

Alison Morgan, MBE

Member of the Order of the British Empire, 2001, awarded for services to healthcare
Nurses into Commissioning NHS Programme, 1999, NHS Executive North West /
Royal College of Nursing

Master of Science by Research, 1996, NHS Programme / University of Salford,
Management School

General Management Trainee Scheme II, 1991, Health Service Management Unit,
Manchester University

Certificate in Management Counselling and Development 1 (Distinction), 1990,
Royal Society of Health

ENB934 – Care and Management of Persons with AIDS, 1987

ENB612 – Drug and Alcohol Dependency Nursing (Distinction), 1986, Manchester
Metropolitan University

Registered Health Visitor, 1981, KCH / Croydon College

Certificate in District Nursing, 1981, KCH / Croydon College

Registered General Nurse, 1980, King's College Hospital (KCH), London

Summary

As an independent Healthcare Management Consultant Alison is able to draw on her 31-year career in the NHS. This career included a variety of different roles, both clinical and non-clinical, which resulted in a proven track record in service management and improvement, change management, project management, commissioning and cross agency working. With an in-depth knowledge and understanding of issues and challenges facing today's NHS and partner organisations Alison is quick to assimilate and communicate complex information to a variety of audiences. She is an experienced and effective facilitator, equally comfortable working with members of the public or professionals. Alison is principally motivated by what is best for service users and has significant experience in gaining public / patient input in the design, delivery and monitoring of services. Flexible, creative and self-motivated Alison is capable of making effective decisions and challenging accepted thinking thus encouraging innovation. An experienced mentor, Alison is able to encourage and support others to develop and fulfil their potential. Alison is a strong team player and has excellent interpersonal skills.

Examples of Relevant Successful Projects

As a Management Consultant reviewed the commissioning arrangements for elective neurology services for a North West PCT. This involved mapping of the services, demand and capacity; interviews with clinicians and managers from provider Trusts, Specialist Commissioners, PCTs and third sector organisations; assimilation of information (activity and finance); review of best practice (nationally and internationally); production of a detailed report with suggested recommendations. As PCT commissioning lead for ongoing conditions (e.g. diabetes, cardiovascular disease, and respiratory diseases) undertook a strategic review of services and

commissioning arrangements for people with these conditions. This led to the development of a service specification and the commissioning of integrated services (health and social care) in accordance with the specification. This included key performance indicators and performance monitoring.

As Chief Executive of Barrow Primary Care Group led the commissioning of new initiatives informed by data on the health needs of the local population. This included a number of initiatives designed to enhance the return to work of middle aged jobless men who had been made redundant from the local shipyard, and to support local employers. For example, primary care mental health service; Back-to-Work scheme (physiotherapist input to employers for advice and support on back care); exercise on referral and walking for health schemes. Also worked with local acute NHS Trust on an initiative to attract young people leaving school / college to consider a career in the NHS.

Led the development of a Health Inequalities Action Plan for Barrow-in-Furness and as Chair of the Health Inequalities Task Group (a sub/task group of the Furness Strategic Partnership) facilitated its adoption and implementation. This included the successful commissioning of Neighbourhood Renewal Fund projects and Heart of Barrow initiatives. One of the key outcomes was recognition by other agencies of the many health determinants and their role in addressing these.

Co-author of the Stockport Health Promise, a local health strategy in response to The Health of the Nation, and project management of several public health projects e.g. Exercise and Arts on Prescription; introduction of Community Health Workers.

As a clinical service manager in Stockport led service review and redesign based on best practice and assessed needs of local people e.g. health visiting and school health service.

Experience

Independent Healthcare Management Consultant (January 2009 – present)
Commissioned by NW PCT to review neurology services.

Cumbria Primary Care Trust (September 2007 – December 2008)

Care Stream Lead – Ongoing Conditions (Market Development / Commissioning Directorate). New role with responsibility for:

- identifying service improvement models for people with ongoing conditions such as diabetes, heart disease etc in conjunction with lead clinicians
- developing costed service specifications with clear key performance targets
- piloting and commissioning new service models spanning primary prevention through to end of life care
- integrating health and social care provision for the benefit of people with ongoing conditions
- integrating statutory and third sector provision, working with local independent and voluntary organisations

- consulting with and involving patients and carers to ensure service models patient centred.

Morecambe Bay Primary Care Trust (November 2004 – September 2007)

Head of Primary Care Development (Primary and Community Care Services Directorate). Leader of the Primary Care Development Team with responsibility for:

- developing and implementing monitoring of the new GP Contract with particular emphasis on the Quality and Outcomes Framework and the specification and monitoring of Enhanced Services (local and national)
- managing the introduction of the new NHS contracts for dentists and community pharmacies
- developing and managing the PCT's GP out-of-hours service, Baycall, following the opt out of GPs from out-of-hours care.

Morecambe Bay Primary Care Trust (June 2001 – November 2004)

Director of Barrow Local Health Group. Responsibilities as below for PCG but with accountability to new PCT (replaced the Health Authority). Additional responsibility for the management of community provider services in the Barrow area.

Morecambe Bay Health Authority (April 1999 – June 2001)

Chief Executive, Barrow Primary Care Group. Responsible for the following within the Barrow locality:

- establishing a PCG i.e. organisational development and change management resulting in development of an effective corporate board
- commissioning hospital and community health services
- development of primary care professionals and their teams
- tackling health inequalities and improving health in collaboration with local authorities (2-tier – local and county), voluntary and independent sector organisations. Included chairing of Furness Strategic Partnership Health Inequalities Task Group
- budget management

Responsible for the following PCT wide:

- management and commissioning of Children's Services
- partnership working in relation to children's services – including Chair of Child and Adolescent Strategy Steering Group; PCT representative on Youth Offending Team Steering Group
- primary care clinical governance.

Morecambe Bay Health Authority (June 1998 – April 1999)

Special Projects Manager and Project Co-ordinator

During this 12 month period of secondment (as part of Nurses into Commissioning Programme organised by the NHS Executive North West, in conjunction with the Royal College of Nursing) responsible for:

- provision of Health Authority input to Best Value Pilot Project in Cumbria
- review of the Motor Neurone Disease care facilities in north Lancashire and south Cumbria

- establishment of clinical governance framework for primary care
- co-ordination of the shadow Lancaster Primary Care Group.

Stockport Health Authority (June 1996 – June 1998)

Senior Commissioning Manager (Commissioning Directorate)

This role included:

- management / leadership for commissioning team (community and non acute services)
- negotiation and monitoring of service contracts / service agreements with various NHS Trusts
- provision of advice to the Health Authority regarding specific client groups / lead areas – children, women’s health, community services, learning disabilities, public health and health promotion.

Stockport Health Authority (April 1991 – June 1996)

Health Strategy Manager (Health Service Development Directorate)

First general management role that included the following responsibilities:

- locality sensitive purchasing – involved health needs assessment; extensive networking with local people, professionals (health, social care, education / youth services, housing and environmental health, leisure services), local councillors, community groups and members of the public; service contracting
- provision of advice to the Health Authority regarding service development for specific client groups / lead areas – maternity and fertility services; children’s health; sexual health, HIV and AIDS, public health initiatives
- contributor to the Director of Public Health Annual Report and co-author of Stockport Health Promise.

Stockport Health Authority (June 1988 – April 1991)

Community Nurse Manager and Deputy Director of Nursing Services.

Responsibilities included management and clinical supervision of Health Visitors, District Nurses, School Nurses and Clinic Nurses, and development of the service.

Various Clinical Experience (September 1977 – June 1988)

Generic Health Visitor (1988, 1986-87, 1981-85) – Stockport Health Authority

Drugs Counsellor (1987) – Bolton Health Authority, preceded by full academic year undertaking Drug and Alcohol Dependency Nursing Course (passed with distinction)

Student Nurse, District Nurse and Health Visitor (1977-81) – King’s College Hospital / Croydon College.