

Job Description

Job title:	Unity Practice Manager
Reports to:	Service Director
Primary Site:	Haverhill
Location:	All Unity locations

Job Purpose

Responsible for the performance and safe delivery of all day-to-day non-clinical operations within Unity including line management of Site Operations Managers, and Non-Clinical Leads, and for ensuring that agreed strategic and operational priorities are translated into effective delivery across the practice.

Main Duties & Responsibilities

Leadership:

- Provides visible leadership in shaping and embedding a positive culture across Unity, working with the Senior Leadership Team (SLT), managers and frontline teams to embed Unity's values and organisational objectives, with staff feedback used to inform and measure progress.
- Works towards Unity's Vision and Mission, driving operational standards and motivating managers and their teams to deliver consistently high standards day to day, with a 'same-day ethos' that prevents avoidable backlogs from building.
- Drives improvement through effective change management, identifying and resolving operational pressures affecting staff, managers and the SLT.

Operational leadership:

- Ensure the effective operational delivery of all services, in line with Unity's contractual requirements including triage, care navigation, secretarial, workflow, care coordination and administrative teams.
- Monitors, analyses and reviews key operational functions, including patient access, appointment and triage systems, workflow and general administration, patient feedback, complaints and service communications.
- Provides leadership and guidance to all staff ensuring that they adhere to policies and procedures.
- Leads Hub activity and line manages Site Operations Managers, and Non-Clinical Leads.
- Works closely with the Site Operations Managers to ensure effective rostering arrangements are in place so that Unity is staffed appropriately, safely and within budget.
- Chairs the Daily Operations Huddle and weekly non-clinical staff meeting, ensuring actions are recorded, allocated and followed through.
- Works in partnership with the SLT to ensure the Practice Business Continuity Plan is updated and communicated to staff.
- Ensures operational actions arising from SLT are allocated, progressed and delivered, intervening where ownership or delivery is unclear..

- Leads the operational planning and delivery required to maximise appropriate practice income and make effective use of available funding opportunities, working with relevant leads and specialist teams as required.

Quality & Performance

- Identifies and drives opportunities for quality and performance improvement including.
- Leads and, where appropriate, delegates the management of complaints, incidents and risks through the organisation's agreed incident and risk management processes, liaising with the Federation Quality Team as required.
- Monitors and manages Unity's suite of daily, weekly and monthly safety, quality and performance metrics and ensure these are reviewed/acted on at admin, clinical and senior leadership team meetings.
- Reviews telephony, triage and patient-facing performance information to support on-the-day decision-making, identify trends and inform improvement.
- Works in close partnership with the Digital and Transformation Service Lead to identify and operationalise commissioned services and contractual opportunities, translating these into effective operational delivery and ensuring appropriate income is realised.
- Owns the performance, safety and quality action plan.
- Coordinates Unity's operational approach to contractual quality and performance requirements, including required returns and claims, working with clinical leads to support delivery.
- Ensures appropriate operational processes are in place to support compliance with relevant financial and contractual requirements, including timely submission of required financial information, accounts and pensions information, liaising with Federation Finance for accuracy checking.
- Completes routine and ad-hoc internal and external information returns within required timescales.
- Leads the Care Coordination Team to support proactive care and long-term condition management, including the use of practice data to identify patients requiring review, such as people with severe mental illness or learning disabilities, care home residents and housebound patients.
- Manages health and safety requirements across Unity sites, ensuring appropriate audits, fire safety arrangements, risk assessments, contractor controls and remedial actions are completed and monitored.
- Ensures suitable systems are in place to monitor compliance with CQC regulations and standards, promoting shared ownership of compliance across the SLT.
- Leads the operational management of the clinical system, working with relevant specialist support to ensure appropriate compliance with the Data Protection Act 2018 and UK GDPR.
- Drives positive activity to understand and manage capacity and demand, using available access, appointment and workforce data to inform action and improvement. Promotes effective use of alternative and self-referral pathways to reduce avoidable demand and actively monitors clinical triage and non-clinical processes to support patients reaching the right service, first time.

Ensures adult and child safeguarding processes are monitored, actioned and completed appropriately and in a timely manner, and that safeguarding meetings are effectively organised and supported.

People:

- Manages an effective appraisal process across the organisation so that all staff are appraised, feel motivated within their role and have training opportunities identified and mapped. Appraisal feeds into the staff succession planning process.
- Promotes a positive culture across the practice, ensuring all sites are engaged with and informed about Unity's priorities and initiatives.
- Works with the HR team and managers to ensure effective implementation of Federation HR policies, including induction, mandatory training, appraisals, attendance management and relevant employee relations processes, while maintaining an overview of staff welfare.
- Leads Site Operations Managers and relevant non-clinical leads, including Secretarial, Medical Records, Dispensary, Administration and Care Coordination.
- Maintains up-to-date, effective job descriptions and person specifications, ensuring staff are appropriately employed and deployed within clear roles and responsibilities.
- Oversees the provision and recording of payroll information, additional hours and overtime, reviewing information as part of the monthly sign-off process.
- Drives effective absence management, ensuring staff are appropriately supported and required actions are taken promptly, including in relation to long-term sickness absence.
- Ensures effective rostering arrangements are in place and consistently maintained.
- Ensures appropriate line management arrangements are in place for staff working within Unity through collaborative or externally funded services.

Resources:

- Develops and maintains the financial model for practice operations, enabling the Senior Leadership Team to assess quickly the staffing and financial impact of proposed operational changes.
- Ensures the practice operates to its agreed budget and develops and manages remedial action plans.
- Leads and coaches Site Operations Managers to plan and maximise practice income.
- Oversees ordering of medical and other supplies to pre-agreed budgets.

Premises

- Ensures the upkeep of all premises.
- Engages with Federation central team to ensure suppliers deliver timely repairs or maintenance
- Ensures Site Operations Managers maintain site access and security.
- Ensures the procurement, delivery and performance of contracts provide appropriate quality and value for money.

IM&T:

- Works with HR team and Site Operations Managers to ensure all staff have the digital identity, communication tools and systems access required for their roles.
- Ensures appropriate support, advice and training are available to current and new staff in the use of practice systems.
- Maintains oversight of practice clinical system administration and the competence of operational and non-clinical teams in their use.

External

- Attends relevant local primary care and wider system meetings
- Attends Federation Managers' Meetings
- Leads the delivery of Patient Participation Group meetings in conjunction with appropriate colleagues, working closely with members to understand issues, support co-production and bring about appropriate service improvements.

Primary Care Network and Integrated Local Working

- Attend relevant primary care network and integrated local working meetings.
- Maintains oversight of agreed performance requirements and areas of underperformance where Unity contributes to services delivered jointly with other organisations.
- Supports the recruitment, interview and onboarding of staff working within Unity through shared or partnership arrangements.
- Works with relevant clinical and operational leads across primary care, community services and other partners to support effective integrated working.

Person Specification

- Experience leading and delivering frontline multi-site general practice operations.
- Experience of implementing new services or initiatives within a practice or comparable healthcare setting.
- Experience of developing and line-managing teams across multiple sites and disciplines.
- Ability to communicate effectively with staff, patients and stakeholders in a range of formats.
- Ability to prepare clear written business plans and reports.
- Experience of using operational and performance data to identify issues and drive improvement.
- Understanding of workforce, financial, quality and regulatory requirements within general practice.
- A demonstrable commitment to personal and professional development; a relevant leadership, management or primary care qualification is desirable.
- Ability to travel between all Unity sites .

Amending the job description: It is expected that as the organisation develops and changes it may be necessary to vary the tasks and/or the responsibilities of the post holder. This will be done in consultation with the post holder and it is hoped that agreement can be reached to any reasonable changes.

Confidentiality: The post holder must at all times maintain complete confidentiality of the material and information that they handle. Any matters of a confidential nature, or in particular, information

relating to diagnoses and treatment of patients and individual staff records must not, under any circumstances, be divulged or passed on to any unauthorised person or persons. The post holder must respect patient named confidentiality in keeping with “Caldicott principles”.

Data Protection: The post holder must comply with UK GDPR, the Data Protection Act 2018 and relevant information governance requirements. Information must be accessed, processed, stored and disclosed only for legitimate and authorised purposes and in accordance with organisational policies and procedures.

Policies & Procedures: The post holder will be expected to comply with all statutory legislation, the organisation's governance framework and approved national and local policy. All employees are expected to comply with all of the organisation's Policies and Procedures.

General: The post holder will be expected to be responsible for their continuing professional development and to take a proactive approach to maintaining personal and professional effectiveness in an evolving role.

The duties and responsibilities described in this Job Description are intended to be indicative but not exhaustive of the responsibilities of the post holder. As the organisation develops, the requirements of the job may change and the post holder is expected to adapt to these changes.

Health & Safety: Employees share responsibility for maintaining a safe environment for patients, staff and visitors and must comply with relevant health and safety legislation and organisational policies. The post holder must follow agreed safety procedures, risk management arrangements and infection prevention and control requirements relevant to their role.

Infection Prevention: Employees have a responsibility to reduce the risk of healthcare-associated infection and must complete appropriate mandatory training. The post holder must comply with organisational infection prevention and control policies relevant to their duties.

Equal Opportunities Policy and Anti-Harassment: The post holder will immediately report to their line manager any breach or suspected breach of both equal opportunity and anti-harassment guidelines

Safeguarding: Everyone employed by the Organisation regardless of the work they do has a duty to safeguard and promote the welfare of vulnerable adults and children. When patients and/or their carers use our services, it is essential that all protection concerns are both recognised and acted on appropriately. You have a responsibility to ensure you are familiar with and follow relevant policies in relation to safeguarding vulnerable adults and children. To ensure you are equipped to carry out your duties effectively, you must also attend mandatory safeguarding training and updates at the competency level appropriate to the work you do.