



## Martin Land Director

### Martin's core skills are 3-fold:

**Strategy development and implementation** has been a core part of Martin's work, such as developing strategies to help organisations prepare, respond and adapt, particularly during periods of structural change or to support new developments. Examples include integrated business plans for successful NHS Foundation Trust applicants, commissioning strategies for PCTs and business cases for new or redesigned services, such as hospital redevelopments.

**Service review, evaluation and improvement** has been a further main area of work, such as reviewing clinical services, at local and national levels, through the rapid assimilation and analysis of information, both qualitative and quantitative. Such sources provide the foundation for service evaluation, then complemented by applying selected improvement techniques. Projects delivered range from individual clinical service reviews, to work across pathways, such as emergency care, and whole health economy partnerships.

**Project management and facilitation** on behalf of clients. Project examples include major service reconfigurations, from developing new clinical models and analysing the impact on activity, through to preparing public consultation documents. Facilitation work includes supporting clinical engagement events, board timeouts and input on health policy for leadership and management development of clinicians.

### Career Overview

Martin began his NHS career as a graduate trainee and following ten successful years in NHS general management made the transition to consulting in 1999. Building on experience and progression at KPMG Consulting and York Health Economics Consortium (part of the University of York), Martin set up Landmark Health Consulting in 2002. Martin has been an Associate at the King's Fund, the country's leading health think tank, since 2006.

### Examples of Projects Delivered

#### Strategy development and implementation

- Salford Royal NHS Foundation Trust – strategic advice and support including: the refresh of the Trust's 5-year Service Development Strategy; project management and input to its original application to become an NHS Foundation Trust; preparation of the Trust's response to a local reconfiguration; and writing the successful Full Business Case for a major (circa £200m) hospital redevelopment, resourced by a combination of Treasury and PFI funding. Other work for the Trust includes preparation of a business development framework, research on integrated care, facilitation of board-to-board meetings and whole health economy events to develop an unscheduled care partnership.
- Department of Health – working to the National Clinical Director, developed a specification for the re-tendering of the National Diabetes Audit, the largest clinical audit in the world.
- NHS Diabetes – conducted a scoping study to investigate the impact of primary care commissioning on how services for people with diabetes are commissioned and provided, to inform the strategic response of NHS Diabetes. Further studies completed which analyse and present health economic evidence on supported self-management for people with diabetes, within a wider 'high impact change' programme.
- Royal Brompton and Harefield NHS Trust – preparation of a Strategic Outline Case for the re-provision of inpatient services at Harefield Hospital (now an NHS FT, project undertaken with Care Consulting).
- Sandwell and West Birmingham Hospitals NHS Trust – initial development, modelling and detailed analysis of options for the future configuration of hospital services, in the context of a programme of major health economy reforms. This included preparation of the public consultation document for this high profile reorganisation affecting surgery, paediatrics and neonatal care, which has now been implemented. Other work for the Trust includes facilitation of events, such as clinical time outs and strategy development in ophthalmology.

## **Service review, evaluation and improvement**

- Rheumatology Futures Project – project manager for a national study, delivered by the King's Fund and undertaken in partnership with YHEC, to investigate patient and professional perceptions of services for people with rheumatoid arthritis.
- Salford Royal NHS Foundation Trust – led the data analysis and interpretation elements of a major project to evaluate and improve patient flows, with particular emphasis on separating acute and elective activity.
- Enfield Council – support for the Council's Scrutiny Committee including analysis of the potential impact of plans for local NHS reconfiguration, followed by technical advice for a wider Joint Scrutiny Committee covering three London Boroughs (with the King's Fund).
- BUPA Hospitals Ltd – strategic development of individual service lines, such as ophthalmology and orthopaedics. This work formed part of developing the strategic response of this major independent sector provider (now Spire Healthcare) to reforms in the UK health market and was undertaken with Care Consulting.
- States of Guernsey – managed clinically-led reviews of anaesthetics and radiology services in Guernsey (as an Associate of the King's Fund).
- Bradford Teaching Hospitals NHS Foundation Trust – completion of a wide range of reviews, from critical care to children's services, to improve performance and reorganise service delivery, such as the development of a new Digestive Disease Centre.
- North Manchester Hospital NHS Trust – projects to independently assess changes in casemix complexity and to review the appropriateness of admissions and ongoing care for all hospital inpatients (now Pennine Acute Hospitals, projects undertaken at YHEC).
- Performance improvement and evaluation – delivery of projects at major teaching hospitals whilst at KPMG Consulting and management of a national functional benchmarking service.

## **Project management and facilitation**

- Six Degrees Social Enterprise CiC – facilitated the formal launch of this new organisation which provides primary mental health care services for Salford and beyond.
- NHS Salford PCT – project management and support to develop the PCT's 5 year strategic commissioning plan, including facilitating engagement events and document preparation.
- Quality in a Cold Climate – project management support and direct input on this King's Fund work programme focused on quality and productivity challenges facing the NHS.
- NHS Herefordshire – support for the PCT Board in developing its governance arrangements, as a body integrated with the Local Authority, to assist delivery of its strategic plan.
- Liverpool Cardiothoracic Centre NHS Trust – input on national health policy and facilitation of a Trust Board timeout (now Liverpool Heart and Chest Hospital NHS FT).
- National Clinical Assessment Service – development of a national framework for clinical and organisational re-entry for doctors (i.e. return to work) following assessment for performance problems (with Sheffield University).
- Yorkshire and Humber Public Health Observatory – investigated and established a network of health policy leads across all local authorities in the area. After the initial dissemination and awareness raising, Martin led a local evaluation of the subsequent use of health profiles.
- University College London Hospitals NHS Foundation Trust – input on health policy and the organisation of the NHS as part of management and leadership development for junior doctors and new consultants (undertaken with The Learning Connection).
- County Durham and Tees Valley WDC / SHA – conducted a training needs analysis for cancer staff, using an innovative technique based upon competency frameworks. The project included workforce mapping across 3 Trusts and 10 PCTs.

## **Personal Attributes**

Martin is flexible, responsive, and independent in his work supporting clients. Martin has excellent interpersonal skills, is experienced in supporting people from ward to board, and rapidly establishes personal credibility and rapport. Highly motivated by working with people to help resolve complex challenges, Martin works collaboratively and with a determination to clarify the problems faced, design the appropriate response and drive towards the desired, explicit outcome.