

CANVAS

HEALTH EDITION 2018

BY Saxton Bampfylde



**NEW APPROACHES
TO HEALTHY LEADERSHIP**

WELCOME

Welcome to the Health 2018 edition of CANVAS, the sectoral insight update from Saxton Bampfylde.

CANVAS is a platform to share interesting thoughts and perspectives on topics and issues that are relevant and current in your sector. We very much welcome any thoughts, comments, or inputs you would like to share.

We hope you enjoy this edition!

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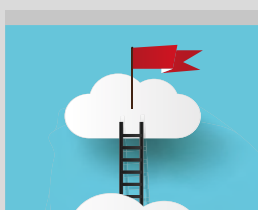
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EDITION OVERVIEW



HATTY CADMAN

Partner, Head of Health Practice, Saxton Bampfylde

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Knitted into the fabric of life stories of all our families, healthcare, and the NHS, have a distinctive place, in British society - recent history, national identity, and future potential. Uniquely political, high profile, loved and criticised, that position gives the sector, and its institutions, distinctive pressures, opportunities and challenges.

The UK healthcare sector is facing unprecedented challenge whilst, in recent years, developing exciting opportunities for cross-sector partnerships, innovation and change. In grappling with these challenges, healthcare leaders have a vital role in preparing their organisations for the future, appraising strategic options and understanding potential. They need to do this whilst equipping their colleagues to serve patients well under significant, often growing, operational pressure. Our healthcare leaders need to be exceptional.


As we consider those leadership pressures, our advisory role in the boardrooms of healthcare organisations up and down the country gives us a distinctive view on the individuals facing up to them, the routes they have taken to senior roles, and the perspectives, skills and approaches they bring. In this edition of Canvas, we consider what can equip those leaders for success.

Bringing in outside experience offers a different lens through which to view an organisation, and can bring new approaches to support change, partnerships and innovation - all of which will be vital to ensuring the sector can thrive in the future.

In this edition we are delighted to speak to Garrett Emmerson, as he reflects on his first six months as Chief Executive of the London Ambulance Service. Previously at Transport for London, he talks about this transition, and the importance of partnership working.

“Bringing in outside experience offers a different lens through which to view an organisation, and can bring new approaches to support change, partnerships and innovation.”

He also reflects on some of the perspectives he has brought to healthcare from his background in transport, and the impact some of those ideas are having at LAS.

Lastly, we include insights on why some leadership roles in healthcare can benefit from cross-sector hires, and reflections from Consultant, Ann Bourne, on tools to help to identify, nurture and strengthen leaders within the health sector. 



LONDON CALLING

Interview with **Garrett Emmerson**, Chief Executive
of London Ambulance Service

As he takes on his new role as Chief Executive of the UK's busiest ambulance service, **Garrett Emmerson** talks about his transition from the transport to the health sector, how his skills and experience have helped him in making this change, and ultimately why London is his calling.

How would you describe your transition from the transport sector to health? Can you outline key highlights and learnings?

I have been here now for over six months, and I have to say that overall the transition has been a smooth and positive experience.

I was at Transport for London (TfL) for nine years, eight in my previous role, and I really did feel it was time for a change. I knew I was looking for something different, but I wanted a role which allowed me to use the skills and experience I had gained at TfL. I was not actively looking to join a specific sector, but knew I wanted to stay in London. When I was approached about this role it seemed to have a number of synergies with my thinking for my next step.

As the recruitment process progressed it became clear that the things that I wanted to do (and thought I could be good at) were also similar to what London Ambulance Service (LAS) felt they needed from a new Chief Executive. Throughout this time I was given a big opportunity to understand the challenges the organisation faced and, as a result there were no surprises when I joined.

It has been an interesting mix of the very familiar and the less familiar, which is what I expected. The terrorist attack at London Bridge was a very immediate challenge coming into the job, unfortunately an aspect of the job that is becoming familiar territory to many of us in the public sector. I had been involved at TfL when the attack at Westminster happened and then, within four days of starting at LAS, here we were dealing with London Bridge.

The operational side of the business and its challenges feel more familiar, as well as some of the other things we need to look at such as our estate, vehicle fleet, IT and corporate governance. These are of course similar across many sectors, but each individual organisation has its own unique issues.

What attracted you most to the role? Was it healthcare, or was it more specifically about this job at London Ambulance?

I think it was about this specific job, rather than the health sector itself. I wasn't looking at a particular industry, but when I was approached I thought the role was very interesting, and I felt that my skills and experience could transfer over.

I did have previous knowledge of the London Ambulance Service having worked alongside the organisation on various areas in the past, including major incident response activity and resilience. I knew some of the challenges from a transport and logistics perspective, but the healthcare side was obviously new.

Before I joined, I knew that the service did amazing work. Seeing the LAS from the inside has only increased my admiration.

How would you say your skills have transferred to the NHS? Are the pressures similar or different, and can you provide examples?

Coming as I did not only from outside the ambulance world, but also from outside the health service, I had to be clear about what I could bring to the role and the organisation to make sure my skills and experience tied up.

When you first join an organisation it is often easier to see what it is already good at delivering, and what needs to improve. The care the LAS provides is amazing, and the Care Quality Commission verifies this with its classification of the organisation as 'outstanding' for care. The job for me is about making sure the organisation as a whole is fit for purpose and can support the front line. This is why we are bringing in a diverse range of skills and capabilities into our workforce, which will make a real difference in the coming months and years.

Working with our Chairman, Heather Lawrence, we have now finalised our senior management team. This has been about getting the right balance of skills and not being constrained by

background or sector, but also ensuring we maintain the core health sector organisational knowledge we need.

The challenges at the LAS are not particularly different to many of those faced by other public service organisations in London. Growing demand, growing population and growing economic success - challenges that most cities would love to have. These have manifested themselves slightly differently in the health sector than they have in the transport sector, but essentially we need to look at how we build a London that can address the needs and expectations of a city with a successful economy and a growing population to continue to deliver better health outcomes.

"The job for me is about making sure the organisation as a whole is fit for purpose and can support the front line."

How have you been received in your new role, coming from outside the sector?

This was something I was very conscious of, taking on this role, but the reception has been so welcoming. You only have to look at what LAS has done in the past two years (by bringing in a raft of new clinical talent from overseas to tackle the shortages it had in the UK) to see that the organisation as a whole welcomes new people. This very much reflects the character of London these days by embracing diversity. The whole organisation has made my transition very smooth, and for that I am incredibly grateful.



What advice would you give to someone thinking about moving to a role in health from another sector?

My first piece of advice would be to do your homework and ensure that the organisation is right for you, and vice versa. That is very important. With my move it was vital for me and the team here that I had the appropriate skills and some existing knowledge of the wider London landscape, for example knowing the broader public and political environments and having managed an organisation at scale in the city. This is important and ensures there are no surprises for either party.

For the additional skills that were needed at executive level, it was also important for me to feel confident that they existed, or that we could recruit to ensure the future team would be successful. It was hugely important to ensure a strong and collaborative relationship with the chairman, board and the executive team from the beginning.

These areas were of fundamental importance to me as part of my move, and the whole process was very thorough to ensure that both LAS and I were comfortable that it was going to work. It really highlighted to me the absolute importance of getting that initial recruitment phase right in a way I had not recognised as keenly before.

Comparing the NHS to TfL, which do you think is the more political environment? Is bureaucracy more apparent in one or the other, or just different?

I would say they are different. The transport sector as a whole is substantially different in London as compared to any other part of the country, in the way it is set up as a part public, part private industry. The health sector in general is more regulated than the transport sector.

“We want to be at the centre of developments in the urgent and emergency care agenda in London.”

What I have observed is that the regulatory machine around the operation of the health sector is stronger but the political scrutiny perhaps less complex. Within transport in London there is a very complex set of political scrutiny arrangements, however these also provide an effective system of regulating and holding the service providers to account, just in a different way. For me, it has been about adjusting to a new environment and operating in a way which is appropriate for the sector as a whole.

How do you interpret the emphasis on partnership working within the NHS? Has this changed your approach - and if so, how?

Historically, ambulance services have perhaps been seen to be on the periphery of the wider NHS system and not at the heart of it, aligning themselves as much to the emergency services world as to the NHS. We are very clear that we want to evolve that. We want to be at the centre of developments in the urgent and emergency care agenda in London and, to do that, we need to work closely with the Sustainability and Transformation Partnerships (STPs).

Looking at the NHS overall, it feels like we are still at an early stage in the evolution of STPs, so we are not playing catch-up or trying to change established partnerships. It feels like there is a set of new and dynamic opportunities to grow partnership working, both with the public and private sectors.

It is quite interesting the way the five STPs are developing. They are actually not very different to sub regional transport partnership areas in London. Putting these two areas (transport and health) in touch with one other can potentially open up benefits to both, for example, in terms of road safety and air quality. I am utilising my networks to join people across different organisations, and this has opened up access points and moved forward some work more quickly than might have been possible previously. My ability to do this may wain as I move more into the healthcare space, but that is one of the nice things about stepping across sectors as it does enable you to do “joining up” that may be harder to do otherwise.

Considering your transition into healthcare, what would you highlight as the most exciting and the most challenging elements about the sector?

The growth agenda is the key challenge for the London Ambulance Service; more specifically, the city's growth and the demand this is placing on the health and emergency services. For me this is a very exciting element about London and public provision in general.

Due to the nature of these challenges however, I believe it needs a long term approach to deliver the required scale of change. In the transport sector, which is heavily infrastructure focused, we are used to things taking longer to deliver, and we are used to looking 15-20 years ahead. This is less typical in healthcare and something I am focusing on at LAS. I want to encourage big system thinking, and how we can quantify and effect organisational change and deliver greater benefits.

Playing a more active part in the wider city planning role is something I have encouraged the organisation to do as a priority, working with other sectors and the Mayor of London's office. It is not an area LAS has played an active role in before, but it is going to be important to us in the future. There is help and support out there that we can use to our benefit and help to raise greater awareness amongst our stakeholders about how we operate and challenges we face.



Today we operate much more like a modern private hire or mini cab company, on every street, responding on a job-by-job basis, rather than waiting in ambulance stations until we're needed, as the public often think. We need to change these perceptions to help people understand how we need to evolve in the future.

One other area of challenge is political and media scrutiny. This is a challenge across all emergency services or public provision, but in London you are right under the nose of both regional and national decision makers. When you get it right, and when you get it wrong, it is there for all to see. This is the challenge of working in London, but it's also a great opportunity for the organisation to shine on a national as well as regional stage.

In your most recent career you have been in London-wide leadership roles and therefore have a very broad view across many elements of the city and surrounding areas. What would you choose to highlight that excites you about London's future?

I was brought up in London and the South East. I have had a career which has taken me all around the country and provided me with amazing experiences. However ultimately, I wanted to live and work in London more than anywhere else. It is one of the great cities of the world. It is a city which has huge capabilities and great aspirations. It does also have huge expectations of its public services. People in London demand the best, expect things to be done yesterday, and to be more efficient and with better outcomes. You just know

"In London you are right under the nose of both regional and national decision makers. When you get it right, and when you get it wrong, it is there for all to see."

that second best is not good enough. That excites and motivates me hugely!

It is such a vibrant place to work and you are surrounded by so many capable people, not only here at LAS but across lots of other organisations and sectors. The 'can do' attitude is real and exists across the city. It is not just specific to health, but endemic to the culture of London and the people who live and work here. When I first moved into London to start working, I really noticed that people have a mind set to change things and I believe that is why so much happens here first, in London.

The city faces a time of change with Brexit, but so does the whole country. Only time will tell what the actual impacts will be. In terms of the health sector it could impact on our ability to recruit and retain key staff, but we just don't know for sure. At LAS we have never been constrained by looking solely within the EU for staff. We will continue to look globally and I believe London will too, more generally. In the greater scheme of London's history, this is just one more adaptation for us to make.

GARRETT EMMERSON BIOGRAPHY



Garrett Emmerson was appointed as Chief Executive of the London Ambulance Service in May 2017. He was previously at Transport for London (TfL) where he was Chief Operating Officer for Surface Transport for eight years. In this role, he had overall responsibility for TfL's road management which included strategy, planning and full operational delivery and enforcement of the Capital's major road network. Garrett held accountability for all infrastructure asset management and the implementation of TfL's £4bn road investment programme. Previously Garrett spent a year as TfL's Director of Strategy. He is a past Director of the transport consultancy Steer Davies Gleave, and was formerly Head of Buckinghamshire County Council's Transportation Service. He is a former Member of the Government Commission for Integrated Transport and Motorists' Forum. Garrett currently sits on the Office of Rail & Road (ORR) Highways Committee which monitors the performance and efficiency of Highways England.

THE RISE OF COMMERCIAL SECTOR PROFESSIONALS

PART OF A NEW GENERATION
OF NHS LEADERS

We take a closer look at the future cohort of leaders within the NHS and consider what is encouraging Boards to look outside the traditional candidate pool.



Healthcare is an extraordinary sector: there are few more fulfilling, challenging environments in which to take on a leadership role; few more intellectually and operationally stimulating contexts in which to stretch leaders' skills; and, in the case of the NHS, few organisations with the breadth and complexity sheltered under one employee brand.

We have been advising the boards of healthcare organisations for more than 15 years, and been involved with more than 200 leadership hires: at no point in that period have healthcare organisations been under such pressure, while also facing – through partnerships, research, technology and innovation – such opportunity.

The challenge is compounded by the NHS's recruitment dilemmas. Against a backdrop of increasing pressure on budgets, rising demand for services and in a constantly shifting political climate, some leadership vacancies are becoming harder to fill. Whilst a new generation of leaders is beginning to come through, and, indeed, to thrive, our experience working with boards facing these issues led us to consider some alternative responses, and, particularly, the possibility of looking beyond the sector to fill some of those critical leadership roles.

From the Outside In: A new perspective from NHS leaders brings together our research into the commercial sector leaders who have joined the NHS at executive board level – the experience they brought, what faced them as they arrived, their responses, and their success, and challenges. We also looked at what organisations could do to support these appointments. The report includes insights from the more than 40 individuals we interviewed, each of whom had moved to the NHS from a variety of parts of the private sector.

Taking the decision to employ a leader with no prior experience of the sector and, often, with well-developed commercial values is, without a doubt, a risk for NHS organisations.

“Against a backdrop of increasing pressure on budgets, rising demand for services and in a constantly shifting political climate, some leadership vacancies are becoming harder to fill.”

So why are many boards choosing to explore this option now?

It is precisely in their alternative outlook that the value of a cross-sectoral hire can become apparent, serving as a catalyst for challenging thinking and change. Often, external hires bring a new perspective on the challenges an organisation is facing, approaching problems from a different angle, and working with colleagues to transform ways of working, maximise efficiency, or bring in new revenue lines.

“External hires into the NHS have to adapt, not impose, and the key to acceptance and then success is to recognise from the start that they have a lot to learn, as well as to bring.”

NHS patients increasingly expect to be treated as customers. With services facing rising public scrutiny and expectation, leaders who are instinctively customer-centric in their thinking can offer an advantage to their organisations. While there are clearly benefits to filling leadership vacancies within the NHS with external applicants, cross-sector

hires can also pose challenges. The NHS operates unlike any other sector: in cultural terms, it can be at two removes from beyond the experience of many leaders from a commercial background.

External hires into the NHS have to adapt, not impose, and the key to acceptance and then success is to recognise from the start that they have a lot to learn, as well as to bring. The relationship with clinical colleagues can bring the importance of this open-mindedness into sharp relief. The motivations of public healthcare professionals can be very different from those working in a commercial setting, and the differing priorities need to be well-understood.

Everything from the values to the vocabulary can seem alien. It is vital then that induction processes are comprehensive and allow both the new hire and existing team time to grow accustomed to new ways of working. “Buddying” new hires with colleagues who have made similar transitions, putting in place mentoring schemes, and enabling individuals to begin familiarising themselves with their new environment ahead of their formal start, can also be helpful.

Hiring externally for NHS leadership roles is a risk then, but a calculated one that many organisations are choosing to take in an effort to introduce new skill sets, technical understanding, and approaches. For many, it is an opportunity to refresh thinking, diversify understanding, or deepen expertise, allowing NHS organisations to continue serving patients to the best of their ability while also adapting to an ever more commercial world. **U**

From the research by Saxton Bampfylde: *From The Outside In: A new perspective from NHS leaders*. The full report can be viewed at www.saxbam.com

MAINTAINING A HEALTHY LEADERSHIP APPROACH



Ann Bourne, Partner in the Health Practice at Saxton Bampfylde, looks at why a multi-faceted approach to

finding, developing and nurturing leaders in the evolving health sector is so important and can deliver the most successful results.

Over the years we have seen many changes across the health space. There have been new organisations created including regulators, commissioning bodies, CSUs and partnerships from GP Federations to STPs.

We have advised clients that have achieved foundation trust status (back in the days when those were new), or gone through a merger leading to change in footprint, culture and structure. We have been involved in appointing key new executives and non-executives, and sometimes entire teams or boards. The work we have undertaken goes beyond the NHS and has included nationally significant commercial and charitable providers, regulators, royal societies, medical device companies and insurers.

In a sector that has continued to change so significantly, the demands placed on its leaders have also shifted considerably. Our expertise and knowledge of the sector, and particularly our observations and experience in search for the highest calibre leaders, has led to the development of a more tailored leadership offering - Leadership Services. Through this we have delivered impressive results for clients in the health and social sectors. This is delivered by our highly experienced consultants and in-house psychologists. Followed are examples of how we have helped our health sector clients.



1 EXECUTIVE ASSESSMENT
Our Executive Assessment activity plays a crucial role in helping our clients to understand the psychological profiles of preferred candidates in the final stages of the appointment process, and to determine how they will fit within a team and organisation.

Ideally used in conjunction with a rigorous search process, Executive Assessments provide an understanding of how candidates think, what drives them, how they influence, and how they lead, in good times and bad. The assessment process allows for the exploration of attitudes and behaviours, so we can distinguish between what candidates might be looking for in a new role and how they are likely to act upon arrival in a new job. Founded on psychometrics and validated by biographical interview, the goal is to build a full, fair and accurate picture of how candidates will perform at their best, and how they'll engage with and present to others under pressure.

We believe it is important to look beyond just the traits of the individuals, as other assessment processes do. We focus on structures surrounding the appointment, the dynamic of the team concerned, the 'unwritten rules of the game' in terms of organisational culture, and the over-arching strategic goals of the employer. It is a question of marrying a strong candidate to a culture in which that individual can thrive. Executive Assessment adds confidence to the hiring process, not just in terms of painting a picture of the individual performance, but providing insight into potential over the short and longer-term.

2 ON-BOARDING
Some directors need additional support when stepping into a new role, and when this is the case we offer our clients bespoke "On-Boarding" guidance. This is based upon the assessment process, and aligned with the articulated requirements of the role and the pressures they may be likely to face as the organisation fulfils its strategic aims. Usually designed around an agreed number of sessions, our psychologist works as a professional guide to help the new executive build awareness of development needs, and to create a personal and professional plan to address these.

3 BOARD MEMBER APPRAISAL
There are times when board members' appraisals can benefit from the observation and intervention of a third party to support the process. Our Board Member Appraisal offer is usually guided by the Chair, and involves gathering 360 degree data that is initially used as the basis for individual board member discussions. These are then developed into an individual improvement plan and a clearer view of how each board member can, individually and as a group, positively impact and guide the strategic development of the organisation.

4 BOARD SKILLS ASSESSMENT
Fundamental to our work as search consultants is our ability to help our clients articulate the skills composition of their boards to best match the organisation's strategic priorities. This Assessment is designed to identify the skills required around the board table which will best support the organisation in its development, and then define how those skills might be identified or nurtured. It can also be used to review and compare the current board with those of others in the sector. Board Skills Assessment might include development work for both the executives and non-executives, or individual skill development gained through mentoring, coaching or other practical methods.

Recent clients who we have benefited from our Leadership Services include:

British Medical Association
Cambridge University Hospitals
NHS Foundation Trust
General Dental Council
Genomics England
Hampshire Hospitals
NHS Foundation Trust
King's College Hospital
NHS Foundation Trust
London Ambulance Service
Marie Curie
Norfolk and Norwich
University Hospitals NHS
Foundation Trust
Nuffield Health
Royal Pharmaceutical Society
Royal Society of Medicine
Royal Surrey County Hospital
NHS Foundation Trust
St George's University
Hospitals NHS
Foundation Trust
SW London & St
George's NHS Trust
The King's Fund
University College
London Hospitals NHS
Foundation Trust

GET IN TOUCH

If you would like to know more or discuss these services in more detail please contact Ann Bourne
✉ ann.bourne@saxbam.com

IN THE NEWS

We provide a brief insight into key news items that are causing a stir locally and globally.

Consumer technology companies bringing own healthcare services to employees

Employees at two of the largest global consumer technology companies in the world are set to benefit from new healthcare services. The 'technology-enabled' approach is aimed at helping staff to improve and maintain healthy lifestyles and also reduce outlay costs for these businesses, where healthcare is one of the biggest staff expenditures.

The Guardian reported that Healthcare spending totalled \$3.3tn in 2016 in the US alone, which represents an 18% share of the country's gross domestic product and is 4.3% higher than the previous year, according to the US Centers for Medicare and Medicaid Services. As a critical recruitment tool for businesses in the US the costs of providing those services are growing.

According to the Guardian, Apple is planning to open two healthcare centres called AC Wellness in the spring within Santa Clara County, California, near Apple Park and Infinite Loop headquarters.

Early this year Amazon announced that it was teaming up with Berkshire Hathaway and JP Morgan to offer employees and their families better access to healthcare. It is expected that this will create a demand for new apps according to CNBC with other companies likely to benefit from such tools that help people find available doctors, book appointments, and get advice on paying their medical bills.



24-hour London Ambulance hotline to give local residents advice

Residents across seven London boroughs will soon be able to access free advice over the phone 24 hours a day, thanks to a new service being set up by the London Ambulance Service.

By dialling 111, members of the local community will be able to get urgent healthcare advice and prescriptions issued by GPs, paramedics and pharmacists.

The system has been commissioned by seven North East London NHS Clinical Commissioning Groups and is intended to reduce non-urgent admissions to Accident and Emergency facilities and to help people access the right NHS service from a single integrated point. Throughout the development of the new service, members of the local community have been involved to help shape it into something that truly puts their needs first.



Role of STPs boosted in 2018-2019 service improvements

NHS England has unveiled its *Refreshing NHS Plans 2018-19* report, outlining its priorities for the coming financial year. Alongside continued investment in mental health and a further drive towards better integrated models of care, the plan sets out proposals for Sustainability and Transformation Partnerships (STPs) to assume “an increasingly prominent role” in planning and managing efforts to improve services.

The proposals will mean that STPs will take responsibility for ensuring a system-wide approach to operating plans and will require them to work closely with clinical leaders to identify large-scale opportunities to boost efficiency.

Following the publication of Robert Naylor's report *NHS Property and Estates: Why the Estate Matters for Patients in March 2017*, STPs are also set to receive additional specialist support to enable these decisions to be made based on a comprehensive understanding of the healthcare estate in their area. The strategic estates planning service will also improve the collection and use of data to guide strategic investment.

Chelsea Flower Show garden to be recreated to boost mental health for NHS England trust



An initiative from the Royal Horticultural Society will see one of England's NHS mental health trusts receive a garden directly from the Chelsea Flower Show.

The project which has been developed to mark the 70th anniversary will see the relocation of the RHS 'Feel Good' garden to promote the positive impact of gardening, gardens and green spaces in encouraging health, happiness and well-being.

English NHS mental health trusts are being invited to enter a competition to win the garden, to provide a space for staff and patients to garden, relax and get closer to nature. A King's Fund report on gardens and health, funded by the National Garden Scheme, found that the mental health benefits of gardening were broad and diverse, with reductions in depression and anxiety and improved social functioning, emotional well-being and physical health.

Senior British healthcare professionals visit India to promote international ties

A 13-strong delegation of the UK's top healthcare providers travelled to India to participate in the inaugural India-UK Createch Summit. The four-day trade mission was led by Sir Malcolm Grant, Chairman of NHS England, and was intended to promote collaboration between the two countries in the healthcare sector.

During the tour, which covered Delhi, Mumbai and Hyderabad, delegates addressed the changing needs of medical provision as disruptive technologies such as artificial

intelligence, wearable sensors, and virtual reality become increasingly commonplace. Demand for innovative healthcare solutions has never been higher in India, with the healthcare market estimated to grow to USD 280 billion by 2020.

The trip gave the UK delegates opportunity to share knowledge across a number of themes, including achieving cost savings, increasing patient access in remote areas and the use of new technology to provide more personalised healthcare solutions.



A high-angle, wide shot of a large, ornate hall, likely a museum or gallery, filled with a large crowd of people. The people are dressed in formal attire, including suits and dresses. They are gathered around several large, classical statues displayed on pedestals. In the center of the hall, there is a large, ornate fountain. The architecture features high ceilings, arched doorways, and classical columns. The overall atmosphere is one of a formal, high-profile event.

EVENTS ROUND-UP

Saxton Bampfylde's Annual Summer Party at the V&A Museum

We love to bring together our clients and other leaders across the health sector for a variety of occasions, to share ideas and best practice, and to discuss and debate. For the health sector specifically, we have for years had a regular schedule of events designed to bring together leaders to share views around specific and relevant topics, or for networking events.

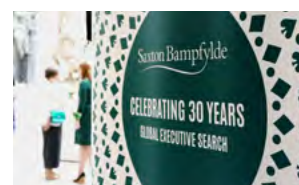
NHS CHAIRS DINNERS

Saxton Bampfylde hosted two dinners in central London for NHS Chairs to hear Sir Mike Aaronson, former Chair of Frimley Health NHS FT, talk about his "Reflections of an FT Chair". Subsequently, guest speaker Heather Lawrence, Chair of the London Ambulance Service, Non-executive Director at The Royal Marsden NHS FT, and former CEO of Chelsea & Westminster NHS FT, spoke about her insights on leadership from both sides of the board table.



NHS LEADERS DINNERS

A series of regional dinners - and lively discussions! - in London, Manchester, Sheffield and Birmingham to discuss the impact of leaders hired into the NHS from outside the health sector.



ANNUAL THANKSGIVING DINNER

The theme of our annual Thanksgiving Dinner changes each year, but in 2017 we invited successful appointees from across the health and social care sectors. This included executives and non-executives appointed to private and public providers, charitable and regulatory organisations who might not have had the opportunity to connect and reflect together otherwise.

NHS ASPIRING CEO LUNCHEES

We have worked with Chris Hopson, CEO of NHS Providers, to host working lunches with members of the NHS Aspiring CEO programmes. These lunches are designed to help practically prepare programme attendees for the rigours of presenting themselves well, via their CVs and through interview processes, to secure successfully their first NHS Chief Executive appointments.

INNOVATION EVENT

A discussion led by Marcus Powell, Director of Leadership & OD at the King's Fund, for HR/OD and Workforce Directors from across the public and private sectors on the topic of delivering innovation in a healthcare setting.

THE YEAR AHEAD...

We look forward to welcoming an ever-widening group of guests to our future events.

On our fixture list for the coming 12 months we have planned an event to discuss, with Chairs and HR Directors, the psychological profile of successful leaders in the health service, based on Saxton Bampfylde's years of experience in assessing candidates for top health roles.

Later in the year we will invite health leaders to a round-table dinner and discussion, based on new research, about how digital technology is being used to deliver better care quality and greater efficiencies, and on new ideas coming on-stream across the service.

Finally, in June we look forward to bringing together clients, candidates and friends of the firm to our annual summer reception in the stunning Medieval Renaissance Gallery at the Victoria and Albert Museum.

GET IN TOUCH

For more information about our events series, please feel free to get in touch with our team

✉ events@saxbam.com

KEY APPOINTMENTS

Saxton Bampfylde and its partners around the world through Panorama advise many of the world's leading healthcare organisations. We are delighted to share with you a selection of some of the roles that we have been privileged to work on recently.



VINDI BANGA

MARIE CURIE

Chair

Marie Curie has announced the appointment of Vindi

Banga as their new Chair of the Board of Trustees. Vindi is currently a Partner at private equity firm Clayton Dubilier and Rice, Chair of Kalle GMBH, Senior Independent Director at Glaxo Smith Kline and Marks and Spencer. He is also on the Board at the CBI. Previously Vindi spent 33 years at Unilever as Chairman and Chief Executive Hindustan Lever and then as President of the Global Foods, Home and Personal Care Division. He is currently Chair of the Karta Initiative and he and his wife founded their own charity – The Kamini and Vindi Banga Foundation.



ANTHONY LUNDRIGAN

NORFOLK & NORWICH UNIVERSITY HOSPITALS NHS FT

Chief Information Officer

Anthony Lundrigan has been appointed to the role of Chief Information Officer at the Norfolk and Norwich University Hospitals NHS Foundation Trust. Anthony is currently CIO at East and North Hertfordshire NHS Trust and has 18 years' experience working within healthcare information technology nationally and internationally the latter 12 of those in the NHS. He is currently the CIO at East and North Hertfordshire NHS Trust.



PAUL LUPO

ST LUKE'S HEALTHCARE, Chief Executive Officer

St Luke's Healthcare has appointed Paul Lupo as Chief Executive Officer. Paul has an extensive background in Tasmanian business, having worked with leading accounting firm KPMG for 12 years before taking roles as CEO with Petuna Seafood Group and Houston's Farm – both significant players in their respective sectors. Paul holds a Bachelor of Business (Accounting) from the University of Tasmania and is a graduate of the Institute of Chartered Accountants.



PATRICK FIGGIS AND NATALIE-JANE MACDONALD

NUFFIELD HEALTH

Governors

Nuffield Health has appointed two new Governors to its Board. Patrick Figgis leads PwC's Health Practice; a practice with over 9000 professionals around the world. Over the last few years he has also chaired numerous briefings, seminars and workshops for C-Suite Executives, Non-Executive Directors and policy makers. Natalie-Jane MacDonald is the CEO of Sunrise Senior Living and was previously CEO of Acorn Care and Education. Before then, she served 17 years with Bupa, most recently in the position of managing director of the UK division.



GARRETT EMMERSON

LONDON AMBULANCE SERVICE

CEO

Garrett Emmerson was appointed as Chief Executive of the London Ambulance Service in May 2017. He was previously at Transport for London (TfL) where he was Chief Operating Officer for Surface Transport for eight years after one year as TfL's Director of Strategy. He is a past Director of the transport consultancy Steer Davies Gleave, and was formerly Head of Buckinghamshire County Council's Transportation Service. He is a former Member of the Government Commission for Integrated Transport and Motorists' Forum. Garrett sits on the Office of Rail & Road (ORR) Highways Committee.

PROVIDENCE HEALTH CARE

CEO

GÉNOME QUÉBEC

President and CEO



DR. SHELLEY DOLAN

KING'S COLLEGE HOSPITAL

Chief Operating Officer, Chief Nurse and Executive Director of Midwifery

King's College Hospital has appointed Dr Shelley Dolan as COO and Chief Nurse and Executive Director of Midwifery. Shelley joined King's in autumn 2016. Prior to this she was Chief Nurse at Royal Marsden NHS Foundation Trust, where she led on quality, safety and patient experience. A registered nurse, she has over 30 years' experience in hospital care specialising in critical care and cancer nursing, as well as extensive leadership experience in hospital and community care.

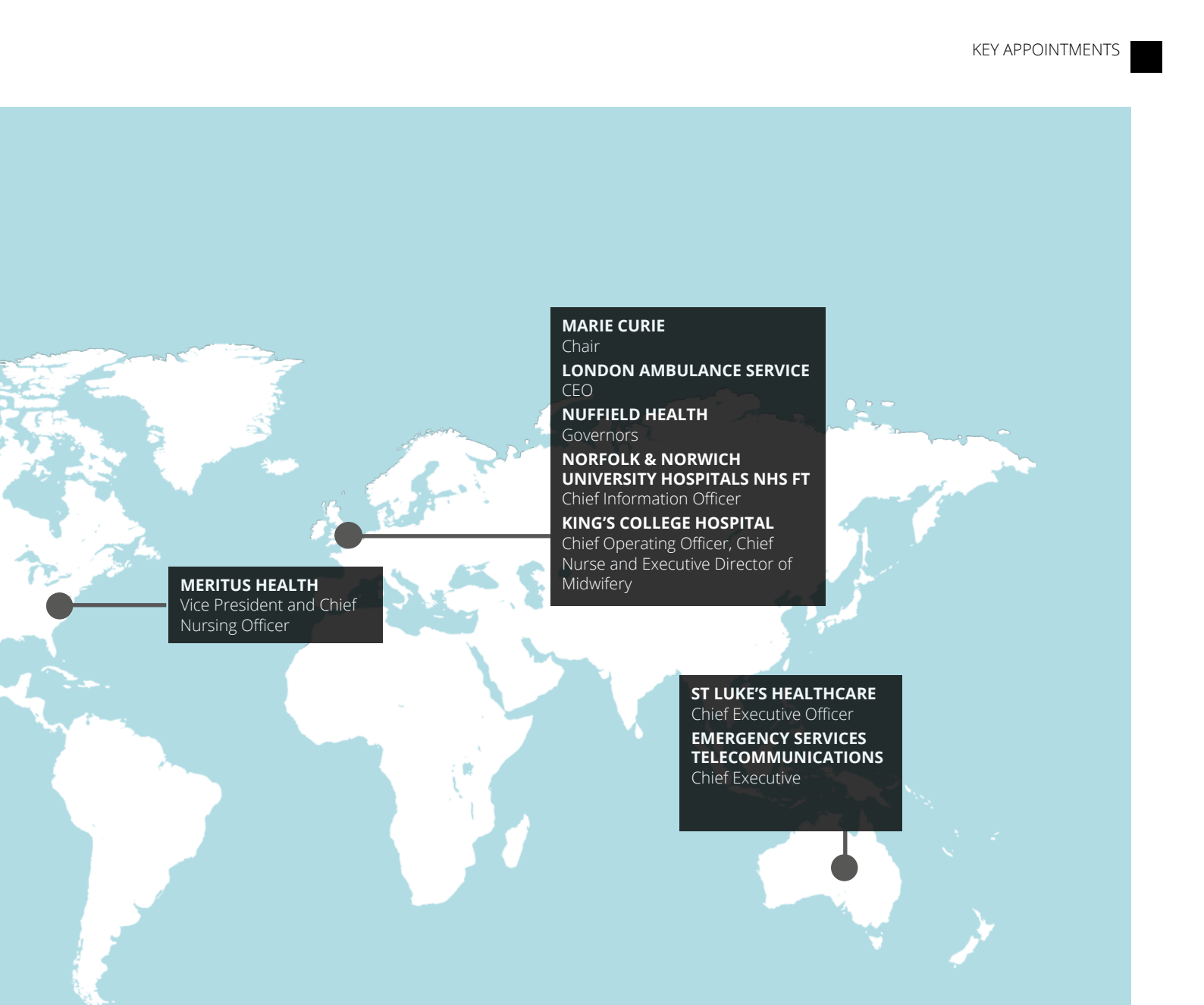


MARTY SMYTH

EMERGENCY SERVICES TELECOMMUNICATIONS,

Chief Executive
Emergency Services

Telecommunications Australia (ESTA) announced the appointment of Marty Smith as Chief Executive Officer. Marty was most recently Director, Operations (Metro South Local Ambulance Service Network) for Queensland Ambulance Service (QAS). He worked for QAS from 2007 and rose through a number of key executive positions. Marty commenced his career in the Royal New Zealand Air Force. Marty holds an MBA and Master of Management from Massey University, New Zealand.



MERITUS HEALTH
Vice President and Chief
Nursing Officer

MARIE CURIE
Chair
LONDON AMBULANCE SERVICE
CEO
NUFFIELD HEALTH
Governors
NORFOLK & NORWICH
UNIVERSITY HOSPITALS NHS FT
Chief Information Officer
KING'S COLLEGE HOSPITAL
Chief Operating Officer, Chief
Nurse and Executive Director of
Midwifery

ST LUKE'S HEALTHCARE
Chief Executive Officer
EMERGENCY SERVICES
TELECOMMUNICATIONS
Chief Executive



FIONA DALTON
PROVIDENCE HEALTH
CARE
CEO

Providence Health Care has selected Fiona Dalton as its next President & Chief Executive Officer. With 23 years' experience in the health care field, Fiona has deep experience in leading complex and varied health organisations. From 2013 to present, she has been the CEO of University Hospital Southampton NHS Foundation Trust. Her previous roles included COO and Interim CEO of the Great Ormond Street Hospital NHS Foundation Trust, Executive Director of Strategy and Business Development, at Southampton University Hospitals NHS Trust; and Divisional Director, Responsible for Surgery, Cancer, Critical Care, Neurosciences, Theatres & Anaesthetics, at Oxford Radcliffe Hospitals NHS Trust.



DANIEL CODERRE
GÉNOME QUÉBEC
President and CEO
The Génome Québec
Board of Directors

has appointed Daniel Coderre as the organization's new President and CEO. Daniel Coderre served as Rector of the Institut national de la recherche scientifique (INRS) since 2009. He began his career in 1982 as a biology professor at UQAM, where he supervised 85 masters and doctoral students and published nearly 100 scientific publications. He served as Dean of the Faculty of Science and Vice-Rector of Research before being appointed Vice-President of Academic Affairs and Research at Université du Québec from 2004 to 2009 and in 2009, as its Interim President.



MELANIE HEUSTON
MERITUS HEALTH
Vice President and
Chief Nursing Officer
Melanie Heuston has

been appointed Vice President and Chief Nursing Officer of Meritus Health, USA. She most recently served as Director of Nursing at UPMC Passavant where she led a team of more than 800 nurses. In addition, she taught graduate-level nursing students and served as preceptor for clinical experiences at the University of Pittsburgh School of Nursing where she also received her doctorate in nursing practice and her master's degree in nursing. She completed her doctoral residency at Northwestern Memorial Hospital in Chicago.

TEAM INSIGHT

HATTY CADMAN

Take a closer glimpse into the Saxton Bampfylde team with our regular View from the River feature. The company's London office, from which the majority of the team works, is based next to the iconic Thames.



VIEW FROM THE RIVER

Hatty Cadman is a Partner and Head of the Health Practice.

Past, present and future with Saxton Bampfylde

Connecting our Healthcare clients with the inspirational, innovative and effective leaders they need. Advocating for the sector, and helping its leaders prepare for a future full of change.

Rainy day delights

I have two small, energetic, children so rainy afternoons are more the stuff of nightmares than dreams! If I were flying solo, I'd be in the Accademia in Florence, where the four "non-finito" Michelangelo Prisoners are incredibly absorbing. There's something about the way the figures emerge, and the weight they are trying to step away from, that's universal, and very beautiful.

Passionate about

I'm genuinely passionate about lots of things. Reading and politics are my first loves: I re-read Margaret Atwood's *Handmaid's Tale* recently and was blown away - again - by the brilliance of the writing, and shocked by how

contemporary it feels. Having always been a sports fan, I've more recently become an enthusiastic runner (jogger might be more accurate!) with a place in the London Marathon in April, which both thrills and terrifies me.

One hot tip

Step through the door at Cafe Murano in Covent Garden and I feel I'm in Italy - my happy place. The chocolate ice cream is bliss (you will see why the running has become important!). Also, a novel for cold winter evenings *All the Light We Cannot See* by Anthony Doerr, is the best thing I've read for years, totally absorbing and wonderfully, ultimately, affirming.

Sum up your practice group area in three words

Complex, motivating, under-appreciated - we should be shouting from the rooftops about the brilliance of those who work, and lead, in health services, labs, charities and public bodies.

And finally, will we see an increase in leadership candidates coming from outside the health sector in the future?

To address the challenges facing health and care we are going to need imagination, broad thinking, bravery, collaboration, selfless leadership, and a healthy dose of optimism. I believe we could help ourselves by learning from other sectors in some areas - around technology, creative analysis of data, workforce and organisation development, and the impact of scientific research, for example. The right leaders from other sectors can partner well with those who know and understand healthcare intimately to help organisations find the right way forward for their patients and would-be patients. The potential is huge.

GET IN TOUCH WITH HATTY

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SAXTON BAMPFYLDE MISSION STATEMENT

We exist to change the world by changing leaders in interesting and important organisations. At the same time we aim to create an environment wherein all members of our community can grow to their fullest extent emotionally, intellectually and spiritually.

Saxton Bampfylde is an employee-owned business

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