Charles Harris

Commissioning Consultant



AT A GLANCE

30+
years' NHS commissioning and planning experience

100+
NHS and international assignments

NHS
extensive commissioning and contracting experience

MBA
and Member of the Institute of Healthcare Management

SECTORS

- ICBs & NHS commissioners
- NHS trusts
- Acute care
- Mental & community health
- Primary care
- Provider collaboratives
- Private sector providers
- Third sector & charities
- International health systems

QUALIFICATIONS

- Master of Business Administration (MBA)
- MHSM – Institute of Healthcare Management
- Trained facilitator

CONTACT

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Expert commissioning specialist – sharper contracts, stronger business cases and redesigned care, leading to better patient outcomes

Charles brings extensive NHS commissioning, contracting and planning experience at senior management and director level. He has a successful track record of working across organisational boundaries to develop strategic plans and business cases, negotiate high-value contracts and lead service review and redesign – engaging clinicians and service users to deliver lasting improvements and better outcomes.

KEY EXPERIENCE

Commissioning & Contracting. Led negotiation of a £90m MSK contract with a private provider; interim Head of Contracting roles across NHS commissioners and trusts.

Business Cases & Investment. Mental health reconfiguration OBC for Lincolnshire; Community Respiratory Diagnostic Services business case for Lancashire & South Cumbria.

Funding & Performance Analysis. Rapid diagnostic appraisal of £333m of GP and primary care funding flows for Lancashire & South Cumbria ICB; QIPP and VFM reviews.

Service Review & Redesign. Reviews of urgent care, orthopaedics, respiratory, CAMHS, renal and radiotherapy services, including a Sussex-wide urgent care impact assessment.

Provider Collaboratives & Mobilisation. Technical Advisor to two lead provider collaboratives, leading due diligence, business cases and mobilisation of tier 4 services.

Strategy & Engagement. Commissioning strategies and delivery plans, with strong clinical and service user engagement – including a nationally recognised child health strategy.

CLIENTS INCLUDE

NHS England · ICBs · NHS Trusts · Provider Collaboratives · Government of Jersey · Health Service Executive (Ireland) · Private Sector Providers · Charities

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CAREER SUMMARY

In-Form Solutions Ltd *Associate Consultant* PRESENT

- Commissioning, contracting, business case and service review assignments for ICBs, NHS trusts, provider collaboratives and international health systems (ongoing).

Public Sector Consultants *Consultant* NOV 2008 – JAN 2011

- Review of continuing healthcare for NHS Leeds, and a joint venture for end-of-life care between NHS South Birmingham, Healthcare at Home and Age Concern.
- Assistant Director of Commissioning at NHS Leicester City (acute, mental health and specialised commissioning), leading the strategic plan and annual operating plan, aligned with East Midlands Specialised Commissioning.
- Board development, executive coaching and training.

Independent Consultancy *Management Consultant* APR 2007 – OCT 2009

- Interim Assistant Director roles for acute commissioning (NHS Leicester City) and unscheduled and emergency care (NHS Warrington), including commissioning a new intermediate care service.
- Interim General Manager, South East Essex LIFTCo; business plan for St Luke's Community Interest Company; start-up of an independent psychological therapy service.

Derby City PCT *Head of Strategic Development* APR 2005 – MAR 2007

- Long-range strategic planning and performance management, meeting targets while maintaining financial balance; developed the Commissioning Strategy and the Southern Derbyshire Strategic Services Development Plan 2005 – 10.
- Developed the local Practice Based Commissioning framework, and led the Local Delivery Plan 2007/08 with all key targets met.
- Developed acute activity and capacity plans worth £140m, with a variance to plan of less than 0.1%.

Central Derby PCT *Head of / Director of Commissioning* APR 2000 – MAR 2005

- Project lead for setting up Central Derby PCT, one of the first 14 PCTs; responsible for all commissioning and delivery of key targets.
- Health community lead for mental health commissioning; introduced a new COPD pathway and a revised diabetes care pathway.
- Managed the relationship with Trent Strategic Health Authority and served on the Southern Derbyshire LIFTCo partnering board, planning three new facilities.

Southern Derbyshire Health Authority *Partnership Manager, Business Analyst & Contracts Manager* 1992 – 2000

- Led the child health strategy, involving children in assessing needs – highlighted nationally as good practice – and set up a Health Panel to inform local priorities.
- Set up the Amber Valley Local Strategic Partnership, led a successful SRB3 bid and developed a community healthy living centre.

Board Roles

- Director, Emmaus North Staffordshire (2019 – present); former Board member, Derby Youth Offending Service.



ASSIGNMENTS & EXPERIENCE

Lincolnshire ICB & Lincolnshire Partnership NHS Foundation Trust MENTAL HEALTH OBC

- Supported the successful Outline Business Case to reconfigure mental health services across the county – accepted and endorsed across the health community.

Lancashire & South Cumbria ICB PRIMARY CARE & RESPIRATORY

- Rapid diagnostic appraisal of GP and primary care funding flows (around £333m), informing forward plans for localities and Primary Care Networks.
- Developed the business case for Community Respiratory Diagnostic Services.

Government of Jersey RADIOTHERAPY REVIEW

- Supported a review of radiotherapy services, successfully presented to and received by the States Assembly.

North West Adult Eating Disorder & Cheshire and Merseyside Provider Collaboratives TECHNICAL ADVISOR

- Programme team member leading due diligence and supporting business cases (needs assessment and finance) and mobilisation following the transfer of tier 4 commissioning from NHS England.

St Vincent's University Hospital, Dublin HEALTH SERVICE EXECUTIVE, IRELAND

- Developed the indicative workforce plan for the business case for new mental health facilities and services.

Sussex Urgent Care Review IMPACT ASSESSMENT

- Impact assessment of all Urgent Treatment Centres across Sussex.

NHS England QIPP Programme TRAFFORD & EASTERN CHESHIRE CCGS

- Supported Trafford CCG's QIPP programme (respiratory, ophthalmology and urgent care) and reviewed orthopaedics for Eastern Cheshire CCG.

NHS Greenwich CCG CONTRACTING

- Led negotiation of a high-profile £90m MSK contract with Circle, and led the acute and non-acute contracting portfolio.

NHS Commissioners & Trusts CONTRACTING & REVIEWS

- Contracting leadership for NHS Shropshire, Staffordshire, Leicester City and Gloucester CCGs, and management of acute contracts over £100m for North West London CSU.
- Interim Head of Contracting for NHS Isle of Wight, NHS North East London and the City, and Hillingdon Hospitals NHS Foundation Trust.
- Contracting and QIPP review for Great Western Hospital and NHS Swindon; business support review for Coventry and Warwickshire Partnership Trust; due diligence for a private sector provider acquiring NHS contracts.