



Beyond the hatch: **Practice managers driving dispensary success!**

Ed Kennedy, September 2025

Ed Kennedy

- Community Pharmacy Manager
- Pharmaceutical Account Manager
- Practice Manager
- Federation Director
- Business Manager
- Managing Partner
- Primary Care Network Board Member
- National Dispensing Lead – Institute of General Practice Management
- Director IGPM

What is the IGPM?

- Formed in 2020
- Currently approaching 2000 members



Representation

We represent you



Health and Social Care Select Committee Summer 2025



“Practice Managers are too often a missing voice—yet without them, general practice doesn’t function. I was proud to be the first MP to host the Institute of General Practice Management in Parliament to ensure their vital contribution is recognised. Their leadership, insight and day-to-day expertise are essential to the success of the NHS 10 Year Plan, especially as we explore neighbourhood hubs and better local access to care.”

Joe Robertson MP
Member of the Health and Social Care Select Committee

Accreditation

[Home](#) > [Health and social care](#) > [National Health Service](#) > [Health workforce](#) > [Health and social care training](#)
> [Leading the NHS: proposals to regulate NHS managers](#)



[Department
of Health &
Social Care](#)

Closed consultation

Leading the NHS: proposals to regulate NHS managers

Updated 28 November 2024

Royal Papworth Hospital NHS Foundation Trust

Sustainability Programme Manager

The closing date is 15 July 2025

Job summary

We are seeking a motivated and passionate individual to join our Estates Team as the Sustainability Programme Lead. In this role, you will drive forward the Trust's Sustainability Strategy and oversee the delivery of our Sustainability Programme through the implementation of our Green Plan.

Royal Papworth Hospital is internationally recognised for its expertise in cardiology, cardiothoracic surgery and respiratory medicine. We are now building a reputation for excellence in sustainability, with a strong focus on carbon reduction, green initiatives, and effective energy management.

We are looking for candidates who bring experience in carbon reduction, particularly within energy management in NHS or similar healthcare settings. This role will be pivotal in delivering our new Green Plan for 2025–27, developed in collaboration with internal stakeholders and external partners across local, regional and national networks. You'll play a key role in identifying and embedding best practices, and in developing innovative, practical solutions for more sustainable working and travel practices. The programme will also support the Trust's broader strategic objectives by initiating new, sustainability-focused pathways.

We are committed to our Trust's values of Compassion, Excellence and Collaboration and welcome diversity in our small and friendly department

For questions about the job, contact:

Hiring Manager

Kirsty Mainds

kirsty.mainds@nhs.net

01223639555



Royal Papworth Hospital
NHS Foundation Trust

Date posted

30 June 2025

Pay scheme

Agenda for change

Band

Band 8a

Salary

£55,690 to £62,682 a year

Qualifications

Essential

- Degree level qualification
- Masters level qualification or equivalent experience in a field relating to sustainability & programme management
- Evidence of and a commitment to CPD

Desirable

- Leadership / management qualification or equivalent experience

Experience

Essential

- Practical experience and understanding of sustainability management and /or health inequalities
- Experience of developing and delivering programmes in a complex environment
- Experience of working with senior clinical and non-clinical colleagues, providing professional advice in matters relating to the job role

The Role of the Practice Manager in the Dispensary

Don't be scared....

- ▶ We all had to start somewhere....
- ▶ New PMs or experienced PMs...
- ▶ Fantastic set of resources....

More important than ever:

End of year accounts meeting...

- Financial pressures greater than ever...A PM's oversight more important than ever
- Staffing challenges are sharper...
- Patients' expectations are higher...

The Practice Manager is uniquely placed...

- ▶ **2024 LSE Survey Findings: The Impact of Practice Managers on Patient Outcomes**
- ▶ **96.5%** of 274 respondents agreed that Practice Managers affect patient outcomes (*60% Practice Managers, 40% GPs – showing broad consensus*)
- ▶ **Top Themes of Impact** (*from qualitative analysis*):
 - ▶ Service Design & Access –
 - ▶ Leadership & Culture –
 - ▶ Staffing & Workforce –
 - ▶ Operational & Financial Management-

Source: <https://practiceindex.co.uk/gp/blog/practice-managers-and-patient-outcomes-new-research-highlights-their-critical-role/>

Service Design & Access

How dispensary integrates into wider patient journey?

- ▶ Opening hours?
- ▶ Technology? Scanners, vending machines, etc
- ▶ Repeat process?
- ▶ Deliveries?

Just controlling the appointment book... Block out time!



Leadership & Culture

- ▶ Block out time and taking time... The triad of success...
- ▶ **Customer** culture and mentality....
- ▶ Significant event meetings....(They are great!)
- ▶ Learning culture and Practice formularies...Resp team, nursing team, diabetic team.

Don't underestimate the impact the PM has on culture....

Even showing an interest in dispensary has an impact (or not showing)

Staffing and Workforce

- ▶ Training, induction...
- ▶ Career path?
- ▶ Hours mix? Time in motion, activity data, phone data
- ▶ Pipeline? Dispensers, leadership...who's next...
- ▶ Does your DM have time? Do they have recognition...?
- ▶ Use your management tools...appraisals, 1-to-1s, do you have a known entity?
- ▶ Replacing people usually more expensive....
- ▶ Behaviours can be more valuable than experience....

Financial Management...

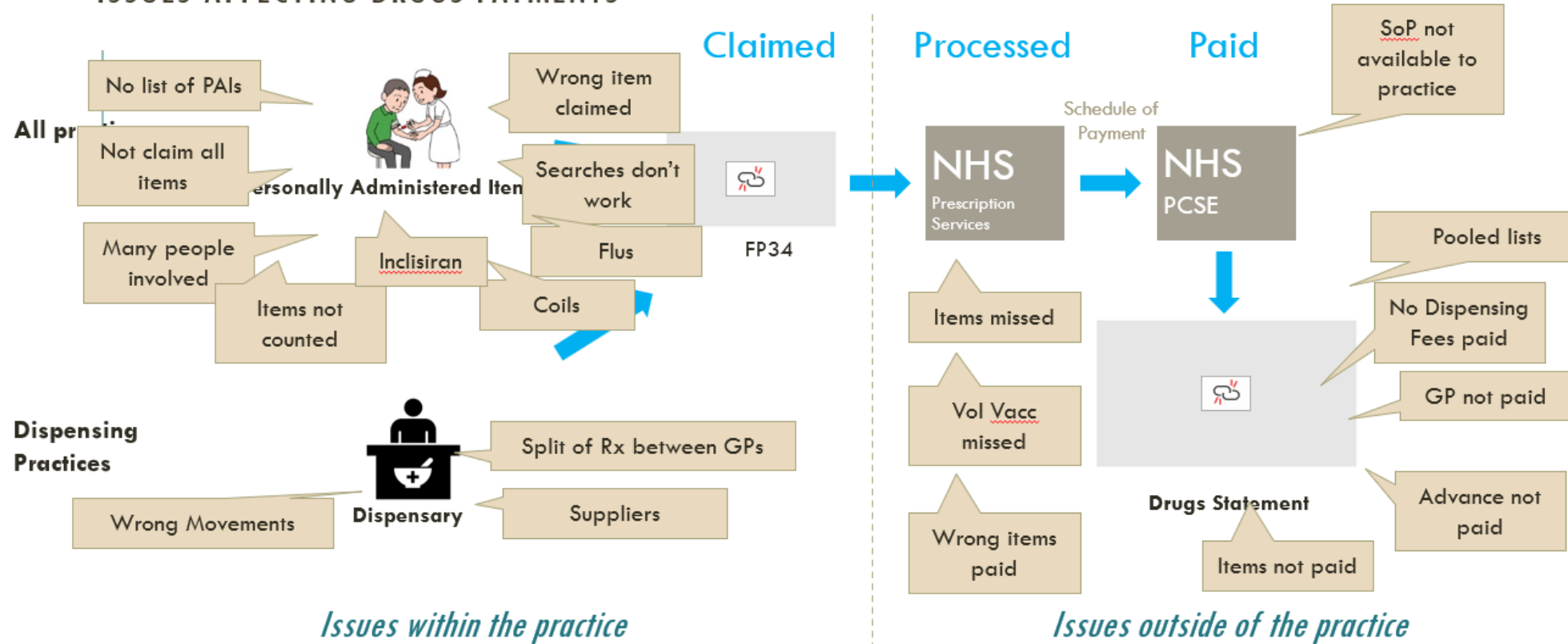
- ▶ PMs should ensure the dispensary is not treated as a bolt-on but as a core clinical and business function. (It's not fair to leave this to chance or the DM!)
- ▶ Practice Managers should have oversight and understanding of the dispensary finances
- ▶ Without active management oversight, profitability drops and cross-subsidy for core GP services is lost.

(But yes, it is complicated...)

Financial Management...

- ▶ PCSE Statements? Who is looking at them? The PM? (They should be!)
- ▶ What does it mean?
- ▶ Does RX charges match what you have taken through the till?...WGM.
- ▶ Count daily? And how do you reconcile this to payments?
- ▶ Epact2 - do you have a login?
- ▶ Rebates and statements ...

ISSUES AFFECTING DRUGS PAYMENTS



What is the reason for a drop in profits?

Top Tips:

- ▶ Use your reps ...! They are often experts....
- ▶ Monthly Meetings – GP, DM and PM... (PSUK magazine)

Suggested Standing items: MDS, formulary changes, horizon scanning (Dapa, Apixaban)

- ▶ Make formulary about quality... (Boosts, dispex)
- ▶ Work with meds managers but feel empowered when to say no!

What ever your level or understanding, confidence will build over time....

My Essential Tools... :

- ▶ Dispex Membership...Incredible value.
- ▶ Accountants who get dispensing! (Benchmarking, VAT, advice)
- ▶ Use the DDA...no question too silly. Been very valuable over the years.
- ▶ Ash Lane...
- ▶ Generics...
- ▶ IGPM....

And the dispensary manager...The most important person

Dispensary Manager Accreditation – MIGPM(D)

Why Accreditation?

- ▶ Dispensary Managers carry huge responsibility: safety, finance, governance.
- ▶ Until now, the role has lacked national recognition or a clear professional pathway.
- ▶ Accreditation sets a benchmark for knowledge, skills, and leadership.
- ▶ Raises the profile of the dispensary as a vital part of primary care.
- ▶ Helps retain and motivate skilled staff.
- ▶ Demonstrates quality and consistency across practices.

As of today, Dispensary Managers are eligible to become accredited to the institute of general practice management

New Accreditation for Dispensary Managers – MIGPM(D)

- ▶ Dispensary Managers play a pivotal role in rural and semi-rural practices, often holding senior leadership responsibilities alongside the safe running of dispensaries. Until now, their work has been essential but often under-recognised.
- ▶ The Institute of General Practice Management (IGPM) is changing that. We are proud to launch Dispensary Manager Accreditation, with successful candidates gaining the post-nominals MIGPM(D) and a place on the IGPM national professional register.

Dispensary Manager Accreditation – MIGPM(D)

Benefits of Recognition

- ▶ **Professional status:** MIGPM(D) after your name, aligning with Practice Managers (MIGPM).
- ▶ **Confidence & credibility:** for GPs, patients, regulators, and the wider NHS.
- ▶ **Career development:** pathway for progression and CPD.
- ▶ **Community of practice:** part of a recognised professional network.

IGPM Membership and Accreditation

- ▶ Membership £50 +VAT
- ▶ Accreditation £280 +VAT

www.igpm.org.uk/membership

www.igpm.org.uk/accreditation

Dispensary Manager Accreditation – MIGPM(D)

Impact

- ▶ Raises the profile of the dispensary and their managers as a vital part of primary care.
- ▶ Representation.
- ▶ Helps retain and motivate skilled staff.
- ▶ Demonstrates quality and consistency across practices.

Domains

Qualifications and
achievements

Personal qualities,
professional development
and working with others

Leadership, level of
responsibility and
accountability. Strategic
planning, vision and
decision making

Managing and improving
patient services

Working with patients

Workforce

Financial proficiency and
practice stability

Estate and Facilities
management

Working with other
organisations and
service providers

Probity, legal and
compliance, governance

My own experience of accreditation:

- ▶ Reflective experience
- ▶ Pride
- ▶ Shared celebration



Questions?