Job Description

Job Title:	Practice Group Manager
Department:	Primary Care
Reports to:	Head of Operations
Location:	Group 1: Litherland, Seaforth and Netherton, Group 2: Great Crosby and Thornton and Hightown, Group 3: North Park and Maghull
Contract Type:	Full time / Permanent (over 5 days)

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 guidelines.

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

- Oversee the effective daily management of staff, resources, and service delivery, ensuring compliance with organisational policies and procedures, including performance management, staff scheduling, and patient enquiries or complaints.
- Lead rota planning and maintain safe staffing levels in collaboration with the rota team, while ensuring robust procedures for emergency drugs and management of practice stock levels.
- Ensure practices consistently deliver safe, effective, and patient-centred services, meeting organisational KPIs, contractual requirements, and quality standards through performance monitoring and improvement planning.
- Develop, implement, and monitor operational policies, procedures, and standard operating processes, identifying and updating protocols as needed.

- Oversee patient access, appointment utilisation, recall processes, and service delivery models to optimise patient experience and outcomes.
- Collaborate with the finance department on claims, reporting, data returns, contract compliance, and support budget planning and monitoring to achieve agreed targets.
- Lead regular operational meetings, promote consistency of service delivery across practices, and support service improvement initiatives in partnership with clinical and operational leaders.
- Maintain effective relationships with Patient Participation Groups, collect and respond to patient feedback, and contribute to continuous service improvement.
- Ensure business continuity plans are in place, regularly reviewed, and effectively implemented to maintain service resilience and minimise disruption.
- Manage OPEL reporting at the group practice level, ensuring timely escalation and resolution of operational pressures to support safe service delivery.
- Embed robust systems for handling and recording of cheques and petty cash and share best practices across all group practices.
- Contribute to organisational projects and operational priorities as required.

Workforce Management and Development

- Provide day-to-day leadership and management for practice teams, fostering a positive, inclusive, and high-performing culture across all sites.
- Ensure staff are aligned with organisational objectives, performance expectations, and service standards through effective communication and regular engagement.
- Lead recruitment, onboarding, and retention efforts in collaboration with Human Resources, and support staff wellbeing and engagement initiatives.
- Conduct supervision, one-to-one meetings, appraisals, and development reviews, identifying training needs and facilitating access to learning opportunities and personal development plans.
- Monitor workforce metrics such as sickness absence, turnover, mandatory training, and staffing levels, supporting employee relations processes in partnership with HR as needed.
- Promote continuous professional development and maintain effective communication channels across practices.
- Oversee accurate and timely completion of monthly NHS Digital workforce submissions in collaboration with the Performance and Implementation Manager.

Governance and Risk

- Lead operational governance and ensure compliance with organisational, statutory, and NHS standards across practices.
- Oversee investigation and recording of complaints, incidents, and near misses using DATIX, embedding learning into practice operations.
- Maintain and monitor risk registers, implement mitigating actions, and support audits and responses to findings.
- Produce governance reports and provide assurance to senior management and committees, including preparation for CQC inspections and compliance assurance.

- Ensure safeguarding processes are followed, oversee SARs requests and PPA claims, and monitor private work processes and legal claims in collaboration with relevant teams.

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

- Serve as the operational lead for premises management, coordinating with the PC24 estates team and Facilities Support Assistant to ensure safe, clean, and compliant practice environments.
- Oversee and report on monthly audits—including Infection Prevention Control, Security, and Health & Safety—along with accurate room utilisation and records of CQC estate documentation.
- Maintain oversight of first aid and fire marshal checks, fire evacuations, equipment servicing, calibration, and maintenance programmes.
- Coordinate completion and monitoring of actions from estates audits, compliance inspections, and environmental risk assessments.
- Ensure estate documentation is up to date and accessible, supporting business continuity and emergency preparedness
- Escalate and track estate-related concerns for timely resolution.

CQC Registered Manager Responsibilities

- Serve as the named Registered Manager with the CQC for designated practices, ensuring full compliance with the Health and Social Care Act 2008 (Regulated Activities) Regulations and CQC standards.
- Oversee the safe and effective delivery of regulated activities, maintaining robust systems for quality, patient safety, governance, and regulatory compliance.
- Lead preparation for CQC inspections, coordinate responses to findings, and ensure evidence is maintained to demonstrate ongoing compliance.
- Manage safeguarding, complaints, incidents, significant events, and duty of candour requirements, reporting incidents and changes as required by regulation.

- Drive quality improvement plans, work collaboratively with operational, clinical, and governance teams, and provide assurance on compliance status to senior leadership.
- 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:	Practice Group Manager
Department:	Primary Care

Education and Training	Essential	Desirable
Experience in primary care, healthcare management, business management or a related field.	X	
Significant management experience within General Practice, Primary Care, NHS, or healthcare settings (private or NHS).	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, including direct line management.	X	
Experience leading multidisciplinary teams.		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
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