John Griffiths

Managing Director

AT A GLANCE

30+
years' experience

100+
clients served nationally and internationally

14+
government framework wins

ISO
9001 Quality & 14001 Environment

SECTORS

- NHS trusts
- Private hospitals
- ICBs & commissioners
- Primary care
- NHS Wales
- Island & international
- Public & independent sectors
- Schools
- Citizens Advice
- Commercial organisations

QUALIFICATIONS

- BA (Hons) Business Studies
- CIM Diploma in Marketing
- Continuous DBS check (2026)
- UK Passport & Driving Licence
- Member, Institute of Directors
- Member, Institute of Healthcare Management

MCIM · MIoD · IHM

CONTACT

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Hands-on change manager – leading commissioning, contracting, transformation and turnaround to improve outcomes and performance

More than 30 years' experience across the NHS, island and international health systems, the wider public sector and the commercial sector. John combines strategic insight with hands-on delivery, and has led consultancy businesses for over 30 years, founding In-Form Solutions in 2012. He has also voluntarily led Citizens Advice and supports other voluntary organisations – bringing added value beyond client work.

KEY EXPERIENCE

Commissioning & Contracting. Lead UK commissioner for Gibraltar and Jersey, including reciprocal health agreements and off-island referrals; and supported NHS commissioners and providers across England and Wales.

Business Cases & Finance. Five-case SOCs, OBCs and FBCs approved at Board for NHS Wales, Lincolnshire and Lancashire & South Cumbria ICB; St Helens Cares and Gibraltar.

Digital Transformation. UK-first Robotic Process Automation in Primary Care; all-Wales Digital Maternity OBC; Virtual COVID Wards. Europe's first Robotic Surgery in Gibraltar. Telemedicine in Jersey and Gibraltar; Referral Management System in St Helens.

Service Redesign. Community, acute and out-of-hospital service redesign across England, Wales, Jersey, Gibraltar and Spain – working with NHS trusts, private hospitals, commissioners, governments and councils.

Programme & Bid Management. PMO set-up and delivery; over 14 framework wins; external NHS service tenders; led a major community care transformation in St Helens; GP payroll transfer for OHP.

Leadership & Improvement. Board-level advice, clinical and stakeholder engagement, strategic marketing, income generation, private patient services, cost improvement and turnaround. Good governance proven by excellent audits – ISO (BSI), Cyber Essentials Plus, NHS IG Toolkit, Citizens Advice and Ofsted.

CLIENTS INCLUDE

NHS in England and Wales · NHS Trusts · Private Hospitals · Integrated Care Boards · Governments of Gibraltar, Jersey, Guernsey and the Isle of Man · HSE Ireland · European Commission

John Griffiths

Managing Director

CAREER SUMMARY

In-Form Solutions Ltd *Managing Director* FEB 2012 – PRESENT

- Founded and grew a management advisory consultancy to more than 100 clients and a £1m+ business.
- Led over 14 successful government framework applications.
- Achieved and maintained ISO 9001:2015 (Quality) and ISO 14001 (Environmental) accreditation through the British Standards Institution (BSI) – more than 10 external audits with no non-conformances, all rated outstanding.
- Lead commissioner for Gibraltar Health Authority and the Government of Jersey (Health & Care Jersey) for specialist services with UK NHS trusts, most of them specialist teaching hospitals.
- Delivered a wide range of change management assignments across the NHS and overseas, including many successful CIP and QIPP reviews, some on behalf of NHS England.
- Designed and developed integrated commissioning, community services and out-of-hospital service redesign, including digital care for out-of-hospital services across an ICB.
- Led four digital business cases through to programme management and implementation and completed several further business cases for NHS England and NHS Wales.
- Supported the contract negotiations of the first remote Robotic Surgery in Europe for Gibraltar.
- Led fundraising, marketing, innovation and income generation initiatives.
- Recognised expert in inter-island healthcare management.

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

- Supported the development of consultancy services nationally and internationally.
- Developed and implemented a series of new products and strategic alliances.
- Won substantial new business in the UK and overseas in an extremely challenging market.

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

- Led and managed the health business of this interim management and consultancy organisation.
- Doubled turnover profitably from £1.5m to more than £3m a year within two years.
- Recruited and led a highly successful team of more than 20 consultants.
- Developed the business into an international provider.
- Managed and delivered a wide variety of consultancy and interim management assignments.

FourSight Ltd *Managing Director* 1998 – 2007

- Founded and led a profitable company to a business of almost £1m, serving more than 80 clients in the UK and overseas.
- Managed a team of more than 10 consultants.
- Secured long-term contracts that provided recurring revenue streams.
- Managed and delivered a wide variety of consultancy and interim management assignments in the UK and overseas.

First Reserve Ltd *Managing Director* 1995 – 1998

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

Previously with Capita plc.

ASSIGNMENTS & EXPERIENCE

CURRENT ASSIGNMENTS

Gibraltar Health Authority 2008 – PRESENT

- UK representative for Gibraltar Health Authority with UK NHS trusts, PCTs, CCGs, ICBs and the Department of Health since 2008, including lead representative under the Reciprocal Health Agreement – supporting the Minister for Health, Executive Board members and lead clinicians.
- Lead contract negotiator with all UK healthcare providers, NHS and non-NHS (2008 – present), and established new contract monitoring and performance arrangements.
- Leading the contracting and contract negotiation workstream for the new remote robotic surgery service with centres of excellence in the UK and internationally (2025).
- Developed a new Medicines Management Strategy and supply chain, including the new NHS Supply Chain arrangements (2024/25).
- Developed a business case for a new on-island pulmonary rehabilitation service (2025).
- Supported the Authority through the COVID-19 pandemic and Brexit (2020/22).
- Benchmarked clinical outcomes and resources against jurisdictions worldwide, and with the Isle of Man, Jersey and Guernsey for off-island referrals.
- Carried out a strategic review of hospital referrals to the UK and reviewed the implications of off-island referrals for the new hospital, identifying new ways of providing specialist services locally.
- Reviewed the costs of healthcare services provided in Gibraltar and overseas, and private patient procedures and costs.
- Introduced new procedures for treating patients overseas, including patient and relative accommodation and patient escorts.
- Reviewed the stores department and procurement function, and helped develop new financial and activity systems.

Health & Care Jersey, Government of Jersey 1998 – PRESENT

- Lead the commissioning and performance management for UK contracts for the Government of Jersey (2023/24, 2024/25 and 2025/26).
- UK representative for Health & Care Jersey with UK NHS trusts (Present).
- Reviewed the reciprocal balance between the Channel Islands and the UK Department of Health, and introduced new systems to monitor UK healthcare expenditure and services delivered in Jersey to UK residents and visitors (1998 – 2007).
- Designed new working models for the Reciprocal Health Agreement, adopted by the UK Department of Health and the Channel Islands and later implemented with Gibraltar Health Authority; produced the PRINCE2 Project Initiation Document (PID).
- Project Director for a radiotherapy feasibility study.
- Project Director for the Patient Level Information and Costing System (PLICS) within Jersey.
- Developed, negotiated and agreed an SLA with a charitable trust for community and home help services.
- Reviewed telemedicine provision, cancer care services (with clinicians and managers), the private patient service and its marketing, the medical records department and hospital linen services.
- Assessed the feasibility of using health services in France.
- Supported the Government of Jersey through the COVID-19 pandemic.

Our Health Partnership (OHP) BIRMINGHAM · 2026 – PRESENT

One of the largest GP super-partnerships in the UK, operating under a unique autonomy model

- Project managing the planning and transfer of payroll from one provider to another for more than 40 GP practices and Primary Care Networks (PCNs).

PREVIOUS ASSIGNMENTS

NHS ASSIGNMENTS

The Badger Group WEST MIDLANDS · 2025 – 2026
Not-for-profit social enterprise healthcare co-operative

- Project Director for an external tender to provide a specialist community healthcare service (2026).
- Project Director for an external tender to provide NHS urgent care services (2025).

Lincolnshire Partnership NHS Foundation Trust & Lincolnshire ICB 2025 – 2026

- Project managed a joint Strategic Outline Case (SOC) for a new collaborative arrangement for mental health and autism services across Lincolnshire, working with both the ICB and the Trust; the SOC was approved by both Boards.

Digital Health and Care Wales (DHCW), NHS Wales 2023 – 2024

- Carried out a scoping review for an Outline Business Case (OBC) for digital maternity care across Wales (2023).
- Led the development and completion of a five-case OBC for Digital Maternity Care Services across Wales, including financial modelling, and supported its onward development (2023/24).
- Supported the team in preparing and delivering all-Wales OBCs for Electronic Prescription Services (EPS) and for Connecting Care (2024).

Lancashire & South Cumbria ICB 2020 – 2023

- Project managed four digital primary care projects from business case through to roll-out:
  - Digital Clinical Support Information System (CSI) – the largest footprint in the UK.
  - Robotic Process Automation (RPA) – the first in the country for primary care.
  - Smart Templates with MSK.
  - MSK self-referral pathway via “Get U Better”.
- Wrote the business cases that secured NHS England funding from 2022/23, with five-year plans, and programme managed roll-out across Lancashire and South Cumbria. Each programme attracted national interest.
- Produced a successful Finance & Sustainability Plan, Communications & Engagement Plan, finance scheduling and governance, with project management in Smartsheet. All projects now integrate to help clinicians deliver better outcomes and support out-of-hospital care (2021–2023).
- Supported the development of the Virtual COVID Wards and Oximetry @Home service across the Integrated Care System during the pandemic (October 2020 – September 2021): designed and implemented KPI reporting, modelled the capacity impact of new variants on demand and resources, co-ordinated services across five ICPs, and wrote a successful business case for expansion and funding (2020/22).

Liverpool CCG & Liverpool City Council 2022

- Reviewed the Community Equipment Service across the region – comparing national and international delivery models, forecasting demand over five years, reviewing systems and logistics, and costing and benchmarking services. Delivered stakeholder workshops, a needs assessment and a financial model.

St Helens CCG & St Helens Cares 2016 – 2022

- Programme manager for the transformation of community services under the “St Helens Cares” strategy, involving four trusts, three CCGs, the local authority and voluntary organisations across 10 service lines – implemented on time for April 2020 (2019/20).
- Supported the development of Community Equipment Services (2021/22).
- Supported the development and implementation of a dermatology telemedicine service, engaging GPs, hospital consultants, commissioners and IT providers (2019/20).
- Supported the CCG with its Out of Hospital and QIPP Strategy, including:
  - A detailed evaluation of the CCG’s community clinics in dermatology, ENT and gynaecology – all findings and recommendations were accepted.
  - Implementing the new community clinics, including service development, contract negotiation, planning, clinical engagement and accreditation, and establishing new contract and performance management arrangements.
  - Evaluating the ECG telemedicine service and implementing its delivery plan, including contract negotiation and decommissioning.
  - Reviewing commissioning for the Minor Eye Conditions Service and enhancing it by engaging local optometrists.

- Reviewing the CCG's minor surgery service.
- Project managing the development and implementation of the CCG Triage Service, including new services, contract negotiation and performance management.
- Planning and implementing the Referral Management Service (RMS), chairing the programme board – rolled out in 6–8 months from first pilot.
- Reviewing Age-Related Macular Degeneration (AMD) and ambulatory care services.
- Developing the 2016/17 QIPP Framework, the Planned Care Programme (specialty reviews in T&O, ophthalmology, dermatology and urology) and the Procedures of Limited Clinical Value (PLCV) strategy.
- Developing the regional dermatology strategy for Merseyside (2016/17 and 2019/20).

East Riding, North Lincolnshire, North East Lincolnshire & Hull CCGs

- Developed a strategic outline plan for Continuing Healthcare (CHC) services within the STP / ICS.

Midlands & Lancashire Commissioning Support Unit

- Programme managed the successful NHS England "Health Systems Support" framework application for all 10 lots, in preparation for integrated care organisations – leading supply chain operations, a detailed marketing and campaign plan and overall bid oversight.

Trafford CCG

- Reviewed the QIPP programme as part of the NHS England QIPP / CSU / MIA review.

South Cheshire and Vale Royal CCGs

- Reviewed the "Virtual Hospital" initiative within the QIPP programme.

Eastern Cheshire CCG

- Reviewed the QIPP programme and developed business cases and project plans for specific schemes.
- Produced a business case, approved by the Board, for a new referral management system that was then successfully implemented.
- Supported a business case that identified an effective, equitable solution for audiology services across Cheshire.

Redditch & Bromsgrove CCG

- Reviewed QIPP schemes as part of an NHS England review.

Leicester City CCG

- Supported the introduction of an Outcome Based Commissioning Framework and the completion of an Outline Business Case.

East Surrey CCG

- Reviewed referral patterns and demand to all trusts, including London, with a view to repatriating services closer to patients' homes.

East Kent Hospitals University NHS Foundation Trust

- Developed a five-year business plan for EKBI, fully endorsed by the Trust Board, and supported the roll-out of new products.

Mid Essex Hospital Services NHS Trust CHELMSFORD

- Benchmarked hospital services, with deep dives into corporate services and long-term care.
- Reviewed the private patient unit – introducing internal management controls, a new tariff, pricing and marketing structure, and negotiating contracts with private insurers.

Cardiff & Vale University Health Board WALES

- Managed the development of the Integrated Medium Term Plan (IMTP) for the largest fully integrated health organisation in Wales – one of the largest in the UK – which passed external peer review and Board approval and was submitted to tight deadlines.

Lancashire Care NHS Foundation Trust

- Reviewed CIP opportunities and processes for the Adult Mental Health Network and redesigned them with new processes and templates.

Heart of England NHS Foundation Trust BIRMINGHAM

- Project manager for the Cost Improvement & Transformation Programme Board.

- Carried out a feasibility study for a new private patient unit, and project managed a business case for a new front-entrance catering and retail development.
- Designed, developed and branded a new innovation strategy, running a series of successful roadshows.
- Supported a social media fundraising campaign and identified new fundraising schemes.
- Reviewed the trauma and orthopaedic service, identifying savings of more than £0.5m.

South Essex Partnership University NHS Foundation Trust

- Reviewed clinical administration functions following the merger with Bedfordshire & Luton Mental Health Trust.

Whittington Health NHS Trust NORTH LONDON

- Reviewed the cost improvement and QIPP programme of this newly formed integrated provider – schemes, processes and controls – and recommended improvements and new schemes to the Board.

Great Western Hospitals NHS Foundation Trust SWINDON

- Reviewed commissioning arrangements with NHS Swindon and identified ways to bridge the financial gap.

The Hillingdon Hospitals NHS Foundation Trust WEST LONDON

- Supported the Trust's contracting with the North West London Acute Commissioning Agency.

East & North Hertfordshire NHS Trust STEVENAGE

- Carried out a therapy services review for the Trust Board.
- Mount Vernon Cancer Centre: reviewed commissioning arrangements ahead of the transfer from West Herts NHS Trust, working with local PCTs, the SHA, cancer networks and both trusts.
- Project managed commissioning for three years, negotiating SLAs worth £25m with 15 PCTs, and established a contract performance programme providing internal and external monitoring information.

Birmingham Women's Hospital NHS Foundation Trust

- Carried out a Board effectiveness review for the Trust Chairman.

Heatherwood & Wexham Park Hospitals NHS Foundation Trust SLOUGH

- Carried out a mortality review for the Chief Executive.

NHS Islington PCT LONDON

- Established a new Investment & Disinvestment Group, agreeing its terms of reference, membership, powers and reporting lines, and designed business case templates, guidance and training.
- With Brent PCT, developed a new benchmarking process and guide, reviewing primary care and Continuing Healthcare; benchmarked these services for Islington and Barnet PCTs.

Cardiff LHB & Vale of Glamorgan LHB CARDIFF

- Reviewed unscheduled care activity at Cardiff & Vale University Hospitals NHS Trust on behalf of both LHBs.

Vale of Glamorgan Local Health Board CARDIFF

- Interim Director of Business & Improvement, with Board representation.
- Led the negotiating team for Long Term Agreements (contracts) and produced the Annual Operating Framework (AOF).
- Responsible for performance management; reviewed emergency services and unscheduled care in the community.

Suffolk Mental Health Partnership NHS Trust IPSWICH

- Project managed the Integrated Business Plan for the Foundation Trust application.
- Supported a number of successful business cases that secured additional funding.

NHS Leicester City PCT

- Lead commissioner for renal services and Chair of the Service Redesign Committee / Business Review Group.
- Supported the World Class Commissioning Framework, the Market Management Initiative and the Local Operating Plan (LOP).

Ipswich Hospital NHS Trust

- Reviewed non-healthcare income generation opportunities – all recommendations were adopted.

Royal Orthopaedic Hospital NHS Foundation Trust BIRMINGHAM

- Head of Commissioning for 14 months, leading the commissioning plan and negotiations with 50+ commissioners for 2006/07 and 2007/08 – concluded within statutory timescales and securing record planned income.

- Supported the Trust's successful Foundation Trust application.

Southport & Ormskirk Hospital NHS Trust

- Reviewed income, including performance management, SLAs with PCTs and external organisations, and income generation initiatives.

Sherwood Forest Hospitals NHS Trust MANSFIELD

- Supported the development of a new private patient wing.

Eastbourne Hospitals NHS Trust

- Reviewed a financial recovery plan and completed a financial health check.

North Hampshire PCT BASINGSTOKE

- Supported the newly formed PCT with commissioning, developing a strategic plan and negotiating service agreements.
- Benchmarked GP practice referral rates by specialty; reviewed the minor injuries unit and the feasibility of a new walk-in centre.
- Provided finance and activity analysis for SaFF returns, and procedures for overseas health services for local residents.

Good Hope Hospital NHS Trust SUTTON COLDFIELD

- Supported commissioning and the Local Delivery Plan (LDP), reviewed finance, activity and performance reporting, and negotiated SLAs with PCTs.

The King's Mill Centre for Health Care Services NHS Trust MANSFIELD

- Reviewed income generation schemes for the hospital's "Prosperity Drive" – occupational health, training and education, private patients, mortuary and RTA income, and catering and retail – and produced a marketing plan framework.

ISLAND & INTERNATIONAL ASSIGNMENTS

Inter-Island Health Benchmarking & Commissioning Consortium JERSEY, GUERNSEY, ISLE OF MAN & GIBRALTAR

- Established an inter-island benchmarking club for the States of Jersey HSS, States of Guernsey HSS, Isle of Man Health & Social Services and Gibraltar Health Authority; led three health conferences for chief executives, finance directors and leading clinicians (Gibraltar 2005, Jersey 2006, London 2007).
- Set up the first commissioning consortium of its kind spanning three international jurisdictions – a model since replicated elsewhere and strategically supported by the UK Government – working closely with senior managers, clinicians, politicians and the UK Department of Health.
- Led the commissioning process for five consecutive years to 2007/08, including service reconfiguration across 21 NHS and non-NHS providers, and negotiated all SLAs and contracts for the consortium, worth more than £12m.
- Established contract monitoring and performance management, and improved patient pathways, services and facilities for overseas patients, relatives, visitors and clinicians.
- Re-established the group in 2017.
- Organised and managed an inter-island health conference for island communities across Europe.

Guernsey Health & Social Services Department 1999 – 2007

- Negotiated contracts with UK NHS trusts that delivered significant savings without affecting the quality of patient care.
- UK representative for Guernsey HSSD with UK NHS trusts; reviewed and negotiated the reciprocal balance with the UK Department of Health.
- Developed a new model for delivering specialised healthcare services to the island.
- Led the transfer of renal and cardiac services from one teaching hospital to another and reviewed the service configuration.
- Reviewed income generation opportunities and the cost of providing health services to visitors.

Isle of Man Government – Department of Health / Health & Social Services

- Reviewed the Reciprocal Health Arrangements with the United Kingdom and acted as adviser on off-island referrals and reciprocal health matters.
- Costed all overseas visitors to the island over three years.
- Project managed a feasibility review for implementing Service Line Reporting (SLR) and PLICS.

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

- Developed and implemented a move of patient accommodation from a nursing home to an international hotel chain for short and long-stay overseas visitors.

Mount Carmel Private Hospital DUBLIN, REPUBLIC OF IRELAND

- Led the turnaround plan, delivering significant savings.
- Developed a health tourism strategy and led negotiations for patients treated in Ireland from overseas.
- Reviewed costing processes and costs, supporting the introduction of Service Line Reporting.
- Advised on strategic marketing and carried out a theatre procurement review.
- Delivered procurement of new providers for catering, legal services, medical equipment, laundry and other support services.
- Chaired GP and consultant training, community marketing events and conferences, senior recruitment panels and internal working groups; carried out staff disciplinary investigations.

Health Service Executive (HSE) DUBLIN, REPUBLIC OF IRELAND

- Individual Health Identifier (IHI): designed and wrote the communications plan for introducing the new HSE patient number across Ireland.
- Primary Care Reimbursement Service (PCRS): supported development of a three-year strategic plan.

St Vincent's Hospital DUBLIN, REPUBLIC OF IRELAND

- Carried out a value for money (VFM) review of a mental health hospital.

St Mary's Centre DUBLIN, REPUBLIC OF IRELAND

- Reviewed the market potential and income generation opportunities for a nursing home caring for visually impaired residents.

European Commission – TACIT Project

- As Project Director, secured and led a €2.5m EU research project, TACIT (Technologies Augmenting Clinical InsighT), to capture the tacit knowledge of Europe's senior clinicians through linguistic analysis of multimedia recordings and expert location. Nine partners across Europe, with pilot sites in London and Rome in cancer services.

Crowe Horwath INTERNATIONAL ACCOUNTANTS AND ADVISERS

- Keynote speaker at an international healthcare conference in Amsterdam.

OTHER PUBLIC SECTOR ASSIGNMENTS

Staffordshire University – "Be Inspired" Programme 2020 – 2023

- Mentored two new business start-ups each year from 2020/21 to 2022/23, with a mentee winning a prize every year. The EU-funded programme closed at the end of 2022/23.

Walsall Metropolitan Borough Council

- Reviewed the Single Assessment Process (SAP) and its links with local NHS organisations.

States of Jersey

- Economic Development: prepared business case guidance, templates and training for senior managers, later cascaded across all States departments.
- Public Services: advised on SLAs with the local bus company, reviewed island transport and produced a bus services option appraisal; scoped the costs of transferring grounds, gardens and estates services to the parishes.
- Treasury: reviewed internal recharging between departments and unconventional finance, including PFI.
- Education: project managed a review of 16–19 courses, developing a costing model and more efficient ways of delivering A level courses across the island.
- Harbours: project managed Y2K planning and implementation.
- Jersey Airport: reviewed concessionaire income, airline landing fees and the communications department.
- Jersey Opera House: reviewed finances and marketing.

Berkshire County Council READING

- Reviewed the provision, standards, cost allocation and budget reconciliation of commercial and leisure services.

COMMERCIAL ASSIGNMENTS

X Wave Technologies DUBLIN, IRELAND · 2026

- Project Director for a strategic marketing and business development assignment, supported by analytics and reporting.

The Liston Group WARRINGTON · 2024 – 2025

- Led a team to produce a Long-Term Financial Model (LTFM), with scenario and sensitivity analysis to support planning and risk management.

The Grand Hotel BIRMINGHAM

- Analysed marketing operations and produced a marketing plan.

Clydesdale Engineering Ltd BIRMINGHAM

- Carried out market research into new opportunities that the company went on to develop.

PERSONAL INTERESTS & VOLUNTARY ROLES

- Chair of Trustees, Citizens Advice South East Staffordshire (Trustee since 2017, Chair 2018 – 2026) – led the organisation to outstanding status, with a "full green" audit in 2025 and balanced budgets throughout. Developed outreach services throughout Staffordshire together with collaborative arrangements nationally and internationally. Worked and collaborated with Executive members of various councils, NHS and other organisations as well as politicians of all political parties.
- Vice President (2023–2025), past Team Manager and committee member leading on finance at Birchfield Harriers Athletic Club – UK men's and women's championship sides, with international representation and host club for the 2022 Commonwealth Games. Led the club's incorporation in 2026 to a Ltd Company.
- Past Governor and Vice Chair of the Arthur Terry School Learning Partnership (rated "Outstanding" by Ofsted and one of the first UK teaching schools), chairing the Finance and Discipline Committees (2007–2017).
- Mentor to new start-up businesses (2 prize winners) on the European Commission-funded "Be Inspired" programme (2020–2023).