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Jeanne Davies pioneered the introduction of the NVQ Standards in Administration for General Practice staff within the West London area. Under her guidance as Manager her then practice was one of the first in London to achieve the Investor in People Award. She is now a Consultant Practice Manager and Training Specialist. Her workbook, Portfolio of Evidence, was piloted by two local Health Authorities and has proven to be a highly effective guide to achieving an NVQ award in Administration.

Shaheen Hamid

Shaheen Hamid has 9 years' experience in Practice Management and is currently working as a Practice Manager in Chiswick, West London. Previously she successfully piloted a locum practice manager scheme through her local authority. She has an impressive track record in transforming practices large and small by means of easily defined and simple to use management systems.

Our combined years of experience have enabled us to produce this manual which we hope will be of benefit to other Practice Managers.

Foreword

High-quality clinical services depends on efficient practice organisation. No longer is the quality of care the sole responsibility of doctors and nurses. Now all members of the practice team contribute towards it whether it be through the administration of the records system, the collection and analysis of data on the practice computer or ensuring that staff are adequately trained.

This manual makes an important contribution to helping practices develop effective systems and procedures. The authors are both experienced Practice Managers and NVQ Assessors and their combined years of experience have enabled them to produce a user friendly publication which is practical and meets the needs of General Practitioners and Managers alike.

Renos Pittarides (November 1998)

Renos Pittarides is Executive Partner of a six-partner practice in London. He is also Senior Lecturer in Practice Management at the University of Westminster and an independent Practice Management Consultant.

Introduction

This user-friendly manual has been designed to aid Primary Care General Practices to maximise efficiency and standardise systems within the organisation.

The manual is a collection of thoughts and ideas which have proved to be highly successful. With the introduction of Primary Care Groups, General Practice today requires maximum efficiency in administration for the smooth running of the practice.

It contains real examples of protocols and procedures which may be adapted to suit individual practices.

We hope that this manual will make an important contribution to GP practices in order to develop their own systems.

High standard patient care is dependent upon efficient administrative systems.

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1 Recruitment

This section contains examples of advertisements, letters, checklists and job descriptions. Please use them as a guide and adapt or change the wording as appropriate.

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2 Contract/Written statement

This section is composed of suggested titles that may appear in a contract/written statement. When writing your contract please ensure that you follow current legislation.

Sample headings

2-1

3 Policies

This section contains examples of practice policies that should be given to all new staff with their contract. A hard copy of these policies should also be available on the premises for any staff member to refer to. All staff should sign to say that they have read and understood all the practice policies and procedures.

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Security checklist	3-43

4 Induction

The following induction training programme is very comprehensive. It should be used over a two-week period as a training aid for all new members of staff or for existing staff who are changing their job roles.

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Computer	4-16
Mail	4-17
Medical records	4-20
Filing	4-21
Income	4-23
Equipment	4-29

5 Performance appraisal

This section contains a performance appraisal that can be used to measure staff performance against the National Standards in Administration. It identifies areas for further development and can be used to set aims and objectives of employees.

These can then be monitored by reviewing the action plan.

Appraisal form	5-1
Appraisal evaluation form	5-7

6 Protocols

This section contains protocols that may be used as they are or adapted to suit the individual practice to ensure that all staff members are aware of the correct procedures for **their** practice.

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Registration of patients	6-63
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Urine samples	6-75
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Work schedules	6-81

7 Quick tips

The quick tips manual is a shortened version of practice policies and procedures for receptionists. It will prove invaluable to temporary members of staff who may have been asked to cover reception at short notice and it may also be used as part of an induction training programme.

Practices should adapt their own procedures and policies to develop a similar manual that reception staff may use for quick access to information.

8 Forms for photocopying

This section contains various forms that may be photocopied and used in your practice as they are or adapted to suit the individual practice's needs

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