

## Stephen Childs

Chief Executive,  
North of England Commissioning Support



Stephen began his career in the pharmaceutical industry before joining the NHS as a practice and fundholding manager in Deptford, South East London. In the mid 90's, Stephen joined and later led the Lambeth, Southwark and Lewisham Multifund of 20 fundholding practices.

In 1999 he migrated North and has since fulfilled various PCT Director-level positions in the North East including Managing Director of Middlesbrough, Redcar and Cleveland Community Services (MRCCS). Within this role Stephen prepared the organisation firstly for Foundation Trust status, then for life as an independent social enterprise. Immediately prior to his current role, Stephen was interim Chief Executive for NHS Tees.

In his present role as Managing Director of NHS North of England Commissioning Support (NECS) Stephen has been responsible for the development of a brand new type of NHS organisation that is both commercially sustainable and fit to become independent of the NHS. Stephen has driven the organisation forward and managed a period of continued success. Some of Stephens key skills and relevant experiences are highlighted below:

- Leading NECS on its journey to providing exemplary commissioning support to its Clinical Commissioning Group, NHS England and NHS Scotland customers.
- Developing the NECS strategy and business model in order to serve the best interests of the Customer Owners and deliver the organisations social purpose.
- Taken on part time responsibility as the CEO of North Cumbria CCG providing leadership and foresight at a critical time. Overseen the Cumbria Success Regime, a major public consultation on acute and community service reconfiguration and the progression of an integrated health and care system (ICS) for North Cumbria.
- Now leading the development of a strategic partnership between NECS and the North Cumbria and North East Integrated Care System
- Recently overseen the repatriation of the National Cervical Screening Call and Recall service from the private sector into NECS.



## Ian Davison

### Business Information Services Director, North of England Commissioning Support

Ian Davison is our Business Information Services Director. He joined the NHS 18 years ago having previously worked in the commercial sector including in manufacturing, retail and consultancy.

Ian heads up a team responsible for delivering ICT, business intelligence (BI) and data management to a range of customers across England.

Throughout his career Ian has focused on IT management, BI management, and project / programme management

A key focus of the directorate is the development of the organisations business intelligence, ICT infrastructure and data and systems management. This includes the development of the organisations BIS offer ensuring that NECS products continue to be at the cutting edge of commissioning support. Some of Ian's key skills and relevant experiences are highlighted below:

- Directed and managed overall delivery of the innovative RAIDR-111 business intelligence tool for use by NHSE Analysts and nationally for every CCG.
- Managed the commercial negotiation and high level stakeholder engagement, ultimately delivering a tool which facilitates understanding of patient behaviour and subsequent consequences to urgent care services.
- Successfully expanded Data Management / DSCRO services to become the largest provider in the country.
- Established and provided at-scale, robust, secure, responsive IT services that underpin the delivery of the data and BI services.
- Consistently achieves financial, delivery, operational and strategic targets resulting in excellent customer service, evidenced by customer feedback scores and customer retention.
- Successfully delivered a full range of data, information, intelligence and insight services to a wide NHS customer base in the North of England.





**James Drury**  
Programme Director, Integration and Change Board  
City of Bradford Metropolitan District Council

James has recently been working on the development of the system wide model across Bradford District and Craven, helping to introduce the new operating model between Council, CCG and providers. He also has wide ranging NHS experience including significant experience working directly with GPs and was deputy director of strategy in a mental health and community provider trust. Previously James led the development of partnership commissioning arrangements for public services with the Legal Services Commission, local authorities and the not for profit sector.

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**Chris Edwards**  
Chief Officer,  
NHS Rotherham CCG

Chris Edwards joined the NHS in 1996 as a National Graduate trainee, he has worked in various positions in Hospitals, Mental Health Trusts and at the Department of Health. For the last 9 years, he has been the Chief Officer at Rotherham PCT/CCG where he has successfully developed integrated working arrangements across Health and Social care covering commissioners, providers, the Council and the voluntary sector. He is currently joint chair of the Rotherham Integrated Care Partnership.



Chris is also part of the SYB ICS Executive and leads on Children's and Maternity Services, Capital and Estates and Digital.

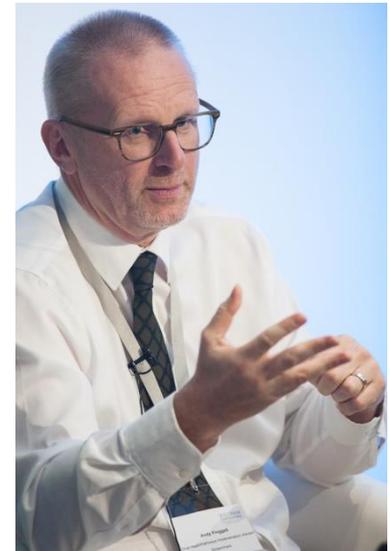
## Andy Froggatt

Director,  
Strategic Partnerships

Andy is the Director of Strategic Partnerships for Streamliners and has a passion for working with people to develop the culture and processes that can lead to effective and sustainable integrated care systems. He assists health systems, internationally, to implement 'HealthPathways' with a focus on how it can influence wider system reform and design. This work is supported by learnings and expertise from the highly successful Canterbury Health System.

Originally commencing his career as a mental health nurse, Andy has held a number of senior managerial positions across the sector, through primary to secondary care and within the non-government sector. His experience has given him a clear understanding of the challenges and opportunities faced by the system as a whole, but also as they apply to its component parts. It is these experiences that have driven a passion for finding practical methods to facilitate improved relationships and create systems that can make a positive difference to patients, the community and the providers of services.

Originating from the UK, Andy has spent the last 20 years in Australia, but still has a passion for Sheffield Wednesday Football Club (hence his somewhat sour demeanour), real ale and a good curry. In other aspects of life Andy has a regular spot on the ABC commenting on "all things psychological" and its variant 'on the couch with Andy Froggatt'. Andy has also provided humorous commentary through the two previous FIFA World Cups for the ABC.



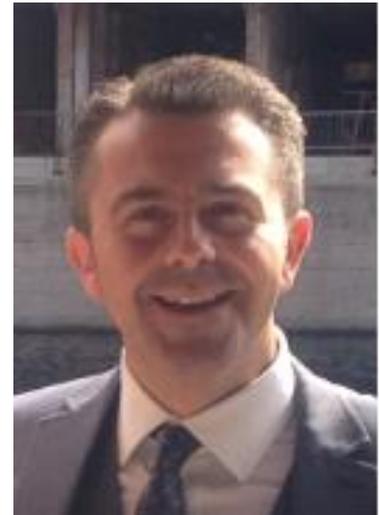
## **Mark Girvan** Programme Manager North of England Commissioning Support

Mark has worked in the NHS for over 18 years primarily in a reform/transformation capacity.

His current role is a senior programme manager working in the Commissioning Delivery team at the North of England Commissioning Support Unit (NECS). The team provides reform and programme management expertise to a range of local clinical commissioning support groups (CCGs) across Cumbria and the North East of England.

His current role includes reform lead for South Tyneside CCG within which he has led on the development and introduction of HealthPathways- the first UK implementation. More broadly Mark continues to support the South Tyneside system with the adoption and adaption of the 'Canterbury way of working' which has led to significant improvements to health outcomes across the borough

Mark has had the opportunity to visit Canterbury and spend time working alongside colleagues from CDHB. Following on from the relationship established in leading the South Tyneside implementation, Mark is the organisational lead for the NECS CDHB partnership and is now leading the implementation of HealthPathways within North Cumbria.



## **Carolyn Gullery** General Manager- Planning, Funding and Decision support, Canterbury District Health Board

Carolyn is currently the General Manager of Planning, Funding and Decision Support for New Zealand's Canterbury and West Coast DHBs. In this role she has been one of the leaders and architects of the Canterbury Health System's "One System, One Budget" integrated health and social care system. Carolyn's focus has always been on developing new models that support an integrated health system response, organised around the needs of the person and the population, in a way that ultimately reduces demand on the whole system.



Carolyn is on the Alliance Leadership Team for the Canterbury Clinical Network, is part of the Strategic Planning and Integration Team for the South Island Alliance and chairs the National DHB GM's Planning and Funding Network. Carolyn was instrumental in the development of the alliance policy and framework for the NZ health setting and she recently accepted the award for Best Technology Solution for the Public Sector at the NZ Hi-Tech Awards on behalf of Canterbury DHB, Orion Health and Pegasus Health for HealthOne.

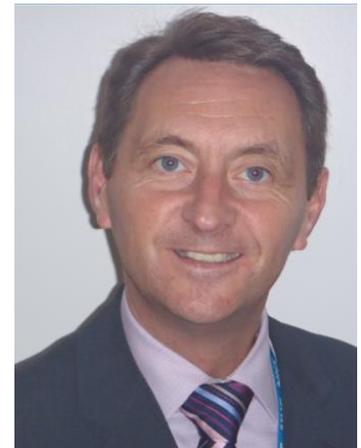
**Dr David Hambleton**  
Chief Executive,  
South Tyneside Clinical Commissioning Group

David has a wide range of experience within the UK health system and a growing reputation as a modern exponent of true system leadership. He has been the NHS South Tyneside CCG Chief Executive since its inception in April 2013 and has maintained a strong focus on building successful place-based relationships.

David has been instrumental in establishing the first formal UK partnership with Canterbury District Health Board in New Zealand. South Tyneside has implemented a whole system approach built on alliances of organisations with jointly agreed values and principles in a high-trust environment.

A recent graduate of the Yale University Global Health Leadership Initiative via the Strategic System Leadership Programme, David is now also a Member of the Faculty of Public Health. He has a long track record in terms of service reform and large scale transformation, including spending time training in improvement methodology in Japan and Seattle. He has led major change programmes in both the NHS Foundation Trust and Primary Care environments.

Formerly a Consultant Geriatrician, he has held a number of senior NHS leadership roles including FT Director of Performance, PCT Director of Commissioning & Reform and Executive responsibility for Public Health. Born and bred in the Northeast he has always maintained strong connections to his local region.



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**Kate Hudson**  
Chief Finance Officer,  
South Tyneside Clinical Commissioning Group

Kate has been the Chief Finance Officer for South Tyneside CCG since 2013, having gained significant NHS experience, including 16 years at senior management level.

While her experience is predominantly within commissioning roles, she has become a vital part of the local health economy-wide model of working. More specifically, Kate and the team at South Tyneside have developed an approach based on the principles of 'one system one budget' espoused in the Canterbury system. In establishing the applicability of the New Zealand way of working locally, Kate has been instrumental in developing a single system finance plan covering 4 separate organisations.

Kate is committed to improving healthcare by working with partners to secure efficient and effective services through service redesign. She is always keen to consider new ways to deliver efficiency within the NHS and has previously studied improvement methodology in Virginia Mason Medical Centre, Seattle.



## Robert McGough

Partner,  
Hill Dickinson LLP

Robert works on Health Sector legal commercial and contractual issues for NHS/public sector organisations as well as independent providers both from the UK and internationally.

Integrated care models: Legal advice on new integrated care pathway models and contractual structures for NHS (local and national) bodies and international healthcare organisations (including review of outcomes based arrangements and alliance contracting). Advised on the development of alliance contracts for several clients including its first NHS use with NHS Lambeth, new collaborative arrangements for the 100k Genome Project and North Central London's innovative value based commissioning program.

New Care Models: Advising on NHS New Care Models, developing initial vanguards for primary and community care services with hospitals as well as advice on Accountable Care Organisations and ACS/Accountable Care Systems for pathfinders in the NHS.

Value Based Contracting and Procurement: Supporting the development of pioneering value based approaches for NHS Wales as well as clients in Sweden and the Netherlands. Delivered training on the potential for new value based models to several multinational healthcare organisations.

Joint Ventures / Mergers and Acquisitions: Advised on several joint ventures between NHS bodies as well as involving independent providers (both UK based and international). In addition, Robert has provided legal support on several high-profile mergers and acquisitions of NHS bodies including the recent merger forming Greater Manchester Mental Health NHS FT (delivered in the fastest timescale to date) as well as many previous transactions involving NHS and independent organisations.

Seminars: Delivered seminars on Value Based Contracts, New Care Models, ACOs, collaborative contracting, primary care, New Contract Models and Contracting and Procurement Skills to a selection of public and independent sector organisations in the UK and internationally.

Ranked in both the Legal 500 and Chambers for experience in healthcare corporate/commercial work.



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## Richard Murray

Chief Executive,  
The King's Fund

Richard was appointed as Chief Executive of The King's Fund in January 2019, after five years as the Director of Policy.

Before joining the Fund in January 2014, Richard was chief analyst at NHS England and previously held a number of roles at the Department of Health, including director of strategy, director of financial planning and chief economist.

Richard initially trained as an economist and spent five years in academia before joining the Department of Health as an economic adviser. Following this he spent four years as a health care specialist at McKinsey & Co before returning to the Department of Health.



## Dr Paul Nellist

Clinical Editor,  
South Tyneside HealthPathways  
Clinical Advisor,  
UK HealthPathways

Paul has been a GP in South Tyneside for over 25 years. One of the original Clinical Editors for South Tyneside HealthPathways when the first HealthPathways site in the UK was established three years ago. Now that more sites have become established in the UK, he has taken on the role of Clinical Advisor for the UK.

Paul has had the opportunity to collaborate with the other Clinical Advisors based in regions of New Zealand and Australia. The aim being to develop a healthy functioning worldwide HealthPathways community. Paul has had the fantastic opportunity to work with Graham McGeoch, the GP from Canterbury, New Zealand, whose idea and work led to the concept of HealthPathways over a decade ago.



## Julia Pattison

Director of Finance,  
South Tyneside and Sunderland NHS Foundation Trust

Julia is the Director of Finance for the newly merged South Tyneside and Sunderland NHS Foundation Trust, bringing together the two legacy FTs based in Sunderland and South Tyneside. Julia was previously Director of Finance at City Hospitals Sunderland for 11 years and for the last two of those years also took on the Director of Finance role at South Tyneside. She started on the NHS graduate scheme and has worked in the NHS for over 30 years across provider and commissioner organisations.



The financial challenges within the provider landscape has given rise to opportunities to work differently. Within the South Tyneside and Sunderland health system, Julia has worked closely with partners to move away from the traditional tariff funding approach and develop greater openness and transparency around the sharing, mitigation and management of financial risks. This has resulted in enhanced opportunities to manage the patient pathway better, without tariff getting in the way.

**Len Richards**  
Chief Executive  
Cardiff and Vale University Health Board

Len is an established NHS leader in the UK and internationally and has worked in the health sector for over 30 years. He became Chief Executive of Cardiff and Vale University Health Board in June 2017. Before this he was Deputy Chief Executive of South Australia Health and had a focus on system performance and delivery for the Australian Government.



Len has extensive expertise in leading and delivering healthcare management and working in partnership with a range of healthcare providers, including the commercial sector, to produce evidence based results – all improving quality and supporting patient care.

He has worked on service transformation programmes, capital development programmes including developing a \$280 million Cancer Centre, a hyper acute stroke unit and a number of new hospitals. He has led on a significant number of high profile and sensitive clinical re-configurations involving specialist services, focussing on the improvement in quality and safety and the elimination of waste.

## Julie Wood

Chief Executive,  
NHS Clinical Commissioners

Julie Wood is the chief executive of NHSCC. Her NHS career spans 30 years, focused on service development and innovation in primary care and commissioning, with the last 16 years at director or chief executive levels within health authorities and primary care trusts.

In her role as chief executive of NHSCC, Julie works at the centre of detailed policy development and implementation with the Department of Health and Care, NHS England and the other main national organisations ensuring that the independent collective voice of clinical commissioners is heard. As part of this work she has given evidence to the Health and Care Select Committee and the Public Accounts Committee on a number of issues including primary care and public health, financial sustainability of the NHS and the NHS Long Term Plan.

