



71-75 Shelton Street, London, WC2H 9JQ | [www.generalpracticesolutions.net](http://www.generalpracticesolutions.net)  
020 8865 1942 | [enquiries@generalpracticesolutions.net](mailto:enquiries@generalpracticesolutions.net)



Proudly supporting

**Dr Killy & Partners**

The Witham Health Centre, 4 Mayland Road, Witham, Essex, CM8 2UX  
Tel: 01376 337272

# CONTENTS

Thank you for your interest in this vacancy.

The information given on the following pages outlines details of the vacancy and the interview process. We have included a detailed profile of the practice for your perusal.

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## OVERVIEW

Due to pastures new after five years' service, Witham Health Centre (WHC) seeks a new Practice Manager to join their loyal and progressive team.

This post provides an opportunity for a suitably qualified senior manager with the relevant knowledge and skills to undertake a central role in this joyful and very well-established medical practice.

After reading the enclosed information, should you have any further queries relating to the position or the practice, then please contact General Practice Solutions (GPS) on 020 8865 2942 and quote reference number GPSP112.

Please note previous NHS management experience is **desirable** but not essential.

Should you wish to apply, please complete the application form electronically and email it back to [enquiries@generalpracticesolutions.net](mailto:enquiries@generalpracticesolutions.net). Please be advised an application form is accessible on the final page of this pack.

It is also a mandatory requirement to simultaneously email us a covering letter to support your application form. This letter should be a Word document of ideally no more than two pages of A4.

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

- Business planning and strategy.
- Change Management and Quality Improvement.
- Knowledge and application of IT systems.
- Health and safety and risk management.
- Leadership, HR and Employment Law.
- Any other experience relevant to this post.

Applications must be received by 23.59 on the 27<sup>th</sup> October 2023

We may expedite applications ahead of the closing time / date for those considered the most suitable candidates.

# INTERVIEW DETAILS AND SELECTION PROCESS

First interviews will take place remotely by Microsoft Teams on **1<sup>st</sup> November 2023**

If you are shortlisted for a second interview, this will be at the practice premises, and you will have the opportunity to have a look around the surgery.

You will be informed by email whether you have been short listed to attend for interview.

GPS is acting on behalf of WHC to assist them in the recruitment process. However, GPS is not involved in the final decision-making process in terms of interview selection or appointment, and this is the responsibility of the recruiting practice. However, GPS affiliates may provide the recruiting practice with their thoughts on potential candidates should they seek our expert opinion.

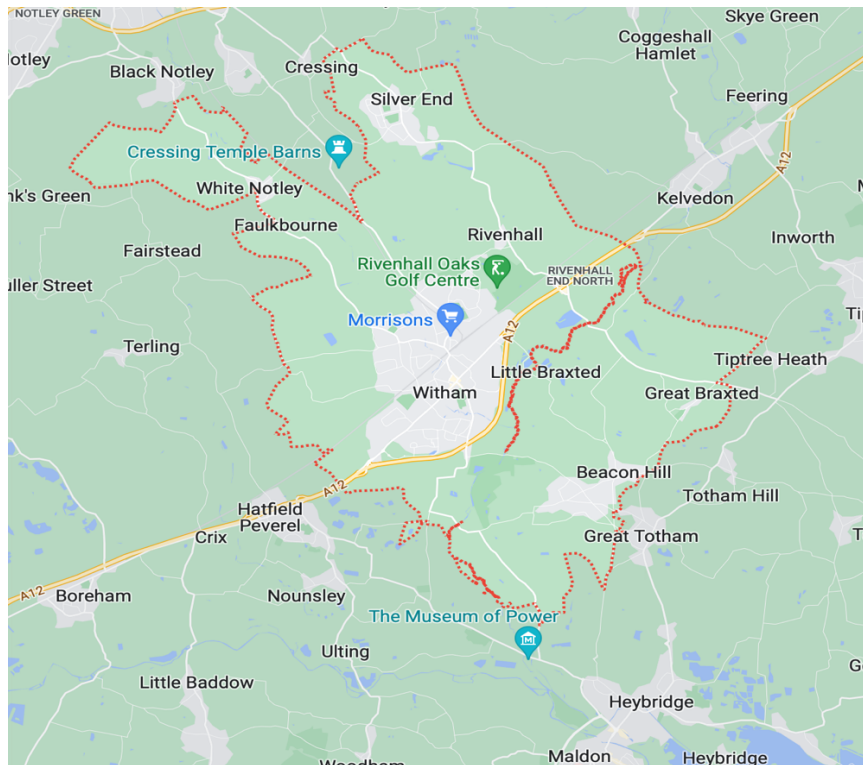
We regret to advise that neither GPS nor the practice, are unable to feedback for applicants who have not been short listed for interview.

# PRACTICE PROFILE

WHC is a respected GP surgery offering patient services from its NHS Property Services purpose-built healthcare premises at WHC, 4 Mayland Road, Witham, Essex, CM8 2UX.



The practice falls within Mid and South Essex Integrated Care System (ICS), and offers patient services to those living within the practice catchment area which is the CM8 postcode.



WHC is in the town of Witham in the county of Essex in the east of England with a population (2011 census) of 25,353. Witham stands between the city of Chelmsford (eight miles to the south-west) and the city of Colchester (Thirteen miles to the north-east). It has good motorway links and rail services. These transport links offer quick connections to a wealth of historic attractions within London and Chelmsford.

The practice population is predominantly mixed with a slight variation towards the retired demographic and the socioeconomic status is middle class.

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

## PRACTICE PHILOSOPHY

WHC is a one partner General Medical Service (GMS) and forward-thinking NHS GP practice, which is very well established and respected, and continues to explore and deliver comprehensive integrated healthcare.

The practice has a stable list of circa 6,500 patients which includes a high number of non-working / retired patients. All registered patients have a named GP to ensure continuity of care.

The Principal GP teaches undergraduates at Imperial college and Barts, and in the final stages of being awarded the title of a training practice for FY2s, ST1s, ST2s and ST3s.

WHC works collaboratively with neighbouring practices and is one of the five member practices that form Witham and Maldon Primary Care Network (PCN). The PCN supports GP practices to develop a more sustainable approach to the delivery of primary care to a combined list of 37,000 patients and this includes sharing resources and the development of local provider partnerships with health, voluntary and social care partners.

The practice is an innovative and early adopter of local initiatives; and provides the delivery of GP services for patients with complex needs. The exciting, vibrant, and dynamic communities makes WHC a rewarding and exhilarating place to work and live.

Inspected by the Care Quality Commission (CQC) in September 2021, the Practice was rated as Good.

Committed to high quality care, the practice consistently performs highly on Quality and Outcomes Framework (QOF) achievement and meets the challenges and targets of the NHS and National requirements.

The practice has a clear vision to deliver high quality care, with core values which were developed by the whole health care team. The principal GP is responsible for all aspects of General Practice, ensuring good communication, compassion, and continuity of care. The practice aim is to provide patients with excellent, patient centered health care and encourage patients to be fully involved with the professionals in planning and maintaining their own health and well-being.

The practice places a high value in the contribution that patients make to improving services offered and the members of the Patient Participation Group (PPG) are instrumental for positive change management.

WHC has a collegiate leadership approach and are committed to personal development for all staff and have a good and supportive team ethos. There is a passion for the diversity of education for both clinical and non-clinical team members.

Teamwork and collaboration are core values of the practice, and the atmosphere is described as friendly, welcoming, supportive, cohesive, and rewarding with a family feel within the team.

Happiness in the working day is important, along with a good work/home-life balance and social activities among the team is strongly encouraged. Whilst being clinically driven, the practice performs

well financially and presents as a strongly democratic, happy, and balanced team with a very good communication structure between the clinical team and administration teams.

The practice frequently holds staff events, with the most recent being a garden party at the Principal GPs home where staff were treated to a band, entertainment, food, and drinks. The Principal GP also places a strong emphasis on staff well-being and will regularly take staff for lunch on an individual basis to discuss topics of not only a professional nature, but personal too.

Staff are also treated to annual Christmas outings, a Christmas bonus, and regular catered lunches. Notably, when a GPS Associate met with the Principal GP, she provided several examples of remarkable acts of kindness offered to her team. One of our own Associates describes the Principal GP as 'wonderful, caring and vibrant'.

Staff development is also a key ethos, and this is reflected in a high level of loyalty and retention between staff and the GP Principal. Recent examples of staff development includes financial and professional support to enable one of the nursing team to undertake an Independent Prescribing course and the development of an administrative staff member into a highly proficient and skilled Healthcare Assistant.

The practice is an equal opportunities employer. There is now a need for an enthusiastic Practice Manager with demonstrable leadership experience, to facilitate the smooth running of this patient centered practice and to help to support, innovate and lead the practice forward, building on and developing the relationships that already exist between doctors, staff, patients and third parties.

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

## THE PRINCIPAL GP

### Dr V Killy



Dr V Killy qualified in July 2005 and has been the principal GP at WHC for three years. Until April 2023, she was a Clinical Director for Witham and Maldon PCN and remains to be a board member for the Local Medical Committee (LMC) where she enjoys supporting constituent practice on varying issues they may encounter.

Dr Killy enjoys spending time with family, friends, and is a proud mother of two children. Other recreational activities include cooking, gardening, and travelling. She would love a little dog but is unable to commit due to her already, more than busy lifestyle.

Dr Killy plays a big part in the community is an Expert Advisor for International British Academy of Sport and Education alongside being a member of the United Kingdom Telugu Association.

Colleagues, peers, and her team consider her an inspirational and strong leader who always has times for others.

## SALARIED GPs

One General Practitioner works four sessions per week.  
One General Practitioner works six sessions per week,

## PRACTICE STAFF

One WTE Advanced Nurse Practitioner  
One WTE Practice Nurse  
One WTE Practice Manager (Vacant)  
One WTE Healthcare Assistant  
One Reception Manager  
One Senior Receptionist  
One GP Assistant  
One Senior Administrator  
Three Patient Service Advisors

## PCN STAFF

The PCN has a team of some 20 health care professionals and administration support who are all employed. These include:

One Clinical Director  
One PCN Manager  
One PCN Administrator  
One Social Prescriber  
One First Contact Physiotherapist  
Three Care Co-ordinators  
Five Clinical Pharmacists

## SERVICES PROVIDED

The practice provides holistic health care to all its patients, including preventative care, mental health care and disease management.

In addition, there are the following specific services:

- Asthma Care.
- Cervical Screening.
- Childhood Immunisation.
- Contraceptive Advice.
- Diabetic Care.
- Health Needs relating to ethnicity.
- Healthcare Assistants Clinics.
- Hypertension Appointments.
- NHS Health Checks.
- Sexual Health Clinic / Family Planning.
- Self – Help Facilitator.
- Social Prescribing.

## INFORMATION TECHNOLOGY

Embracing Digital Transformation, the Practice is paper-less, modern and uses the SystemOne, AccuRx and patches clinical systems. The Practice Manager also uses Ardens, Zero Accounting, Aristotle, the NHS pensions portal, PCSE and CQRS.

The COVID-19 pandemic has driven the Practice to explore and engage further with different methods, utilising technology more effectively to deliver patient services and engage in different ways with its team and welcomes further innovation and development.



## OUTLINE 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.

Accountable to the Principal GP, the post is responsible for the salaried workforce, either through the line managers or directly; this includes managing leave and rotas, dispute resolution, and performance management.

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 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 Principal GP 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 Principal GP and wider team are kept fully informed of local and national proposals and initiatives. These need to be presented clearly and concisely to enable 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 operational activities.

The successful candidate must be able to help initiate, develop and articulate the visions of the Principal GP 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 could present as an attractive proposition to the practice.

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

- There will be a suitable period of handover.
- 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

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

## KEY QUALITIES

- Ability to think strategically and translate strategy into implementation.
- Ability to work well within the PCN.
- 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 (occasional evening meetings).
- Ability to work calmly and effectively and deal with multiple demands • Ability to maintain strict levels of confidentiality and to treat administration staff, the clinical team and the partners with sensitivity and respect.
- Ability to work positively as a member and leader of a busy 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.
- Ability to self-motivate, prioritise organise and/or delegate workload.
- Good IT knowledge and experience.
- Ensure practice policy and standards compliance.
- The ability to enjoy diversity and sometimes, the unexpected.

## FINANCE

Responsibility for the finances of the practice, working with the Principal GP to achieve the following:

- Develop and control practice budgets and financial systems.
- Prepare financial budgets and cash-flow forecasts.
- Ensure the organisational requirements of the practice contracts with NHSE are fully met and complied with.
- Support the Principal GP to develop and implement processes to achieve clinical targets.
- Understand and report on the financial implications of contract and legislation changes.
- Liaise with the accountant and bank as appropriate or as directed by the Principal GP.
- Directly contribute to profit improvement by exploring areas for increasing income and reducing costs.
- Analyse data relating to clinical commissioning as appropriate and contribute to planning and organisation both at practice and clinical commissioning group level.

## STRATEGIC PLANNING

Overall responsibility for the strategic planning of the practice, working with the Principal GP to achieve the following:

- Keep abreast of current affairs and identify potential opportunities and threats.

- Assess and evaluate accommodation requirements and manage development and expansion opportunities.
- Implement and update the Practice Development Plan (PDP), 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.
- Formulate objectives and research and develop ideas for future practice development.
- To represent the practice at external meetings.
- To make recommendations to the Partners for practice development with regard to potential sources of income.
- To be innovative, assess and implement change.

## HUMAN RESOURCES

Overall responsibility for Employment Law compliance, working with the Principal GP to achieve the following:

- Ensure the recruitment, selection, and retention of staff, including contracts of employment and job descriptions is robust.
- Ensure systems and practices are in place to manage performance of staff effectively.
- To oversee effective appraisal processes and delivery of appraisals and reviews with all staff.
- Ensure Employment Law compliance for the disciplinary and dismissal process.
- Be aware of current employment legislation and compliance.
- 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.
- Ensure all personnel are CPD (Continuing Professional Development) compliant, in line with local and national requirements.
- Ensure nurse and GP revalidation compliance.
- To have strategic overview and 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/PCN staff as and when necessary and arrange/attend regular meetings with the Principal GP and attached/PCN 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.

## INFORMATION TECHNOLOGY & GOVERNANCE

Overall responsibility for IT processes to:

- Ensure compliance of appropriate information governance systems.
- Ensure compliance with Data Security & Protection (DSP) and the Information Commissioners Office (ICO).
- Ensure all Practice IT and telephone systems are effective.
- Keep abreast of new technology, NHS initiatives and their effective use within a GP practice.
- Ensure IT compliance with the contractual obligations of the practice.

## PATIENT SERVICES

Working with the Principal GP to achieve the following:

- Ensure that the practice complies with NHS contractual obligations in relation to patient care.
- Maintain registration policies and monitor patient turnover and capitation.
- Maintain a strategic approach to the development and management of patient services.
- Oversee and manage effective appointment systems.
- Routinely monitor and assess practice performance against patient access and demand targets.
- Ensure a robust practice complaints management system and effective and efficient response procedure.

## PREMISES & EQUIPMENT

Overall responsibility for Premises and Equipment to achieve the following;

- Negotiate leasing contracts and their renewals.
- Liaise with NHSE in notional rent review.
- Overall facilities management including responsibility for security, repairs and maintenance, insurance, and all Health & Safety, Risk Management and Fire Prevention issues.
- Project management of premises development.
- Management and security of Partner owned property.

## INFORMATION GOVERNANCE

- To ensure that any updates to the summary care record are complied with and overseen.
- To ensure that the annual Data Security and Protection (DSP) toolkit is completed and ensure all staff have up-to-date training in IG.

## CARE QUALITY COMMISSION (CQC)

- To maintain CQC requirements.
- To ensure the practices systems and procedures meet the required standards.
- To manage the registration processes and changes required by the CQC, updating any GP changes with the CQC registration board.
- To support the Partners with any inspection visits and to implement any improvement recommendations given by the CQC in order to maintain registration.

## TRAINING AND EDUCATION

- To participate and assist in the training of all administrative staff and healthcare professionals.
- 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 practices.
- To explain the areas of confidentiality, health and safety and procedures and policies to the students and trainees.
- To provide tutorials for GP trainees and students (as required) on financial management, QOF, enhanced services and CV writing.
- To invoice claims for student work.
- To ensure payment for NVQ grants for apprentice work.
- To participate in any training programme implemented by the practices as part of this employment.
- To personally undertake in mandatory training.

## COMMUNICATION

- Ensure compliance with the latest NHS recommendations.
- Develop and maintain operational policies and protocols.
- Understand the practice communication systems and ensure effective channels of communication between all team members.
- Build/maintain good working relationships with the NHSE, ICB, universities, hospitals, community agencies, Local Medical Committee (LMC), and the PCN.
- Represent the practice at meetings and seminars.
- 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. Any changes would be discussed fully with the post-holder.

# PERSON SPECIFICATION

	ESSENTIAL	DESIRABLE
<b>Academic/ Vocational Quali- fications</b>	<ul style="list-style-type: none"> <li>• A level or equivalent.</li> </ul>	<ul style="list-style-type: none"> <li>• Degree in Business Management or equivalent.</li> <li>• Any other relevant qualification such as ILM, CMI etc.</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>• Health and Safety Management to include:               <ul style="list-style-type: none"> <li>- Risk assessments</li> <li>- Accident Reporting</li> <li>- GDPR</li> </ul> </li> <li>• Experience at dealing with complaints from customers/service users.</li> <li>• Some leadership experience (worked in and managed a team)</li> <li>• Driving or delivering change within a business.</li> <li>• HR Experience to include:               <ul style="list-style-type: none"> <li>- Appraisal meetings</li> <li>- Disciplinary/ Grievance hearings</li> <li>- Performance Management</li> <li>- Sickness Management</li> <li>- Staff training</li> <li>- Staff Development Planning</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Experience working with the public.</li> <li>• Experience working in a healthcare setting.</li> <li>• Experience of working in Primary Care.</li> </ul>
<b>Knowledge/ Skills</b>	<ul style="list-style-type: none"> <li>• Strong IT Skills including the ability to write and complete reporting.</li> <li>• Understanding of how to work effectively in a fast-paced environment.</li> <li>• Delegations skills.</li> <li>• Prioritisation and Planning.</li> <li>• Problem solving and analytical skills.</li> <li>• Ability and skill to lead and motivate a team, creating a positive environment.</li> <li>• Proven Leadership skill.</li> <li>• Familiar with System1 or EMIS web.</li> <li>• Excellent communications skills across all forms of media to include:               <ul style="list-style-type: none"> <li>- Telephone</li> <li>- Email</li> <li>- In person</li> </ul> </li> </ul>	
<b>Qualities/ Attributes</b>	<ul style="list-style-type: none"> <li>• Personable and Approachable.</li> <li>• Uses own initiative.</li> <li>• Self-Motivated and able to work with minimal direction.</li> <li>• Ability to work effectively under pressure.</li> <li>• Sensitive and empathetic.</li> <li>• Hardworking and Reliable.</li> <li>• Resourceful with the ability to think outside the box.</li> </ul>	

<b>Other</b>	<ul style="list-style-type: none"><li>• Ability to work flexibly including weekends/ evenings when necessary.</li><li>• Willingness to undertake assessment and complete further training or qualifications.</li></ul>	<ul style="list-style-type: none"><li>• Full UK Driving license and own transport</li></ul>
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## PRINCIPAL CONTRACT TERMS

- An annual salary in the range of £33,000 - £36,000 (pro-rata to hours worked) depending upon skills, experience, and demonstrable ability.
- The post is being offered on a part-time or full-time basis and hours are negotiable for the right person.
- Annual Leave entitlement will be 6 weeks per annum (pro-rata to hours worked).
- Access will be available to the NHS pension scheme, with an employee contribution. <http://www.nhspa.gov.uk/> for details.
- 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.



# APPLICATION FORM

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It is also a mandatory requirement to simultaneously email us a covering letter to support your application form. This letter should be a Word document of ideally no more than two pages of A4.

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

- Business planning and strategy
- Change Management and Quality Improvement
- Knowledge and application of IT systems
- Health and safety and risk management
- Leadership, HR and Employment Law
- Any other experience relevant to this post

[Please click here for an application form](#)

Thank you for considering this vacancy and we wish you all the best in your application.