



Introducing our experts...

E01 IS DATA REALLY THE KEY to unlocking value in our health system?



Allan Wardhaugh,

MB ChB FRCPCH MRCGP(1993)

DRCOG PGDip(Dig Health)

Clinical Programme Director,
National Clinical Framework

After graduating from Edinburgh University in 1989 Allan's career arc took him from a broad general base into a tertiary speciality - training initially in General Practice in Scotland, then Paediatrics in New Zealand and Wales and finally Paediatric Intensive Care at Great Ormond Street Hospital. Allan was a Paediatric Intensivist at the Children's Hospital for Wales from 2003 – 2021, and Clinical Director of Child Health for a number of years, overseeing a move into the first Childrens Hospital for Wales.

As part of a team led by the Chief Medical Officer for Wales, Allan helped develop a National Clinical Framework for Wales and now leads its implementation. The framework seeks to build a clinically-led data-informed 'learning health and care system' in Wales, the intention is to embed the principles and techniques of Value Based Healthcare at a 'whole-country' scale. It also seeks to take forward Wales' 'Prudent Healthcare' philosophy into frontline 'Prudent-in-Practice' principles encompassing shared decision making, enabling of self-care strategies and the avoidance of 'too much medicine'.

Allan has an interest in clinical informatics, was Cardiff and Vale UHB's Chief Clinical Information Officer, is a graduate of the NHS Digital Academy and has been involved in several national informatics programmes

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Navjot Kalra

Assistant Director Digital
Transformation (Welsh
Value in Health Centre)

Navjot leads the Value-Based Healthcare Programme in Swansea Bay University Health Board. She is also the Assistant Director for Digital transformation with the Welsh Value in Health Centre.

Before joining NHS Wales Navjot had extensive experience of strategically leading major global business transformation programmes within Top Fortune 500 organisations.

Navjot holds a degree in engineering in Computer Sciences and has worked with Hewlett Packard, Analog Devices (previously Maxim Integrated) and Qlik Technologies where she led the development and implementation of high availability digital services. These complex global digital transformation projects aimed to improve efficiency, improve manufacturing supply chain and improve patient safety and outcomes with the use of advanced analytics (AI and Machine learning)

Navjot is an Honorary Lecturer in Swansea University School of Medicine's and is a co-opted member of Swansea University's Risk Audit and Assurance committee. She has led significant research projects using Big Data for operational decision-making to improving efficiency and patient outcomes. Her pioneering population level research with Swansea University on Stroke prevention was selected for presentation at the British Society of Population Studies.

Navjot is one of the leading experts on developing insights from PROM's data to add value to patients and citizens in addition to improving organisational performance. She has played a key role in conceptualizing and developing the Intelligence for Value strategy/frameworks to form the basis for the National Data resource in NHS Wales.

E02 PATIENT SELF-MANAGEMENT Doesn't happen by accident!



Dr Liza Thomas-Emrus

MBBCh DCH DFSRH MRCP
DipBSM
Clinical Lead of the Wellness Improvement Service;
GP at Ysbyty Cwm Cynon;
Wellness Innovation Lead at Respiratory Innovation Wales

Dr Liza Thomas-Emrus is a GP with a special interest in Lifestyle Medicine. She is the clinical Lead for the new Wellness Improvement Service at Cwm Taf Morgannwg University Health Board. The service is based on the principles of Lifestyle Medicine: sleep, physical activity, healthy eating, mental wellbeing, social connection and reduction of harmful substances. Wellness Coaches support patients for up to 9 months to take action to balance the pillars of lifestyle medicine to improve chronic symptoms and diseases and mitigate the risks of deconditioning while on a waiting list for secondary care. The service links to third sector organisations and local small businesses to promote the ethos that wellness and longevity are the result of a thriving community.



Mark Doughty

Senior Consultant, The Kings Fund;
Co-director of the 'Leading Collaboratively with Patients and Communities' Programme;
Co-founder and director of The Centre for Patient Leadership

Mark Doughty is part of the leadership and organisational development team at The Kings Fund and brings an in-depth knowledge and experience of developing patient and community leaders to the Fund. His work focuses on supporting the development of new relationships between patients, communities, and health and care professionals by embedding collaborative and partnership working across the health and care system. He is currently the co-director of the Leading Collaboratively with Patients and Communities programme at the Fund.

Mark is co-founder and director of The Centre for Patient Leadership. He has designed a number of award-winning patient leader programmes and has advised organisations including NHS England on patient leadership. He has consulted on and facilitated the development of organisational cultures that support new relationships (including collaborative and partnership working) between staff, patients and local communities. He also works as an executive coach supporting senior leaders with their personal and professional development.

E03 Can PROMs really influence service change?



Dr Anthony Byrne

Consultant in Palliative Medicine (CAV UHB), Clinical Director Marie Curie Research Centre, Cardiff University

Anthony Byrne is a consultant in Palliative Medicine at Cardiff and Vale University Health Board. He is an honorary Professor in the School of Medicine, Cardiff University where he is Clinical Director of the Marie Curie Palliative Care Research Centre, which he co-founded in 2011.

He leads a patient focused research work stream at the Wales Cancer Research Centre and contributes to NCRI Clinical Studies and Strategic Advisory Groups.

As part of his WCRC role he leads PaCERS, a rapid review evidence service aimed at ensuring palliative care clinicians and policy makers have access at pace to the evidence needed for service development and practice. He has also been a member of the End of Life Programme Board for Wales with a remit for clinical research and supporting knowledge mobilisation.



Idris Baker, MA FRCP

Consultant in Palliative Medicine (SB UHB)
National Clinical Lead for Palliative and End of Life care in Wales

Idris Baker is a Consultant in Palliative Medicine in Swansea, working mainly in community palliative care, and holds honorary appointments at the universities of Swansea, Cardiff and Amsterdam.

He has longstanding interests in the development of palliative care services and approaches in non-malignant disease; in the ethics of decision making in palliative care and in diminished autonomy. He regularly contributes to education for a range of undergraduate and postgraduate audiences including health professionals and others on topics in palliative care and clinical ethics. As National Clinical Lead for Palliative & End of Life care in Wales, he is working to establish the new National Clinical Programme for Palliative & End of Life Care around value based principles.

E04 BACK TO BASICS: The 'So What?' of Value-Based HealthCare for Wales?



Dr Sally Lewis
National Clinical Lead for Value-Based and Prudent Healthcare and
Honorary Professor at Swansea School of Medicine

Sally is a GP and has front-line experience of primary care at its most challenging.

She entered a career in medical management in 2011 and was appointed to Assistant Medical Director for Value-Based care in the Aneurin Bevan University Health Board in 2014.

Since 2018, Sally has been leading the national Value-Based healthcare programme in Wales which is now part of the World Economic Forum's Global Coalition for VBHC. She is an Honorary Professor at Swansea School of Medicine.

E05 The Dark Side of Value – Money Matters!



Tim Kelland
Assistant Director
Finance Delivery Unit
NHS Wales
Fellow of the ACCA

Tim has worked in NHS Wales for nearly 40 years. He is a Value-Based Healthcare champion who strongly believes it's the only way the NHS can continue to operate

E06 In healthcare IS VALUE THE SAME AS QUALITY?



Julia Platts - Consultant in Diabetes and Medicine at University Hospital Llandough and National Clinical Lead for Diabetes in Wales

Dr Julia Platts graduated from the Medical School of St Bartholomew's Hospital, London in 1989 and undertook speciality training in Wales and became a Consultant in Diabetes and Endocrinology in Glan Clwyd Hospital, North Wales, in 2002. In 2008 she moved to the University Hospital of Llandough, Cardiff. She also works with Cardiff University, developing modules for the Cardiff University Diabetes Diploma. She was appointed as the National Clinical Lead for Diabetes in Wales in 2014 to progress the Welsh Government Diabetes Delivery Plan in Wales. She has a particular clinical interest in type 1 diabetes, technology and diabetes, young adult services, pregnancy and diabetes. Over the last few years she has been involved in the service development of education in diabetes, prevention of diabetes and remission services in diabetes.

Julia is an ardent champion of Value-Based Healthcare in the approach to chronic disease management

E07 What constitutes EFFECTIVE COLLABORATION in Value-Based health care?



Meinir Jones
Associate Medical Director
Value Based Health Care and
CCIO Hywel Dda;
National Clinical Lead
Musculoskeletal health and
Arthritis

Meinir is an experienced doctor with a demonstrated history of working in the sports industry. She is skilled in Injury Prevention, Biomechanics, Medicine, and Athletics. A strong healthcare services professional with a Bachelor of Medicine, Bachelor of Surgery (MBBS), BMedSci in Psychiatry & Neurobiology, extensive experience in Trauma and Emergency Medicine and General and Community Medicine, Meinir has worked in major Trauma centres in UK & Australia. Applying the skills acquired in her 25+ years clinical experience in her current role -Associate Medical Director of Transformation and Value-Based Health Care in HDUHB and National Clinical Lead MSK & Long-term Arthritis, Meinir is always learning and was recently appointed Programme Director for MSc Expedition & Wilderness Medicine through *Learna*.



Simon Mansfield
Head of Value Based
Healthcare
Hywel Dda University Health
Board

Simon is Head of Value-Based Healthcare at Hywel Dda University Health Board. He previously worked as Service Delivery Manager for Unscheduled Care in Withybush General Hospital, and had pan Health Board responsibility for Stroke and Care of the Elderly Services. Prior to working in Hywel Dda UHB, he worked as Head of Informatics Programmes, Deputy General Manager in the Princess of Wales Hospital, and Directorate Manager for Pathology in Aneurin Bevan University Health Board. Before joining the NHS, Simon worked as a technology & communications consultant and business development manager in the information security environment. He also worked extensively as Project Manager and Quality manager for a number of IT Systems Integrators.

E08 What constitutes EFFECTIVE COLLABORATION in Value-Based health care?



Catherine Richards
SUSQI Programme Lead
Centre for Sustainable Health
Care, Oxford

Catherine has undergraduate degrees in Human Psychology BSc and Occupational Therapy BSc. She has worked in the NHS within adult and older adult community mental health teams as an Occupational Therapist before moving into roles within Clinical Governance and Quality Improvement. Catherine completed the IHI Improvement Coach and Improvement Advisor training and has been a QI lead within a mental health Trust for the past 3 years, working on a range of QI initiatives. She has recently started studying for an MBA, with a focus on systems leadership within healthcare..



Amy Newton
Strategic Sustainability
Manager
Medtronic UK & Ireland

Amy Newton trained in Wales as a Biochemist and then moved into MedTech having worked for 15 years across Sales, Strategy and Sustainability. A graduate of the Cambridge Institute of Sustainability Leadership, it is goal my to support Healthcare Systems to achieve Net Zero Targets whilst maintaining patient outcomes including improving social value and equity of Care. I believe that Collaboration across sectors is key to achieving this Goal. Personally, being a mum of a 3 year old boy, I have a vested interest to leave him a planet that can be sustained.

E09 Value-Based Health Care ALLOCATION FUND What difference has it made?



KEELY FLOWER
Finance Programme Lead
VBHC Financial Planning & Delivery,
NHS Wales Executive

Keely is a chartered accountant with a special interest and passion for Value Based Healthcare. Keely previously worked in Aneurin Bevan University Health Board for 7 years providing finance support to various clinical areas before moving to her current role in the Financial Planning & Delivery Directorate of the NHS Executive as the Finance Programme Lead for Value Based Healthcare.

Some aspects of her current role include driving the Value Based Healthcare priorities of the FP&D directorate, and working closely with the Welsh Value in Health Centre, and National Value Leads, with the objective to spread and scale Value Based Healthcare across NHS Wales.



DAI SAMUEL MB BCh FRCP
(Gastroenterology) PG cert
Prof Practice
Consultant Hepatologist
Foundation Prog Dir RTE ILG
Clinical Lead for
Gastroenterology (RGH)
IQILS (RGH)

Dai is a Consultant Gastroenterologist and Hepatologist with an interest in ERCP. He is the Foundation Programme Director for RGE ILG and Clinical lead for Gastroenterology and Hepatology (RTE ILG at Royal Glamorgan Hospital) and IQILS lead for CTMUHB. Previously one of the inaugural Wales deanery Clinical leadership fellows.

Dai is interested in improving patient care, quality improvement and ensuring we do the best day in, day out.
Special interest in alcohol support services for patients.

E10 How Do You Know What Your Patients Want?



THOMAS KELLEY
CEO of Sprink



CHRIS LAMBERT
MSK Physiotherapist and
Clinical Lead of OA Lifestyle services
Swansea Bay University Health Board

Tom is currently CEO of Sprink (www.sprink.co.uk), an organisation working to enable all people to enjoy the health and care outcomes that matter to them sustainably.

Between 2018 and 2019, he was the National Clinical Advisor on Value-Based Health Care (VBHC) for the Welsh Government. Between 2013 and 2018 he worked at the International Consortium for Health Outcomes Measurement (ICHOM). He established the London office in 2014 and subsequently led ICHOM's work in the EMEA region between 2014 and 2017. In 2017 he took overall responsibility for ICHOM's day-to-day operations across its London and Boston offices. He also had global responsibility for ICHOM's strategic partnerships. Prior to working at ICHOM he practiced as a physician at Oxford University Hospitals (OUH). Whilst at the OUH he worked in general adult medicine, trauma and orthopedics, general surgery, emergency medicine, and plastic surgery.

He received his BSc and MD from the University of Manchester and MBA from the University of Oxford

Chris graduated from Cardiff University in 2001 with a Sport & Exercise Science degree and with Physiotherapy in 2006. He initially worked at Cardiff & Vale UHB and became a specialist in Musculoskeletal (MSK) Physiotherapist in 2009. Outside of his NHS work Chris has worked in elite sports as a Physiotherapist, working at the London 2012 games, with team Wales at Glasgow 2014 Commonwealth Games, and at First European games in Baku 2015.

In 2014 Chris moved to Swansea Bay UHB to take on a MSK Advanced Practice Physiotherapy role. Chris got involved in the non-surgical management of Knee Osteoarthritis (OA) in 2016. He setup a small pilot called the Exercise & Lifestyle programme (ELP). ELP was converted to a digital based service prior to its opening in April 2021. Chris is the clinical lead of OA Lifestyles Services. Part of his current role is clinical based research into the effect lifestyle interventions have on patients with Knee osteoarthritis.

He is due to start a PhD in Cardiff looking at "The effect of extended waiting lists on Orthopaedic patients health & evaluation of a Lifestyle support programme"