



First Practice Management

working together with

Richmond Medical Centre

Sheffield S13 8NA

www.richmondmedicalcentre.co.uk

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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

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 post

**Your application for this post must arrive by
Midnight on Sunday 9th March 2025**

Interview Details and Selection Process

Interviews will take place on the 26th and 27th of March 2025.

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

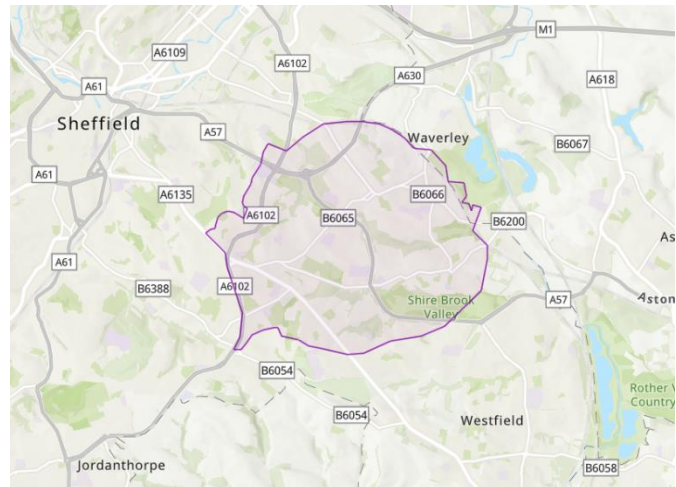
Richmond Medical Centre is a long-established and respected medical practice, offering patient services from its current premises at 462 Richmond Road, Sheffield, S13 8NA since 1993.



The premises which are modern and purpose built are owned by the partners and have been extended three times to support the significant increase in the list size, improvements made possible by successful grant applications.

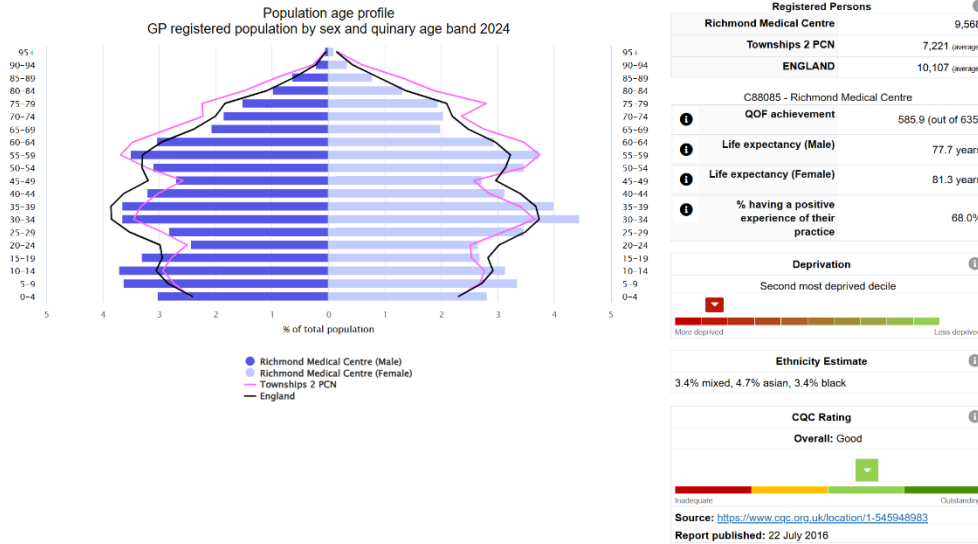
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The practice patient boundary can be seen on the map and also by clicking on the link to the 'Register with our Practice' on the website. The practice falls within the boundary of South Yorkshire ICB (Integrated Care Board) and has a patient boundary which covers Handsworth, Woodhouse, Intake, Manor Top and Waverley Estate.



The population demographics and age profile of the c.9500 registered patients are 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.

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The practice premises are to the South East of the City of Sheffield, close to Richmond Park and have easy links to the road network of the A6135, A6102 and the A57, leading to the M1 motorway.

Described as the greenest city in Europe and located in South Yorkshire, Sheffield is a metropolitan city, close to the eastern foothills of the Pennines, with a third of the city lying within the Peak District National Park. Areas of Sheffield are within green belt regions that extend to wider counties with an aim to reduce urban sprawl and encourage recreation and leisure interests.

This is a University City with an abundance of heritage and culture, and a wealth of archaeological, sporting and industrial history. On the Trans Pennine Trail, there are many cycle routes along paths and in woods surrounding the city, and an increasing number of cycle lanes in the city itself.

There is ease of access to public transport and Chesterfield, Derby, Manchester, Nottingham and Leeds are within short driving distance.

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

Richmond Medical Practice – philosophy

This is a 4 partner, PMS (Personal Medical Services) teaching and training practice with a list size of c. 9,500, which is growing by reputation.

Working with the vocational training scheme and the Foundation Programme, the practice gives training to F2 doctors and GP Registrars. Two of the current partners trained and became salaried GPs at the practice before becoming partners.

The practice was awarded the RCGP Practice of the Year Award for South Yorkshire and North Trent in 2018 and is an advocate of Green Impact for Health, focusing on green issues, with Dr Honey Smith sitting as Chair of Greener Practice. Solar panels can be seen on the roof of the practice, there is a staff garden area and apple trees have been planted within the practice grounds.

Working collaboratively, the practice is a one of 5 practices which form the Townships 2 PCN (Primary Care Network) to provide extended services to a combined list of 34,482 patients.

The practice is registered with the Care Quality Commission (CQC). Inspected in 2016, the report issued in June 2016 graded the Practice as 'Good' in all areas. The CQC report for the practice can be seen on the following link. <https://www.cqc.org.uk/location/1-545948983>.

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.

The Partners value the weekly doctor meeting which is a key opportunity to prioritise team working including the discussion of challenging cases and the promotion of professional development and accountability. This is supplemented by a monthly whole practice meeting including a regular interactive team development feature.

There is an enviably strong team ethos within the practice which is described as caring, innovative and highly motivated. It is very important to the partners that this 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 recreation outside of working hours. The Partners enjoy hosting a Summer and Christmas Social and these events are well attended by those from the full spectrum of the whole team. The Partners are pleased to have returned to doing this in person after hosting remote events during the Pandemic.

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 manager to facilitate the smooth running of this patient-centred practice and to help develop, innovate and lead the practice forward, building on the relationships that already exist between doctors, staff and patients.

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

The Doctors

There are four partners and six salaried GPs

Partners

Dr Rob Liley: MBChB, MRCP (qualified Sheffield 1999)

Dr Liley joined the practice in 2007 and has special interests in Diabetes, Men's Health, Medically Unexplained presentations and community partnerships. He takes a lead on F2 training. Dr Liley is also the Caldicott guardian for the practice.

Dr Chris Maden: MBChB, MRCP, MRCP (qualified Leeds 2001)

Dr Maden was a GP registrar at the practice and joined as a salaried GP in 2008. He has an interest in musculoskeletal medicine (joint injections), dermatology / minor surgery and runs the vasectomy service via Primary Care Sheffield Limited. He is also the practice Locality representative and QOF lead for the practice. He started as a GP trainer in August 2021.

Dr Phillipa Rutter: MB BS, MRCP (qualified London 1998.)

Dr Rutter joined as a partner in 2013. She has a special interest in Psychiatric and Gynaecological Health. She is the prescribing and adult safeguarding lead and started as a GP trainer in 2021.

Dr Thomas Cannon: MBChB (Hons), MRCS, MRCP (qualified Manchester 2008)

Dr Cannon remained at Richmond Medical Centre as a salaried GP after completing his GP training in 2017 and became a partner in April 2021. He has an interest in musculoskeletal medicine and is the child safeguarding lead for the practice.

Salaried GPs

Dr Hisham Mohammed (m) MBBS (2010) MRCGP (2021)

Dr Mohammed qualified as a doctor in 2010. He completed his GP training in Sheffield in 2021. He has remained at Richmond Medical Centre after completing his GP training here and has additional time within his role at the practice to develop IT functionality to optimise clinical care. He is also able to consult in Arabic.

Dr Iolanthe Fowler (f) MB ChB, MRCGP (exam), Cert Med Ed (Dundee 2010)

Dr Fowler qualified for Leicester University in 1995. Her special interests are in Medical Education, patient safety, dermatology and minor operations. She holds a city-wide role as Clinical Director for Integrated Care and thus allows us a key link with newly emerging clinical pathways.

Dr Honey Smith (f) MB ChB, MRCGP

Dr Honey Smith qualified from Nottingham in 1988. She has a special interest in contraception and sexual health, and is involved in medical undergraduate education.

Dr Pippa Burch (f) MBChB, GP, MRCGP, DFSRH Sexual health and Family planning Diploma

Dr Burch qualified from the University of Sheffield in 2011. She has remained at Richmond Medical Centre after completing her GP training here. She has an interest in mental health and is currently training to deliver contraceptive services in the practice.

Dr Steven Wiggill (m) MBBCh, MRCGP, Diploma in Child Health

Dr Wiggill graduated from Cardiff Medical School in 2016 and then completed his GP training in Sheffield in 2023. He has an interest in Paediatrics and Emergency Medicine and also spent some of his training here at RMC.

Dr Nina Kavanagh (f) MBChB Hons in 2010, DRCO gynaecology diploma

Dr Kavanagh joined from the University of Birmingham, shortly after she completed her GP training in Sheffield, and joined Richmond in 2020. She is also able to consult in Russian.

Services provided

Richmond Medical Centre offers a range of different services including:

- Contraception including coil fits
- Hypertension
- Coronary Heart Disease
- Heart Disease Prevention
- Dietary Advice
- Ear checks and Syringing
- Asthma/ Chronic Obstructive Pulmonary Disease (COPD)
- Diabetes
- Baby Immunisations
- Joint and Soft Tissue Injections

As well as regular services, the practice offers and hosts a wide variety of additional services, including:

- Physiotherapy
- Minor Surgery Service
- Community Midwife
- Occupational health Clinic

Staff

The practice has a team of 24 health care professionals and administration support who are all practice employed.

Practice staff

1 Practice Business Manager

1 Operations Manager

8 Receptionists

1 Medical Secretary

Clinical staff

4 Practice Nurses

3 HCAs

Staff associated to the Primary Care Network

Clinical Pharmacists

Pharmacy Technicians

First Contact Physio Practitioner

Social Prescribers

Occupational Therapist

Visiting Paramedic

Attached Staff

District nurses

Health visitors

Community Midwife

Premises

There are 15 consultation rooms, 1 reception/waiting room area, 1 minor surgery suite, 1st floor administration offices and a practice manager's office. There are also staff facilities which include a kitchen, staff room and private garden area.

Computing and Information Technology

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

The practice uses the SystmOne and AccuRx clinical systems, IRIS software for accountancy, and payroll is outsourced. The Partners would welcome the opportunity to develop the finance and payroll options.

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 successful applicant will have the full support of the Operations Manager, who has been responsible for developing and managing a highly successful administrative team; and leads on most areas requiring attention in the day to day running of the practice.

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.
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,

- 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 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 ICB 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 Development Plan, 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 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

With appropriate delegation, take 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
- 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, 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
- 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

Information Technology

With appropriate delegation, take overall responsibility to;

- 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

Overall responsibility

- Ensure that the Practice complies with NHS contractual obligations in relation to patient care
- Maintain registration policies and monitor patient turnover and capitation
- Oversee and manage effective appointment systems
- Routinely monitor and assess practice performance against patient access and demand targets
- Manage the complaints management system
- Manage the significant events system
- Maintain the Patient Participation Group (PPG)

Premises and Equipment

Overall responsibility

- Responsible for the management of the building
- 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

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Working with the CQC registered manager to

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

Risk Management

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

- Monitoring relevant legal, statutory, and contractual requirements and their implications for the practice, including the consequences of non-compliance.
- Monitoring of work areas and practices to ensure they are safe and free from hazard and that they conform to health and safety legislation.
- Ensure that the practice's IT resources are maintained to protect the integrity of patient's records and compliance with the Data Protection Act.
- Ensure that effective safeguards are in place to prevent any type of fraud.
- Compliance with professional and legal requirements and guidelines.
- Delivery of appropriate education and training in health and safety.
- Ensure the practice complies fully with all GDPR regulations.

Training and Development

The post holder will be expected to engage in appropriate personal development opportunities.

Communication

- Ensure compliance with the latest NHS recommendations
- Understand the practice communication system
- Build/maintain good working relationships with the NHSE, ICB, hospitals, community agencies, LMC (Local medical Committee) other GP practices, the 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
- 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 Business Manager

	Necessary	Desirable
Academic/ Vocational Qualifications	<ul style="list-style-type: none"> Evidence of a sound education to degree level or equivalent Evidence of a commitment to continuing professional development 	<ul style="list-style-type: none"> Relevant Business, Finance or Leadership/Management qualification Member of a relevant professional body
Experience	<ul style="list-style-type: none"> 5 years' experience of successfully leading and managing teams HR, Employment Law, and safe recruitment Working in an IT led environment Financial management experience of small company accounts 5 years' experience as a business/senior manager, with knowledge of contract management and small business accounts Change management and a driver of change Risk assessment and risk management experience Management experience in the NHS or in Primary care 	<ul style="list-style-type: none"> 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 interpersonal 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 Strategic management skills to run a well-organised business Negotiating and managing conflict Able to manage change and cope with pressure Networking and facilitation Motivational with a growth mindset 	<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 direction Adaptable and innovative Enthusiasm, with energy and drive Gains respect by example, with 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 Diplomacy 	<ul style="list-style-type: none"> Good sense of humour
Other	<ul style="list-style-type: none"> Sufficient English language fluency as required under the Immigration Act 2016 Nonsmoking premises 	<ul style="list-style-type: none"> The ability & willingness to travel to meetings & courses Ability to attend evening/weekend ad-hoc meetings

The Principal Contract Terms

- An annual salary of £45,000- £55,000 (pro-rata) depending upon experience.
- Working hours 30 – 35 per week (negotiable for the right person)
- 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.