



## Personal Profile Qualifications & Contact Points

### Key Experience

- ① Experienced Transformation Programme Director with a good understanding of current health policy
- ① Experience in Hospital Planning, Service Reviews and successful business case development
- ① Knowledge and application of Quality Improvement including Lean and wider process improvement tools
- ① Successfully led teams across health systems to achieve tangible outcomes including increased funding, redesigned services and improved efficiency
- ① Worked with clinical and professional technical staff to review and help them redesign services to improve efficiency, effectiveness, quality and safety
- ① Expert in use of data and information to leverage and measure impact and outcomes

### Qualifications

- ① Master of Business Administration (MBA)
- ① Bachelor of Arts (Hons)2:1
- ① PRINCE for Project Managers
- ① NLP Practitioner – 2005
- ① NLP Master Practitioner – 2007
- ① ILM Level 7 Executive Coaching and Mentoring - 2009

**Location:** West Yorkshire

### Professional Profile

Nigel has successfully designed and delivered Transformation programmes both within organisations and across health systems applying his extensive knowledge of Lean, Demand and Capacity and wider Quality Improvement Tools.

He is an experienced PRINCE qualified Programme Director and designer of large scale, multi-organisation change programmes.

Nigel has a wealth of experience including strategic planning and delivery, organisational development, workforce planning, programme management, preparation of business cases and service reviews.



## Relevant Consultancy Experience

- ① Working as Interim Transformation Programme Director for Worcester Acute Hospitals NHS Trust reviewed the Trust's Patient Care Improvement Plan working with the SROs and multi-disciplinary programme leads across the organisation. Worked with regulators to clarify and rebase key programmes of work designed to take the Trust out of 'Special Measures'
- ① Led on the design and delivery of the Trust's Transformation Programme for Yorkshire Ambulance Service including the development and delivery of plans to secure significant improvements in performance against national performance targets
- ① Developed and delivered a successful bid to host the Abdominal Aortic Aneurysm Screening Programme for the South Yorkshire and Bassetlaw area
- ① Led on several high-level strategic business cases from strategic outline case, through the development of outline business case to a full business case. Notably for the Hull and East Yorkshire NHS Trust developed and then wrote a successful business case for the procurement of the Castle Hill private hospital from Nuffield.
- ① Delivered capacity and demand reviews of both Adult Mental Health Services and CAMHS services and developed a workshop-based approach to teaching the application of capacity and demand principles leading to improvements in service quality and efficiency for Hertfordshire Mental Health Trust
- ① Co-designed and led a lean based process improvement programme that released around £3m in savings whilst improving service and clinical quality for Berkshire Community and Mental Health Trust. Co-designed and led on the redesign of Children's Therapy Services in Berkshire Community and Mental Health Trust
- ① Co-designed and led a process improvement programme for CareUK, one of the UK's largest independent healthcare providers, designed to improve quality and safety whilst improving market share
- ① Led on development of the Lean based Productive Series from ideation to delivery including Productive Community Services and The Productive Operating Theatre for the NHS Institute.



**Feb – Mar 2020 – curtailed due to COVID 19**  
**Patient Experience and Improvement Programme Support**  
**HCA UK Healthcare Group**

- Engaged by HCA (at the Wellington Hospital initially and then across the group) to develop a programme of support designed to help frontline staff improve patient experience, discharge planning and reduce medication errors. In doing this we are teaching QI skills that staff will be able to deploy on a range of further improvement projects across the hospital. To date, we have worked with more than 50 staff on more than a dozen projects.

**October 2019 – January 2020**  
**Project Lead**  
**North of England Commissioning Support Unit**

- ① Led a team commissioned by NHSE/I to undertake a rapid digital diagnostic designed to provide a robust evidence base for establishing an enabling digital maturity programme across the Midlands and Eastern regions.
- ① Undertook a diagnostic showing a clear understanding of the current digital maturity position and a high-level gap analysis to inform future priorities
- ① Contributed to a digital dashboard to allow the ongoing monitoring and insight into progress in digital policy areas – the principles and initial design were subsequently adopted by NHSX national team
- ① Developed a framework for Regional Operating Models to support the progression of digital maturity tailored to the needs of each the regions including the structure, roles and responsibilities of the Regional Digital Transformation Teams to enable digital maturity
- ① Robust governance and reporting across the regions that is a light touch and supportive putting equal emphasis and value on quantitative and qualitative aspects
- ① Proposed a Leadership model to enhance current digital transformation capacity and capabilities including a framework for a strong digital inclusion and engagement model for organisations, their staff, patients and the wider public and a model and process for targeting digital transformation investment to support sustainable digital maturity

**March 2018 – March 2019**  
**Programme Lead**  
**North-East Commissioning Support Unit**

- ① Worked with NHS England clients in North Midland DCO and Derbyshire and Nottinghamshire STPs supporting the GP Forward View Programme as Workforce Programme Lead.
- ① Supported the design and delivery of GP retention schemes, redesign of Training Hubs in Derbyshire and development of a robust STP workforce delivery plans.
- ① Worked successfully with clients to engage with local stakeholders including LMCs, HEE, GP practices, other provider organisations and commissioners to develop a collaborative approach to delivering the Programme and the wider Primary Care Workforce needs of each of the STPs.



- ① Co-ordinated and led successful bids for over £1m of additional funding for retention schemes in Nottinghamshire and Derbyshire.
- ① Supported the promotion of the programme in Nottinghamshire through the design and delivery of workshop events

### May 2016 – December 2016

#### Interim Programme Director - Patient Care Improvement Plan Worcester Acute Hospitals NHS Trust

- ① Reviewed the Trust's Patient Care Improvement Plan working with the SROs and multi-disciplinary programme leads across the organisation
- ① Clarified and rebased key programmes of work designed to take the Trust out of 'Special Measures'
- ① Developed revised objectives and detailed milestone plans for the programme and strengthened formal governance arrangements
- ① Developed improved reporting of progress for both internal and external stakeholders
- ① Sourced and quickly deployed programme management and improvement capacity to support the programme and created an ongoing resource plan with an associated business case
- ① Reviewed and redesigned the Outpatient Improvement Programme including delivering a revised strategy and integrated 2-year project plan
- ① Reviewed and reframed the Trust's Draft Organisation Development Strategy
- ① Wrote proposal to move towards a more formal PMO arrangement within the Trust

### February 2015 – February 2016

#### Interim Transformation Programme Director Yorkshire Ambulance Service

Led on the design and delivery of the Trust's Transformation Programme including the development and delivery of plans to secure significant improvements in performance against national performance targets

- ① Led on the development of an Urgent and Emergency Care Strategy
- ① Defined and refined the content of the Transformation programme and associated deliverables
- ① Contributed to the design and delivery of key transformation projects including large scale changes to the Accident & Emergency Service, Patient Transport Service and plans to integrate the 111 and 999 call centres
- ① Developed the Transformation Team as key programme management and assurance resource for the service and further developed a Trust-wide programme management methodology.



- ① Developed a transition plan for the Team into a wider Programme Management Office role.

**February 2012 – February 2013**  
**UK Consultancy Lead**  
**Francis Group**

Led and managed the UK healthcare consultancy practice successfully developing new business, increasing the company's profile as well delivering high quality consultancy assignments including;

- ① Developed and delivered a successful bid to host the Abdominal Aortic Aneurysm Screening Programme for the South Yorkshire and Bassetlaw area
- ① Commissioned to support system wide development of urgent & emergency care models co-created a data driven dynamic model to help support commissioning decisions around A&E, walk-in centres and GP Out of Hours for Bromley CCG
- ① Successfully designed and delivered the process of authorisation for the East Midland Local Education & Training Board.
- ① Successfully designed and delivered the process of authorisation for the West Midlands Local Education & Training Board

**September 2011 – February 2012**  
**Interim Programme Director (CQC Recovery)**  
**United Lincoln Hospitals NHS Trust**

- ① Designed and coordinated the Programme of work that successfully delivered an improved CQC inspection rating
- ① Delivered Physician led emergency care model at Pilgrim Hospital with Deputy Medical Director

**2008 – 2011**  
**Interim Transition Director/Head of Service Transformation**  
**NHS Institute for Innovation and Improvement**

Undertook several interim roles at the NHS Institute and played a key role in the development of the organisation's commercial capability as well internal business development

- ① Led on development of the Productive Series from ideation to delivery including Productive Community Services and The Productive Operating Theatre for the NHS Institute.
- ① Worked as part of the Executive Team in the role of Transition Director, led programme of work to introduce new organisational structures and process.
- ① Delivered the NHS Institute's Health Systems Support Programme. In Bedford, made a significant contribution to the development of a health economy wide QIPP plan regarded as one of the best produced.

**September 2007- May 2008**  
**Assistant Chief Executive (Healthcare)**  
**Public Sector Consultants**



Responsible for business development of the Public Sector Consultant healthcare consultancy and delivered a significant increase in business in under 12 months

### Publications

- ① Health Service Journal – Productives Supplement – 2009
- ① Mental Health Staffing Framework - Jul 1, 2014 - Health Education West Midlands & NHS England