Practice Manager Toolkit

A guide for Practice Managers in Cornwall general practice and how Kernow Health can support you

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Introduction

The Practice Manager undertakes a vital role in making the practice work efficiently for patients, staff and partners. This requires an ability to manage various disciplines in a constantly changing environment. If you are new to this role you may find the contents of this guide helpful in resolving a number of basic issues.

Kernow Health offers a variety of services to general practice and these are detailed at the end of this guide. Please contact us for further information on any of the services we provide.

Useful websites to register with

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| **Website** | **Why** | **Weblink** |
| **Open Exeter** | Capitation data. Prior Notification List (Smears). You may need to be nominated by the existing Practice manager or partner | <https://digital.nhs.uk/services/nhais/open-exeter> |
| **CQRS** | To accept new enhanced services.  To input manual enhanced service data and obtain payments.  To sign off annual QOF data | <https://login.cqrs.nhs.uk> |
| **General Practice Indicators** | Primary Care benchmarking data | <http://www.primarycareindicators.nhs.uk/> |
| **General Practice annual electronic declaration** | Practice annual declaration | <https://datacollection.sdcs.digital.nhs.uk/> |
| **General practice (K041B)** | Annual complaints declaration data | <https://datacollection.sdcs.digital.nhs.uk/> |
| **National Workforce Reporting System** | General Practice workforce data which is used in national benchmarking data | <https://datacollection.sdcs.digital.nhs.uk/> |
| **PCSE Portal** | The practice should be already registered in which case ask the super user to register you. Payments & Pensions | <https://pcse.england.nhs.uk/register/> |
| **Data security Protection Toolkit** | Online NHS data security toolkit for completion annually. | <https://www.dsptoolkit.nhs.uk/> |
| **CQC** | To apply to be the registered Manager for your practice. | <https://www.cqc.org.uk/guidance-providers/registration/registered-manager-application/apply-new-registered-manager> |
| **NHS Choices** | To update your practice profile and respond to comments made on the website | <https://www.nhs.uk/Personalisation/Login.aspx> |
| **NHS Jobs** | To advertise job vacancies on the NHS website | <https://beta.jobs.nhs.uk/auth/login> |

Top 20 things to do on joining

1. Familiarise yourself with the partnership agreement (Holidays, sickness, Sabbatical, maternity, paternity, expulsion, retirement, profit share etc.)
2. Review the practice Business Continuity Plan
3. Check clinical registrations are up to date (GMC, NMC, DBS, Performers lists, vaccination history etc.)
4. Review contract of employment templates, sickness policy etc.
5. Familiarise yourself with the appointment system.
6. Check practice insurance policies- fire, public liability, locum insurance etc.
7. Familiarise yourself with funding arrangements (overdraft, loans etc.) Remove the previous PM and add yourself to bank mandate and electronic payments if not already done
8. Review GDPR arrangements - is the Privacy Notice up to date?
9. Familiarise yourself with Controlled drugs policy - are records up to date?
10. Familiarise yourself with prescription security- Printer prescriptions and FP10 for doctors.
11. Familiarise yourself with claiming process for Personally Administered Drugs FP34
12. Review policies for Infection control: Needle stick Injury and Cold Chain etc.
13. Review staffing levels and departmental costs.
14. Familiarise yourself with the partners drawings and tax payment arrangements. Does the practice make the payments or the partners individually?
15. Review last Fire Risk Assessment review and any outstanding actions.
16. Review PAT testing certificate and latest electrical safety test certificate.
17. Fire extinguishers: legionella and emergency lighting tests up to date?
18. Familiarise yourself with Quality Outcomes Framework
19. Familiarise yourself with the last estimate of GP (and non GP) Providers pensionable pay/ profits statement.
20. Familiarise yourself with CQC [KLOE’s](https://www.cqc.org.uk/sites/default/files/20180628%20Healthcare%20services%20KLOEs%20prompts%20and%20characteristics%20showing%20changes%20FINAL.pdf)

Annual diary reminder

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| **Date** | **Activity** |
| **January** | * Submission of quarterly local enhanced service claims to NHSE/ CCG/ Public Heath by 10th monthly * Payment of partnership tax by 31st |
| **February** | * Submission of Type 1 and Type 2 Certificate of pensionable profit * Submission of Estimate of GP (and non GP) Providers pensionable pay/ profits statement |
| **March** | * Publish details of GP earnings for the previous financial year by 31.03.19 (GP contract requirement) * Input of manual QOF data into CQRS to enable QOF sign off in March * Workforce Data Extraction |
| **April** | * Submission of quarterly local enhanced service claims to NHSE/ CCG/ Public Heath by 10th monthly * Sign of Quality Outcomes Framework (QOF) |
| **May** | * Annual complaints declaration |
| **June** | * Workforce Data Extraction |
| **July** | * Submission of quarterly local enhanced service claims to NHSE/ CCG/ Public Heath by 10th monthly * Payment of partnership tax by 31st |
| **August** |  |
| **September** | * Workforce Data Extraction |
| **October** | * Submission of quarterly local enhanced service claims to NHSE/ CCG/ Public Heath by 10th monthly |
| **November** | * Submission of Practice E-declaration |
| **December** | * Workforce Data Extraction |

How can Kernow Health help you?

The Kernow Health Team is here to help you with the many different aspects of running your practice. We know practice challenges can differ depending on size, demographic or priorities – but there’s something here for everyone. Through the website you can access all Kernow Health’s expertise, including associate support, Training Hub expertise and much more. We also work closely with other system partners where appropriate. Our role is to understand and support practices, making your lives easier by providing pragmatic tools, guidance, hints and dedicated time to focus on what needs doing. Our knowledge and expertise can help you save time, money and effort. All our member practices can benefit from a wide range of services as part of Kernow Health. Additional tailored support is also available at cost.

For more information, including how to access these resources, please go to our website page [here](https://www.kernowhealthcic.org.uk/cornwall-training-hub/).

Appendix A – New to Cornwall?

**Living in Cornwall**

The UK’s southernmost city, Truro, is the capital of Cornwall and home to Truro Cathedral, charming pedestrianised shopping areas, the Royal Cornwall

Museum and the Hall for Cornwall - a thriving venue for the arts. Of course Cornwall is perhaps most famous for its picturesque villages and beaches, a huge draw for families and surfers alike.

As is the Boardmasters Festival each summer celebrating music, surfing and the sea, whilst those who love gardens are drawn to the biomes of the Eden Project. Or you can walk across the causeway from Marazion to the stunning island of St Michael’s Mount with its cobbled streets, sub-tropical gardens and stunning castle. Cornwall may be the Land’s End, but life is very definitely buzzing!

Appendix B – New to practice management?

If you are looking to build your career as a Practice Manager this guide aims to support you in your new role and help signpost you to useful organisational support.

It is important within your new role that you are able to connect with peers across the county and access support and advice from the relevant agencies who work together to promote and sustain general practice.

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| **Kernow Health – Excellence in Practice** | |
| Excellence in Practice (EiP) is hosted by Kernow Health CIC and is closely aligned with The Cornwall Training Hub. EiP provides support to our member practices with many different aspects of General Practice from finance, resilience, CQC and HR. |  |

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| **Cornwall Training Hub hosted by Kernow Health** | |
| The Cornwall Training Hub is hosted and delivered in partnership with Kernow Health CIC, and works across the health and care system in Cornwall. It provides support to practices on recruitment, retention and education and training. # | <https://www.kernowhealthcic.org.uk/cornwall-training-hub/> |

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| **Kernow LMC** | |
| Kernow LMC offers a wide range of support to general practice across Cornwall including pastoral support, practice mediation, contract advice and negotiation and staff training | <https://www.kernowlmc.co.uk/> |

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| **NHS Kernow** | |
| NHS Kernow commissions primary care services across Cornwall | <https://www.kernowccg.nhs.uk/primary-care/> |

Appendix C – Appointing a New Partner

**Things to Consider and Action Checklist**

Appointing a new partner to the practice is a significant event that requires considerable consideration and planning.

The information below is not intended to be exhaustive but may be helpful in planning the process.

**Why a new Partner?**

Appointing a new partner can provide a new skill mix to the practice and the opportunity to develop new income streams or services. The appointment of the wrong partner can be very destabilising and expensive to resolve.

Be very clear what your objectives are for a new partner and what sort of person you are looking for. You may find it helpful to consider the skills and personality types of the current partners and what a new partner would need to bring to enhance the team.

**What are the financial implications?**

* Consider the impact on existing partner’s drawings. Are you increasing the number of partner sessions in which case the existing profit will need to be split more ways?
* Are you substituting a number of salaried GP sessions and have you quantified the financial impact of this?
* The incoming partner will probably require a professional valuation on any practice premises incurring costs.
* The partnership agreement will require review and updating incurring legal costs.
* The incoming partner will expect to see details of the practice accounts prior to joining. What level of information are you prepared to provide?
* Consider how the new partner will “buy in”. Will this be by raising personal borrowing or by funding in the name of the practice? Consider the impact of any existing fixed rate loans and any associated breakage costs.
* What will be the impact upon notional rent income if this currently provides an income stream to partners once borrowing costs are paid?
* What is the practice policy on additional income- is this pooled or allocated by partner?
* Does the practice currently pay the partners tax or is this paid as part of drawings?
* Are you offering a reduced level of parity initially and over what period of time can a new partner reach 100% parity? What are the financial implications of this for other partner’s drawings?

**Partnership Agreement**

The Partnership Act 1890 governs the general rules for a “Partnership at Will”. However, most practices have a Partnership Agreement and it is a good idea to review this prior to appointing a new partner. You may wish to consider some of the following which may have changed since your last review:

* Maternity, paternity and adoption leave.
* Holiday leave and priority process etc.
* Sickness leave and the responsibility for associated locum cover.
* Sabbatical leave entitlement and the responsibility for associated locum cover.
* “Green socks clause” or expulsion terms

This list is not exhaustive and depends upon the current partnership agreement. It may be worth consulting with your solicitor. Bear in mind that the new partner will want to see the agreement before joining so it is useful to resolve any issues in advance of that.

The new partner should sign the partnership agreement on day one to avoid any potential problems or misunderstandings.

**Recruitment.**

The image the practice presents is crucial in attracting the right candidate. Things to consider include:

* Consider a job description and person specification for the role in the same way that you would recruit any employee.
* Consider if you will undertake the advert and selection process in house or whether you will use an outside provider (Costs are likely to be £2K -£4K.
* How to differentiate your advert from the rest?
* Where you will advertise?
* Update the Practice Profile and the website.
* Decide what will your interview process be? (Pre-selection conversation, shortlisting, interview process etc.)
* Encourage a pre-application visit and decide who will show candidates around.
* Draft your offer letter and decide on the terms for profit share, parity, partnership / property share purchase, and mutual assessment period before the interview.
* Decide on your criteria for the “mutual assessment period” and how you might deal with problems if they occur.

Following a successful appointment, the following checklist should be helpful:

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| PCSE Performers List | Check the online Performers list to confirm GP registration. Advise new partner to complete an NPL3 or use the PCSE on line facility to notify of change of status. (Keep a copy for reference). |
| CQC | * Advise new partner to contact the CQC to register as a new partner. * Undertake a CQC compliant enhanced DBS check. * Advise of the removal of any retiring partner. * Change the Statement of Purpose if appropriate. |
| Medical Indemnity- above state funded scheme. | Review the incoming partner’s indemnity insurance and add to group policy arrangements if appropriate. |
| Locum Insurance | Add the incoming partner to the policy if appropriate |
| Professional valuation | Review the need for a new professional valuation for buy in. Agree who will pay. |
| Bank accounts and other lenders | Update the bank mandate to include the new partner. Remove any retiring partner as appropriate.  Advise any other lender of change to partnership |
| Proof of ID | Request normal proof of ID- at least two forms |
| Right to work | Obtain confirmation of right to work in UK as appropriate |
| GMC Registration | Confirm GMC registration. |
| DBS check | Confirm DBS check (copy of CQC check) |
| Clinical references | Obtain two clinical references |
| Professional Qualifications | Check professional qualifications as normal |
| Accountants | Advise practice accountants of new partner details, sessions and profit share arrangements. |
| Monthly Drawings | Decide on level of monthly drawings (refer to accountant as necessary) |
| Partnership Agreement | All partners to sign new partnership agreement as quickly as possible |
| Notify PPG | Advise PPG chairperson and members as appropriate |
| Usual GP | Reallocate patients to the new partner as appropriate on the clinical system. |
| Notify Patients | Notify patients of change of usual GP as appropriate |
| Website and Practice leaflet | Update details |
| NHS Choices | Update details |
| Signs, badge and name plate | Order from nominated supplier |
| Prescribing number | Obtain GP’s prescription number and input into clinical system for PPA purposes. |
| Order Prescription pads | Order new prescription pads from PCSE. Record details upon receipt in line with practice protocol and provide one pad to new partner. |
| Practice keys- security codes | Provide new partner with a set of keys and advise of security codes.  Advise new partner of opening and closing building protocol. |
| Partnership buy in | Discuss arrangements for capital injection or build up from profits.  Discuss arrangements for property buy in and expected timescales |
| Property ownership | Review arrangements for property ownership. Add new partner to property title or explain that maximum of four partners hold in trust for others. |
| Buildings Insurance | Consider if new partner needs to be added to the buildings insurance policy.  Does your lender need a copy of the revised policy? |
| Mutual Assessment Period | Diarise to instigate mutual assessment period as agreed (who will lead? process etc.) |
| Completion of Mutual Assessment Period | Confirm in writing to partner making any changes to drawings etc. |

Appendix D - Practice Management Development

Cornwall Training Hub provides a range of training and support for Practice Managers, whether you are new into the role, looking to develop from an Assistant Practice Manager, or an existing Practice Manager seeking further development.

We have worked with our partners, Kernow LMC, NHS Kernow, and the Institute of General Practice Management (IGPM) to ensure that we value and develop the expertise of Managers working in Primary Care. To support this we have developed a package of education, training, and development, to

* Support those new into the Practice Manager role
* Retain those already in practice and increase their knowledge and skills
* Develop Managers at all levels from those in first management jobs through to Managing Partners
* Encourage recruitment and development of career pathways through the support and development offer available
* Value and utilise the expertise among the primary care management community to deliver this programme of support (eg subject matter experts, mentors, coaches etc)

Our range of support includes:

* Mentoring
* Coaching
* Training and Development on a range of topics including finance, contracts, HR, partnerships and CQC.
* Networking at ICA and county level
* Practice Manager Advisory Team – a group of experienced Practice Managers who can offer one to one guidance, support, coaching, or mentoring to help you settle into your role.

For further information please visit (Cornwall training hub – <https://www.kernowhealthcic.org.uk/cornwall-training-hub/> )

**Practice Managers Support**

Detailed below are a range of resources, education, training, and support offers, designed to assist you in your role as Practice Manager/Assistant Practice Manager. We recognise that the role of the Practice Manager can often be isolating, so have developed a Practice Manager Advisory Team which is a group of experienced Practice Managers who can provide you with a range of support.

**Practice Manager Courses**

We offer a range of courses to support you in your role, whether you are new into post, or are experienced in your role. We offer a range of courses delivered by external providers specialising in Practice Manager training, ranging from HR and Finance, to Contract Management and Partnership Working. Please see our prospectus for more information on the courses available, dates and booking arrangements.

**People Management and Business Focussed Masterclasses \*\*\*Coming Soon**

We offer specialist 90-minute masterclasses on key HR and Finance Management topics. These are delivered virtually or can pre-recorded previous sessions can be accessed via our portal. Please see our prospectus for details and dates of courses.

**Appraisals \*\*\* Coming Soon**

Practice managers will be able to book an appraisal with one of our Practice Manager Advisory Team. The appraisal is your opportunity to discuss what has gone well, where improvements can be made and put together a development plan for the next 12 months.

**Mentoring \*\*\*Coming Soon**

Mentoring for new Practice Managers or those new to Cornwall is available through the Practice Manager Advisory Team. You can access individual support, usually once a month with an experienced practice manager who is able to share there knowledge and experience to help you settle into the role. To request a mentor, please contact [kernowhealthcic.workforce@nhs.net](mailto:kernowhealthcic.workforce@nhs.net).

If you would like to become a mentor and join the Practice Manager Advisory team, please contact the Training Hub ([kernowhealthcic.workforce@nhs.net](mailto:kernowhealthcic.workforce@nhs.net)) for further details. Training is provided to support you in this role.

**Coaching**

As a Practice Manager you can receive coaching through by one of our pool of Practice Manager Advisory Team. Those who deliver coaching are qualified coaches or working towards a recognised coaching qualification. Workplace coaching allows you to work on achieving your goals through a series of individual one to one sessions. If you would like coaching externally, please visit our [coaching](https://www.kernowhealthcic.org.uk/cornwall-training-hub/support-and-retain/coaching-mentoring/) pages for more detail.

If you would like to become a coach and join the Practice Manager Advisory team, please contact the Training Hub ([kernowhealthcic.workforce@nhs.net](mailto:kernowhealthcic.workforce@nhs.net)) for further details. Funding to complete an accredited coaching course is available for 2021-22, although back fill funding is not available.

**Practice Manager Conference**

Kernow LMC hosts a bi-annual conference for Practice Managers which offers a day of CPD and networking for Practice Managers / Assistant Practice Managers across Cornwall. A date for the next conference is yet to be confirmed.

**Peer Networking Events \*\*\*Coming Soon**

Peer Networking Events are available for Practice Managers delivered across ICA’s. These take place monthly/bi/monthly and are facilitated by a local Practice Manager. These groups are an opportunity to share issues or best practice as a wider group, and build relationships across PCN’s. Dates of the groups will be made available once confirmed.

**Accredited training**

There is a range of accredited training available to you as a Practice Manager. Please visit the website for further details of the training provided, but options include:

* [AMSPAR](https://www.amspar.org/qualifications/) Level 3 and 5 in Medical Administration and Terminology
* [AMSPAR](https://www.amspar.org/training/) Level 5 in Primary Care Health Management
* [Diploma in Advanced Primary Care Management](https://napc.co.uk/primary-care-home/diploma-2/) **–** National Association of Primary Care . A one year online masters level programme designed for individuals managing primary care locally and at scale.
* [PMA GP Assistant Practice Manager](https://practicemanagersuk.org/workshops/pma-gp-assistant-practice-manager-diploma/?portfolioCats=36) – Practice Manager Association, ILM Level 3 Diploma in Leadership and Management . This is for those aspiring into a management role and those looking to move into practice management.
* [PMA GP Practice Manager](https://practicemanagersuk.org/workshops/pma-gp-practice-manager-diploma/?portfolioCats=36)- Practice Manager Association, ILM Level 5 Diploma in Leadership and Management. This is designed for those already working in a management role.
* [PMA Senior Manager](https://practicemanagersuk.org/workshops/pma-ilm-level-7-diploma-in-leadership-management/?portfolioCats=36) – Practice Manager Association, ILM Level 7 Diploma in Leadership and Management. This is for aspiring senior managers and those who are well established in the practice management role.
* [CIPD Foundation Certificate in People Management Level 3](https://www.cornwall.ac.uk/courses/cipd-foundation-certificate-in-people-practice/) – Cornwall College
* [CIPD Associate Diploma in People Management Level 5](https://www.cornwall.ac.uk/courses/cipd-associate-diploma-in-people-management/) – Cornwall Colle

**Apprenticeships**

The [Practice Managers Association](https://practicemanagersuk.org/pma-education/#apprenticeship) offer a range of apprenticeship qualifications, as an alternative way of gaining a formal qualification.