

Job Description

Job Title:	Group Practice Manager
Department:	Primary Care
Reports to:	Head of Operations
Contract Type:	Full time / Permanent

Job Summary

The Practice Group Manager provides senior operational leadership across a designated portfolio of GP practices, ensuring services are safe, effective, responsive, well-led and consistently delivered in line with organisational, contractual and regulatory requirements.

The postholder is responsible for the day-to-day management of practice operations, workforce, performance, patient experience, estates, business continuity and service improvement, working closely with clinical, operational and corporate colleagues to maintain high standards across all sites.

The Practice Group Manager will act as the named CQC Registered Manager for designated services and locations, taking responsibility for maintaining CQC registration and providing assurance that regulated activities are delivered in accordance with the Health and Social Care Act 2008, CQC regulations and the Single Assessment Framework. This includes ensuring robust systems are in place to monitor quality, safety, governance, risk, safeguarding, complaints, incidents, duty of candour, audit, estates compliance and continuous improvement.

Through visible leadership and effective partnership working, the postholder will support practice teams to deliver resilient, patient-centred services while embedding a culture of accountability, openness, learning and continuous improvement. The role will provide assurance to the Head of Operations and senior leadership team that practices remain compliant, inspection-ready and focused on improving outcomes for patients and staff.

Key Responsibilities

Service Delivery

- Provide visible operational leadership across a designated portfolio of GP practices, ensuring effective day-to-day management of staff, resources and service delivery, including diary coordination, patient enquiries and complaints, performance management, sickness absence, annual leave, appraisals and compliance with organisational policies and procedures.
- Responsible for rota planning to ensure safe staffing levels across practices, working closely with the rota team.

- Ensure robust procedures are in place for emergency drugs and management of practice stock levels including vaccines, consumables, and stationery.
- Ensure practices consistently deliver safe, effective, and patient-focused services.
- Responsible for practice performance against organisational KPIs, contractual requirements and quality standards, including the development and implementation of plans to mitigate risks, correct underperformance and drive sustained improvement, working closely with all members of the performance team
- Ensure operational policies, procedures and standard operating processes are available, implemented and adhered to - identifying the need for new or updated protocols and procedure where required.
- Responsible for overseeing patient access arrangements, practice appointment utilisation, practice recall processes and service delivery models.
- Work collaboratively with finance department for claims, reporting, data returns, and contract compliance.
- Contribute to budget planning and monitoring for designated practices, working with the Head of Operations and finance colleagues to support delivery against agreed budgetary targets and identify areas requiring corrective action.
- Lead regular operational meetings and staff briefings.
- Promote consistency of service delivery across all practices within the portfolio.
- Work collaboratively with clinical and operational leaders to improve patient experience and outcomes.
- Support the development and implementation of service improvement initiatives.
- Maintain productive relationships with Patient Participation Groups. Collect and record Friends and Family Test feedback and patient survey results and respond appropriately to patient feedback to support continuous service improvement.
- Contribute to organisational projects and operational priorities as required.
- Ensure Business Continuity Plans are maintained, regularly reviewed, accessible to staff, and implemented effectively to support service resilience and minimise operational disruption.
- Responsible for OPEL reporting at group practice level, including timely completion of required reporting, appropriate escalation of operational pressures, and coordination of actions to de-escalate and support safe, resilient service delivery.
- Embed and monitor systems for handling and recording of cheques and petty cash.
- Sharing of best practice across all group practices.

Workforce Management and Development

- Provide day-to-day leadership and management of practice teams.
- Foster a positive, inclusive, and high-performing culture across all sites.
- Ensure staff understand organisational objectives, performance expectations, and service standards.
- Support recruitment, onboarding and retention activities alongside the Human Resources Team.
- Conduct regular supervision, one-to-one meetings, appraisals, and development reviews.

- Support staff in their roles by identifying training and development needs, facilitating access to appropriate learning opportunities, and assisting with the implementation of personal development plans.
- Monitor workforce metrics including sickness absence, turnover, mandatory training, and staffing levels.
- Support employee relations processes in conjunction with Human Resources, including investigations, performance management, and attendance management.
- Promote staff wellbeing and engagement initiatives.
- Ensure effective communication channels are maintained across all practices.
- Encourage continuous professional development of staff.
- Responsible for updating monthly NHS Digital workforce submissions, working closely with the Performance and Implementation Manager to ensure accurate reporting.

Governance and Risk

- Lead operational governance arrangements across the portfolio of practices.
- Ensure compliance with organisational policies, statutory requirements, and NHS standards.
- Investigate complaints, incidents, concerns and near misses in accordance with organisational procedures.
- Utilise DATIX and other governance systems to record, investigate and monitor incidents and actions.
- Ensure learning from incidents, complaints and significant events is embedded into practice operations.
- Maintain oversight of risk registers and ensure mitigating actions are implemented and monitored.
- Support internal and external audits and coordinate responses to audit findings.
- Produce governance reports and assurance information for senior management and relevant committees.
- Ensure safeguarding processes are understood and followed across all practices.
- Work closely with governance and clinical leads to maintain high standards of quality and patient safety.
- Attend meeting in preparation for CQC inspection and provide assurance to the working group of compliance in CQC regulations.
- Responsible for the oversight of SARs request, working in collaboration with Corporate Governance
- Oversee practice-related PPA claims, ensuring processes are completed accurately, consistently and in line with organisational requirements.
- Maintain oversight of private work processes, ensuring the workload is managed consistently, accurately and in line with organisational requirements, escalating constraints where required.
- Ensure legal claims and CQC reportable incidents are logged on DATIX, as per policy.

Systems & Admin

- Maintain working knowledge of EMIS supporting staff with system queries.

- Oversee the management of clinical tasks, correspondence, and document workflows.
- Ensure accurate and timely processing of referrals, results, and patient communications.
- Identify opportunities to improve system usage and administrative efficiency.

Data Protection & Information Governance

- Ensuring the practices compliance with the Data Protection Act and Freedom of Information Act, other relevant legislation and professional information management standards such as GMC guidance.

Estates

- Act as the operational lead for premises-related matters within the portfolio, working with PC24s estates team.
- Responsible for completing and reporting monthly audits including Infection Prevention Control, Security and Health & Safety for all practices within your portfolio.
- Responsible for accurate room utilisation reporting
- Oversight of first aid and fire marshal checks, as well as fire evacuation
- Coordinate and monitor completion of actions arising from estates audits and compliance inspections.
- Hold a record of CQC estate documentation for all practices within your portfolio.
- Working with PC24's Facilities Support Assistant, ensure medical equipment servicing, calibration and maintenance programmes are completed.
- Ensure required estate documentation is maintained and accessible.
- Support the monitoring of environmental risks affecting service delivery.
- Maintain oversight of business continuity and emergency preparedness arrangements at practice level.
- Ensure practice environments are safe, clean, and fit for purpose.
- Escalate estate-related concerns to the PC24's Estates Team and monitor progress to resolution.

CQC Registered Manager Responsibilities

- Act as the named Registered Manager with the Care Quality Commission (CQC) for designated practices within the portfolio.
- Maintain compliance with all relevant requirements of the Health and Social Care Act 2008 (Regulated Activities) Regulations.
- Ensure all regulated activities are delivered safely and effectively in accordance with CQC standards.
- Provide assurance that systems and processes are in place to meet the CQC Key Lines of Enquiry and Single Assessment Framework requirements.
- Lead preparation for CQC inspections and coordinate responses to inspection findings and action plans.
- Ensure effective systems are in place to monitor quality, patient safety, governance, and compliance.

- Responsible for reportable incidents and changes as required by regulation.
- Ensure robust management of safeguarding, complaints, incidents, significant events and duty of candour requirements.
- Maintain oversight of quality improvement plans and regulatory compliance programmes.
- Work with operational, clinical and governance colleagues to continuously improve service quality and patient outcomes.
- Provide assurance to the Head of Operations and senior leadership team regarding the compliance status of the practices.
- Ensure evidence is maintained to demonstrate ongoing regulatory compliance.
- Promote a culture of openness, learning, accountability, and continuous improvement across all practices.
- Any other ad hoc duties as deemed appropriate by the Primary Care Head of Operations.

Person Specification

Job Title:	Group Practice Manager
Department:	Primary Care

Education and Training	Essential	Desirable
Educated to degree level or equivalent management experience in primary care, healthcare management, business management, or a related field.	X	
Significant operational management experience with demonstratable outcomes.	X	
Knowledge and understanding of NHS primary care systems, processes structures and contractual requirements.	X	
Formal qualification in healthcare management (e.g. ILM, CMI, NHS Leadership qualification or equivalent).		X
Training or qualification in quality improvement, change management or project management.		X

Knowledge, Skills, and Experience	Essential	Desirable
Experience managing healthcare services across multiple sites.	X	
A minimum of 2 years management experience	X	
Experience leading multidisciplinary teams.	X	
Strong understanding of primary care operations.	X	
Experience of managing staff or a service including 1:1s, appraisals and performance management	X	
Ability to work autonomously and prioritise workload	X	
Experience of managing performance, quality and governance frameworks within a primary care or healthcare setting, including KPI monitoring, audit programmes, risk management, incident reporting, complaints handling, and CQC compliance.	X	
Knowledge of CQC regulations and regulatory requirements.	X	

Ability to analyse performance information and drive improvement.	X	
Excellent communication and stakeholder management skills.	X	
Working knowledge of Microsoft office Packages	X	
Must be willing to undertake the role of Registered Manager and assume responsibility for maintaining CQC registration and regulatory compliance	X	
Experience as a CQC Registered Manager.		X
Experience leading services through CQC inspections.		X
Knowledge of quality improvement methodologies.		X
NHS Primary Care management experience.		X

Other Relevant Criteria	Essential	Desirable
Strong interpersonal and communications skills	X	
Ability to travel between practices and meetings.	X	
Commitment to maintaining confidentiality and handling sensitive information appropriately.	X	
Flexible and adaptable approach to changing priorities and organisational needs.	X	
Commitment to equality, diversity and inclusion.	X	
Commitment to continuous professional development.	X	
Full UK driving licence and access to a vehicle.		X