



modality

A Commitment to Care



HEAD OF OPERATIONS

Candidate information pack

April 2025

HH Hunter
Healthcare

WHO WE ARE

The Modality Partnership is a prominent NHS GP super-partnership in the UK, comprising 49 GP practices and serving over 450,000 patients across nine regions, including areas like Birmingham, Hull, Lewisham and Mid Sussex.

Established in 2009 through the merger of two GP practices in West Birmingham, Modality has expanded significantly, becoming one of England's largest GP partnerships.

As a super-partnership, Modality maintains the traditional NHS GP partnership model, with ownership retained by local GP partners.

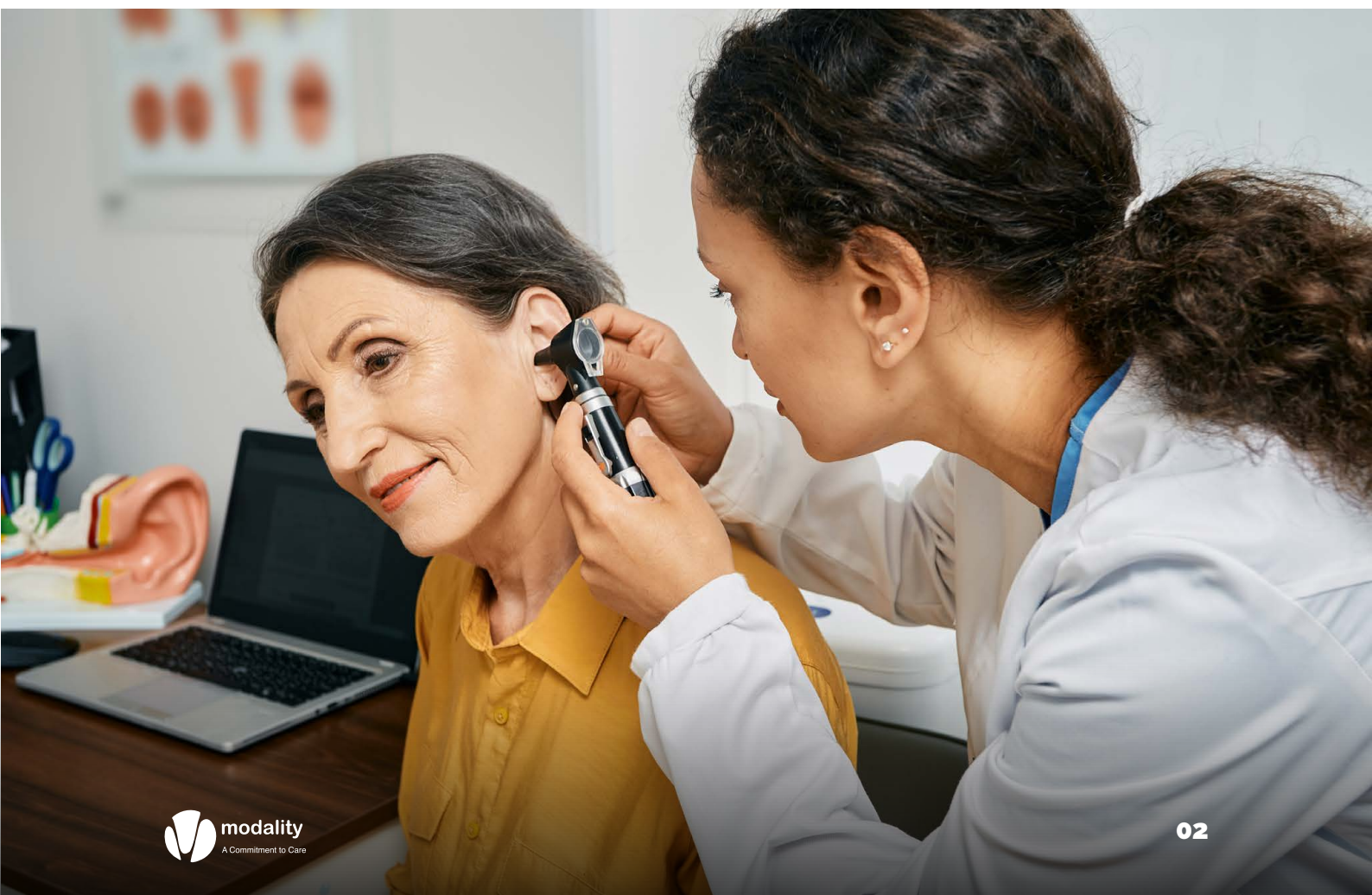
This structure allows for shared resources and centralised management functions, such as HR, IT, finance, governance, communications and business development, enabling our clinical teams to focus on providing excellent care to our patients. The partnership emphasises NHS values, aiming to innovate and sustain services in general practice while reducing health and social inequalities.

Modality has been at the forefront of integrating technology into primary care, offering online consultations and remote services to enhance patient access.

Our approach includes health coaching and lifestyle management support, leveraging non-clinical roles to provide personalised care planning and support.

We aim to meet the growing needs and expectations of our patients; without losing continuity of care, and we work together to find new, innovative solutions that will provide high quality, excellent care for all.

Find out more on our [website](#).



OUR VALUES

Our core values are embodied in the acronym CARE: Commitment, Accountability, Respect, and Excellence. We also prioritise Compassion, Working Together for Patients, Everyone Counts and Respect and Dignity.

COMMITMENT

This value radiates through our day-to-day care for our patients and to our team members. We work with dedication and enthusiasm to deliver the best quality care possible. To us, excellent quality means putting passion into our work and we always strive to do our very best. At the end of the day, being committed to our work means being committed to each and every one of our patients and team members.

ACCOUNTABILITY

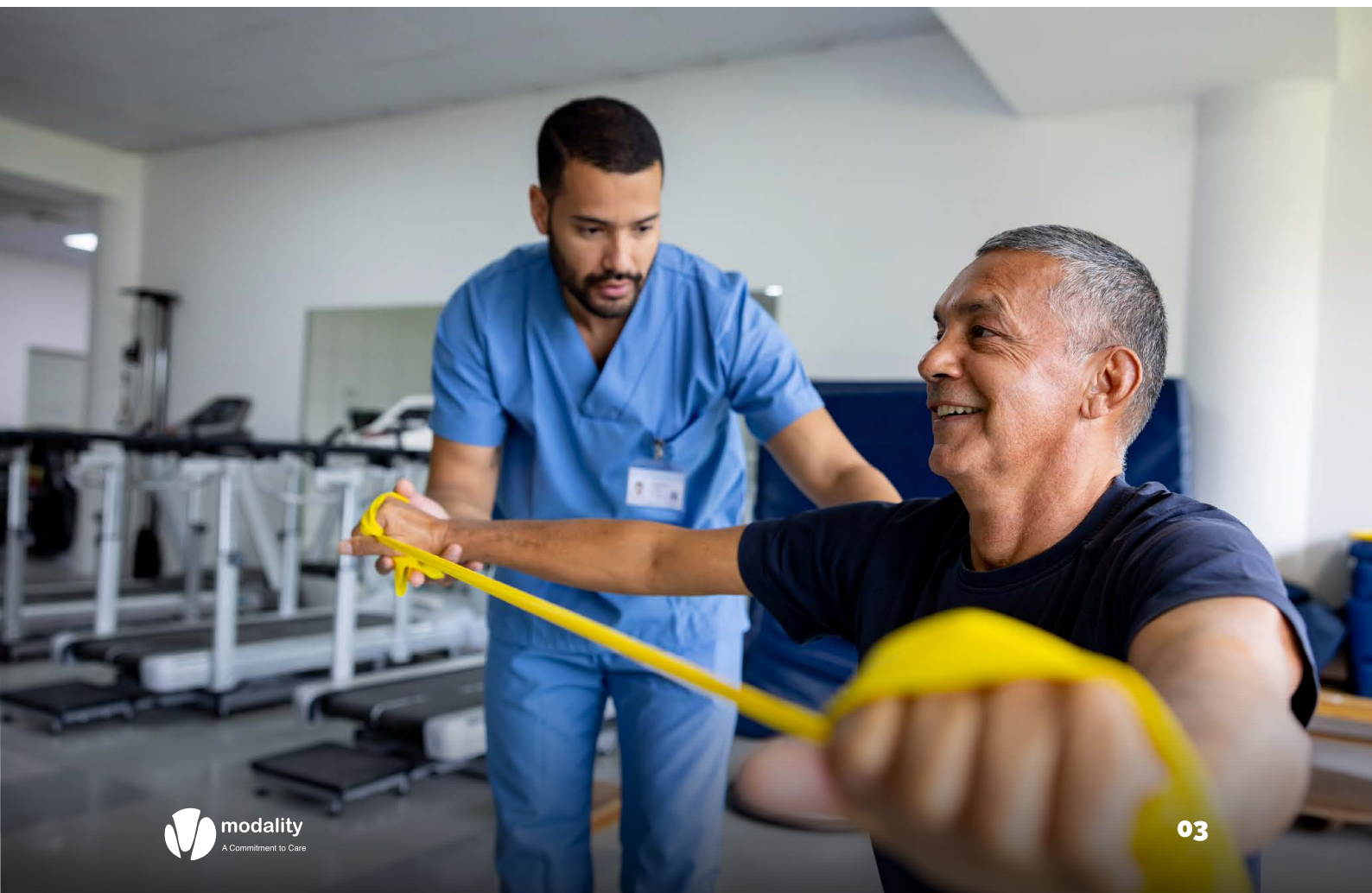
We all have willingness to take responsibility for our own actions. Our work means we need to be accountable for what we do and how we do it. We have a duty of care to each and every one of our patients and team members and we make sure we do this by upholding this value in everything we do.

RESPECT

Respect is of paramount importance in all we do. We maintain our patients' dignity at all times and support our team to do the same in their professional practice. We believe respect is mutual with our patients and team members, we treat one another with compassion and empathy.

EXCELLENCE

We strive to exceed the expectations of all of our patients by committing to deliver excellence in quality and value in every aspect of our work. We will enhance quality and outcomes for all of our patients by educating them about their health and empowering them to become partners in their own healthcare.



OUR SERVICES

PRIMARY CARE

Founded in 2009 through the coming together of two practices with just over 25,000 patients, we have evolved into being the largest National GP super-partnership in the UK serving over 450,000 patients across nine regions. Embracing the NHS ethos, we provide core family doctor and a broad range of private medical services.

We are a nationally recognised innovator and leader in transforming primary care:

- One of the first GP super practices in the UK
- Selected in the first wave of the Prime Minister's Challenge
- One of three sites chosen to be a GP-led new care model (Vanguard) site in the UK
- Received numerous national awards
- Hosted more than 100 visits from colleagues in the UK and internationally

AT-SCALE DEVELOPMENT

Modality has been at the forefront of at-scale development in primary care since its inception in 2009.

Over the years, we have built up a lot of "know-how" in leadership and workforce development, practice mergers and organisation structures, change management, scaling digital applications, and service redesign and implementation. We are committed to continuous improvement. Each year, we bring all our partners together to share best practice so we can continue to learn and improve.

We provide expert advisory services to a wide range of stakeholders in the United Kingdom and internationally. Recent engagements have included high-level strategic reviews, new solutions development, and stakeholder engagement and learning events. From 'Reverse' Advent Calendar, Tai-Chi lessons, Park Runs, Digi-hubs, Man Sheds to Waiting Room knitting, the potential from building health communities is limitless.

COMMUNITY CARE

In addition to essential family medicine, Modality also offers a wide range of outpatient services to people in the community. These NHS community services are led by consultants and supported by our team of GPs with Extended Roles (GPwERs), nurse specialists and allied health professionals. These services are offered at local GP practices or other community locations, helping to reduce long waits to be seen in outpatient clinics at the hospital. This model of care fully aligns with the direction in the NHS Long Term Plan to have care closer to home.

RESEARCH

In May 2021, Dr Elango Vijaykumar became the National Research Lead for Modality Partnership. His dedicated research team within the Modality Partnership includes divisional GP leads, nurses, physicians' associates and administrators. The team also has two dedicated research nurses; Amy Kitching covers Systmone practices and Juliette Pearson covers Emis practices. We work alongside the local Research Delivery Networks and platforms such as UMed to make research accessible to all. Research projects are vital in supporting the advancement of medical science, healthcare and influencing evidence based practice. Many of these studies involve developing diagnostic tests and treatments that would not be available to certain groups of patients. We aim to make this research accessible to all eligible patients.

HEALTHY COMMUNITIES

Health inequalities is a critical issue many health systems are grappling with across the globe. There is no one-size-fit-all solution but we believe significant positive impact can be generated by bringing 'community into healthcare and healthcare into the community'. Over the years, we have gained a lot of experience in linking primary care with local communities to co-design services innovations with our patients whilst proactively encouraging volunteering and creating alternate funding opportunities into the system.

OUR LEADERSHIP



MR VINCENT SAI

PARTNER & CEO

Vincent Sai is the CEO and Partner of Modality Partnership, an award-winning large-scale NHS GP super partnership that operates primary health care and community services across the UK. He has significant expertise in primary care, population health management and large-scale transformation in public and private health sectors in the UK and internationally.

MODALITY EAST SURREY

Modality East Surrey based at Horley and Caterham is proud to be led by a committed and highly experienced team of GP partners and professionals, united by a shared goal to deliver excellent, patient-centred care.

Among our 14 GP partners, three senior clinical leaders have dedicated their expertise to shaping our strategic direction, service delivery, and governance. Dr Elango Vijaykumar, Dr Ann-Marie Newbon, and Dr Sian Nelstrop form the strategic and clinical leadership of Modality East Surrey.

Their leadership exemplifies the values we hold dear, Commitment, Accountability, Respect, and Excellence, and ensures that our services continue to meet the highest standards for the communities we serve.

Each of them brings unique insight and leadership to their roles, ensuring that Modality East Surrey remains at the forefront of innovation, quality and compassion in primary care. Together, they provide exceptional care for over 39,000 patients.



DR ELANGO VIJAYKUMAR FRCP

EXECUTIVE PARTNER, MODALITY EAST SURREY

Dr Elango Vijaykumar is an accomplished GP and healthcare leader with over two decades of experience in primary care, research, and system transformation. He serves as the Executive Partner for Modality East Surrey and holds national roles as both the National Research Lead and National Sourcing & Procurement Lead for the Modality Partnership.

Dr Vijaykumar has been a GP Principal at Birchwood Medical Practice since 2004 and became Senior Partner in 2009. Under his leadership, Birchwood became a founding site for the East Surrey Division of Modality in 2018. He successfully led the integration of three practices, introducing digital solutions such as eConsult and data-driven service design—resulting in improved access, reduced waiting times, and greater patient satisfaction.

As **Clinical Chair of NHS East Surrey CCG**

(2015–2020), Dr Vijaykumar delivered financial recovery and operational reform, lifting the CCG out of Special Measures. His redesign of clinical pathways in frailty, end-of-life care, and stroke services continues to influence patient care across the region.

A **Fellow of the Royal College of General**

Practitioners, Dr Vijaykumar is also a GP trainer, educator and mentor. His research leadership has expanded Modality's portfolio by over 650%, embedding studies like MAGNIFY, HARMONIE, and PRINCIPLE into frontline care and helping shape national guidelines. His dedication to bridging the gap between innovation and real-world care is a cornerstone of his leadership.



DR ANN-MARIE NEWBON

MEDICAL DIRECTOR, MODALITY EAST SURREY

Dr Ann-Marie Newbon serves as the **Medical Director** and **Registered Manager for the Care Quality Commission (CQC)** within Modality East Surrey. She oversees clinical governance, quality assurance, regulatory compliance, and patient safety. Her commitment to driving excellence through robust governance has been central to sustaining high standards of care across all sites.

Widely respected as a calm, strategic leader, Dr Newbon has brought clarity and assurance to complex decision-making. She is considered a pillar of the partnership and has made a profound impact on Modality East Surrey through her insight into quality improvement, risk management, and collaborative working.

Dr Newbon is known not only for her diligence but also for her inspiration and mentorship to colleagues. Her peers have described her as the “driving force” behind the division's success and a candidate eminently worthy of recognition such as the RCGP Fellowship, reflecting her lasting contribution to general practice and system leadership.



DR SIAN NELSTROP

DIRECTOR OF CLINICAL DEVELOPMENT, MODALITY EAST SURREY

Dr Sian Nelstrop is the **Director of Clinical Development** and a founding partner of Modality East Surrey. She leads the planning and operational delivery of services across all East Surrey sites, ensuring that systems are both responsive and sustainable. Her role encompasses appointment scheduling, clinical staffing, and service accessibility.

Joining the partnership on 1 February 2004, Dr Nelstrop has been a steadfast force in the evolution of the organisation. Her reputation for fairness, pragmatism, and deep integrity has earned her the admiration of both colleagues and staff. She brings balanced judgment and compassionate leadership to every aspect of service management.

In addition to her operational role, Dr Nelstrop is a GP trainer and mentor, committed to developing the next generation of general practitioners. Her passion for education and hands-on mentoring has helped shape clinical excellence and resilience in new clinicians. Her dual focus—on patient-centred care and professional development—has left a lasting imprint on the culture and capability of the division.

JOB DESCRIPTION

Title	Head of Operations
Pay Band	Competitive (based on experience)
Responsible to	Divisional Board
Accountable to	Executive Partner
Contract Type	Permanent, Full Time
Note	This job description will be agreed between the jobholder and the Executive Partner to whom he/she is accountable. It may be reviewed in light of experience, changes and developments.

JOB ROLE/PURPOSE

This is a senior leadership role responsible for driving operational excellence across the division.

The Head of Operations will work closely with the Executive Partner and Divisional Board to lead on strategic operations, workforce leadership, change management, governance and financial oversight.

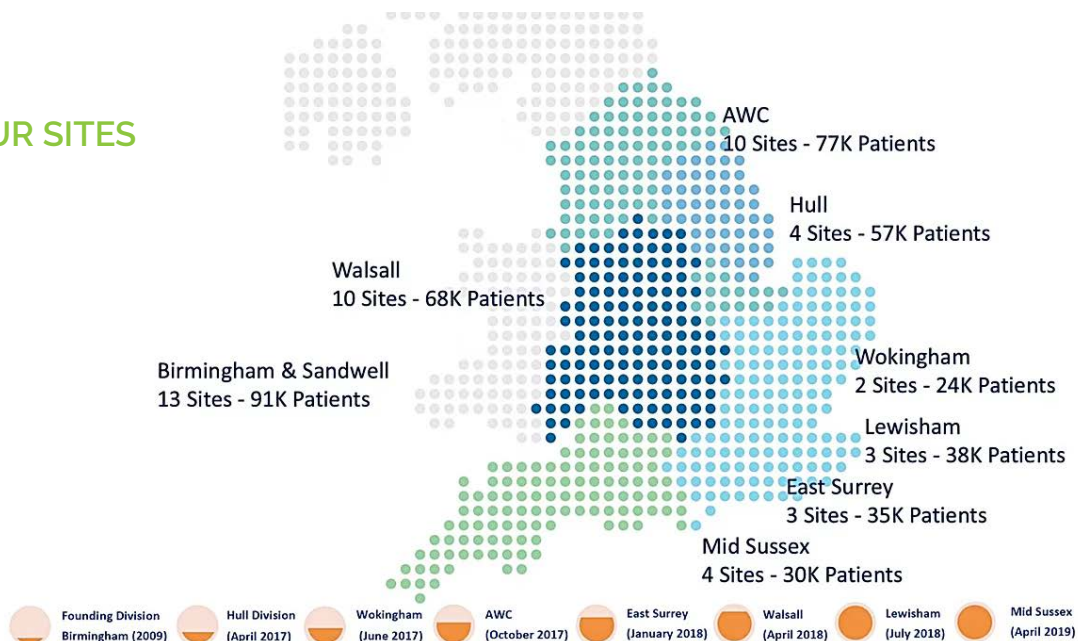
This role is pivotal in ensuring our business governance, HR processes, IT infrastructure and service delivery models are robust, scalable and aligned with NHS best practices. You will be the key driver in ensuring that operational and business functions run seamlessly, optimising efficiency while maintaining high patient care standards and staff satisfaction.

KEY DUTIES & RESPONSIBILITIES

STRATEGIC LEADERSHIP & BUSINESS MANAGEMENT

- Act as a trusted advisor to the Executive Partner and Divisional Board, ensuring effective decision-making across all non-clinical services.
- Provide visionary leadership to the Patient Service managers and wider administrative teams, ensuring they are empowered to deliver operational excellence.
- Drive business planning, governance, and financial sustainability.
- Identify and implement business growth opportunities, including optimising NHS and non-NHS revenue streams.

OUR SITES



OPERATIONAL & SERVICE DELIVERY EXCELLENCE

- Lead the day-to-day operations of the division, ensuring that patient services are delivered efficiently, effectively, and in line with NHS guidelines.
- Drive continuous improvement through service redesign, digital transformation, and workflow optimisation.
- Ensure regulatory compliance, including CQC standards, patient safety protocols, and GDPR requirements.
- Oversee QOF (Quality and Outcomes Framework) and LCS (Local Commissioned Services) performance, ensuring targets are met and optimised for patient care and financial sustainability.
- Oversee rota and workforce planning, ensuring safe staffing levels across all sites.
- Manage and oversee contractual agreements with NHS and external stakeholders.

DIGITAL, IT & TRANSFORMATION

- Oversee IT infrastructure, digital tools, and data systems, ensuring optimal efficiency and cyber-security compliance.
- Drive the implementation of AI-driven digital triage systems, patient engagement platforms, and innovative workflow solutions.
- Work in partnership with NHS digital transformation teams to integrate new technology into everyday operational processes.

FINANCE & RISK MANAGEMENT

- Monitor financial performance, identifying opportunities for efficiency savings and additional income streams.
- Work closely with finance teams to oversee budgets, funding allocations, and financial reporting.
- Lead on risk management, contingency planning, and compliance, ensuring that the division is prepared for external audits and inspections.

PEOPLE LEADERSHIP & WORKFORCE DEVELOPMENT

- Inspire, mentor, and develop a team of over 120 staff, including three Patient Service managers, driving a high-performance culture.
- Lead workforce engagement initiatives, ensuring a motivated, well-supported, and adaptable team.
- Drive change management programmes that enable teams to work smarter, adopt new technologies, and streamline processes.
- Support the recruitment, retention, and succession planning of key operational roles within the division.
- Ensure staff performance management is robust, with clear expectations, professional development opportunities, and support structures in place.

CHAMPIONING PATIENT VIEWS & ENGAGEMENT

- Act as a patient champion, ensuring that patient feedback and experience drive service improvement initiatives.
- Work closely with patient participation groups to ensure engagement, transparency, and alignment with community healthcare needs.
- Foster a culture of patient-centred care, ensuring accessibility, equity, and responsiveness in service delivery.

DELIVERING NEW WAYS OF WORKING & CHANGE MANAGEMENT

- Lead on transformational projects, introducing new ways of working to improve efficiency and quality.
- Drive the modernisation of service delivery models, ensuring they are adaptable to the evolving demands of primary care.
- Work collaboratively with clinical and administrative teams to create a culture of innovation and continuous improvement.

OTHER RESPONSIBILITIES

HEALTH AND SAFETY

- To comply with the Health and Safety at Work etc. Act 1974.
- To take responsibility for his/her own health and safety and that of other persons who may be affected by his/her own acts or omissions.

EQUALITY AND DIVERSITY

- To carry out at all times his/her responsibilities in line with the Equal Opportunities Policy and Procedure.

RISK MANAGEMENT AND CLINICAL GOVERNANCE

- To work within the Clinical Governance Framework of the business, incorporating Risk Management and all other quality initiatives.

CONFIDENTIALITY

- To maintain confidentiality of information relating to patients, clients, staff and other users of the services in accordance with the Data Protection Act 1998 and Caldicott Guardian. Any breach of confidentiality may render an individual liable for dismissal and/or prosecution.
- Information relating to patients, carers, colleagues, other healthcare workers or the business of the Practice may only be divulged to authorised persons in accordance with the Practice policies and procedures relating to confidentiality and the protection of personal and sensitive data.

GENERAL

- To undertake any other duties commensurate with the role, within the bounds of his/her own competence.
- In light of national policy and the due needs of the business it may be necessary for the Partnership to alter the opening hours of the business.
- Undertake any other duties commensurate with the grade of the post and the responsibilities of the Executive Partner for whom the post is supporting.
- To undertake any other duties commensurate with the scope of the role and within your skill set as requested.

KNOWLEDGE, SKILLS & QUALITIES

KNOWLEDGE

- Strong knowledge of NHS guidelines, primary care operations, and service delivery models.
- Project & change management expertise (PRINCE2, LEAN, or equivalent desirable).

SKILLS

- Proven senior leadership experience in business management, healthcare operations (primary care preferable), HR, IT, governance, or a related field.
- Experience managing complex teams, leading change, and embedding best practices in large organisations.
- Financial and commercial acumen, with experience in budget management and risk assessment.
- Strong background in business governance, HR processes, digital transformation, and service redesign.
- Excellent stakeholder management skills, with the ability to influence at Board level.
- Highly-skilled in MS applications including Outlook, Excel and Word and other related software packages.
- Strong work ethic as part of a team and working on own initiative.

PERSONAL QUALITIES

- A strategic thinker who can balance high-level planning with day-to-day operational leadership.
- Strong communicator and relationship builder, able to engage with internal teams and external partners.
- A visionary leader who thrives in a fast-paced, ever-changing healthcare environment.
- A problem solver who can drive continuous improvement and service innovation.
- A collaborative and empathetic leader with a commitment to staff development and team empowerment.

HOW TO APPLY

The closing date for applications is **13 May 2025**

Applications should be made by submitting:

- A full and up-to-date CV, which includes your contact details and email address.
- A personal statement of no more than two sides of A4, which should explain why you are interested in applying for the role and what you believe you will be bringing to it.
- Contact details for three referees (who will not be contacted without your permission).
- A completed **Diversity Monitoring Form** and **Fit and Proper Person Monitoring Form**.

All applications should be sent to: **apply@hunter-healthcare.com**. All applications will be acknowledged.

For an informal conversation about the post, please contact **Finn McNulty** at our recruitment partners, Hunter Healthcare by email: **fmcnulty@hunter-healthcare.com** or phone: **07966006091**

KEY DATES:

Application Deadline	13 May 2025
Shortlisting	14 May 2025
Interviews	21 or 28 May 2025





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