

Practice Management Induction

Programme evaluation

SPRING 2024 COHORT



Left to Right: Charlotte, Angela, Lottie, Lauren, Paula, Adele, Charlii, Emma and Louise

Introduction

The **Practice Management Induction Programme** is aimed at Practice Managers, Assistant and Operation Managers working in General Practice in Derby and Derbyshire ICB area (including Glossop). As an induction level, this is suitable for those new to role within their first 6 to 12 months, or for aspiring managers who wish to broaden their knowledge and skills to progress into a practice management. This follows successful delivery of the three cohorts since 2021 with excellent feedback from over 140 delegates.

The programme is designed by The Hub Plus (lead provider) and DDLMC alongside specialist guest speakers. The course is accredited by CPDUK.

INITIATE



The
Hub
DERBYSHIRE

PROJECT MANAGEMENT



PLAN



PRIORITIES

Objectives

- Understand key practical aspects of Practice Management, building on the delegates own experiences either in general practice or across other industry experiences.
- Opportunity to apply learning with real GP practice scenarios and relate learning to your own practice knowledge.
- Learn in a supportive group of local colleagues facilitated by experienced Practice Managers and Guest Speakers.
- Establish a Derbyshire ICB network of colleagues for peer support both on and off the programme.

Overview

7 Modules

**40-50 Guided
Learning Hours**

6 Months

**In person and
virtual sessions**

Our programme includes access to our virtual library for resources including delegate handouts, videos, and links to further reading to provoke thought and discussion.

There is an assumption of approx. 2 hours of self-learning per month and for some sessions there is pre-work which will be notified in advance. This will support the delegate to be able to participate fully in group discussion and fully embed the learning in the context of their own practice and be able to de-brief in a safe, supportive and non-judgemental environment within the group session.

Module 1: Introduction to primary care, Practice Management role and GP contracts

- Overview of the programme
- The General Practice role in the Healthcare system (nationally and locally)
- Changes to Primary Care in the last five years
- Introduction to system working (commissioners, organisations, PCNs)
- A typical GP practice?
- Your role in Practice Management
- Global sum & NHS income streams
- Intro to GP contracts GMS, PMS and AMPS contracts – Intro
- Directed Enhanced Services, Local Enhanced Services and Additional Services
- NHS vs Private work
- Applied Contractual Practice Scenarios

Module 2: HR & Managing teams and Partnerships

- Managing performance in the Lifecycle of an Employee Recruitment & Induction
- Understanding Employment Contracts
- Recruitment and Induction
- Appraisals and 121s
- Absence management

Module 3: Premises and estates

- Types of Leases
- Notional rent, District Valuations
- Building equipment, maintenance and repairs
- Risk assessments
- Health and safety - Keeping staff and patients safe
- Infection control (IPC) – guidance and expectations

Module 4: Patient quality & CQC

- Overview of CQC inspections & KLOEs
- Patient surveys, website ratings (Discussion)
- CQC registration and requirements
- Embedding quality and CQC processes into practice

Module 5: Finance & Claims

- Global sum & NHS income streams
- statements
- Cash flow forecasting
- Enhanced services claims
- PCN funding
- Accounts - profit & loss, budgeting and controlling costs
- Intro to QOF
- PAs
- Staffing costs
- Pensions (intro only)

Module 6: Service delivery & digital

- Appointment demand and capacity
- GPAD
- Digital solutions
- IG responsibilities
- GDPR (Exercise)
- Self-directed (optional)
- Patient Administration Systems
- EMIS Basic and Advanced (Pre-recorded)
- SystemOne (Pre-recorded)
- Complaints handling (Pre-recorded)

Module 7: My practice & Leadership journey

- Leadership styles and values
- Me and my practice team (Group work)
- Personal Resilience
- My future development plans

Delegates are encouraged to attend all sessions to complete the whole programme and receive the certificate and will be asked to evidence learning where relevant.

The Practice Management Induction programme, traditionally offered free of charge, implemented a small fee in 2023-24 alongside The Hub Plus subsidy. As a not-for-profit organisation, this was a necessary change to ensure we can continue to deliver a high level of service despite increasing funding cuts and non-recurrent funding streams to support healthcare staff within Primary Care.

This report compares the programme's performance with previous years to assess the impact of this change, focusing on participation, learning outcomes, and participant responses.

Overview of feedback:

- 100% of attendees confirmed that the induction programme met their expectations.
- 100% reported increased confidence in managing practice tasks after completing the programme.
- HR and finance modules were frequently mentioned as the most enjoyable and impactful.
- The ratings were generally positive, with a majority of 'Excellent' ratings.
- Where feedback was mixed or lower than expected for particular subjects, changes were made to incorporate these.

PM Induction Summary of Achievements:

- 7 sessions of content created and delivered from February – July 2024
- 13 EOI received and 12 enrolled onto this year's cohort
- Attendance increased by 29% from last year's cohort
- Dedicated Learning management system plus resources and content
- Income generated equates to £4,196.88 which is 35% towards the overall cost of the programme
- Up to 40 learning hours delivered

Areas for Improvement:

Suggestions for improvement included making the premises module more engaging (potentially through in-person sessions) and increasing the interactivity of some of the online content.

Areas for improvement from trainers' perspective:

- Threading People Promise through the programme
- Different presentations for Premises and Estates, possibly also extending the time for this module
- Finance section can dovetail better into module 1 to follow through
- More applied exercises will support further learning
- Pre-work for finance session
- Collect more info on learner profile and experience to give to trainers to inform their specialist delivery areas
- Module 6 service improvement will need possible re-write from modern general practice – needs slightly less content and could include focus on change management for future.

Programme Fee:

Most participants found the programme fee reasonable and justified by the comprehensive content covered. All respondents would recommend the programme to colleagues, with an overall rating of 'Very good'.

Programme Effectiveness:

The feedback shows that the PMI achieved its main goal of preparing new and aspiring managers for their roles. The unanimous consensus on meeting expectations and the increased confidence in task management highlight the programme's success.

Module Quality

Module 1



Introduction to primary care, Practice management role and GP contracts
80% Rated this module as **'Excellent'**. **20%** Rated this module as **'Good'**

Module 2



HR, Managing teams and partnerships
100% Rated this module as **'Excellent'**. Participants rated this module as their favourite due to their practical relevance and engaging delivery.

Module 3



Premises and estates
30% Rated this module as **'Excellent'** **50%** Rated this module as **'Good'**.
20% Rated this module as **'Fair'**. Suggestions included offering in-person sessions to enhance learning and engagement.

Module 4



Patient quality and CQC
90% Rated this module as **'Excellent'**. **10%** Rated this module as **'Good'**

Module 5



Finance and Claims
90% Rated this module as **'Excellent'**. **10%** Rated this module as **'Good'**

Module 6



Service delivery & Digital
50% Rated this module as **'Excellent'**. **40%** Rated this module as **'Good'**. **10%** Rated this module as **'Fair'**.

Module 7

My practice & leadership journey
100% Rated this module as **'Excellent'**.



Testimonials



(This year's cohort)

"I came into the Induction for Practice Management with a view to learn and soak up as much information as possible. Being quite new to the NHS but not new to management in general, was quite daunting but I can honestly say I really enjoyed the course from start to finish. Being able to meet other people from other practices and PCN was lovely.

The subjects I enjoyed the most were CQC, I made sure our 'shop window' was completely up to date on our website! Sickness management with Liz, Liz is always so insightful, and her sessions are always well thought out. Finance and Claims, I deal with claims on a regular basis so it was interesting to find out more information where money can come from and from the different avenues. I found the contracts intense BUT.. I have put the information about GMS contracts into practice whilst at work which is fantastic.

Overall, I would highly recommend this course to anyone new to being a manager within GP practices. 5 stars all round!" ★★★★★

(Previous cohorts)

"I just wanted to give feedback that I personally have found the Practice Management Induction course so beneficial and it's an absolute credit to the LMC and the Hub Plus. I really hope you will consider continuing the programme in future for other new Practice Managers". ★★★★★

"I just wanted to drop you a quick email to say thank you, this must have taken a lot of hard work at an already demanding time. It was a wonderful experience and a much-needed escape and re-focus throughout this year". ★★★★★

"I've found this course so very useful and I would hate to see all the massive effort you guys go to for resources to me made available go to waste, also once the course is over I know it would be so useful to refer back to in the future." ★★★★★