



POSITION DESCRIPTION

Practice Manager

NAME:

RESPONSIBLE TO: High Country Health Limited Board of Directors

FUNCTIONAL RELATIONSHIPS WITH:

Internal -

- Reception Staff
- Accounts Administrators
- Doctors
- Nurses
- Physiotherapist
- Other health providers
- Board and Trust members

External -

- Patients
- Pharmacist
- Business Partners
- Visitors
- Other health professionals/professional bodies

MAIN PURPOSE OF THE JOB:

The Medical Practice Manager is responsible for the effective day-to-day management and overall operational performance of the medical practice. The role provides leadership and support to the practice team, ensuring the practice operates efficiently, safely, sustainably and in accordance with relevant legislation, contractual requirements and professional standards.

The Practice Manager works closely with the Board/owners and clinical leadership to support the delivery of high-quality, patient-centred healthcare. This includes responsibility for people management, financial and business administration, compliance, health and safety, facilities, systems and processes, and the ongoing development and improvement of practice services.

The role also contributes to maintaining a positive workplace culture, supporting staff wellbeing and development, and ensuring patients receive a welcoming, respectful and responsive service.

Key Tasks			Standards/Outcomes Expected
1		Human Resources	
	1.1	Recruitment and training of staff	• Positions filled quickly by most suitable candidate following a robust recruitment process • All pre-employment checks completed • Temporary gaps in staffing are managed accordingly.

			• Workflow and productivity are maintained with minimal disruption. • Assess training needs for all staff on a regular basis. • All staff are trained to a required level of competency. • An induction programme for new employees and contractors is developed and implemented
	1.2	Position descriptions and person specifications	• All staff have position descriptions and person specifications appropriate to their role.
	1.3	Employment Agreements and negotiations	• All staff have Employment Agreements that are up to date with current legislation. • Manager is up to date with relevant MECA requirements, current employment legislation and industry best practice.
	1.4	Payroll overview	• Overview of wage rates and accurate payments made. • Ensure payroll administration is completed by delegated staff in an accurate and timely manner • Ensure that any salary changes and/or other payments are authorised • Ensure payroll records are maintained to audit and legal requirements
	1.5	Motivation, management and discipline of all staff	• First point of contact for any staff problems or assistance required. • Maintain a friendly, positive staff workplace environment. • Staff performance is monitored and managed in accordance with practice policy.
	1.6	Staff and leave rosters – all areas	• All staff know when they are on duty and are advised well in advance of any changes to their rosters.
	1.7	Health and Safety	• Ensure the staff work in a safe environment and employ good health and safety practice. • Know and comply with current H & S at Work legislation • Liaise with Health and Safety Officer for the practice • Ensure the partners/business owners/directors are aware of their responsibilities under the HSWA 2015 • Establish effective audit processes

2		Treaty of Waitangi/Te Tiriti o Waitangi	
	2.1	Demonstrates an ability to apply the principles of the Treaty of Waitangi/Te Tiriti o Waitangi.	• Understands the Treaty of Waitangi/Te Tiriti o Waitangi and its relevance to the health of Māori in Aotearoa/New Zealand • Demonstrates knowledge of differing health and socio-economic status of Māori and non-Māori. • Apply the Treaty of Waitangi/Te Tiriti o Waitangi to your work
3		Health Equity	
	3.1	Enable delivery of services to patients in a way that acknowledges different cultural values	• Work to ensure that services are delivered in a culturally safe, appropriate and competent manner, ensuring that the integrity of each individual's culture is acknowledged and respected and that the particular needs of the community are catered for. • Culture may include age, gender, sexual orientation, ethnicity, culture, disability or beliefs. • Assist patients to gain appropriate support and representation from those who understand the patient's culture, needs and preference
	3.2	Social determinants	
		Be aware of social determinants that impact on health outcomes	• Understand the inequities that lead to poor health outcomes. • Investigate, enable, and encourage use of programmes, policies that are available to address inequities. • Consider alternative ways to enable provision of services to reach vulnerable patient populations
4		Business Management	
	4.1	Financial Management	• Overview of all financial management of the practice. • Provide advice to the Board on financial and commercial issues that support the strategic direction of the practice. • Provide advice on compliance with statutory and financial reporting standards. • Establish and monitor internal controls, systems, and policy to ensure accurate reporting to the partners/business owners/directors. • Monitor financial delegations for the practice. • Assist Accounts person to develop and maintain budgets and budget processes (capital and operational) for approval by partners/business owners/directors. • Undertake variance reporting. • Liaise with Accounts person to

			- maintain an overview of practice cash flow to ensure sufficient funds are available to run the practice business. - provide cash flow forecasts and actual figures for reporting to the partners/business owners/directors as required. - ensure accurate and timely preparation of GST/FBT/PAYE reports for IRD. - Maintain an overview of credit management is maintained, and bad debts are kept to a minimum. - Manage day to day cash flow. - Manage capital programme – ensuring that expenditure is identified, budgets allocated, and projects are managed within expenditure. - Liaise with the accounts person to assist with preparation of monthly financial statements, including balance sheet, revenue and expenses and capital expenditure. - Liaison with accounts person and assist with preparation of annual accounts.
	4.2	Develop and maintain office systems and protocols	- In conjunction with administrative staff, develop suitable protocols and processes. - Protocols and policies are reviewed on a regular basis.
	4.3	Develop and maintain clinical protocols	In conjunction with medical and nursing staff assist in developing clinical protocols that ensure safe, compliant patient treatment practice.
	4.4	Implement and maintain quality management systems	In conjunction with all staff, develop and review quality management systems.
	4.5	Risk management	- Risks are identified and mitigated. - Maintain the practice risk register. - Develop and maintain the practice business continuity plan
	4.6	Business Development	- Opportunities for business development are identified and reported to the practice owners. - Opportunities once approved are then explored and implemented according to owners' instructions. - Project management of new projects - Ensure funding streams from the PHO are maximised. - Maintain Cornerstone Accreditation
	4.7	Strategic & Business Planning	- Prepare monthly performance report for board meetings outlining key practice performance statistics. - Co-ordination of strategic planning process in conjunction with the Board and facilitate input by practice staff. - Responsibility for developing strategic plan report
5		IT System Management	

	5.1	Disaster Recovery Processes	• Back-up processes are in place and maintained according to agreed guidelines. • Regular testing of back-up reinstatement is completed to agreed guidelines.
	5.2	Training and development	• All staff are trained in the use of the practice management system. • Undertake and encourage self-directed training to deal with recurring problems
	5.3	Troubleshooting	• All network issues and user problems are dealt with within the agreed time frames.
	5.4	IT licenses and Internet access	• All software licenses are held and upgraded, as necessary. • The integrity and security of the practice IT system is maintained at all times.
	5.5	Strategic overview	• Strategic overview of the capability and any issues that influence the usability of the IT system. • Maintenance and replacement of components and peripherals as required. • Manage the contract for the provision of IT support
6		PHO Management	
	6.1	Patient PHO enrolment	• Overview of patient enrolment to ensure funding opportunities are maximised.
	6.2	Age/Sex register	• Overview of accuracy of the register to ensure funding opportunities are maximised.
	6.3	PHO Reporting	• Reports are completed within the agreed time frames.
	6.4	GP Owners	• Practice owners are kept up to date on any issues that affect their funding streams.
	6.5	PHO Liaison	• Attend meetings to ensure currency of knowledge and familiarity with any relevant issues. • Develop and maintain relationships with key PHO staff
7		Communication	
	7.1	External	• Patients receive regular information by way of practice website/newsletters/social media, about changes or new services that affect them. • Development/maintenance of practice website • Practice brand and profile is marketed according to agreed guidelines. • Maintain good working relationships with all business partners and suppliers.
	7.2	Internal	• All staff and owners are kept informed by way of regular communication as to the things that affect them within the practice. • Meetings are organised and minutes are kept for all staff and team meetings.

8		Facilities Management	
	8.1	Property Management	- Leases and all required documentation are held for sublet consulting rooms and/or rental properties. - Liaison with practice solicitors and insurers, as necessary.
	8.2	Security	- Overview of all external and internal security procedures to ensure staff and patient safety. - Ensure alarm systems and CCTV systems are well maintained and in an operable state at all times.
	8.3	Property maintenance	All buildings, car parks, gardens and facilities are kept to agreed standards.
	8.4	Equipment maintenance	- All medical equipment and office equipment is maintained in good working order. - A register of scheduled maintenance required for medical equipment is maintained and utilised.
9		Compliance	
	9.1	All subsidy schedules	Overview of accuracy of all claims made and payments received.
	9.2	Health & Disability Commission	The Practice Manager is the Complaints Officer for the practice. Ensure all complaints are dealt with in a professional and empathetic manner, within agreed time frames.
	9.3	Privacy Act & Health Information Privacy Code (HIPC)	- Training of all staff in privacy and HIPC issues and ensuring these standards are maintained. - Appointment of Privacy Officer.
	9.4	Health & Safety	- Risk/Hazard register and maintained and regularly updated. - Fire and evacuation plan in place and regularly practiced. - Protocols are in place for when emergencies occur, and assistance is required immediately. - Comply with current NZ legislation. - Maintain up to date staff emergency contact list and crisis management contact list.
10		Leadership	
	10.1	Leadership	- At all times exhibit a professional, approachable leadership style. - Provide leadership and ongoing support and coaching to direct reports. - Represent the practice at professional meetings related to the medical profession. - Support the practice reputation. - Seek leadership roles in PHO and other industry organisations. - Develop and maintain effective working relationships with relevant stakeholders.

			Develop and maintain strong and effective working relationships with colleagues within the practice
11		Other	
	11.1	Other duties	The Practice Manager will be asked from time to time, to perform other tasks in order to maintain the smooth and effective service of the practice.

Delegations

1		Financial	
	1.1	Capital Expenditure within budget	Amounts up to \$250 – Delegated Amounts over \$250 - Confer with Board.
	1.2	Capital Expenditure – not budgeted	Amounts up to \$250 – Delegated Amounts over \$250 - Confer with Board.
	1.3	Operating Expenses within budget	Delegated.
	1.4	Operating Expenses – not budgeted	Amounts over \$250 per annum - Confer with Board.
2		Staff Numbers	
	2.1	Recruitment within Budget	Non-clinical Staff – Delegated. Clinical staff - Confer with Clinical Lead and Owners/Board.
	2.2	Recruitment new/outside of Budget	All - Confer with Owners/Board.
3		Staff Management	
	3.1	Day to day clinical management – non-clinical matters	All direct and indirect reports - Delegated
	3.2	Day to day clinical management – clinical matters	All – Confer with clinical lead and Board
	3.3	Formal discipline of staff	All – Confer with Board
	3.4	Dismissal	All – Confer with Board

Date this document was agreed to:.....October 2026.....

Next review date: October 2027.....