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NHS Non-Executive Director programme 2016
The role of a Non-Executive Director (NED) in the health sector remains challenging given the pace of change, complexities of the industry, and the media spotlight. New regulatory and governance developments provide additional demands, whilst disruption, often caused by technological advances, is everywhere. These pressures make the ability of NEDs in the health sector to input to strategy discussions and discharge their responsibilities in relation to governance and risk, more important and challenging than ever.

PwC have an unrivalled track record of supporting Non-Executive Directors with high value and high impact events and we have now developed a specific programme exclusively to support the increasing demands placed upon Non-Executive Directors in the health sector.

Throughout the programme we will have PwC and external speakers from across the health sector and beyond.

This programme of free events will include a carefully chosen balance of macro and micro level topics such as culture and leadership, turnaround to transformation, shaping provider strategies for the new health landscape and approaches, audit committee chair briefings and insights on whole system governance.

We will provide specific workshops for Audit Committee Chairs and members which recognise the broad and expanding agenda of Audit Committees. These update sessions will brief members on the impacts of developments in governance, reporting and accounting, as well as hot topics of relevance.

For the Remuneration Committee, the executive remuneration workshops will give an update on current developments and what they mean in practice, as well as guidance on more complex areas such as setting executive pay, terms and conditions and performance targets which align with the sector strategy.

This brochure outlines the 2016 programme of events for the NED programme. The aim of the programme is to provide both expert knowledge and invaluable opportunities to share experiences and ideas with peers. Events have been grouped according to whether they are of interest to the Board as a whole, the Audit or Remuneration Committees.

We look forward to welcoming you to our events and supporting you in your high profile and highly challenging Non-Executive Director role in the health sector.
### Calendar of events, 2016

#### For the board

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<td>Establishing an inspection regime that improves services and develops the right culture and leadership approach</td>
<td>Mike Farrar, Peter Wyman CBE, Professor Clive Kay</td>
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<td>Thursday 30 June</td>
<td>9.30am – 12.30pm</td>
<td>Learning from failure – ‘turnaround’ to ‘transformation’</td>
<td>David Morris, Sir David Henshaw</td>
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<td>Monday 4 July</td>
<td>4.00pm – 6.00pm</td>
<td>Shaping provider strategies for the new health landscape</td>
<td>Andrew McKechnie, Sir David Dalton</td>
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<td>Thursday 8 September</td>
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<td>Approaches and insights on whole system governance</td>
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<td>Thursday 17 November</td>
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### For the Audit Committee

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### For the Remuneration Committee

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<td>Executive Remuneration trends and considerations</td>
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Establishing an inspection regime that improves services and develops the right culture and leadership approach

Tuesday 31 May 2016
9.30am – 12.30pm
PwC, 7 More London Riverside, London SE1 2RT

Inspection regimes for public services play a major role in ensuring the public can have confidence that the services their taxes support meet the required standards of quality and safety. They have also become the bell-weather by which local and national leaders of public services, including politicians, are held to account.

In the health and care system, this role and development of the inspection regime has been a high profile and often controversial one, throwing up challenges in terms of its costs, value, and effectiveness. It has also tangibly had to deal with the impact its operational approach has had on the culture and leadership of the services themselves with some arguing its philosophy has been at the root of both the best aspects of the service (i.e. transparency and openness), and the worst (i.e. blame culture, perverse incentives, driving up of costs).

It is in this context that our first NEDs session will focus on the new regime proposed by CQC, its desire to embrace technology, to add value and most of all, to be aligned positively with the changes needed to create safe and sustainable health and care systems across the country. We will be answering the key questions:

• how can CQC ensure its new approach is more aligned?
• how do we all ensure clinicians are bought into the new approach to inspection?
• how can we enable Boards to embrace inspection as a positive contribution to their mission and purpose rather than a one off test to pass?
• how will inspection recognise the emergence of systems rather than institutions as the important unit of delivering safe and sustainable care?

Speakers

Mike Farrar

Mike Farrar chairs the PwC Public Sector Health Board. Mike was previously the Chief Executive of the NHS Confederation, (which he joined in May 2011) Chief Executive of the North West England SHA (May 2006 to April 2011), Chief Executive of West Yorkshire and South Yorkshire Strategic Health Authorities, Chief Executive of Tees Valley Health Authority and Head of Primary Care at the Department of Health, among other roles.

Peter Wyman CBE

Peter Wyman served as Chair of the Yeovil District Hospital NHS Foundation Trust for five years and has held a range of senior posts in the private, public and voluntary sectors across his career. He was a partner in PwC and was President of the Institute of Chartered Accountants in England and Wales from 2002 to 2003. He was awarded a CBE in 2006.

Professor Clive Kay

Professor Clive Kay was appointed as Chief Executive Officer of Bradford Teaching Hospitals NHS Foundation Trust in January 2015. Clive was appointed a Consultant Radiologist in Bradford in 1998. He became Clinical Director of Radiology (2001-06), subsequently Medical Director (2006-14), Deputy Chief Executive in 2013, and Interim Chief Executive in September 2014, at Bradford Teaching Hospitals NHS Foundation Trust.

Clive’s previous external roles include, Visiting Associate Professor of Radiology at the Medical University of South Carolina for three years, Chairman of the Royal College of Radiologist’s Scientific Programme Committee, Member of Council of the Royal College of Radiologists, and a Member of the Editorial Board of Clinical Radiology.
Learning from failure – ‘turnaround’ to ‘transformation’

Thursday 30 June 2016
9.30am – 12.30pm
PwC, 7 More London Riverside, London SE1 2RT

NED roles are challenging in any demanding NHS environment, however when your Board is on the radar for failure by the regulators, by your patients and the local community, the role is very intense. With over 70% of NHS Trusts in England reporting a deficit in Q3 2015-16, addressing how to deal with potential failure is an issue no NED can ignore.

Turnaround can be prompted by quality or financial issues, sometimes identified internally and often highlighted by the regulators. We have worked shoulder to shoulder with numerous NHS organisations through turnaround, supporting from the diagnostic stage to providing capacity with an injection of pace/expertise to drive hands on change.

This session will cover ‘top tips’ including understanding the size of the challenge, communications and engaging openly with stakeholders/regulators. The session will aim to provide useful outputs including, insights into how other NHS organisations have identified and addressed failure, an overview of strategies for moving towards recovery and how to build from a turnaround programme to transformational change.

Speakers

David Morris

David leads the PwC Government and Public Sector Operational Restructuring Practice team of 60 and has a wealth of experience working alongside NHS Trusts facing significant financial and operational challenges.

David has led a number of high profile Acute Trust assignments for PwC, including Tameside Hospital NHS Foundation Trust, Peterborough and Stamford NHS Foundation Trust, local commissioners and the Department of Health across a range of subjects. This includes market assessment, commercial negotiations, CIP development and whole health economy solutions.

Sir David Henshaw

Sir David Henshaw was Chairman of the North West NHS 2006 – 2011 and is now Chairman of Alder Hey Children’s NHS Foundation Trust. Sir David was a former Trustee of NESTA. Sir David has also been Interim Chair of University Hospitals of Morecambe Bay from February 2011-February 2012, Interim Chair of Dorset Healthcare NHS University Foundation Trust between October 2013 - April 2014 and is currently Interim Chair of St George’s University Hospital NHS Foundation Trust. He is also a Non Executive Director on a number of other private and public bodies.
Shaping provider strategies for the new health landscape

Monday 4 July 2016
4pm – 6pm
1 Embankment Pl, London WC2N 6RH

The role of providers in healthcare is changing. Accountable care, population-based health and the Five Year Forward View all point to providers having new responsibilities and taking on more risk.

This forum will explore the role of NEDs in supporting this critical challenge for health providers of all kinds and key issues that providers need to think carefully about for themselves, including:

- what business am I really in? (e.g. transactional care or population management?)
- what options are really available? What are the relative benefits and risks of each? What does the evidence suggest works (and doesn’t work)?
- what risk is there in staying in the current model? (e.g. what risk do I already inherit by default?)
- if I were to take on greater risk, what span of control would I require in order to be able to accept and manage that risk?
- how does competition and patient choice fit into a new model?
- do I have the capabilities I need, and if not where do I get them from?
- how do I develop a strategy that best places me for the long term future (rather than responding to the latest fad)?
- what does my relationship with health commissioners, local authorities, other providers and regulators need to look like?

Speakers

Andrew McKechnie

Andrew McKechnie leads PwC’s Healthcare Strategy team and specialises in providing both strategic advice and commercial due diligence to investors as well as healthcare providers across the private and public sectors.

As well as private sector clients, Andrew advises an increasing number of NHS providers on their strategic priorities, how they can grow and adapt in the increasingly competitive and dynamic commercial environment in which they operate.

Sir David Dalton

Sir David Dalton has been an NHS Chief Executive for over 22 years, serving at Salford Royal NHS Foundation Trust for 15 years, an integrated provider of hospital, community and primary care services, including the University Teaching Hospital. Sir David is currently developing a new integrated care service (hospital, community, primary and social care) for the city of Salford, with its triple aim of improved population health outcomes, better user experience and lower cost.

Sir David is the Vice Chair of the Greater Manchester Academic Health Science Network and previously has been part of many other projects including being a member of the ‘Berwick Review Group’ and advising the Secretary of State on the opportunities for providers of NHS care (2014).
Shifting demographics, growing demand and financial pressures mean the NHS needs to find different ways to think about and deliver care. New models of care are needed, delivering better outcomes at lower cost, and transforming the relationship between clinicians and patients.

From devolution to accountable care organisations, there is an increasing move towards whole system working. Whilst the theoretical benefits of whole system working are clear, the reality of many disparate organisations with different strategies, leadership, legal and regulatory demands requires robust yet flexible governance.

Is there a way that governance arrangements can provide assurance over the safety and quality of services provided, whilst remaining sufficiently agile to adapt to the changes that will occur as whole system working matures?

This workshop will consider how whole system are defined and how they differ from organisations, implications for organisational and system-wide governance, as well as the lessons that can be learnt from high profile governance failings of the past, and from international examples.

Speakers

Yvonne Mowlds

Yvonne leads PwC’s healthcare team that supports and advises Healthcare organisations in investigations and working with Boards to assess and improve their effectiveness and governance arrangements.

Yvonne leads PwC’s work on reviewing the capability, capacity and governance arrangements at CCG’s throughout England on behalf of NHS England. Yvonne has spent the last 10 years specialising in healthcare, and was previously the Regional Director at Monitor.

Sir Hugh Taylor

Sir Hugh was appointed as Chairman of Guy’s and St Thomas’ NHS Foundation Trust in February 2011. He has a long and distinguished career in the civil service which has included senior roles in the Department of Health and NHS Executive, the Cabinet Office and the Home Office. His most recent appointment before joining the Trust was as Permanent Secretary at the Department of Health, from which he retired in July 2010.

Hugh is a Trustee of Macmillan Cancer Support Board, the Nuffield Trust and Cicely Saunders International. He is also is a Chair of the National Skills Academy for Health.
Developing robust workforce strategies and plans in the health sector in the UK and globally

Tuesday 2 November 2016
9.30am – 12.30pm
Manchester

The World Health Organisation identify a 12.8m global shortage of healthcare workers by 2020. Guidance from a range of authorities. From the Royal Colleges to NICE, set out challenging professional staffing to patient ratios. Clarity is required on guidance and requirements for Trusts. Clinical shortages are inevitably referred to in relation to quality of care and cost issues. NHS organisations often use old fashioned ‘fill’ methods to address vacancies.

Workforce strategies and workforce plans are crucial to ensure that health sector organisations have the right people with the right skills in the right place at the right time. They need to have in place robust workforce strategies and workforce planning arrangements to ensure they have the staff with the correct capacity and capability to meet organisational objectives.

Most health sector organisations do not have a firm grip of their workforce profile, skills, capabilities, KPIs and therefore struggle with vacancy levels and workforce planning. Workforce issues are a strategic risk management issue for NHS Boards and not one to be simply left to the HR function.

This event will focus on what NEDs can do to help their organisations take steps to plan the workforce required for the future, covering developing robust workforce and associated development plans, implementation and practical steps Boards can take to create and implement ‘fit for purpose’ workforce strategies and plans.

Speakers

Raj Bhamber

Raj joined PwC as a Director in October 2014. Raj has experience in both the private and public sectors through roles in banking, pharmacy, cable television, the Manpower Services Commission, the Hotel and Catering Training Board, the NHS (primary care, acute, health authority, Department of Health) and further education.

Amongst her other roles, Raj has been the Chair of the Workforce and Organisational Development workstream of the Seven Day Services Forum, Co-Chair of the Medical Workforce Forum (NHS Employers), a member of the national Joint Consultative Committee Seniors (negotiating committee for consultant medical staff in England, including the devolved administrations) and a member of the national Staff Partnership Forum (chaired by the Minister of Health) for employer and trade union representatives.

Dean Royles

Dean Royles was previously Chief Executive of NHS Employers appointed in December 2010. Dean’s previous roles include Director of Workforce and Education at NHS North West and Deputy Director of Workforce for the NHS at the Department of Health. Among other roles, Dean is also a member of Sheffield Business School’s Advisory Board, Chair of the Board of the Chartered Institute of Personnel and Development and is a national ambassador for the Apprenticeship Ambassadors Network.

Dean was the first HR Director at East Midlands Ambulance Service following its creation in 1999. He has also worked at an acute hospital and in a community and mental health trust.
A broad consensus is developing that the direction of travel toward more devolved and localised health and care systems, as captured in the Five Year Forward View, can deliver better outcomes for less. New care models are being created and new forms of joint working explored.

This session will examine what the likely ‘end state’ of fully devolved and localised health and care systems could look like. It will assess the various models that are emerging and discuss the consequences for how local services could be organised and governed. Among other questions it will explore what the new relationship could be between local care systems and the centre.

The session will be relevant to NEDs as they consider the new roles and responsibilities they could have in the emerging devolved system of care.

It will help equip NEDs with the background they need to navigate the sweeping changes that are taking place in the NHS.

Speakers

Rt Hon Alan Milburn

Alan Milburn chairs the PwC UK Health Industries Oversight board. Alan Milburn served as Chief Secretary to the Treasury from 1998 to 1999, Secretary of State for Health from 1999 to 2003 and Chancellor of the Duchy of Lancaster from 2004 to 2005. Prior to this, he chaired the Panel on Fair Access to the professions from 2008 to 2009 and is Chairman of the Social Mobility and Child Poverty Commission. He was a Member of Parliament from 1992 to 2010. Alan is Chancellor of Lancaster University.

Ed Smith CBE, FCA, CPFA, Hon DUniv, Hon LLDs

Ed Smith is the Chairman of NHS Improvement and the Lead Non-Executive Director for the Department for Transport.

Ed is also the Pro-Chancellor and Chairman of Council at the University of Birmingham, a Member of the Competition and Markets Authority panel and is a Member of Council and Treasurer of Chatham House.

He was the former Global Assurance COO and Strategy Chairman of PwC.

Dame Barbara Hakin

Dame Barbara Hakin worked in the NHS for 41 years. During her long career she worked both as a hospital doctor and a GP for 20 years before taking up her first role helping manage the NHS, first as a Primary Care Trust Chief Executive in Bradford and then as a Strategic Health Authority Chief Executive in the East Midlands. Dr Hakin’s last role before retirement was the National Director of Commissioning Operations at NHS England where she oversaw operational delivery through NHS England’s regional and local teams. Dame Barbara helped oversee the development of the commissioning architecture of the NHS, and specifically the establishment and authorisation of Clinical Commissioning Groups.
Patrick Figgis is PwC’s Global Leader for Health Industries. Patrick is one of PwC’s most experienced Partners who has worked across a number of sectors, including health. He is an experienced advisor to Boards and other senior executives, with a track-record of delivering value and insight through strategic, operational and commercial advice.

Patrick is a qualified UK Chartered Accountant. He has spent his career at PwC advising numerous global and local organisations, leading teams advising on major transactions, transformation projects, change management, organisational performance and risk and compliance projects.

Patrick project managed the merger of Price Waterhouse and Coopers & Lybrand in the late 1990’s before joining the UK Executive Board to help run the merged PwC Firm. After seven years on the Board he stepped down to concentrate his time on advising clients.

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Anna Blackman

Anna Blackman is the lead Partner for PwC’s Assurance services to the NHS coordinating the work of the national team of over 300 people. This team provides a range of services to the NHS including external audit, internal audit and other assurance services such as due diligence, governance and financial reviews and CQC and FT preparation support.

Anna personally leads the external audit service for 5 Foundation Trusts and 2 CCGs and is the Head of Internal Audit for University Hospitals Southampton NHS Foundation Trust. Anna specialises in supporting Boards with strategic decision making and responding to regulatory challenges.
Executive Remuneration trends and considerations

Monday 26 September 2016
9.30am – 12.30pm
PwC, 7 More London Riverside, London SE1 2RT

The Remuneration Committee’s role remains challenging, but why? Last year there was much interest in NHS Chief Executives who were earning more than the Prime Minister. This came at a time when in the independent sector, most companies sought shareholder approval for a three year remuneration policy which would not require review until the 2017 AGM. In theory, 2015 and 2016 were supposed to be the straightforward years of implementation of the approved policy. This is leading to some Remuneration Committees challenging the norm, including moving away from the market dominant incentive structure of an annual bonus plan and a Performance Share Plan.

In response, this workshop will explore the challenges and opportunities for executive pay in the NHS, and include a briefing on market practice covering both the norm and details of those companies that are doing something different. We will then lead a back-to-basics discussions on the purpose of each element of the reward package and the choices available to Remuneration Committees.

Speakers

Raj Bhamber

Raj joined PwC as a Director in October 2014. Raj has experience in both the private and public sectors through roles in banking, pharmacy, cable television, the Manpower Services Commission, the Hotel and Catering Training Board, the NHS (primary care, acute, health authority, Department of Health) and further education.

Amongst her other roles, Raj has been the Chair of the Workforce and Organisational Development workstream of the Seven Day Services Forum, Co-Chair of the Medical Workforce Forum (NHS Employers), a member of the national Joint Consultative Committee Seniors (negotiating committee for consultant medical staff in England, including the devolved administrations) and a member of the national Staff Partnership Forum (chaired by the Minister of Health) for employer and trade union representatives.

Phillippa O’Connor

Phillippa advises companies and remuneration committees at PwC on executive remuneration issues including reward strategy, package design, implementation, and employee and shareholder communications.

Phillippa has over 10 years experience in executive pay and broader employee reward. She also co-leads the digital people and organisation practice, helping companies evolve their approach to people to maximise productivity in an increasingly digital environment.

Patrick Figgis
How to register

If you would like to join us at one or more of the NED events, please RSVP to healthneds@uk.pwc.com.

Places will be allocated on a first come, first serve basis and are strictly for NHS NEDs only.

Prior to the event, you will receive joining instructions with directions to the location. If you are subsequently unable to attend an event you have registered for, we would be grateful if you could let us know.

Future events

Please let us know if there are any specific topics you would be interested in attending events on in the future for this programme.

For more information

If you have any questions regarding the NED programme please contact healthneds@uk.pwc.com or +44 (0)20 7212 2543 and we will be in touch.
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