Personal Profile & Qualifications

Key Experience

- ⓘ Qualified senior informatician and an acknowledged leader in digital health and care
- ⓘ Significant experience of national governments digital health and care strategy and policy and independent evaluation of major digitally-enabled programmes
- ⓘ Subject matter expert in benefits and change management in digital health and care sector
- ⓘ Highly skilled at meaningful stakeholder engagement and communication

Qualifications

- ⓘ 1981 BA (Joint Hons), Eng Lit & Law, University College Cardiff
- ⓘ 1986 MSc Heath Informatics. University College Aberystwyth
- ⓘ 1999 Kings Fund Top Manager Programme
- ⓘ 2005 MSP Practitioner

Professional Memberships

- ⓘ Member of British Computer Society, (Served on Health & Social Care Committee and UK e-Health Week Conference Committee from 2007 – 2017).
- ⓘ techUK, member of Health & Social Care Council 2015 – 2017, Vice Chair 2016
- ⓘ AMDG - Senior Health and Care Leaders Learning Set, 2000 to date

Location: London and Powys, Wales

Professional Profile

A qualified senior informatician and an acknowledged leader in digital health and care with over 30 years' senior management, policy and planning experience in the NHS in England and Wales, offering a deep understanding of digital health and care from national policy to frontline delivery. Led major national digital and transformation programmes including implementation of digital imaging capability (PACS) across England (2007-8), NHS England's Patient Online Programme (2013-14), National Electronic Prescribing Service (EPS) in England (2013-14). As DH Director of Informatics Policy & Planning, led informatics policy team that published the 2012 Information Strategy for Health and Care: *The Power of Information*. Programme Director for the Welsh Community Care Information System (WCCIS) (2018 -2021).

A deep understanding of stakeholder and benefits led implementation, developing the national benefits management approach for NHS IT 2009-12. Significant experience of independent evaluation of major digitally-enabled programmes, published NAO accredited *Benefits Statements for the NHS National Programme for IT* (NPfIT) 2008-12. As National Programme Director oversaw academically led NHS Connecting for Health Evaluation Programme (CFHEP) 2010-12. Policy advisor to independent academic evaluation of the NHS England Global Digital Exemplar Programme 2015-21. University of Wales Trinity St Davids MSc Digital Transformation for Health and Care Professions Faculty Member 2021 – current.

Highly skilled at meaningful stakeholder engagement, working across highly complex multi-organisational landscapes, Kathy has significant influencing skills, is highly emotionally intelligent, able to operate successfully in politically sensitive arenas. An excellent communicator, with an extensive senior network across health and care sector. Through her voluntary roles, conferences, and leadership forums she actively influences and contributes to the ongoing development of digitally enabled health and care.

Career Summary Career and Assignment History

ⓘ **Digital Health and Care Wales, Welsh Emergency Department System (WEDS) Strategic Review (Jan – Mar 2023)**
Strategic Review and options appraisal of the WEDS Programme, focussing on stakeholder engagement and programme governance.

ⓘ **Government of Jersey**
November 2021 – March 2022
Feasibility Review of the potential reprovision of Radiotherapy Services. Kathy specifically focussed on clinical engagement**.**

ⓘ **Sherwood Forest Hospitals NHS FT**
August 2021 – April 2022
Senior support for the development of a Full Business Case (FBC) for investment in a comprehensive Electronic Patient Record (EPR) system, supported by the NHSX Unified Tech Fund.

ⓘ **Welsh Community Care Information System (WCCIS)**
November 2018 – July 2021
Strategic review of the Programme (2018) and subsequently Programme Director of the Welsh Community Care Information System Programme.

ⓘ **NHS England, Global Digital Exemplar Evaluation Programme (Oct 2017 – July 2021):**
Independent academically led evaluation of the GDE Programme, a key component of the NHS England digital strategy, providing formative and summative feedback to support a dynamic knowledge led approach.

ⓘ **Cwm Taf Health Board, Rhondda Cynon Taf and Merthyr Tydfil County Borough Councils(2017), WCCIS Review & Health Check:**
Independent review of joint plans and readiness of the two local authorities and the health board to implement Welsh Community Care Information System (WCCIS).

ⓘ **NHS Wales Information Service (2016/7), Development of Digital Maturity Matrix for Wales:**
Assessment framework for Wales to understand readiness of NHS to take forward implementation of the Welsh Strategy.

ⓘ **NHS Improvement, DPSIMS Programme (2017):**
Led work with over 100 different stakeholder groups to ensure buy-in and contribution to development of new NHS England National Patient Safety Information System to support incident reporting, learning and continuous improvement in all areas of health and care services.

ⓘ **AXA PPP Health Tech & You Programme   (2014 – 2018), Digital Health Expert Advisor:**
Worked with the AXA team and partners, including the Design Museum, to develop and deliver the Health Tech and You Programme to identify and promote innovation and development in leading edge personal health tech.

ⓘ **Dorset Healthcare University NHS FT (2015 - 2016), Strategic Review of Digital & Information Technology, Services, Systems, and Capabilities**:
Set out recommendations for improvements to governance; service delivery of informatics; benchmarking and best practice. Led appointment to a Chief Clinical Information Officer post, action plan, personal coaching, and mentoring support to the job-share appointees.

ⓘ **Equality & Human Rights Commission (2015), National Programme Director, Public Services Strategy:**
Development of Public Services Strategy; governance for setting strategic and annual priorities; increased impact through the development of key strategic partnerships.

ⓘ **NHS England (2013 – 2014), National Programme Director, Digital Health and Care**
Key programmes included **Patient Online**, national change programme to incentivise and support GP practices to offer online services and access to records and promoting these new facilities to patients; managing development of strong relationships with key stakeholders, including BMA, RCGP, DH, Monitor, CQC, key suppliers, and industry bodies; **National Electronic Prescribing Service (EPS)** led programme through Cabinet Office Gateway 5 Review, improved relationships and profile with leading dispensing pharmacy suppliers including Boots and Lloyds.

ⓘ **NHS Commissioning Board (2012 - 2013), Information Strategy Transition Director:**
Strong and visible leadership at national level to ensure that the aims and objectives set out in the DH Information Strategy, The *Power of Information* and the strong stakeholder partnerships built to support its implementation were effectively transitioned into the new system arrangements.

ⓘ **Department of Health, Informatics Directorate (2009 - 2012), Director, Policy Planning & Information Governance:**
Led national informatics and information governance policy and planning through a period of wholesale system change. Established Informatics Policy & Planning team. Publication of the *Information Strategy for Health & Social Care in England: The Power of Information,* July 2012. Public consultation on the 2010 Government policy White Paper *the Information Revolution*. In partnership with RCGP produced influential policy guidance, *Patient Online: A Road Map*. Ensured informatics priorities were effectively reflected in national NHS annual planning and performance cycles 2008/09 to 2013/14 and Government's Structural Reform Plans; successful passage of the informatics elements of legislation through parliamentary processes.

ⓘ **NHS Connecting for Health National Programme Director (2007 - 2009),** *key projects: Mainstreaming IM&T,*
instigated, designed and delivered national programme to ensure IM&T repositioned into mainstream NHS planning and priority setting, that benefits from the planned £12.4 billion investment were ambitiously pursued, measured and monitored at all levels; NAO accredited NPfIT Benefits Statements; widespread take-up of benefits management and business change framework to support delivery and monitor and measure key benefits of NPfIT, based on best international evidence and practice.

ⓘ *CfH Evaluation Programme* **(CFHEP),**
delivered second phase of £6m independent evaluation of impact of the NPfIT. Programme has contributed significantly to international academic evidence base for health informatics.

ⓘ **UK Department of Health, (2005 – 2007),**
National Implementation Director, Picture Archive and Communication Systems (PACS) Programme:
Led turnaround stakeholder engagement, performance management and business case development for this £1 billion major component of the NHS National Programme for IT (NPfIT), delivered across NHS acute sector within 18 months, making England the first G8 country to have PACS in every acute hospital, underpinning delivery of Department of Health policy to improve diagnostic services and reduce waiting times. Turnaround of clinical engagement partnering with National Clinical Lead, moving relationship from disillusionment and frustration to sharing platform with clinical leaders for prestigious industry award.

Previous Local and Regional Roles in NHS and Social Care:

ⓘ SW London and St George's Mental Health Trust, 2004 – 2005, Board Director, Modernisation.

ⓘ South West London and St George's Mental Health Trust, 2003 – 2004, Borough Director, Wandsworth

ⓘ West London Mental Health Trust, 1996 – 2003, final post Director of Performance & Information

ⓘ NW Thames Regional Health Authority, 1991-95, Planning & Coordination Manager

Recent Publications

ⓘ Final Report of the GDE Evaluation Programme 2021, https://www.ed.ac.uk/usher/digital-exemplars/final-report

ⓘ Other publications as member of GDE Evaluation Programme team:

- *Promoting_interorganisational_knowledge_sharing: A_qualitative_evaluation_of_England's Global Digital Exemplar and Fast Follower Programme*

- *Benefits_realisation_management_in_the_context_of_a_national_digital_transformation initiative in English provider organisations*

- *Inter-organisational knowledge sharing to establish digital health learning ecosystems qualitative_evaluation_of_a_national_digital_health_transformation_programme_in England*

- *Using Blueprints to promote interorganizational knowledge transfer in digital health initiatives: A qualitative exploration of a national change program in English hospitals*

- *Formative_independent_evaluation_of_a_digital_change_programme_in_the_English National Health Service study protocol for a longitudinal qualitative study*

ⓘ Series of thought pieces on health technology for AXA PPP, republished by Huffington Post

ⓘ January 2017, co-authored the *Principles of Information Sharing* policy position paper, for techUK