



## Personal Profile Qualifications & Contact Points

### Key Experience

- ① Experienced Chief Executive and Executive Director with board experience
- ① Experience Non-Executive Board member in education, leisure & arts and health
- ① Strategic leadership of planning and redesign of services
- ① Establishment of effective Board governance in the public sector, charitable and social enterprise sectors including setting up of boards and sub-committees
- ① Experience of maintaining compliance and working at a senior level in regulated industries
- ① Knowledge and implementation of risk management systems in corporate and clinical settings
- ① Developing strategic partnerships and strong relationships with stakeholders including social care, universities, commissioners and client groups, building commissioned obligations into strategic plans and policies
- ① Workforce development particularly around improved experience, morale and leading cultural change
- ① Commercial and Business experience including public/private sector partnerships
- ① First class record of managing risk, building teams, leading change and improving experience and outcomes for service users and patients in complex political environments at a local and national level
- ① Proficient at working in large and small organisations including those with financial pressures
- ① Consultative, diplomatic and empathetic approach, but focused and demonstrates a strong propensity for creating partnerships

### Qualifications

- ① Msc in Public Sector Management
- ① BA (Honours) in Medieval English and History

**Location:** West Midlands

### Professional Profile

Penny is an experienced Chief Executive and Executive Director with over 20 years board experience in the public and not for profit sectors.

Penny has significant experience of working across regulated industries as a CEO in the NHS and the Not for Profit Sector across two charitable hospices managing an executive team and working alongside two Boards of Trustees.

In addition to this she has 9 years' experience of sitting in a Non-Executive/Trustee capacity on several Boards linked to education, leisure, health and the arts, in two of which Penny holds the position of Vice Chair.



## Career Summary & Experience

2020 – 2021

**Chief Executive - John Taylor and Birmingham Saint Mary's Hospices, Birmingham**  
**Turnover: 14 million      Employees: 400**

- ① Work with two boards of directors to look at a merger of the two charities
- ① Develop and recruit to a joint executive team across the two hospices
- ① Implemented and oversaw a full governance review of one hospice and revised governance systems and processes.
- ① Delivered one million pound cost recovery plan to bring one hospice back to balance
- ① Strengthened relationships with key stakeholders, leading the end of life partnership for the health economy across Birmingham and Solihull
- ① Brought together a partnership of three hospices to set up a new rapid response service to deal with the Covid-19 pandemic

**Chief Executive - John Taylor Hospice, Birmingham**  
**Turnover: 5.5 million      Employees: 140**

- ① Work with board of directors to set a positive culture and develop a vision and set values for the organisation for the three-year strategic plan
- ① Develop relationships and partnerships with a variety of stakeholder groups including Homeless Charities
- ① Developed and implemented a three-year strategy including the initiation of retail outlets and establishment of an effective fundraising function
- ① Revised, consulted and implemented a new set of terms and conditions of service including a new pay and reward scheme for staff, linking this to recruitment and appraisal systems
- ① Strengthened and remodelled governance systems across the hospice
- ① Improved risk management systems and processes, strengthened policies and procedures and implemented electronic incident and risk systems to aid regulatory compliance

2012 – 2016

**Chief Executive - Worcestershire Acute Hospitals NHS Trust**  
**Turnover: 360 million      Employees: 5,600**

- ① Led a team of executive directors as part of a unitary board to manage all acute medical services across Worcestershire
- ① Responsible for interpreting and implementing national policy and overseeing delivery of local stakeholder requirements
- ① Worked with the board and county wide stakeholders on a strategic review of clinical services to reconfigure hospital services across Worcestershire.
- ① Modernised the delivery of clinical services including, Emergency Medicine, Thrombolysis, Acute Surgery and palliative care to improve patient safety in the county
- ① Developed a Cancer Centre to introduce Radiotherapy services across the county and stop long travel times for patients to other centres
- ① Worked with politicians, local and nationally on changes to healthcare and policy decisions
- ① Worked as part of a number of multi-agency boards across the county with social services, clinical commissioning groups, voluntary bodies and the county council on improving services and process across boundaries.



## 2006-2012

### Chief Executive - Royal Orthopaedic Hospital NHS Foundation Trust Turnover: 86 million                      Employees: 1,000

- ① Led an Executive Director team as part of a unitary board to oversee the delivery of routine and highly specialised national orthopaedic services
- ① Developed key performance indicators and improved board scrutiny of targets and financial performance while delivering 4% cost improvement programmes year on year by the introduction of continuous improvement programmes based on lean working
- ① Led the organisation to achieve Foundation Trust status with a new structure of regulation
- ① Worked on national policy and review of orthopaedic services as part of the National Spinal Taskforce overseeing the production of its national report for the Chief Medical Officer to influence future policy in relation to spinal services
- ① Established commercial partnerships with the BMI group to expand services and reduce waiting times for surgery
- ① Assisted in the establishment of The Orthopaedic Alliance, acting as chair for three years to influence and lobby nationally for changes in service provision and national price.

## 2003 – 2006

### Chief Operating Officer – Royal Wolverhampton Hospitals NHS Trust Turnover: 390 million                      Employees: 6,000

- ① Executive Director on the board leading all the divisional management teams including the clinical directors of service to operationally oversee the hospital and its performance requirements
- ① Led on Contract negotiations with commissioners of services, responsibilities included negotiation of contract income totalling over £250,000,000 with a variety of Consortia, Regional and Local commissioners.
- ① Significant experience of performance management systems and processes, overseeing the successful delivery of financial and operational targets
- ① Working with key national bodies such as NHS Modernisation Agency and Emergency Care Networks to improve Emergency Care, reduce length of stay and improve timely discharge
- ① Delivered change management programmes to redesign the way services were delivered, consulting with staff and staff side organisations on terms and conditions and work pattern changes
- ① Active participation in workforce development and support including as member of the mentorship scheme for black and ethnic minority group in NHS

## 1999 – 2003

### Director of Operations – Birmingham Women's Healthcare NHS Trust Turnover: 100 million                      Employees: 1,500

- ① Executive director sitting on the board of directors and leading the divisional management teams across all clinical services in the hospital and community.



- ① Director responsible for negotiation of contract income and oversight of contract performance, working with commissioners of service on contract requirements and delivery of key performance indicators
- ① Oversaw capital developments including the development of a high dependency facility on delivery suite and the planning of a midwifery led unit.

## 1983 – 2003

### Various other NHS Management Positions

- ① Employed in a variety of senior management positions linked to developing and managing clinical services
- ① Achievements include the development of a regional Liver Transplantation service in Birmingham taking the programme from 20 to 180 transplants a year
- ① Significant experience on workforce redesign and change management, negotiating changes in employment, hearing appeals, redesigning job roles
- ① Experience of capital building projects including a standalone Day Procedures unit, ITU and outpatient development.

### Special Interests and Experience

- ① Trustee of Sandwell Arts Trust and subsequently Sandwell Leisure Trust for 9 years, and most recently Vice Chair of the Board  
The trust is currently involved in the development of facilities to support the Commonwealth Games
- ① Vice- chair of Birmingham Ethnic Education Advisory Service which is involved in teaching English as a foreign language to refugees in Birmingham.
- ① Interim executive board member for Birchfields School over a 12 month period, responsible for taking it out of special measures
- ① Non-Executive Director of the British Dietetic Association