

The Menu is a strategic, operational, and training resource, accessible and relevant to all those associated with Practice Management. A resource that informs and inspires, building the capacity and synergy of Scottish Practice Management.

There are now greater expectations and demands on the Practice Manager and their professionalism, capabilities, knowledge, and skills, which has been driven by the increased awareness of the need to improve quality across health care.

If Practice Managers are to meet the challenges of the ever-changing NHS, they have to be more competent than ever before and have the knowledge and skills to deal with the quantity, chaos and complexity of information relevant to the Practice Manager's eclectic role and responsibilities. Effective Practice Managers don't have to "know it all", but they do need to be aware of, and if required, know where to find information on issues they are not 100% confident about.

Using the Learning Needs Analysis (LNA) Tool will help to identify what you know and what you don't know, which will help guide and prioritise tutorial topics, not covered during the course.

## Learning Needs Analysis

The LNA will help to determine the gap between existing skills, knowledge, and abilities of the trainee, and identify Learning Objectives and help set Goals. It is designed to be conducted on a one-to-one basis between the Trainee and their Educational Facilitator (EF), and will assist in developing individual Learning Plans and Tutorials

Following the completion of the LNA tool, you should produce a Report that identifies and prioritises objectives and will also form part of your Final Portfolio

## Learning Needs Analysis Scoring Guidance and Prioritising

<p style="text-align: center;"><b>LOW</b></p>	<ul style="list-style-type: none"> <li>• You don't know what you don't know and are unaware that you don't have the knowledge or a particular competence.</li> <li>• You may neither understand nor know how to do something</li> <li>• You may be unaware of the relevance or usefulness of the new skill, and not have an awareness to do anything about it.</li> </ul>
<p style="text-align: center;"><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>• You understand or know how to perform the skill without assistance.</li> <li>• You can demonstrate the skill or knowledge.</li> <li>• Requires consciousness and concentration.</li> <li>• You have the opportunity to use this new knowledge and develop the relevant skills further?</li> <li>• Practice is the single most effective way to improve; suggest added to Learning Plan</li> </ul>
<p style="text-align: center;"><b>HIGH</b></p>	<ul style="list-style-type: none"> <li>• You have had so much practice with a skill that it becomes "second nature" and can be performed easily (often without concentrating too deeply).</li> <li>• You can be unaware that you know what you know</li> <li>• This level arguably gives rise to the need for long-standing unconscious competence to be checked periodically against new standards</li> <li>• You may or may not be able to teach it to others, depending upon how and when it was learned.</li> <li>• Even though you have scored a topic at 'Medium' or 'High', you could easily slip to 'Low' as new legislation is introduced, you must have a process in place to make sure you are kept up to date to minimise this risk.</li> </ul>
<p style="text-align: center;"><b>ACTION PLAN</b></p>	<ul style="list-style-type: none"> <li>• You now know what you don't know and realise there is a gap in your knowledge</li> <li>• Consider which areas are a priority for you compared to others and use this column to prioritise your Learning Plan</li> <li>• Discuss with your Educational Facilitator whether you just need to be aware of this area or if you need to know more</li> <li>• Ask yourself if this is a realistic priority;             <ul style="list-style-type: none"> <li>○ Is there a training opportunity?</li> <li>○ Are you able to resource the information for self directed learning?</li> <li>○ Will you have the opportunity to practice your new knowledge and develop the relevant skills?</li> <li>○ What level of skill is required for you to effectively carry out your role?</li> </ul> </li> </ul>

Practice Operation and Development	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
The 2018 General Medical Services (GMS) Contract and other contracting arrangements; eg Memorandum of Understanding (MoU)					
National Legislation and when/how to implement changes					
Local and National Health Policy and Targets					
Health & Social Care Partnership					
Leadership v Management					
Organisational Culture					
Strategic Management					
Change Management					
Project Management:					
Significant Event Management					
Services and Health Promotion					
Development Plans/Reports					
Practice Policies and Procedures					

Meetings: Management and Facilitation skills					
Ethical Practice and Professional Standards					
Clinical and Organisational audit					
Quality Improvement					
Time Management					
Risk Management and Assessment	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
Clinical and Staff Governance: Issues and Statutory Requirements					
Health & Safety: Compliance with Statutory Requirements					
Policies: Develop, monitor and evaluation					
Developing a Safety Culture promoting Quality Improvement					
Occupational Health: Statutory requirements					
Disaster Planning. Business Recovery/Continuity Planning, Insurance					
Infection Control					

Confidentiality and Disclosure:Policy and Legal Requirements					
Medicines Act 1971: Understanding and Management of Controlled Drugs, Emergency Drugs and other Treatments					
Partnership Issues	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
GMS Contract Requirements					
Statutory Requirements and Partnership options					
Partnership Agreements					
Partnership Changes and Recruitment					
Partnership Finance and Taxation					
Partnership Disputes					
Continuing Professional Development (CPD) Requirements, GP Appraisal, Revalidation					
Duty of Care: Good Practice					
GMC and Defence Union Resources					
GP Time Management: Rota, Capacity and Demand etc					

Non Principle GPs, Salaried, Retainer, Locums					
Partnership Meetings					
Drawings and Personal taxation					
Patient and Community Service	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
Reception Services and Practice Administration					
Patient Rights					
Patient Participation Groups					
Patient Information: Practice Leaflet, Practice Website, Waiting Room Notices,					
Complaints Handling					
Duty of Candour					
Patient Protection including Capacity and Child Protections					
Advance Directives: Adults with Incapacity & Power of Attorney etc					
Freedom of Information Act etc					

Finance	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
The Role of the Bank, Lawyer and Accountant					
Statement of Financial Entitlement					
Income Streams; Global Sum, Essential, Additional & Enhanced Services.					
Private Fees and Services					
Practitioner Services					
Budgeting for Practice Development / Management of Financial Resources					
Private Investment.					
Insurance: Building, Practice, Legal, Locum, tax etc					
Practice Accounts	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
Establish processes and ensure financial/security control.					
Payroll					
Pensions					

Monthly Invoices, receipts and petty cash					
Claims, Targets and Quarterly payments (PSD)					
Annual Accounts					
Financial Planning, Managing Budgets, expenditure, deficiency					
Human Resources	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
Employment Law					
Workforce Planning: Skill Mix Review.					
Workload Analysis					
Recruitment and Selection,					
Induction and Training/Mentoring					
Team Working and Skill Development: Identifying Learning Needs					
Staff Appraisal: Effective Feedback, Personal Development Plans					
Pastoral Care					



Promotion of Health and Well Being; Prevention of Adverse Effects					
Conflict and Dispute Resolution					
Disciplinary Procedures					
Performance Review & Managing Poor Performance					
Commission/Facilitate training					
Staff Contract and Job Descriptions					
Premises and Equipment	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
Surgery Insurance					
Service Level Agreements					
Equipment and Facilities Management and Maintenance					
Electrical Safety & PAT Testing					
Security					
Business Case Development.					

Improvement Grants: Premise Development Opportunities.					
IT Management	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
GDPR Regulations & Data Protection Act 2018					
Access to Health Records: Confidentiality and Disclosure					
Caldicott Guardianship					
Security and Risk Assessment					
Using Data as a Management Tool.					
Information Governance					
Population Care	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
Health Needs Assessment					
Service Performance and Prioritisation					
Cluster Groups					

Additional Subjects	Current Understanding			Priority (√)	Action Plan (Comments)
	Low	Medium	High		
Value of profession working relationships with peers and colleagues from other practices and other external organisations					
Dispensing Practice's					

