



Personal Profile Qualifications & Contact Points

Key Experience

- ① Strategic Marketing & Business Development.
- ① Project Management including PMO establishment.
- ① Cost / Value Improvements & Income Generation including QIPP/CIP.
- ① Service Redesign & Transformation in Health & Education.
- ① Out of Hospital redesign and development.
- ① Contracting for provider health organisations both within and outside the NHS.
- ① Commissioning Health Services for both the NHS & internationally.
- ① Business Planning & Development in the NHS and for Commercial Organisations.
- ① Business Case preparation.
- ① Fund Raising & Event Management.
- ① Organisational turnaround.
- ① Benchmarking.
- ① Quality & Environmental Management ISO9001 & ISO14001
- ① Successful Bid Management.
- ① Staff Support, mentoring & training.
- ① DBS Checked
- ① UK Passport & full Driving Licence Holder.
- ① “Be Inspired” accredited Mentor for new commercial business start-ups (European Commission funded).

Qualifications & Professional Bodies

- ① BA (Hons) Business Studies.
- ① Chartered Institute of Marketing (MCIM) Diploma & Membership.
- ① Member of the Health Care Financial Management Association (HFMA).
- ① Member of the Institute of Directors (MloD).
- ① Member of the Institute of Healthcare Management (IHM)
- ① A “Be Inspired” approved Mentor and Advisor.

Location: West Midlands

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Professional Profile

An exceptional enthusiastic and professional consultant with over 30 years' experience of undertaking a wide variety of assignments both in the UK and overseas. John thrives in leading successful and quality focused teams. John is quick to grasp new ideas and concepts and is able to develop innovative and creative solutions to many problems. John has a proven track record of change and programme management and engaging teams by utilising his excellent interpersonal and negotiation skills in order develop positive relationships. John has an extensive network of contacts that help to build on best practice and performance both in the UK and overseas. John has successfully chaired and led several organisations including NHS, education, commercial and charities / not for profit to outstanding status.



Career Summary

February 2012 - to date In-Form Solutions Ltd – *Managing Director*

- ① Founded and developed a new management advisory consultancy with over 100 clients and over a £1m business.
- ① Led the bids of 14 successful government framework applications.
- ① ISO9001-2015 (Quality) & ISO14001 (Environmental) Assurance accreditation through the British Standard Institute (BSI) and over 10 external audits with no non-conformance at any time. Past 3 audits have been outstanding.
- ① Undertake a wide variety of change management assignments throughout the NHS & overseas.
- ① Undertook a significant number of successful CIP & QIPP Reviews some for NHSE.
- ① Lead Commissioner for Gibraltar Health Authority & Government of Jersey Health & Community Services for specialist services with UK NHS Trusts most of which are Teaching Hospitals.
- ① Development and design of a number of integrated Commissioning & Out of Hospital Service Redesign.
- ① Community Service redesign and transformation.
- ① Development Digital care for Out of Hospital Services across an ICB.
- ① Led various fund raising, marketing, innovation and income generation opportunities.
- ① Expert at Inter-Island health care management.
- ① Successfully led 4 Digital Business Cases through to Programme Management and implementation.
- ① Successful completion of several Business Cases across both England & Wales NHS.
- ① Led Citizens Advise to Outstanding status.

2009 – 2012 Parkhill – *Associate Director of Development & Delivery*

- ① Supported the development of consultancy services nationally and internationally.
- ① Developed and implemented series of new products & strategic alliances.
- ① Successfully and independently introduced new business in an extremely challenging market.
- ① Introduced and won numerous new business both in the UK and overseas.

2007 – 2009 Public Sector Consultants Ltd – *Assistant Chief Executive (Health)*

- ① Successfully led and managed the health business for this interim management and consultancy organisation.
- ① Managed to increase its turnover from £1.5m per annum to well over £3m in two years profitably.
- ① Recruited and led a highly successful team of over 20 consultants.
- ① Introduced and converted the business to an international provider.
- ① Managed and undertook a wide variety of consultancy and interim management assignments.

1998 – 2007 FourSight Ltd – *Managing Director*

- ① Founded and led the profitable company to just under a £1m business providing a service to over 80 clients in the UK and overseas.
- ① Managed a team of over 10 Consultants.
- ① Developed a number of long-term contracts, which provided recurring revenue streams.
- ① Undertook, managed a wide variety of consultancy and interim management assignments in the UK and overseas.

1995 – 1998 First Reserve Ltd – *Managing Director*

- ① Helped a parent company to establish manage a newly formed interim management provider to the NHS.
- ① Undertook and managed a wide variety of consultancy and interim management assignments.



Assignments Undertaken & Experience

Badger Group in the West Midlands

- ① Successfully project managed and supported an external bid to provide Walk in Centre and Urgent Treatment services. 2025

Lincolnshire Partnership Trust / Lincolnshire ICB

- ① Project managed the production of a joint Strategic Outline Case (SOC) for the new joint collaborative arrangement for mental health and autism services across Lincolnshire. This involved working with both the ICB and the Trust to develop a Business Case which was successfully agreed at both Boards. 2025. This has now been agreed to develop a FBC which is now being developed with John as lead. 2025

The Liston Group

- ① Led a team to produce a Long-Term Financial Model (LTFM) for the Liston Group and produced various scenario and sensitivity analysis to aid the planning and risk management process. 2024

NHS Digital Health Care Wales (DHCW) – part of NHS Wales

- ① Undertook a scoping review of the preparation of an Outline Business Case for Digital Maternity Care services across all of Wales. 2023.
- ① Led the development and completion of a five case OBC for Digital Maternity Care Services across all of Wales, including financial modelling and supported with its future development. 2023/4.
- ① Supported the team in preparing and delivering an Outline Business Case for Electronic Pharmacy Services (EPS) across all of Wales. 2024.
- ① Supported the team in preparing and delivering an Outline Business Case for Connecting Care across all of Wales. 2024.

Lancashire & South Cumbria ICB

- ① Successfully project managed four digital primary care projects these being the development and implementation of
 - ① Digital Clinical Support Information System (CSI) – largest footprint in UK.
 - ① Robotic Process Automation (RPA) – first in the country for primary care.
 - ① Smart Templates with MSK and
 - ① MSK Self-referral Pathway via “Get U Better”.

This involved the writing and submission of Business Cases for their development which attracted NHSE funding from 2022/23 and roll out with 5-year plans. Programme managing and roll out stage across Lancashire and South Cumbria. Each programme has attracted national interest. As part of this wrote a successful Finance & Sustainability Plan, Comms & Engagement Plan, Finance Scheduling, Governance, and project management on Smartsheets. All projects now integrating and supporting clinicians provide better outcomes and supporting Out of Hospital Care 2021-2023.

- ① Supporting the development of the Virtual COVID Wards and Oximetry @Home service across Lancashire and South Cumbria Integrated Care System during the pandemic from October 2020 to end of September 2021. Designed and implemented KPI reports throughout the ICS and undertook some capacity scenario modelling for the impacts of a new variant on the service in terms of demand and resource allocation. Developed a successful Business Case for its expansion and funding. Co-ordinated services across the ICS amongst 5 ICP's. 2020/22.

Liverpool CCG / Liverpool City Council

- ① Undertook a review of the Community Equipment Service across the region which involved reviewing other models of delivery nationally and internationally, assessing the demand for the next 5 years, reviewing systems and logistics and costing and benchmarking the services



including developing a financial model. This involved working with a number of stakeholders, undertaking workshops, a needs assessment and financial model. 2022.

Staffordshire University – *Be Inspired Program*

- ① Successfully mentored 2 Mentees for each year including 2020/21, 2021/22, 2022/23 and each year delivering a prize winner. The programme ceased at the end of 2022/23 as it was a EU funded programme.

St Helens CCG & St Helens Cares

- ① Supported with the development of Community Equipment Services 2021/22
- ① Programme Manager for the transformation of community services as part of the “*St Helens Cares*” strategy which involved 4 Trusts, 3 CCG’s, 1 LA and voluntary organisations across 10 service lines. Implemented successfully on time for April 2020. 2019/20.
- ① Supported the development and implementation of the dermatology telemedicine service. 2019/20 and engaged with GP’s, Hospital Consultants, Commissioners and IT providers.
- ① Supported the CCG with the development of its Out of Hospital & QIPP Strategy including:
 - ① Successfully undertook a detailed evaluation of the CCGs Community Clinics within Dermatology, ENT & Gynaecology. All findings and recommendations were endorsed and accepted by the CCG.
 - ① Supporting the CCG with the implementation of the new Community Clinics including service development, contract negotiation and planning and clinical engagement and accreditation. John also established new contract and performance management arrangements which were successfully employed.
 - ① Undertook an evaluation of the ECG Telemedicine Service which was endorsed by the CCG and then successfully implemented its delivery plan including contract negotiation with providers as well as decommissioning.
 - ① Reviewing the Commissioning arrangements for the Minor Eye Service and enhancing this out of hospital service by engaging with local optometrists.
 - ① Reviewing the CCGs Minor Surgery Service.
 - ① Successfully project managing the development and implementation of the CCG Triage Service, including the establishment of new services, contract negotiation and performance management.
 - ① Supported with the planning and successful implementation of the Referral Management Service (RMS) and Chaired and led the programme board meeting. This was implemented in 6-8 months from first pilot to full roll out.
 - ① Reviewed Age Related Macular Degeneration (AMD) services.
 - ① Reviewing the Ambulatory Care Service within St Helens.
 - ① Supported the development of the 2016/17 QIPP Framework.
 - ① Supported with the development of the Planned Care Programme including Specialty Reviews in T&O, Ophthalmology, Dermatology, Urology.
 - ① Supported with the development of the PLCV (Procedures with Limited Clinical Value) strategy.
 - ① Supported the development of the regional Dermatology Strategy in Merseyside 2016/17 and then again in 2019/20.

Gibraltar Health Authority – 2008 to present.

- ① Undertook a benchmarking review of clinical outcomes and resources with other Jurisdictions throughout the world.
- ① Undertook a review of the Stores Department and Procurement function.
- ① Undertook a strategic review of hospital referrals made to the UK.
- ① Assisted with the development of new financial & activity systems.
- ① Reviewed the costs of health care services provided in Gibraltar and overseas.
- ① Reviewed the implications of off island referrals for the establishment & development of the new hospital and examined new ways of providing specialist services locally.
- ① Undertook a benchmarking review in conjunction with the Isle of Man, Jersey and Guernsey for off island referrals.
- ① Review of Private Patient procedures & costs.



- ① Identified & implemented new procedures for sending patients overseas including the development of services including patient & relative accommodation & patient escorts.
- ① Acted as the UK representative for Gibraltar Health Authority with UK NHS Trusts, PCT' / CCG's / ICB's and the DoH 2008 to date including 2024/25.
- ① Lead contract negotiator for all UK health care providers (both NHS & non NHS) for 2008 to date including 2024/25.
- ① Established new contract monitoring & performance arrangements from 2008 to date.
- ① Supporting Gibraltar Health Authority through the challenging COVID-19 pandemic and BREXIT 2020/22.
- ① Supported the development of the new NHS Supply Chain and Medicines Management 2024/25.
- ① Acted as lead UK representative for Gibraltar HA with the UK DoH under the Reciprocal Health Agreement. This includes supporting the Minister of Health & Business and Executive Board members and lead clinicians 2024/25.
- ① Developed a new Medicines Management Strategy for Gibraltar Health Authority and new supply chain 2025.
- ① Developed a Business Case for a new on island pulmonary rehabilitation service. 2025
- ① John acting as lead for the contracting section of the new Robotic Assisted Surgery with remote centres of excellence in the UK and internationally. 2025

Health & Care Jersey, part of the Government of Jersey

- ① Produced a Product Initiation Document (PID) in accordance to PRINCE2 for the Reciprocal Health Agreement between the Channel Islands and the UK.
- ① Reviewed the Reciprocal balance between the Channel Islands and the UK Department of Health and identified, implemented new systems of monitoring UK health care expenditure and the delivery of health services within Jersey to UK residents and visitors - 1998 to 2007.
- ① Identified and established new working models to manage and operate the Reciprocal Health Agreement, which has been adopted by the UK Department of Health and the Channel Islands. Later implemented this scheme with Gibraltar Health Authority.
- ① Negotiated Service Agreements on behalf of Jersey HSS with UK NHS Trusts, which improved specialist acute and mental health care services, which also realised significant savings.
- ① Reviewed and advised Jersey HSS on the provision of telemedicine facilities within Jersey.
- ① Constructed, negotiated and agreed an SLA between Jersey HSS & a charitable trust for the delivery and management of community and home help services.
- ① Assisted with a review of Cancer Care Services with clinicians and managers
- ① Undertook a review of the feasibility of the client utilising the French health care system.
- ① Reviewed the provision of linen services provided to the General Hospital.
- ① Act as the UK representative for the States of Jersey HSS with UK NHS Trusts - 1998 – 2007.
- ① Review of the provision of health services from France and examined the feasibility of utilising these services.
- ① Undertook a review of the private patient service including its marketing function.
- ① Successfully led the commissioning round for all UK contracts for the Government of Jersey including 2023/24, 2024/25, 2025/26.
- ① Undertaking a review of the Medical Records Department.
- ① Supporting the Government of Jersey through the COVID-19 pandemic.
- ① Project Director for a Radiotherapy Feasibility Study.

East Riding, North Lincolnshire, NE Lincolnshire and Hull CCG's

- ① Developed a strategic outline plan for Continuing Health Care (CHC) services for the development of services within the STP / ICS Organisation.

Trafford CCG

- ① Undertook a review of the QIPP Programme as part of the NHSE QIPP / CSU / MIA review.



South Cheshire and Vale Royal CCG's

- ① Undertook a review of the "Virtual Hospital" initiative as part of its QIPP Programme.

Midland & Lancashire Commissioning Support Unit

- ① Programme Manager the NHSE "Health System Support" successful Framework Application for all 10 Lots in preparation for Integrated Care Organisations. This involved in leading the Supply Chain operations and undertaking a detailed marketing and campaign plan. Also played an overseeing role for the bid.

Eastern Cheshire CCG

- ① Undertook a review of the CCG's QIPP Programme and developed Business Cases and project plans for specific schemes.
- ① Successfully produced a Business Case which got Board approval for a new Referral Management System and now being successfully implemented.
- ① Supported with the development of a Business Case which identified an effective equitable solution for Audiology Services across Cheshire.

Redditch & Bromsgrove CCG

- ① Undertook a review of the CCG's QIPP Schemes as part of NHS England Review.

Crowe Howarth (International firm of Accountants and Advisors)

- ① Attended and spoke as a key speaker for an international conference for health care in Amsterdam.

East Kent University Hospitals Foundation NHS Trust

- ① Developed and agreed a five-year Business Plan for EKBI in which the Trust Board fully endorsed and agreed. John also supported the roll out of the new products.

Mid Essex Hospital Services Foundation NHS Trust – Chelmsford

- ① Undertook a benchmarking review of the hospital services and deep dived into specific areas including Corporate Services & Long Term Care.
- ① Undertook a review of the Private Patient Unit and developed internal management controls, new tariff and marketing structure. This involved the formulation of new pricing structure, negotiating contracts with private insurance companies.

Health Service Executive (HSE) – Individual Health Identifier (IHI) – Dublin (Republic of Ireland)

- ① Designed and wrote a Communications Plan for implementing the new HSE Number for patients across Ireland.

St Mary's Centre – Dublin (Republic of Ireland)

- ① Undertaking a review of the market potential and income generation opportunities for a Nursing Home that caters for visually impaired residents.

Health Service Executive (HSE) – Primary Care Reimbursement Service (PCRS) – Dublin (Republic of Ireland)

- ① Supporting the development of a three-year Strategic Plan.

Cardiff & Vale University Health Board (Wales)

- ① Managed and supporting the development of Integrated Medium Term Plan (IMPT) for the biggest fully integrated health organisation in Wales and one of the largest in the UK which successfully passed through external Peer Review, Board approval and was submitted within tight deadlines.



St Vincent's Hospital – Dublin (Republic of Ireland)

- ① Undertook a VFM Review for a Mental Health Hospital in Dublin.

Lancashire Care NHS Foundation Trust

- ① Undertook a scoping review of the CIP opportunities and processes for the Adult Mental Health Network which were redesigned with new processes and templates for the Adult Mental Health Network.

Leicester City CCG

- ① Supported the development of introducing an Outcome Based Commissioning Framework and supported the completion of an Outline Business Case.

Inter – Island Health Conference

- ① Identified, organised, planned and managed an inter-island health conference for Island communities across Europe.

Isle of Man Government – Department of Health

- ① Project Managed a Feasibility Review for implementing a SLR & PLiCS System.

East Surrey CCG

- ① Undertook a high-level review of the referral patterns and demand for all referrals to all Trusts, including all those to London with a view of repatriating services closer to patient homes.

Heart of England Foundation NHS Trust – Birmingham

- ① Undertook a Feasibility Study of setting up a new Private Patient Unit.
- ① Project managing the development of a Business Case for a new front entrance catering and retail development.
- ① Project Manager for the Cost Improvement & Transformation Programme Board.
- ① Designed, developed and branded a new Innovation Strategy which involved in managing and running a number of successful road shows.
- ① Supported the development of a fundraising campaign using Social Media and identified a number of new imaginative schemes.
- ① Undertook a Service Review of the Trauma & Orthopaedic Service, savings over £0.5m.

Mount Carmel Private Hospital – Dublin (Republic of Ireland)

- ① Led the Turnaround Plan and successfully delivered significant savings for a private hospital.
- ① Developed a Health Tourism Strategy and led the negotiations to conclusion for patients being treated in Ireland from overseas.
- ① Reviewing the costing processes and costs for the hospital and support it through Service Line Reporting.
- ① Advised on the Strategic Marketing of the Hospital.
- ① Undertook a Theatre Procurement Review.
- ① Delivered to conclusion the procurement for new service providers in Catering, Legal Services, Medical Equipment, Laundry and other support services provided to the hospital.
- ① Chaired and managed a number of GP, Consultant Training, Community Marketing events and conferences on behalf of the hospital.
- ① Chaired a number of interviews for the recruitment of senior managers.
- ① Chaired a number of internal working groups.
- ① Undertook a number of staff disciplinary investigations.

States of Jersey Economic Development Department

- ① Prepared Business Case Guidance, templates and internal training for senior managers within the department, which was then cascaded across all departments in the States of Jersey.



South Essex Partnership University Foundation NHS Trust

- ① Reviewing the Clinical Administrative functions of the newly merged Trust with Bedfordshire & Luton MH Trust.

Mid Essex Hospital Services NHS Trust – Chelmsford

- ① Undertook a benchmarking review of the hospital services and deep dived into specific areas including Corporate Services & Long Term Care.
- ① Undertook a review of the Private Patient Unit and developed internal management controls, new tariff and marketing structure. This involved the formulation of new pricing structure, negotiating contracts with private insurance companies.

Whittington Health NHS Trust – North London

- ① Undertook a review of the Cost Improvement & QIPP Programme of this newly formed integrated health provider by reviewing the current schemes, processes and controls. Made recommendations to the Board for further improvements and for the development and identification of new schemes.

Great Western Hospital Foundation NHS Trust – Swindon

- ① Undertook a review of the commissioning arrangements with the local commissioner NHS Swindon and looked at ways of bridging and mitigating the financial gap.

Hillingdon Hospital Foundation NHS Trust – West London

- ① Supported the Trust with its Contracting arrangements with the NW London Acute Commissioning Agency.

East & North Herts NHS Trust – Stevenage

- ① Undertook a Therapy Services Review on behalf of the Trust Board.

Birmingham Women's Hospital NHS Foundation Trust

- ① Undertook a Board Effectiveness Review on behalf of the Trusts Chairman.

Heatherwood & Wexham Park Hospitals NHS Foundation Trust – Slough

- ① Undertook a Mortality Review for the NHS Trust for the Chief Executive.

NHS Islington PCT – London

- ① Established and developed a new Investment & Disinvestment Group for the PCT, which agreed the groups Terms of Reference, membership, powers and reporting lines. Also designed new templates for completing business cases, guidance material and training notes.
- ① Supported the PCT in conjunction with Brent PCT to develop a new process for benchmarking services which included writing a guide and specifically reviewed primary care and Continuing Health Care (CHC).
- ① Undertook a benchmarking review of primary care and continuing health care services for both Islington & Barnet PCT's.

Cardiff LHB & Vale of Glamorgan LHB – Cardiff

- ① Undertook a review of Cardiff & Vale University Hospitals NHS Trust Unscheduled Care Activity on behalf of the two LHBs.

Suffolk Mental Health Partnership NHS Trust – Ipswich

- ① Project managed the development of an Integrated Business Plan as part of Foundation Trust Application.
- ① Supported and project managed a number of successful business cases which obtained additional funding for the Trust.



NHS Leicester City PCT

- ① Assisted with the World Class Commissioning Framework.
- ① Assisted with the Market Management Initiative.
- ① Lead Renal Services Commissioner.
- ① Assisted with the project management of the Local Operating Plan (LOP).
- ① Chair of the Service Redesign Committee / Business Review Group.

Vale of Glamorgan Local Health Board – Cardiff

- ① Acted as Interim Director of Business & Improvement.
- ① Led the lead negotiating team for Long Term Agreement (Contracts) negotiation.
- ① Production of the Annual Operating Framework (AOF).
- ① Responsible for Performance Management.
- ① Undertook review of Emergency Services & Unscheduled Care within the community.
- ① Role involved Board representation.

Ipswich Hospital NHS Trust

- ① Undertook a review of the income generation opportunities of the Trust for non-Health Care income in which all these initiatives were accepted as new ways of generating income.

Royal Orthopaedic Foundation Hospital NHS Trust – Birmingham

- ① Acted as Head of Commissioning for the Trust and headed up the Trusts Commissioning plan and negotiations with 50+ Commissioners for 2006/07 and 2007/08 for a period of 14 months. Agreements were satisfactory, concluded within the statutory timescales whereupon the Trust agreed and secured with Commissioners record levels of planned income of around £40m.
- ① Supported the Trust in its successfully completed Foundation Trust application.

East & North Hertfordshire NHS Trust – Mount Vernon Cancer Centre

- ① Undertook a review of the Commissioning Arrangements at the Mount Vernon Hospital prior to being transferred from West Herts NHS Trust. This review involved close dialogue with local PCT's, the StHA, local Cancer Networks & the two respective Trusts.
- ① Project managed the Commissioning process for three years and negotiated SLA Contracts with Commissioners of £25m from 15 PCT's.
- ① Established and delivered a contract performance programme which delivered internal and external monitoring information.

European Commission – TACIT Project

- ① As Project Director successfully applied and granted to develop a 2.5m Euro EU Research Project known as "TACIT" (Technologies Augmenting Clinical Insight). The vision of TACIT is to unlock the TACIT knowledge of Europe's senior clinicians both by linguistically analysing multimedia recordings and by expert location and communications. The project has 9 partners throughout Europe, 2 of which are Pilot Sites, one in London the other in Rome. The project is being piloted in Cancer Services. This was successfully completed in October 2006.

Inter – Island Health Benchmarking

- ① Established, developed and implemented an inter-island benchmarking club which consists of the States of Jersey HSS, States of Guernsey HSS, Isle of Man Health & Social Services Department and Gibraltar Health Authority
- ① As part of the benchmarking club, lead and facilitated three health conferences (Gibraltar 2005, Jersey 2006, London 2007) attended by CEO's, Directors of Finance and leading clinicians.
- ① Reviewed specialist services provided to island health communities. Consortium of Jersey HSS, Guernsey HSS & Gibraltar HA
- ① Set up and formed the Commissioning Consortium for three separate international jurisdictions which is the first of its type and this model was replicated in other countries and jurisdictions and is strategically supported by the UK Government.



- ① Identified, planned and implemented a new purchasing consortium for commissioning health care services in the UK which involved close liaison with senior managers, clinicians, politicians and the UK Department of Health.
- ① Headed up the Commissioning process for 5 consecutive years up to and including 2007/08, which included a service reconfiguration and service changes between 21 health service providers from both NHS and non NHS organisations.
- ① Negotiated all Service Level Agreements & Contracts for all three jurisdictions within the Consortium to a value of over £12m.
- ① Established new Contract Monitoring & Performance.
- ① Established and developed new improved patient pathways, services and facilities for overseas patients, relatives, visitors and clinicians.
- ① Re-established this group in 2017.

Guernsey Health & Social Services Department

- ① Successfully negotiated contracts on behalf of Guernsey HSSD with UK NHS Trusts, which realised significant savings without affecting the quality of patient care. 1999 – 2007.
- ① Reviewed & negotiated the Reciprocal balance between Guernsey HSS & the UK DoH.
- ① Successfully developed a new model for the delivery of specialised health care services to the island.
- ① Act as the UK representative for the Guernsey HSS with UK NHS Trusts.
- ① Reviewed the opportunities for income generation for the island's health community.
- ① Reviewed the costs of providing health services to visitors to the island such as those from overseas.
- ① Headed up and managed the change of both Renal and Cardiac Services from one Teaching Hospital to another and reviewed the service configuration.

Isle of Man Health & Social Services

- ① Undertook a review of the Reciprocal Health Arrangements with the United Kingdom.
- ① Undertaking a costing review of all costs of Overseas Visitors to the island for three years.
- ① Act as advisor for off island referrals and Reciprocal Health matters.

Southport & Ormskirk Hospitals NHS Trust

- ① Undertook a review of income for the Trust including performance management, SLA's with PCT's & external organisations and other income generation initiatives.

Sherwood Forest NHS Trust – Mansfield

- ① Assisting with the development of a new private patient wing.

Jersey Opera House

- ① Undertook a review of the finances and marketing of the Jersey Opera House.

Eastbourne Hospital NHS Trust

- ① Undertook a review of a Financial Recovery Plan and completed a Financial Health Check.

Walsall Metropolitan Borough Council

- ① Undertook a review of the Single Assessment Process (SAP) and the links with local NHS organisations.

North Hampshire PCT – Basingstoke

- ① Supporting the newly formed PCT with the commissioning process by developing a strategic plan and negotiating Service Agreements on behalf of the PCT.
- ① Reviewed the referral rates of GP practices by speciality to benchmark and monitor patient referral rates.
- ① Undertook a review of the Minor Injuries Unit.
- ① Undertook a feasibility review of a new "Walk in Centre".



- ① Provided finance & activity analytical support & guidance for completing the SaFF Returns.
- ① Provided support, advice & procedures for the provision of Overseas Health Services to residents of North Hampshire

States of Jersey Public Services Department

- ① Advising the Public Services department with establishing Service Level Agreements with the local bus company.
- ① Review of transport services across the island.
- ① Provided an Option Appraisal for Bus Services, which made recommendations for the way forward.
- ① Undertook a Scoping Review for costing and implementing the proposed transfer of services from the PS Department to the local Parishes on the island. This includes the following services including Grounds & Gardens & Estates.

Good Hope Hospital NHS Trust – Sutton Coldfield

- ① Assisting with the commissioning process for the hospital.
- ① Supporting the Trust with the “Local Delivery Plan” (LDP) process.
- ① Reviewing finance, activity & performance reporting.
- ① Meeting with PCT’s & negotiating SLA’s.

States of Jersey, Guernsey, Gibraltar and the Isle of Wight

- ① Developed and successfully implemented the change in patient accommodation from a Nursing Home facility to a hotel facility with an international hotel chain for both short term and long term overseas visitors.

The Kings Mill Centre for Health Care Services NHS Trust – Mansfield

- ① Undertook a review of potential income generation schemes as part of the hospitals “Prosperity Drive”. The review examined, Occupational Health Services, Training & Education, Private Patient Facilities, Mortuary & RTA Income and the Catering & Retail Development.
- ① Undertook a Marketing Plan Framework for the Trust.

Jersey Airport

- ① Undertook a review of the Concessionaire Income for the airport.
- ① Undertook a review of airline landing fees for the airport.
- ① Undertook a review of the Communications Department at the airport.

States of Jersey Education

- ① Project managed a review of 16-19 student courses, identifying a costing model and to review efficient & effective ways of delivering “A” Level courses throughout the island.

East Kent Health Authority

- ① Review of specialist services provided to East Kent HA from London, which examined current referral patterns, activity, NHS Trusts utilised and the procedures for monitoring and negotiating Service Agreements.

States of Jersey Harbours

- ① Project managed the Y2K planning & implementation.

States of Jersey Treasury

- ① Review of the internal recharge mechanisms & procedures throughout the island between departments and making recommendations.
- ① Review of unconventional finance across the island including PFI.



The Benenden Hospital Trust (A Charitable Trust not an NHS Trust) – Kent

- ① Undertook a review of the Support Service functions by examining its effectiveness and efficiency.

South East London Internal Audit Consortium – South London

- ① Prepared the internal audit specification and advised on the tendering process for a consortium of NHS organisations including Lambeth, Southwark & Lewisham HA, The Lewisham Hospital NHS Trust, Optimum NHS Trust and Ravensbourne NHS Trust.

Glan Clwyd General Hospital NHS Trust – North Wales

- ① Project managed and facilitated an Operational Plan for the Estates Directorate.

BHB Community Health Care NHS Trust – Essex

- ① Assisted with the preparation of two Business Cases.

Ashworth Hospital Authority – Liverpool

- ① Project managed the hospital business plan.
- ① Project managed and completed the detailed Education Centre business plan which involved a large number products being provided to external organisations.
- ① Reviewed the current organisation structure for rehabilitation services and making alternative recommendations.
- ① Undertook a Cash Releasing Efficiency Savings Review.

South Bedfordshire Community Healthcare NHS Trust – Luton

- ① Reviewed the costs at Fairfield Hospital Laundry.

Oxford Regional Services Consortium – Oxford

- ① Reviewed the feasibility of a management buy-out.

NHS-Management Executive - Southern Outpost

- ① Reviewed and analysed a Business Case prepared by an NHS Trust.

Bridlington and District General Hospital

- ① Advised and produced a Business Plan for a new Day Case Unit.

Rampton Hospital Authority – Nottinghamshire

- ① Reviewed the cost improvement and income generation opportunities within all departments.

Broadmoor Hospital Authority – Berkshire

- ① A review of the cost improvement opportunities for all services.

Craigavon and Banbridge Community Unit (Northern Ireland)

- ① Reviewed the community unit, which includes a Home Help Service for VFM.

Bassetlaw Hospital and Community Services NHS Trust – Nottinghamshire

- ① Assisting with formulating a Business Plan for the Support Services Directorate, to include Estate, Hotel Services and Clinical Support Services.

Bishop Auckland General Hospital – Durham

- ① Undertook a review of cost improvement and income generation opportunities



South East London Health Authority

- ① Undertook a Financial Option Appraisal for the Purchasing Authority for new office accommodation, which was successfully implemented.
- ① Reviewed the debtors System for the Authority.
- ① Produced an IT specification for a new financial ledger system; and
- ① Assisted with the implementations of a ledger system.

Plymouth Health Authority

- ① Prepared & compiled a Business Plan for the laundry and linen service.

Wakefield Health Authority

- ① Monitoring current and identification of further cost improvement and income generation opportunities as part of a financial review.

Leeds Western Health Authority

- ① Reviewing the financial position and potential for additional savings at Leeds General Infirmary as part of the successful Trust Application and overseeing further cost improvement opportunities throughout the Authority.

Ealing Health Authority – North West London

- ① Monitoring the effectiveness of the current cost improvement programme.

Airedale Health Authority – North Yorkshire

- ① Overview of further cost improvement opportunities for the Authority.

Halton Health Authority – Liverpool

- ① Planning, developing and marketing a sponsorship programme.

Hospitaller Order of St John of God – North Yorkshire

- ① Identification of a number of opportunities for a vacant hospital site;
- ① Producing feasibility studies for three of the options identified above; and
- ① Assisting with the marketing of a private hospital within the Order.

Scarborough Health Authority – North Yorkshire

- ① Investigation into the opportunities for improving value for money in specific hospital departments and the identification of income generation opportunities for Scarborough General Hospital.

Berkshire County Council – Reading

- ① Reviewing the provision and standard of services including allocation of costs and reconciliation of budgets for Commercial and Leisure Services.

London Borough of Haringey – North London

- ① Investigation into the market potential and costs for a laundry service.

Mid Staffordshire Health Authority – Stafford

- ① Investigation into the income generation potential for a hospital laundry.

Shropshire Health Authority – Telford

- ① Preparation and compilation of a business plan for the districts laundry and linen service.



Homewood NHS Trust – Surrey

- ① Advising with the preparation of a fund-raising programme.

The Grand Hotel, Birmingham

- ① Analysing the current marketing operations and providing a broad marketing plan.

Central Merseyside Commissioning Agency – Liverpool

- ① Monitoring provider contracts on behalf of the purchaser.

Scunthorpe Health Authority

- ① Identification of cost improvement opportunities and then successfully reviewed the telecommunication costs and requirements across the authority which achieved significant savings.

Northampton Health Authority

- ① Review of the total laundry costs and demands as part of the annual contract review.

Clydesdale Engineering Ltd

- ① Undertaking detailed market research into new market opportunities for the Company, which were later developed.

Mid Glamorgan Health Authority

- ① Producing a business plan for a conference centre within the authority.

Swindon Health Authority

- ① Establishing and marketing and organising a staff car leasing scheme across the Authority.
- ① Identification and planning various income generation schemes for the Authority.

Bloomsbury Health Authority

- ① Identification, planning numerous income generation and cost improvement schemes across the Authority.

The Midland Laundry Group – Birmingham

- ① Managing a team to review the annual capital charges for an NHS laundry
- ① Reviewing the feasibility for applying for NHS Trust Status and then preparing a three-year Business Plan.

Personal Interests

- ① Chair & Trustee for Staffordshire Citizens Advise Bureaux (2017- to date) with an “full green” audit in 2025 (2018 to date)
- ① Past School Governor & Vice Chair for the Arthur Terry School Learning Partnership Academy (rated as “Outstanding” by Ofsted) & one of the first UK Teaching School. Chair of both Finance and Discipline Committee’s. (2007-2017)
- ① Past Team Manager and current Committee member leading on finance of Birchfield Harriers Athletic Club, (both Women’s and Men’s UK Champions - 2019) with international representation and hosting the 2022 Commonwealth Games.
- ① Mentor for two new start-up businesses as part of the European Commission funded “Be Inspired” Programme 2020-2023
- ① Vice President of Birchfield Harriers (2023-25).