

PROFILE MICHAEL TAYLOR

Leadership:

Proven track record over 33 years in NHS Management, 25 as Chief Executive of large and complex organisations (Health Authorities and Teaching Hospitals). Considerable experience of varied socio-economic environments and political cultures – from Liverpool to Oxford via Hackney and The City of London.

Interim Management Experience:

In successive years I was parachuted by the Department of Health into two large failing Health Authorities following the removal of the Chair and Chief Executive. Following early retirement from the NHS I have worked as part of the Change Management Team within the Surgeon General's Department, Ministry of Defence, London.

BERKSHIRE: March / October 1999. Stabilisation of the organisation. Re-organisation of the senior executive structure. Improving financial grip and development of positive collaboration with key external stakeholders.

WEST SUSSEX: April / November 2000. Restoring the credibility of the organisation with NHS and Local Government partners. Identification of key strategic service and capital investment priorities. Restructuring the senior executive structure.
The tasks being as follows:

MINISTRY OF DEFENCE: March / November 2002. The appraisal of UK and international options to secure the early and cost - effective elective treatment of priority Military personnel. Chair of tri-service Working Group tasked with the identification of opportunities and threats to the Defence Medical Services as a consequence of scheduled higher investment in the NHS.

Consultancy Experience:

Requested by the Trustees of the St Barnabas' Hospice Group, West Sussex in 2000/1 to undertake a review of managerial failings. The requirement being to produce a plan for improved organisational performance and working relationships between the Executive and the Board of Trustees. This was accepted and a "10 point plan" has been progressively implemented.

More recently I have been asked to deliver presentations to Army personnel on Change Management.

Delivering Service and Financial Results:

Extensive experience of successfully delivering service enhancements based on locally owned strategic frameworks to improve Patient care and best value to the taxpayer. The leadership of comprehensive and sometimes politically sensitive site and service strategies in East London 1982/87; Berkshire 1988/93; Oxfordshire 1994/2001 and currently, complex Patient access issues for UK servicemen and women.

Responsibility for the effective performance of organisations. This is evidenced by the year on year delivery of national and local priorities in Oxfordshire and previous senior NHS posts. I have been parachuted by the Department of Health into large Health Economies that were in crisis, requiring focused yet sympathetic interim Chief Executive leadership and a diagnosis of the underlying problems.

Goal Orientated Collaborative Working:

Experience of rejuvenating health economies through far - reaching and politically acceptable service modernisation strategies. These were underpinned by a zero-based approach to the assessment of existing cost effectiveness and quality of services.

Wide experience of working alongside the leaders of Voluntary Sector organisations, Local Authority executive colleagues and local Councillors in planning and delivering jointly owned community initiatives.

External Communications:

Regular exposure to local and national media on high profile issues, e.g. public consultation on hospital closures and service changes, medico-legal cases; ethical issues such as limited access to high-cost therapeutic drugs and serious adverse incidents.

Working Lives:

Based on the principle of regular contact with Staff working at the "sharp end" I possess a successful track record in leading organisations through both radical change and relative calm. This is evidenced by my appointment since 1970 as CE following numerous NHS re-organisations and in 2001, as lead CE for the integration of three Health Authorities.

Overall, I possess extensive experience of working successfully at the top of complex organisations and working with a wide range of stakeholders. My management style is inclusive and with a focus on meeting agreed key objectives.

CURRICULUM VITAE

MICHAEL TAYLOR

Michael Taylor MA, MIPM, MHSM.

Code A

Date of Birth: **Code A**

Code A

Present Post:

- Consultant with Surgeon General's Department, Ministry Of Defence

Previous Senior Posts:

- Chief Executive – Oxfordshire Health Authority 1993 - 2002
- Chief Executive - West Berkshire Health Authority 1987 - 1993
- Chief Executive - Barts & Associated Hospitals, London 1981 - 1987
- Between 1970 and 1981 - Hospital and Health Authority Management posts in Liverpool, Manchester, Nottingham and Essex

Professional Development and Wider Responsibilities:

- Requested by the NHS Executive to provide decisive interim Chief Executive leadership in two problem Health Authorities 1999 and 2000
- Invited by the Trustees of the St. Barnabas' Hospice group to produce an action plan that addressed managerial failings and identify strategic priorities -2000
- Member of Cabinet Office Top Management Programme - 1998

EXPERIENCE

Ministry of Defence, Surgeon General's Department Change Management Team

Key result areas:

- Chairman of Royal Navy, Army, RAF and MoD HQ group addressing how to secure improved healthcare for Military personnel. This extensive exercise covers better access and enhanced value for taxpayers money.
- Preparation of reports for consideration by senior level MOD Management Boards.
- Identification of areas that would result in enhanced collaboration between the UK Military Health Services and the NHS.

Chief Executive, Oxfordshire Health Authority

Key result areas:

- Executive leadership of the Health Authority within a complex health economy. Population 630,000; turnover £350m; six Local Authorities; six NHS Trusts and five Primary Care Trusts.
- Initiation and implementation of the Health Futures strategic change programme including leadership of public consultation processes:
 - Health Futures I Modernisation of Acute & Disability Services
 - Health Futures II Modernisation of general Community Services
 - Health Futures III Creation of Primary Care Groups
 - Health Futures IV Mental Health Services for the 21st Century
- Leadership of collaborative working with Local Authorities; Voluntary Sector, University of Oxford Medical School.
- Extensive liaison and direct working with leaders of local Voluntary Sector organisations in delivering improved service strategies for people with a Physical Disability. Learning Disability and Mental Health impairment.

Chief Executive - West Berkshire Health Authority**Key result areas:**

- Construction and leadership of a district-wide service strategy with distinct elements; clearing the ground of poor quality and uneconomic facilities; re-shaping Priority Care services; rationalisation of Acute facilities.
- Restoring financial balance
- Sensitive initiation and planning for unification of two Health Authorities.

Chief Executive - Barts, St Marks & Associated Hospitals, London**Key result areas:**

- Leadership of hospital site rationalisation programme in Hackney; dealing successfully with local political and media scepticism through assiduous programme of formal and informal meetings.
- Overall responsibility for planning and execution of the Barts Rebuilding Programme Phases I - III.

REFEREES:

Code A