

SPEAKER BIOS

Keynote Speaker

HOWARD DEAN



Governor Howard Dean, former Democratic National Committee Chairman, presidential candidate, six-term Governor and physician, currently works as an Independent consultant focusing on the areas of health care, early childhood development, alternative energy and the expansion of grassroots politics around the world.

A long-standing champion of health-care reform, Howard Dean addresses the necessity and challenges ahead for one of the Obama administration's top priorities: tackling healthcare reform. A physician who originally entered politics to try to get universal coverage in the U.S. and instituted an innovative health care plan as Governor of Vermont, Dr. Dean offers an experienced and dual perspective as physician and politician to the discussion of health reform.

Dean also serves as a CNBC contributor and is the founder of Democracy for America.

Dean began his career in public service in 1982 when he transitioned from a full-time practicing physician to an elected representative in Vermont. Dean served as Governor for 12 years—the second longest serving in the state.

Respected on both sides of the political aisle, Dean was chairman of the National Governors' Association, the Democratic Governors' Association, and the New England Governors' Conference while he served as Governor of Vermont. Dean left office in Vermont to run for President in 2003 where he implemented innovative fundraising strategies such as use of the Internet.

As chairman of the DNC, Dean created and implemented the "50 State Strategy" and the development of 21st century campaign tools. Dean is credited with helping Democrats make historic gains in 2006 and 2008. Under his leadership, significant resources were dedicated to revitalizing the Party by building and strengthening the organizational tools, technological capabilities and infrastructure required to win while laying the foundation for a long-term Democratic majority. His skillful stewardship of the party as Democratic National Committee chair began in 2005 and continued through the inauguration of President Barack Obama.

Before entering politics, Dean graduated from Yale University with a B.A. in political science in 1971, and received his medical degree from the Albert Einstein College of Medicine in New York City in 1978. Upon completing his residency at the Medical Center Hospital of Vermont, he went on to practice internal medicine in Shelburne, Vermont.

He is the author of the 2009 book, *Howard Dean's Prescription for Real Health Care Reform*.

He is married to Dr. Judy Steinberg and they have two children, Anne and Paul.

Afternoon Speaker



MIKE CONROY

Executive Vice President, Corporate Services, Alberta Health Services

Mike Conroy joined Alberta Health Services in July 2009, fulfilling the role of Executive Vice President, Corporate Services with responsibility for Provincial Cancer Services, the North health service delivery Zone, Human Resources, Information Technology, Communications, Legal & Privacy Services and Internal Audit Services. Prior to joining Alberta Health Services, Mike was the Executive Vice President and Chief Operating Officer for the Vancouver Island Health Authority for over four years, with responsibility for the full continuum of health care services and support services.

Mike has also held a number of executive level roles in health care, including Vice President with the Calgary Health Region (CHR) where he was responsible for a wide range of health promotion, disease prevention, community and acute care services. Other senior health care roles have included Executive Director, Strategic Implementation and Alliances; Executive Director, Care in the Community; both with the CHR; and President of Carewest, an 1100 bed, multi-site long-term care and sub-acute care organization in Calgary, Alberta. He has also served on a variety of boards with health-related organizations.

Mike has an undergraduate degree in Commerce from the Royal Military College of Canada, and a graduate degree in Health Administration from Central Michigan University. He has also completed the Queen's University Executive Program, and Harvard's Health Service Excellence Program.

Moderator



STEVEN LEWIS

Research Advisor—The Change Foundation

Steven Lewis is a health policy and research consultant based in Saskatoon, and Adjunct Professor of Health Policy at the University of Calgary and Simon Fraser University. Prior to resuming a full-time consulting practice he headed a health research granting agency and spent seven years as CEO of the Health Services Utilization and Research Commission in Saskatchewan. He has served on various boards and committees, including the Governing Council of the Canadian Institutes of Health Research, the Saskatchewan Health Quality Council, the Health Council of Canada, and the editorial boards of several journals, including *Open Medicine*. He writes frequently on topics such as reforming and strengthening medicare, improving health care quality, primary health care, regionalization, and health policy and politics. Steven Lewis joined The Change Foundation as Research Advisor in the summer of 2007.

Panelists



BILL CASEY

Executive Director, Primary Health Care Services (PHCS) of Peterborough

Bill Casey B.A., M.A., has been actively engaged in local, regional and provincial healthcare reform strategies since 1998. He has played a vital role in the development of the business case in support of the new 490-bed hospital in Peterborough which opened in 2008. As Past Chair of the Greater Peterborough Chamber of Commerce, Mr. Casey continues to have strong ties to the local business community.

In 2006 the Ministry of Health and Long Term Care approved Peterborough's Networked Family Health Teams, at which time Mr. Casey assumed the role of Executive Director of Primary Health Care Services of Peterborough, and began implementation of the business model and vision for Peterborough's five Family Health Teams.

Primary Health Care Services of Peterborough is the non-profit charitable governance structure providing administrative and planning services to Peterborough's Networked Family Health Teams. This unique structure has greatly facilitated integration of primary and community-based specialist services; which has enhanced the delivery of comprehensive disease management initiatives.

JOY GALLOWAY

Executive Director, Timmins Family Health Team

Joy Galloway is the Executive Director of the Timmins Family Health Team since January 2007. The Timmins Family Health team works in conjunction with 23 Family Doctors and has 35 full time staff. Joy has led this team from start up to today's highly successful interdisciplinary organization.



Presently she is co-chair of the Cochrane Seniors /Aging at Home committee, a member of the Cochrane CEO LHIN Roundtable and the NE LHIN Diabetic Management Committee.

Joy has participated in several integration projects including the Timmins Palliative Centre, Nursing Personal Digital Assistant Research project with University of Toronto and is presently involved in an ehealth interface project between the Timmins FHT and Timmins & District Hospital.

Joy was Executive Director of the Cochrane District CCAC 1998 to 2007 and worked as a manager and physiotherapist in the home environment prior to that. She has extensive experience working with geriatric and palliative patients and supports interdisciplinary teams and integration across health-care sectors.

Joy graduated from University of Toronto with a Diploma in Physical and Occupational Therapy and B.Sc.P.T. in 1971 and her degree in Physiotherapy in 1993. In 2005 she completed her Masters in Health Leadership from Athabasca University.



ROSS KIRKCONNELL

Executive Director, Guelph Family Health Team

Ross Kirkconnell is the Executive Director of the Guelph Family Health Team, working with 50 family physicians and numerous other clinicians to advance collaborative primary care in Guelph. Previously, Ross was Executive Director of the CCAC of Wellington-Dufferin, Program Manager with the Long-term Care Division of the Ministry of Health and Long-Term Care, and Program Associate with the Office for Senior Citizens' Affairs. Ross has a B.A. from McMaster University and Master of Science Degree from the University of Guelph.

Ross participates on a number of volunteer and community Boards including: Chair of the Board of the Quality Improvement and Innovation Partnership, the Guelph-Wellington Physician Recruitment Committee, the United Way Social Planning Council of Guelph-Wellington, the Waterloo-Wellington Palliative Care Advisory Committee, and the Royal City Ambassadors.



KEVIN SMITH

President and CEO, St. Joseph's Health System

Kevin P. D. Smith is President and CEO of St. Joseph's Health System, which spans the full continuum of care from community-based to tertiary academic acute-care. An Associate Professor in the Department of Medicine, Faculty of Health Sciences, McMaster University, Kevin remains active in academic programs at McMaster University and the University of Toronto.

Educated in Canada, the United States and Great Britain, Dr. Smith began his career in medical education (curricula development), followed by leadership roles in university administration prior to taking on senior management roles in academic hospitals. His continuing education has focused on governance in the public and private sectors and is professionally certified by the Institute of Corporate Directors.

A frequent advisor to the Ontario government, Kevin has served as ministerial supervisor and investigator on behalf of the Government of Ontario and led a number of government corporate initiatives.

Kevin also participates in a number of provincial and national government bodies including the Canada Foundation for Innovation (CFI) a \$6 Billion independent organization founded by the Government of Canada to fund research infrastructure, the Association of Canadian Academic Healthcare Organizations, the Council of Academic Hospitals of Ontario, and the Change Foundation. Kevin is also the Chair of the Ontario Hospital Association (OHA), an organization representing all 153 hospitals in the Province of Ontario.



BONNIE ADAMSON
President and CEO, North York Hospital

Bonnie Adamson has been the President and CEO of North York General Hospital, a multi-site community teaching hospital in North Toronto, since August 2002. During her tenure, she has achieved fiscal stability in the organization, led the organization through the SARS epidemic in 2003 and has led a successfully strategy-driven cultural/leadership transformation at the Hospital. Prior to this appointment, Bonnie was President and CEO of the Huron Perth Hospitals Partnership, an eight hospital network in southwestern Ontario. For twenty years, she held multiple senior leadership positions, including several senior roles at the Victoria Hospital and London Health Sciences Centre in London, Ontario.

Ms. Adamson is a Fellow at the Canadian College of Health Service Executives and the American College of Healthcare Executives. She is the Past Chair of the National Board of the Canadian College of Health Service Executives and the current Chair of the GTA Child Health Network Board. She has held positions on other Boards, such as Vice-Chair of the Board of Directors of the Institute for Clinical Evaluative Studies (ICES), and the Fanshawe College Health Sciences Advisory Board. Bonnie holds a Masters of Science degree in Nursing Administration from the University of Western Ontario, and a Bachelor of Science degree in Nursing from the University of Toronto.

Ms. Adamson was a Surveyor with the Canadian Council on Health Services Accreditation for eleven years and has a strong passion for mentoring graduate students in Health-care Administration in career advancement for health leaders. Bonnie has also authored numerous articles and addressed many conferences, nationally and internationally, on Health-care Leadership.



CATHY SZABO
Chief Executive Officer, Central Community Care Access Centre

Prior to being appointed CEO of the Central Community Care Access Centre in January 2007, Cathy was the Executive Director of the Etobicoke and York CCAC, and CEO of the Peel CCAC. She has also held positions with the Halton-Peel District Health Council, Saint Elizabeth Health Care, and St. Michael's Hospital.

Cathy is taking a lead role in a number of province-wide projects, including Chair of the Common Case Management Steering Committee (CHRIS). In addition, she is the Executive Lead of the CCAC eHealth Council and a member of the Joint eHealth

Strategic Council for the Central and Toronto Central LHINs. She was appointed to the LHIN Collaborative Council representing the CCACs across Ontario. Cathy sits on the board of the Ontario Association of Community Care Access Centres (OACCAC) and Healthcare Insurance Reciprocal of Canada (HIROC). She is also a member of the Conference Board of Canada's Centre for Health System Design and Management, and the Osgoode Health Law Certificate Advisory Board.

Cathy is a Surveyor with Accreditation Canada, and has earned the Canadian Health Executive (CHE) designation and a certificate of Health Care Administration from the Ontario Hospital Association. Cathy has a Bachelor of Science in Nursing degree and a Master in Public Health degree.

BRIAN GOLDEN
Sandra Rotman Chair in Health Sector Strategy, Rotman School of Management, University of Toronto

Professor Golden is the Sandra Rotman Chaired Professor in Health Sector Strategy at the Rotman School of Management, The University of Toronto, and The University Health Network. In 2006 he became founding Executive Director of The Collaborative for Health Sector Strategy, a policy, research and leadership development institute funded by the Ontario Ministry of Health.



Professor Golden conducts research in the areas of health system integration and sustainability, hospital boards, organizational strategy, leadership, strategic change and implementation. Among his published work are articles in *The Strategic Management Journal*, *Healthcare Quarterly*, *Healthcare Papers*, *The Annals of Pharmacotherapy*, *Management Science*, *Clinical Oncology*, *Health Policy* and *The Harvard Business Review*. He has recently begun a major research project with Professor Michael Porter (Harvard Business School) on “Creating Value in Canadian Healthcare.”

Since 2005 Professor Golden has been Board Chair of the Institute for Clinical Evaluative Sciences (ICES). His advising and executive education clients in the health sector include the office of Ontario’s Premier, Ontario’s Ministry of Health, Britain’s National Health Service, and several U.S. and Canadian hospitals including The University Health Network, The Hospital for Sick Children, The Royal Victoria Hospital, The Scarborough Hospital, The Trillium Health System, Hamilton Health Sciences, London Health Science Centre, Sunnybrook College Health Sciences Centre, The Centre for Addiction and Mental Health, Baylor Medical Center.

His article “Transforming Healthcare Organizations” in *Healthcare Quarterly* is that journal’s most downloaded article of the past twelve years. He is one of two faculty leading the Canadian Medical Association’s Physician Management Institute’s Leading Change and Innovation program, and in 2004 he was awarded Canada’s Ted Freedman Innovation in Healthcare Education Award.



ADALSTEINN BROWN

Assistant Deputy Minister, Health Systems Strategy Division - Ministry of Health & Long Term Care

After 10 years split between the private sector and academia, Adalsteinn (Steini) D. Brown was appointed in March 2006 as the Assistant Deputy Minister, responsible for strategy at the Ministry of Health and Long-Term Care (MOHLTC). He is also an Assistant Professor in Health Policy, Management and Evaluation at the University of Toronto. He has served as an advisor to hospital networks, banks and governments in North America, Europe and Asia, as well as to the World Health Organization on

health system strategy and hospital reform. He received his D.Phil from the University of Oxford where he was a Rhodes Scholar. He was named one of Canada’s Top 40 Under 40 in 2003.

Commentators



ALAN ISKIW

Sr. Director – Performance, Contract & Allocation, Hamilton Niagara Haldimand Brant - Local Health Integration Network

Alan has extensive experience in utilization management, performance monitoring, financial planning and decision support systems. Prior to joining the LHIN team, he was the Senior Manager, Finance and Information Management in the Central South Regional Office of the Ministry of Health and Long Term Care. He has been influential in the development of hospital funding methodologies as a member of various Joint

Policy and Planning Committees from 1994 to 2005. He developed the Planning Decision Support Tool to assist hospitals to compare utilization against benchmarked standards. He was also a member of a consulting practice specializing in decision support and utilization management, counting the Health Services Restructuring Commission as a major client. Alan completed a secondment with the Ministry’s Health Results Team to develop a transition framework for the implementation of LHINs. In 2009 Alan completed the Advanced Health Leadership Program at the University of Toronto Rotman School of Management. He started his working career in Nuclear Medicine prior to joining the Ministry. Alan has been married to his wife Cynthia for 21 years and resides in Burlington.



CAMILLE ORRIDGE
Chief Executive Officer, Toronto Central Community Care Access Centre

Camille Orridge is a recognized and respected senior executive with comprehensive knowledge of and experience in the health-care and community sectors. She holds a Masters Degree in Health Administration from the University of Toronto and is a long-standing member of the Canadian College of Health Service Executives. As Chief Executive Officer of the Toronto Central Community Care Access Centre, Camille is responsible for an organization that serves close to 20,000 clients monthly and has an annual budget of \$190 million. During her tenure she has positioned the Toronto

Central Community Care Access Centre as a key player in health and community-based care.

Camille took the lead in the development of a Code of Ethics for Care in the Community, working as a member of the Joint Centre for Bioethics. She was invited to participate in think tanks on such topics as Health System Integration, ethics within the context of decision-making for Local Health Integrated Networks, the development of performance measurement activities for health care in Ontario and The Change Foundation's Vision 2020, exploring strategic directions for Ontario Health Human Resources. She is a member of the Home Care Reporting System Advisory Committee, a member of the provincial ER/ALC Expert Panel, is Co-Chair of the Toronto Central LHIN Aging at Home Council and Co-Chair of the Toronto Central LHIN Integrated Care for Complex Populations Task Force and business lead for the Resource Matching and Referral project in the Toronto Central LHIN.

Camille is also very active in community organizations. She is a founder of the Home Care Association, the Black Coalition for AIDS Prevention, and the Regent Park Pathways program. She is on the Board of the Ontario Telehealth Network.

LOU REIDEL
Director of Health Research and Finance, Ontario Hospital Association

As Director for Health Finance and Research at the Ontario Hospital Association, Lou Reidel strives to advance hospital funding and planning strategies as well as proactively identify hospital funding needs. He works to strengthen the OHA's capacity to conduct rigorous, timely and effective technical research and analysis with regard to financial and other issues. As such, Lou is responsible for OHA representation on various committees to understand changing funding systems and the related system-wide impacts.

Lou has been with the OHA for 9 years and boasts an extensive career in the Health-care sector, with 29 years of experience in various roles, including 15 years as a hospital CFO.

The Change Foundation



SCOTT DUDGEON
Chair—Board of Directors

Scott Dudgeon is the past Chief Executive Officer of the Alzheimer Society of Canada and an experienced health-care executive. His previous positions include: executive director of the Canadian Collaborative Mental Health Initiative; executive director of the Toronto District Health Council; vice president, Planning and Support Services at the Humber River Regional Hospital; and acting president and chief executive officer of the Humber Memorial Hospital. Scott is a Member of the Canadian College of Health Services Executives, and a lecturer on health administration at the University of

Toronto and York University. He is a member of the Board of Directors of Bloorview Kids Rehab and Chair of their Building Development Committee. He holds an MBA.



CATHY FOOKS
President & CEO

Cathy Fooks joined The Change Foundation as President and Chief Executive Officer in January 2007, bringing with her proven leadership skills at a national level and more than 20 years experience in health policy research.

Ms. Fooks took on the task of working with the Board of Directors to implement its ambitious strategic plan and transform the Foundation from a granting agency into a respected health policy think tank focused on health integration and patient outcomes.

Prior to her position at the Foundation, Cathy was the first Executive Director of the Health Council of Canada where she was responsible for implementing the Council's mandate of reporting to Canadians about health-care renewal.

Ms. Fooks has also served as the Director of the Health Network with the Canadian Policy Research Networks, and in senior roles with the College of Physicians and Surgeons of Ontario, the Institute of Clinical Evaluative Sciences (ICES), the Premier's Council of Health, Well-Being and Social Justice, and the Premier's Council on Economic Renewal. She was a senior policy advisor to two Ministers of Health and has served on a number of government health-care committees.

The author of numerous articles and reports on the Canadian health system, Ms. Fooks holds a Masters degree in political science from Queen's University and an undergraduate degree in political science and economics from Trent University. She has also completed an Executive Program in Change Management at the Rotman School of Management, University of Toronto. She has also completed the Executive Program in Strategic Perspectives in Non-profit Management at Harvard Business School.

Case Study Authors



JONI M. STEINMAN
A U.S. case study: Federally-Qualified Health Centers (FQHCs)

Joni M. Steinman is a co-founder and Managing Principal of AUSMS Healthcare Consultants. She and her firm have served the U.S. health care industry since 1981, advising policy makers, administrators and practitioners on strategic, facility, organizational and business planning and development matters, including performance improvement initiatives. Ms. Steinman and her firm have been engaged on over 130 projects by health care providers, including hospitals, surgery providers and practitioners, hospice and home care agencies, medical groups and governmental agencies,

regarding the development of many facets of acute, sub-acute, ambulatory, home and long-term care.

She is a nationally recognized speaker and has presented to many organizations, including the Association of peri-Operative Room Nurses, American Hospital Association's ("AHA") Society for Ambulatory Care Professionals, AHA's American Society for Healthcare Engineering and its International Conference on Health Facility Planning, Design and Construction, Biomedical Business International ("BBI") Conference on Home IV Therapy Market Opportunities and BBI's Conference on The U.S. Surgery Marketplace, Federated Ambulatory Surgery Association, American Association of Ambulatory Surgery Centers (and its predecessor, the American Society of Outpatient Surgeons), the Same Day Surgery Journal's Annual Educational Conference and Active Communications International's "ORs of the Future" Conference, in both Dallas and San Francisco, to name a few.

In addition, Ms. Steinman has been a member of the faculty of many international conferences, including the International Minimal Access Surgery Symposium in Kansas City (1992), the 2nd International Congress on Ambulatory Surgery in London, England (1997), the 3rd International Congress on Ambulatory Surgery in Venice, Italy (1999), the 4th International Congress on Ambulatory Surgery in Geneva (2001) and the 5th International Congress on Ambulatory Surgery in Boston (2003), the International Hospital Federation Annual Congress in Hong Kong (2001), the World Congress on Surgery in Brussels (2001), the International Hospital

Federation's Congress "East Meets West to Improve Quality and Efficiency of Health Services" in Bucharest (2002), the International Hospital Leadership Summit in San Francisco (2003), the International Health Summit (2003), the Conference on "Transforming Healthcare for the New Europe" in Dublin (2004), the 2004 Hong Kong Hospital Authority Convention and SARS Forum and the International Healthcare Facilities Exhibition and Conference in Singapore (2006). At the Bucharest Congress, Ms. Steinman, along with her late partner, John P. Harenski, moderated the Architects' Forum, in addition to delivering two presentations, the first on the adaptability of American models of care to global marketplaces and the second on creating a seamless facility and organizational planning process for revitalizing healthcare infrastructure, from strategic planning through to capital project planning and implementation in an emerging Eastern European economy.

AUSMS is one of the originators of several innovative surgical services models, including the postsurgical recovery center in California, and since the late 1980s, through her firm, Ms. Steinman has promoted, shaped and executed the development of new surgical services 'alternate sites,' both programs and facilities, freestanding and in hospital, in 17 states. AUSMS' model for the Emerging Surgical Facility™ is a business, practice and facility concept that Ms. Steinman has been developing with AUSMS' clients in the U.S. and elsewhere. She and her firm also drafted and processed through the legislative process the 1989 law in the state of California that established the "Special Hospital: Hospice" facility licensure category which became the authorizing statute for San Diego Hospice Corporation's first-of-its-kind Inpatient Care Center, an acute care facility conceived of and funded through the beneficence of the late Mrs. Joan Kroc.

She has also written and been cited in numerous publications on strategic and technical matters pertaining to such topics as whole hospital planning for growing suburban and exurban communities, the growing phenomenon of 'alternate site' programming for such services as surgery, home health and hospice, as well as health care delivery infrastructure re-engineering to support the eldercare and senior living needs of the burgeoning 'baby boom' generation. In 2002, Ms. Steinman was named to the editorial board of a new U.S. publication, Today's Surgicenter (now SurgiStrategies), for which she has penned a column, "SurgiStrategies."

Prior to founding AUSMS, Ms. Steinman launched her professional career by assuming positions as a legislative aide to the (elected) First District Supervisor of the County of San Diego Board of Supervisors, as a planning and resource allocation professional for the United Way of San Diego, as a marketing and management specialist for the University of California, San Diego Department of Community and Family Medicine, and as President both of the Health Systems Agency of San Diego and Imperial Counties and San Diego Women in Health Care Administration. With educational achievements in both political and medical sociology (Brandeis University, cum laude) and social work administration (San Diego State University), Ms. Steinman has devoted her career, as AUSMS' motto indicates, to guiding clients and colleagues alike 'From Ideas to Results' in health care and human services.

In November 2007, Joni Steinman became the President of the Jewish National Fund's San Diego Region. From its inception in 1901, the Jewish National Fund, the caretaker of the land of Israel, has devoted the charitable resources of its donors in "a uniquely American effort to support (environmental) development in Israel...via its seven action areas: ecology and afforestation; water conservation; community development; security; research and development; tourism and recreation; and education." In this role, Ms. Steinman has developed expertise in fund development, Board development and community outreach for not-for-profit philanthropies, further augmenting her extensive portfolio of skills established in the health care sector.

Hailing from Quebec and a lifelong citizen of Canada, Ms. Steinman proudly became a dual citizen of the U.S. and Canada in January 2010.

DR DAVID S WOODHEAD

A UK Case Study: Incentives to improve primary care: critiquing the Quality and Outcome Framework in England

David Woodhead has two principle interests. First, he is committed to tackling inequalities in health. Second, he is passionate about developing leaders. Without dynamic leadership, he believes, we will not secure health and wellbeing for everyone.

Since 1992, David has worked for a number of local authorities and healthcare organisations in public health roles; he was deputy director of public health in Salford (2003–5) and previously led on health policy for the chief executive's office of Lambeth Council. From 2005 to 2008, he worked for the Healthcare Commission, the health service regulator in England where he contributed to several high profile reports about the health of the nation and developed systems to assess performance in relation to public health. In 2007, he was seconded to la Haute Autorité de Santé, the French health watchdog, in Paris. He compared regulatory systems and public health policy in England and France. His conclusions challenged his long held beliefs about the nature of equitable healthcare delivery.

In the mid 1990s, David worked for East London and the City Health Authority, and in 2008 he returned to the area, becoming the Head of Healthy Communities for NHS City and Hackney and Hackney Council. In this role, he manages a team of talented and inspirational individuals. They develop and implement strategy and commission services to improve health and well being. He is committed to involving the public in decision making and takes whole system approaches to address complex problems.

Whilst at the King's Fund (2000–2003), David collaborated with the Rockefeller Foundation and the Aspen Round Table in the US to better understand what works in securing lasting improvements for deprived and marginalised communities. He also led programmes addressing mental health, workforce development and community safety. In 2005, David returned to the King's Fund, albeit it on an ad hoc basis, and is currently a Leadership Associate. He works on programmes for clinicians and managers on issues relating to policy, power and personal authority. He also designs and delivers bespoke interventions.

Since 1997, David has worked in Peru, Bulgaria, Romania, Moldova and the Czech Republic for an international children's charity. He has also lectured to students and peers on public health issues in London, Europe, the US and Australia. David has published widely for academic and practitioner audiences. From 2004 to 2009, he was a regular columnist for the Health Service Journal, writing almost 40 pieces in total.

His PhD (1998) applied theories of power and identity to analyse the effects of community-based health programmes. His first degree, from the University of London, was in French and social sciences. In 2002, he participated in the King's Fund Senior Manager Programme, an experience which changed his life.

David is proud to be a Yorkshire man and is startled by the fact that he has lived longer in London than he ever did in God's own county. He escapes to Paris on a regular basis.