



First Practice Management

working together with



WISBECH, CAMBRIDGE, PE14 9BT

[www.upwellhealthcentre.nhs.uk](http://www.upwellhealthcentre.nhs.uk)

[www.upwellpharmacy.co.uk](http://www.upwellpharmacy.co.uk)

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## Overview

This post provides an opportunity for a suitably experienced senior manager in primary care; with the relevant skills to undertake a central role in this very well-established medical practice and privately owned pharmacy.

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)

Please note 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:**

- Business finances including budgets, contract management and financial planning
- Strategic management and Business planning
- Change Management and Quality Improvement
- Knowledge of IT systems and GDPR governance
- Health and safety and risk management
- NHS experience (essential)
- Corporate experience (if relevant)
- HR and employment law
- Leadership and employee wellbeing
- Any other experience relevant to this post

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

**Midnight – Sunday 5<sup>th</sup> January 2025**

## Interview Details and Selection Process

First interviews will take place remotely via the Zoom platform on Sat 18<sup>th</sup> January 2025

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

With c 11,000 registered patients, Upwell Health Centre is the second largest GP practice in West Norfolk and has offered patient services from its premises at at Townley Close, Upwell, Wisbech, Cambridgeshire, PE14 9BT since 1977. The premises which have been recently extended, are owned by the partners and also house the Welle Pharmacy which is also owned by the partners.



The premises sit close to the A1101 and the A1122, which gives ease of access to public transport and the local towns of Kings Lynn, Peterborough, Bury St Edmunds and Cambridge. The Patient catchment area (boundary) is between March, Wisbech and Downham Market and can be seen on the map below.

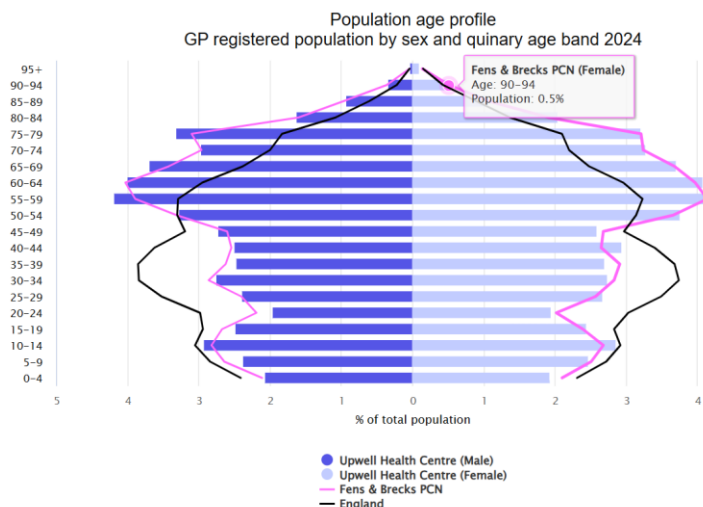
[See the report](#)



The population demographics and age profile is detailed on the dashboard information below which shows an elderly population, in keeping with the area and the profile of the 6 GP practices which form

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the Fens & Brecks Primary Care Network (PCN). The practice comes under the Norfolk & Waverley Integrated Care System (ICS) and is one of the 21 GP Practice members of the Health West Norfolk GP Provider Organisation (GPPO)



Registered Persons	
Upwell Health Centre	10,959
Fens & Brecks PCN	6,719 (average)
ENGLAND	9,803 (average)

D82035 - Upwell Health Centre	
<b>QOF achievement</b>	566 (out of 635)
<b>Life expectancy (Male)</b>	80.3 years
<b>Life expectancy (Female)</b>	84.6 years
<b>% having a positive experience of their practice</b>	74.5%

Deprivation	
Third more deprived decile	

Ethnicity Estimate	
2.1% non-white ethnic groups	

CQC Rating	
Overall: Good	

Source: <https://www.cqc.org.uk/location/1-567983334>  
 Report published: 9 November 2021

Owned by the Partners, Welle Pharmacy is a hybrid and independent community pharmacy and dispensary; connected to and located in the practice premises.

The prescription collection service is offered to Upwell Health Centre, North Brink Surgery, Clarkson Surgery, Trinity Surgery and Terrington St, John's Surgery and there is a free prescription delivery service to most of the PE14 postcode area. The busy pharmacy dispenses c18360 items per month with the dispensary dispensing a further c8500 items per month.

Sitting on the edge of the Cambridgeshire Fens, Upwell is a quaint village in Norfolk with picturesque riverbanks, and has excellent range of housing, schools/education, shops, sporting facilities and other public amenities in the local area.

The Quarter Jack Surgery is located in Wimborne. There were 14,000 patients on the practice list and the majority of patients were of white British background. The registered provider for the practice is The Quarter Jack Surgery and is registered to provide the following regulated activities: • Diagnostic and

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screening procedures • Family planning services • Maternity and midwifery services • Surgical procedures • Treatment of disease, disorder or injury The practice had seven GP partners, four of whom are male and three are female. In addition, there is one salaried GP; one returned to work GP and a registrar. A registrar is a qualified doctor and is gaining experience of working in a GP practice. The practice has three nurse practitioners, who are also prescribers, an emergency care practitioner; and a pharmacist. There are five practice nurses, and two health care assistants; tracker nurse and researcher. The clinical team are supported by a business manager, operational manager and reception manager, and a team of reception and administration staff. The practice offers personal GP lists which means every patient has a named GP that they should be able to see at every appointment. The practice is part of a GP federation, providing shared service

## Upwell Health Centre and Welle Pharmacy philosophy

Centred on the villages of Upwell and Outwell, Upwell Health Centre is a 4 Partner PMS (Personal Medical Services) dispensing, teaching, training and research practice with a growing patient list size which is currently c 11,000. All Partners are also registered as Officers and Owners of Welle Ltd (Pharmacy) which is a Limited company registered at Companies House.

This patient centric practice works through partnership and collaboration with like-minded practices to provide patients with joined-up solutions which meet the needs of their demographics; and is one of six member practices which forms the Fens & Brecks PCN, offering extended services to the combined list of c 37,000 patients, many of which are over the age of 65 and often whole generation families.

Actively involved in teaching, this is a training practice for students of the East of England Deanery, offering training for GP trainees, Physician Associates and Prescribing. The practice is also invested and committed to education and personal development of all of its staff and encouragingly employees at the apprentice entrance stage for some of its non-clinical team member posts. The practice is currently a member of the Norfolk & Waveney Practice Based Commissioning Consortium and is active in the preparation for the concept of GP.

Pharmacy - Registered with the GPhC (General Pharmaceutical Council) the Welle Pharmacy is a hybrid NHS community pharmacy and dispensary, offering the new medicine service, blood pressure checks and is part of the 111 referral services. The new pharmacy premises which opened in 2018 is next door to the Upwell Health Centre and installed a state-of-the-art Willach Consis E Dispensing robot with loading. This is a Healthy Living pharmacy which strives to be the hub of the community.

Inspected in September 2021, the report issued in November 2021 rated the practice as GOOD across all of the Key Lines of Enquiry (KLOEs) and the review in July 2023 did not prompt further inspection.

The practice is committed to high quality care, with consistently high Quality and Outcomes Framework (QOF) achievement. It continues to aspire to meet the challenges and targets of the NHS and National Standards requirements and is committed to improving working lives.

With shared aspiration and a clear vision to deliver high quality care, the practice has core values which were developed by the whole health care team and is a respected and long-established practice with an excellent reputation for patient care and accessibility.

There is an enviably strong team ethos within the practice which is described supportive, approachable, caring, inspired and highly motivated. Outside of patient times, the partners have an open-door policy and wellbeing and mental health support are very important for their team members. This is demonstrated by closing the practice each day from 1pm – 2pm, to ensure that all team members get a lunch break; also monthly for a ½ day closure for clinical governance and team building.



The majority of the current doctors at Upwell Health Centre undertook their training at the practice before becoming Salaried GPs and or Partners and several team members exceed 30 years of service. There is an active Book Club run by one of the partners and regular 'coffee and cake' events.

It is very important to the partners that this ethos is maintained and developed. The partners invest through encouragement and participation in this loyal, kind, warm and friendly team, by providing inclusive support and also social recreation outside of working hours. There is a family feel to the teams within the pharmacy and the practice and they work united to deliver holistic patient care.

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 clinical team, partners and administration teams. The practice is an equal opportunities employer.

There is now a need for a practice business & pharmacy manager to facilitate the smooth running of this patient-centred practice and pharmacy; and to help develop, innovate and lead both of these forward, building on the relationships that already exist between doctors, pharmacists, staff and patients.

The successful candidate will take up post in August 2024.



**Armed Forces veteran  
friendly accredited  
GP practice**

## The Doctors

### 4 GP Partners, Company Directors and Share Holders

**Dr Clare A Blundell** : MB ChB Manchester 1992 DFFP . Dr Blundell has been with the practice since 1997 and is the CQC registered manager.

**Dr Vineet Bhardwaj**: MB BS Agra 1996 MRCGP. Dr Bhardwaj joined the practice in 2010 and is also the Company Secretary of Welle Pharmacy.

**Dr Heidi McDowell**: MB ChB Leeds 2002 MRCGP DRCOG DFSRH. Dr McDowell joined the practice in 2013.

**Dr Kavin Unamboowe**: MD Riga 2005, MRCGP. Du Unamboowe joined the practice in 2013.

### Other team members in the Surgery and the Pharmacy

There are a wide range of 38 clinical and non-clinical roles including:

- Physicians Associate
- Long Term Conditions Specialist Nurse
- 2 Nurse Practitioners
- Nurse Manager
- 2 Practice Nurses
- 2 HCAs (Health Care Assistants)
- Nursing Associate
- Patient Services Manager
- GP Assistant
- Patient Journey Team Members
- Medical Secretaries
- Prescribing Clerks
- Workflow Administrators
- Superintendent Pharmacist
- Pharmacist
- Dispensary/Pharmacy Manager
- Dispensers
- Checking Technicians

- Counter Assistants
- Apprentice Pharmacy Technician
- Medicines Delivery Driver
- Finance Manager
- Operations Assistant
- HR Manager
- Compliance Manager
- Operations Manager
- Business & Pharmacy Manager (vacancy)

### **Attached Staff**

As well as normal general practice **and** practice staff we have visiting mental health practitioners, First contact physiotherapist, social prescriber and clinical pharmacist.

### **Premises**

This is a single-story building owned by the partners, which has been recently extended to accommodate the growth in the patient list size and comprises of;

- 16 consulting rooms
- 3 nurse/treatment rooms
- Admin management office
- Reception team area
- Secretary room
- Managers room
- Staff facilities

There is excellent off road parking

### **Computing and Information Technology**

Embracing Digital Transformation, the practice and pharmacy are paper-light, modern and early adopters of new software. The practice uses the SystmOne and PATCHES clinical computer systems and the pharmacy uses a Willach Consis E dispensing robot with automated loading.

The accounts software utilised for both businesses is QuickBooks and payroll is outsourced to Fairway.



## 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 the practice. In addition, the candidate must have the ability to provide strategic guidance and planning to the partners.

The practice & pharmacy business manager is a key member of the team and will be expected to demonstrate leadership qualities, achieving goals and targets 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.

Working with the Dispensary/Pharmacy Manager and the Superintendent Pharmacist, the successful candidate will also be responsible for the managerial support required to ensure the Pharmacy continues to develop its efficiency and effectiveness as an independent organisation and Limited Company.

Medical practice management has grown in importance and complexity over the last few 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 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, 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 and wider team are kept fully informed of local and national proposals and initiatives, presented clearly and concisely to enable them to make informed decisions.

The strategic 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, pharmacy and their 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 negotiating skills and flexibility to meet emerging needs will be paramount.

It is expected that the successful candidate will be very comfortable thinking strategically, exploring new ways of working, suggesting options for change and working with the partners to implement these and manage them accordingly.

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

An understanding of current NHS initiatives will be helpful; however, the NHS is changing substantially and rapidly and the introduction of new ideas and methods from outside the NHS presents an attractive proposition to the partnership.

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

References will be requested along with an enhanced DBS check.

## Key Requirements

You will provide clear and positive leadership and vision to the strategic management of the practice and pharmacy and will be expected to constantly review and recommend strategies for development and effectiveness. On an operational level you will be responsible for the overall business efficiency, the maintenance of the existing team spirit, and the provision of a communication link to third parties. This includes representation of the practice and pharmacy as required.

## Key qualities

- Ability to think strategically and translate strategy into implementation
- Excellent organisational skills with the ability to manage time effectively to meet deadlines
- Ability to manage a team effectively, managing performance issues and delivering required outputs.
- Ability to support and guide the team through decision-making processes.
- An analytical mind and outstanding presentation and problem-solving skills
- Ability to work independently and use initiative
- Ability to communicate clearly and effectively (both verbal and written) with a wide range of individuals
- Ability to manage change through motivation and leadership
- Robust finance and business skills to maintain and improve the profitability of the business
- A conscientious approach and commitment to working in an adaptable and flexible manner (evening meetings)
- Ability to work calmly and effectively and deal with multiple demands
- Ability to maintain strict levels of confidentiality and to treat staff, the management team and the partners with sensitivity and respect
- Ability to work positively as a member and leader of a busy management team and to develop a positive culture
- Ability to influence others positively, negotiate constructively and resolve conflict successfully
- Able to build and sustain networks and partnerships
- Ability to work on multiple projects at once, maintaining focus and quality
- Implementation and co-ordination of processes to ensure that the practice's objectives are met
- Ability to identify threats and opportunities and to manage change
- Lead and chair meetings associated with the post
- Develop and co-ordinate systems to improve the efficiency and effectiveness of the practice and the pharmacy
- Ability to self-motivate, prioritise, organise and/or delegate workload
- Good IT knowledge and experience
- Ensure practice policy and standards compliance in relation to CQC and GDPR
- The ability to enjoy diversity and sometimes, the unexpected

## Key responsibilities

### Finance

Working with the lead partner for finance and the Finance Manager; responsible for the finances of the practice and the pharmacy

- Ensuring the organisational requirements of the practice contracts with NHSE are fully met and complied with
- Supporting the partners to develop and implement processes to achieve clinical targets of QOF and enhanced services
- Directly contributing to profit improvement by exploring areas for increasing income and reducing costs.
- Analysing data relating to clinical commissioning as appropriate and contributing to planning and organisation, both at the practice and clinical commissioning level
- Development and control practice and pharmacy budgets and financial systems
- Preparation of financial budgets and cash-flow forecasts
- Liaising with accountant, bank and business insurance companies as appropriate or as directed by the partners
- Overseeing the administration of the NHS Pension and Stakeholder Pension Schemes
- Liaising with the ICS and payment agencies regarding queries with payments relating to the contract, e.g. enhanced services.
- Managing the partners' drawings in consultation with the accountant

### Strategic Planning

- Keep abreast of current affairs and identify potential opportunities and threats
- Assess and evaluate accommodation requirements and manage development and expansion opportunities if appropriate
- Implement and update the Practice and Pharmacy Development Plans, overseeing 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 local community, the PCN and education bodies
- Formulate objectives and research and develop ideas for future practice and pharmacy development
- To represent the practice at PCN, locality and ICS meetings
- To make recommendations to the partners for practice and pharmacy development with regard to enhancing patient services and potential sources of income

### Human Resources

Overall responsibility for all aspects of HR, including;



- 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 the partners take any legal advice necessary
- Be aware of current employment legislation
- To develop and maintain good employee/employer relationships
- To ensure that members of the existing staff team are aware of any changes that occur in the practice and the pharmacy
- To maintain good communication at all times with the practice and pharmacy teams
- 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, 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 attached staff as and when necessary and arrange/attend regular meetings with partners and attached staff to discuss all issues around patient care
- To ensure that suitable facilities are available to enable all staff to work within the practice and the pharmacy
- Be responsible for the health and safety policy and its implementation
- Facilitate the development of a multi-disciplinary effective primary health care team
- Ensure regulated and revalidation compliance for all clinical team members in the practice and the pharmacy

### **Information Technology**

- Ensure the update and compliance 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

### **Patient Services**

- Ensure that the Practice complies with NHS contractual obligations in relation to patient care
- Ensure the Pharmacy complies with the GPhC licence and obligations
- 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
- Manage the significant events system
- Maintain the Patient Participation Group (PPG)

## Premises and Equipment

- Responsible for the management of the buildings
- Represent the practice to negotiate contracts and their renewals
- Liaise with NHSE in notional reviews
- Ensure property owned by the partners is safe, effective and fit for purpose
- Responsible for planning and premises expansion projects

## CQC

- Oversee and maintain compliance with CQC (Care Quality Commissioner) regulations
- Responsibility for ensuring adequate preparation for CQC inspections and evidence reviews.

## GPhC

Working with the Superintendent Pharmacist to:

- Oversee and maintain compliance with GPhC (General Pharmaceutical Council) regulations and ensure that the pharmacy meets the essential standards
- Responsibility for preparation for GPhC inspections

## Risk Management

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

## Communication

- Ensure compliance with the latest NHS recommendations
- Understand the practice and pharmacy communication systems
- Build/maintain good working relationships with the NHSE, ICS, hospitals, community agencies, LMC (Local medical Committee) other GP practices, the PCN, pharmacists, education bodies, voluntary and private organisations
- Represent the practice and pharmacy (if appropriate) at meetings and seminars
- Assist and support the partners corporately and at individual level to fulfil the requirements of re-validation
- 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

### **Confidentiality**

- In the course of seeking treatment, patients entrust us with, or allow us to gather, sensitive information in relation to their health and other matters. They do so in confidence and have the right to expect that staff will respect their privacy and act appropriately.
- In the performance of the duties outlined in this Job Description, the post holder will have access to confidential information relating to patients and their carers, practice staff and other healthcare workers. They will have access to information relating to the practice as a business organisation. All such information from any source is to be regarded as strictly confidential.
- Information relating to patients, carers, colleagues, other healthcare workers or the business of the practice may only be divulged to authorised persons in accordance with the practice policies and procedures relating to confidentiality and the protection of personal and sensitive data.

### **Miscellaneous**

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

## Person Specification – Practice & Pharmacy Business Manager

	Necessary	Desirable
Academic/ Vocational Qualifications	<ul style="list-style-type: none"> <li>Evidence of a sound education to degree level or equivalent</li> <li>Evidence of a commitment to continuing professional development</li> </ul>	<ul style="list-style-type: none"> <li>Relevant Business, Finance or Leadership/Management qualification</li> <li>Member of a relevant professional body</li> </ul>
Experience	<ul style="list-style-type: none"> <li>5 years' experience of successfully leading and managing teams</li> <li>HR, Employment Law, and safe recruitment</li> <li>Working in an IT led environment</li> <li>Financial management experience of small company accounts</li> <li>5 years' experience as a business/senior manager, with knowledge of contract management and small business accounts</li> <li>Change management and a driver of change</li> <li>Risk assessment and risk management experience</li> <li>Experience/knowledge of corporate law</li> </ul>	<ul style="list-style-type: none"> <li>Management experience in the NHS or in primary care</li> <li>Experience of strategic business planning</li> <li>Experience of working with regulatory bodies and preparing for inspections</li> </ul>
Skills	<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, nurture and empathise</li> <li>Delegation and empowerment of staff</li> <li>Appropriate IT skills and computer literacy</li> <li>Leadership skills, including excellent people management skills</li> <li>Strategic management to run a well-organised business</li> <li>Negotiating and managing conflict</li> <li>Able to manage change and cope with pressure</li> <li>Networking and facilitation</li> <li>Motivational with a growth mindset</li> </ul>	<ul style="list-style-type: none"> <li>Project management</li> </ul>
Qualities	<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, with 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>Diplomacy</li> </ul>	<ul style="list-style-type: none"> <li>Good sense of humour</li> </ul>
Other	<ul style="list-style-type: none"> <li>Sufficient English language fluency as required under the Immigration Act 2016</li> <li>Non-smoking environment</li> </ul>	<ul style="list-style-type: none"> <li>The ability &amp; willingness to travel to meetings &amp; courses</li> <li>Ability to attend evening/week-end ad-hoc meetings</li> </ul>

## The Principal Contract Terms

- Annual salary in the range of £50,000-£65,000 pro rata depending on experience
- Hours are negotiable for the right person from 30 - 37.5 hrs per week working over 4 or 5 days
- 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.