

# ROBERT WIGGINS

## Curriculum Vitae

### NHS EXPERIENCE

Working in the NHS over the past 11 years has provided opportunities to take a skill set predominantly utilised in the private sector and successfully adapt it to working in the NHS. Although there is little difference to the fundamentals of transformational change, the manner in which this change is effectively applied must be varied to fit the culture, structure and workings of the NHS.

Most recently engaged by NHS England (North Region) to develop workshop sessions for CCGs experiencing, or at risk of experiencing, financial distress. First involvement with the NHS began in 2006 as Turnaround Director in several Essex PCTs during the National Programme Office for Turnaround that sought to bring PCTs in deficit (and the NHS as a whole) into financial balance. This work took place over 6 months during a period of merger and consolidation of PCTs.

A variety of additional NHS assignments have been undertaken since November 2010. These projects have focussed on financially challenged PCTs/CCGs and wider health economies in North East Manchester, North Yorkshire and York, Blackpool and the Fylde Coast and most recently North Tyneside.

These roles incorporated all or most of the following tasks:

- Understanding the imperative of maintaining patient safety and quality in the delivery of health services, whilst striving to deliver the best possible health care within the financial resources available.
- Managing and strengthening relationships within and between organisations by building mutual respect, trust and understanding as well as the necessary supporting structures and processes to support those relationships.
- Adapting the culture, basis and arrangements for contracting with providers to achieve a “fit for purpose” approach whilst maintaining constructive working relationships.
- Developing strategies and processes for merging programmes from two or more departments and/or organisations into one single efficient programme.
- Ensuring that the transformation being developed and implemented supports, and can be clearly seen to support, the agreed strategy, which itself has been communicated widely in an understandable form.
- Ensuring there are appropriate structures and processes to define, develop, implement, monitor, report on and support the programmes of change.
- Proposing new organisational structures as well as communication and engagement processes to support the transformational programmes.

Each of these roles had all or most of the following characteristics:

- High profile within the NHS, regionally and nationally
- High profile outside the NHS (media, public and political)
- Multiple commissioner and provider engagement
- Significant contracting issues
- Wide spread individual and organisational resistance
- Complexity and urgency
- Limited resources (financial and non-financial)

In each case success depended upon managing relationships of key individuals within and between organisations.