



London Leadership Academy

Programme Team

January 2016



**London
South Bank
University**

EST 1892

Who we are: programme team



Becky Malby, Professor of Health Systems Innovation

Prof. Becky Malby has a track record in systems innovation, organisational change and leadership development, both in the UK and internationally, in leading networks. Her experience is an unusual combination of leader, manager, researcher, change agent and entrepreneur. She is known to be an energetic and enthusiastic leader of change and a forward thinker. Becky has a track record in organisational and leadership development in the public sector, working primarily with the NHS and with local authorities in the UK and Europe.

She is Non-Executive at Spectrum Community Healthcare, an advisor to the NHS IQ Network Programme, the Kings Fund/Health Foundation Readiness for Change Programme, and a nominator for the Ashoka network. Most recently Becky was the Director of the Centre for Innovation in Health Management (CIHM) at the University of Leeds where she also took a leadership role in the Leeds Institute for Quality Healthcare. Whilst in Leeds Becky was a founding member of the Leaders for Leeds Network. She has recently been an advisor to the Cabinet Office on the Choice Agenda, a Board Member of the European Health Management Association, and a critical friend of the New Economics Foundation Co-production Network. She established the only PGCert in Co-producing Health in the UK.

Prior to CIHM, Becky was Director of Complex Systems Associates, Head of Corporate Development at the Nuffield Institute at Leeds, and a Fellow at the Kings Fund. She started her career in clinical work, moving into managerial, research and organisational change posts in the NHS, at Trust through to Regional levels. She has an MA in Public and Social Policy.

Becky is a Visiting Associate at Stellenbosch University School of Public Leadership, and a Director of the Social Enterprise inLucid.



Dr Elaine Maxwell, Associate Professor – Leadership

Elaine is a registered nurse and worked in hospitals and as a health visitor before moving into quality management. She was executive director of nursing at Dorset County Hospital NHS Foundation Trust from 1999 to 2003 and at Barking Havering and Redbridge University Hospitals NHS Trust from 2004 to 2007 before undertaking her PhD and moving into academic roles. Elaine is currently Associate Professor in Leadership at London South Bank University with particular interests in patient safety and professional practice.

Elaine Maxwell was appointed as a non-executive director in April 2014 at Basildon and Thurrock University Hospitals

Elaine is also a trustee of the Trustee at Fairways Foundation, a charity which delivers a comprehensive range of services to children and young people, including social care, support, training and education services, a trustee of Island Health Trust and a member of the Editorial Board of the Journal of Research in Nursing.

Dr Maxwell completed her PhD in 2011, exploring the role of social identity in the negotiation of workplace jurisdictions for new nursing roles.



Jo Delree, Senior Lecturer

Jo Delree is a Senior Lecturer and CPPD lead for the Department of Mental Health and Learning Disabilities.

Jo has worked in the NHS, before moving to the voluntary sector, where she managed services for individuals with autistic spectrum conditions and complex needs. Various management and staff development roles lead to her taking on the position of Deputy Chief Executive for an autism charity in the South East of England.

Jo ran her own business, providing training and consultancy in leadership and management as well as autistic spectrum conditions and challenging behaviours before taking up her current post.



Diane Plamping, Programme Transition and Supervision

I began my career as a clinician and practiced in both primary care and specialist hospital practice.

Over the past 20 years I have undertaken leadership and organisational development in a wide variety of organisations including the Cabinet Office, Local Authorities Association, The London Deanery (and LETBs), a range of NHS Trusts Commissioning organisations, the DoH, Deutsche Bank, the WHO and the World Bank. I co-authored a series of publications on 'Working Whole systems' (Pub. Radcliffe). These have been welcomed by a wide range of people seeking practical ways of engaging with complex social and organisational issues.

I worked in the Department of Operational Research at the LSE for 3 years on a range of projects across the public sector, and was an Associate at the Centre for Innovation in Health Management from 2006-2016, where I was instrumental in the design and development of the NHS London Leadership Academy's Darzi Fellows Programme.

For the previous 10 years I was a Fellow in Organisation Development at the King's Fund and Director of the London Leadership and Development Programme.

I have training in qualitative and quantitative research in epidemiology and applied social science and have undertaken original research, evaluation and analysis of health care policy, organisational and service developments.

As a university teacher I directed undergraduate and post graduate courses, and supervised Ph.D students. This interest in learning and workforce development has continued in different forms. I became the Chair of the North Thames Regional Education Group which shapes the investment of the largest educational and training budget in the NHS.

I have advised funding agencies (including NHSE, MRC and ESRC) on the appropriateness of research and development proposals, and contributed to the analysis of agencies including WHO, Kings Fund, NICE, LGA and the Health Promotion Agency.

I have held many nonexecutive roles including board member of the London Food Commission, The Women's Health Resource Centre, a School board of Governors and Chair of an NHS Trust in East London.



Rachel Abraham, Associate Faculty – Action Learning, Practice Workshops, Coaching

Passionate clinical leader with significant experience in organisational development and a proven track record as an effective change agent. Demonstrable experience in leadership development and quality improvement through service re-design and role revision. Experience in coaching and supporting Darzi Fellows from 3 cohorts. Currently working as a Management Consultant.

Transformation and OD

- Worked across organisational and professional boundaries to improve patient care by surfacing the patient voice and empowering stakeholders
- Re-designed services to improve patient experience and reduce cost
- Supported education transformation at Imperial College Healthcare NHS Trust (ICHT) by identifying areas of excellence and addressing shortfalls using innovative solutions.
- Launched a Resilience programme with Right management and Optima Life to improve resilience in staff by mapping heart rate monitoring against diary activity
- Established iQ! Sprint – an innovative hackathon which brings together clinicians with folk from all walks of life to develop solutions

Leadership development

- Supported several cohorts of Paired Learning, an innovative leadership programme based on harnessing the dynamic relationship between manager and clinician.
- Designed a range of multi-professional leadership programmes for a range of leadership groups including clinical directors and Foundation Doctors
- Established a mentoring and coaching scheme

Harnessing the user voice to define value

- Established Sparks4U, an adolescent think tank, to influence service delivery and improve the experience of young people throughout the Trust.
- Established a Hospital User Bank (HUB) ex-complainants

Membership and other achievements

- Member of the Clinical Leadership Working Group of the National Leadership Council
 - Member of the Strategic Advisory Committee of Health Education North West London
 - Member of the Workforce Transformation Group of NHS N W London
 - Asian Women of Achievement in Public service – highly commended
 - Imperial Education Excellence Lifetime Achievement Award
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Murray Anderson Wallace, Associate Fellow – Quality Visiting Professor, London South Bank University

Murray is a healthcare specialist with a background in nursing, social psychology and organisational communications research.

His career includes clinical and managerial roles in the NHS followed by a director-level position, working internationally in commercial consulting.

Murray now divides his time between working as an independent producer, journalist and publisher; as a special advisor to a range of networks and campaigns; and as Associate Faculty at a number of leading Universities. Murray also maintains a small private clinical practice, specialising in working with people affected by medical error.

As a Special Advisor, he has worked with influential networks such as the Clinical Human Factors Group, NHS Quest and AQuA. He was Faculty Lead for the Health Foundation’s “Organising to Connect” programme, focussing on supporting new and innovative models of organising for quality improvement in healthcare. Murray has also acted as an advisor to various patient safety programmes, currently including the East Midlands Academic Health Science Networks Patient Safety Collaborative.

Murray led the research, development and launch of PATIENTSTORIES, a social enterprise which uses digital and broadcast media to provoke debate about safety and quality in healthcare.

In the academic domain, Murray is Visiting Professor at the Health Systems Innovation Lab at London South Bank University and a former Programme Director at the Centre for Innovation in Health Management at the University of Leeds. He currently teaches on the multi-disciplinary MSc in Quality and Safety Improvement at the University of Nottingham and has previously held faculty positions at Birbeck College, University of London; the Centre for Social Research and Practice and Ashridge Management College. He has taught internationally on post graduate programmes in Scandinavia, Ireland, North America and Australia and is an Associate of the Taos Institute in the USA. Murray is an expert in relational practice and has contributed to a wide range of publications associated with collaborative strategy and cultural change. His current research interests include new models of care, healthcare networks and citizen leadership for safety.

He is co-author, with Professor Becky Malby, of the forthcoming book *Networks in Healthcare: Leading Complex Organisations* (Emerald, Forthcoming), and is co-editor and publisher of *Joshua’s Story – Uncovering the Morecambe Bay NHS Scandal* by James Titcombe OBE (Anderson Wallace 2015)



Nick Downham, Associate Faculty – Quality Improvement

Nick is a respected and nationally recognised specialist in Lean techniques and operations management. He possesses a deep understanding of improvement science and large scale improvement programmes.

Nick has developed a talent and a strong proven capability in providing teams, organisations and systems with pragmatic ways forward to turn their priorities into improvements. Examples of this are the hugely successful national / international Productive Ward and Productive General Practice programmes.

Nick is passionate about the public sector and is committed to using his expert knowledge of techniques from other sectors to achieve improvement. Whether leading a team or working as an upbeat and effective member of one, Nick uses his practical experience and expert knowledge of Lean principles and staff engagement to ensure sustainable performance improvement.

He has strong analytical and communication skills and has a record of managing multiple work streams effectively. He uses these skills, combined with his strong values and enthusiasm, to break down complex and emotive problems into easy to understand steps that can be effectively implemented; and to generate a plan and deliver it.

What people say about Nick:

(Nick shows) ‘Depth of understanding of change theory and business models. Ability to listen, assimilate information and adapt material’.

‘Nick listened to us and very quickly assimilated information into an understanding our different environment and business drivers. Nick’s personal investment in the work was obvious and his commitment and enthusiasm was infectious.’

(Nick has) ‘a professional manner combined with a disciplined friendliness. He has obvious skills and knowledge of other technical disciplines which provided a sound framework for his delivery and engagement.’



Martin Fischer, Associate Fellow – Systems Change

Martin's work includes leadership development and organisational development. He works with organisations, health economies and nationally. National work includes facilitating the Medicine and Management Inquiry, taking Presidents of the Royal Colleges to Boston on a study tour to understand quality in systems and work on the dynamic between doctors and patients. In London he ran the Next Generation CEOs Programme for NHS London and co-directed the first Darzi programme. Work includes the Leeds Institute for Quality Healthcare programme and development for clinical leads at Leeds Teaching Hospitals Trust. He supports the development of the new provider alliance for services for over 65s in Croydon and recently produced the OD strategy for integration of services across East London. He contributes to clinical leadership programmes at Imperial and Guys and St Thomas's Trust and supports work on work on coproduction in paediatrics. He helped facilitate and design the innovative Connected Care for Children project in West London that is transforming the relationships between citizens, GPs and Paediatricians with a significant improvement in outcomes. This builds on national work over the last 2 years with General Practices and their populations co-evolving a new model of services. For the past few years he has run programmes for mixed groups of clinicians and managers at Kings and is working with the top 150 leaders at St George's Trust to introduce key system's thinking concepts into the organisation. Recent system wide work has been in Barnsley and Shropshire.

Martin spent 16 years at the Kings Fund focusing on understanding and intervening in systems. He has experience in developing senior leaders having designed and facilitated programmes for well over 100 NHS chief executives (e.g. Experienced CEO programme and CEO study tours) and hundreds of NHS directors. His Organisational development work focuses on real issues in real time. He speaks widely at conferences and publishes intermittently. He is co-author with Becky Malby of Tools for Change: An invitation to dance. He spent a year on secondment to the Performance and Innovation unit in the Cabinet Office working on Public Sector leadership. Outside the NHS, he has worked in a range of other contexts ranging from the Probation Service to the Muslim Council of Britain. He has worked with the Boards of Arts organisations (on governance and diversity) and for the World Bank in clarifying their role in sub-Saharan Africa. Martin grew up in South Africa and received his BSc in Mathematics from the University of Manchester and his MSc in Economics for the London School of Economics. for the London School of Economics.



Jim Hanbury, Associate Faculty – Coaching

Prior to setting up his own consultancy company in 2010, Exeter Leadership Consulting, Jim was Director of Leadership South West and a Teaching Fellow, in the Centre for Leadership Studies at the University of Exeter Business School, for several years. Leadership South West provided and promoted leadership development across many private sectors of industry as well as the public sector and ran the Institute of Directors (IOD) Chartered Directors programme in the South West and a suite of executive development programmes. He worked with and learnt from several global thought leaders on leadership and management development and experimented with a range of approaches to cutting edge leadership development.

Jim has been a coach to many clinical and non-clinical senior roles in the NHS. He specialises in the group dynamics of top teams. He has delivered master-classes for the NHS on Board Dynamics for CEOs and Chairs and worked with many senior teams and Boards in the NHS as a group coach. He is also experienced at working through the issues and obstacles getting in the way of teams with dysfunctional characteristics and helping them find a path to more productive working.

He is currently commissioned as Programme Director by the NHS Leadership Academy to design and deliver Leadership for Improving Frontline Talent (LIFT) – a 9 month full service leadership programme for aspiring senior leaders in the NHS. He has worked extensively for Public Health England as an Executive Coach. He is very experienced at creating effective action learning environments to enable real challenges to be the focus of applied leadership development. He has a wealth of facilitation experience and is equally comfortable with the theme of behavioural change at an Organisational Development and systemic level and at an individual level.

Jim has an MA in Leadership Studies, further post graduate qualifications in management, HRM, executive and leadership coaching and integrative psychotherapy and is a fully qualified Chartered Secretary (A.C.I.S., corporate governance). He has also worked with the Tavistock Institute and completed their first ever Certificate in Board Dynamics. He has a wealth of other accreditations, memberships and useful learning all of which are drawn upon as needed in the service of his clients.



Sufyan Hussein, Associate Fellow (coach)

Sufyan is a London based clinician specialising in endocrinology and general (internal) medicine with clinical leadership and academic roles. Combines rigorous research and analytical ability with a strong capacity for human-interaction, communication and negotiation in a diverse range of settings. Over a decade of hands-on clinical and teaching experience. Ability to deliver clinical excellence across systems with limited resources.

Graduate from the University of Cambridge, visiting scholar at Harvard Medical School, PhD in diabetes and obesity from Imperial College London and post-graduate clinical training in London teaching hospitals. Recipient of several training awards and prizes. Appointed a Darzi Fellow in Clinical Leadership.

Current interests:

- Complex problem-solving in large systems: Strategy, planning and operations for delivering integrated care and workforce innovation in medicine.
- Capacity building within systems: Using co-production and developing community based assets to revitalise patient focus and deliver sustainable improvements in care
- Innovation and improvement : Designing, implementing and evaluating telemedicine, mobile health solutions, integrated patient accessible electronic care records and care plans
- Teaching: Course organiser/ lecturer in biomedical sciences. Train multi-disciplinary professionals using a variety of methods including simulation and technology. Author/contributor to several medical books.
- Research: Wellcome Trust Research Fellowship award (with Sir Stephen Bloom). Discovered a new brain mechanism that leads to glucose cravings (covered by international media). Current interests in pathogenesis of diabetes/obesity, telemedicine and population health.
- Clinical: Interest in all aspects of endocrinology; focus on type 1 diabetes, insulin pumps, integrated general and complex type 2 diabetes.

Advisory roles and collaborations with various organisations.



Jane Keep, Associate Faculty – Lead Coach, Action Learning, Practice Workshops

Organisational and Leadership Development Practitioner, Executive Coach and Strategic Advisor who has 30+ years experience across Organisational Development, Culture, Values, and Change Management within Further Education, Local Government, Not for Profit and NHS sectors, and more recently in the private sector.

Career Highlights/Key skills –

Coaching – significant coaching experience for over 20 years, coaching over 100 coachees per year. Coachees in the last 5 years have included clinicians in the NHS. Coaches and supervises coaches.

Action Learning – extensive experience of action learning including running action learning sets for over 20 years. Trains facilitators for action learning sets, and leads on action learning within Leadership Development Programmes. Has run action learning sets for multi-professional clinicians in many healthcare settings.

Board Level/Executive Development – wise confidential counsel and coach to Boards and Executives, particularly on board dynamics, resilience and relationships. Successfully coached over 20 board teams, and 30 Executives, and designed and delivered/co-delivered over 45 Leadership development programmes in the UK and Ireland.

Organisational Development (OD) – 25 years+ experience of organisational development – using bespoke/tailor made diagnostics, engagement and listening exercises, collaboratively designing interventions, and evaluating their effectiveness and value add.

Whole System/Collaborative Working/Peer Leadership – sees the bigger picture and enables networks, whole systems working, and disparate peers or competing peers to work together with shared understanding and purpose. Used to working nationally with key national players – across the NHS and other public sector organisations, and working amongst public sector organisations for whole scale change. Mediates difficult issues of conflict amongst peers, or teams sensitively.

Team/Group Work ‘Ambassador’ – role model for team and group work leading and enabling project teams, workplace teams, voluntary teams, and supporting the development of effective teams in organisations. Facilitated 600+ team development interventions during the last 20 years 70% of which were multi-professional clinical teams.

Culture & Change Management Programmes – extensive behavioural change programmes in organisations getting to the root of difficult behavioural issues to support the development of changing cultures fairly and authentically. Has designed and delivered 100+ Culture/Change/Behavioural Change Programmes.

Workplace Healthiness & People Vitality – designs, develops and delivers health & wellbeing, plus self-care and resilience programmes for workplaces including a series of presentations for doctors in a healthcare organisation.

Most recent work portfolio:

2012 – September 2015 Permanent post (part-time) Head of Organisational Development, Large acute/community NHS Foundation Trust – leading organisational development, board, team, leadership and personal development in large NHS organisation (5,500 staff), (previously Staff Engagement Manager at the same NHSFT) combined with working part time as Senior Lecturer (part-time), Health Services Management Centre, University of Birmingham, tutor, facilitator on national Masters Degree/Leadership programme. Combined with occasional freelancing projects, coaching and developing executives, and board teams, and leaders.

Professional Memberships

- Fellow – Chartered Institute of Personnel & Development (CIPD)
- Fellow – Chartered Management Institute and Chartered Manager
- Member of the Institute of Management Consultancy
- Member of the EMCC (European Mentoring and Coaching Council)
- Member of the EPA (Esoteric Practitioners Association)
- Member of HPMA (Healthcare People Management Association).



Rebecca Myers, Associate Faculty – Coaching

With over 30 years working in or with the NHS, Rebecca is an experienced director, coach, OD practitioner and clinician who has designed, facilitated and led inter and intra organisational change. She understands the reality of working in complex environments that require highly developed skills in relationship building.

Her early career as a clinician grounded her in the reality and practicalities of delivering healthcare and provided the platform to move into management via the NHS National Management Training Scheme.

Over her management career she worked in all areas and levels of the NHS including time within Social Services and the voluntary sector of which 8 years were at Director level, latterly as a Director of Transformation/Integrated Care at the first Hospital to be taken out of special measures within a year and now a leading player in the development of the transformation of the whole Essex health and social care Economy.

Her coaching career spans nearly 20 years having coached 100's of staff across the 'system' at all levels including Executive and Non Executive clients and staff on leadership programmes across the NHS (including previous Darzi participants), Department of Work and Pensions, Education Sector, Voluntary Sector and Ashridge Management College and was an accredited Board Coach for the 1st NHS National Register of coaches. Her interest in supporting clinicians into management and leadership roles led her to set up the first coaching service for trainees at the London Deanery with the Dean.

Experienced in running action learning sets for CEO's, senior clinicians and cross organisational teams, she is a small and large group facilitator and is currently the lead facilitator of Schwartz Rounds in an acute Trust.

Committed to evidence/theory-based practice she has a BSc in Psychology (London) and an MSc in Organisational Change (Ashridge College) and postgraduate qualifications in Mentoring, Coaching and Group Dynamics (Tavistock) as well as qualified to administer a range of psychometric assessments.

She is a member of the British Psychological Society, The Royal College of Nursing, the Royal Society of Medicine and the Alzheimer's Society.



Lisa Rodrigues, Associate Faculty – Coaching, Action Learning Expert Advisor Mental Health

I joined the NHS in 1973, spent the first half of my career as a nurse and a health visitor, and the latter half in NHS management, including 13 years running Sussex Partnership NHS Foundation Trust. I completed 8 years as an Independent Member of Council at the University of Sussex, and a NED at the NHS Confederation for 7 years, during which I chaired the Mental Health Network for 3 years and was a senior independent director also for 3 years.

In 2012, I was awarded a CBE for services to the NHS.

In 2013, I announced my plans to retire the following year, and then surprised friends and colleagues by coming out about my own experiences of depression since aged 15. I now use my understanding of stigma, including self-stigma, to raise awareness and reduce the negativity still associated with mental illness.

These days I write, speak at conferences and via the broadcast media about mental health and leadership. I coach people in executive roles, and act as a mentor to new NHS managers and clinicians. I chair the working group of a Time to Change project aimed at reducing the stigma experienced within and towards mental health services.

I am a Trustee of Grassroots Suicide Prevention and the HYPERLINK "<https://lisasaysthis.com/mary-seacole-memorial-statue-appeal/>" Mary Seacole Memorial Statue Appeal.

I have a BA in Psychology and an MA in Public Sector Management. I am currently finishing my book called Tales from A Recovering Chief Executive. And I am writing a novel.

I blog at HYPERLINK "<http://www.lisasaysthis.com/>" www.LisaSaysThis.com where there are also links to my other publications. I am on Twitter @LisaSaysThis



Prof Keith Grint, Professor of Public Leadership & Management

Keith Grint is Professor of Public Leadership at Warwick University. He has held Chairs at Cranfield University and Lancaster University and was Director of the Lancaster Leadership Centre. He spent twelve years at Oxford University and was Director of Research at the Said Business School and Fellow in Organisational Behaviour, Templeton College, University of Oxford. He remains an Associate Fellow at the Said Business School and of Green Templeton College, Oxford. He is an Academician of the British Academy of Social Sciences. He is also a Visiting Research Professor at Leiden University, a Fellow of the Windsor Leadership Trust, a Fellow of the Leadership Trust and a Visiting Professor at University College Suffolk.

He is a founding co-editor of the journal *Leadership* published by Sage <http://lea.sagepub.com/>, and founding co-organizer of the International Conference in Researching Leadership. His books include *The Sociology of Work* 3rd edition (2005); *Management: A Sociological Introduction* (1995); *Leadership* (ed.) (1997); *Fuzzy Management* (1997); *The Machine at Work: Technology, Work and Society*, (with Steve Woolgar) (1997); *The Arts of Leadership* (2000); *Organizational Leadership* (with John Bratton and Debra Nelson); *Leadership: Limits and Possibilities* (2005); *Leadership, Management & Command: Rethinking D-Day* (2008); *Sage Handbook of Leadership* (edited with Alan Bryman, David Collinson, Brad Jackson and Mary Uhl-Bien) (2010); *The Public Leadership Challenge* (edited with Stephen Brookes) (2010); and *Leadership: A Very Short Introduction* (2010). *Sage Major Works of Leadership* (four volumes) (ed. with David Collinson & Brad Jackson) (2011). *Sage Historic Perspectives on Leadership & Governance* (three volumes) (ed. with Simon Johnson, David Collinson and Brad Jackson) (forthcoming).

Research Interests

Qualitative approaches to Leadership

Journal Articles

- Grint, K. "The Hedgehog and the Fox : leadership lessons from D-Day." *Leadership 10* (2014): 240-260
- Grint, K. "Will GPs "lead" or "govern" the new GP Consortia?" *Leadership in Health Services 25* (2013): 263-272
- Grint, K and Holt, C. "If Total Place, Big Society & Local Leadership are the Answers: What's the Question?" *Leadership 7* (2011): 85-98
- Grint, K. "The cuckoo clock syndrome : addicted to command, allergic to leadership" *European Management Journal 28* (2010): 306-313
- Grint, K. "Placing leadership" *Policy Studies 31* (2010): 365-366.



Prof Michael West, Head of Thought Leadership, The Kings Fund, Prof Organisational Psychology, Lancaster University

Michael West is Head of Thought Leadership at the King's Fund, London and Professor of Organizational Psychology at Lancaster University Management School. He is Visiting Professor at University College, Dublin and Emeritus Professor at Aston University where he was formerly Executive Dean of Aston Business School. He graduated from the University of Wales in 1973 and received his PhD in 1977. He has authored, edited or co-edited 20+ books and has published over 200 articles for scientific and practitioner publications, as well as chapters in scholarly books.

He is a Fellow of the British Psychological Society, the American Psychological Association (APA), the APA Society for Industrial/Organizational Psychology, the International Association of Applied Psychologists, the British Academy of Management, the Academy of Social Sciences and a Chartered Fellow of the Chartered Institute of Personnel and Development.

The focus of his research over 30 years has been culture and leadership in organisations, team and organizational innovation and effectiveness, particularly in relation to the organization of health services. He provides regular policy advice to many national NHS organisations. He led the Department of Health Policy Research Programme into cultures of quality and safety in the NHS in England from 2009 to 2013. He also led the NHS National Staff Survey development and implementation for eight years and has built an unparalleled evidence base. He lectures widely both nationally and internationally about the results of his research and solutions for developing effective and innovative health care organizations.

Guest Speakers



Professor Steve Field CBE, Chief Inspector of General Practice, CQC

Professor Steve Field became Chief Inspector of General Practice in October 2013. Before this, he was NHS England's Deputy National Medical Director, with the lead responsibility for addressing health inequalities in line with the NHS Constitution.

Steve is also Chair of the National Inclusion Health Board, improving the health of the most vulnerable. He was Chair of the NHS Future Forum which was launched in April 2011. He presented the final reports to the full UK Cabinet in June 2011, which led to key changes in the Bill that became the Health and Social Care Act. After successfully leading two phases of this project, he led the review of the NHS Constitution.

He was Chair of council of the Royal College of General Practitioners between 2007 and 2010. For the past 12 years he has been a Member of Faculty at the Harvard Macy Institute, Harvard University in Boston, Massachusetts. He is a non-executive director of University College London Partners, Honorary Professor at the University of Birmingham and Honorary Professor at the University of Warwick.

Steve received a CBE for his Services to Medicine in the Queen's 2010 New Year's Honours List. He continues to practise as a GP at Bellevue Medical Centre in Birmingham, a large academic training practice involved in research and health care education at undergraduate and postgraduate levels.



Dr Jonathan Fielden, Deputy Medical Director, NHS England

Jonathan was recently appointed Deputy Medical Director, NHS England for Specialist Commissioning. Prior to this he was Medical Director Medicine Board at University College London Hospital in July 2012. He was one of 4 medical directors at the trust; known for its strong clinical leadership model, excellent outcomes for patients and strong research.

Prior to UCLH Jonathan was Chief Medical Officer at the Royal Berkshire NHS Foundation Trust in Reading.

He trained through Bristol University (BSc (hons) MB ChB 1988), Sydney, Southampton and Portsmouth. He was appointed in 1998 as a consultant in anaesthesia and ICM and held posts as Clinical Director Emergency Care, Emergency Care Lead and Director of Medical Education and Development prior to appointment as Chief Medical Officer in July 2009. From October 2011 he was also the (interim) Care Group Director of Urgent Care having led the major internal organisational redevelopment to a patient pathway based, clinically led structure.

Externally Jonathan held the post of Deputy (2004) then Chairman(2006-9) of the Central Consultants and Specialists Committee (CCSC), BMA representing all consultants across the UK in negotiations and policy making with UK government. He has worked on numerous national bodies with the DoH and advisory bodies to ministers and the Secretary of State for Health and Special policy advisors to 2 Prime Ministers. He is an employer member of the national Advisory Committee on Clinical Excellence Awards and was a Fellow of the National Leadership Council. He was a member of the NHS Future Forum now National Stakeholder forum and was part of the first cohort of the NHS Top Leaders. He is also the Secondary Care Specialist on the Governing Body of Aylesbury Vale Clinical Commissioning Group covering a population of 200000 in north Buckinghamshire. He is a Mentor with Healthbox UK social enterprise and business start up, advisory board member to The Learning Clinic and CHKS.



Martin Marshall, Professor of Healthcare Improvement, Managing Director, London Social Enterprise for Health Improvement

Martin Marshall joined UCL in January 2012 as Professor of Healthcare Improvement and lead for Improvement Science London, a new initiative to promote the science of improvement across the three London Academic Health Science Centres. He is also a Commissioner for the Care Quality Commission, the quality regulator for health and social care in the UK. Prior to his current role he was Clinical Director and Director of R&D at the Health Foundation between 2007 and 2012, Deputy Chief Medical Officer and Director General with responsibility for clinical quality and safety and medical education in the Department of Health from 2006 to 2007, and Head of the Division of Primary Care and Professor of General Practice at the National Primary Care Research and Development Centre, University of Manchester from 1999 to 2006.

He has worked as general practitioner for over 20 years, currently in an inner city practice in South London, is a fellow of the Royal College of General Practitioners and chairs the College's Ethics Committee. He is also a fellow of the Royal College of Physicians and the Faculty of Public Health Medicine and was awarded a CBE in the Queen's Birthday Honours list in 2005 for Services to Health Care.

Academic Interests

Martin's main interest is developing the science of improvement, a practical science which aims to address the gap between what the evidence suggests should happen and what actually happens in clinical and managerial practice. He has published over 170 publications in the field of quality of care and has a particular interest in how information is used to support improvement, the public disclosure of data and organisational culture.

Key publications

Marshall M, Ovretveit J. Is it possible to improve quality and save money? *BMJ Quality and Safety* 2011;20:293-296

Marshall M, McLoughlin V. How do patients use information on healthcare providers? *BMJ* 2010;341:c5272 p1255-1257

Marshall M. James Mackenzie Lecture: Practice, politics and possibilities. *Br J Gen Pract* 2009; 59:605-612

Marshall M. Applying Quality improvement approaches to health care. *BMJ* 2009;339:b3411



Professor Lis Paice, Chair NW London Integrated Care Pilot, Non Executive Director, The Hillingdon Hospitals NHS Foundation Trust, Coach.

Prof Elisabeth (Lis) Paice OBE FRCP has been active in supporting and developing integrated care in North West London since 2011. She chaired the initial two integrated care pilots and then went on to co-chair the Lay Partner Advisory Group and the Lay Partner Forum of North West London's Whole Systems Integrated Care programme.

She is a visiting professor at Imperial College London and a non-executive director of Hillingdon Hospitals NHS Foundation Trust, an acute general hospital in North West London. She is also an active coach and mentor. She was named NHS Mentor of the Year 2010 in the NHS Leadership Awards and is the author of *New Coach: reflections on a learning journey*, McGraw Hill 2012.

Previously she was Dean Director of London Deanery 1995-2010. In this role she had responsibility for postgraduate medical education and training in all specialties across the primary, secondary and tertiary care organisations of London. Before that she was a consultant rheumatologist at the Whittington Hospital, 1982-1995. She commenced her medical training at Trinity College Dublin and completed it at Westminster Medical School.

Lis is providing a coproduction learning experience on the programme.



Dr Daghni Rajasingam, Consultant Obstetrician, Co-opted Council Member Faculty of Medical Leadership and Management

Daghni Rajasingam is a consultant obstetrician and lead for the Birth Centres at Guy's and St Thomas' Foundation Trust. Her clinical interests include obesity, diabetes, pre-pregnancy counselling, early access to care and social complications in pregnancy. She is Clinical lead for the Women's Global Health Clinical Academic Group at Kings Health Partners and is chair of the RCOG Global Health Grants and Projects Committee. She has a Masters in leadership, an academic interest in leadership and partnership working and is an accredited mediator.

Daghni was lead for the Maternity Breakthrough project in Leading Workforce Transformation (NHS London), was a member of the NICE guideline development group for Social Complications in Pregnancy and external obstetric advisor to the Confidential Enquiry into Maternal and Child Health (CEMACH) Obesity Project. She is on the Royal College of Obstetrics and Gynaecology (RCOG) Council and is an official spokesperson for the RCOG. She is the London regional lead for the Faculty of Medical Leadership and Management.

She was an appointed member of the Clinical Advisory Group for Healthcare for London and co-Chair of the Maternity User Engagement Group. She is on the council for the Clinical Leadership Network and a member of London's Clinical Senate. Daghni has been developing and delivering multi-disciplinary leadership programmes.



Dame Eileen Sills, DBE, Chief Nurse and Director of Patient Experience, Guys and St Thomas' NHS Trust

Dame Eileen Sills was appointed Chief Nurse in 2005. Having qualified as a registered nurse in 1983, Eileen has held a number of general management and senior nursing leadership posts in London. She was awarded a CBE in 2003 for services to nursing, and a DBE in January 2015.

Eileen holds two visiting professorships, at King's College London and London South Bank Universities. She is a member of the NHS Employers policy board and the Chair of the grant committee for the Burdett Trust for Nursing. Eileen has a national reputation for strong, visible, clinical leadership, and her drive to take senior nurses back to the bedside has earned her a national reputation for her Clinical Fridays initiative.

Eileen Sills trained in Stockport and qualified as a registered nurse in 1983, she held a number of post registration positions within both general and Accident & Emergency Medicine, before moving to London in 1985 where she took up her first senior position as a Sister in a busy A&E department at North Middlesex Hospital. After 3 years she took up a position as a clinical tutor for the ENB Accident & Emergency Course but after 18 months took the decision to return to clinical practice.

Eileen was appointed as a ward sister on a medical ward at North Middlesex in 1990 and within 2 years had developed the ward to become one of the first funded Nursing Development Units in the country, supported by a 3 year grant from the King's Fund. At the same time Eileen was awarded a Florence Nightingale travel scholarship. From 1994 Eileen progressed her career taking opportunities to gain experience in both general management and senior nursing leadership positions across a number of hospitals within North London. This led to her first appointment as a Director of Nursing in 1999 at the Royal National Orthopaedic Hospital, in 2001 she moved to Whipps Cross Hospital as the Director of Nursing and became Deputy Chief Executive in 2003 and following the departure of the CEO acted as Chief Executive before moving to Guy's & St Thomas' NHS Foundation Trust in 2005 as their Chief Nurse. Within 6 months of her appointment Eileen took on the additional responsibilities of the Director of Clinical Services and in 2007 was appointed as Chief Operating Officer. Following the substantive appointment of a Chief Operating Officer in 2012, Eileen's portfolio changed taking on Director of Patient Experience.

Eileen was awarded a CBE in the Queen's 2003 New Years Honours list for services to nursing, she holds two visiting professorships at King's College London and London South bank Universities. She is the Chair of the Grant's Committee for the Burdett Trust. Eileen has a national reputation for strong, visible, clinical leadership, and her drive to take senior nurses back to the bedside has earned her a national reputation for her clinical Friday's initiative. In August 2013 Eileen was appointed as the Clinical Director for London's Strategic Network for Dementia.

In August 2013 Eileen was appointed as the Clinical Director for London's Strategic Network for Dementia. This year Eileen has been appointed into a new role as National Guardian for speaking up safely in the NHS for CQC.

In the 2015 Queen's New Year Honours, Eileen was made a Dame Commander of the Order of the British Empire in recognition of her services to the nursing profession.



Dr Amar Shah, Associate Medical Director & Consultant forensic psychiatrist, East London NHS Foundation Trust

Amar Shah is the Associate Medical Director for Quality Improvement & a Consultant forensic psychiatrist at East London NHS Foundation Trust. He is working with the Medical Director at East London to deliver a large organisation-wide QI programme, aimed at supporting East London NHS FT to provide the highest quality mental health and community care in the country. As part of the programme, he is building a central QI team at East London with deep improvement skills, and working on building the will and alignment across the organisation for improvement at scale. East London is partnering with the Institute for Healthcare Improvement to build improvement capability at scale and pace at all levels of the workforce, and with BMJ Quality in order to document, share and publish all QI work.

Amar has experience of local quality improvement within a number of NHS providers, and national improvement work while seconded to the National Patient Safety Agency (as part of the Chief Medical Officer's clinical advisor scheme) in 2009-10. He is an IHI improvement advisor, and has completed an executive MBA in healthcare management, a masters in mental health law and a postgraduate certificate in medical education.



Anam Farooq, Darzi Programme Administrator

Anam Farooq is the Darzi Programme Administrator in the School of Health and Social Care at LSBU.

She will be providing support to all the Darzi Fellows throughout the programme, acting as a first point of contact for any enquires.

Anam has a BSc (Hons) Business Administration from London South Bank University, School of Business.
