



Integrated Care  
Systems Network  
NHS Confederation

# ICS Network Conference 2024

## Tackling today while building for tomorrow

**27 November 2024**

**Convene**

155 Bishopgate, London, EC2M 3YD



Boehringer  
Ingelheim

Browne  
Jacobson

Newton<sup>+</sup>

# Agenda **morning**

Wednesday 27 November 2024

Please see session descriptions on pages 7 - 10

Glossary of abbreviations  
ICS integrated care system  
ICB integrated care board  
ICP integrated care partnership

08:30–09:15

## Registration and exhibition

09:00–10:00

In partnership with



### Breakfast session

#### **A path to making system change when you are between a rock and a hard place**

Chair - Penny Dash, Chair, North West London ICB

Sir Richard Leese, Chair, Greater Manchester ICB

Reena Patel, Senior Healthcare Strategy Consultant and Principle Pharmacist, Leeds Health and Care Partnership

Toni Larter, Optimisation Service Improvement Lead, Leeds Health and Care Partnership

Nicci Briggs, Chief Finance Officer, Cambridgeshire and Peterborough ICB

**Room: London Wall**

10:05–10:15

### Chair's welcome

Dr Kathy McLean, Chair, ICS Network, Chair, Derby and Derbyshire ICB and Chair, Nottingham and Nottinghamshire ICB, officially opens our annual conference for 2024 with her opening remarks, welcoming you all to this unique event.

**Room: Broadgate Forum**

10:15–11:15

### Plenary session

#### **The new government's ambitions and developing the 10 Year Health Plan**

Chair - Matthew Taylor, Chief Executive, NHS Confederation

Dr Kathy McLean, Chair, ICS Network, Chair, Derby and Derbyshire ICB and Chair, Nottingham and Nottinghamshire ICB

Professor Paul Corrigan, Strategic Adviser, Department of Health and Social Care

Oliver Coppard, Mayor of South Yorkshire, and Chair, South Yorkshire ICP

**Room: Broadgate Forum**

11:15–11:35

## Coffee break, exhibition and networking



11:35–12:35

## Morning Breakout Sessions

### Breakout session 1

#### Partnering for prevention and prosperity: a new era in devolution?

Chair - Dr Kathy Mclean, Chair, ICS Network, Chair, Derby and Derbyshire ICB and Chair, Nottingham and Nottinghamshire ICB  
**Michael Wood**, Head of Health Economic Partnerships, NHS Confederation

**Professor Jane Robinson**, Pro-Vice Chancellor of Engagement and Place, Newcastle University

**Mubassir Ajaz**, Head of Health and Communities, West Midlands Combined Authority

**Jenni French**, Interim Consultant Homelessness and Health, East Midlands Combined County Authority

**Oliver Coppard**, Mayor of South Yorkshire, and Chair, South Yorkshire ICP

**Room: Bishopgate 1**

In partnership with



### Breakout session 2

#### Addressing health inequalities of disease and destitution

Chair - Professor Adrian Rabe, Head of RWE Centre of Excellence, Boehringer Ingelheim

**Dee O'Connell**, Director of Policy and Programmes, Pathway

**Rob Webster**, Chief Executive, West Yorkshire ICB

**Tracey Murray**, Director of Programmes, Kidney Research UK

**Neerja Jain**, Health Equalities Programme Manager, Kidney Research UK

**Room: Bishopgate 2**

\*Funded by Boehringer Ingelheim who have contributed to the development of the agenda



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11:35–12:35

**Breakout session 3**

**Galvanizing leadership for improvement**

Chair - Nick Broughton, Chief Executive, Buckinghamshire, Oxfordshire, and Berkshire West ICB

Rahat Ahmed-Man, Senior Adviser, Partners in Care and Health (PCH), LGA

Simon Williams, Director of Adult Social Care Improvement, Partners in Care and Health (PCH), LGA

Kathryn Hall, Associate Director, One Gloucestershire Improvement Community, Gloucestershire ICB

Nandi Simpson, Director, NHS Race and Health Observatory

Jo Cogswell, Executive Director of Strategy and Joint Transformation, Surrey Heartlands ICB

Ilse Bosch, Assistant Director, Integration and Improvement Strategy, NHS Confederation

Penny Pereira, Q Initiative Managing Director, The Health Foundation

**Room: London Wall**

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**Breakout session 4**

**How can we think differently about the health of children and young people?**

Chair - Charlotte Pomery, Chief Participation and Place Officer, North East London ICB

Haris Sultan, Former NeXt Director for Citizens and Future Generations, West Yorkshire ICB

Raj Jain, Chair, Cheshire and Merseyside ICB

Nicola Noble, Associate Head Teacher, Surrey Square Primary

**Room: Broadgate Forum**

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12:35–13:35

**Lunch break, exhibition and networking**



# Agenda **afternoon**

13:35–14:35

## **Afternoon Breakout Sessions**

### **Breakout session 1**

#### **Harnessing system working to drive productivity**

Chair - Patricia Miller, Chief Executive, Dorset ICB

Ed Waller, Deputy Chief Financial Officer, NHS England

Anita Charlesworth, Chair, Productivity Commission,  
The Health Foundation

Daniel Elkeles, Chief Executive Officer, London Ambulance NHS Trust

**Room: Bishopgate 1**

### **Breakout session 2**

#### **Using digital to further prevention**

Chair - Cathy Elliot, Chair, West Yorkshire ICB

Joe Harrison, National Director NHS App, CEO Milton Keynes  
University Hospital

Masood Ahmed, NED, Coventry and Warwickshire Trust

Philippa Newis, Director, Public Digital

**Room: Bishopgate 2**

In partnership with

**Newton** 

### **Breakout session 3**

#### **How can working as one across a system deliver maximum impact on urgent and emergency care services?**

Chair - Mark Fisher, CEO, Greater Manchester ICB

Mary Hutton, CEO, Gloucestershire ICB

Kelly Matthews, Programme Delivery Director, Gloucestershire ICB

Ric Whalley, Partner, Newton

**Room: London Wall**

### **Breakout session 4**

#### **Social care and the interface with the wider system**

Chair - Cedi Frederick, Chair, NHS Kent and Medway ICB

Jenny Paton, Director of Impact, Strategy and Policy, Skills for Care

Camille Oung, Fellow, Nuffield Trust

Mike Barker, Chief Officer, Oldham ICP

**Room: Broadgate Forum**

14:35–15:00

## **Refreshment break, exhibition and networking**



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15:00–16:15

In partnership with

**Browne  
Jacobson**

**Plenary session**

**Balancing upward and outward accountability**

Chair - Priya Singh, Chair, Frimley ICB

Gerard Hanratty, Partner, Browne Jacobson

Penny Dash, Chair, North West London ICB

Will Pett, Head of Policy, Public Affairs & Research,  
Healthwatch England

Steve Russell, Chief Delivery Officer NHS England

**Room: Broadgate Forum**

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16:15–16:25

**Closing remarks**

Sarah Walter, Director of the ICS Network

**Room: Broadgate Forum**

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16:25–17:25

**Drinks reception**

Join the ICS Network team for a drink to mark the end of our annual conference and for a final opportunity to network and share thoughts and views with other ICS colleagues as we draw our annual conference for 2024 to an end.

**Room: Galleria**



# Session descriptions

09:00–10:00

In partnership with



## Breakfast Session

### **A path to making system change when you are between a rock and a hard place**

This session will be a lively discussion on delivering system change in challenging environments. We will discuss priorities for change, overcoming barriers, and sharing best practices to achieve transformation and deliver impact at a local and system level.

**Room:** London Wall

10:15–11:15

## Plenary Session

### **The new government's ambitions and developing the 10 Year Health Plan**

Our first plenary session of the day features a panel discussion looking at:

- What are the new government's three policy ambitions for the 10 year plan?
- What role can ICSs play in the implementation of the 10 year plan?
- What measures should be in the 10 Year Health Plan to achieve this?
- What can be achieved during the new parliament?  
And what will take 10 years?

**Room:** Broadgate Forum

11:35–12:35

## Morning Breakout Session 1

### **Partnering for prevention and prosperity: a new era in devolution?**

There are increasingly clear and growing parallels between local government devolution and integrated care systems in terms of a genuine and shared interest in geography, place, role, purpose and outcomes. With leaders now actively asking how they can work together to best serve their populations, the NHS Confederation published its flagship report Prevention, population health and prosperity: a new era in devolution in May 2024.

With the new government having committed to a deepening of devolution and discussions rapidly expanding across England, this session will explore the priorities, opportunities and challenges in bringing together health and local government devolution and help ICS leaders understand how to work in partnership to make their populations better off.

**Room:** Bishopgate 1



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11:35–12:35

In partnership with



### **Morning Breakout Session 2**

#### **Addressing health inequalities of disease and destitution**

Health inequalities are avoidable, unfair and systematic differences in health between different groups of people and arise from the conditions in which people are born, grow, live, age and work. This session sponsored by Boehringer Ingelheim, will explore how local systems are tackling health inequalities of disease and destitution. The focus will be on identifying hidden chronic kidney disease, improving the quality and coordination of care for people experiencing homelessness and how a systems approach is required to improve health outcomes for those experiencing overlapping risks for poor health.

\*Funded by Boehringer Ingelheim who have contributed to the development of the agenda

**Room: Bishopgate 2**

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11:35–12:35

### **Morning Breakout Session 3**

#### **Galvanizing leadership for improvement**

This session focuses on what improvement looks and feels like at a system level, and how you galvanize system leadership. You will hear from experienced leaders across health and care as they take you into small group discussions to talk you through their improvement work, focusing on design, mobilisation, implementation and action. In this interactive and discursive workshop attendees will move around the room listen to systems, local government and the NHS Race and Health Observatory who will provoke discussion around what it takes to embody system improvement.

**Room: London Wall**

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11:35–12:35

### **Morning Breakout Session 4**

#### **How can we think differently about the health of children and young people?**

This session will focus on the current state of health services for children and young people, and look at how integration through integrated care systems can take a different approach to meeting the needs of future generations.

**Room: Broadgate Forum**

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13:35–14:35

### Afternoon Breakout Session 1

#### **Harnessing system working to drive productivity**

This session will consider:

Where are the opportunities to drive productivity through system working ?

How do we shift from cost to value?

How do we balance allocative and technical efficiency?

Where are we already making good progress and why?

**Room:** Bishopgate 1

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13:35–14:35

### Afternoon Breakout Session 2

#### **Using digital to further prevention**

The aim of this session is to understand how different parts of the ICS have approached delivering prevention in ways of care and how they use digital means and opportunity to support prevention aims across the ICS.

**Room:** Bishopgate 2

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13:35–14:35

In partnership with

**Newton** 

### Morning Breakout Session 3

#### **How can working as one across a system deliver maximum impact on urgent and emergency care services?**

Join us to hear about what it takes as a system and place to move care closer to home, improve flow through a hospital and ultimately make a difference to people's experience and the outcomes they achieve. The session will use examples from Gloucestershire and Greater Manchester to explore some approaches that have been key to this success, the cultural shifts that were necessary, as well as how these things can serve as a blueprint for how the system works together going forwards.

**Room:** London Wall

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13:35–14:35

### Afternoon Breakout Session 4

#### **Social care and the interface with the wider system**

With the growing demand for care (in the context of current and demographic trends) and unmet need for social care, the session will examine how ICSs and social care are working in partnership, whilst outlining some key principles for reform to ensure a sustainable model of care in the future.

**Room:** Broadgate Forum

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15:00–16:15

In partnership with

**Browne  
Jacobson**

### Plenary Session

#### **Balancing upward and outward accountability**

Join our final plenary session of the conference, with a panel discussion exploring:

Lord Darzi's investigation of the NHS described how "the sheer number of national organisations that can 'instruct' the NHS encourages too many to look upwards rather than to those they are there to serve".

Integrated Care Systems (ICSs) have been created to tackle some of the most fundamental and permeating challenges of health and care by recognizing and actioning the power of working together rather than separately through the system's component parts.

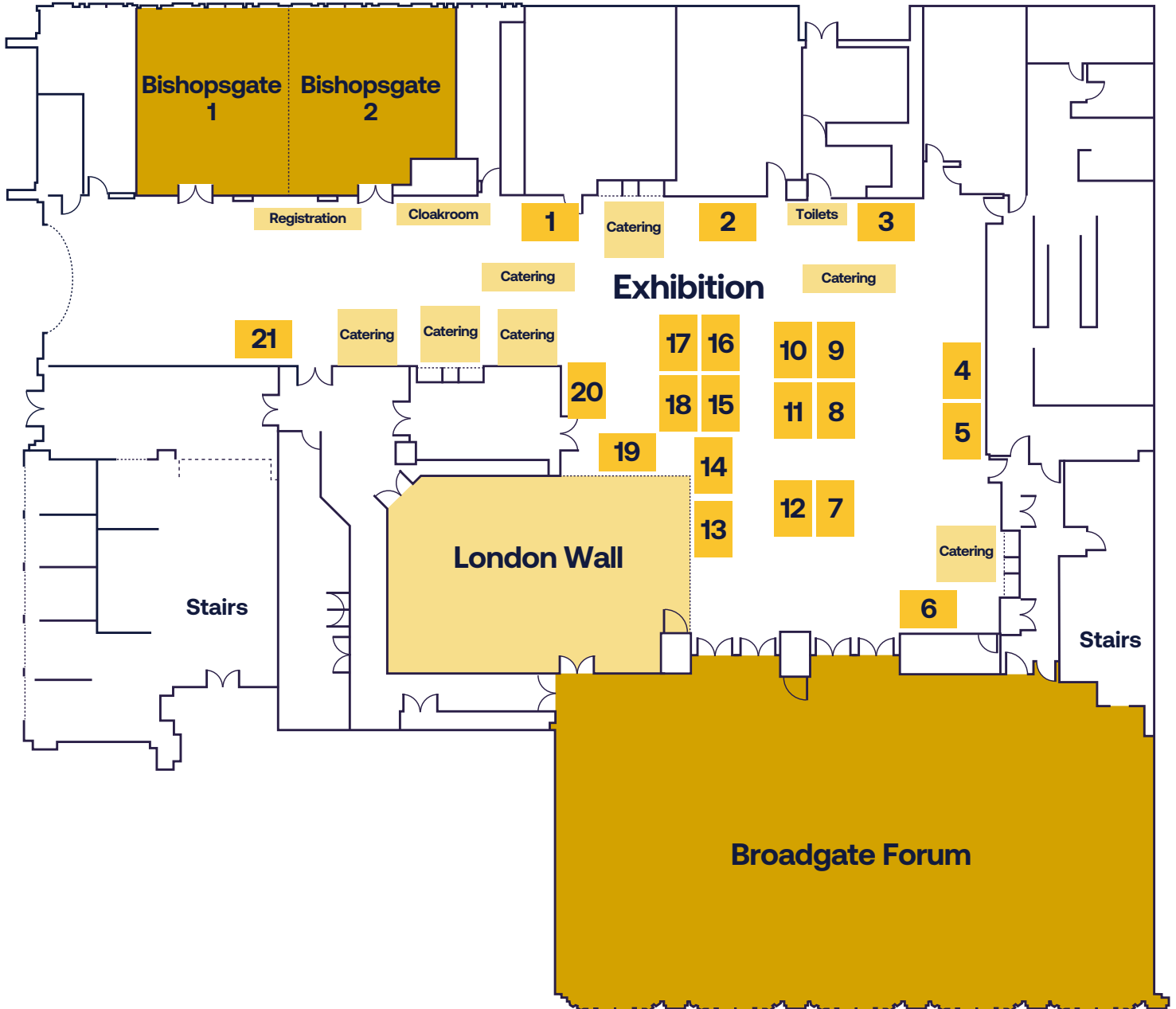
It is through different mechanisms of accountability that we can understand how systems are progressing their ambitions. ICSs are simultaneously accountable outwards to their local populations and partner organisations, and upwards to national bodies and ultimately government via their integrated care board (ICB). During this session we will explore how ICSs balance these competing demands and ensure they are delivering against their four core purposes.

**Room:** Broadgate Forum

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# Venue floorplan



# Exhibition floorplan

Stand 1	<b>Newton</b> Event partner	<b>Newton</b> <sup>14</sup>
Stand 2	<b>Browne Jacobson</b> Event partner	<b>Browne Jacobson</b>
Stand 3	<b>Boehringer Ingelheim</b> Event partner	 <b>Boehringer Ingelheim</b>
Stand 4	<b>Impower</b>	
Stand 5	<b>IQVIA</b>	
Stand 6	<b>Ardens</b>	
Stand 7	<b>C the signs</b>	
Stand 8	<b>Aspire Pharma</b>	
Stand 9	<b>Novari Health</b>	
Stand 10	<b>Kooth</b>	
Stand 11	<b>The Owl Centre</b>	
Stand 12	<b>NHS Business Services Authority</b>	
Stand 13	<b>Danone</b>	
Stand 14	<b>Royal College of Nursing (RCN)</b>	
Stand 15	<b>Care Quality Commission (CQC)</b>	
Stand 16	<b>Healthcare People Management Association (HPMA)</b>	
Stand 17	<b>Everyturn Mental Health</b>	
Stand 18	<b>Suvera</b>	
Stand 19	<b>Maaha People</b>	
Stand 20	<b>Abtrace</b>	
Stand 21	<b>ICS Network</b>	



# Supporter Guide A-Z

## Abtrace

Stand 20

Abtrace fully automates recall and monitoring for GP surgeries covering a population of over 3 million patients in PCNs and Federations across 30 ICS regions in the UK.

Fully integrated into EMIS/S1, Abtrace identifies patients who need monitoring, contacts them for information, arranges consultations with appropriate clinicians, ensures all interventions are done and calculates the efficiency and quality of care in real-time, for every patient, every day.

This solution can save up to 30 million routine monitoring appointments across the UK each year whilst improving patient outcomes. Our vision – a self-learning, proactive care system with personalised care, delivered at population scale.



## Ardens

Stand 6

Ardens was founded in 2013 by GPs driven to enhance primary care with innovative digital solutions.

Ardens offers two products; Ardens Clinical, a clinical decision support solution, and Ardens Manager, an advanced population health management tool.

Together our products provide a comprehensive solution for primary care commissioning, including standardised data entry, streamlined claims and payments. ICBs, Places, and groups can therefore efficiently manage Locally Commissioned Services, saving time so they can focus on improving local population health, ensuring all patient needs are met.

Our solutions also help identify and reduce health inequalities by using advanced data analytics to highlight disparities in patient outcomes, such as for Core20Plus5 cohorts. This enables healthcare providers to prioritise underserved populations and drive targeted interventions.

Ardens can also support ICBs adopting a more proactive, preventative approach to population health. Our tools enable monitoring and action at every stage of disease—prevention, screening, diagnosis, management, and review.



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## Aspire Pharma

Stand 8

Aspire Pharma is a UK-based life sciences business, devoted to delivering true value to patients, healthcare professionals and the NHS.

Aspire's mission is to 'make a difference in the lives of patients through the development and supply of innovative products and medicines throughout the world'.

Aspire supplies a range of pharmaceuticals and medical devices, both prescription and over the counter (OTC). All products are carefully selected to deliver value and differentiation to both patients and prescribers. The focus is on extending Aspire's portfolio of innovative products in the UK and globally, for the long-term benefit of patients, partners and customers.



Email:

[info@aspirepharma.co.uk](mailto:info@aspirepharma.co.uk)

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[www.aspirepharma.co.uk](http://www.aspirepharma.co.uk)

## Boehringer Ingelheim

Stand 3

Boehringer Ingelheim is working on breakthrough therapies that transform lives, today and for generations to come.

As a leading research-driven biopharmaceutical company, the company creates value through innovation in areas of high unmet medical need.

Founded in 1885 and family-owned ever since, Boehringer Ingelheim takes a long-term, sustainable perspective.

More than 53,000 employees serve over 130 markets in the two business units Human Pharma and Animal Health.



**Boehringer  
Ingelheim**

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## Browne Jacobson

Stand 2

Browne Jacobson LLP operates nationwide to power success in health and social care. Straight-talking lawyers support healthcare innovation in organisations, helping commissioners, providers, and regulators across the country.

The team's experience across both the public and private sectors means they are a trusted advisor to over 100 NHS bodies, more than 150 local authorities and many independent providers. Clients choose to stay with them because of their extensive sector knowledge, accessible advice, progressive approach, and their commitment to delivering exceptional service.

Whether you need assistance on a national or local scale, you can rely on Browne Jacobson. With its leading reputation, the team's pragmatic and bespoke healthcare legal advice will help you to achieve the solutions and results you need.

**Browne  
Jacobson**

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## C the signs

Stand 7

C the Signs is an AI-driven platform, developed by NHS doctors, that accelerates earlier and faster cancer detection. The platform analyses patient-reported symptoms and EHR data to identify patient risk, predict the cancer type, and guide clinicians to the best diagnostic or referral pathway.

Used by clinicians, patients and for case finding across populations, C the Signs has completed over 400,000 risk assessments and identified over 30,000 patients with cancer, across 50+ cancer types, including rare and hard-to-detect cancers. Through our AI-led triage in primary care, time to diagnosis has been improved by 50%, with an average 8-12% increase in the cancer detection rate.

As a UKCA-marked Class I medical device, C the Signs is securely integrated across 1,400 GP practices, in partnership with ICBs, Cancer Alliances and PCNs to deliver on the NHS LongTerm Plan cancer aims to have 75% of patients diagnosed early by 2028.



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Website: [www.cthesigns.com](http://www.cthesigns.com)  
Twitter: [@cthesignssystem](https://twitter.com/cthesignssystem)



## Care Quality Commission

Stand 15

Care Quality Commission (CQC) is the independent regulator of health and social care in England. We make sure health and social care services provide people with safe, effective, compassionate, and high-quality care, and we encourage care services to improve.

In partnership with National Voices, the Point of Care Foundation, and VCSE partners, CQC has developed the Health Inequalities and Engagement Assessment Framework. This framework is designed to help Integrated Care Systems (ICSs) evaluate and improve their engagement with people and communities, with the goal of reducing health inequalities.

We are currently testing the framework in four ICS sites and will be exhibiting it at the conference to share more details, answer questions and gather feedback ahead of its official launch on the 12th of February, 2025.



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Website: [www.cqc.org.uk](http://www.cqc.org.uk)  
Twitter: [@CQCProf](https://twitter.com/CQCProf)

## Danone

Stand 13

Danone's mission is to provide health through food to as many people as possible. We are a leading international food and medical nutrition company producing essential dairy and plant-based products, waters, early life nutrition products and Foods for Special Medical Purposes (FSMPs).

Nutricia, Danone's healthcare business, is the largest supplier of FSMPs, pumps, and feeding equipment to the NHS, as well as nursing services for patients in hospital and the community. Our Nutricia Homeward network of nurses assists over 30,000 patients every month to tube feed at home.

Our FSMPs range from providing nutrition to patients suffering from disease-related malnutrition due to cancer for example, those who are tube fed, through to supporting complex patient groups with multiple allergies or rare metabolic diseases to live healthy lives.



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## Everyturn Mental Health

Stand 17

Everyturn Mental Health is a charity NHS partner, dedicated to supporting people and communities across the country with their mental health.

We work collaboratively alongside communities, commissioners, NHS, local authorities and other multiagency partners to understand the needs of every person and community we support. We offer innovative, holistic, evidence-based and person centred clinical and non-clinical support in a compassionate and impactful way.

We're here to help every person we work with to live the life they want to live, feel valued and ensure so no one has to struggles alone.

Pop along to Stand 17 as we'd love to tell you more about our services including:

- National Talking Therapies Wait List Support Service
- Integrated Crisis Services
- Community Mental Health Support



Email: [julia.wong@everyturn.org](mailto:julia.wong@everyturn.org) / [samantha.kitula@everyturn.org](mailto:samantha.kitula@everyturn.org)  
Website: [www.everyturn.org](http://www.everyturn.org)  
Twitter: [@everyturn\\_](https://twitter.com/everyturn_)

## Healthcare People Management Association (HPMA)

Stand 16

At the Healthcare People Management Association, we're driven by our vision to "Improve health through people." We believe that every health and care organisation should set the standard in managing their people, as great people management drives better health outcomes, higher-quality care, and a healthier nation overall.

We're focused on creating the conditions for world-class people management that lead to exceptional care for patients and service users. Our mission is to empower people managers with the strategies and tools they need to deliver proactive, responsive leadership—enabling teams to give their best in healthcare every day.

Join us to meet our CEO, Julie Rogers, and Business Manager, Joanne Owens, and discover our forward-thinking approach to supporting people managers in healthcare.



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## ICS Network

Stand 21

We are the only independent, national network bringing together all 42 integrated care systems (ICSs). We support them to achieve their four core purposes by helping ICS leaders – from both integrated care boards (ICB) and integrated care partnerships (ICPs) – to exchange ideas, share experiences and challenges, and provide peer support.

We give our members a voice through our government influencing, policy work, media appearances and our work on key health and care developments. Please visit us on stand 21 to let us know your thoughts on our work and how we could improve our support for ICSs.



**Integrated Care  
Systems Network**  
NHS Confederation

Email: [office.icsnetwork@nhsconfed.org](mailto:office.icsnetwork@nhsconfed.org)  
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## Impower

Stand 4

Founded in 2000, IMPOWER is an award-winning change consultancy working across public sector complex challenges. IMPOWER delivers better outcomes that cost less which supports long-term financial sustainability. We have partnered with over 150 UK councils, improving performance, enriching lives, and strengthening public services and developing a deep understanding of the complexity of public services, recognising that a different kind of challenge needs a different type of approach. Our EDGEWORK® approach drives better outcomes across complex systems, radically improving performance and leaving our clients financially and operationally resilient in their most challenging areas.

**IMPOWER**

Email: [enquiries@impower.co.uk](mailto:enquiries@impower.co.uk)  
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Twitter: [@IMPOWERConsult](https://twitter.com/IMPOWERConsult)



As a global human data science company IQVIA is at the forefront of unlocking the potential of health data to drive key advancements for future health improvements and delivering transformative benefits to improved population outcomes. IQVIA believes that the value of unlocking data is in the clinical and strategic decision-making it can inform and, as a trusted partner to health systems and providers, we use our extensive data and analytics capabilities to transform health outcomes and deliver pioneering biomedical research.

An example of this is how, through using our data analytics capabilities and clinical expertise, we have risk assessed populations and implemented targeted interventions, resulting in reduced emergency admissions and improved patient outcomes - addressing a key challenge faced by all health systems.

95% of NHS organisations already use one or more of our services including costing, coding, benchmarking and data warehousing and our insights and feedback expertise is widespread across a range of healthcare systems.

Also, as a major investor in UK life sciences we consistently attract commercial clinical trials in cancer, neurology, paediatrics, and rare disease to the UK, making IQVIA the third largest life sciences employer and contributing over £2.2 billion to the UK economy.

IQVIA's success is enhanced by creating these valuable connections and collaborations between life sciences and the wider HCS. Our expertise and unique capabilities mean we are best placed to partner with the Healthcare System to deliver improved outcomes.



Email: [NHSSolutions@iqvia.com](mailto:NHSSolutions@iqvia.com)  
 Website: [www.iqvia.com/locations/united-kingdom](http://www.iqvia.com/locations/united-kingdom)  
 Twitter: [@IQVIA\\_UK](https://twitter.com/IQVIA_UK)  
 LinkedIn: [IQVIA UK & Ireland](https://www.linkedin.com/company/iqvia-uk-ireland)

Kooth is the UK's largest digital mental health service, embedded locally across the country. As a global leader in youth digital mental well-being, we provide safe, accessible spaces for everyone to achieve better mental health. With over 20 years of NHS experience, we offer anonymous, personalised care for children, young people, and adults. Our holistic approach includes a safeguarded, pre-moderated community, peer and professionally-created content, and access to almost 200 BACP-accredited counsellors. With no waiting lists, thresholds, or referral requirements, Kooth delivers timely, effective support at the individual, community, and system levels.



Email: [contact@kooth.com](mailto:contact@kooth.com)  
 Website: [www.koothplc.com](http://www.koothplc.com)  
 Twitter: [@Kooth\\_plc](https://twitter.com/Kooth_plc)

## Maaha People

Stand 19

Facing challenges with attracting, retaining, and engaging the talent of your diverse communities and workforce? Does the talent in your workforce feel they need to look elsewhere to be seen and valued?

Maaha People offer Executive Coaching, Leadership and Team Development, and Strategic Consultancy. Our licensable Authentic Leadership programme has helped our clients to save time, money, and resources while making a real investment in their people - growing diverse top talent who are highly engaged, connected to purpose, and thinking systemically. The programme builds sustainability through access to high quality leadership development, culture change resources, and implementation tools so that you can realise the potential of your people with inhouse delivery and implementation. Our clients value the tangible outcomes they have achieved from working with us. Come and talk to us about how we can help you to do the same. We also have some great freebies!



Email: [hello@maahapeople.com](mailto:hello@maahapeople.com)  
Website: [www.maahapeople.com](http://www.maahapeople.com)  
LinkedIn: [maaha-people](https://www.linkedin.com/company/maaha-people)

## Newton

Stand 1

Newton is a strategic delivery partner for health and care systems, helping to deliver change which tackles the intense pressures of today, whilst innovating for a brighter future. Working at the complex interfaces of health and care, we work alongside all system partners to tackle their most pressing challenges, such as improving productivity or urgent and emergency care. Looking further ahead, we help to fundamentally reimagine and redesign how services are delivered, building new models of care that shift care closer to home or taking a proactive, targeted approach to prevention.

To all of these complex challenges we bring robust evidence and deep insight to ensure that the impact we deliver together is meaningful and measurable: improved outcomes for people, a better experience for staff and sustainable financial benefit.



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## NHS Business Services Authority

Stand 12

Department of Health and Social Care has commissioned the NHSBSA to lead the Future NHS Workforce Solution Transformation Programme to procure and deliver the Future NHS Workforce Solution, to over 1.8 million NHS colleagues in England and Wales.

The future solution will build upon the success of the Electronic Staff Record (ESR) and be built on latest technology to improve data quality and enhance user experience.

The future solution will be a key enabler for People Services across the NHS to focus more on added value activities that further support our NHS people.

Ask us about what you can do to prepare for the Future NHS Workforce Solution.



Email: [futurenhsworkforcesolution@nhsbsa.nhs.uk](mailto:futurenhsworkforcesolution@nhsbsa.nhs.uk)  
Website: [www.nhsbsa.nhs.uk/future-nhs-workforce-solution-transformation-programme](http://www.nhsbsa.nhs.uk/future-nhs-workforce-solution-transformation-programme)  
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## Novari Health

Stand 9

Novari Health's software specialises in referral management, customised referral workflows, central intake (hub) models, and waiting list management to increase efficiency, productivity, and capacity. With offices in the United Kingdom, Australia, Canada, and New Zealand, Novari designs, builds, and implements award-winning solutions that improve access to care for elective surgery, mental health, endoscopy, cardiology, and other healthcare services. Our software can be implemented at hospitals and across health regions and provide real-time analytics. Our technology is widely deployed in publicly funded healthcare systems. Novari Health is ISO 27001 certified and a Microsoft Partner.



Email: [asingle@novarihealth.com](mailto:asingle@novarihealth.com)  
Website: [www.novarihealth.com/gb](http://www.novarihealth.com/gb)  
Twitter: [@novarihealth](https://twitter.com/novarihealth)

## Royal College of Nursing

Stand 14

The Royal College of Nursing is the world's largest nursing trade union and professional body. We represent over half a million nurses, student nurses, midwives, and nursing support workers. As a member-led organisation, we work collaboratively with our members to influence governments and other bodies, improve working conditions, and campaign on issues to raise the profile of the nursing community.



Email: [ca@rcn.org.uk](mailto:ca@rcn.org.uk)  
Website: [www.rcn.org.uk](http://www.rcn.org.uk)  
Twitter: [@theRCN](https://twitter.com/theRCN)



## Suvera

Stand 18

Suvera is a virtual care company that partners with the PCNs and Practices to proactively manage patients living with long-term conditions. Our virtual clinic combines technology and remote care to deliver best in class outcomes for patients at reduced costs to the system all from the comfort of the patient's home.

To date we have partnered with over 250 practices and managed over 90,000 patients nationwide. Suvera was a finalist for the HSJ awards for Virtual Care Project of the year in 2024.



Email: [partnerships@suvera.co.uk](mailto:partnerships@suvera.co.uk)

Website: [www.suvera.com](http://www.suvera.com)

Twitter: [@suverahealth](https://twitter.com/suverahealth)

## The Owl Centre

Stand 11

The Owl Centre is an award winning, independent provider offering comprehensive assessments and therapy services for autism, ADHD, and other developmental needs. Serving children, young people, and adults, we provide online and in-person assessments, speech and language therapy, occupational therapy, and more. In addition to waiting list management, medication and titration services.

Our highly skilled multidisciplinary team works closely with the NHS, ICBs, public sector and private organisations and individuals. Our service meets NICE guidelines and we CQC registered.

With a strong focus on personalised care, we support adults and children and young people through diagnosis and therapy, providing a range of interventions tailored to individual needs. Our services are accessible, responsive, and we aim to deliver compassionate care across the UK.



Email: [charlotteforsyth@theowltherapycentre.co.uk](mailto:charlotteforsyth@theowltherapycentre.co.uk)

Website: [www.theowl.org](http://www.theowl.org)



# Speakers in order of appearance

**Dr Penny Dash**  
Chair, North West London ICB



Penny is Chair of North West London Integrated Care Board (ICB) – responsible for improving the health of 2.5 million people, reducing inequalities in health and ensuring high quality and efficient services within a £6bn budget. The ICB includes all health and care providers in the area (GPs, social care, mental health and community providers, acute hospitals) as well as local authorities, the voluntary sector, universities, and the life sciences industry.

Penny works with a number of investors and start-ups and is co-Chair of the Cambridge Health Network. She sits on Advisory Boards for Brunel University Medical School, Alzheimer's Society and the Dementia Research Institute at Imperial. She is a member of the council of the Institute for Financial Studies (IFS), the NHS Assembly and the London Life Sciences Advisory Board. She has recently led a review into the effectiveness of the Care Quality Commission (CQC).

Penny spent the last 20 years at consulting company McKinsey & co where she led the healthcare practice across Europe working to improve health and care. She also supported health care organisations in Africa, Australia, Asia and North America as well as working closely with many leading Pharma & Medical Devices companies and private equity groups.

Penny was Director of Strategy at the UK Department of Health from 2000-2001, Vice Chairman of the King's Fund from 2006-2015 and a Non-Executive Director on the board of Monitor, the Regulator of Foundation Trusts, from 2004-2006.

Penny originally trained as a Doctor in Cambridge and London and is a Fellow of the Royal College of Physicians of London. She has an MSc in Public Health Medicine and a MBA from Stanford Business School where she was a Fulbright Scholar.

**Sir Richard Leese**  
Chair, Greater Manchester ICB



Richard Leese was appointed as Chair of Greater Manchester Integrated Care Board from 1st November, 2021. Until December 1st, 2021 he had been Leader of Manchester City Council since 1996.

Richard's interests include devolution, place-based budgets and the links between economic development and social policy; public service reform as the route to tackling social determinants and inequality; developing open democracy and the community leadership role of local authorities; and the role of cities in creating a sustainable future.

His involvement in Health and Care goes back over two decades to when he chaired the Manchester/Salford/Trafford Health Action Zone. He chaired Manchester's Health and Well-Being Board from its inception, and was the GMCA Health portfolio holder for Greater Manchester, chairing the GM health and care bBoard.





### **Reena Patel**

**Senior Healthcare Strategy Consultant and  
Principle Pharmacist, Leeds Health and Care Partnership**



Reena is a highly experienced pharmacist leader, skilled in population health management and developing the enabling capacities in workforce and digital to tackle health inequalities and transform services. She has an extensive background in leading high performing teams and capability development across systems. Reena is experienced in utilising a data-driven approach to encourage collaboration in redesigning services and testing innovation to overcome barriers and improve patient care. Reena has been the clinical portfolio lead for multiple transformation projects across Leeds. Reena's roles provide clinical & systems leadership in healthcare strategy & transformation.

### **Toni Larter**

**Optimisation Service Improvement Lead,  
Leeds Health and Care Partnership**



Toni has over 20yrs experience working for the 3rd sector/public sector in health and wellbeing, more specifically in Social Housing/ Mental Health/ Social Prescribing. Toni joined the NHS 6 years ago as Patient Engagement Lead on the Leeds Cancer Programme and now works in the Medicines Optimisation Team to help provide the best value for Leeds patients and the Leeds pound.

### **Nicci Briggs**

**Chief Finance Officer, Cambridgeshire  
and Peterborough ICB**



Nicci Briggs' previous roles include Director of Finance at Kettering General Hospital and Executive Director of Finance, Contracting and Corporate Governance, at Leicester, Leicestershire & Rutland (LLR) CCGs. It was in this role that she won the Healthcare Financial Management Association (HFMA) Director of Finance award 2021, for innovative leadership in developing a nationally acclaimed primary care funding model to tackle health inequalities, addressing significant system deficit, bringing together three finance teams and championing diversity and inclusion.





## **Dr Kathy McLean**

Chair, Derbyshire ICB and Chair of Nottingham and Nottinghamshire ICB



Dr McLean was chair of University Hospitals Derby and Burton until taking up her role with NHS Derby and Derbyshire Integrated Care Board. She is also a non-executive director at Barts Health and Barking Havering and Redbridge NHS Trusts.

Prior to becoming a non-executive, Kathy was executive medical director and chief operating officer at NHS Improvement, the organisation responsible for providing leadership and support to NHS trusts and foundation trusts.

## **Matthew Taylor**

Chief Executive, NHS Confederation



Matthew joined the NHS Confederation as Chief Executive in June 2021.

Matthew is a high-profile public figure who has had a distinguished career at the heart of public policy for the last 20 years. He has led the RSA for 15 years and during that time he has transformed the organisation into a global institution, with 30,000 fellows and a high-profile and influential research programme.

Before that he was Chief Adviser on Political Strategy to Prime Minister Tony Blair, and he also ran the Institute for Public Policy Research for four years. He is a widely known commentator on policy, politics and public service reform and regularly appears on national media programmes, including as a panellist on BBC Radio 4's Moral Maze. He was also commissioned by the Conservative Government in 2016 to carry out an independent review into modern employment practices. Matthew started his career as a health policy researcher in the West Midlands.

Matthew brings a remarkable depth of experience at the heart of government and public policy and is a compelling advocate for our members as they face the challenges of recovering from the pandemic and delivering better health for all the communities they serve.

Follow on Twitter [@ConfedMatthew](https://twitter.com/ConfedMatthew).

## **Professor Paul Corrigan**

Strategic Adviser, Department for Health and Social Care



Paul is a Strategic Adviser at the Department of Health and Social Care. Paul is working closely with Secretary of State to shape the government's 10-year health plan and provide independent scrutiny of its structure and implementation. Paul has previously worked as a government adviser, and has undertaken several executive and non-executive roles across the health and care sector, including positions held at NHS London Strategic Health Authority, Care Quality Commission and Care City.





**Oliver Coppard**  
Mayor of South Yorkshire, and Chair,  
South Yorkshire ICP

Oliver was born and grew up in South Yorkshire. Since graduating from Leeds University, he worked for a range of organisations including Barnsley Council, in the UK Parliament, US Congress, South Yorkshire's Local Enterprise Partnership and the charity BookTrust. He also served Chair of the Board at Sheffield Hallam Students' Union.

Oliver chairs the South Yorkshire Integrated Care Partnership which brings together the key partners in the health and care system in the region. The 'Our Future South Yorkshire' strategy he has set out aims to improve the health of communities across the region and tackle inequalities in health outcomes and access.



**Michael Wood**  
Head of Health Economic Partnerships, NHS Confederation

Michael Wood is the Head of Health Economic Partnerships at the NHS Confederation. This is a role Michael himself created, seeking to support NHS leaders to understand and engage with the social and economic development landscape that is rapidly changing the governance of England. Michael is a respected national leader in this space and routinely publishes briefings and thought leadership, presents on policy developments, represents the service, and advises a range of systems, organisations and individuals on how to develop and deliver impactful strategy.

Previously, Michael worked for the Higher Education Funding Council for England, the NHS European Office, the Parliamentary and Health Service Ombudsman and for a Member of the European Parliament in Brussels. Michael also recently advised NHS London for over three years, helping set up an NHS Anchor Network, and currently advises a London ICB on strategy, as well as holding positions on the National Civic University Advisory Panel, AccessHE and the Midlands Engine Health, Care and Life Sciences Board. He is a Visiting Fellow of the University of Staffordshire.

Follow him at [@NHSLocalGrowth](https://twitter.com/NHSLocalGrowth)





### **Professor Jane Robinson**

**Pro-Vice Chancellor of Engagement and Place,  
Newcastle University**

Jane leads Newcastle University's Engagement & Place Strategy, focussing on building partnerships to enhance its contribution socially, economically and culturally. Previously, Jane was Durham University's Chief Operating Officer with strategic oversight of operations and external engagement.

Before taking up her position at Durham, Jane was Chief Executive of Gateshead Council. Jane also played a leading role in the establishment of the North East Combined Authority and the Commission on Health and Social Care Integration.

Jane has also held leadership positions in the cultural sector, including Director of External Relations at Arts Council England, where she led major corporate initiatives that included Local Government liaison, creative industries development and overseeing capital programmes.

Jane holds an MBA and Master's and Bachelor's degrees in English Literature. She is also a Fellow of the RSA, chairs the North East Raising Aspiration Partnership, and the North East Cultural Partnership, and holds non-executive positions with the national Centre for Cities, and the Centre for Life in Newcastle.



### **Dr Mubassir Ajaz**

**Head of Health and Communities, West Midlands  
Combined Authority**

Dr. Ajaz leads the health function at the West Midlands Combined Authority (WMCA), where his strategic vision is to transform health through addressing the wider determinants and help reduce inequalities across the region. With over two decades of experience, he expertly leverages the WMCA's capabilities to spearhead innovative health initiatives, emphasising mental health, physical activity, and an overall health in all policies approach. His leadership in negotiating health devolution proposals with the government and local partners showcases his commitment to systemic change.

As the advisor to the Mayor on health and executive health lead for the WMCA, Dr. Ajaz's work is at the nexus of policy and practice, driving forward initiatives that address the wider determinants of health through collaborative partnerships. His role in pioneering mental health commission, workplace wellbeing programmes, using sport as a catalyst for reducing inequalities and working with housing and transport to make health central to policy illustrates a holistic approach to public health, aiming to uplift the most vulnerable communities. His career began working with charities and cancer hospital for the most needy in Pakistan, then aiding migrants in the U.S., and roles within experimental oncology, which was then followed by impactful roles in public health research and strategy in Canada and the UK, including a focus on minority health access and reducing health disparities. Amid the pandemic, he helped launch a local Community Champions programmes as a means to mitigate COVID-19's impact on minority groups.

Dr. Ajaz's current efforts include leading a regional collaboration funded by the Health Foundation to highlight the impact of Combined Authorities on health outcomes, developing a framework for health in all policies and addressing health issues to improve economic inactivity levels. He is also a commissioner on the Midlands Health Inequalities Policy Commission and sits on the Executive Board of the West Midlands Health Tech Innovation Accelerator and the Expert Advisory Board for the Commission on Healthier Working Lives. His work focuses on passionate, strategic leadership, making a significant contribution to the national discourse on health equity.



## Jenni French

Interim Consultant Homelessness and Health,  
East Midlands Combined County Authority



Jenni is an experienced local government professional currently working for the East Midlands Combined County Authority (EMCCA) on the Mayor's Manifesto pledge to develop a Homelessness Task Force. With over 30 years in the public sector, Jenni has focused on improving health and wellbeing, ensuring that communities thrive in their environments. Her expertise spans various sectors, including place-based policy, regional growth, housing, health, conservation, and environmental improvements.

Jenni has a strong track record of managing high performing teams working with local communities to deliver on-the-ground improvements. She has developed several strategies to enhance council service delivery and created a suite of countywide accommodation strategies for Nottinghamshire. These strategies ensure that people with disabilities and older adults receive the right support in the right place at the right time. Jenni also managed a team that supported over 1,500 individuals requiring housing-based care and support. During the COVID-19 pandemic, she chaired the group responsible for coordinating the Government's 'Everyone In' campaign in Nottinghamshire, ensuring that rough sleepers were provided with suitable accommodation, allowing them to stay put.

Before joining EMCCA, Jenni worked at the Local Government Association (LGA) in a national role, providing support to all Combined Authorities and areas developing devolution deals. This experience has deepened her understanding of the roles that Combined Authorities play, their relationships with local communities, constituent and non-constituent local authorities, and the myriad partners that support local devolution.

## Professor Adrian Rabe

Head of RWE Centre of Excellence, Boehringer Ingelheim



Professor Adrian Rabe is a trained physician in General Internal Medicine who practiced in the Philippines for nearly 10 years. Professor Rabe is an alumnus of the LSE/LHSTM MSc program in Health Policy, Planning and Financing. He likewise was involved in multiple health policy and development projects with the United Nations, the World Health Organisation, the Gates Foundation, and other non-government organisations throughout the world.

Adrian also has nearly 20 years of experience in the life sciences, covering roles in clinical trials, medical affairs, health economics and outcomes research, health technology assessment, and market access. After sitting as Head of the Real World Data at Health IQ/CorEvitas, and subsequently Global Director of Epidemiology and Global Medical Affairs Lead at AstraZeneca, he has moved to Boehringer Ingelheim for his current role as Head of the Real World Evidence Centre of Excellence covering research in all therapy areas and specialties.

Concurrently, Adrian is a Visiting Professor of Primary Care and Public Health at the Faculty of Medicine in Imperial College London, and a mentor at the London School of Economics and Political Science. He remains a firm advocate of sustainability in healthcare, diversity, equity, and inclusivity, as well as patient and LGBTQIA+ visibility in research.





## Dee O'Connell

Director of Policy and Programmes, Pathway



Dee O'Connell is Pathway's first Director of Policy and Programmes. She was previously a senior civil servant, leading on policy areas such as homelessness and crime and policing. Prior to her policy career, she was a journalist.

Dee is passionate about improving services for people who are vulnerable and loves the opportunity of working with Pathway to achieve this. She lives in East London and is a mum of two.

## Rob Webster

Chief Executive, West Yorkshire ICB



Rob has been the lead Chief Executive for the West Yorkshire Health and Care Partnership, an integrated care system (ICS), since March 2016. He became the Chief Executive of NHS West Yorkshire Integrated Care Board (ICB) in July 2022 when it became a statutory organisation as part of the Government's new Health and Care Act. His focus is on collaboration across health, local government, the third sector and communities to improve outcomes for people in West Yorkshire.

Rob has had a number of Chief Executive roles, in a career that started in 1990. This includes being the Chief Executive of NHS Calderdale Primary Care Trust, Leeds Community Healthcare NHS Trust and South West Yorkshire Partnership NHS Foundation Trust. He was the Chief Executive of the NHS Confederation between 2014 and 2016, representing all parts of the health sector. The first part of Rob's career was spent in Whitehall, where he was an established Senior Civil Servant in the Department for Health and Care and in the Prime Minister's Delivery Unit at the Cabinet Office. He led on national programmes on primary care, productivity, NHS spending and the workforce and had a reputation for innovation and improvement.

Rob continues to contribute to several national programmes and networks including: chairing the NHS Confederation Equality, Diversity and Inclusion Reference Group; being an active membership of the NHS Assembly; the National Clinical Leaders Network; NHS Professionals Strategic Advisory Board; the National Centre for Creative Health Advisory Group; and Chair of the Strategic Advisory Group to the Rapid Service Evaluation Team.

Rob is a visiting Professor at Leeds Beckett University and was proud to be made a Fellow of the Queen's Nursing Institute in 2014. In May 2016 Rob became an Honorary Fellow of the Royal College of General Practitioners. In 2020 he was made a Commander of the Order of the British Empire (CBE) for his contribution to healthcare leadership and was awarded the HSJ's Chief Executive of the Year Award in 2021 owing to his focus on inequality and workforce wellbeing. He is a proud Honorary Graduate of the University of Bradford which bestowed an honorary doctorate in health for services during the pandemic.

Rob believes that leadership can happen from every seat in the organisation, is based on a set of shared values and happens in systems.



**Tracey Murray**  
Director of Programmes, Kidney Research UK



Tracey is director of programmes at Kidney Research UK and has responsibility for leading the charity's strategic programmes including the health inequalities, multiple health conditions and transforming treatments programmes, alongside the patient and public involvement team.

With a background in medical and youth charities, she is passionate about working with people who have lived experiences to influence research, the power of partnerships to create meaningful change and opportunities to translate research evidence into improved healthcare delivery and patient outcomes.

**Neerja Jain**  
Health Equalities Programme Manager,  
Kidney Research UK



Neerja works for Kidney Research UK, a Charity, as Health Equalities Programme Manager. She has led on the evidence based and multi award- winning Peer Educator initiative for over 18 years, training through accreditation and supporting >200 Peer Educators in raising awareness of kidney health issues, prevention and management of risk factors as well as on organ donation and research involvement in their "at risk" communities, across the UK. She has presented and had her work published widely and feels it's a privilege and pleasure to be working for this Charity, now for over 21 years!

A trained renal nurse, Neerja previously worked as a Transplant Coordinator and Kidney Ward Sister in Birmingham. Her MSc in healthcare ethics & law addressed specific healthcare needs of the South Asian community. She is currently undertaking a PhD addressing under representation of "at risk" groups in kidney research.

**Nick Broughton**  
Chief Executive, Buckinghamshire, Oxfordshire,  
and Berkshire West ICB



Dr Nick Broughton is the Chief Executive of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (ICB). Nick has worked at the ICB for just over a year as the interim Chief Executive and has brought a wealth of experience to the organisation. He was previously a partner member of the ICB Board since its establishment on 1 July 2022 and was Chief Executive of Oxford Health NHS Foundation Trust for three years from June 2020.

He brings considerable chief executive and system experience to the ICB having previously led both Southern Health NHS Foundation Trust and Somerset Partnership NHS Foundation Trust. Under his leadership both trusts saw their CQC rating move from 'Requires Improvement' to 'Good'. He is a forensic psychiatrist by background and spent the majority of his clinical career working in a variety of settings in west London including prisons and secure psychiatric hospitals. He was Medical Director of West London Mental Health Trust for six years during which time he was Clinical Director of NHS London's mental health programme and sat on the board of Imperial College Healthcare Partners.

He has held a variety of other board level and leadership positions including at both regional and national level. He obtained his medical degree from Cambridge University and completed his training at St Thomas' Hospital Medical School, London.



### **Rahat Ahmed-Man**

Senior Adviser, Partners in Care and Health (PCH), LGA



Rahat has worked successfully in four different sectors, (surveying, engineering, chemical and health and social care), with a wide range of partners and stakeholders. An experienced consultant and previous Adult Social Care Assistant Director, Rahat has 20 years knowledge and expertise of local government and the health and social care sector. She currently manages the BCF (Improvement) Support Programme at the Local Government Association.

### **Simon Williams**

Director of Adult Social Care Improvement,  
Partners in Care and Health (PCH), LGA



Simon did a first degree at Cambridge University in classics before training as a social worker and gaining an M.Sc in applied social policy. He then worked for 9 years in child care, before taking on more general social services senior management tasks in Berkshire and Hampshire. He worked as director of commissioning for North and Mid Hampshire Health Authority in the mid to late 1990s, before moving to the London Borough of Merton where he worked for 4 years as assistant director for community care. He then did a further spell in the NHS as director of policy for a strategic health authority, a time which included development of commissioning reforms and a wide scale change programme for the health system.

In 2006 he returned to Merton as Director of Community and Housing, which included adult social care, housing, libraries, adult education and being the lead director for health. In 2017 Simon moved on from this role, and he is now working for the Local Government Association as their Director of Social Care Improvement

Simon has kept an interest in a non-executive role, including being a school governor and trustee for a national charity for people with sight impairment. Whilst a director he co-chaired the Resources network for the Association of Directors of Adult Services, and also took the policy lead role for dementia for 3 years.



## **Kathryn Hall**

Associate Director, One Gloucestershire Improvement Community, Gloucestershire ICB



Kathryn is the Associate Director convening One Gloucestershire's Improvement Community and is committed to building a culture of improvement and system-wide collaboration. She believes that Improvement is vital to improving health and care outcomes for the people and communities we serve. Kathryn started her improvement journey as an industrial process engineer, before leading teams in business development, product innovation, and strategic partnerships. Her MBA included research on customer co-design in service innovation.

Kathryn was inspired to make a career change following involvement as an expert by experience in a maternity service redesign and remains a champion for co-production. On joining the NHS, she led programmes initiating a patient experience strategy, implementing system redesign, and developing locality partnerships. Then with NHS Gloucestershire she has contributed to developing whole pathway improvement approaches with system partners. Leading the cancer programme through numerous service developments, including the launch of an award-winning rehabilitation programme, reinforced her commitment to embedding a Quality Improvement Approach to system transformation.

Kathryn enjoys enabling colleagues to team together for system improvement. Priorities for her team this year include supporting the development of integrated neighbourhood working. She is an experienced QSIR Faculty lead and is qualified in team, board, and systemic coaching.

## **Nandi Simpson**

Director, NHS Race and Health Observatory



Nandi has a background in biomedical research and has spent most of her career working to develop evidence and integrate research in clinical settings. Her experience of implementing research strategy at the interface between the NHS and Higher Education sector encompasses roles in Biomedical Research Centres, Academic Health Science Centres and other large strategic health systems partnership programmes. Nandi has a longstanding professional interest in women and children's health including four years spent developing and leading delivery of the King's Health Partners Women and Children's Health Clinical Academic Partnership programme. Nandi joined the NHS Race and Health Observatory in October last year as Director, Implementation.

## **Jo Cogswell**

Executive Director of Strategy and Joint Transformation, Surrey Heartlands ICB



Jo is the accountable Executive for Primary Care and leads for improvement and transformation as well as steering the development of strategic partnerships across the ICS. Having worked across a wide range of NHS settings in both commissioning and provider environments following a first career in local government, Jo is experienced in the delivery of transformational change and service improvements involving multiple organisations in complex and challenging settings. Ever the optimist and motivated by making a difference Jo drives improvement through strong relationships and partnership working.







### **Ilse Bosch**

Assistant Director, Integration and Improvement Strategy,  
NHS Confederation

Ilse Bosch is Assistant Director – Improvement and Integration Strategy at the NHS Confederation. Prior to this she was the Deputy Director of Policy.

Ilse has been part of the NHS Confederation policy directorate since October 2019 and has headed up the strategic policy team, programme managing the NHS Confederation's cross-organisational policy work. She initially joined the team as Brexit policy consultant in the organisation's international team, where she delivered an extensive influencing programme representing the interests of the NHS in the EU exit process.

Before her time at the NHS Confederation, Ilse was a senior policy adviser in the Cabinet Office where she delivered cross-government projects, including on health matters. Prior to that, Ilse worked in management consulting, including for Deloitte, where she worked with various health sector organisations on major transformation projects, including around delivering integrated care, frontline transformation of services and systems-wide population health.

She brings her knowledge of the health and care landscape and improvement opportunities, as well as a background delivering transformation projects in the sector.

She is particularly passionate about working with others on a journey to find solutions to the challenges of our time, and how to work collectively to overcome them.



### **Penny Pereira**

Q Managing Director, the Health Foundation

Penny leads Q: a community of thousands of people across the UK and Ireland, collaborating to improve the safety and quality of health and care. Q includes a participatory grant funding programme, Q Exchange and Q Labs, bringing people together to make progress on complex challenges. We also generate insight through the community on key issues. Q is working in partnership with NHS Confed and the Health Foundation on a programme supporting learning and improvement across systems.

Penny previously led the Foundation's work on patient safety; improving flow, leadership development and achieving change through networks. She's co-author of the Foundation's reports on the challenge and potential of whole system flow and on developing learning health systems in the UK.

Before joining the Health Foundation, Penny was the Director of Strategy and Service Improvement at Newham University Hospital NHS Trust. Penny has spent her career leading improvement work at local and national level in the NHS, with particular expertise in process and system redesign and leading strategic change across organisations.



## **Charlotte Pomery**

Chief Participation and Place Officer, North East London ICB



Charlotte Pomery joined NHS North East London in 2022 with a brief to develop place partnerships, to lead a range of corporate functions and to build a system approach to co-production. Charlotte is also leading for integrated neighbourhood working, for SEND, for long term conditions and for the voluntary, community and faith sector interface and is always keen to promote ways of working together as individuals, functions organisations and sectors.

Before joining the ICB, Charlotte was Assistant Director in the London Borough of Haringey for over 8 years with responsibility for joint and all age commissioning across health and social care, for partnerships across health and the voluntary sector, for co-production, for supported housing and street homelessness, for early intervention and prevention, for Arts and Culture and for Libraries. Charlotte's background includes other senior roles in local government in London and Essex, a range of support roles in the voluntary and community sector and a strong base in social housing, where she started her career.

## **Haris Sultan**

Former NeXt Director for Citizens and Future Generations,  
West Yorkshire ICB



Haris is a Former NeXt Director for Citizens and Future Generations on the NHS West Yorkshire Integrated Care Board, he focused on climate change, future workforce, and prevention. Nationally, Haris served on NHS England's National Children and Young People's Board, supporting NHS Long Term Plan goals and health inequality initiatives like CORE20PLUS5 for CYP. As Chair of the National Network of Youth Forums, he amplifies young voices across over 60 NHS Trusts.

Haris contributes to advisory boards, including the Centre of Young Lives and the Centre for Health Economics, enhancing youth-focused healthcare and health economics. He led a report to the UNCRC on behalf of the NHS and provided advice to the UK government during the COVID-19 pandemic regarding the vaccination of CYP. He is currently taking a year from his medical degree to pursue an MBA at UCL.

## **Raj Jain**

Chair, Cheshire and Merseyside ICB



Raj has extensive experience in leadership roles across an NHS career which started in 1994. Raj's career has been marked by a commitment to innovation and improvement at every NHS organisation he has worked in. Raj was instrumental in the successes at Salford Royal NHS Foundation Trust and led improvement work across Pennine Acute Hospitals NHS Trust when the trust joined with Salford Royal NHS Foundation Trust. Raj played a pivotal role bringing both organisations together, firstly as the Northern Care Alliance group and, following a formal merger, leading the newly-formed Northern Care Alliance NHS Foundation Trust as its chief executive.

Raj has also chaired several partnership boards including Greater Manchester's Diagnostic Board, Salford's Digital Board and the Working Group of the North West Black Asian Minority Ethnic Assembly.





**Nicola Noble**  
Associate Head Teacher, Surrey Square Primary

Nicola is Associate Headteacher of Surrey Square Primary School, a member of the Rethinking School project and part of Big Education Trust. Nicola is a passionate teacher, rooted in the potential of every child, and always looking for engaging and meaningful contexts for learning.



**Patricia Miller**  
Chief Executive, Dorset ICB

Patricia has over 30 years' experience of working in the NHS and holds a Masters degree in Health Care Management.

She is a graduate of the East of England Aspiring Directors Programme, the 'Breaking Through' Leadership Programme, the Athena Leadership Programme for Executive Women, and the Collaborative Leadership Programme at the Kings Fund.

Whilst working in the NHS Patricia has remained passionate about improving the lives of patients and staff in ways that matter to them.

Patricia has a strong focus on equality, diversity, inclusion, and health inequalities. She is currently co-chair of the provider Chairs and CEOs network, and member of the NHS England's Health Inequalities Oversight Group.

Patricia is a member by distinction of the Faculty of Public Health. Patricia was named as one of 25 Rising Stars of the NHS in 2013, one of the top 50 CEOs in 2019, was awarded an OBE in 2019 for services to the NHS and was named amongst the top 50 BAME figures who will exercise the most power and/or influence in the NHS and health policy in 2020.



**Ed Waller**  
Deputy Chief Financial Officer, NHS England

Ed is the Deputy CFO for Strategic Finance and Planning at NHS England and is responsible for development of the future financial strategy for the NHS in England. Ed has previously held various senior roles at NHS England and in the Civil Service and was most recently Director of Primary Care for England in which capacity he led development of the five year contract deals for GPs and Community Pharmacists that supported the NHS Long Term Plan. He was the NHS SRO for the response to Covid -19 across primary care, including a period on secondment to the Covid Vaccination Programme working directly to Dame Emily Lawson where he was responsible for establishing the network of GP and Community Pharmacy vaccination sites.



**Anita Charlesworth**  
Chair, Productivity Commission, The Health Foundation



Anita Charlesworth is a health economist based at the Health Foundation, where she will co-chair the forthcoming commission on NHS productivity. At the Health Foundation, Anita founded the REAL Centre and was director of research for 8 years. Anita is deputy chair of North-West London NHS Integrated Care Board and a council member of the Economic and Social Research Council (ESRC). She is a member of DWP's Labour Market Advisory Board and the Office of Budget Responsibility (OBR) Advisory Panel. Anita is a member of the Council of the Royal Economic Society and University of Bath, Institute for Policy Research Advisory Board. She is Honorary Professor in the College of Social Sciences at the Health Services Management Centre (HSMC) at the University of Birmingham.

Anita has a background in government and public policy. She had roles as Chief Analyst at DCMS, Director of Public Spending at the Treasury and worked as an Economic Advisor at the Department of Health. Anita was specialist advisor to the House of Lords' Select Committee on the long-term sustainability of the NHS in 2016/17 and a member of the Health and Social Care Select Committee expert panel between 2020 and 2024.

Anita has an MSc in Health Economics from the University of York. She is a Trustee for Tommy's, the baby charity, and chair of the Office of Health Economics. She was awarded a CBE in the Queen's 2017 Birthday Honours List for Services to Economics and Health Policy. In 2024 Anita was made a fellow of the Academy of Social Science.

**Daniel Elkeles**  
Chief Executive Officer, London Ambulance NHS Trust



Daniel has been an NHS Manager for almost 30 years, joining the management training scheme in 1995 and has worked in acute, community, regional and commissioning roles.

He has been an accountable officer for over 10 years first for 5 Clinical Commissioning Groups in NW London, then CEO for Epsom and St Helier Hospitals NHS Trust where he secured the funding to build a new hospital. Since September 2021 he has been CEO at London Ambulance Service NHS Trust. Daniel is passionate about improving culture and inclusivity in the workplace.





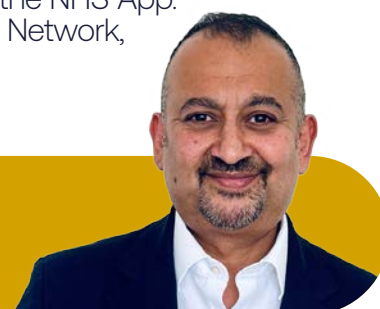
**Joe Harrison**  
National Director NHS App, CEO Milton Keynes  
University Hospital



Joe Harrison joined Milton Keynes University Hospital in 2013, transforming its quality, performance and finances. Under his leadership the trust has gained teaching hospital status and pioneered digital advances that have revolutionised patient care and experience. Joe has championed innovation and expansion, overseeing significant development across the hospital estate, including the building of an academic centre in partnership with the University of Buckingham and a new cancer centre, along with multiple other developments to improve access and keep up with patient demand in one of the fastest growing places in the country.

Along with an ambitious digital innovation programme, Joe has promoted workplace wellbeing to improve the working lives of the team at MKUH. Joe was appointed as the National Director for Digital Channels in January 2023 to oversee the development of the NHS App. He is also a board member of the Oxford Academic Health Science Network, chair of the Clinical Research Network Partnership Board for Thames Valley, and trustee of the NHS Confederation.

**Dr Masood Ahmed**  
NED, Coventry and Warwickshire Trust



Dr. Masood Ahmed is a prominent leader in the NHS, with a 20+ year track record in digital transformation, leadership development, healthcare innovation and reshaping the workforce. He serves as a Non-Executive Director at Coventry and Warwickshire NHS Partnership Trust, Associate NED at Kingston Hospital and Hounslow & Richmond Community NHS Trust, and Visiting Lecturer at UCL Global Business School for Health. Additionally, he is a Trustee at the Great Ormond Street Hospital Charity, on the editorial board of the Integrated Care Journal, and is an advisor to start-ups and healthcare organisations internationally.

His extensive career includes serving as Global Medical Director at Dell, regional CIO for NHS Midlands, and Chief Medical Officer for NHS Black Country and West Birmingham CCG during the pandemic. As Chief Digital Information Officer, he led the crafting of the 'digital first, not digital only' strategy for NHS Shropshire, Telford, and Wrekin Integrated Care System. A passionate advocate for systems leadership, quality improvement, and mindful AI, Masood's contributions to healthcare are marked by a commitment to transformative change and innovation.

**Philippa Newis**  
Director, Public Digital



Philippa Newis is a Director at Public Digital; she works across the UK public sector, navigating complex challenges and bringing clarity to organisations and their transformation journey.

Philippa has over 10 years experience working in public policy and government relations for international and national charities. Prior to joining Public Digital, Philippa worked at the London Borough of Hackney and was Head of Delivery at Royal Borough of Greenwich. At Greenwich, she led the modernisation of the Council's technology infrastructure, and the borough's first digital inclusion strategy.





**Mark Fisher**  
CEO, Greater Manchester ICB

Mark grew up in the West Country and now lives in Holmfirth, West Yorkshire. After university, he joined the civil service, going on to work as a director in the Benefits Agency, as a board director of Jobcentre Plus, as chief executive of the Sector Skills Development Agency, and as labour market director in the Department for Work and Pensions during the 2009 recession.

Since 2017, Mark has been a director general in the Cabinet Office and secretary to the Grenfell Tower Public Inquiry. Just prior to taking up his current role, he was director of the Office for Civil Society at the Cabinet Office, with responsibility for social action, social investment, support for charities, business partnerships, and youth policy.

Mark has been a director of Working Links (Employment) Ltd, an advisor for the Prince's Trust Team (formerly volunteers) programme, and a public member of Network Rail. He is on the Council of the Estates and Finance Committee of the University of Huddersfield, and is a trustee of the Clore Social Leadership Foundation. He is also chair of the Civil Service Sports Council. In January 2010, Mark received a CBE.



**Mary Hutton**  
CEO, Gloucestershire ICB

Mary was appointed Chief Executive Officer of NHS Gloucestershire ICB following almost ten years at the helm of its predecessor organisation, NHS Gloucestershire CCG. She has also been the One Gloucestershire Integrated Care System lead since spring 2018. Mary has worked in the NHS for over 30 years in commissioning, performance and financial management. She has substantial leadership experience having held a number of senior roles, including working in North Somerset, Bristol, Swindon, Wiltshire and Berkshire before coming to Gloucestershire in 2011.

Mary has worked across both statutory and non-statutory organisations, including hospital trusts, community and mental health services, ambulance services, the voluntary and community sector and the independent sector.



**Kelly Matthews**  
Programme Delivery Director, Gloucestershire ICB

Kelly has been a Programme Delivery Director within Gloucestershire ICB since January 2023, working on Urgent and Emergency Care as a priority programme for Gloucestershire ICS. Kelly has worked in healthcare for over 20 years in business intelligence, performance, transformation, change delivery and quality improvement. Kelly is passionate about enabling improvement across health and care.



**Ric Whalley**  
Partner, Newton



Ric Whalley is a partner in Newton and leads our Health and Integration team, having helped grow Newton from 20 to 600 people over the last 17 years. Drawing on experience leading transformation programmes in some of the UK's biggest businesses and health and social care systems, his passion is in delivering change in health and social care and helping leaders develop. Ric led Newton's national programme on delayed transfers of care (DToC) across 14 major health and social care systems. He is currently leading major health and social care integration programmes in the South West.

**Cedi Frederick**  
Chair, NHS Kent and Medway ICB



During his extensive career, Cedi has gained a wealth of Board/senior management experience across the public, private, not-for-profit and third sectors.

Currently, Cedi is Chair of NHS Kent and Medway and The Centre for Healthy and Empowered Communities. Non-Executive Director on the boards of Sage Homes and Impact Healthcare REIT. Co-Chair of Inspire for Black Londoners and a Kent Ambassador. Until 2024, Cedi was Chair of NHS London's Legacy and Health Equity Oversight Partnership Group.

Owner of Article Consulting Ltd, co-founder and CEO of Consiliaris Digital Systems and owner of a successful executive coaching/mentoring practice.

Named as one of Britain's '100 Most Influential Black People'. Recognised as one of the '1,000 Black & Asian Heroes 1950-2010' (Our Heritage TV, 2015). Received an Honorary Doctorate from Canterbury Christ Church University in September 2024, in recognition of his outstanding personal contribution to public services in health, social care and in education.

**Jenny Paton**  
Director of Impact, Strategy and Policy, Skills for Care



Jenny is Director of Strategy, Influence and Performance at Skills for Care.

She has supported the cultural and charity sectors in a strategic capacity, most recently as Head of Strategy and Impact for Mencap before joining Skills for Care.

Jenny was previously the Vice Chair of the Mental Health Foundation. She also helped the Wellcome Trust, a charity that works to improve health worldwide, become more diverse and inclusive.

From 2011-2014, Jenny was Executive Director and joint Chief Executive of Camden People's Theatre. Jenny continues to support small arts organisations with strategy on an informal basis.





**Camille Oung**  
Fellow, Nuffield Trust



Camille is a Fellow at the Nuffield Trust and has worked on many research projects and evaluations relating to social care. She leads the Trust's work on social care across the UK's four countries, and has extensively researched France's social care system. Camille has previously worked at the Department of Health and Social Care, and a former career development fellow at the NIHR school for social care research.

**Mike Barker**  
Chief Officer, Oldham ICP



Mike's career spans local government and the NHS. He has operated at senior director level in the North West Region for the last 20 years. He has held senior Board positions in several provider and commissioning organisations. For the last six years he has worked in the Greater Manchester system as an Executive Director in a local authority whilst simultaneously holding an accountable officer position in a CCG in the same locality. He is now the Deputy Chief Executive of Oldham Council responsible adult social care and public health as well as being the NHS Greater Manchester Place Director for Oldham and is the lead officer for the Oldham Integrated Care Partnership.

**Priya Singh**  
Chair, Frimley ICB



Priya's medical career began in general practice, following which she specialised in legal medicine, risk and safety.

She is chair of Frimley Heath and Care ICS and co-chair of the ICP, chair of the National Council for Voluntary Organisations (NCVO) and executive director of a medical mutual provident fund with charitable status.

She has strategic, commercial and operational experience in UK and international healthcare, legal services, system safety and professional ethics. She has been a member of the London Policing Ethics Panel and is a CEDR-trained mediator.



**Gerard Hanratty**  
Partner, Browne Jacobson



Gerard is the head of health and a partner in Browne Jacobson, specialising in advising organisations in the health sector on their public law and regulatory matters. His work covers advising on legislation, system re-organisations, clinical and corporate governance, health regulation, information law, mental health law and advising international health clients.

Gerard is a public law and regulatory partner and is recognised by the NHS, Chambers and Legal 500 as one of the leading experts on public law and regulatory issues, especially relating to governance, system reorganisation and development, information law, and regulatory issues on health and life sciences. Chambers states that - He is described by clients as the “perfect combination of really knowledgeable but also really personable.” Sources note that “he is very approachable, understands the issues well, provides sound advice and listens to what you want. He gives you a considered, measured response.”

Gerard is well known for working in partnership with his clients and giving clear and pragmatic advice in plain English.



**Will Pett**  
Head of Policy, Public Affairs & Research, Healthwatch England

Will Pett joined Healthwatch England as Head of Policy, Public Affairs and Research in August 2023. Prior to this, he spent four years at the NHS Confederation, where he led the organisation’s policy work on integration and worked closely with NHS England and government on the development of integrated care systems.

During his time at the NHS Confederation, he also worked as the senior advisor to chief executive Matthew Taylor and undertook a secondment to Bath & North East Somerset, Swindon & Wiltshire Integrated Care Board as associate director of strategy.

He has also worked in the private sector, specialising in HIV and hepatitis C policy, and in Parliament for an MP and government minister.

**Sarah Walter**  
Director of the ICS Network



Sarah has operated in a number of roles at the Confed, including director of corporate services before taking on a regional role following a family relocation to the South West.

Sarah is passionate about women’s leadership and was previously Chair of the Confed’s Health and Care Women’s Leaders Network. She recently completed her Executive MBA at the University of Bath and focused her dissertation on the aims and priorities of the Women Leaders network’s, leadership and self-identity and the ways in which the network can respond to participants’ intersectional experiences.



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We support, represent and influence on our members' behalf through our policy work, media appearances and external affairs programme. Our forums, webinars, Spotlight sessions, roundtables and our annual conference provide unique opportunities for ICS leaders to connect and share ideas and challenges. Our regular bulletins and communication help to keep members supported and informed with the latest news, information and guidance that ICS leaders need to know.

[www.nhsconfed.org/ics](http://www.nhsconfed.org/ics)

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