • Experience of strategic business planning • Experience of working with regulatory bodies and preparing for inspections
Skills	<ul style="list-style-type: none"> • A "solutions focused" approach to problem solving • Intelligent with a fast-learning ability • Effective communication (oral and written) and excellent inter-personal skills • Approachable with the ability to listen, nurture and empathise • Delegation and empowerment of staff • Appropriate IT skills and computer literacy • Leadership skills, including excellent people management skills • Good time management • Customer service and complaints resolution • Negotiating and managing conflict • Able to manage change and cope with pressure • Networking and facilitation • Motivational with a growth mindset 	
Qualities	<ul style="list-style-type: none"> • Personable and approachable • Self-motivated and confident – able to work with minimal direction • Adaptable and innovative • Dynamic, with energy and drive • Gains respect by example, with fairness, integrity & leadership • Trustworthy, dedicated, reliable, caring and sympathetic • Proactive strategic thinking with a clear vision • Confidential and conscientious • Hard-working, reliable and resourceful • Willing to work flexible hours as necessary • Considered, steady approach • Diplomacy 	<ul style="list-style-type: none"> • Good sense of humour
Other	<ul style="list-style-type: none"> • Non-smoking environment • Sufficient English language fluency as required under the Immigration Act 2016 • The ability & willingness to travel to meetings & courses • Ability to attend evening/weekend ad-hoc meetings 	

The Principal Contract Terms

- An annual salary from £43k dependent on experience
- The post is full-time, and 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 period, notice will be two weeks.
- Period of notice will be three months upon successful completion of the assessment period.