



General
Medical
CLINICS

Sarah Matthews - Reference

Sarah joined General Medical Clinics PLC in June 2002 as Chief Operating Officer with responsibility for the day to day, effective and profitable operation of the business and its centres; working as part of the Executive Team with the Board of Directors to develop and implement our expansion strategy. General Medical Clinics owns and operates three private medical centres and a nurse-led NHS walk in Centre in the City of London and recently opened a fourth centre in the West End as well as several outreach clinics. The Company specialises in the provision of general practice, health screening services, occupational health programmes, physiotherapy and nurse-led functions such as travel vaccinations. The Company became PLUS Market listed in December 2006. When she started the Company had a turnover of £2.4m, loss of £136,000 and 25 staff. At year end May 2008 we reported a turnover of £6.5m and declared profit of £299k with 85 staff.

During her six years at the Company her key achievements, in addition to her day to day operational functions were:

- Project management and implementation of the opening of Liverpool Street NHS Walk in Centre in Dec 2005 (Department of Health central contract) - within 10 weeks of contract signing (6 weeks ahead of target). Involved closure of an existing private medical centre; transfer of all patients; negotiation with all staff about changes; workforce planning; recruitment of 5 clinical staff and 3 non clinical staff (in line with NHS requirements); adaptation of premises; installation of NHS approved IT system; induction training; delivery of service in line with complex service agreement. This was an enormous undertaking, completed very successfully.
- Integration of Finsbury Healthcare following purchase in 2004 (a private health centre approximately 50% of the size of the existing business at the time) – involved TUPE transfer of all staff; management of existing premises and relocation of physiotherapy suite. This was a pivotal transaction for the business and the integration was handled extremely successfully.
- Set up group-wide HR function. Developed and implemented supporting policies and processes in line with National Minimum Standards Regulation, HR best practice and NHS requirements. This involved dealing with the historic legacy of differing HR practices in different centres, and obtaining buy-in from a highly regulated workforce comprising very expert professionals through to clerical staff.
- Played a significant role in the development and implementation of a bespoke patient management system, replacing a number of fragmented, legacy systems.
- Developed and implemented a framework of policies, procedures and guidelines to comply with the requirements of, and achieve, Healthcare Commission registration.
- Integrated physiotherapy and dentistry practices into our business in 2002-3

Sarah's day to day responsibilities involve the oversight of our medical centres to ensure client satisfaction, profitability, growth and compliance with the numerous regulations that govern our business; undertaking the HR function for a diverse staff base; managing the development and implementation of a bespoke patient management software system; managing and renegotiating a number of supplier contracts.

2-3 Salisbury Court, London EC4Y 8AA

T 020 7427 0605 F 020 7427 0608
info@genmed.org.uk www.genmed.org.uk

Sarah is a hard working, highly competent professional. She's a team worker and a popular colleague. She's achieved a Distinction for the research project she completed as part of her Chartered Membership of the CIPD.

Sarah leaves General Medical Clinics PLC on 4th March 2009 to work for herself advising small businesses on HR and effective operational management. I would re-employ her.

I can be contacted on 07836 375172 for further information.

Jerry Appleyard, Chief Executive Officer, General Medical Clinics PLC
January 2009

A handwritten signature in blue ink, appearing to read 'Jerry Appleyard', with a large, stylized flourish extending to the right.