



AT A GLANCE

 **30+**

years' healthcare consultancy experience

 **15+**

NHS, independent and international assignments

 **6 years**

NHS Foundation Trust Board – Deputy Chair and SID

 **CIM**

Postgraduate Diploma in Marketing

SECTORS

- ① NHS trusts & foundation trusts
- ① NHS private patient units
- ① Independent healthcare providers
- ① International health systems
- ① National NHS bodies
- ① Third sector

QUALIFICATIONS

- ① Postgraduate Diploma in Marketing (CIM)
- ① Associate Member, Royal Society of Medicine
- ① Past Chair, CIM Healthcare Industry Group

CONTACT

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Unlocking commercial growth in healthcare – private patient strategy, marketing and engagement that grows income and improves patient experience

Liz is a highly skilled healthcare marketing and commercial strategist with over 30 years' consultancy experience across the NHS and independent sector, in the UK and internationally. She is a leading adviser on NHS private patient services – reviewing, pricing and growing private practice for major NHS trusts – and on marketing, communications and patient engagement. Six years as a Non-Executive Director and Deputy Chair of an NHS Foundation Trust give her strong Board-level governance experience.

KEY EXPERIENCE

- 📄 **Private Patient Services.** Reviews and growth strategies for NHS private patient units, including Guy's & St Thomas', the Royal Free, Spencer Private Hospitals (East Kent) and Western Sussex.
- 💷 **Commercial & Pricing.** New tariffs, pricing structures and insurer contracts; commercial due diligence and business plans for private patient investment.
- 📋 **Marketing & Market Research.** Marketing strategy, planning and research, including LaingBuisson keynote reports on the UK self-pay and cosmetic surgery markets.
- ⚙️ **Communications & Engagement.** National communications plan for Ireland's Individual Health Identifier; patient and public engagement.
- 🚩 **Strategy & Business Planning.** Five-year strategic development programme for the Royal Orthopaedic Hospital; benchmarking and service reviews.
- 📈 **Governance & Board Leadership.** Deputy Chair and Senior Independent Director, Burton Hospitals NHS Foundation Trust; Chair, Birmingham Law Centre.

CLIENTS INCLUDE

NHS Trusts · NHS Private Patient Units · Independent Healthcare Providers · Health Service Executive (Ireland) · Government of Jersey · National NHS Bodies



CAREER SUMMARY

In-Form Solutions Ltd *Associate Consultant* **PRESENT**

- ① Strategic management and planning support for commercial and NHS private patient units, and strategic marketing and communications for a range of organisations (ongoing).

Independent Consultancy *Healthcare Marketing Consultant* **NOV 1995 – PRESENT**

- ① Market research, marketing strategy and planning, communications and engagement for NHS and independent healthcare clients.
- ① Business development and commercial assessment, including UK and international markets for private healthcare.

Burton Hospitals NHS Foundation Trust *Non-Executive Director* **APR 2009 – MAR 2015**

- ① Deputy Chair and Senior Independent Director from 2011; Chair of the Remuneration Committee and Board sustainability lead.
- ① Non-executive lead for adult and children's safeguarding, dementia and Freedom of Information appeals; chaired senior medical recruitment and disciplinary appeal panels.
- ① Helped develop the future strategy for the Trust, including its community hospitals in Lichfield and Tamworth.

Birmingham Law Centre *Chair* **FEB 2013 – JUN 2013**

- ① Strategic business development and corporate governance.

Professional Roles

- ① Past Chair of the Chartered Institute of Marketing (CIM) Healthcare Industry Group and Chair of the CIM National Market Interest Group Board; Associate Member of the Royal Society of Medicine.



ASSIGNMENTS & EXPERIENCE

PREVIOUS ASSIGNMENTS

Health Service Executive, Ireland INDIVIDUAL HEALTH IDENTIFIER · 2015

- ① Designed and wrote the communications plan for introducing the new HSE patient number across Ireland.

Mid Essex Hospital Services NHS Trust 2011 – 2015

- ① Benchmarking review of hospital services, with deep dives into corporate services and long-term care (2011/12).
- ① Review of the Private Patient Unit, developing management controls, a new tariff and pricing structure, insurer contracts and marketing (2014/15).

Guy's & St Thomas' NHS Foundation Trust PRIVATE PATIENT STRATEGY · 2014 – 2015

- ① Strategic review of opportunities to develop specialist services for private patients.

Princess Alexandra Hospital NHS Trust PRIVATE PATIENT STRATEGY · 2014

- ① Strategic review of private patient services, including future development options and market assessment.

Royal Free London NHS Foundation Trust COMMERCIAL DUE DILIGENCE

- ① Assessed the potential to turn around the private patient unit and invest in expanding private practice, and supported the business plan for a mixed private and NHS step-down and rehabilitation facility.

Western Sussex Hospitals NHS Foundation Trust PRIVATE PRACTICE GROWTH

- ① Assessed the commercial viability of three private patient units and developed and implemented a strategy to grow the private practice business.

Birmingham Women's Hospital NHS Foundation Trust MARKET ASSESSMENT

- ① Assessed demand for gynaecology and maternity private patient services under different investment options, with marketing advice and price benchmarking.

Orthopaedic Hospitals ROYAL ORTHOPAEDIC & ROYAL NATIONAL ORTHOPAEDIC

- ① Royal Orthopaedic Hospital: development of private patient services and a dedicated PPU, a five-year strategic development programme and ongoing marketing and patient experience support.
- ① Royal National Orthopaedic Hospital: marketing and business planning for private patient services.

States of Jersey Health & Social Services PRIVATE PATIENT SERVICES

- ① Review of the private patient service and future opportunities, including marketing strategy, new pricing structures and contracts with private medical insurers, and operational support.

National NHS Bodies NHS INSTITUTE & FOUNDATION TRUST NETWORK

- ① Marketing and communications support for the NHS Institute for Innovation and Improvement, tailoring its approach to frontline NHS teams.
- ① Advisory support for the Foundation Trust Network communications strategy, including case studies and networking.

Independent Sector MARKET RESEARCH & BUSINESS DEVELOPMENT

- ① LaingBuisson: research and keynote reports on the UK self-pay, cosmetic surgery and NHS PPU markets, consultancy for leading providers and regular conference speaker.
- ① Marketing and business development for One Healthcare Partners, Integrated Neurocare, Healthcall Optical Services and Intuition Communication.