

Education

2007-2008	Executive MBA	London Business School
1998	Membership	Royal College of Psychiatrists
1994	BM BS	University of Nottingham Medical School
1989 – 1994	B.Med.Sci. 2:1(Hons) Physiology and Pharmacology	University of Nottingham Medical School

Business Experience

2022 – current Chief Executive Tavistock and Portman NHS Foundation Trust

- Trust had largest % deficit in NHS; losing income and contracts and financially unsustainable; significant media interest with the closure of National Childrens' gender service; lowest staff satisfaction in NHS; inadequate CQC ratings for gender services; under Strategic oversight Framework (SOF) level 3;
- Developed new Trust strategy to lead to long-term sustainability of the organisation based on strong external partnerships, improved operational and financial performance, improving staff satisfaction and stronger educational service.
- Improved financial position; built medium term financial plan to a balanced position by 25/26 through significant restructuring of organisation.
- Increased contractual income for NHS contracts to help to reduce waiting times across regional and national services
- Led the redesign and rebuilding of internal governance structures and processes for the organisation
- Improvements across majority of areas in staff survey, WDES and WRES measures, with second most improved Trust for staff engagement and overall fifth most improved Trust on staff survey.
- Strengthened partnership with Camden local authority and developing Centre of Prevention with Camden and UCL partnership. Working to embed new model of housing within Camden.
- Increased student numbers by 10% across all courses delivered by department of training and education.
- Built relationships with Department of Trade and industry to allow development of international trade and currently developing contractual relationships in China, Vietnam and Brazil to deliver postgraduate training.
- Implemented new quality improvement methodology that ran from Board to team level and aligned with the delivery of our strategic priorities
- Developed a plan for merger which has led to a consortium bid for merger with Tavistock & Portman from CNWL Foundation Trust, UCL and Camden Local Authority. Currently working up the Strategic outline case and business case for transaction to take place.
- Managed significant media attention given the closure of GIDs and significant negative press about service in the past. Worked with other Trusts to transfer service safely.
- Led improvement across all areas of the Trust demonstrated by green ratings in all areas of SOF criteria apart from delivery of merger which is currently underway.

2016 – 2022 Executive Medical Director South London and Maudsley NHS Foundation Trust

- Executive Lead for Quality Improvement programme with over 1500 staff now trained, multiple projects constantly underway across the organisation to improve quality, introduced directorate weekly operational huddles for quality and daily safety huddles across clinical teams through to executive, developed and led institution of QI walkarounds across the organisation with teams visited within the year; >50% reduction in violence and aggression across Forensic services and Older Adults and significant reductions in restraint across the organisation 70% reduction in prone restraint and 43% reduction in overall restraint. Reduction in Length of stay from 43 days to 32 days in two boroughs; reduced out of area placements from 70 to 0 within 12 months. Led the development of large-scale change model that is being rolled out across the organisation. This led to 50% reduction in waiting times for access to Memory services across 4 boroughs. Embedded service users within QI delivery and completely redesigned in-patient and community care processes by service users.
- Executive Lead for R&D and over last 5 years have moved ranking for South London and Maudsley to no.1 internationally in research delivery.
- Implemented new performance management system for all doctors which has led to better support for doctors in difficulty and provided clear assurance to GMC and NHSE over the management of doctors.
- Worked closely with Olaseni Lewis' family following inquest to form strong relationship, bringing their knowledge and experience into the organisation to help to improve Trust's services.

Dr Michael Holland
19 Tennyson Avenue, Twickenham TW1 4QX
mholland@doctors.org.uk
Tel: 07970 072696

- Working in partnership with Metropolitan police to develop training materials across mental health and police to improve communication between police and mental health services and reduce risk of safety incidents when police are involved with patients with mental health problems.
- Increased completion of job planning from below 50% to 98% with clear objectives linked to organisational objectives for all Consultants
- Executive Clinical Lead for Business development and lead on strategic development of private practice model and relationship with Abu Dhabi & Dubai hospital programme.
- Chair of South London CAMHS Provider collaborative which led to zero out of area placements for children and standardised pathways and services for CAMHS across South London.
- Led restructure of academic and clinical delivery to improve implementation of research findings into practice.
- Led the development of South London Partnership Quality Improvement programme; set up shared learning system of QI programmes across Trusts this has led to replication of violence reduction programmes across 3 organisations; negotiated development of shared training resource across 3 Trusts for QI
- Reduced out of hour breaches to zero through the redesign of junior doctor rotas across 4 boroughs.
- Implemented new CEA process eliminating gender and ethnic bias.
- Led the development of new joint quality and performance governance system across the organisation. This has led to improved quality governance which was praised directly in the CQC report.
- Member of London Clinical Senate Council
- Co-Chair South East London ICS Clinical Programme Board, member of ICS Mental Health Transformation Board – currently working with the ICS on the redesign of governance structures for future working of the ICS.
- Chair of Staff Wellbeing Board for SEL ICS. Led the development of staff support systems across SE London for all health and social care staff to allow early access to psychological support and treatment. Led the strategic design of psychological support services for all health and social care services in SE London and widely seen as gold standard for accessing staff support.
- Executive Reviewer for CQC, leading CQC well-led inspections in various Trusts.

2020 – Present Executive Fellow King's Business School, King's College London

- Deliver seminars and lectures to students studying at King's Business School

2021 – 2023 Co-Clinical Director Healthy London Partnership, NHSE

- Led transformation workstreams across London region reporting to London Transformation Board – Adult Community transformation, Older Adult, Eating disorders.
- Delivered agreement on standards for crisis assessment pathway across London
- Chair of review of S135 processes in partnership with all mental health trusts, police, local authorities and service users.
- Led the delivery of standard outcome set for adult mental health for all London providers

2018 – 2020 National Expert Adviser NHSE/NHSI Mental Health Safety Improvement Programme

- Working with Cambridge and Peterborough NHS Foundation Trust to develop organisational outcomes for quality strategy and strategic approach to delivering improvement within the organisation.
- Worked with Clinical Director for Safety in Mental Health and National Director for Patient Safety to develop NHS strategy for patient safety in Mental Health.

2018 QI Lead National MHA Review Paper

- Authored section on Quality Improvement programme for MHA review.

2016 – 2023 Clinical Member Thrive London, Suicide reduction programme

- Led development of strategy to reduce suicides from community prescribed opiates.
- SRO for development of multi-agency database for live recording suicides for London. The first multi-agency live database of safety events in UK.
- Work with multi-agency group on development and delivery of zero suicide strategy for Thrive London programme

2013 – 2018 Non-Executive Director Richmond Fellowship/Recovery Focus

- Member of quality and performance committee and worked with exec and non-exec directors to develop new governance system and performance measurement system for organisation.
- Reviewed health delivery components of several mergers of both addiction and Mental Health housing charities into Recovery Focus.

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2010 – Present Senior Fellow

London School of Economics,

- Lead module on Quality Management in Healthcare for MSc in Health Economics, Policy and Management;
- Worked with LSE Consulting to advise and run education programmes for other organisations.

2010 – 2016 Deputy Medical Director & Chief Clinical Information Officer

- Programme Lead for violence reduction programme across Devon Partnership Trust and SLaM which led to a significant reduction in violence in majority of in-patient wards in Devon and >50% reduction in violence on 12 wards in SLaM with further rollout currently in SLaM.
- Jointly led successful bid with CIO for Global Digital Exemplar status for SLaM.
- Delivered training programme for senior staff in Quality improvement methods
- Developed and implemented processes and systems to meet requirements for Revalidation of all 305 Doctors within the Trust, increasing complete appraisals from 40% to 100% within 1 year.
- Worked with KCH and GSTT CCIOs to develop and deliver shared health records across primary and secondary care which was rolled out across the whole of London.
- Set up systems standardising job planning across the Trust
- Developed and managed performance management and investigation processes for all doctors within Trust.
- Led programme to eliminate breaches from the Mental Health Act, eliminating all breaches within 6 months.
- Developed Automated Search framework for use with Electronic Patient Records to improve Quality and assess performance against quality standards.
- Delivered six King's Health Partners' Conferences on Patient Safety to 350 delegates
- Delivered programme for medical trainees across King's Health Partners to improve quality of care.
- Set up King's Health Partners Patient Safety Network with GSTT Deputy Medical Director
- Worked as member of Improvement Faculty for NHS South West Patient safety programme
- Clinical Advisor for NPSA
- Member of advisory group for National Confidential Inquiry into suicides

2009 – 2010

Fellow

NHS Institute for Improvement and Innovation

- Worked with multiple Mental health Trusts reviewing their pathways through the system and recommended pathway improvements to improve quality of services with the Delivering Quality and Value team.
- Developed and delivered Leading Improvement in patient safety programme for Mental Health Trusts in England
- Improvement Advisor with Royal Brompton and Harefield NHS Foundation to improve quality of service in Interstitial Lung Disease Clinic increasing capacity of clinic by 80%, reducing clinic waiting times to zero and trebling the capacity of Echo services. With the involvement of patients this led to the design of 5 year research programme to measure the quality of life in this patient population and to design treatment pathways with patients that would improve their quality of life.

2003 – 2009

Consultant Psychiatrist and

Clinical Lead in Rehabilitation South London and Maudsley NHS Foundation Trust

Achievements

- Negotiated with Consultants and Managers to reduce number of posts and therefore reconfigure jobs, whilst maintaining quality of service.
- Redesigned operational management of Rehabilitation service, reducing waiting times from 1 year to 3 months. Led on change to service design to institute new process. Achieved cost savings to both acute services and rehabilitation department. Improved overall quality of assessment and admission process. Improved working across the rehabilitation service.
- Designed and measured effectiveness of weight management protocol for use in hospital
- Assessed carers' needs for a Supported Housing Service leading to development of support groups and improved engagement with carers.
- Ran a project to improve quality and operational management of Lambeth acute in-patient services and reduced length of stay on pilot ward by 10 days.

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1999 – 2003	Specialist Registrar	Guy's and St Thomas' NHS Trust	London
Training			
Achievements			

- Reviewed and analysed safety standards and staff knowledge of safety procedures for East Kent Community NHS Trust. Develop. Worked with senior managers to improve safety procedures throughout hospital.
- Report on improving communication with GPs and health promotion for patients within the Rehabilitation Service in Lambeth. Developed protocols for communication between secondary care and primary care.

1998 – 1999	Research Fellow	St Thomas' Hospital	London
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Achievements

- Researched the psychological aspects of post-polio syndrome.
- Worked with Respiratory physicians to develop and deliver psychological treatments for patients with Chronic Obstructive Airways Disease.

1994 – 1999	HO and SHO	Various NHS hospitals	UK
Training			

Interests

Cycling, Playing Piano, Music

Current Salary:

£213,000

Notice Period:

6 months

References:

- 1) Mr John Lawlor, Chair of Tavistock and Portman NHS Foundation Trust, JLawlor@Tavi-Port.nhs.uk
- 2) Mr David Bradley, Chief Executive, South London and Maudsley NHS Foundation Trust. David.Bradley@slam.nhs.uk