

# Millar Bownass

Bownass Consultancy Ltd

## Profile

Millar had an NHS career spanning sixteen years at senior level, including three years as an acute hospital executive director, responsible for service delivery. Before that his early career spanned eighteen years as a local authority environmental health officer. He established his own management consultancy service in 2006 and from the start experienced a busy diary with clients numbering: acute and private hospital providers; primary care; clinical networks; regional and national NHS departments; GPs; and the pharmaceutical industry.

Millar's experience covers: service transformation & performance reviews; informatics & business intelligence; healthcare commissioning; acute hospital operational management. He holds an MSc in Public Sector Management

He has excellent business and organisational skills, always endeavouring to see assignments in the context of the bigger picture. He enjoys working closely with clinicians at all levels in order to secure service delivery, the introduction of new technologies, service transformation and sustainable change. He has particular skills in strategic service redesign, including lean methodologies. He routinely involves himself in the translation of data into meaningful information for day-to-day service delivery, performance management, longer term planning and service specifications. He brings a strong value based approach to managing and developing people and has a management style which is based on transparent clarity of expectation coupled with routine, firm yet fair assessment of achievement. He has considerable experience in building relationships to support strategic alliances, and in programme and project management to ensure performance and delivery. He routinely aspires to high standards of well evidenced written reports and presentations.

## Specialist Skills

- Service review and cost improvement programmes
- Service transformation and change management
- Strategic analysis and business development
- Operational and performance management
- Interim senior / executive management cover
- Healthcare commissioning
- Healthcare policy and strategy

## Educational and Professional Qualifications

1972 – BSc (Hons) Environmental Health – University of Aston in Birmingham

1990 – MSc Public Sector Management – University of Aston in Birmingham

1986 – Diploma in Atmospheric Pollution

1987 – Diploma in Health and Safety at Work

2002 – Foundation Certificate in Prince2 Project Management

## Key Career Achievements

2006 to date – wide variety of successful interim/consultancy roles, including:

2009 – 2015

2016 – West Midlands Strategic Clinical Network (Bernie County)

Review of Mental Health Crisis Care Concordat planning arrangements including development of a best practice model of care.

2015 / 2016 – Hospital Services States of Guernsey – (Jan Colman / Ed Freestone)

Review of Visiting Consultant Services by mainland NHS consultants to the Island including the development of robust health commissioning intelligence, service resources and performance monitoring tools. Skills development within the Off-Island Healthcare Team.

Review of Operating Theatres Utilisation including a successful 70+delegate stakeholder workshop day and production of report/recommendations

2015 – National QIPP Programme Lead Specialised Services

NHS England – Specialised Services National Team (Cathy Edwards)

National leadership role for the development of the annual QIPP savings programme (£350m) for the NHS Specialised Services programme (£14bn)

2014 / ongoing – Service Redesign Consultant - Leukaemias

Janssen-Cilag Pharmaceuticals (Sarah Scanlon)

Undertaking a review and quantifying clinical pathways relating to Chronic Lymphocytic Leukaemia and Multiple Myeloma; including modelling chemotherapy options in the context of developing an evidence base for new drugs being brought to market

Undertaking pre- and post- implementation service reviews for malignant myeloma and monoclonal gammopathy of undetermined significance (MGUS) patients, arising from the introduction of electronic patient record software and the introduction of nurse led clinics in outpatients.

2013/14 – Service Transformation Lead

NHS England (North) (Julie Higgins / Richard Armstrong)

Part of the team reviewing Primary Care Support Services in the North of England in response to the government challenge to reduce expenditure by 40% nationally. Particular responsibilities relating to developing the evidence base for inclusion in business case proposals, drafting the business case and for workstream reviews and process re-engineering to deliver the productivity gains necessary. Developing a range of Key Performance Indicators for services in the North and national roll-out.

2012 / 13 – Quality Framework Lead

West Midlands Quality Observatory. (Richard Wilson)

Developed a national Community Services Quality Framework to complement similar frameworks produced by the observatory across other NHS sectors. It compared and contrasted community services across the country, bringing together a range of indicators covering both the Transforming Community Services agenda and all five dimensions of the NHS Outcomes Framework

2012 / 13 – WMids Lead – PMs Dementia Challenge

Prime Minister's Dementia Challenge (W.Mids - Giles Tinsley)

Part of the team which developed the West Midlands response to the dementia challenge. In particular responsible for creating a series of web based information indicators useful to patients and their carers, comparing and contrasting services available in their home areas. Relevant indicators provided at GP, CCG, LA and Hospital level.

2011- Service Review Lead

pan Birmingham Cancer Network (Karen Metcalf)

Review of laboratory genetic tests service across the West Midlands

Focus on the role of genetic testing in high cost clinical pathways and high cost drug choices.

Report prepared and interactive data models generated to map the 'before' and 'after' consequences of new commissioning proposals and speciality service definitions.

2010/11 - Service Review Lead

West Midlands Specialist Commissioners (Karen Helliwell/Daphne Austin)

Review of clinical coding training across West Midlands

Report prepared identifying existing training provision and future training needs based on national standards. Budget transfer from PCT to acute hospitals identified and actioned.

(Transfer of financial responsibility from commissioners to providers in line with national norms)

2009/10 – Service Review Lead

Pan-Birmingham Cancer Network (Karen Metcalf)

Undertook two commissioning exemplar projects concerning breast and colorectal cancer pathways and costs within the pan-Birmingham cancer network area.

Report prepared, key issues identified – Commissioners Guides written

2009/10

West Midlands Specialist Commissioners (Karen Helliwell/Daphne Austin)

Supported West Midlands Specialised Commissioning Team on a variety of service review and cost improvement assignments; including, West Midlands Perinatal Institute, Medicines Quality Assurance, Genetic Testing & Bone Marrow Transplantation.  
Reports prepared, key issues identified relating to role and service delivery

2009/10

West Midlands Specialist Commissioners (Karen Helliwell/Daphne Austin)  
Performance management of the Birmingham Children's Hospital paediatric cardiac surgery waiting list  
Demand and capacity models prepared, routine waiting list management techniques introduced – waiting lists returned to better than target

2009/10 –

West Midlands Specialist Commissioners (Karen Helliwell/Daphne Austin)  
Review of Medicines Management Information Services (Keele University)  
Report prepared and service/stakeholder meetings facilitated.

2009

West Midlands Specialist Commissioners (Karen Helliwell/Daphne Austin)  
Review of Paediatric Surgery across the West Midlands – sponsored by the West Midlands Specialist Commissioning Team in collaboration with another independent management consultant.  
Major data modelling exercise undertaken, stakeholder workshops supported, outputs incorporated into report reviewing service options across West Midlands.

2009

West Midlands Specialist Commissioners (Karen Helliwell/Daphne Austin)  
Review of Clinical Genetics Service across the West Midlands.  
Report prepared, key issues identified relating to role and service delivery

2009

NHS West Midlands (Jon Cooke)  
Review of TB Services across the West Midlands  
Report prepared and recommendations submitted to regional TB group.

2009

Heart of Birmingham Teaching PCT (Denise Mclellan / John Lees)  
Developed a full portfolio of fourteen separate service specifications for children's community healthcare services and secured agreement between three commissioning PCTs and a single PCT provider arm.  
This was phase one in the move from a block contract to a new pattern of provision and eventually PbR tariffs

For assignments 2006 – 2008 see appendix 1 below

2003 to 2005 Acute hospital executive director role (operational).

Led turnaround of clinical directorates and achievement of 13-week outpatient waiting times ahead of target and of accident and emergency 4hr performance, where we led the national performance tables at the end of 2004 and sustained performance >99% throughout 2005.

2004/05 Led the successful implementation of Choose and Book within an acute hospital setting.

2002/23 Led the successful recovery of a medical records department in crisis, including: improving casenote availability to clinicians; electronic tracking of casenotes; good practice in the organisation of the library and compliance with archiving and retention policies.

2001 Accountable to the Regional Director for the successful delivery of the Shifting the Balance of Power Agenda, which saw the close down of the Regional Health Authority and emergence of the Strategic Health Authorities. In particular focused on HR issues and business continuity, working through the thirteen outgoing District Health Authority Chief Executives and three incoming Strategic Health Authority Chief Executives, linking in also to the national co-ordinating group. A smooth transition was achieved.

2000 acted as the Year 2000 project manager (millennium bug) within a large acute hospital. Inherited a project behind schedule and quickly turned it around to green traffic light in all thirty assessed areas. This involved leading a multi-disciplinary team in the cataloguing and testing of all vulnerable equipment and preparation of contingency plans – New Year's Eve passed off without event.

1998 / 2000 – As chair of a Joint Care Planning Team I was able to influence issues of common concern between Health and Local Authorities

Pre-2000 – successful directorate manager across a range of acute sector specialities including: medicine; cancer care, regional specialties, pathology, radiology and dermatology.

### **Employment Record**

2006 to Present – Director of Bownass Consultancy Ltd., management consultancy services to NHS and private healthcare providers and commissioners

Nov 2002 to Dec 2005 Mid-Staffordshire General Hospitals NHS Trust - Executive Director with operational and performance responsibilities (before the more recent troubles!)

Oct 2001 – Oct 2002 – seconded to outgoing West Midlands RHA and incoming Shropshire & Staffordshire StHA, principally as the West Midlands national representative for the Shifting the Balance of Power agenda

1989 to 2001 – Sandwell & West Birmingham NHS Trust (previously City Hospital NHS Trust, Birmingham)

1999 – 2001 – Patient Process Director

2000 – Year 2000 Project Manager

1995 – 1999 – Directorate Manager Birmingham Skin Hospital (50%)

1996 – 1999 – project management support to Director of Corporate Planning (50%), including early support to new £25m ambulatory care centre

1989 – 1996 – various Directorate Manager Roles – Medicine, Cancer Care, Imaging, Anaesthetics, Pathology and Professions Allied to Medicine.

1972 – 1989 – Birmingham City Council – from Pupil (1972) to Principal (1985) Environmental Health Officer

### **Appendix 1 - Key Consultancy Assignments pre 2009**

2008

Heart of Birmingham Teaching PCT (Denise Mclellan)

Developed the job description for a new primary care commissioning manager and secured HR sign-off and grading. Provided full recruitment support throughout to interview. Provided interim cover for the post sufficient for the incoming appointee to 'hit-the ground' running.

2008

Heart of Birmingham Teaching PCT (Denise Mclellan)

Developed and secured agreement to a job description for a new joint post between three PCTs and the local authority for a children's healthcare commissioner and secured HR sign-off and grading. Provided full recruitment support throughout to interview. Provided interim cover for the post sufficient for the incoming appointee to 'hit-the ground' running and subsequent induction and strategic and operational support

2008

Heart of Birmingham Teaching PCT (Denise Mclellan)

Led the development of a 'Birmingham-version' of the Every Disabled Child Matters Charter in conjunction with the local authority through the Children's Trust arrangements and secured sign up by the three Birmingham PCTs.

2008

Heart of Birmingham Teaching PCT (Denise Mclellan)

Acted as the lead co-ordinating NHS member on the Birmingham Children's Trust and developed a new model to facilitate full engagement of the three Birmingham PCTs.

2008

Birmingham East & North PCT (Andy Donald)

Undertook a review of adult hearing services for a PCT healthcare commissioner. Report and recommendations prepared.

2007

Heart of Birmingham Teaching PCT (Denise Mclellan)

Provided support to strategic and business planning for the first phase of a programme of 24 new primary care centres.

2007

Heart of Birmingham Teaching PCT (Denise Mclellan)

Undertook major review of community health care services for patients suffering stroke; devised a model for developing intermediate healthcare services to support early discharge from hospital and subsequent admission avoidance of stroke patients and others with neurological conditions.

2007

Heart of Birmingham Teaching PCT (Denise Mclellan)

Undertook a review of community healthcare services for those children falling outside mainstream healthcare. Service model developed, report and recommendations delivered.

2006/07

Good Hope Hospital NHS Trust (Dave Bowden)

Undertook service review of an acute hospital emergency services department, led a service re-design process and developed operational models along See & Treat lines – new department now operational and running successfully.

2006

Four Seasons Health Care (Pete Calveley/Margaret Cudmore)

Undertook viability review of private hospital – reported and made recommendations. Subsequently oversaw its closure and decommissioning

2006

Good Hope Hospital NHS Trust (Dave Bowden)

Project managed 'Hospital at Night' initiative for acute hospital as an early component of its european working time directive initiative for doctors' hours (2009).

2006

Tudor & Manor GP Practices, Sutton Coldfield (Drs Speak, Flacks, Ingham & Dau)

Provided strategic advice on premises utilisation, service development and practice based commissioning opportunities to a group of 10 GPs, now established and successfully operating as a private company.

## **Awards**

2001 Computer Weekly eExcellence Award – Electronic Booking System for GP referrals to hospital consultants.

## **Professional Organisations**

Royal Society of Medicine

The Association of Independent Professionals & the Self Employed

## **Contact Details**

Millar Bownass

Bownass Consultancy Ltd (05674082)

41, Silvermead Road, Sutton Coldfield, West Midlands. B73 5SR

0772 400 7372

0121 321 1600

millar@bownassconsultancy.co.uk

VAT Registration 883 9300 96