



# Information for applicants

DEPUTY GENERAL MANAGER

SCARBOROUGH



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## 1. Background

The earliest mention of a medical practitioner serving the Haxby/Wigginton area is of a Dr Hood who practised in York and held a monthly surgery in the building next door to the Fish and Chip shop in Haxby, this would be before 1920. Since that time the practice has changed through patient growth, merger and business development into a sizeable and diverse NHS service provider.

The York Practice now has a GMS (General Medical Services) contract with the NHS and provides a full range of primary care services and additional services from 6 different locations in the City. Its Practice area arcs from the North East to the South West and includes the urban/suburban extremities of the City and beyond to some outlying villages. The main site is in the Health Centre at Haxby/Wigginton. The second largest surgery, Gale Farm, serves the suburban area of Acomb. Our Huntington surgery is the third largest. The three smaller sites are based at New Earswick, amongst the original Joseph Rowntree “garden village” social housing development, at Stockton on the Forest, a small rural village outside the City and Poppleton, a semi-rural suburban village. Stockton also provides dispensing services to its patients and to the Poppleton patients. In all we serve approximately 33,000 patients. Additionally, we have been providing local anaesthetic vasectomy services to the patients of York and North Yorkshire from our York Practice for nearly 10 years.

In 2009 as Haxby Business Group (HBG Ltd) we started a new venture to improve access to GP services in Hull as part of the Equitable Access to Primary Care Initiative. We opened three brand new GP practices with very different demographics in the Kingswood, Priory Road and Orchard Park areas covering the North and West of the City and part of the East Riding of Yorkshire. In 2013 we were approached by Burnbrae Surgery in East Hull and formed a new Partnership with HBG Ltd as a corporate partner. This well-established Practice provides GMS contract services to around 5,000 patients. In April 2019 we were awarded the contract to deliver GP services to approximately 10,800 patients from Hull’s Calvert and Newington Health Centres. We have developed a strong Hull-based team providing a full range of primary care services to roughly 28,800 patients across five sites, under both APMS and GMS contracts.

In 2019 the Care Quality Commission (CQC) rated us as ‘Outstanding’ overall across York and Hull. This result is a credit to every member of our team across all our sites and shows their commitment to Haxby Group and our patients.

Our Hull and York Practices are part of the Improving Access to General Practice scheme meaning that we provide a service to our patients 7 days per week, including Bank Holidays.

We have a long and successful history of involvement with medical training and education and in both Cities we support GP trainees with GP Partners as trainers across all our sites. We have a long-standing relationship with Hull and York Medical School and support students from all years of their Medical course in both Cities.



Haxby Group has a strong commitment to education and training. We are a Primary Care Workforce and Training Hub (PCWTH) for Humber, Coast and Vale, providing training infrastructure and inter-professional teaching and learning for undergraduate and post graduate nursing students and other health professionals, mentoring HCAs, trainee Advanced Clinical Practitioners and Physician Associates amongst others. A large part of our role as a PCWT hub is to support other practices across the region with training students and trainee clinicians in various roles. Our training division, Haxby Group Training, also offers a variety of short courses in both clinical and non-clinical topics.

We are research accredited and work with the local primary care research network to support projects in both Hull and York.

In 2010, we set up a new venture with local pharmacist, Richard Harrison Ltd, as Haxby Group Pharmacy (HGP Ltd). This company now successfully operates six pharmacies in and around York. Following our merger with the Gale Farm partnership in April 2015, we became a partner with Community pharmacies UK, now Day Lewis Pharmacy, in an LLP joint venture running a pharmacy at Gale Farm surgery.

In the summer of 2020, we joined partnership with Central Healthcare in Scarborough who look after 28,000 patients across two clinical sites and one admin base. From December 2021, Central Healthcare became Haxby Group Scarborough working closely with the sites in York and Hull.

We are a high achieving organisation that meets its targets such as the Quality and outcomes Framework and in the standards of performance required by our contracts and as expected and needed by our patients.

We aim to involve and communicate with and listen to our patients as best as possible and have Patient Participation Groups and disease specific support groups. In addition we have a very strong social media presence including a practice website and a professional quarterly newsletter. There are also regular patient surveys such as the friends and family test.

We are organised into teams by specialisation, such as finance, nurses or data, or by geography, such as surgery. We value our staff very highly and support them in their role and ambitions through training and appraisals. We also try to communicate and listen with our staff through regular staff surveys, away days and regular social functions.

We have a clear Mission to “work together to provide a caring, quality service to our patients” and an ethos based on three key principles, Professionalism, Unity and Balance.

To be professional we aim to be the best that we can be, to apply the best standards that are possible, to be advocates for the patient and high quality contract performers. We have a comprehensive range of policies and protocols, clinical and non-clinical and are a



learning organisation that listens to complaints and reviews significant events in a supportive learning fashion.

To be unified we work as a team and in teams, offer supportive, comprehensive employment policies, accept and value each other's role as important in the delivery of healthcare and a quality service and listen to each other. We do not discriminate for reasons of disability, age, race, gender or religion and we work with and listen to our patients.

For balance we apply good judgement in the use and application of resources, skill, or medical care. We ensure that we maintain perspective and are as fair as possible in all our dealings. We also ensure that our employment style and work ethic invigorates and supports our team in a positive and happy environment.

**More information can be found at [www.haxbygroup.co.uk](http://www.haxbygroup.co.uk)**



## 2. Job Description

**Job Title:** DEPUTY GENERAL MANAGER

**Reports to:** GENERAL MANAGER

**Structure:**

General Manager > Managing Partner

### Job Summary:

You will deputise for the General Manager (GM) in overseeing day to day operations. You will lead and manage with professional grace keeping the GM informed of your actions. You will provide leadership and management skills to enable Haxby Group to meet its agreed aims and objectives within a profitable, efficient, safe and effective working environment. You will assist the GM delivery of contracts and related Enhanced Services and other contracts awarded to Haxby Group.

As a member of the senior management team you will contribute to the organisations strategic and service development agenda identifying priorities and recommend appropriate management solutions that support the aims of the organisation. You will ensure that services across the organisation are of the highest quality and offers maximum effectiveness in meeting business and staff needs and expectations, achieving all the required standards to provide a caring quality patient service.

You must work at all times within your own competence and use your own judgement, knowledge and common sense in your day to day activities.

### Job responsibilities:

#### Organisational

- Work with the GM, Partners and management team on planning for all aspects of the Business as required.
- Attend Board meetings - organise agenda and papers as required.
- Organise and coordinate other meetings and committees as required.
- Ensure that any training and briefings required by all staff to perform their duties are arranged in consultation with the HR team.
- Work closely with the GM, Finance, HR, Business Intelligence, IT and other General and Surgery Managers to ensure that all aspects of the business are communicated, managed and dealt with properly and to the highest standards.
- Assist in the provision of service development and delivery and ensure it is in accordance with local and national guidelines and contracts.



## Patients and Services Provided

- Provide a caring, quality service to all our patients.
- With the GM, Partners and Management Team, develop and maintain new and existing services as required.
- Ensure service development and delivery is in accordance with local and national guidelines and contracts.
- Ensure that the practice complies with NHS contractual obligations in relation to patient care.
- Apply registration policies and monitor patient turnover and capitation.
- Oversee repeat prescribing systems.
- Oversee and manage effective patient access and appointments systems.
- Oversee and/or organise surgery timetables, duty rotas and absence cover.
- Routinely monitor and assess practice performance against patient access and demand management targets.
- Ensure that complaints, compliments and suggestions are dealt in accordance with extant policies.
- Ensure that clinics, services and schemes are co-ordinated, staffed and supplied appropriately.
- Organise patient feedback, surveys and questionnaires.
- Organise and support the Patient Participation Groups.
- Liaise with patient groups/Patient Advice and Liaison Services.

## Human Resources

- Assist in the management of all non-clinical staff and ensure that the clinical staff are being led and managed appropriately.
- With the GM, coordinate all types and grades of staff in the tasks and roles to ensure delivery of contracts and services.
- Work with the HR Team to manage all team members, employed or otherwise, engaged on your contract tasks throughout the employment life-cycle.
- Follow, apply and monitor HR policies and guidance.
- Ensure that all staff are legally and gainfully employed.
- Monitor skill-mix and deployment of the whole team.
- Work with the GM to manage staffing levels within target budgets.
- With the HR Team, evaluate, organise and oversee staff induction and training and ensure that all staff are adequately trained to fulfil their role.
- Implement staff appraisal and monitoring systems in accordance with policies, protocols and legislation.
- Support and mentor staff, both as individuals and as team members.
- Implement effective systems for the resolution of disputes and grievances.
- Keep abreast of changes in employment legislation.
- Ensure that you and your team are properly trained and organised.
- Hold regular whole-team staff meetings as required.
- Contribute to appraisals for clinical staff.



## **Contract staff**

- Deputise for the GM in the negotiation of contracts for work agreed with the Partners and managers and assisted by HR and the Finance Teams.
- Organise systems for the services they provide ensuring that they comply with all policies and legislation.
- Monitor and manage contact work and deal with difficulties/complaints.

## **Finance**

- With the GM, manage allocated budgets and seek to maximise income and minimise expenses.
- Understand and report to the GM on the financial implications of contract and legislation changes.
- Manage appropriate systems for handling and recording of cash and cheques and petty cash in accordance with policies and support from the Finance Team.
- In conjunction with the Finance Team ensure systems are applied for invoicing private for private/non NHS work.
- Working with the GM and Finance Team, ensure that that the practice has the appropriate level of all forms of relevant insurance.

## **Purchasing and supplies**

- Ensure that the contracts are supplied and equipped as required at all times
- Liaise with GM, Finance and, as applicable, the Partners re all purchases of equipment and supplies.
- With the GM and Nurse Manager, manage vaccine stock and supplies.
- Monitor and control use of equipment and supplies across the contract to ensure it is used correctly, cost effectively and maintained.
- Ensure that delivery notes and supplies are checked and passed to Finance.
- Ensure that Personally Administered drugs and vaccines are stock controlled safely and matches the prescriptions issued.

## **Information technology**

- Have an overall understanding of all IT systems used for the contract.
- Ensure that the systems are fit for purpose.
- Work with the IT manager to ensure that the Network (hardware & software) is properly maintained.
- Make recommendations for upgrades and changes as required.
- Keep abreast of the latest development in primary care IT including Department of Health initiatives such as Electronic Patient Records and disease coding, and regularly update the practice management team.
- Motivate, support and monitor staff in the use of IT; organise, oversee and evaluate IT training with the GM, IT Manager and HR Team as required.



- With the GM, set targets and monitoring standards for data entry and data collection.
- Ensure that the practice has effective IT data security, back-up, maintenance and disaster recovery plans in place.
- Liaise with the GM and CCG regarding systems procurement, IT funding and national IT development programmes.
- With the GM and IT Manager, ensure that the practice's website is up to date.
- Contribute to business social media and comply with relevant policies.

### **Premises, Facilities and Equipment**

- Ensure that Practice premises are properly maintained and cleaned and that adequate fire prevention and security systems are in place.
- Manage the procurement of practice equipment, supplies and services within target budgets.
- Assist in the development and review of Health & Safety policies and procedures and keep abreast of current legislation.
- Arrange appropriate insurance cover as required.
- With the GM, ensure that the Practice has adequate disaster recovery procedures in place.
- Arrange appropriate maintenance for practice equipment.
- With the GM, be responsible for overall management of premises, facilities, equipment and locations used to deliver contracts and services.
- Maximising use of space.
- Co-ordinate use of rooms, arrange rooms for contract staff to use.
- Co-ordinate remodelling and room moves as required.
- Have a clear understanding of telephone systems, apply policies and monitor use, effectiveness and functionality.
- Understand and manage security systems.
- Arrange necessary, regular or urgent maintenance as required.
- Ensure that there is a comprehensive maintenance and monitoring schedule.
- Arrange compliance maintenance of equipment via Finance

### **Information, Communications and Public Relations**

- Ensure all staff and doctors are kept informed on all policy changes.
- Issue procedures and policies and ensure that they are applied and monitored.
- Act as a central source of information.
- Ensure that paperwork systems including post, internal and external function effectively.
- Deputise as the initial contact for PR and media issues and work with the PR Advisor, Directors and management to as required.
- Assist in the marketing and communication of the services that we offer to patients and others as required.
- Develop, maintain and market new and existing services as required.



- Liaise with internal and external individuals and organisations as required.
- Work closely with the GM, Finance, HR, Business Intelligence, IT and Managers to ensure that all aspects of the business are communicated, managed and dealt with properly and to the highest standards.
- Recognise people's needs for alternative methods of communication and respond accordingly.

### **Management duties and responsibilities:**

- Deputise for the GM and Managing Partner when absent from the department and for any periods of their personal leave.
- Manage Health & Safety and educate staff.
- Offer visible leadership, support and mentorship to all non-clinical and clinical staff across the organisation.
- Apply policies, standards and guidance.
- Implement and guide the recruitment and selection process.
- Accountable for own actions and that of others whilst using own initiative and discretion.
- Ensure staff records are up to date in line with protocol.

### **Business responsibilities:**

- Assist with the gathering of statistics and information when required.
- Undertake specific assigned tasks, project support or development which may arise from time to time.
- Maintain accurate and complete documentation and records utilising I.T. as appropriate and in accordance with Haxby Group protocol.
- Follow agreed protocols, referring to senior people for guidance.
- Demonstrate pro-active engagement with the practice population and wider community to promote an uptake of services.
- Maintain the ethos and culture of Haxby Group.
- Positively promote Haxby Group.
- Ensure rationalisation of resources.
- To assist in enhanced and extended services to grow the professional offerings of the business.
- Attend in-house governance, educational and staff meetings as appropriate.
- To help plan, develop and support the introduction of new working processes to optimise quality.
- Train staff to attain optimum performance.
- To build and maintain relationships with other healthcare professionals, including GPs, GP surgery personnel, care home personnel, CCG personnel etc.
- Behave in a professional manner at all times.



### **Safeguarding:**

- Be responsible for and committed to safeguarding and promoting the welfare of Adults-at-risk (vulnerable adults), children and young people and for ensuring that they are protected from harm.
- Be aware of your duties and responsibilities regarding current legislation and adhere to our policies and procedures on Child Protection and Safeguarding Adults.
- Recognise the types and signs of abuse and neglect.
- Ensure the Safeguarding Lead is alerted to, and kept fully informed of, any concerns you may have in relation to safeguarding adults, children and young people.

### **Learning and development:**

You will participate in any training programme implemented by Haxby Group as part of this employment, such training to include:

- Participation in individual performance reviews, including maintaining a record of own personal and/or professional development.
- Working in conjunction with senior management, assess own learning needs and undertake learning as appropriate.
- Develop and utilise a written Personal Development Plan.
- Make effective use of learning opportunities within and outside the workplace, evaluating their effectiveness and feeding back relevant information.
- Disseminate learning and information gained to other team members in order to share good practice and inform others about current and future developments.
- Undertake mandatory and statutory training as required.
- Share administrative duties in order to refer patients through to other services including secondary care

### **Team working:**

- Assist and support your line manager to provide a quality service.
- Provide cover for members of your team during periods of sickness and annual leave.
- Support and facilitate change as requested.
- Undertake additional tasks as required within your general role.
- Understand own role and scope in the organisation and identify how this may develop over time.
- Work as an effective and responsible team member, supporting others and exploring the mechanisms to develop new ways of working.
- Accept delegation from senior staff, prioritise own workload and ensure effective time management strategies are embedded in own practice.
- Participate in team activities that create opportunities to improve customer care.



- Contribute to the effectiveness of the team by reflecting on own and team activities and making suggestions on ways to improve and enhance the team's performance.
- Participate and support local projects as agreed with the management team.
- Delegate clearly and appropriately, adopting the principles of safe practice and assessment of competence of those taking on delegated duties.

### **Confidentiality:**

- In the course of seeking treatment, customers 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, you may have access to confidential information relating to customers and their carers, Haxby Group staff and other healthcare workers. You may also have access to information relating to Haxby Group as a business organisation. All such information from any source is to be regarded as strictly confidential.
- Information relating to customers, carers, colleagues, other healthcare workers or the business of Haxby Group may only be divulged to authorised persons in accordance with Haxby Group policies and procedures relating to confidentiality and the protection of personal and sensitive data.

### **Health & Safety:**

You will assist in promoting and maintaining their own and others' health, safety and security as defined in Haxby Group Health & Safety Policy, to include:

- Using personal security systems within the workplace according to guidelines.
- Identifying the risks involved in work activities and undertaking such activities in a way that manages those risks.
- Making effective use of training to update knowledge and skills.
- Using appropriate infection control procedures, maintaining work areas in a tidy and safe way and free from hazards.
- Reporting potential risks identified.

### **Equality and Diversity:**

You will support the equality, diversity and rights of customers, carers and colleagues, to include:

- Acting in a way that recognises the importance of people's rights, interpreting them in a way that is consistent with Haxby Group procedures and policies, and current legislation.
- Respecting the privacy, dignity, needs and beliefs of customers, carers and colleagues.



- Behaving in a manner which is welcoming to and of the individual, is non-judgmental and respects their circumstances, feelings priorities and rights.

### **Quality:**

The post-holder will strive to maintain quality within Haxby Group, and will:

- Alert other team members to issues of quality and risk.
- Assess own performance and take accountability for own actions, either directly or under supervision.
- Effectively manage own time, workload and resources.
- Work within own limitations and experience.
- Be aware of and co-operate with audit.
- Contribute to the achievement of the highest possible quality standards such as the QOF.
- Proactively initiate quality improvement projects.
- Work with the Registered Manager to ensure the organisation achieves the required CQC standards.
- Work effectively with individuals in other agencies to meet patient's needs.
- Portray a professional image at all times.

### **Communication:**

The post-holder should recognise the importance of effective communication within the team and will strive to:

- Communicate effectively with other team members.
- Communicate effectively with customers and carers.
- Recognise people's needs for alternative methods of communication and respond accordingly.

### **Other:**

This job description is neither exhaustive nor exclusive and will be reviewed periodically in conjunction with you. Your job title and job description may be amended by the Managing Partner / Director, including any additional duties that may be required. You will need to be flexible in developing the role to provide the best possible care to patients.



### 3. Person Specification

	Essential	Desirable
<b>Physical Requirements</b>	<p>Able to undertake the requirements of the post.</p> <p>Ability to travel to work and work from multiple locations.</p>	<p>Reliable.</p> <p>Flexible.</p> <p>Excellent attendance record.</p>
<b>Knowledge/Qualifications/Skills</b>	<p>Evidence of a commitment to continuous professional development and training.</p> <p>Managerial qualification or an equivalent level of management experience.</p> <p>Ability to work to high standards of accuracy.</p> <p>Excellent attention to detail.</p> <p>Excellent communication skills.</p> <p>Negotiation skills.</p> <p>Ability to problem solve independently.</p> <p>Computer literate.</p> <p>Excellent customer service skills.</p> <p>Excellent telephony skills.</p> <p>Understand, manage and observe strict confidentiality.</p> <p>Familiar with employment law, contracts and related legislation.</p> <p>Good understanding of Health and Safety and related legislation.</p>	<p>Relevant business, management, HR or Finance related qualification or degree.</p> <p>Experience of managing and monitoring of budgets, in addition to the ability to develop and secure funding to support service development.</p> <p>Experience of leadership and support within General Practice.</p> <p>Knowledge of primary care and the commissioning arrangements associated with it.</p> <p>Local area knowledge.</p> <p>Experience of managing NHS contracts.</p> <p>Knowledge of SystmOne software.</p> <p>Skilled in office machinery use.</p> <p>Facilities management.</p>
<b>Competencies/Qualities/Attributes</b>	<p>Ability to motivate and manage people.</p> <p>Recent experience of leadership of multi-professional teams.</p> <p>Ability to use informed persuasion to influence others.</p> <p>Change management.</p> <p>Experience of performance management processes.</p> <p>Ability to identify risks, anticipate issues and create solutions and to resolve problems in relation to project or service delivery.</p> <p>Decision making skills.</p>	<p>Contingency planning to ensure business continuity.</p> <p>Project management experience.</p> <p>Evidence of innovation; seeking income generating opportunities; marketing products and services, and growing new business.</p> <p>Evidence of leading innovation &amp; change through system and process improvements.</p>



	<p>Excellent written and verbal communication.</p> <p>Able to work autonomously.</p> <p>Work well under pressure.</p> <p>Able to work as a team member.</p> <p>Able to use own initiative.</p> <p>Be self-motivated.</p> <p>Able to listen and empathise.</p> <p>Hard working and willing.</p> <p>Flexible and adaptable, able to work according to changing need.</p> <p>Enthusiastic.</p>	
<b>Other</b>	<p>Able to work at the desired times</p> <p>Flexibility of hours for cover</p> <p>Good sickness record</p> <p>Car driver/clean licence</p>	Non smoker





## 4. Terms and Conditions

**Salary:** Dependent on skills and experience. Salary range £23k - £33k. Pay progression will be dependent upon annual performance appraisal.

**Annual Holiday:** 30 days plus bank holidays, pro rata for part time staff.

**Training:** Induction training plus other annual training subject to an agreed personal development plan.

**Working hours:** Full time position - 38 hours per week. Part time applicants may be considered.

Your working hours will be based around the opening times of Haxby Group, 8.00 am to 8.00 pm Monday to Friday and Saturdays between the hours of 0830 – 1300.

The post-holders exact weekly hours will be agreed according to service and individual needs. To facilitate communication and training you will also be required to attend evening meetings, events and training that fall outside your normal working hours. These will be reimbursed as overtime paid at the normal hourly rate, or as time taken in lieu.

**Benefits:** We operate an optional contributory pension and benefits scheme.

The Well-being Simply Health plan will be offered after your probation period.

Other benefits include:  
Uniform allowance  
Full induction package with reviews.  
Annual reviews.  
Annual training day.  
Regular training and updates.  
Social functions.



## 5. Application

To apply you must complete an application form.

Human Resources contact details:

Address: HR Department, Haxby Group, Lawrence House, 1 Belgrave Crescent, Scarborough, YO11 1UB.

Or E mail: [HR.Team@haxbygroup.co.uk](mailto:HR.Team@haxbygroup.co.uk) Tel: 01723 339041 / 01904 928077

All applications will be acknowledged however previous applicants need not apply.

For more information regarding the post please contact the HR Team on the above numbers.