



First Practice Management

working together with



TOWER  
HOUSE  
SURGERY

High Wycombe, HP12 3AF

<https://www.towerhousesurgery.com>

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## Overview

This post provides an opportunity for a suitably qualified practice business manager with the relevant skills to undertake a central role in this long established and respected 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 complete the application form electronically and email it to [mail@firstpracticemanagement.co.uk](mailto:mail@firstpracticemanagement.co.uk)

CVs can be included too, but a completed application form **must** be included.

**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.**

**To be shortlisted, you must provide details of your experience, knowledge, and skills in the following areas:**

- Finance management including planning and budgets
- Business planning and strategy
- Change Management and Quality Improvement
- Leadership, HR, training and wellbeing
- Application of IT systems and governance
- Patient/customer service and compliance
- Health & Safety and risk assessments
- Management experience in primary care<sup>1</sup>
- Any other experience relevant to this post

Please note that previous GP practice management experience is desirable for this post.

**Your application for this post must arrive by  
midnight on the 24<sup>th</sup> April 2025**

## Interview Details and Selection Process

First interviews will take place remotely via the Zoom platform.

Those selected for second interview will be invited for a face-to-face meeting at the practice in the following days.

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.

Unfortunately, we are not able to provide feedback for applicants who have not been short-listed for interview.

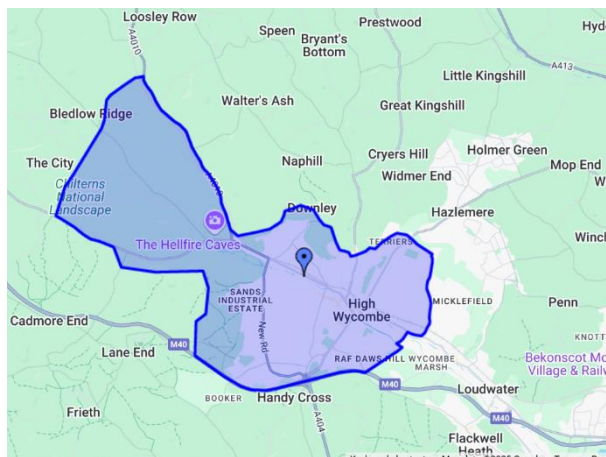
# An Outline Profile of the Practice

## Location

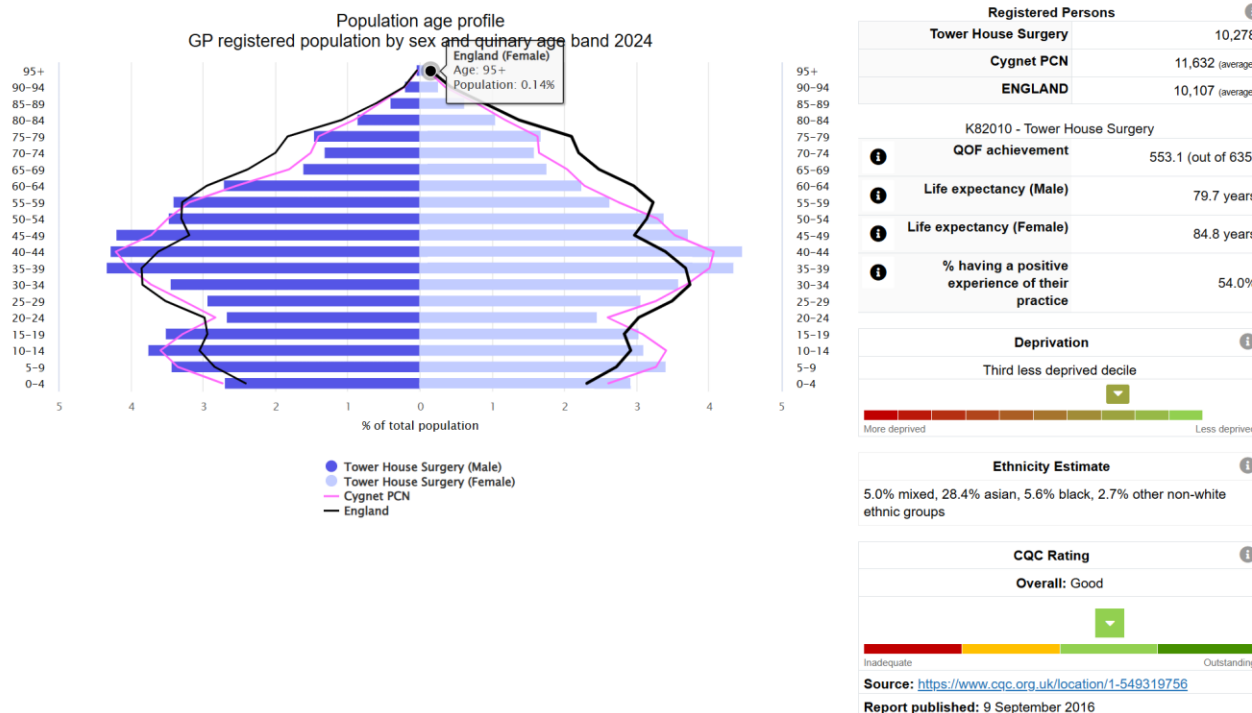
Established in 1937, Tower House Surgery is a long-established and respected GP practice, offering patient services from its location at 169 West Wycombe Road, High Wycombe, HP12 3AF. The practice premises which are owned by the GP Partners, is located in the heart of this vibrant and multicultural part of the town. The Partners are hopeful for the opportunity to relocate in the coming years to ensure availability for the potential growing population.



The practice patient boundary is High Wycombe and the surrounding semi-rural area; which can be seen on the map below and also by clicking on the following link. [Register with the surgery – Tower House Surgery](#)



The population demographics is described as multicultural with many young families; and profile of the registered patients is detailed on the dash board information below.



Known to many locally as just Wycombe, High Wycombe has been a market town in Buckinghamshire since the Middle Ages, and lies in the River Wye valley, surrounded by the beautiful Chiltern Hills. There is an abundance of history and culture within the surrounding towns and hamlets making this a very desirable place to work and live.

The practice premises have easy availability for the public transport network, and sits very close to the A40, leading to the A404, A4128, A4010 and the M40 Motorway. The road network provides easily accessible travel links to Beaconsfield, Amersham, Reading, Oxford, Slough, Luton and London.

High Wycombe railway station sits on the Chiltern Main Line, with services from London Marylebone to Aylesbury, Oxford, Stratford-upon-Avon, Birmingham Snow Hill and Kidderminster.

Air travel is also easily accessible as Heathrow Airport is just 25 miles away from the town centre.

There is an excellent range of housing, schools, shops, sporting facilities and other public amenities nearby.

## Tower House Surgery – philosophy

This is a highly respected GMS (General Medical Services) patient centric GP surgery which has a history dating back beyond the start of the NHS in the 1930s, with several generations of families registered over the years at the practice. Patient services are provided to a relatively stable list of c.10,300 patients and the practice has an ongoing partnership with the local homeless charity.

Falling within the boundary of the Buckinghamshire, Oxford and Berkshire Integrated Care Board (BOB ICB), the practice works actively and collaboratively with 3 other GP practices which forms the Cygnet Primary Care Network (PCN), providing patient services to a combined list of c. 46500 patients.

Inspected by the CQC in June 2016, the Practice was rated 'Good' for all Key Lines of Enquiry (KLOEs) in the report issued in September 2016. At the time there was an area of Outstanding identified by CQC which related to children and young people presenting with mental health concerns. The practice applied for and received funding to commission a child psychology service.

The practice was pleased to recently announce that it is working towards becoming a Dementia Friendly practice and is raising awareness about Dementia, working with patients and carers to support and review patients with a current diagnosis. In addition, the Partners are proud that all reception team members have become Dementia friends.

The Partners are driven to care for underprivileged and have a relationship with Wycombe Homeless Connection which is a local homeless charity.

Through Cygnet PCN, the practice engages with the PPG (Patient Participation Group) which is a number of patients from each of the surgeries who kindly give their time to give their own perspective as a patient, with an aim to further improve the patients' experience.

Actions taken as a result of valued patient feedback includes:

- Electronic entrance door
- Changes to the practice website to make it more user-friendly
- Air conditioning in the waiting room areas
- Creation of 2 new consulting rooms on the first floor
- Two self-check-in and information screens
- Improved communication if a clinician is running late
- Television display screens with patient services information
- Bicycle rack
- Waiting area redesign

Committed to high quality care, the practice endeavours to achieve a high Quality and Outcomes Framework (QOF) achievement and continues to aspire to meet the challenges and targets of the NHS Dr and National Standards requirements.

The population socioeconomic demography is predominantly young people and families and the practice has a clear vision to deliver high quality care, with core values which were developed by the whole health

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care team, each doctor being responsible for all aspects of general practice, ensuring good communication, compassion and continuity of care. The practice has a very good reputation for patient care and accessibility and whilst forward in it's thinking, is very mindful of its traditional and cultural values.

Whilst being clinically driven, the practice also performs well financially and presents as a strongly democratic, happy and balanced team, with good communication between the doctors/partners and team members.

There is a desire to reinstate the practice as a training practice with the assistance of the incoming manager.

There is a good team ethos within this patient centred practice, which is described as supportive, caring, innovative and friendly, with a community feel within the team. The Partners are mindful of equality and kindness and proud of their team members, many of which have been with the practice for several years. It is very important to the partners that this is maintained and developed.

The practice is a very comfortable place to work, with a good team of friendly staff, making the surgery, its location and the environment a very pleasant and desirable place of work.

There is now a need for a Practice Business Manager, with a hands-on approach, to work with the Partners and the Operations Manager, to lead the practice forward.

This is an equal opportunities employer.

The successful candidate will take up post on a date to be agree.

## **The Doctors**

There are 3 Partners and 5 salaried GPs

### **Partners**

#### **Dr Sarah Annetts: MBChB DRCOG MRCGP BSc Psychology (Bristol 1997)**

Dr Annetts is the Senior Partner, joining the practice in 2004 and is the joint CQC Registered Manager and a former GP trainer. She is on the board of the PCN and the LMC (Local Medical Committee) and has special interests in mental health and women's health.

#### **Dr Chloe Dallimore: BM BCh MRCGP (Oxford 2006)**

Dr Dallimore undertook her training at the practice before joining as a Salaried GP in 2014 and becoming a Partner in 2018. She is the joint CQC Registered Manager and is the QOF lead for the practice.

#### **Dr Sara Shah: (Peshawar 2004)**



## **Salaried GPs**

**Dr Gemma Rowland**

**Dr Sonja Birgani**

**Dr Poppy Hatfield**

**Dr Nicola Williams**

**Dr Kavir Matharu**

## **Services provided**

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

- Adult and Child Immunisations
- Diabetic Checks
- Dressings
- Cervical Smear Tests
- Child and Adult Vaccinations
- Asthma checks
- COPD reviews
- Coronary Heart Disease
- Hypertension
- NHS Health Checks
- Flu injections
- Children's Health Checks
- Family Planning and contraception
- Postnatal Care
- Chlamydia Screening
- Mental Health
- Travel Services
- Phlebotomy

## **Staff**

The practice has a team of 30 health care professionals and administration support who are all practice employed. There is also a long-term GP and ARRS team members (PCN)

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**Clinical staff**

5 Salaried GPs  
1 HCA (Healthcare Assistant)  
2 Practice Nurses  
1 GP Assistant  
1 Paramedic  
1 Phlebotomist

**Practice staff**

1 Practice Manager (Vacancy)  
1 Operations Manager  
3 Medical secretaries  
12 Administrative and reception team members

**PCN Team Members**

1 Social Prescriber  
2 Clinical Pharmacists  
2 Pharmacy Technicians  
1 Mental Health Practitioner

**Associated Services/Staff**

Community Health Visitor  
Community Midwife  
Community nurses

## **Premises**

The practice premises provide patient and administration services over three floors and includes 7 consulting/treatment rooms, reception and patient waiting area on the ground floor, 2 clinical rooms, office and staff facilities on the 1<sup>st</sup> floor and offices, including the Operations Manager and Practice Business Managers offices on the 2<sup>nd</sup> floor. There is limited off road parking.

## **Computing and Information Technology**

The Practice has a drive to embrace digital transformation and adopt the new ways of digital working to support the GP Contractual change of The Model of the Modern General Practice.

EMIS Web is the utilised clinical software, supported by AccuRx and Footfall.

The financial software is QuickBooks and payroll is currently outsourced.

## Outline profile of the post

The Practice Manager is a key member of the team and expected to demonstrate senior management and leadership qualities. The successful candidate will also have the ability to identify and implement the practice's objectives using a combination of personal involvement, motivation of other staff and delegation when appropriate.

The post is tasked with assessing organisational performance, developing achievable goals and implementing processes that improve organisational effectiveness and efficiency, ensuring statutory and other legal requirements are met.

Medical practice management has grown in importance and complexity over recent years. The need to ensure that the practice is financially efficient, has well-trained, well-motivated staff, and complies with an increasing range of health and safety, employment law, CQC and other legislation, is as important as ensuring the continuing provision of good patient care.

Candidates are expected to bring strong interpersonal skills and be experienced and confident in the areas of people management, financial control, strategic management and information technology.

The Partners require the successful candidate to be proactive and plan for the future, maximising the practice's potential in relation to business, finance, premises, training/education, HR and collaborative relationships, whilst maintaining patient care and ensuring a high level of operational efficiency. The successful candidate will need 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.

The strategic part of this role will need to look beyond today's challenges and assimilate the forthcoming changes in the NHS and any possible impact these may have on the practice and its operation.

The successful candidate must be able to help initiate, develop and articulate the visions of the Partners and then ensure that they are brought to fruition. Strong communication, negotiating skills and flexibility to meet emerging needs of patient care will be paramount.

The successful candidate should be able to identify with the values and philosophy of the practice and the role as outlined in this document.

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

The practice is an equal opportunities employer and is pro-diversity.

References will be requested along with an enhanced DBS check.

The successful candidate will take up the post on a date to be agreed.

### **Key requirements for the role are:**

- Commitment to supporting the delivery of excellent patient care with vision, willingness and drive
- 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
- Strategic thinker and planner
- Good networking skills and the ability to work collaboratively
- Ability to deliver against key targets
- Knowledge and skills of HR/Employment Law and the ability to act sensitively and effectively
- Ensure compliance with CQC requirements and assessments
- Lead and chair practice meetings as appropriate
- Develop and co-ordinate systems to improve the efficiency and effectiveness of the practice
- Capable of handling and diffusing complaints
- Ability to self-motivate, prioritise organise and/or delegate workload
- Good IT knowledge and experience
- Ensure practice policy and standards compliance
- Ability to present the practice to external groups
- Ability to identify, develop and deliver initiatives
- The ability to enjoy diversity and sometimes – the unexpected

### **Key responsibilities**

#### **Finance**

Working with the partners, responsible for the finances of the practice.

- Ensure the organisational requirements of the practice contracts with NHSE are fully met and complied with
- Support the Partners to develop and implement processes to achieve clinical targets of QOF and enhanced services
- Directly contribute to profit improvement by exploring areas for increasing income and reducing costs.
- Analyse data relating to clinical commissioning as appropriate and contributing to planning and organisation
- Develop and control budgets and financial systems
- Prepare financial budgets and cash-flow forecasts
- Liaise with the accountant, bank and business insurance companies as appropriate or as directed by the Partners
- Oversee the administration of the NHS Pension and Stakeholder Pension Schemes

- Liaise with the ICB and payment agencies regarding queries with payments relating to the contract, e.g. enhanced services.
- Manage the Partners drawings in consultation with the accountant

## **Strategic Planning**

Working with Partners and Operations Manager to;

- Keep abreast of current affairs and identify potential opportunities and threats
- Assess and evaluate accommodation requirements and manage the development and its opportunities
- Implement and update the Practice Development Plan, overseeing the implementation of the aims and objectives
- Assist the practice in the wider community and with forging links with other local practices, education bodies, the LMC, and relevant agencies and in particular working collaboratively within the PCN
- Formulate objectives and research and develop ideas for future practice development
- To represent the practice at PCN, locality and ICB meetings
- To make recommendations to the Partners for practice development with regard to enhancing patient services and potential sources of income

## **Human Resources**

Overall responsibility for all aspects of HR with the third-party support from Peninsula

Working with the Operations Manager-

- Recruitment and selection of staff working, including contracts of employment and job descriptions
- Employment Law compliance
- Awareness of current employment legislation
- Development and maintenance of good employee/employer relationships
- Ensuring that members of the existing staff team are aware of any changes that occur in the practice
- To maintain good communication at all times with the practice team
- To oversee rotas which allow good staff cover at all times as well as giving the flexibility required at short notice to cover for illness, staff wellbeing, etc.
- To implement pay rises/scales and increments at the appropriate time
- Responsibility for appropriate paperwork for doctors/staff DBS (Disclosure and Barring Service) checks
- To meet with PCN and attached staff as and when necessary and arrange/attend regular meetings with partners to discuss all issues around patient care
- To ensure that suitable facilities are available to enable all staff to work within the practice
- Be responsible for the health and safety policy and its implementation

- Facilitate the development of a multi-disciplinary effective primary health care team

## **Information Technology**

### **Working with the Operations Manager**

- Ensure the update of appropriate information governance systems
- Ensure all Practice IT and telephone systems are functioning effectively
- Ensure the IG and DSP toolkit requirements are met
- Keep abreast of new technology and ensure existing IT is used to its full potential

## **Risk Management**

- As SIRO (Senior Information Risk Officer), overall responsibility for all aspects of Information Risk for the practice

## **Patient Services**

### **Working with the Operations Manager**

- 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
- Maintain the relationship with the PCN Patient Participation Group

## **CQC**

### **Working with the CQC Registered Managers and the Operations Manager**

- Oversee and maintain compliance with CQC regulations and ensure that the practice meets the essential standards and is inspection ready

## **Premises and Equipment**

- Manage all aspects of practice premises and their development
- Represent the practice to negotiate leasing contracts and their renewals
- Liaise with NHSE in notional rent review
- Ensure property owned by the partners is safe, effective and fit for purpose

## Communication

- Ensure compliance with the latest NHS recommendations and GDPR
- Understand the practice communication systems
- Build/maintain good working relationships with the NHSE, ICB, GP Federation, hospitals, community agencies, other GP practices, PCN, pharmacists, 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

## Other

- This is not an exhaustive list and may be changed in light of ever-changing service need and national and local policy.
- Any changes would be discussed fully with the post-holder



## Practice Business Manager – person specification

	Necessary	Desirable
<b>Academic/ Vocational Qualifications</b>	<ul style="list-style-type: none"> <li>Evidence of a sound education to A level standard or equivalent</li> <li>Evidence of a commitment to continuing professional development</li> </ul>	<ul style="list-style-type: none"> <li>Degree level certification</li> <li>Relevant management, HR/CIPD or finance qualification</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>5 years' experience and success of communicating with and managing people</li> <li>Experience of working in teams; able to promote teamwork and employee satisfaction</li> <li>Working in a computer environment</li> <li>Financial management experience including understanding of spread sheets and financial software</li> <li>Experience as a business manager, with knowledge of employment law and small business accounts</li> </ul>	<ul style="list-style-type: none"> <li>Experience of strategic business planning</li> <li>Experience of working with regulatory bodies and preparing for inspections</li> <li>Management experience in general practice</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>A "solutions focused" approach to problem solving</li> <li>Intelligent with a fast-learning ability</li> <li>Effective communication (oral and written) and excellent inter-personal skills</li> <li>Approachable with the ability to listen and empathise</li> <li>Delegation and empowerment of staff</li> <li>Appropriate IT skills</li> <li>Leadership skills, including excellent people management skills</li> <li>Good time management</li> <li>Excellent networking skills</li> <li>Customer service and complaints resolution</li> <li>Negotiating and managing conflict</li> <li>Able to manage change and cope with pressure</li> <li>Networking and facilitation</li> <li>Motivational</li> </ul>	<ul style="list-style-type: none"> <li>Project management</li> <li>Change management</li> </ul>
<b>Qualities</b>	<ul style="list-style-type: none"> <li>Personable and approachable</li> <li>Self-motivated and confident – able to work with minimal direction</li> <li>Adaptable and innovative</li> <li>Enthusiasm, with energy and drive</li> <li>Gains respect by example, fairness. Integrity &amp; leadership</li> <li>Trustworthy, honest, reliable, caring and sympathetic</li> <li>Proactive strategic thinking with a clear vision</li> <li>Confidential and conscientious</li> <li>Hard working, reliable and resourceful</li> <li>Willing to work flexible hours as necessary</li> <li>Considered, steady approach</li> <li>Ability to manage conflict</li> <li>Diplomacy in general</li> </ul>	<ul style="list-style-type: none"> <li>Good sense of humour</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>Non-smoking environment</li> <li>Driving license</li> </ul>	<ul style="list-style-type: none"> <li>The ability &amp; willingness to travel to meetings &amp; courses</li> </ul>

## The Principal Contract Terms

- An annual salary (FTE) £45,000- £55,000 per annum (pro-rata to hours worked) depending upon experience.
- Hours of work are negotiable for the right person 28-37.5hrs per week.
- Annual leave entitlement is 25 days per annum (pro-rata) which includes statutory bank holidays
- Access to the NHS Pension Scheme.
- There will be a mutual assessment period of six months with quarterly reviews. During this probationary period notice will be two weeks.
- Period of notice will be twelve weeks upon successful completion of the assessment period.
- Start date to be agreed.