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**Introduction**

This directory is aimed at managers working in Primary Care to signpost them to a range of organisations and programmes that can support them with their identified development needs.

Managers may work in any number of organisations within the primary care community including GP practices, dental practices and within pharmacies and optometry clinics, as well as those managers working in PCT's whose role is to work directly with these services.

You could be working in a single handed practice or you could be working supporting a team of 10 or more GP's with a full primary health care team and a list size of 20,000 patients or more.

You may be working in an administrative role to support the function of the clinical team through staff management, appointment planning and day to day coordination of services, or you may be in a more strategic role developing new initiatives, undertaking service developments and overseeing large projects.

The role of an individual manager will depend largely on the structure and culture of the organisation, historical experience and the role that individual members of the clinical team want to take as part of the managerial set up.

However there is no doubt that the recent introduction of the nGMS contract and PMS agreements contracts and quality frameworks as well the forthcoming dental and pharmacy contracts place a direct onus of responsibility on managers to support delivery on the key priorities for Primary Care.

> **"The NHS needs the best managers in Britain. Managers who can protect what is best about the way we currently deliver our services to patients, but can also see the need for change and can implement that change successfully."**
> John Hutton MP, Minister of State (Health)

**Getting started…..**

There are no mandatory qualifications for becoming a manager in primary care. Individual managers may come from a variety of backgrounds, having worked through the ranks of primary care, transferred from other health care settings or may be newly recruited to the NHS.

The skills escalator provides an example of a stepped approach from entry to health care management to a fully qualified, competent manager whilst annex
C to the nGMS contract provides a structured set of competencies for practice management and indicates the wide range of skills that GP practices will need to have access to and could equally be relevant for managers in other areas of primary care. How do you measure up to these?

Skills escalator -

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<tr>
<td>1</td>
<td>Entry Level</td>
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<td>2</td>
<td>Assistant Practitioners</td>
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<tr>
<td>3</td>
<td>Practitioners</td>
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<tr>
<td>4</td>
<td>Senior Practitioners</td>
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</table>

The next sections will provide you with a range of organisations and programmes to assist you in your own personal development.

**Financial Support**

There are no centrally funded schemes providing financial support to primary care staff undergoing training. Funding may be available via several routes or may fall to individuals to support themselves. Possible routes include:

1] **Direct employer** - Some GP and Dental practices may be willing to invest in staff training, and as a requirement of the different quality frameworks they are responsible for ensuring that staff are appropriately trained. Very few practices are likely to have a formal training budget and so it will be left to individuals to discuss potential opportunities with their employers.

2] **Primary Care Organisation** - PCT’s have some provision for staff training and you will need to check what the arrangements are in your local area. Some PCT’s will be able to fund on a place by place basis, some may have decided to work with particular organisations or academic institutions to supply any training they require.

3] **Sponsorship** - This can be a very useful route for support, but always ensure that it is based on an ethical partnership and that your organisation is happy for you to accept sponsorship. Sign a declaration detailing what funding is being given, and what if anything is expected in return.

4] **Educational Grants** - If you decide to take time out from work to study on a full time basis or spend more than 50% of your time in education you may be eligible for a grant. Further details can be found on the Department for Education and skills website: [http://www.dfes.gov.uk/studentsupport/students/pla.shtml](http://www.dfes.gov.uk/studentssupport/students/pla.shtml)

5] **You** - This is an investment in your future. You may well reap the benefits of any money you spend on training and developing yourself in the future through enhanced career opportunities.
Primary Care Management Support Organisations
A number of organisations are available to support managers in their role. These organisations provide support through a number of mediums:-

- Formal skills and knowledge training
- Personal development opportunities
- Networks and forums to share best practice
- Portfolios of guidelines, policies and procedures
- Support structures including help desks and information sourcing

Please note that access to the services of some of these organisations is through paid membership.

Organisations are listed below in alphabetical order:-

**Association of Medical Secretaries, Practice Managers, Administrators and Receptionists (AMSPAR)**
[www.amspar.co.uk](http://www.amspar.co.uk)
AMSPAR is a membership and awarding body which provides a range of professional qualifications that sit both inside and outside the National Qualification Framework. The AMSPAR management diploma is the only NQF recognised qualification specifically designed for Primary Care Management. The programme is open to existing and potential managers in a health or social care environment. It is appropriate for nurses who manage a team, all PCO managers as well as those working in GP and dental surgeries.

In addition to their suite of qualifications AMSPAR also offers members advice, support, guidelines and many training programmes. It promotes 2 CPD schemes.

**British Dental Association (BDA)**
[www.bda-dentistry.org.uk](http://www.bda-dentistry.org.uk)
The British Dental Association is the professional association and trade union for dentists in the UK. We have over 18,000 qualified members, the majority of the profession, and over 3,500 student members. The BDA develops policies to represent dentists working in every sphere, from general practice, through community and hospital settings, to universities and the armed forces.

**British Dental Practice Managers Association (BDMPA)**
[www.bdpma.org.uk](http://www.bdpma.org.uk)
The British Dental Practice Managers Association is run by an executive committee of dental practice managers who work full time in practice and fulfil their roles with the BDPMA on a voluntary basis. The BDPMA aim to provide a support network through contact with other dental practice managers who are often experiencing the same challenges. Providing support and advice for dental practice managers sharing experiences, problems are solved and friendships are formed. The advantages of this are a sense of belonging and many member benefits including our highly regarded quarterly magazine, free seminars, discounted training, free legal advice and a variety of other benefits as listed on our web site; www.bdpma.org.uk. We do not run our own practice management qualification course however we work closely with a select number of training companies and have a recommended list of training providers. The highlight of our year is the Annual Conference and Award Ceremony where managers from all over the country gather for a mixture of education, recognition and fun.

**First Practice Management (FPM)**
www.firstpracticemanagement.co.uk
This service provides a free discussion forum for managers as well as a range of articles, documents and guidelines. Paying members have access to an extended range of services including employment law and discounts on goods and services.

**Institute of Healthcare Management (IHM)**
www.ihm.org.uk
The IHM’s purpose is to enhance and promote high standards of professional healthcare management in order to improve health and healthcare for the benefit of the public. IHM has over 100 years of experience in developing healthcare managers and the range of expertise and experience of its membership is unique, and today it is the largest UK professional body for managers working in health. IHM supports managers whose excellence in management contributes to excellence in healthcare. By promoting the highest standards in healthcare management, the IHM plays a leading role in improving effectiveness in the quality of health services. IHM supports its members through access to Health Management and a full range of Continuous Professional Development events and publications.

**NHS Alliance**
www.nhsalliance.org
The NHS Alliance has recently joined forces with first practice Management providing a free discussion and support forum for practice managers. We also provide conferences and regional seminars on a variety of subjects. In February/March there are seminars on Practice led commissioning in Leeds, London and Nottingham. The annual conference this year to be held
in Harrogate in November will have special sessions with a focus on Practice management issues.
We are currently planning a national team of lead Practice managers to help support local practice managers and to help organise local meetings/learning sets as well as providing input and advice to the Department of health.

**NHS Clinical Governance Support Team**

[www.cgsupport.nhs.uk](http://www.cgsupport.nhs.uk)

The NHS Clinical Governance Support Team (CGST) was established to provide a resource for colleagues across the NHS charged with making clinical governance a reality locally.
The team offers support to make clinical governance happen “on the ground” in a variety of ways:
- By providing direct support through development programmes
- By providing information about the experiences from local development work
- By providing a forum for discussion

The CGST has 3 main aims:
- To support the development of clinical governance in the NHS
- To raise the profile and provide information about clinical governance
- To create, capture and spread ideas and good practice in clinical governance

To find out more about the work of the team visit the website.

**National Primary Care Development Team**

[www.npdt.org.uk](http://www.npdt.org.uk)

NPDT** aims to** develop capacity and capability in public services, supporting individuals and organizations in programmes of work that deliver rapid, systematic and sustainable improvement for patients and communities. NPDT also aims to help people develop practical, transferable skills in quality improvement they can use in any area of their work. NPDT’s first programme, the National Primary Care Collaborative, is the world’s largest health improvement programme.

**NPDT helps with** chronic disease management, access, inequalities in communities, primary care contracting, redesigning systems and care pathways, attainment in schools, leadership, quality improvement skills training and support for practice managers.

**NPDT focuses on** improvement that:
- Delivers results
- Maximizes spread
- Engages and enthuses frontline staff
- Results in large systems change
- Transfers skills in quality improvement
The national team is based in Manchester and has 11 local NPDT Centres. For further details phone NPDT on 0161 236 1566 or view the website.

**National Association for Primary Care (NAPC)**
[www.napc.co.uk](http://www.napc.co.uk)
The National Association of Primary Care (NAPC) supports practices and their managers through a range of services at both national and local levels. For its members, NAPC has a telephone/email helpline service to deal with practice specific queries relating to nGMS/PMS and Practice Based Commissioning problems, as well as other issues. (Tel: 020 7636 8626 or email: napc@napc.co.uk)
Members receive free quarterly newsletters, which deal with issues of the day as well as other periodic publications. Better known are NAPC's conferences and workshops, which take place nationally and locally. Spring 05 will see a series of workshops and a one day annual conference dedicated to practice based commissioning. Further such events are to be rolled out across the country. Additionally, the Association organises updates for practice managers on topical issues relating to the latest government policies to ensure that they are kept abreast of the most recent developments in the NHS and in primary care. With the advent of practice based commissioning nationally, NAPC will focus its efforts on support to practices and their managers to ensure their development as effective commissioners of services for their patients.

**National Patient Safety Agency**
[www.npsa.nhs.uk](http://www.npsa.nhs.uk)
The aim of the NPSA is to help the NHS save lives and avoid unintentional harm to patients by promoting patient safety across all levels of the healthcare system. By collecting and analysing information from staff and patients via national reporting systems and other sources, the NHS can learn from the things that go wrong and develop practical solutions to prevent harm. The priority is to develop a culture of safety and openness so that incidents and concerns are not overlooked but acknowledged, investigated and learnt from. The NPSA is working to develop and implement educational and training programmes to help make patient care safer. View the tools and resources available to support you in improving patient safety in your organisation on the NPSA website.

**National Primary and Care Trust Development Programme/ Primary Care Contracting Team**
[www.natpact.nhs.uk](http://www.natpact.nhs.uk)
The National Primary and Care Trust Development Programme (NatPaCT), part of the NHS Modernisation Agency, was created primarily to support PCTs
to share information, experiences and achievements allowing PCTs to learn from each other. As part of the Modernisation Agency changes the majority of the work of NatPaCT will be localised. However the Primary Care Contracting Team and Website support will continue.

The Primary Care Contracting team supports the implementation of the Primary Medical Care Contracts, and the other primary care contracts (pharmacy, dentistry). A separate prospectus detailing the wider support is available on the website (address below). Although the support is targeted at PCTs, Practice Managers can contact their local Primary Care Contracting Advisor, to find what events are being run locally that they could attend, or with queries. Primary Care Contracting Advisors may also attend PCT organised events to support practices with expert information. Practice Managers can access the Primary Care Contracting website, and NatPaCT discussion forum at [www.natpact.nhs.uk/primarycarecontracting](http://www.natpact.nhs.uk/primarycarecontracting). Details of Primary Care Contracting Advisors are on this website.

**The Royal College of General Practitioners**
[www.rcgp.org.uk](http://www.rcgp.org.uk)

The Royal College of General Practitioners (RCGP) aims to encourage, foster and maintain the highest possible standards in general medical practice. This is done through a variety of means, including:

- representing the profession on government committees & at other national forums,
- developing policy and clinical guidelines for general medical practice,
- setting standards of quality and clinical guidelines for patient care
- providing continuing education and training.

The RCGP offers a number of quality initiatives aimed at both GPs and practice teams. These include the Quality Practice Award, and Quality Team Development.

**The Working in Partnership Programme**
[www.natpact.nhs.uk/workloadmanagement](http://www.natpact.nhs.uk/workloadmanagement) (temporary website)

The Working in Partnership Programme was established in the new GMS Contract (paras 6.46 - 6.48) to develop and implement a strategy for general practice that addresses the effective use of clinicians’ time whilst improving the availability of services for patients.

Key areas for the programme include:

- Self-care
- Minor illness management
- Skills mixes that provide safe, effective and accessible alternatives to traditional general practice, including non-GP led models for the management of chronic diseases.

The programme:
• Has review workload in general practice to establish the greatest demands and therefore the programme's priorities
• Is undertaking a rapid review of good practice that addresses high demands and assess those schemes against standardized evaluation frameworks
• Has already invested in 10 new initiatives that incorporate outcomes criteria around various workload indicators
• Is currently developing reviews and evaluations, learning and experience of existing good practice
• Will share its learning via its website and other communications opportunities so as to encourage the spread of good practice
• Is working closely with a wide group of stakeholders so as to integrate effective schemes into the wider agenda for primary care so that positive impacts are sustained over the longer term.

These organisations have been instrumental in putting together this directory and their contribution is gratefully acknowledged.

Training and Development
A range of training and development programmes are available nationally. This list is aimed at giving a taster of what is available and is certainly not intended to be exhaustive.

It is intended to provide stepped examples of the type of courses and programmes available to help you decide on the best approach for your individual situation, whether you are a manager new to the NHS or new to Primary care, or if you have many years of experience and want to refresh or update certain areas of your knowledge or concentrate on your own personal development.

What is the right level of programme or course for you?

Skills escalator -

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<th>Entry Level</th>
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<td>2</td>
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<td>Senior Practitioners</td>
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Organisation

New to the NHS?
The National Health Service University now offers a one-hour induction programme, 'Introduction to today's NHS' is designed to give all new staff an overview of the NHS and...
its values. See [www.nhsu.org.uk](http://www.nhsu.org.uk) or email [enquiries@nhsu.org.uk](mailto:enquiries@nhsu.org.uk) for further information.

**NHS Graduate Scheme**
A two-year Scheme combing Training, postgraduate study and work placements, leading to a Masters qualification. The Scheme consists of two 9-month placements: the first in operational management; the second in a strategic management role. There's also a 3-month elective project, which counts towards the Masters Degree. [www.futureleaders.nhs.uk](http://www.futureleaders.nhs.uk)

**Primary Care Management Development Programme**
Phase 1 - Competency based online self assessment programme with supported local learning aimed at managers in Primary Care.
Phase 2 (Improvement Project) and Phase 3 (Vocational Training) to be developed 2005 onwards. [http://www.cgsupport.nhs.uk/Primary_Care/Resources.asp#management_and_development_programme](http://www.cgsupport.nhs.uk/Primary_Care/Resources.asp#management_and_development_programme)

**AMSPAR**
Diploma Level 5
1-2 years tutorial based
General management and primary care management skills [www.amspar.co.uk](http://www.amspar.co.uk)

**ILM**
Introductory & certificate in Team Leading Level 2 & 3 – 5 modules
Introductory & Certificate in First Line Management Level 2 & 3
Provides general management skills. Tutorial based [www.i-l-m.com](http://www.i-l-m.com)

**Managing in Health & Social Care**
[www.mhsc.org.uk](http://www.mhsc.org.uk)
Certificate and Diploma programmes
Open learning with 1 workshop/tutorial per module per month General management within a health and social care context Available at NVQ, Degree and Postgraduate level.

**Open University**
Managing in Health & Social Care [www.mhsc.org.uk](http://www.mhsc.org.uk)
As above.

**Postgraduate Certificate in Health & Social Care – King Alfred’s Collage, Winchester**
[www.wkac.ac.uk](http://www.wkac.ac.uk) Contact- Brenda Saywer

**Radcliffe Medical Press**
Distance Learning Packages including Introductory certificate in 1st line management and Managing the Practice
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<tr>
<th>Programme</th>
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<th>Programme Manager</th>
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<tr>
<td>Certificate and Diploma in Health Planning and Management - Birkbeck, University of London</td>
<td><a href="http://www.bbk.ac.uk/ce/health">www.bbk.ac.uk/ce/health</a></td>
<td>Jean Devaney</td>
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<tr>
<td>MA Health &amp; Social Care Management - London Metropolitan University</td>
<td><a href="http://www.londonmet.ac.uk">www.londonmet.ac.uk</a></td>
<td>Dr Jennifer Newton</td>
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<tr>
<td>MSc Health Care Management - University of Surrey</td>
<td><a href="http://www.smss.surrey.ac.uk/health">www.smss.surrey.ac.uk/health</a></td>
<td>Dr Terry Desombre</td>
</tr>
<tr>
<td>University of Essex MSc in Health Service Management and Research / MSc in Primary Health Care Management and Commissioning</td>
<td><a href="http://www.essex.ac.uk/hhs/pg/pgt/msc_hsmr_phcmc.htm">http://www.essex.ac.uk/hhs/pg/pgt/msc_hsmr_phcmc.htm</a></td>
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<tr>
<td>University of Essex PRACTICE MANAGEMENT DEVELOPMENT</td>
<td><a href="http://www.essex.ac.uk/hhs/curriculum/modules/HS614-3-SP.asp">http://www.essex.ac.uk/hhs/curriculum/modules/HS614-3-SP.asp</a></td>
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<tr>
<td>Greenwich School of Management DMS HEALTH SERVICES MANAGEMENT</td>
<td><a href="http://www.greenwich-college.ac.uk/html/dms_health_service_management.htm">http://www.greenwich-college.ac.uk/html/dms_health_service_management.htm</a></td>
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<tr>
<td>Greenwich School of Management MBA in HSM</td>
<td><a href="http://www.greenwich-college.ac.uk/html/health_service_management.htm">http://www.greenwich-college.ac.uk/html/health_service_management.htm</a></td>
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<tr>
<td>Centre for Health Leadership Wales Certificate in Health &amp; Care Services Management</td>
<td><a href="http://www.chl.wales.nhs.uk/courses/certificate.shtm">http://www.chl.wales.nhs.uk/courses/certificate.shtm</a></td>
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<tr>
<td>Cardiff University Diploma in Health Service Management</td>
<td>[<a href="http://www.cf.ac.uk/pqmde/medical_education/hsm/mscdip">http://www.cf.ac.uk/pqmde/medical_education/hsm/mscdip</a> hsm/](<a href="http://www.cf.ac.uk/pqmde/medical_education/hsm/mscdip">http://www.cf.ac.uk/pqmde/medical_education/hsm/mscdip</a> hsm/)</td>
<td>Dr David Rea</td>
</tr>
<tr>
<td>MSc Health Care Management - University of Wales, Swansea</td>
<td><a href="http://www.healthscience.swan.ac.uk">www.healthscience.swan.ac.uk</a></td>
<td>Dr David Rea</td>
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University of Birmingham Health Services Management Centre Primary Care Programme  
http://www.hsmc.bham.ac.uk/programmes/PrimaryCare.htm

St Martins College  
MSc Interprofessional Health Studies MSc Primary Health Care Management, MSc Public Health & Health Promotion  
http://www.ucsm.ac.uk/courses/health/cpd/course-desc.php?id=111

Brunel University Health Services Management & Administration BSc  
http://www.brunel.ac.uk/courses/ug/H/BSCHSMA.shtml

University of Strathclyde  
Access to the National Health Service (awarded by a Strathclyde Open Studies Certificate)  
http://www.cll.strath.ac.uk/cpd/minority/nhs.htm

Royal College of Midwives Leadership Courses in Health Services Management  
http://www.rcm.org.uk/data/education/data/cpd/managing_success.htm

Queens Medical Centre Nottingham  
http://www.qmc.nhs.uk/Links/Health.htm  
Europhamili, "an innovative management training course for European health service professionals"  -  
http://www.europhamili.org/

Keele University  
Health Services Management  
"PG Dip with MBA transfer potential"  
http://www.keele.ac.uk/depts/aa/postgraduate/studyguide/pdfs/healthservicesmanagement.pdf

St George's Hospital Medical School University of London  
MSC Health Science  
http://www.sghms.ac.uk/Courses/undergrad/mschs.htm

LLM/Diploma/Certificate in Claims & Risk Management in Healthcare - Northumbria University  
http://online.northumbria.ac.uk/prospectus/sch_coursedetail.asp?school=11&CourseID=761

These courses and programmes are suggestions only – please check all the course details and learning outcomes before deciding on the right course to suit your needs.

In addition there are many other ways in which to develop beyond a formal course. Many of the organisations involved in producing this booklet hold annual conferences and workshops and seminars are readily available throughout the year and across the country.
Suggested Reading
Dopson S and Mark AL, (2003), Leading health care organizations, Basingstoke: Palgrave Macmillan


Lilley R, (2003), The insider's guide to the NHS, Abingdon: Radcliffe Medical Press


Semple Piggot C, (2000), Business planning for healthcare management, Buckingham: Open University

Spiers J, (2003), Patients, power and responsibility : the first principles of consumer-driven reform, Abingdon: Radcliffe Medical Press

Starey N, (2003), The Challenge Of Primary Care, Abingdon: Radcliffe Medical Press


Final note......
If you have any comments/suggestions or feedback on this directory please let us know by contacting the National Clinical Governance Support Team – Primary Care.
c/o Pat Wood Tel: 0116 295 2030 or email Pat.wood@ncgst.nhs.uk