



Rebecca Brown Director, 7House

Rebecca is an experienced consultant with a broad range of skills applicable to the NHS and other healthcare projects. After training and practicing as a therapy radiographer, Rebecca moved into management consultancy in 1998 working first at KPMG, followed by 2 years as an associate before joining Tribal's Healthcare Practice in June 2005. Rebecca has undertaken a range of projects requiring her clinical and service improvement experience. She has managed complex programmes of work which incorporated a range of stakeholders such as the NHS West Yorkshire ISIP and Project manager for Pathway redesign and clinical audit in North Yorkshire and York PCT. Rebecca has delivered a wide range of projects, recently achieving tangible improvements in performance at a radiology department through redesign involving both private sector and NHS providers. Rebecca is proactive and enthusiastic and has excellent interpersonal and organisational skills.

Relevant experience and examples of previous projects

- **Programme for Achieving Commissioning Excellence** – Rebecca was programme lead for the FESC 'Programme for Achieving Commissioning Excellence (PACE)' with NY&YPCT. This involved the overall management of 6 work streams aimed at enhancing the Commissioning capability within the PCT and delivering significant cost savings. Rebecca also led the development of a strategic model for the commissioning of health care across North Yorkshire and York (circa 900,000 population). The model was adopted as the future strategic framework for care delivery by the largest Primary Care Trust in UK Also more recently Rebecca led the service redesign element of the programme including stakeholder consultation with Multi Disciplinary Teams. Implementation of a utilisation management tool, to provide evidence to support a radically different approach to providing services for the total population.
- **Yorkshire Eye Hospital** – Rebecca led an Option appraisal and service redesign project, working with clinical teams to identify opportunities to improve processes, realising efficiencies and improving throughput.
- **Strategic Service Development Planning – East Lancashire PCT** –Rebecca led the work to update the SSDP, including a critical examination of the provider function, with emphasis on identification of gaps and duplication in service.
- **Connecting for Health** – The Office of the Chief Clinical Officer (OCCO) within NHS Connecting for Health, OCCO is examining possible models for a national Clinical Content Multiprofessional Assurance Service (CCMAS) to support the development and assurance of professional clinical best practice. Rebecca led stakeholder development work for allied health professionals, to devise a set of options for assurance model for the Electronic Patient Record (EPR). Assessing 21 assurance models prior to inviting stakeholders to contribute to the further development of the models by taking part in a pre-arranged, telephone, semi structured interview/questionnaire.

- **Diagnostic Treatment Centre Strategic Outline Case – Bolton PCT** – Rebecca updated the SOC, including extensive stakeholder consultation to agree services for inclusion in the centre.
- **Sandwell and West Birmingham Hospitals NHS Trust** – in the context of a programme of major health economy reforms and a pending foundation trust application, Rebecca wrote Summary Service Descriptions for all medical specialties.
- **Partnerships UK – Pathfinder PCTs London** – working with AT Kearney as clinical advisor to a group of ‘pathfinder’ PCTs in London, to determine and implement a strategy for community health improvement. Key programme deliverables included: tailoring planning templates for service reviews; internal and external analysis of provider services; reviews of service strategies.
- **Service Improvement in Radiology, North Manchester Hospital** – working with private sector partners Boxwood, Rebecca supported the Trust in identifying service improvement opportunities within Radiology. In leading the cross Trust demand planning workstream, Rebecca focused on ensuring capacity is maximised, by eliminating operational barriers, extended waits and costs associated with un-forecasted peaks and troughs. Key outcomes from the programme included;
 - Reducing patient waiting time through smoothing demand at NMGH by rescheduling outpatient clinics.
 - Boosting productivity and easing the reporting bottlenecks through radical workforce planning after the re-evaluation of job plans.
 - Making use of available out of hours resource (especially 5-8pm).
 - Incremental capacity improvements in core modalities of CT, X-ray, MRI and Ultrasound.
 - Resolving bottlenecks caused by portering and other support service processes.
- **Emergency Care Pathway - Surrey and Sussex** – supporting the Trust in reviewing radiology and the part it plays in the emergency care pathway, identifying opportunities to smooth workflow, improve efficiency and patient experience.
- **Lean in Healthcare at Calderdale and Huddersfield NHS Trust** – using a lean methodology, identifying savings, efficiencies and productivity improvement. Rebecca led the workstream for Radiology, utilising a bottom up approach to underpin service redesign, which included engagement of a wide stakeholder group to ensure the sustainability of implementation.
- **County Durham and Tees Valley WDC** – developed a training needs analysis for cancer staff, using an innovative technique based upon competency frameworks. The project included substantial elements of workforce mapping across 3 Trusts and 10 PCTs, and the outcome was presented to the national cancer workforce leads.
- **North and East Yorkshire and Northern Lincolnshire Workforce Development Confederation** – collation and analysis of data on workforce trends to support the local delivery planning process.
- **Core Learning Unit Funding Option Appraisal** – investigated and established funding options for the unit, consulting key stakeholders and potential customers. The work included the preparation of financial and economic appraisals and risk assessment for the proposed options.
- **Integrated Service improvement Program (ISIP) Field Support** – facilitating a benefits-led approach to improving services, the project including developing a strategy to work with multi-agency Local Health Communities to reform service provision.
- **Mid Cheshire NHS Trust** – completion of a wide range of reviews to improve performance and reorganise the delivery of key support services, such as the development of a new model for administration support.
- **NEYNL - Productive Time Toolkit** – development of a toolkit, facilitating effective management of absence, reducing turnover and increasing retention of NHS staff. The project included piloting an evidence based approach to redesigning the A&C provision within a large teaching hospital.

- **Bradford Teaching Hospitals NHS Trust** – analysed expenditure across the supply chain, clinical and non-clinical, and identified opportunities to re-engineer the processes involved to deliver substantial financial savings.
- **Interim Project management** - transfer of care from Acute to community as part of a large Fit for the Future change programme within North Staffordshire and Stoke health economy.
- **NHS Institute** – Rebecca is part of the extended offer team, delivering consultancy support to various PCTs and Trusts.
- **Partnerships UK** – running confirm and challenge sessions with the provider arms of PCT, sitting on a panel, questioning the service managers and clinicians around service configuration and sustainability.