



The National
Skills Academy

HEALTH

*West Yorkshire and Harrogate
Excellence Centre*



Career Pathway for **PRACTICE MANAGER**

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Disclaimer:

The information in this pathway is designed to provide helpful information. The pathway is only an example of a possible path that an individual might take and does not convey all of the different pathways that are available.

Links listed are from 2019 and may change.

Created by West Yorkshire and Harrogate Excellence Centre in Partnership with West Yorkshire and Harrogate Health and Care Partnership.

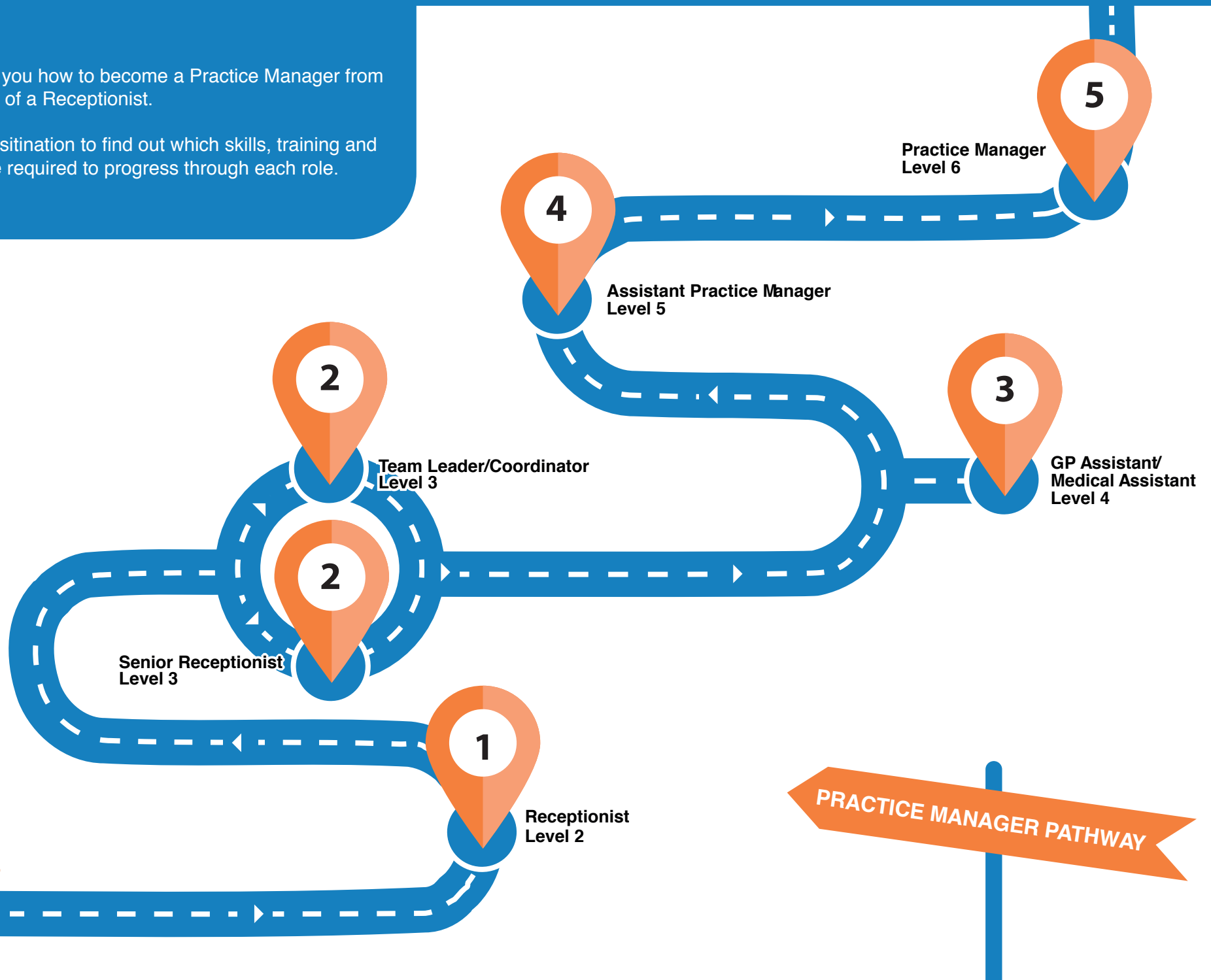
West Yorkshire and Harrogate
Health and Care Partnership



Directions

This map shows you how to become a Practice Manager from the starting point of a Receptionist.

Click on each destination to find out which skills, training and qualifications are required to progress through each role.



Looking into
a career in
health and care?

Receptionist

Senior Receptionist

Team Leader/
Coordinator

GP Assistant/
Medical Assistant

Assistant
Practice Manager

Practice Manager

Typical qualifications

- No set entry requirements to become a receptionist.
- Employers usually expect good literacy, numeracy and IT skills.
- May be asked for GCSE's or equivalent qualifications.
- Relevant work experience is very desirable. (Advantageous if you have worked in an admin or customer service role.)

Example Salary

Salary - £17,652 - £19,020 approx. depending on employer

Example program

- Could be full time or part time depending on employer.
- You will get the training you need to do the job. This includes:
 - an introduction to the department
 - how to use the IT and phone equipment
 - and the procedures to follow
- You may also have training in customer care.
- You may be offered the chance to take qualifications such as NVQs or those from:
 - Association of Medical Secretaries, Practice Managers, Administrators and Receptionists (AMSPAR)
 - British Society of Medical Secretaries and Administrators (BSMSA)

Tasks and responsibilities

Receptionists are often the first person patients see. They use customer service and admin skills to welcome people to a hospital, health centre, clinic or headquarters. Receptionists have the responsibility of:

- » booking patients in for appointments
- » entering patients' details onto computer systems
- » directing patients where to go within the department or health centre
- » answering phones, sometimes directing calls to other staff through the switchboard or phone system
- » booking appointments by phone
- » answering queries from patients and other staff
- » filing
- » chasing up reports
- » photocopying
- » inputting data
- » ordering stationery
- » word processing

Available Apprenticeships

Customer Service Practitioner Level 2

Entry requirements:
Level 1 English and Maths, however, individual must complete Level 2 English and Maths tests prior to completion of their Apprenticeship.

Duration:
12 months

Qualification:
Can join Institute of Customer Service as an individual member at professional level.

Useful links

- <https://www.healthcareers.nhs.uk/explore-roles/wider-healthcare-team/roles-wider-healthcare-team/administration/receptionist>
- <https://www.instituteforapprenticeships.org/apprenticeship-standards/customer-service-practitioner/>

[Click here for Higher Education Institutes links](#)

Higher Education Institutes for Receptionist



Leeds:

- [Leeds City College: Customer Service Practitioner Level 2, Full time, Duration: 12 - 14 months.](#)
- [Keighley College: Intermediate Apprenticeship in Customer Service \(Level 2\), Full time employment with day release, 12-15 months.](#)

Bradford, Airedale & Craven:

- [Craven College: Business \(Level 2\), Full time, 1 Year.](#)
- [Shipley College: Customer Service Practitioner Apprenticeship \(Level 2\), Full time employment with day release, 15 months.](#)
- [Shipley College: Business Administration Intermediate Apprenticeship \(Level 2\) ,Full time employment with day release,1 Year](#)

Calderdale:

- [Calderdale College: Business \(Level 2\), Full time, 1 year.](#)

Kirklees:

- [Kirklees College: Contact Centre Operations Apprenticeship \(Level 2\), Full time employment with day release,18 Months](#)
- [Kirklees College: Customer Service NVQ \(Level 2\), Part-time](#)
- [Kirklees College: Customer Service Practitioner Apprenticeship \(Level 2\), Full time employment with day release, 12 Months](#)

Wakefield:

- [Wakefield College: Customer Service Practitioner Apprenticeship \(Level 2\), Full time employment with day release, 12 - 15 months](#)

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Receptionist

Senior Receptionist

Team Leader/
Coordinator

GP Assistant/
Medical Assistant

Assistant
Practice Manager

Practice Manager

Typical qualifications

- Employers usually expect good literacy, numeracy and IT skills.
- May be asked for GCSE's or equivalent qualifications.
- Relevant work experience in the same or similar role. (Advantageous if you have worked in an admin or customer service role.)

Example Salary

Salary - £18,813 - £20,795 approx. depending on employer

Example program

- Full time hours usually 37.5 hours.
- You may be offered training courses in IT to move to the senior role.
- You may also have training in customer care.
- You may be offered the chance to take qualifications such as NVQs or those from:
 - » Association of Medical Secretaries, Practice Managers, Administrators and Receptionists (AMSPAR)
 - » British Society of Medical Secretaries and Administrators (BSMSA)

Tasks and responsibilities

Receptionists are often the first person patients see. They use customer service and admin skills to welcome people to a hospital, health centre, clinic or headquarters. Receptionists have the responsibility of:

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- » answering queries from patients and other staff
- » filing
- » chasing up reports
- » photocopying
- » inputting data
- » ordering stationery
- » word processing

Available Apprenticeships

Customer Service Specialist Level 3

Entry requirements:
Level 2 English and maths prior to taking the end point assessment.

Duration:
15 months

Qualification:
Can join Institute of Customer Service as an Individual member at Professional level.

Useful links

- <https://www.healthcareers.nhs.uk/explore-roles/wider-healthcare-team/roles-wider-healthcare-team/administration/receptionist>
- <https://www.instituteforapprenticeships.org/apprenticeship-standards/customer-service-specialist/>

Click here for Higher Education
Institutes links

Higher Education Institutes for Senior Receptionist



Leeds:

- [Leeds City College: Customer Services Apprenticeship Level 3. Full time. 18 - 24 months](#)
- [Keighley College: Advanced Apprenticeship in Customer Service \(Level 3\). Full time employment with day release. 18-24 Months.](#)

Bradford, Airedale & Craven:

- [Craven College](#)
 - » [Business Administrator Apprenticeship \(Level 3\). Full time. 18 Months.](#)
- [ShIPLEY College](#)
 - » [Customer Service Specialist Apprenticeship \(Level 3\). Full time employment with day release. 18 Months.](#)
 - » [Business Administrator Apprenticeship \(Level 3\). Full time employment with day release. 21 Months.](#)
 - » [Leadership & Management Award \(Level 3\). Part-time. 9 Weeks.](#)

Calderdale:

- [Calderdale College: Business \(Level 3\). Full time. 1 or 2 Years.](#)

Kirklees:

- [Kirklees College](#)
 - » [Business Administration Apprenticeship \(Level 3\). Full time employment with day release. 15-18 Months.](#)
 - » [Customer Service Apprenticeship \(Level 3\). Full time employment with day release. 12 Months.](#)
 - » [Customer Service NVQ \(Level 3\). Part-time. Work Based Learning.](#)
 - » [Management Apprenticeship \(Level 3\). Full time employment with day release. 12 Months.](#)
 - » [Management NVQ \(Level 3\). Part-time. Work Based Learning.](#)
 - » [Business and Administration NVQ \(Level 3 and 4\). Part-time. Work Based Learning.](#)

Wakefield:

- [Wakefield College](#)
 - » [ILM Certificate in Principles of Leadership and Management \(Level 3\). Part time. 6 months](#)
 - » [ILM Award in Leadership and Management \(Level 3\). Part time. 5/6 weeks dependent on modules selected.](#)
 - » [Customer Service Apprenticeship \(Level 3\). Full time employment with day release. 18 months.](#)

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Receptionist

Senior Receptionist

Team Leader/
Coordinator

GP Assistant/
Medical Assistant

Assistant
Practice Manager

Practice Manager

Typical qualifications

- Minimum of 4 GCSE's Grade A-C or equivalent
- NVQ level 3 in Management or equivalent further education.
- NHS/GP Practice experience (advantageous)
- Proven background in busy admin/clerical environment
- Capable of performing work without direct supervision
- Experience of providing leadership/supervision to a team.

Example Salary

Salary - £18,813 - £20,795 approx. depending on employer

Example program

- Full time hours usually 37.5 hours.
- You may also have training in customer care.
- You may be offered the chance to take qualifications such as NVQs or those from:
 - » Association of Medical Secretaries, Practice Managers, Administrators and Receptionists (AMSPAR)
 - » British Society of Medical Secretaries and Administrators (BSMSA)

Tasks and responsibilities

- Provide Team Leadership ensuring the provision of a safe, effective and responsive service to both Patients and the Clinical Team.
- The Team Leader will be responsible for ensuring that the Reception service runs effectively during opening hours, has appropriate levels of cover, completes all tasks assigned on a daily basis and responds appropriately to patient requests.
- Offer general assistance to the team and project a positive and friendly image to patients and other visitors, either in person or via the telephone.
- Receive, assist and direct patients in accessing the appropriate service or healthcare professional in a courteous, efficient and effective way.
- Undertake a variety of administrative duties to assist in the smooth running of the organisation including the provision of minute taking at team meetings and ensure actions are allocated and implemented in a timely manner.
- Facilitate effective communication between patients, members the primary health care team, secondary care and other associated healthcare agencies.

Available Apprenticeships

Team Leader Level 3

Entry requirements:
Level 2 English and Maths prior to taking the end-point assessment.

Duration:
12 months

Qualification:
Associate members with the Chartered Management Institute and/or the Institute of Leadership & Management

Useful links

- <https://www.instituteforapprenticeships.org/apprenticeship-standards/team-leader-supervisor/>

Click here for Higher Education
Institutes links

Higher Education Institutes for Team Leader/ Coordinator



Leeds:

- [Leeds City College: Team Leader/Supervisor Level 3. Full time. 15 - 18 months](#)
- [Keighley College: Advanced Apprenticeship Team Leader/Supervisor \(Level 3\). Full time employment with day release. 15-18 months.](#)

Bradford, Airedale & Craven:

- [Bradford College: Team Leader/Supervisor Apprenticeship \(Level 3\). Full time employment with day release. 12-18 months.](#)
- [Craven College](#)
 - » [Business Administrator Apprenticeship \(Level 3\). Full time. 18 Months.](#)
 - » [Team Leader / Supervisor Apprenticeship \(Level 3\). Full time. 18 Months - 2 Years.](#)
- [ShIPLEY College](#)
 - » [Team Leader/Supervisor Apprenticeship \(Level 3\). Full time employment with day release. 21 Months.](#)
 - » [Business Administrator Apprenticeship \(Level 3\). Full time employment with day release. 21 Months.](#)
 - » [Leadership & Management Award \(Level 3\). Part-time. 9 Weeks.](#)

Calderdale:

- [Calderdale College: Business \(Level 3\). Full time. 1 or 2 Years.](#)

Kirklees:

- [Kirklees College](#)
 - » [Business Administration Apprenticeship \(Level 3\). Full time employment with day release. 15-18 Months.](#)
 - » [Management Apprenticeship \(Level 3\). Full time employment with day release. 12 Months.](#)
 - » [Management NVQ \(Level 3\). Part-time. Work Based Learning.](#)
 - » [Business and Administration NVQ \(Level 3 and 4\). Part-time. Work Based Learning.](#)

Wakefield:

- [Wakefield College](#)
 - » [ILM Certificate in Principles of Leadership and Management \(Level 3\).Part time. 6 months](#)
 - » [ILM Award in Leadership and Management \(Level 3\). Part time. 5/6 weeks dependent on modules selected.](#)
 - » [Team Leader/Supervisor Apprenticeship \(Level 3\). Full time employment with day release. 18 months.](#)

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Receptionist

Senior Receptionist

Team Leader/
Coordinator

GP Assistant/
Medical Assistant

Assistant
Practice Manager

Practice Manager

Typical qualifications

- Minimum of 4 GCSE's Grade A-C or equivalent
- Medical Administration Level 3 Diploma or GP Assistant certificate Level 4 or equivalent
- NHS/GP Practice experience
- DBS checked to an enhanced level

Example Salary

Salary - £18,813 - £23,761 approx. depending on employer

Example program

- Full time hours usually 37.5 hours.
- One day a week, within the practice
- Both web-based training and practical sessions with a GP mentor.
- You may have training in customer care.
- Training with practice nurse in simple clinical duties such as blood pressure monitoring.
- You will need to be supported by a GP who will act as your mentor.
- GP Assistant course takes 6 months to complete.

Tasks and responsibilities

GP Assistants (also known as Medical Assistants) support doctors in the smooth running of their surgery by handling the routine administration and some basic clinical duties enabling the GP to focus on the patient.

As a GP Assistant you will be trained to help with:

- » Sorting all clinical post and prioritising
- » Extracting all information from clinical letters that needs coding
- » Dealing with all routine clinical post directly e.g. DNA letters, 2WW etc.
- » Arranging appointments, referrals and follow up appointments of patients
- » Preparing patients prior to going in to see the GP, taking a brief history and basic readings in readiness for the GP appointment.
- » Dipping urine, taking blood pressure, ECGs & phlebotomy
- » Completing basic (non-opinion) forms for the GP to approve and sign such as insurance forms, mortgage forms e.g. ESA113 etc
- » Explaining treatment procedures to patients including arranging follow up appointments
- » Helping the GP liaise with outside agencies i.e. getting an on call doctor on the phone to ask advice or arrange admission while the GP can continue with their consultation(s)
- » Support the GP with immunisations/wound care

Click here for Higher Education Institutes links

Available Apprenticeships

No apprenticeship available yet.

Useful links

- <https://www.healthcareers.nhs.uk/explore-roles/wider-healthcare-team/roles-wider-healthcare-team/administration/medical-secretarypersonal-assistant>
- <https://www.youtube.com/watch?v=T-GVx4d-cRPw&feature=youtu.be>
- <https://www.hee.nhs.uk/our-work/gp-assistant>
- <https://nationalcareers.service.gov.uk/job-profiles/gp-practice-manager#Skills>

Higher Education Institutes for GP Assistant/ Medical Assistant

No available instutes offering this course in the region as of yet.



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Receptionist

Senior Receptionist

Team Leader/
Coordinator

GP Assistant/
Medical Assistant

Assistant
Practice Manager

Practice Manager

Typical qualifications

- Level 2 English and maths
- Minimum of 4 GCSE's Grade A-C or equivalent
- Departmental Manager level 5 or equivalent further education.
- Relevant work experience in the same or similar role
- Expertise in SystmOne or EMIS
- Experience in leading a team.

Example Salary

Salary - £24,214 - £30,112 approx. depending on employer

Example program

- Full time hours usually 37.5 hours.
- You may be offered the chance to take qualifications such as NVQs or those from:
 - » Association of Medical Secretaries, Practice Managers, Administrators and Receptionists (AMSPAR)
 - » British Society of Medical Secretaries and Administrators (BSMSA)

Tasks and responsibilities

Assistant Practice Managers assist in managing projects with the Partners and Managers as requested. They support the Practice Manager to ensure the smooth running of the Practice and deputise for the Practice Business Manager in their absence.

They act as line managers to the Operations Manager and Reception/ Admin Manager and are involved in the management and development of non-clinical practice staff. They will be assisting in any HR concerns and will assist the Practice Manager in responding to Patient complaints.

It is important that Assistant Practice Managers are fluent in using the software used in their practice, such as SystmOne, used for reporting as they will be overseeing the appointment of their clinics and the management of the diaries. It is their job to meet with the GPs to look at and monitor appointments.

Assistant Practice Managers will need to conduct Staff and Nurses appraisals in their practice. They are expected to maintain Contracts and Staff Handbook and oversee and assist in policies and procedures for staff and recruitment updates. They will also need to keep up to date with Employment Laws and oversee staff inductions and training.

[Click here for Higher Education Institutes links](#)

Available Apprenticeships

Operations/ Department Manager Level 5

Entry requirements:
Level 2 English and maths prior to taking the end point assessment.

Duration:
30 months

Qualification:
Full members with the Chartered Management Institute and/or the Institute of Leadership & Management

Those with 3 years management experience can apply for Chartered Manager status through the CMI.

Useful links

- <https://www.healthcareers.nhs.uk/explore-roles/management/roles-management/practice-manager>
- <https://www.instituteforapprenticeships.org/apprenticeship-standards/operations-departmental-manager/>

Higher Education Institutes for Assistant Practitioner



Leeds:

- [Leeds City College: Operations/Departmental Manager \(Level 5\). Full time. 30 months.](#)

Bradford, Airedale & Craven:

- [Bradford College:](#)
 - » [Management and Leadership Professional Award/Certificate/Diploma \(Level 5\). Part-time. 1 year.](#)
 - » [Management - Operations/Departmental Manager Apprenticeship \(Level 5\). Full time employment with day release. 2-3 years.](#)
 - » [ILM Management and Leadership Higher Level Apprenticeship \(Level 5\). Part-time. 3 years.](#)
- [Shipley College: Operations or Departmental Manager Apprenticeship \(Level 5\). Full time employment with day release. 30 Months.](#)

Calderdale:

- [University of Huddersfield: Certificate in Management Studies \(CMS\) \(Level 5\). Part time. 1 year](#)
- [Calderdale College:](#)
 - » [ILM Leadership & Management \(Level 5\). Part time. 30 weeks.](#)
 - » [Foundation Degree Business, Leadership & Management \(Level 5\). Full time. 2 years.](#)

Kirklees:

- [Kirklees College:](#)
 - » [Apprenticeship in Leadership and Management \(Level 5\). Full time employment with day release. 12 Months.](#)
 - » [Management NVQ \(Level 5\). Part-time. Work Based Learning.](#)

Wakefield:

- [Wakefield College:](#)
 - » [ILM \(NVQ\) Diploma in Management and Leadership \(Level 5\). Part time. 18 months.](#)
 - » [Operational/Departmental Manager Apprenticeship \(Level 5\). Full time employment with day release. 2 years.](#)

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Receptionist

Senior Receptionist

Team Leader/
Coordinator

GP Assistant/
Medical Assistant

Assistant
Practice Manager

Practice Manager

Typical qualifications

- Level 2 English and maths
- Minimum of 4 GCSE's Grade A-C or equivalent
- Chartered Manager- level 6 or equivalent further education
- Relevant work experience in the same or similar role
- Expertise in SystmOne or EMIS
- Experience in leading a team.

Example Salary

Salary - £30,401 - £37,267 approx. depending on employer

Example program

- Full time hours usually 37.5 hours.

Tasks and responsibilities

As a practice manager, you will be responsible for the smooth running of a centre that could have a team of ten GPs and other clinical staff, with as many as 20,000 registered patients.

You will be involved in a wide range of activities, including:

- » business planning
- » handling financial systems for the practice, including payroll
- » selecting, training and supervising non-clinical staff
- » developing and supervising appointment systems that work well for patients and clinicians
- » ensuring accurate records are kept, and liaising with local health organisations such as clinical commissioning groups
- » developing strategies for the practice on issues such as computer systems and security, expanding or changing services, and long-term services

The role usually combines:

- » personnel administration
- » payroll
- » finance
- » strategic planning
- » IT skills

Available Apprenticeships

Chartered Manager Level 6

Entry requirements:

Set by employer- most candidates will have A levels (or equivalent) or existing relevant Level 3 qualifications, and English, Maths and ICT at Level 2

Duration:

48 months

Qualification:

Degree in management and business [either BA (Hons); BSc (Hons) or BBA (Hons)]

Can apply to be Chartered Managers and Members of the Chartered Management Institute

Member of the Institute for Leadership & Management

Useful links

- <https://www.healthcareers.nhs.uk/explore-roles/management/roles-management/practice-manager>
- <https://www.instituteforapprenticeships.org/apprenticeship-standards/chartered-manager/>

Click here for Higher Education
Institutes links

Higher Education Institutes for Nursing



Leeds

- [University of Leeds](#)
 - » [Chartered Manager \(Degree\) Apprenticeship BSc Level 6. 4 years part time.](#)
 - » [Business Management and Leadership BSc Level 6. 5 years part time.](#)
 - » [Business Management and the Human Resource BA Level 6. 3 years full time.](#)
- [Leeds Beckett University](#)
 - » [Health and Community Care BSc Level 6. Full-Time. 1 Year.](#)
 - » [Facilities Management \(Top-Up\) BSc Level 6. Part-Time.Distance Learning .2 Years.](#)
- [Leeds Trinity](#)
 - » [Chartered Manager: Professional Practice in Management & Leadership \(Degree\) Apprenticeship BA Level 6. Part-Time. 3 years.](#)
 - » [Business and Management BA Level 6. Full time \(3 years\) Foundation \(4 years\).](#)

Bradford, Airedale & Craven

- [University of Bradford](#)
 - » [Business and Management BSc \(Level 6\). Full time/ Sandwich Year. 3-4 years.](#)
 - » [Human Resource Management BSc \(Level 6\). Full time/ Sandwich Year. 3-4 years.](#)
- [Bradford College: Business Management BA \(Level 6\). Full time. Bradford College. 3 years.](#)
- [Craven College: Business Management in the Service Sector BA \(Level 6\). Full time. 1 Year.](#)

Calderdale/Kirklees

- [Huddersfield University](#)
 - » [Business Management and Leadership BA\(Hons\) \(Level 6\). Full time. 3-4 years.](#)
 - » [Business Management BA\(Hons\) \(Level 6\). Full time. 3-4 years.](#)
 - » [Business Management Professional BA\(Hons\) \(Chartered Manager Degree Apprenticeship\) \(Level 6\). Part time. 4 years.](#)
- [Calderdale College: Business, Leadership And Management BA Hons \(Level 6\). Full time. 3 years.](#)

Wakefield

- [Wakefield College: Business and Management BA \(Hons\) \(Level 6\). Full time/ Part time. 3/4 years.](#)

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