



## Suzanne

### Personal Profile

A Public Sector oriented Consultant with wide and successful experience in NHS and Social Care transformation, service improvement and programme delivery including: System resilience, QIPP, CIP and CRES design and delivery, Care Act and BCF implementation, Turnaround and recovery programmes, tender and bid writing and procurement, LEAN and 6 Sigma service redesign and transformation of whole clinical pathways (Planned and unplanned (including Winter pressures)), Integrated service design, clinical stakeholder relationship management, procurement, CSU, contracting and commissioning (including AQP) strategy, organisational and change management (including stakeholder engagement and communications), Foundation Trust application and IBP production, Health and Social Care Integration programmes and quality and KPI delivery (including CQUINs).

Fully versed on current policy, latest policy changes and the complexity of the entire Health and Social care economy.

I am qualified to practitioner level in LEAN Six Sigma (Black belt), Prince 2 and MSP. I also have an MBA (Change management and transformational design).

My approach is hands-on and outcomes focussed with a reputation for successful delivery and knowledge transfer.

### Recent Roles and Experience

#### Interim Assignments Included:

#### Current – LLR Strategy and integration Specialist

Multi-Stakeholder post covering 3 Councils, 3 CCG's, Acute, Community, Mental health and Voluntary Sector providers. Specific deliverables;

- Urgent care resilience and recovery plan – including Step Up/Step Down integrated pathway redesign, 4 hour performance and reducing avoidable emergency admissions and readmissions
- Implementation plans BCF
- Transformation of services and pathway redesign
- Implementation of BCF with the CCGs
- Whole system re-design

#### Tender writing and outcomes

August 2015

Tender for Independent Health Group – Elective Surgery contract for a SW Consortium of CCG's – successfully won the tender

**Tender for Tewkesbury GP Cluster – APS GP surgery contract – successfully won the tender**

**Tender for Bristol GP Consortium – Contract to take over a neighboring Health and Wellbeing and Primary care centre – successfully won the tender**

**Independent Health Group  
Business development**

**January 2014 – current**

Heading up a programme of work supporting mobilisation of new service pathways and locations, engaging all stakeholders.

- Contract management and negotiation
- Bids and tenders
- Marketing
- Sales and CRM

**Swindon CCG  
Transformation, QIPP and Service re-design**

**March 2013-January 2014**

- QIPP lead including delivery of Mental health, Urgent Care (Discharge and re-admissions, A and E, 4hour target, Ambulatory and Self-care) and Elective workstreams through LEAN transformation, contract variation and re-design (£9m target)
- Urgent Care and Winter Planning/ System resilience focus including;
  - Service re-design workshops for pathway redesign of ;
    - Mental health
    - COPD
    - Heart Failure (including BNP pilot)
    - IVI Therapy
    - Hot tots clinic
    - Pediatric emergency admissions
    - Urgent Care Hub
    - LTC and EoL
  - Single point of discharge pilot
  - Real time patient flow software and risk stratification tools implementation
  - Winter Planning:-
    - Escalation & Demand
    - Additional Capacity
    - Metrics
    - Communication Planning
    - Governance Arrangement
- Head of PMO –from set-up to training and mentoring project managers
- LEAN approach looking at re-design of the whole Patient pathway from self-care to discharge and re-admission
- Co-ordination of whole Healthcare economy approach (multi-provider) and integrated systems –community provider, Borough Council, Voluntary sector, Primary care and acute
- Service re-design through thorough benchmarking, analysis and best practice research
- Integration and transition of services through merger and partnership and procurement

- Designing and implementing an organisation wide PMO for implementation of all the QIPP workstreams and programme boards including project manager training
- Delivery of full quality and change management agenda (including cultural and behavioral change)
- Input to 5 year Strategic and operational plan
- Lead for AQP contracts and performance
- Stakeholder engagement lead –ensuring clinical input into planning
- Account lead for CSU-CCG customer relationship

**Mid Essex CCG**

**December 2012 – March 2013**

**Consultancy support for Authorisation (Part-time)**

Working with the CCG to support Wave 4 authorisation for 1<sup>st</sup> April 2013. Assisting with various strategies including the integrated plan, Clinician input, Site visit actions, SDMP, Comms and engagement plan and others. QIPP and quality implementation Analysis and interpretation of data and information sources to ratify assumptions. Established a PMO and full governance framework

**Marie Curie Cancer Care**

**December 2012 – February 2013**

**Director Transformation and Turnaround (£23m cost reduction)**

Working with the charity to produce an options appraisal with regards to future service models and turnaround—including new acquisitions of hospices, integration with NHS community providers and Care closer to home. Set-up a Central PMO and governance structure

**5 Boroughs Partnership Mental health acute Trust**

**July 2012 – December 2012**

**Director Transformation and QIPP/CIP**

Responsible for reviewing current QIPP processes, redesigning a new methodology fit for purpose across the organisation, merging 2 transformation teams from 2 organisations, implementing the improved methodology and structure. Also led the team through major LEAN transformation programmes including;

- CIP and QIPP -£32m target
- PMO set-up and training
- Stakeholder and engagement and participation
- Discharge and re-admissions plan
- Contract negotiations for cost saving
- Urgent and emergency care
- Acute Care pathways
- LLAMS
- Estates
- Creating time to care
- IT PAS implementation
- Data and information analysis to support evidence based

**LLR CCG Cluster**

**May 2012 – September 2012**

**CHC Programme Development Consultant**

Completing a review of options and clear recommendations on future organisational arrangements for the CHC team. Including assessment of the current state, developing a detailed project plan and operational policy and getting sign-off by all key Stakeholders, including working closely with 3 separate CCG GP groups. Existing contract negotiation for CHC and ICEs

Options included;

- Manage all CHC care groups together in one team or have separate solutions
- Keep contracting and assessment/ care management together or pursue separate arrangements
- Keep a joint LLR arrangement or separate City / County arrangements
- Which provider option to progress:
  - Open procurement
  - CSO
  - CCG hosted
  - Integration with LA/s

**Bridgewater Community Healthcare Trust**  
**FT Application Commercial Director**

**Feb 2012- May 2012**

Leading on the Trust's application for FT status

- IBP production including turnaround strategy and LTFM
- Governance and Assurance
- Full PMO and Stakeholder engagement
- CIP and LTFM planning
- QIPP and Service re-design
- Business Improvement
- Service re-design including LTC and MH
- Change management and stakeholder engagement
- Procurement and Contracting rationalisation
- Estates rationalisation and merger/acquisition planning

**Borough of Poole Council**  
**Transformation and Organisational re-development**  
**Associate Director of Transformation**

**Nov 2011- March 2012**

Leading on the LEAN Transformation of the Council through a series of workstreams into People, Places and Resources-

- Adult Health and Social Care Integration – Developing Customer journeys and mapping new pathways for LTC, Reablement, Safeguarding and Hospital discharge enablement
- Children's services – Pathway re-design and integration
- Families with complex needs
- Infrastructure- including StreetScene
- Economic development
- Business Improvement

Year 1 efficiency target of £13million through MTFP planning and structural re-design option planning and delivery. Multi-stakeholder engagement; Councillors, Staff, NHS partners, CCG's, Tertiary sector and peers.

**DCH Trust**

**June 2011- Dec 2011**

**Director of Operations and efficiency**

Responsible for Transformation of the organisation in terms of Clinical re-design, care pathway set-up, Organisational Development, People Strategy and Support Services. Incorporating FT application IBP and £32 million QIPP/CIP savings target over 5 years

**RUHB Acute NHS Trust, FT and QIPP and OD**

**Nov 2010-June 2011**

**QIPP Director**

QIPP Organisational Development and Transformation programme taking it from a floundering turn-around programme to deliver tangible Quality and Efficiency deliverables, via multiple workstreams and developing a Trustwide strategy for QIPP. Incorporated into the planning was the FT application and wider issues of CIP and CRES shortfalls.

- FT application IBP
- £23million savings target
- Production of QIPP strategy
- CRES and CIP planning
- Service redesign

**GCS PCT provider Organisation**

**June to Nov 2010**

**Joint Director of Operations**

- Developed and delivered IBP and Social Enterprise planning- Financial readiness and efficiency deliverables
- HR and OD strategy development and implementation
- Strategic Project plan and key governance and assurance
- Stakeholder engagement with internal Staff, external parties (Acute, PCT, Council, Voluntary groups)
- Comms planning and delivery
- Set-up Steering and working groups
- Project planning workstream groups and all project documentation using P2
- Linked to QIPP and CRES efficiency saving plans

**Sue Ryder Care**

**June-July 2010**

**Audit and QA of Financial Business case**

- Comprehensive audit for takeover of a new Hospice from the PCT
- Ratification of financial assumptions and clinical modelling

**NPS NHS Trust**

**Jan-June 2010**

**Director of Operations - FT and QIPP service re-design**

Service re-design for 3 Clinical workstreams

- £300k efficiency saving through delivering LEAN principles to redesign the CES service
- FT scoping and planning
- LEAN Rapid Improvement event organisation and facilitation
- Interagency stakeholder engagement and cross-functional policy/strategy
- Acute trusts, PCT's, Providers, Borough and City Council

**BCH NHS Trust**  
**Director of Transformation**

**Sept 2009-Feb 2010**

Clinical service re-design, QIPP and CRES transformation programme, multiple Clinical and non-clinical workstreams, Social enterprise scope and planning.

- NHS and Health and Social services integration, FT application
- Scoped, planned and implementation strategy for future Social enterprise
- Multiple workstreams and Project leads/managers including Transformational re-design and rationalisation
- Cross functional Stakeholder engagement and Board accountability.
- £23 million turnover, £3million pound efficiency saving

**UH Bristol NHSF Trust**  
**Programme Manager**

**March to Sept 2009**

LEAN re-design, QIPP programme efficiency savings/CRES target realisation.

- Multiple workstreams e.g. Theatre Clinical Supplies Project to reduce theatre clinical supplies costs by 15% and ensure UHBristol achieving best value for money.
- Achieved saving of £2.8million
- Surgery, Orthopaedics and Emergency services re-design

**NHS G**  
**Strategic Transformation**

**July 2008 -March 2009**

Managed the strategic planning, review and delivery of multiple Clinical programmes;

- Service redesign and Transformation using LEAN
- QIPP PMO and workstream alignment
- Integration with County Council providers
- Redraft of Procurement strategy
- £11million budget
- Organisational Development plan
- WCC assurance submission
- New build (PFI and Procure 21) Community Hospitals
- LAA and Shared service commissioning
- Market Management strategy and Contestability framework
- Clinical Pathway re-design
- Efficiency (implementing LEAN) and Cost saving
- Development of Business cases from SOC to Full Business case
- Performance monitoring, KPI framework
- Other schemes of delegation including Specialised commissioning
- Led the vision, strategy and business planning process.

**West Midlands Specialised Commissioning Group  
Programme Director of Acute Commissioning**

**April-June 2008**

Responsible for delivering multiple workstreams;

- Provision of assessment and recommendation on performance improvement issues
- Delivery of a prioritised project plan with milestones for implementation and achievable savings.
- Development of KPI framework and QIPP agenda
- Performance management acute contracts
- Definition set rationalisation, service specification production, all service contract rationalisation
- Delivery of two MDT workshops on collaborative team working; developed teams and actions to bridge key gaps

**NHS South Gloucestershire  
Director**

**Jan-March 2008**

Responsible for streamlining the following projects ;

- Scope, analysis and implementation of Organisational development strategy, Market development strategy and Contestability framework
- Redefined the market and reconstructed all contracts according to priority.
- Defined JSNA, TCS, CAMHS, WCC assurance, Shared service LAA, Personalisation Agenda Strategy, QIPP.
- Refresh of Procurement strategy and implementation plans

**North Bristol NHS Trust  
Programme Director**

**Sept-Dec 2007**

Responsible for ;

- Scope and deployment of Functional Neurosurgery contract, programme and capital equipment
- Business case, procurement, Clinical service configuration, Clinical pathway and service re-design.
- Contract renegotiation

**NHS Direct  
Director Corporate Development**

**March-Sept 2007**

Responsible for;

- Corporate planning, marketing of services and new product development
- Strategic planning and review of business direction and focus
- Commissioning assessment and re-organisation, efficiency savings

**South West Specialised Commissioning Group**

**Sept 2006 -March 2007**

## **Director Commissioning Strategy**

Responsible for ;

- Commissioning Adult and Social Services, Mental Health including CAMHS , NMD and Renal
- Designation of Specialised services, service specification planning and procurement.
- Business case strategy, OGC compliance and HRG4 implication.
- World class commissioning strategy

## **Norfolk and Norwich NHS Trust Organisational Development**

**Feb-August 2006**

Responsible for ;

- End to end clinical pathway redesign for emergency and elective care
- Reduced LOS; quality improvements in theatres; financial savings and a recognised methodology for introducing sustainable change and performance management.

## **SW Yorks NHS Trust Bid Director**

**June-Feb 2006**

Responsible for ;

- Preparation of Board for Monitor assessment of readiness and rigour of Foundation Trust application
- Reviewed business plans and tested financial scenarios for reality and ability to deliver.

## **Various other assignments from 2002-2006, details on request**

### **Coporate Career Summary**

**Vamedis** (2001 to 2002)

**Sales Director** – E-Procurement solutions to the NHS

Directed the management of an E-commerce solution platform to NHS suppliers and buyers.

**Agenda Multi-Media** (2000 –2001)

**Sales Director** – E-Learning Solutions to Public and Private Sector

**CHKS** (1999 – 2000)

**Management Consultant** – Health Information and Audit Company

**Johnson And Johnson Medical** (1999 – 1995)

Sales Manager, surgical products and instrumentation

### **QUALIFICATIONS**

BSc(Hons) Animal Science, MBA, Prince 2 Practitioner, MSP, LEAN Six Sigma

### **MEMBERSHIPS**

Institute of Health Services Management  
Institute of Interim Managers  
Institute of Business Coaching  
British Academy of Management