



## Personal Profile Qualifications & Contact Points

### Key Experience

- ① Highly experienced NHS Finance Director.
- ① Strategic Finance at acute, mental health and community Trusts and Foundation Trusts.
- ① Financial Recovery Plans and Financial Special Measures.
- ① Cost Improvements and Turnaround.
- ① Performance Management.
- ① Capital Planning and business cases.
- ① Strategic Planning including mergers.
- ① Governance and Risk Management.
- ① Contracting and Commissioning.
- ① NHS Procurement.
- ① Information Management and Technology including real time reporting.

### Qualifications & Professional Bodies

- ① Chartered Institute of Public Finance and Accountancy – member (1988).
- ① CIPFA Continuing Professional Development.
- ① Healthcare Financial Management Association Mentor.
- ① MSc Fiscal Studies.
- ① BA (Hons) Applied Social Studies (Social Administration).

### Current Roles

- ① Former Chair, NHS Procurement and Supply Customer Board – South and member of National Board (2017 – 2020)
- ① Member, Essex University, Audit and Risk Management Committee
- ① Governor and former Chair of Audit Committee, Colchester Sixth Form College

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### Professional Profile

Nick has 37 years of NHS experience including over 20 years at board level. Nick stepped down from East Kent Hospitals University NHS Foundation Trust in 2017 where we worked with NHS Improvement to develop a robust two-year Financial Recovery Plan. Since that time Nick has supported a number of trusts facing financial challenges. Nick is a highly skilled, competent and professional manager and has frequently worked in a complex, political and challenging environment. During his career Nick has earned the respect and support of colleagues from many different roles including finance, procurement, IM&T, estates, and clinical coding, and has helped guide and support the careers of many of his fellow professionals. Nick has worked on and supported a wide range of organisational and financial governance and audit programmes. Nick has also contributed to national finance groups, and was an original member of the Carter hospital efficiency initiative.



## Career Summary

### 2017 to present In-form Solutions – *Consultant*

- ① **Hampshire Hospitals NHS Foundation Trust:** appointed Financial Improvement Director to provide an initial assessment of the Trust's financial improvement plans, governance and assurance processes, arrangements for service and strategic development, and its ability to deliver the necessary changes required to secure medium and longer term sustainability
- ① **Isle of Wight NHS Trust:** appointed Financial Improvement Director to work on developing the Trust's cost and efficiency improvement plans over six months
- ① **East Sussex Healthcare NHS Trust:** support to delivery of the Trust's financial improvement plans over six months
- ① **4OC/NHS Improvement:** support to the Corporate Services Productivity Programme in developing the 'ideal' Finance Operating Model
- ① **Surrey/Sussex STP:** review of the impact of establishing new Urgent Treatment Centres on current service providers
- ① **Haringey Association of Independent Living (HAIL):** strategic and financial review
- ① **Medway NHS Foundation Trust:** financial governance, capacity and capability and reporting review
- ① **Hampshire Hospitals NHS Foundation Trust:** strategic and capital plans review

### 2015 – 2017 East Kent Hospitals University NHS Foundation Trust – *Director of Finance*

- ① £580m turnover business on three small general hospital sites and two community sites with 8,000 staff and 1,100 beds.
- ① Development and implementation of the Trust's Financial Recovery Plan under NHSI Financial Special Measures requiring £60m of savings over two years.
- ① Lead Director for commissioner contracting and planning.
- ① SRO for joint Pathology procurement with Maidstone & Tunbridge Wells NHS Trust
- ① Comprehensive review and action plan of Financial Governance arrangements including planning and reporting, control environment and structures.
- ① Lead Director for Informatics Strategy including establishing East Kent Beautiful Information.
- ① Extensive involvement in the Kent and Medway Strategic and Transformation Plan (STP) including back office, productivity, hospital care and capital workstreams.
- ① Member of the Audit, Finance and Performance, Quality, and Charitable Funds Board Committees.

### 2011 – 2015 Mid Essex Hospital Services NHS Trust – *Chief Finance Officer and Deputy CEO*

- ① £275m turnover business providing a full range of local general hospital services as well as regional plastic surgery and supra-regional burns services
- ① Acting Chief Executive June to September 2013.
- ① Interim part-time Finance Director at Colchester Hospital University NHS Foundation Trust (£260m) for three months to February 2014.
- ① Chair of the Trust's Investment Group (capital and revenue developments).
- ① Member of the Audit, Finance and Performance and Patient Safety and Quality Board Committees
- ① Lead Director for procurement, strategic planning and informatics strategy.
- ① Long term financial planning and Foundation Trust programme.
- ① Cost improvement planning and delivery with PMO established.
- ① Key link to Trust Development Authority.



**2007 – 2011 Suffolk Mental Health Partnership NHS Trust – Director of Finance**

- ① £90m turnover business providing county-wide mental health, learning disabilities, and substance misuse services.
- ① Project Board member on merger with Norfolk Mental Health FT.
- ① Board responsibility for all financial matters, information management, business planning, contracting, procurement, estates and capital planning, sustainable development, and performance management.
- ① Strategic financial planning including Foundation Trust application.
- ① Business case and capital investment lead including successful development of new acute facility in Ipswich.
- ① Chair of the Information Management and Environmental Performance Groups.
- ① Information Governance lead (Senior Information Risk Owner Job experience 2).

**2006 – 2007 Health Dimensions – Director**

- ① **Suffolk Mental Health Partnership NHS Trust** - Interim Director of Finance and support to service modernisation programme
- ① **Epsom & St Helier University Hospitals NHS Trust** - development of strategic service and capital options and support to the Director of Finance
- ① **The Ipswich Hospital NHS Trust** - Financial turnaround lead running the Programme Management Office

**2001 – 2006 East and North Herts NHS Trust – Director of Finance and Deputy CEO**

- ① Full range of strategic and operational issues facing a £300m acute Trust.
- ① Negotiation and monitoring of annual contracts with commissioners.
- ① Developed and implemented financial turnaround plans.
- ① Oversaw takeover of Mount Vernon Cancer Centre.
- ① Development of the Trust's governance and risk management agenda.
- ① Chair of the local NHS Connecting for Health (IT) programme board.
- ① Moved financial services into NHS Shared Business Services.
- ① Development of the Hertfordshire Supply Management Confederation.
- ① Performance management of the trust's clinical directorates.
- ① Management of the Trust's capital programme.

**2000 – 2001 NHS Executive (South East) - Assistant Director Finance & Performance, Regional Director of Finance (Acting)**

- ① Widescreen' view across a large number of organisations and health systems.
- ① Revenue resources of c£6 billion.
- ① Professional leadership to Finance Directors in 50+ organisations.
- ① Exposure to DoH/NHS policy development.
- ① Strategic business and financial support across health systems.
- ① Management of the regional capital programme including involvement with and approval of PFI schemes.

**1997 – 2001 Barts and The London NHS Trust - Associate Director Finance**

- ① Member of the Capital Strategy/PFI Project Team
- ① Involved in all aspects of the project including strategic development, clinical performance, capital planning and IM&T

**1992 – 1997 Barking Havering and Brentwood Community NHS Trust - Director of Finance**

- ① Acting Chief Executive Officer for three months.
- ① Large mental health and 'non-acute' Trust with a turnover of c£74 million
- ① Responsibilities included estates, support services and information.
- ① Direct management of the Trust's mental health services.
- ① The Trust maintained a strong financial performance.



- ① Led contract discussions and business planning processes.
- ① Involved in all aspects of the project including strategic development, clinical performance, capital planning and IM&T.

**1990 – 1992 Capita Health Consultancy - Senior Consultant**

- ① Worked with over 30 separate NHS organisations on a range of projects
- ① Business development and marketing role.

**1987 – 1990 Ealing Health Authority - Unit Director of Finance**

**1986 – 1987 Walsall Health Authority - Management Accountant**

**1983 – 1986 Wessex Regional Health Authority - Regional Finance Trainee**