

ASSISTANT MANAGING DIRECTOR

PERSONAL STATEMENT

Experienced Healthcare Professional
Background in both clinical services and operational management
Strong Financial Management Acumen
Diverse skill set in a variety of working environments
Excellent communication and IT skills
Strong sense of purpose and determination to succeed

EDUCATION

2019 to Present **Open University**
MSc Marketing Management

Currently undertaking MSc through the OU, using modular components to successfully complete the course

1994 to 1996 **Kingston Business School**
Masters in Business Administration

Successfully completed the MBA, giving a good grounding in the principles of effective management

1993 to 1994 **Ipswich College of Nursing & Midwifery**
Diploma in Orthopaedic Nursing

1986 to 1989 **Lanarkshire College of Nursing & Midwifery**
Registered Nurse Training

EMPLOYMENT

June 2018 to Present - NHS Harrow CCG
Assistant Managing Director Planned and Unscheduled Care

NHS Harrow CCG commissions services for its population of 260,000 patients with 33 GP surgeries. The locality is serviced by one main acute hospital trust with access to a number of acute specialist acute hospital beds across North West London.

Responsibilities

Responsible for the development and delivery of the £6.2m QIPP programme for Planned Care for 2019 / 20

- Responsible for the development and delivery of the £3.1m QIPP programme for Unscheduled Care for 2019 / 20
- Planned Care service portfolio includes contract management of all services including Gastroenterology, Dermatology, Ophthalmology and MSK services. Cancer services are also part of the portfolio.
- Unscheduled Care service portfolio includes contract management of all services including NHS 111, GP Out of Hours, Urgent Care Centre, three Walk In Centres, Community Services, and End of Life Care.
- Leading on Acute Contract management for A&E and Ambulatory Care services.
- Leading a review of Community Nursing and Therapy Services, looking at improving efficiency in admission avoidance pathways
- Leading a review of the MSK services in Harrow and developing an integrated model to be procured in late 2019
- Review of the Community Cardiology Service delivery model, development of a new, integrated service structure and lead on the procurement of the new service.
- Involved with provider organisations to develop the framework for an Integrated Care Partnership (ICP) for patients aged 65 years and over
- Implementation of PoLCV (PPwT) guidelines for secondary care procedures
- Review of Independent Sector activity and development of pathway management plan to control service

Apr 2017 to May 2018 - NHS Harrow CCG

Head of Planned Care

NHS Harrow CCG commissions services for its population of 260,000 patients with 33 GP surgeries. The locality is serviced by one main acute hospital trust with access to a number of acute specialist acute hospital beds across North West London.

Responsibilities

- Responsible for the development and delivery of the £5.4m QIPP programme for Planned Care for 2018 / 19
- Service portfolio includes contract management of all Planned Care services including Gastroenterology, Dermatology, Ophthalmology and MSK services. End of Life Care services are also part of the portfolio.
- Leading a review of the Pain Management services in Harrow and developing an integrated model to be procured in late 2018
- Review of the Community Cardiology Service delivery model, development of a new, integrated service structure and lead on the procurement of the new service.

- Involved with provider organisations to develop the framework for Accountable Care Partnership (ACP) for End of Life Care
- Implementation of PoLCV (PPwT) guidelines for secondary care procedures
- Review of Independent Sector activity and development of pathway management plan to control service use

Aug 2016 to March 2017 - NHS West Cheshire CCG

Head of Urgent & Intermediate Care

NHS West Cheshire CCG commissions services for its population of 260,000 patients with 35 GP surgeries. The locality is serviced by one acute hospital trust and has 2 community hospitals providing 62 rehabilitation beds.

Responsibilities

- Responsible for strategic and operational development of all urgent and intermediate care services within NHS West Cheshire CCG
- Service portfolio includes contract management of Ophthalmology and MSK services, End of Life Care, GP Out of Hours, 999 Ambulance Services, Patient Transport Services, NHS 111 and Community Hospitals.
- Leading a review of the Intermediate Care and Community Inpatient Bed Services.
- Managed the development of patient pathways for System Resilience, implementing the National OPEL programme within West Cheshire
- Involved with provider organisations to develop the framework for Accountable Care Partnership (ACP)
- Lead for End of Life Care
- CCG Lead on Primary Care Streaming Model
- Working closely with the acute trust management team to achieve 4 hour wait targets in ED

Achievements

- Worked with Acute Trust on Flow Manager model of care in ED to achieve 4-hour wait target
- Developed and implemented Nurse-Led Primary Care Streaming model for deflecting patients from A&E.
- Integrated GP out of Hours with the Emergency Department at Countess of Chester Hospital.
- Oversaw implementation of new GP Assessment Unit at Countess of Chester Hospital; new unit has streamlined patient flow through A&E
- Successfully led a review in the Community Intermediate Care Services which recommended creating three distinct rehabilitation pathways across the Intermediate Care estate.

- Developed West Cheshire model for MSK delivery, including single triage system and treatment pathways.
- Redesigned Discharge to Assess Pathway to improve patient flow through the acute hospital.
- Implemented new Continuing Healthcare (CHC) patient flow process, using community-based transition beds to facilitate discharge from acute care.

Jan 2015 to July 2016 - NHS Surrey Downs CCG

Head of Integration

- NHS Surrey Downs commissions services for its population of 330,000 patients with 33 GP surgeries. The locality is serviced by 3 acute hospital trusts and has 5 community hospitals providing 60 rehabilitation beds.

Responsibilities

- Responsible for strategic and operational development of all integrated care services within NHS Surrey Downs
- Service portfolio includes contract management of Respiratory and MSK services, Mental Health, End of Life Care, GP Out of Hours, 999 Ambulance Services, Patient Transport Services, NHS 111 and Community Hospitals.
- Leading a review of the Community Hospitals portfolio, focusing on future demand over the next 10 years
- Restructured Patient Transport Service model to improve efficiency and reduce cost by £200k per annum
- Managed the development of patient pathways for System Resilience
- Development of Community Integration Hubs in three distinct localities within the CCG
- Working with provider organisations to create framework for Accountable Care Partnership (ACP)
- Leading on Children's Services for the CCG
- Leading on Mental Health Services for the CCG
- Lead for End of Life Care
- Lead for MSK Pathway for the new Surrey Heartlands Sustainability & Transformation Plan (STP) Group.

Achievements

- Successfully Restructured the Patient Transport Service to improve quality and reduce costs by £200k per annum
- Produced an improved Eligibility Criteria for Patient Transport which is used across all of Surrey and will reduce activity by 20%
- Mobilisation of three hubs focused on reduction of Non Elective Admissions (NELs) for patients 65 years and over
- Achieved signing of alliance agreement between providers as part of pathway towards formation of ACP

- Integrated GP out of Hours with the Emergency Department at Epsom General Hospital.
- Developed a Clinical Assessment & Diagnostic Unit (CADU) model for use in Epsom Hospital to reduce length of stay for patients aged 65 years and over. Expected savings of £250k per annum through reduced hospital admissions
- Successfully led a review in the Community Hospital Services which recommended reducing hospital sites from 5 to 3. Recognised as the CCGs most comprehensive and successful public engagement process.
- Contributed to development of Surrey-wide Childrens Community Service Specification on behalf of Surrey Downs CCG. Acted as both clinical and operational lead for the CCG in the procurement process for Childrens Services.
- Developed Surrey Heartlands STP-wide model for MSK delivery, including single triage system and treatment pathways.
- Developed single, integrated Respiratory Care pathway covering planned and unplanned care.
- Developed CCG-wide community based Cardiology pathway
- Nominated for KSS AHSN Award for Patient Engagement in relation to Community Hospital Review

Oct 2014 to Jan 2015 - NHS Central London CCG
Programme Lead for Whole Systems Integration

NHS Central London CCG are part of the London Consortium of CCGs working in partnership to develop more integrated commissioning and service delivery.

Responsibilities

- Responsible for developing the model for Whole Systems integration including health and social care, primary, community and acute service providers
- Put in place a comprehensive project system including programme board with multiple stakeholder representation
- Worked with GPs to develop best practice model for achieving continuity of care for patients over 65 years of age with one or more chronic disease
- Accountable for the delivery of a working model of care
- Significant interface with other CCGs at board level

Achievements

- Successfully mobilised the new service going from initial idea through to care delivery for patients
- Produced Whole Systems Strategic Pathway to guide future service development in Central London.

- Integrated GP out of Hours into whole systems model

Jun 2014 - Oct 2014

Career Break

I took a four month break for an extended holiday with my young family. We visited Hong Kong, Bali, Dubai, Florida, Madrid, Vienna and Stockholm

Nov 2009 to Jun 2014 - Allied Healthcare Primecare

Director of National Operations & Managing Director

Allied Healthcare is the UK's largest provider of domiciliary care, providing 1000's of hours of care each day. Primecare is the clinical delivery arm of Allied, and is the UK's 2nd largest commercial provider of urgent and unscheduled care.

Responsibilities

- Responsible for strategic and operational development of all clinical services within the Allied Primecare group
- Service portfolio included GP Out of Hours, Walk in Centres / Urgent Care Centres, Dental Care, Admission Avoidance services and domiciliary care.
- Developed Prison Healthcare business, securing contracts in West Midlands, Wales, London and Scotland.
- Liaise with department heads on day-to-day operational issues
- Direct management of eighteen HoDs
- Accountable for workforce of one thousand two hundred people
- Focused on the short and long term growth of the business
- Organised and implemented new LEAN working procedures to streamline process

Achievements

- 269 bed days saved in 6 months in South Staffordshire through award-nominated admission avoidance model
- Integrated Emergency Department / Primary Care Services in Hereford, Scarborough, Sunderland, Chelmsford, Cardiff and Birmingham.
- 68% reduction in ambulance transports in Herefordshire through GP placement with paramedic workforce in West Midlands Ambulance Service
- Secured £1.2m of annual revenue from new Prison Healthcare services business.

Apr 2008 to Oct 2009 - Assura Medical / Virgin Healthcare

Consultancy post in Urgent Care

Assura Medical was a large independent healthcare provider formed of over 30 GP partnerships across the UK. Each partnership was set up to provide care through the Department of Health's Any Willing Provider scheme. Assura became the largest single provider of the GP Led Health Centres in the UK with 14 separate services. As Urgent Care Lead I was responsible for developing the new business division within Assura. This was focused primarily on Walk in Centre services and GP Out of Hours

Responsibilities

- Responsible for all Urgent Care services within the group
- Accountable for the clinical delivery of all face to face services
- Accountable for nursing and medical workforce
- Management responsibility for the Business Development Directorate
- Lead role in Clinical Governance Team

Achievements

- Developed and introduced new service model for GP led health centres
- Secured fourteen new contracts with annual revenue of £25m
- Restructured the clinical services business unit to reduce costs and improve efficiency
- Secured the company's first GP Out of Hours contract
- Implemented a new performance appraisal tool across the clinical business
- Developed integrated A&E / Walk in Centre model in Bath, significantly reducing attendances at the Emergency Department

Sep 2004 to Apr 2008 - Harmoni Healthcare

Group Operations Director

Harmoni is a UK's largest independent provider of Urgent and Unscheduled care. It has a portfolio of services including GP Out of Hours, Walk in Centres, Prison Healthcare, Referral Management Centres and Hospital admission avoidance services. As Operations Director I was both accountable and responsible for the management of all services elements within the business. I was also responsible for the Business Development team in the company.

Responsibilities

- Responsible and accountable for the diverse services within the company
- Accountable for the clinical delivery of all face to face services
- As Director of Nursing was accountable for nursing and medical workforce
- Clinical lead for the Business Development Team

- Chairman of the internal Clinical Governance Group.
- Developed and managed Prison Healthcare services programme.

Achievements

- Developed and introduced new service model for GP Out of Hours
- Secured four new contracts with annual revenue of £12m
- Recruited a clinical workforce of over one hundred nurses in three months
- Worked as part of a Department of Health taskforce on developing Poly Clinic model
- Developed an award winning clinical call centre service model for Single Point of Access
- Developed Primary Care Front End Service for the Emergency Department at Hillingdon Hospital in North West London
- Secured contracts to deliver Prison Healthcare at HMPs Bullingdon, Feltham, Aylesbury, Grendon, Spring Hill and Stafford.

Feb 2002 to Aug 2004 - West Suffolk Hospitals NHS Trust

Clinical Manager Orthopaedics and A&E

Responsibilities

- Responsible for the management of four in patient wards, day surgery unit, outpatient department and busy A&E unit
- Line Management of 10 Department Heads / Lead Nurses including Emergency Department
- Accountable for the achievement of performance targets in A&E and inpatient / outpatient services
- Responsible for overall department budget of approximately £22m
- Department Clinical Governance Lead on the Hospital's Governance Committee.

Achievements

- Responsible for the management of four in patient wards, day surgery unit, outpatient department and busy A&E unit
- Secured funding for a new Diagnostic & Treatment Centre
- Implemented new Care Pathway programme to monitor and improve patient outcomes
- Developed pre-assessment clinics for patients undergoing joint replacement surgery
- Maintained the department within budget for two years

Feb 2000 to Jan 2002 - Nuffield Hospitals - Ipswich

Clinical Manager

- Responsible for the clinical and operational management of two hospital sites
- Accountable for clinical workforce of ninety staff
- Restructured the clinical teams to reduce costs and improve efficiency
- Developed and implemented new models of care for day care / ambulatory care
- Increased patient throughput and profitability through reductions in average length of stay

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Aug 1994 to Jan 2000 - BUPA Hospitals Cambridge & Hastings

Clinical Manager and Hospital Manager

- Managed the orthopaedic inpatient, day case and outpatient services at BUPA Cambridge
- Was seconded to work on company-wide IT project as implementation manager
- Secured post as hospital manager for BUPA Hastings
- Successfully managed the opening of BUPA Hospital Hastings, on time and on budget
- Took BUPA Hospital Hastings to the top of the company performance league table within three years of opening.

Aug 1992 to Jul 1993 - Addenbrookes Hospital Cambridge

Senior Staff Nurse

- Responsible for the day to day management of elective orthopaedic ward
- Involved in implementation of new IT rostering systems
- Developed pain assessment and management tool specifically for patients undergoing joint replacement surgery

Jul 1989 to Jul 1992 - Hairmyres Hospital East Kilbride

Staff Nurse Orthopaedics & Trauma

SKILLS

IT and computing:

Compiled and edited comprehensive monthly activity reports

Microsoft Office - word, excel, access and power point

Project Management:

PRINCE II Practitioner

Clinical Skills:

Advanced Life Support Instructor
Immediate Life Support Instructor
NHS Pathways Practitioner

QUALIFICATIONS:

Registered Nurse Level 1 - NMC Registration 86F0059S
Nurse Consultant in Urgent Care
Masters Degree in Business Administration