



First Practice Management

working together with

Camberwell Green Surgery

London SE5 7AF

www.camberwellgreensurgery.nhs.uk

Contents

Overview	2
Interview Details and Selection Process	3
An Outline Profile of the Practice.....	5
An Outline Profile of the Post.....	11
Person Specification	16
The Principal Contract Terms	17

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

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:

- 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
- Any other experience relevant to this job

Your application for this post must arrive by

Midnight on the 13th October 2024

Interview Details and Selection Process

First interviews will take place remotely via the Zoom platform w/c 28th October 2024.

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.

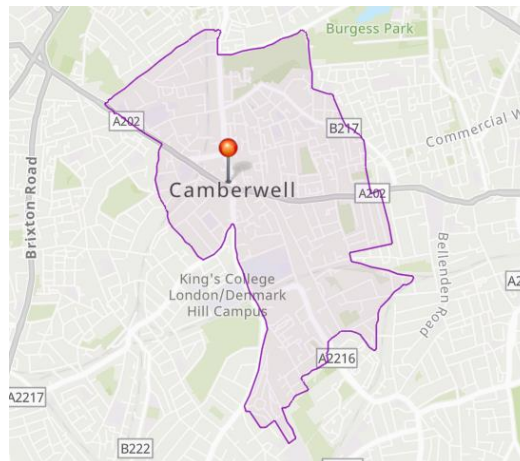
An Outline Profile of the Practice

Location

Camberwell Green Surgery (a.k.a. Dr R.S. Durston and Partners) is a long-established and respected GP training practice, offering patient services from its current location in the stunning Grade II listed building, situated opposite Camberwell Green, at 17 Camberwell Green, Bell Tower, London, SE5 7AF.

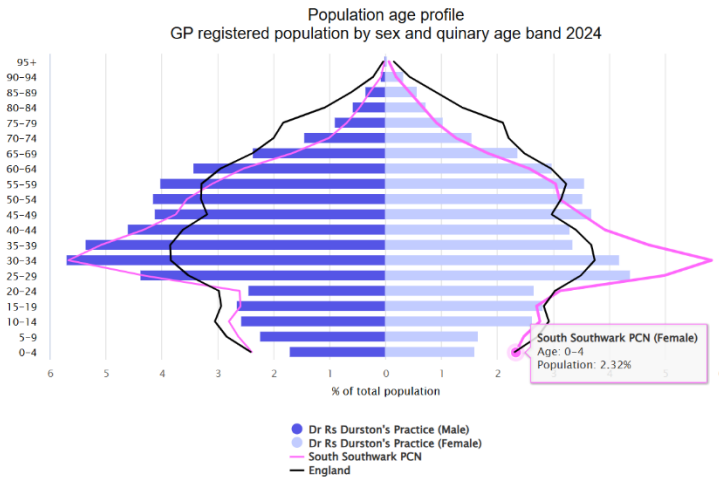


The practice premises are owned by the partners and are in the enviable location directly opposite Camberwell Green itself and in the heart of this multicultural and vibrant part of London City and the Borough of Southwark; making this a very pleasant and desirable place of work.



[Join the Practice - Camberwell Green Surgery](#)

The practice patient boundary can be seen on the map above and also by clicking on the link to the 'Join the Practice' on the website. The population demographics and age profile of the 9000 registered patients is detailed on the dashboard information below which shows a population across all age groups, with many being full families registered at this patient centric practice.



Registered Persons ⓘ

Dr Rs Durston's Practice	8,902
South Southwark PCN	8,453 (average)
ENGLAND	9,803 (average)

G85013 - Dr Rs Durston's Practice

QOF achievement	584.4 (out of 635)
Life expectancy (Male)	79.5 years
Life expectancy (Female)	86.1 years
% having a positive experience of their practice	63.0%

Deprivation ⓘ

Fourth more deprived decile

More deprived Less deprived

Ethnicity Estimate ⓘ

7.5% mixed, 8.1% asian, 33.1% black, 8.0% other non-white ethnic groups

CQC Rating ⓘ

Overall: Good

Inadequate Outstanding

The premises have easy availability for public transport, and are also very close to the A202 and A215 road network, which gives ease of access to all areas of South London, leading to the M25 and the wider Area of London City itself; and the abundance of history and culture within the surrounding areas.

There is an excellent range of housing, schools/education, shops, sporting/leisure facilities and other public amenities in the local area.

Camberwell Green Surgery – philosophy

This is a 3 partner, PMS (Personal Medical Services) training practice provides patient services to a stable list of c.9000 patients, however due to recent changes within the premises, has the capacity to grow into a larger practice. This is a patient centric practice and patient views are important to the partners and very much respected.

The practice has a keen interest in education, working closely with the Kings College London and Guy's and St Thomas' Foundation Trust, to offer training for Junior Doctors and Medical Students at all levels including the clinical roles on the Additional Roles Reimbursement Scheme (ARRS). The practice also believes in a supportive environment for all staff and look to support wider opportunities for self-development.

Falling within the boundary of the South East London Integrated Care Board (ICB), the practice works actively and collaboratively with 17 other practices within the IHL (Improving Health Ltd) GP Federation, supporting the development of the service to meet the needs of patients and practices in South Southwark.

Camberwell Green Surgery is also a member within the South Southwark Primary Care Network (PCN), providing patient services to a combined list of 144,000 patients and is supported by the IHL GP Federation.

The PCN is underpinned by four neighbourhoods and this practice is one of four in Camberwell neighbourhood, for which one of the Partners, Dr Monica Sibal is the Clinical Lead. The new Practice Business Manager will also be expected to take an active role in the PCN.

The GP Federation encourages participation and inclusion with non-clinical team members to ensure support can be given across all areas of a GP practice, which this practice actively supports.

There is an obvious desire within Southwark to ensure there is collaborative working between services users, carers and local communities and Camberwell Green Surgery is one of 35 GP practices within 'Partnership Southwark' who help to improve and transform services; tackle health inequalities and improve the health and wellbeing of the 320,000 Southwark residents.

Local Practice Managers also have access to an active forum with a monthly meeting to share information and ideas. Managers also have excellent strategic support from the IHL team to assist with achieving the practice Key Performance Indicators.

Inspected by the CQC in December 2019, the Practice was rated 'Good' for all Key Lines of Enquiry (KLOEs) in the report issued in February 2020. More recent reviews have not prompted further inspection.

Committed to high quality care, the practice has consistently very high Quality and Outcomes Framework (QOF) achievements and the practice continues to aspire to meet the challenges and targets of the NHS and National Standards requirements.

The population socioeconomic demography is predominantly young professionals and families and the practice has a clear vision to deliver high quality care, with core values which were developed by the whole health 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 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 good team ethos within the practice described as supportive, caring 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 take overall operational management to lead the practice forward.

This is an equal opportunities employer.

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

The Doctors

There are three partners and two salaried GPs

The Partners

Dr Tariq Khalil: (Karachi 1999) MBBS MSc MRCGP DFFP DCH DRCOG

Dr Khalil joined the practice in 2006, becoming a partner in 2007. He is the Senior Partner and has interests in all areas of general practice.

Dr Tanvir Mustafa: (London 2005) MBBS BSc MRCGP

Dr Mustafa joined the practice in 2021, becoming a partner in 2022. He has interests in all areas of general practice. He is also the Southwark Hep C Elimination GP Champion.

Dr Monica Sibal: (London 2001) MBBS BSc (Hon) MRCGP DRCOG DFFP

Dr Sibal joined the practice as a Salaried GP in 2023, becoming a partner in 2024. She is a Clinical Director for the PCN. She also has a special interest in training and teaching, as well as Women's Health and Baby Checks.

Salaried GPs

Dr Amy Kendrick

Dr Katie Thakuri

Locum GPs

Dr Wilson Chan

Dr Helen Cotton : Dr Cotton was previously a partner at the surgery. She has retired from the partnership but still offers regular locum sessions.

Services provided

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

- Adult and Child Immunisations
- Diabetic Checks
- Dressings
- Phlebotomy
- Smear Tests
- Smoking Cessation
- Contraceptive Injections

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- Child and Adult Vaccinations
- Asthma checks
- COPD reviews
- NHS Health Checks
- Flu injections
- Children's Health Checks
- **Non-NHS Services**

Staff

The practice has a team of 22 health care professionals and administration support who are all practice employed.

Clinical staff

1 Practice Nurse with a special interest in diabetes

1 General Practice Nurse

1 HCA (Healthcare Assistant) who is very experienced in chronic disease reviews

1 Advanced Nurse Practitioner (locum)

Practice staff

1 Practice Manager (Vacancy)

1 Operations manager

12 Reception and Administration Team members

Attached Services/Staff

Health Visitor

Midwife

Psychological services

PCN – ARRS Team members

Dedicated practice Social Prescriber

A Mental Health Care Practitioner who works in the practice

A Paramedic who also conducts routine home visits for housebound patients

2 dedicated Pharmacists - we have 2 practice pharmacists who work in the surgery

A dedicated practice Health and Well-being coach

Access to First contact physiotherapists

Care coordinator

Premises

Camberwell Green Surgery practice premises is a Grade II listed building providing patient and administration services over 5 floors, which are served by a recently refurbished lift. There are 16 consulting/treatment rooms, a meeting room, practice manager office, admin office, reception area, waiting room and staff facilities.

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.

There is a requirement to adopt and install new financial software and payroll is currently outsourced to the accountants.

Outline profile of the post

The Practice Business 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 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, 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, 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 negotiating skills and flexibility to meet emerging needs 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.

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 practice needs.

There will be a suitable period of handover period with the outgoing manager.

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

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

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- 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 the Partners to;

- Keep abreast of current affairs and identify potential opportunities and threats
- Assess and evaluate accommodation requirements and manage development and opportunities if appropriate
- 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, federation, 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

- 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

- 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

- 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 Patient Participation Group

CQC

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

Training & Education

Working with the Partners, GP Trainer to achieve the following;

- To participate and/or assist in the training of all administrative staff
- To maintain a training on-line tool for staff and update staff requirements.
- To undertake the booking of training events for clinical staff as required.
- To organise in-house training when required.
- To maximise training grants available.
- To write bids for training opportunity funding as required.

- To provide a robust induction for students and training GPs in the practice, explaining the areas of confidentiality, health and safety and procedures and policies to the students and trainees
- To invoice claims for student work.
- To participate in any training programme implemented by the practices as part of this employment.
- To personally undertake in mandatory training.
- To mentor staff in their specific roles.

Premises and Equipment

- Manage all aspects of practice premises
- 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, hospitals, community agencies, other GP practices, PCN, pharmacists, 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

Other

- This is not an exhaustive list and may be changed in light of ever-changing service need and national and local policy. Therefore, the job description will encompass any other duties deemed appropriate for the post holder within the scope of the post as determined by the partners.
- Work with and support the PCN manager to ensure healthcare is maximised and undertake supporting PCN managerial duties as required
- Any changes would be discussed fully with the post-holder

Practice Business Manager - Person Specification		
	Necessary	Desirable
Academic/ Vocational Quali- fications	<ul style="list-style-type: none"> • Evidence of a sound education to A level standard or equivalent • Evidence of a commitment to continuing professional develop-ment 	<ul style="list-style-type: none"> • Degree level certification • Relevant management, HR/CIPD or fi-nance qualification
Experience	<ul style="list-style-type: none"> • 5 years' experience and success of communicating with and man-aging people • Experience of working in teams; able to promote teamwork and employee satisfaction • Working in a computer environment • Financial management experience including understanding of spread sheets and financial software • Experience as a business manager, with knowledge of employ-ment law and small business accounts 	<ul style="list-style-type: none"> • Management experience in the NHS or in practice management • Experience of strategic business plan-ning • 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 and empathise • Delegation and empowerment of staff • Appropriate IT skills • Leadership skills, including excellent people management skills • Good time management • Excellent networking skills • Customer service and complaints resolution • Negotiating and managing conflict • Able to manage change and cope with pressure • Networking and facilitation • Motivational 	<ul style="list-style-type: none"> • Project management • Change management
Qualities	<ul style="list-style-type: none"> • Personable and approachable • Self-motivated and confident – able to work with minimal direc-tion • Adaptable and innovative • Enthusiasm, with energy and drive • Gains respect by example, fairness. Integrity & leadership • Trustworthy, honest, 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 • Ability to manage conflict • Diplomacy in general 	<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 Immi-gration Act 2016 	<ul style="list-style-type: none"> • The ability & willingness to travel to meetings & courses

The Principal Contract Terms

- An annual salary of £45,000- £55,000 depending upon experience.
- Based on full time working hours of 37.5 per week
- Annual Leave entitlement will be 25 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 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.