

BALDOCK SURGERY
Job Description & Person Specification

Job Title	DEPUTY PRACTICE & HUMAN RESOURCE MANAGER
Line Manager	Practice Business & Finance Manager
Accountable to	The Partners
Hours per week	Part-Time – Flexible - Circa 20 hours per week

Job Summary

- Provide support to the Practice Business & Finance Manager in carrying out day-to-day activities and to provide an element of deputy cover or source of advice in the event of his/her absence.
- Provide leadership and management skills to enable the Practice to meet its agreed business aims and objectives within an efficient, safe, enjoyable and profitable working environment.
- Support the Practice Business & Finance Manager in the delivery of the business plan to maintain or improve performance in key areas such as the Quality and Outcomes Framework and Enhanced Services.
- Manage, coordinate and support the delivery of excellent patient care and patient experience within Human Resources, Health and Safety, CQC and governance frameworks.
- Provide comprehensive and pragmatic HR advice to the Practice Business & Finance Manager, Partners and employees in line with the Practice’s HR policies and procedures and legal requirements.
- Monitor current and future needs for clinical and non-clinical development.
- Ensure the Practice is fully compliant with its responsibilities relating to all appropriate frameworks including but not limited to equality and diversity, NHS GP Practice guidelines, employment law, CQC and governance requirements.
- Provide visible management and leadership for the Practice staff, ensuring that the Practice staff are always aware of local and national policy and service updates and opportunities.
- Nurture a trusting, effective and professional working relationship at all levels including colleagues and Partners of the Practice.
- With the Partners and Practice Business & Finance Manager, lead the Practice, in fostering a culture of best practice, openness and transparency.
- Work collaboratively with local partners, PCNs, other organisations, CCG and colleagues.
- Act as a role model within the Practice, demonstrating the values of Baldock Surgery at all times.

Vision and Mission Statement

The Baldock Surgery aims to provide high quality care with high levels of patient satisfaction whilst remaining a sustainable organisation within an efficient and enjoyable workplace where employees should look forward to coming to work.

We have a longstanding commitment to training and education and, as an organisation, supporting recruitment and retention of staff locally. We look to embrace change and use it as an opportunity for improvement to our services and working methods.

Primary Responsibilities

The following are the core responsibilities of the Deputy Practice & Human Resource Manager. This is not intended as an exhaustive list and there may be a requirement to carry out other tasks; this will be dependent upon factors such as workload and staffing levels and will be dictated by service need and the needs of the business over time.

- a. Direct line management for all non-medical staff (not including the Practice/Finance Administrator), non-clinical duties of the Practice Nursing Team and administration of employed Medical Staff.
- b. Support the Practice Business & Finance Manager in ensuring the right staff and up-to-date policies and procedures are always in place to achieve their primary responsibilities and the Practice's strategic aims.
- c. Work alongside the Practice Business & Finance Manager to ensure there is the best people management practice including workforce management and development and employee relations.
- d. With the expert advice of the Practice's HR Specialists, advise and support the Practice Business & Finance Manager and Partners upon employment law, relevant policies and procedures and terms and conditions of employment.
- e. Support the implementation and project management of Practice developments and new initiatives.
- f. Liaise directly with Lead Partners in relevant areas.
- g. Contribute to the development and delivery of the 3-year business plan including succession planning, where necessary.

Practice Strategy and Performance

- a. Monitor current and future needs for clinical and non-clinical staff development.
- b. Develop a strategy to maintain or improve performance in key areas such as the Quality and Outcomes Framework and Enhanced Services.
- c. Support the Practice's development of a 3-year business plan in relation to workforce and succession planning.
- d. Produce staffing budgets in conjunction with the Practice Business & Finance Manager.
- e. Ensure accurate regular workforce performance reporting to the Practice Business & Finance Manager and the Partners, highlighting any concerns immediately which you are unable to resolve.
- f. Ensure any staff performance issues are addressed and appraisals are in line with the Practice business plan.

Working with the Partners

- a. Develop and nurture a professional, trusting relationship with the Practice Partners.

Practice Communications

- a. Liaise with attached members of the Primary Care Team, including Health Visitors, District Nurses, Midwives and School Health Team.
- b. Produce the Practice Leaflet and ensure it is kept up-to-date.
- c. Oversee production of Practice Newsletters.
- d. Organise, update and liaise with the Patient Participation Group.
- e. Attend staff meetings and participate in any other relevant meetings at the Practice.
- f. Be a visible leader for patients and staff.

Human Resources

- a. Be aware of current employment law legislation including DBS checks.
- b. Organise recruitment selection and training.
- c. Take lead responsibility in staff appraisals.
- d. Issue Job Descriptions and Contracts of Employment to new members of staff, and ensure they are signed prior to commencement of their employment with the Practice.
- e. Ensure all existing staff have a Job Description and a signed Contract of Employment.
- f. Maintain the Practice's employment policies and procedures to comply with all relevant employment legislation.
- g. Ensure effective and efficient working procedures are in place. Oversee the management of all non-clinical staff and the non-clinical management of nursing staff and employed medical staff.
- h. Ensure sufficient staff to meet service levels within the target budget.
- i. Evaluate, organise and oversee staff induction and training, ensuring that all staff are adequately trained to fulfil their role.
- j. Ensure all staff have an agreed personal development plan including essential training.
- k. Develop a Practice Development and Learning plan.
- l. Monitor the skill-mix and deployment of staff.
- m. Monitor staff performance.
- n. Support and mentor staff, both as individuals and as team members.
- o. Implement effective systems for the resolution of disputes and grievances which comply with current legislation. Inform the Partnership of any unresolved issues.
- p. Oversee the day-to-day performance management of staff in the Practice from recruitment to termination in compliance with employment law and CQC registration requirements.
- q. Ensure the right staff are in the right place at the right time to meet service need and within financial budgets.
- r. Act as second in line Manager for the Practice to undertake or chair disciplinary, capability and grievances hearings, as needed, and in liaison with the HR advisory service.
- s. Review pay and conditions for all staff in conjunction with the Practice Business & Finance Manager.
- t. Responsible for dealing with financial queries from staff at the Practice in conjunction with the Practice Business & Finance Manager.
- u. Ensure confidentiality is maintained at all times and encourage the professionalism of all staff.

Health and Safety Compliance

- Undertake an operational review of health and safety procedures and be responsible for effective measures to protect the staff, Practice members, patients and the general public.
- Maintain the Health and Safety document with six monthly reviews.
- Ensure risk assessments are carried out to make the Practice compliant with all current legislation.
- Ensure all clinical staff are immunised against Hepatitis B & MMR and maintain vaccination and immunisation records.

Premises and Facilities

- a. Ensure that Practice premises are properly maintained and cleaned.
- b. Ensure the building is developed to meet the needs of the Practice and comply with legislation including the Disability Discrimination Act.
- c. Ensure that regular testing and maintenance of intruder and fire alarms takes place.
- d. Ensure confidential information is not left in sight of patients or in hearing distance of contractors or visitors.

Quality Improvement

- a. Support the delivery of change and continuous quality improvement initiatives.

IT, Telephony and Equipment

- a. Responsible for SmartCard maintenance, setting up of new users and renewing certificates.
- b. In conjunction with Practice Administrator, liaise with IT providers and software providers.
- c. NHS smart card maintenance and setting up of new users or renewing certificates.
- d. Register new users on IT systems promptly and maintain user database.
- e. Assist staff with performing IT searches.
- f. Telephone system – Assist with maintenance of the current telephone system and effective problem resolution.
- g. Ensure confidentiality policies are observed and maintained and liaise with the Caldecott Guardian where necessary.

External Stakeholders

- a. Ensuring effective liaison with the Practice service users and the patient participation group.
- b. Promoting the Practice effectively.
- c. Maintaining an effective working relationship with the CCG/place-based authorities and partners, PCN and local stakeholders.

Secondary Responsibilities

In addition to the primary responsibilities, the Deputy Practice & Human Resource Manager may be requested to:

- a. Deputising for the Practice Business & Finance Manager at internal and external meetings, as required.
- b. Acting as the secondary point of contact for NHS(E), CCG, community services, suppliers and other external stakeholders.

Generic Responsibilities for all staff

All staff at Baldock Surgery have a duty to conform to the following general responsibilities:

Equality, Diversity & Inclusion (ED&I)

To have a positive attitude and action towards ED&I to create an environment where all individuals can achieve their full potential. Creating such an environment is important for three reasons: it is morally the right thing to do, it improves operational effectiveness, and it is required by law.

Patients and their families have the right to be treated fairly and be routinely involved in decisions about their treatment and care. Families can expect to be treated with dignity and respect and will not be discriminated against on any grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. Patients are expected to treat other patients and our staff with dignity and respect.

Staff have the right to be treated fairly and especially in recruitment and career progression opportunities. Staff can expect to work in an environment where diversity is valued and equality of opportunity is promoted. Staff will not be discriminated against on any grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation. Staff have a responsibility to ensure that they treat patients and their colleagues in a professional manner and with dignity and respect at all times.

Safety, Health, Environment and Fire (SHEF)

The Practice is committed to supporting and promoting opportunities for staff to maintain their health, well-being and safety. All staff have a duty to take reasonable care of health and safety at work, of their team and others are expected to cooperate with the Practice to ensure compliance with health and safety requirements. All staff must comply with the Health and Safety at Work Act 1974, Environmental Protection Act 1990, Environment Act 1995, Fire Precautions (workplace) Regulations 1999 and other statutory legislation.

Confidentiality

This Practice is committed to maintaining a highly confidential service. Patients entrust and permit us to collect and retain sensitive information relating to their health and other matters pertaining to their care. They do so in confidence and have a right to expect all staff will respect their privacy and maintain confidentiality at all times. It is essential that if, the legal requirements are to be met and the trust of our patients is to be retained that all staff protect patient information and provide a confidential service at all times.

Quality & Continuous Improvement (CI)

To preserve and improve the quality of our output, all personnel are required to think not only of what they do, but how they achieve it. By continually re-examining our processes, we will be able to develop and improve the overall effectiveness of the way we work. The responsibility for this rests with everyone working within the Practice to look for opportunities to improve quality and share good practice.

This Practice continually strives to improve work processes which deliver health care with improved results across all areas of our service provision. We promote a culture of continuous improvement, where everyone counts, and staff are permitted to make suggestions and contributions to improve our service delivery and enhance patient care and reduce costs.

Induction Training

New staff are required to complete a Practice induction programme. In the case of the Deputy Practice & HR Manager, this will be organised by the Partners. The Deputy Practice & HR Manager will ensure all other members of the team are fully inducted and full records kept.

Learning and Development

The effective use of training and development is fundamental in ensuring that all staff are equipped with the appropriate skills, knowledge and competences to perform their role to a satisfactory level. All staff will be required to undertake mandatory training as directed, as well as participating in Practice training programmes. Staff may also be permitted (subject to necessary approval) to undertake external training courses which will enhance their knowledge and skills, progress their career and ultimately, enable them to improve processes and service delivery.

Collaborative Working and Communication

All staff are to recognise the significance of collaborative working. Teamwork is essential in multidisciplinary environments. Effective communication is essential and all staff must ensure they communicate in a manner which enables the sharing of information in an appropriate, professional manner.

Service Delivery

Staff at Baldock Surgery must adhere to the information contained with Practice policies, NHS requirements and regional directives, ensuring protocols and standard operating procedures are adhered to at all times.

Security

The security of the Practice is the responsibility of all members of staff. Staff must ensure they remain vigilant at all times and report any suspicious activity immediately to their line manager. Under no circumstances are staff to share the codes for the door locks to anyone and are to ensure that restricted areas remain effectively secured. No passwords, ID cards, keys or smart should be shared with colleagues.

Professional Conduct and Uniform

At Baldock Surgery staff are required to dress appropriately for their role. Where uniforms are not provided, all staff must dress in accordance with their role and this must be presentable, demonstrate a professional image, clean and clothes are expected to freshly laundered. PPE must be worn as appropriate to your role and all infection control measures taken as directed.

Leave

All personnel are entitled to take annual leave. Line managers will ensure all staff are afforded the opportunity to take a minimum of 20 working days leave each year, except for exceptional reasons, and will be encouraged to take all of their leave entitlement as part of the Practice's commitment to Health and Safety (pro rata for part time staff).

Smoking

The Practices comply with legislation that prohibits smoking on its premises.

Safeguarding

You are expected to undertake safeguarding training and to raise concerns with the Safeguarding Lead for the Practice.

Infection Control

You are expected to undertake infection control training, reporting any risks, or incidents in line with Practice Policies and SOP's at all times.

Policies, Procedures and SOP's

You are expected to comply with the policies and procedures in place within the Practice. A number of Standard Operating Procedures (SOP's) also apply which must be followed to keep everyone safe. These may change from time to time and you are responsible for keeping up to date with any changes. You are expected to attend staff meetings and training events to ensure you are kept up to date of changes at the Practice or in its procedures, especially where changes are the result of learning from issues that have arisen, this is to ensure we provide an environment of continuing learning and improvement. Where you have a suggestion to improve current procedures please raise this at your team meeting or as part of your one to one.

Please also refer to the Staff Handbook (non contractual) and your contract of employment.

Person Specification – Deputy Practice & HR Manager		
Qualifications	Essential	Desirable
Educated to degree level		✓
High standard of education with excellent literacy and numeracy skills	✓	
Leadership and / or Management and/or Commercial Qualification or equivalent		✓
Human Resource management qualification		✓
Knowledge / Experience	Essential	Desirable
Experience of working in the NHS or a healthcare setting		✓
Experience of writing reports and producing data/evidencing business and staffing KPI's	✓	
Experience of managing multi-disciplinary teams	✓	
Experience of undertaking employee performance management, including appraisals, staff development, absence management, grievance and disciplinary procedures		✓
Experience of successfully developing and implementing projects	✓	
Experience of workforce planning and development		✓
Recent experience in a similar management role	✓	
Experience of chairing meetings, producing agendas and minutes	✓	
Experience using coaching and mentoring techniques to develop and support staff		✓
Knowledge of NHS strategies, including those in Primary Care.	✓	
Knowledge of Health and Safety Legislation	✓	
Recent HR experience and in particular demonstrable experience of advising and influencing managers in good HR practice.	✓	
Experience of providing an HR service within primary care		✓
Effective knowledge of Employment Law and terms and conditions of service and able to provide accurate and practical advice on these terms and conditions.	✓	
Experience of supporting and facilitating individual and team development.		✓
Experience of designing and delivering training and development programmes.		✓
Skills	Essential	Desirable
Excellent interpersonal and influencing skills	✓	
Excellent communication skills (written, oral and presenting)	✓	
Ability to use MS Office and Outlook or equivalent effectively	✓	
Assertiveness in order to influence others within the team and across areas of responsibility.	✓	
Excellent leadership skills	✓	
Demonstrates well founded knowledge of employment law and the ability to apply it practically to situations	✓	
Ability to prioritise, delegate and work to tight deadlines in a fast-paced environment	✓	
Ability to approach work related problems in a structured and analytical manner and to solve problems and implement theory effectively into practice.	✓	
SystemOne user skills		✓
Awareness and commitment to the broad strategic direction of primary care	✓	
Ability to network and build relationships	✓	

Proven problem solving and analytical skills	✓	
Ability to develop, implement and embed policy and procedure	✓	
Ability to motivate staff	✓	
Able to listen carefully in order to understand the needs of others	✓	
Demonstrable ability to work effectively as a team member assisting colleagues to deliver team objectives	✓	
Knowledge and use of quality management and project management techniques		✓
Demonstrable evidence of organisational and service development	✓	
Ability to maintain confidentiality at all times	✓	
Evidence of working with HR systems	✓	
Personal Qualities	Essential	Desirable
Polite, approachable and confident manner	✓	
Flexible and cooperative	✓	
Able to quickly establish rapport and credibility building strong relationships with others in the team and across practices	✓	
Excellent interpersonal skills	✓	
Motivated and proactive	✓	
Ability to use initiative and judgement	✓	
Forward thinker with a solutions-focused approach	✓	
High levels of integrity and loyalty	✓	
Sensitive and empathetic in distressing situations	✓	
Manages own workload, prioritises effectively, and works to and consistently achieves deadlines / targets	✓	
Confident, assertive and resilient	✓	
Ability to drive and deliver change effectively	✓	
Team player and ability to motivate teams, enhance morale and maintain a positive working environment, including team building sessions	✓	
Commitment to personal development	✓	
Professional approach to colleagues, clients, patients & contractors	✓	
Other requirements	Essential	Desirable
Flexibility to work outside of core office hours	✓	
Satisfactory Disclosure Barring Service (DBS) check	✓	
Full valid UK driving licence	✓	

This document may be amended over time and following consultation with the post holder, to facilitate the development of the role, the Practice and the individual.

All members of staff should be prepared to accept additional duties, or surrender existing duties, to enable the efficient running of the Practice and to support change management processes to support the success of the Practice. Additional duties will not be outside your abilities, skills or experience.

Name of Staff Member:

Date:

Signed By Staff Member:

Signed by Partner: