

Managing Director Candidate Pack

June 2026



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Welcome

Dear Candidate,

We are delighted that you are interested in joining Pier Health Group as our Managing Director.

Pier Health is at a significant moment. We are a six practice super-partnership with a Primary Care Network (PCN) that extends to include all seven practices in the Weston, Worle and Villages Locality (including Pier Health Group Ltd practice).

The PCN is at its heart, operating in a system that is changing fast with a shift to at-scale working and Neighbourhood Health. Our PCN is one of the largest in the country, covering a population of over 100,000 and with a combined turnover in the region of £24M. Pier Health Group also hosts the NIHR North Somerset Clinical Research Delivery Centre (CRDC) - Primary Care.

As our Managing Director you will be joining us at a time of conscious organisational renewal and you will have a unique opportunity to help shape what we will go on to become. This is a relational leadership role as much as an operational one. The Managing Director does not carry delivery alone; they make delivery possible by building trust across practices, holding together complex interfaces, and ensuring that our collective ambition translates into coherent and accountable action.

As the right candidate will be a skilled networker and listener, someone whose instinct is to understand before acting, and who recognises that each member practice is a distinct partnership with its own culture, pressures and strengths. You will be as comfortable at practice level as in board or system forums.

This is not a clinical role and does not require a clinical background. It will however require genuine curiosity about general practice, deep respect for partnership structures, and the credibility to work effectively with GP partners and practice managers day to day.

This is a fantastic opportunity to work collaboratively alongside committed colleagues, supporting the development and delivery of Pier's strategy and ambitions.

If you think this could be you, then I very much look forward to hearing from you and I wish you all the best with your application, and beyond.

Yours faithfully,

John Heather

Chair

Pier Health Group Board



About Us: The story of our GP Super-Partnership

Providing patients in North Somerset with outstanding healthcare care has always been a top priority for GP practices in and around Weston-Super-Mare, Worle & Villages area. This is why the practices that now make up Pier Health came together to make sure they could continue serving local communities in the best possible way. The first step towards our GP super partnership was a powerful but simple message: to make our practices more sustainable, effective and resilient.

A Pioneering Healthcare Partnership for North Somerset

With a GP Super Partnership deed in place, the final phase of our formation was the election of a Board bringing Non-Executive Director oversight together with our executive team and staff from across the partnership. Pier Health has continued to evolve since then, and we are entering our next chapter of organisational renewal.

Why we are Different

- Our size matters – we are the one of the largest PCNs in England
- Our history matters – we are individual sites who came together to form a super partnership
- Our relationships matter – we have strong internal and external connection
- Common Challenges – this is a time of real change and uncertainty for general practice, and we'd rather shape that future together than have it shaped for us.
- Infrastructure – new buildings, new technology, neighbourhood health taking shape
- Locality Simplicity – we are fortunate that our locality makes sense to everyone
- Courage – tradition doesn't always work for us, so we are bold to try other things

A Single, United and Powerful Voice

Wherever possible, we're committed to working collaboratively by sharing expertise and best practice saving time and resources by reducing the duplication of tasks across our organisation. Working together, we seek out initiatives to support the best interests and sustainability of all our practices, pioneering innovation in service design and internal processes to optimise patient care and service delivery.

Pier Health has been part of a wider transformation programme in the Weston-Super-Mare and North Somerset area known as Healthy Weston. The project includes primary and community care, secondary care and acute care provisions, with the ambition to break down the walls between organisations and provide seamless, integrated services to patients. This ambition now sits within a clear national framework: the NHS's 10 Year Health Plan and the Neighbourhood Health Framework, set out a vision for neighbourhood-based, integrated care built around local populations of this kind; exactly the model Healthy Weston has been working towards for several years.

Our Three Facets

Primary Care at scale is not simply more of the same. We have required a change of mindset within Pier Health and have undergone a radical reorientation of the way we work. Pier Health Group is made up of three distinct but connected facets:

[Pier Health Partnership](#) | [Pier Health Group Limited](#) | [Pier Health Primary Care Network](#)

Pier Health Partnership is our six-practice GP super-partnership — 168 Medical Group, Cedars, Tudor Lodge, Milton, Stafford Medical, and Winscombe & Banwell — working together under a shared partnership deed to build sustainability, resilience and shared capability.

Pier Health Group Limited (PHGL) is a separate legal entity that holds NHS contracts on behalf of the wider group. PHGL holds a 15-year APMS contract for primary medical services to the population registered with Graham Road Surgery and Horizon Health Centre, which came together as a single GP practice on 1 June 2026, retaining both their names and sites. Horizon Health Centre operates from the For All Healthy Living Centre, alongside a Community Diagnostic Centre, giving it the character of a neighbourhood health hub. A new-build replacement for the Graham Road site is under construction and due to open in 2027 as a purpose-built neighbourhood health centre.

Pier Health Primary Care Network (PCN) is the vehicle through which all seven practices — the six super-partnership practices and PHGL — work together under the Network Contract DES, serving a registered population of over 100,000 across Weston-Super-Mare, Worle and the Villages.



Bristol, North Somerset and South Gloucestershire ICS
One Weston Locality Partnership



Pier Health Primary Care Network
One Weston, Worle and Villages – 100,000 Patients

Pier Health Partnership

GP Super-Partnership – 6 Practices

168 Medical	Milton
Cedars	Stafford
Tudor Lodge	Winscombe & Banwell

Pier Health Group Ltd (PHGL)

APMS Contract – 1 Practice, 2 Sites

Graham Road Surgery
Horizon Health Centre

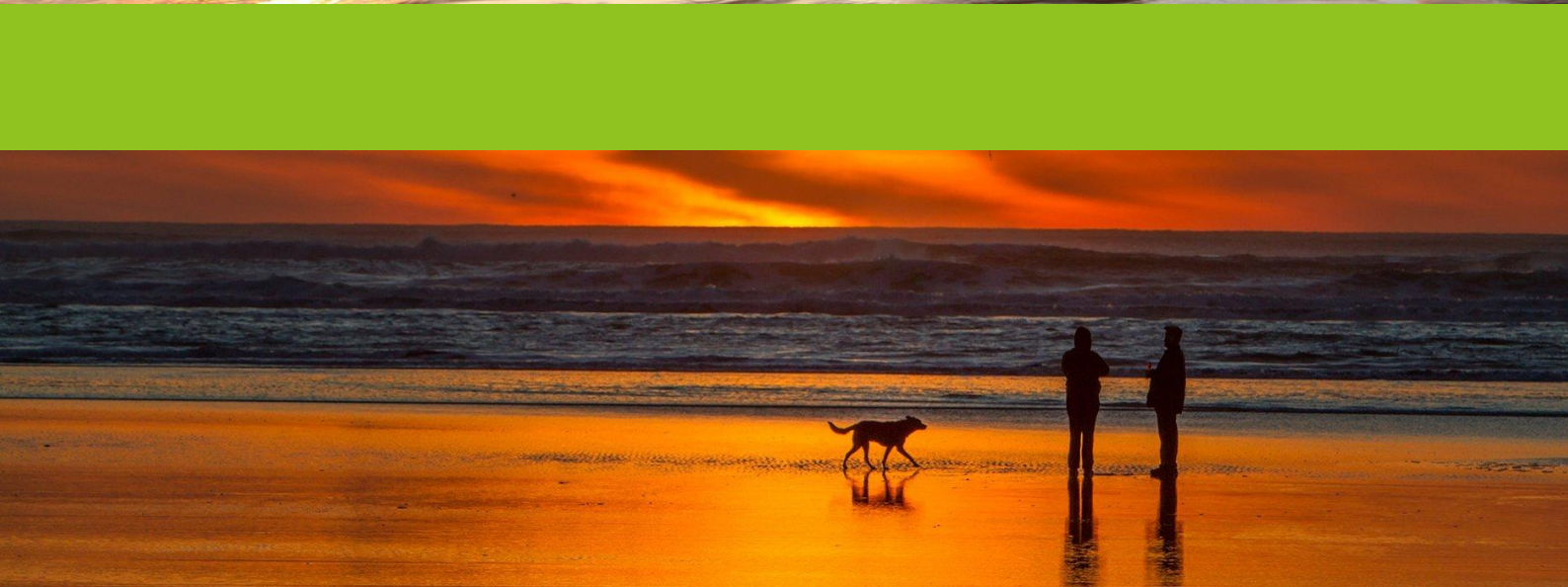
Neighbourhood Health: Why Weston is Ready

Weston-Super-Mare, Worle and the surrounding villages form one of the most naturally coherent localities in the NHS. Bounded by the coast to the west and the Mendip Hills and countryside to the south and east, this is a locality with edges that make sense — to patients, to practices, and to system partners alike. It is the kind of place where, as our 'Why we are different' section notes, the locality genuinely makes sense to everyone.

At a population of around 100,000, Weston, Worle and the Villages sits at exactly the scale the NHS's 10 Year Health Plan and Neighbourhood Health Framework describe for neighbourhood-based care: large enough to support genuinely multidisciplinary, integrated teams, small enough that relationships across primary care, community health, social care, the local authority and the voluntary and community sector remain personal rather than abstract. Many areas of England are still working out how to draw their neighbourhood boundaries and build these relationships from scratch. In Weston, both already exist.

Pier Health sits at the centre of this picture; general practice is the natural anchor for the One Weston Locality Partnership. This is the forum where primary care, community services, secondary care, social care, the local authority and the voluntary and community sector come together to plan and deliver care for Weston, Worle and the Villages. Pier Health holds key leadership roles within this partnership and across the wider neighbourhood agenda.

Much of what national policy is now asking every area to build, Weston already has real foundations for: shared clinical services and a Care Home Hub developed across our practices, a Community Diagnostic Centre co-located with Horizon Health Centre at the For All Healthy Living Centre, and a new-build neighbourhood health centre due to open in 2027, replacing the Graham Road site. As the 10 Year Health Plan moves from framework to delivery over 2026–29, our task is to turn this head start into a genuinely integrated neighbourhood model for everyone who lives here. Sometimes it feels as though Weston was built for this moment — and the Managing Director will play a central role in realising our potential.



Our Strategic Priorities 2026

Our overarching aim is enhanced practice collaboration, working together across seven practices to improve the sustainability, quality and reach of primary care for the 100,000 patients we serve in Weston-Super-Mare and its surrounding area.

Neighbourhood Health

Building our role as the primary care anchor within integrated neighbourhood teams for Weston, Worle and Villages. Deepening relationships with community and voluntary sector partners, developing population health approaches that reflect local need, and embedding patient voice and co-production into how we design and deliver care.

Shared Clinical Services

Developing specialist services that no single practice could sustain alone — including a Women's Health Hub, new models for ADHD and mental health care, and further shared clinical hubs across the network, building on the proven success of our Care Home Hub and vaccination programmes.

Digital Transformation

Developing shared capability in digital access, AI-enabled workflows, population health intelligence and clinical data through our Digital Collaborative Framework. Our ambition is for digital tools to free clinical capacity, reduce inequalities in access, and support a more proactive, population-based model of care.

Workforce & Management

Building a unified, collaborative management team across all our practices and central staff. Investing in our ARRS workforce, sustaining our GP Fellowship, and creating the conditions for shared leadership and delegated responsibility, restoring the relational foundations that underpin effective collaboration.

Research & Partnerships

Our Primary Care Research Delivery Centre is live and growing, delivering NIHR-funded research and attracting commercial medical research studies. We are building on this foundation to expand our research capacity and deepen external partnerships with technology companies, system partners and commissioners to develop new models of care.

Sustainable Organisation

Strengthening the governance, financial foundations and culture that allow Pier Health to thrive long term — enhancing leadership capacity, relational working and practice network governance that gives all seven practices genuine voice and shared ownership, and rebuilding and enhancing the collaborative relationships that are the foundation of everything else we want to achieve together.

To find out more about Pier Health Group, you can visit: www.pierhealth.co.uk

To find out more about our health and care system, you can visit: www.bnssghealthiertogether.org.uk

Managing Director | Job Description

Employer	Pier Health Group	Location	Weston-Super-Mare
Accountable to	Pier Health Group Board; Member Partners		
Responsible to	Chair, Pier Health Group Board		
Hours	0.6 WTE (part-time)	Salary range	£105,000 - £115,000 (pro rata)
Scope	Pier Health Group PCN, Pier Health Group super-partnership, and One Weston Locality Partnership and associated neighbourhood entities		

ROLE SUMMARY

The Managing Director (MD) is a key leadership role which holds responsibility across two complementary domains:

PCN Operational Integration

The MD acts as the internal operational integrator for the PCN's inward-facing work, holding together services such as the One Weston Care Home Hub, ARRS workforce, contracts and KPIs, and ensuring clear accountability for delivery. Delivery itself sits largely with named operational leads; the MD ensures it is coherent, supported and accountable.

Super-Partnership Development

The MD is the senior executive responsible for developing Pier Health Group as a sustainable and maturing organisational model. This is one that strengthens resilience, builds shared capability, and reduces dependency on any single commissioning or policy structure.

The balance between these two domains will evolve as organisational maturity develops. In the early period, the priority is to build the relational foundations that make both possible.

KEY RESPONSIBILITIES

1. Relationships, Trust and Culture

The MD's first responsibility is to build and sustain fundamental relational foundations:

- Establish genuine, individualised relationships with GP partners and practice managers across all member practices present and known in practices
- Understand each practice's priorities, pressures and constraints and be able to articulate them
- Champion a transparent, open-by-default culture: resource allocation, decision-making and staffing deployment should be clearly justifiable to reasonable stakeholders
- Foster mutual aid as a norm; enabling practices to support one another and ensuring that any reallocation of intensive support is communicated respectfully and with transparency
- Model non-judgmental, solution-focused communication: if a practice faces genuine constraints, to acknowledge them and adapt

2. Super-Partnership Leadership

- Act as the senior executive leader for Pier Health Group super-partnership
- Develop the super-partnership as a durable organisational model that strengthens shared capability and reduces systemic fragility
- Work with PHGL practices and PHG partners to improve operational maturity and consistent delivery
- Support partner decision-making through clear analysis, operational insight and delivery assurance
- Ensure the super-partnership reduces dependency on any single commissioning structure as the NHS landscape evolves

3. PCN Operational Integration

- Act as the internal operational integrator for the PCN's inward-facing work
- Accountability the operational activity, ensuring PCN services are delivered safely, effectively and to contract
- Oversight the of ARRS workforce, ensuring clear deployment, line management support and professional development pathways are in place and future planning workforce needs are considered
- Ensure delivery against PCN KPIs, contractual requirements and regulatory standards
- Attend the PCN members forum meetings and remain accountable for PCN delivery performance

4. Governance, Risk and Financial Stewardship

- Ensure governance, risk and assurance arrangements are proportionate and clearly understood across the super-partnership and PCN
- Act as Accountable Officer where appropriate for group and PCN arrangements
- Advise the Board on regulatory, contractual, statutory and risk matters
- Lead executive oversight of financial stewardship; prudent use of public funds, transparency in allocation, and sustainability planning
- Support contracting capability in preparation for single and multi-provider organisation arrangements

5. System Leadership and External Relationships

- Act as a visible and credible operational leader for Pier Health in system forums
- Navigate the emerging neighbourhood and integrated care landscape, helping practices understand what is coming, feel prepared, and engage with the right conversations at the right time
- Work closely with the PCN and local neighbourhood leads and other clinical leaders to ensure coherence between internal delivery and external system positioning
- Lead or support externally facing operational and contractual discussions with the ICB, Bristol Hospital Group and other stakeholders
- Build effective working relationships with adjacent organisations (single and multi-provider bodies, local authority, voluntary and community sector partners)
- Maintain and grow external relationships and partnerships on a regional and national level
- Capitalise on new and innovative funding opportunities and partnerships

6. Executive Leadership and Organisational Development

- Provide strategic direction and integration across executive functions, (including Finance, Digital & Transformation, etc)
- Work closely with clinical leadership team to build and sustain effective relationships with practices
- Champion a high-trust, high-accountability culture across the group; one that avoids hierarchy for its own sake and prioritises collaborative, partnership-based ways of working
- Support the development of educational and research leadership to develop the workforce across the network
- Translate agreed strategies into operational plans, delivery structures and measurable outcomes

Managing Director | Person Specification

Criteria	Essential	Desirable
Qualifications & Experience	<ul style="list-style-type: none"> – Educated to master's degree level or equivalent in a relevant field – Evidence of organisational senior leadership (operating at Board or Director level) – Demonstrable governance and accountability experience 	<ul style="list-style-type: none"> – MBA, Executive MBA or Healthcare Leadership Level 7 qualifications – Formal training in risk management or corporate governance or change management – Formal training in project or programme management methodologies
Primary Care & NHS knowledge	<ul style="list-style-type: none"> – Practical understanding of Primary Care and how it works (including GP partnership structures, unlimited liability, and the realities of practice sustainability) – Genuine curiosity about general practice and the pressures practices face – Understanding of NHS healthcare operating models and contractual frameworks 	<ul style="list-style-type: none"> – Direct experience in primary care, community health or a comparable NHS setting – Familiarity with NHS or Primary Care workforce models and PCN delivery requirements
Leadership & Operational Experience	<ul style="list-style-type: none"> – Senior operational or executive leadership in a complex multi-stakeholder environment – Experience navigating governance, risk and financial accountability at executive level – Contracting experience – Experience of senior level partnership engagement and influencing beyond your role 	<ul style="list-style-type: none"> – Experience developing or stabilising partnerships, federations – Experience of organisational integration, turnaround and change – Track record of enabling delivery through others as well as carrying it directly
Relational & Cultural Skills	<ul style="list-style-type: none"> – Exceptional listening and relationship-building skills; able to build trust quickly and sustain it across diverse stakeholder groups – Ability to hold complexity and difference without judgment – Non-hierarchical, service-oriented leadership stance: accountable for outcomes, enabling in approach – Commitment to transparent, open-by-default ways of working 	<ul style="list-style-type: none"> – Experience of building, repairing or rebuilding relationships in a context of organisational tension – Track record of building a 'mutual aid' or collaborative culture across distributed teams
System & Strategic Skills	<ul style="list-style-type: none"> – Ability to navigate a changing NHS landscape and help others understand and prepare future uncertainty – Strong stakeholder engagement e.g. ICB, integrated care system forums, and multi-provider environments – Ability to translate strategic intent into practical delivery structures and measurable outcomes 	<ul style="list-style-type: none"> – Experience of neighbourhood or place-based integration work – Understanding of emerging neighbourhood contract development and primary care at scale contexts

How to Apply

Our partners Starfish Search are supporting the recruitment of this post, if you would like a confidential discussion about the role, please contact Joe Joyce on joe.joyce@starfishsearch.com

To make an application, please go to <https://starfishsearch.com/jobs/md-pier-health/> and click on the apply now button, with the following prepared:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history
- a supporting statement highlighting your motivation for applying. You should outline how your experience matches the person specification.

Key Dates

Closing date for applications: Sunday, 26 July 2026

Preliminary Interviews with Starfish Search: w/c 3 August 2026

Final Interviews and Assessment: w/c 24 August 2026

Further information on interview format and panel will be provided to shortlisted candidates at least one week before their interview.

We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We actively encourage applications from individuals of all backgrounds, including those from underrepresented groups and people living with disabilities.

