



AT A GLANCE

 **25+**

years' board experience in the NHS and not-for-profit sectors

 **£360m**

acute trust led as Chief Executive (5,600 staff)

 **£250m+**

contract income negotiated with commissioners

 **2 → 1**

hospices merged – Project Director for the merger (2020 – 2021)

SECTORS

- ① NHS trusts & foundation trusts
- ① Hospices & charities
- ① Leisure & the arts
- ① Education
- ① National health bodies
- ① Social enterprise

QUALIFICATIONS

- ① MSc Public Sector Management
- ① Diploma in Health Service Management
- ① BA (Hons) Medieval English and History

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Board leadership that delivers better outcomes – strong governance, strategic change and partnerships that improve services for patients and communities

Penny is an experienced Chief Executive and Executive Director with over 25 years' board experience across the NHS and not-for-profit sectors. She has led NHS trusts with turnovers of up to £360m and two charitable hospices – managing risk, leading change and improving outcomes for patients in complex political environments. She currently chairs a charity board and sits on an NHS Foundation Trust board.

KEY EXPERIENCE

- 📋 **Executive Leadership.** Chief Executive of Worcestershire Acute Hospitals NHS Trust and the Royal Orthopaedic Hospital, leading it to Foundation Trust status.
- 💰 **Financial Recovery & Commercial.** Delivered cost savings and improvement plans in a range of NHS settings and a £1m cost recovery plan for a charitable hospice; established commercial partnerships with BMI to cut surgical waiting times.
- 🏠 **Service Reconfiguration.** Countywide reconfiguration of acute services, delivery of a new Cancer Centre to improve patient access, and a regional liver transplant service.
- ⚙️ **Governance & Risk.** Board governance, culture and risk management systems for NHS, charity and social enterprise boards, including setting risk appetite.
- 🚩 **Mergers & Partnerships.** Project Director for the merger of John Taylor and Birmingham St Mary's hospices; chaired the End-of-Life Partnership Board across Birmingham and Solihull. Chaired the National Orthopaedic Alliance and sat as CEO on the National Spinal Taskforce.
- 📈 **Board & Non-Executive Roles.** Chair, Kore Wellness (formerly Sandwell Leisure Trust); NED, Robert Jones and Agnes Hunt Orthopaedic NHS FT; Trustee, Birmingham University Guild of Students; former NED, British Dietetic Association; former Vice-Chair, Birmingham Ethnic Education Advisory Service.

CLIENTS INCLUDE

NHS Trusts • Hospices • Charities • Local Authorities • National Health Bodies • Social Enterprises



CAREER SUMMARY

In-Form Solutions Ltd *Associate Consultant* 2021 – PRESENT

- ① Board-level leadership, governance and merger support for NHS and not-for-profit clients (ongoing).

Kore Wellness (formerly Sandwell Leisure Trust) *Chair (previously Vice-Chair and Trustee)* 2014 – PRESENT

- ① Led the Board of Trustees and partnership working with Sandwell Metropolitan Borough Council, creating a new Board and revising governance and risk management.
- ① Oversaw the commissioning of the Sandwell Aquatics Centre for the Commonwealth Games.

Robert Jones and Agnes Hunt Orthopaedic NHS FT *Non-Executive Director* 2021 – PRESENT

- ① Board assurance as part of a unitary board; member of the Digital, Education, Research, Innovation and Commercialisation Committee and the Quality and Safety Committee (ongoing).
- ① Oversight of risk and the Board Assurance Framework, including setting the Trust's risk appetite.
- ① Oversight of the development and delivery of the Trust strategy.
- ① Member of Board task and finish groups for electronic patient record (EPR) implementation and waiting time recovery.

John Taylor Hospice *Chief Executive*

- ① Set the vision, values and three-year strategy (£5.5m turnover, 140 staff), including new retail outlets and a fundraising function.
- ① Introduced new terms and conditions and a pay and reward scheme, and strengthened governance and risk management systems.

Worcestershire Acute Hospitals NHS Trust *Chief Executive* 2012 – 2016

- ① Led the executive team of a £360m trust with 5,600 staff, delivering all acute services across Worcestershire.
- ① Led a countywide strategic review to reconfigure hospital services, modernised emergency medicine, thrombolysis, acute surgery and palliative care, and developed a Cancer Centre with radiotherapy.

Royal Orthopaedic Hospital NHS Foundation Trust *Chief Executive* 2006 – 2012

- ① Led the Trust (£86m turnover, 1,000 staff) to Foundation Trust status, delivering 4% cost improvement programmes each year through lean continuous improvement.
- ① Contributed to national policy through the National Spinal Taskforce, established commercial partnerships with BMI and chaired The Orthopaedic Alliance for three years.

Royal Wolverhampton Hospitals NHS Trust *Chief Operating Officer* 2003 – 2006

- ① Board director leading all divisional management teams for a £390m trust with 6,000 staff, and negotiating contract income of over £250m with commissioners.

Birmingham Women's Healthcare NHS Trust *Director of Operations* 1999 – 2003

- ① Board director leading clinical divisions, contract negotiation and capital developments, including a high dependency facility and a midwifery-led unit.

Earlier NHS Career *Senior management roles* 1983 – 1999

- ① Developed the regional liver transplantation service in Birmingham from 20 to 180 transplants a year, and led workforce redesign and capital projects.

Other Board Roles & Mentoring

- ① Trustee, Birmingham University Guild of Students.
- ① Vice-Chair, Birmingham Ethnic Education Advisory Service (seven years); Interim Executive Board member taking Birchfields School out of special measures.
- ① Mentor to undergraduate students at the University of Birmingham, and a mentor throughout her NHS career – including as one of the first wave of mentors on the NHS Black and Minority Ethnic mentoring scheme.



ASSIGNMENTS & EXPERIENCE

PREVIOUS ASSIGNMENTS

North West Ambulance Service NHS Trust BOARD ASSURANCE REVIEW · 2025

- ① Undertook a Board Assurance Review.

British Dietetic Association NON-EXECUTIVE DIRECTOR · 2020 – 2025

- ① Board governance, member of the Finance and Audit Committee and input to strategy and operational plans.

John Taylor & Birmingham St Mary's Hospices CHIEF EXECUTIVE · 2020 – 2021

- ① Led two hospices (£14m turnover, 400 staff), working with both boards on a merger and recruiting a joint executive team.
- ① Led a full governance review and delivered a £1m cost recovery plan to bring one hospice back to balance.
- ① Project Director for the merger of the two hospices – overseeing the legal process, leading the creation of a new board and developing new policies and governance structures.
- ① Led the end-of-life partnership across Birmingham and Solihull, and brought three hospices together to set up a rapid response service during Covid-19.