

Executive Transformation CV

Wari Orumbie MBA

Transformation Executive | Programme Leadership | Organisational Excellence

"I help organisations move from complexity to clarity, from fragmented delivery to coordinated execution, and from short-term improvement to sustainable transformation."

The Value Proposition

I offer a rare combination of national-level programme grip and a strong commitment to people-focused change. Over 20 years, I have led complex programmes across healthcare, manufacturing and consultancy, partnering with executives, clinicians, operational leaders and multidisciplinary teams to deliver measurable organisational change.

My work goes beyond delivering programmes. I build capability, strengthen governance, improve decision-making and create the conditions for organisations to continue thriving long after the programme has closed.

Whether leading national transformation, redesigning governance, improving operational performance or recovering complex programmes, my focus remains the same: leave the organisation stronger than I found it.

The ASCEND Methodology

I apply a proprietary transformation framework — **ASCEND™** — developed and refined across 20+ years of leading organisational change.

Stage	Purpose	Question Answered
A — Assess	Understand the organisation, strategy, people, data and current state	"What is really going on here?"
S — Simplify	Reduce complexity, clarify governance, create focus	"What must we stop doing so we can start doing what matters?"
C — Collaborate	Bring stakeholders together around shared outcomes	"Who needs to be in the room, and what will make them work as one team?"
E — Execute	Deliver with disciplined governance and measurable benefits	"Are we doing what we said we would do, and is it producing the result we expected?"
N — Nurture	Build capability, develop leaders, embed new ways of working	"Will the organisation be able to sustain this after I leave?"
D — Demonstrate	Measure outcomes, evidence value, ensure sustainable improvement	"Can we prove, with evidence, that the organisation is better than when we started?"

The Problem I Solve

Organisations engage me when they face one or more of these conditions:

- **Programme in crisis:** Behind schedule, over budget, losing board confidence, benefits not materialising
 - **Governance overwhelmed:** Too many programmes, conflicting priorities, unclear accountabilities, decision-making paralysis
 - **Clinical and operational silos:** Clinical and operational teams working from different playbooks, change being resisted or ignored
 - **National or multi-organisation complexity:** Multiple organisations, geographies, or governance layers that cannot align around shared outcomes
 - **Capability gap:** Dependent on external resource, no internal leadership pipeline, programmes collapse when consultants leave
 - **No evidence of value:** Cannot demonstrate outcomes to board, regulators, or funders
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Evidence of Outcomes

Programme Delivery & Recovery

- **Led the £1.5bn Elective Surgical Hubs programme**, increasing capacity by **128%** and reducing patient wait times by **60%** across 91 NHS sites within 18 months
- **Delivered £97.5m in NHS productivity savings** through Carter Review implementation across 30+ Trusts, with a 10% workforce productivity increase
- **Transformed a regional PMO into a Portfolio Management Office**, improving productivity by **15%**, reducing response times by **20%**, and cutting administrative burden by **80%**

Governance & Operating Model

- **Replaced voluminous manual reporting with automated dashboards** and KPI frameworks, reducing administrative burden by **80%** and giving executives real-time decision-making capability
- **Established governance, accreditation, and risk management frameworks** across the £1.5bn Elective Surgical Hubs programme, managing interdependencies across six clinical specialties
- **Wrote and supported NHS Trusts in writing business cases** for the Elective Surgical Hubs programme, securing government funding. Managed budget allocation, commissioning compliance, and procurement rules, ensuring value for money and robust financial governance across 91 sites
- **Developed the Levels of Attainment framework** — a national maturity model for workforce productivity that was adopted across 30+ NHS Trusts and remains in use

Scale & Complexity

- **Coordinated national transformation across 91 NHS sites**, aligning CEOs, Clinical Directors, Heads of Nursing, Trusts, and ICBs under a single accreditation framework
- **Managed 30+ NHS Trusts** across Carter Review implementation, navigating local governance, compliance, and cultural frameworks
- **Led six High Volume Low Complexity (HVLC) specialties** including urology, ensuring hub development met national quality and productivity standards

Clinical-Operational Integration

- **Embedded clinical leadership into national programme governance**, ensuring clinicians had equal decision-making authority with operational leads in the Elective Surgical Hubs programme
- **Co-designed the Meaningful Use Standards and Levels of Attainment** for e-rostering and e-job planning with Clinical Directors, operational teams, and NHS Digital, delivering ~20% workforce productivity

improvement

- **Facilitated national and regional workshops** to build consensus, resolve barriers, and align workforce transformation with Trust and ICB priorities

Leadership & Capability Build

- **Led a 32-person multidisciplinary manufacturing team** at NHS Blood and Transplant, improving efficiency by 33% while maintaining MHRA and FDA compliance
- **Built team capability across multiple organisations** through coaching, mentoring, and structured training in GMP, Lean, dashboard development, and programme delivery
- **Developed national self-assessment and benchmarking tools** that empowered 30+ NHS Trusts to assess, improve, and sustain their own productivity capability

Manufacturing & Operational Excellence

- **Improved operational efficiency by 33% and reduced production lead times by 25%** at NHS Blood and Transplant using Lean methodologies, value stream mapping, and A3 Problem-Solving
- **Delivered a 19% reduction in touch time and 25% productivity increase** in the platelet pooling process through Rapid Improvement Events and A3 techniques
- **Implemented digital systems** including LIMS, batch tracking, and electronic quality records to improve accuracy, governance, and regulatory compliance

Sectors & Contexts

Sector	Experience	Key Focus
Healthcare / NHS	15+ years	National transformation, elective recovery, workforce productivity, clinical-operational integration, governance redesign, PMO transformation
Manufacturing	7+ years	Regulated manufacturing (blood products), Lean improvement, MHRA/FDA compliance, quality assurance, digital systems
Consulting	17+ years (Wicco Ltd)	Transformation advisory, ISO9001 implementation, governance design, digital and AI innovation, SME growth
Public Sector	15+ years	NHS England, NHS Improvement, NHS Blood and Transplant — national, regional, and provider-level delivery

The Transformation Principles That Guide My Work

1. **No diagnosis, no prescription.** Every engagement begins with an honest, evidence-based assessment of the current state. 2. **Simplify before you scale.** Complexity must be reduced before anything can be accelerated. 3. **The front line knows more than the boardroom.** Change must be designed with the people who will live with it. 4. **Governance is for decisions, not for reporting.** Every governance meeting must

produce a decision. 5. **Benefits must be measured, not estimated.** If you cannot measure it, you cannot claim it. 6. **Capability is the deliverable.** The organisation must be stronger when we leave than when we arrived. 7. **The programme director owns the outcome.** Lead, challenge, and hold the organisation to account. 8. **Evidence over opinion, always.** Data beats hierarchy. 9. **Conflict is a feature, not a bug.** Surface and resolve, don't avoid. 10. **The test is sustainability.** Measure outcomes at 12, 24, and 36 months post-closure.

Education & Professional Development

- **MBA** — Strategy, Marketing, Creative Innovation and Business Operations | The Open University | 2007
 - **BSc (Hons) Medical Biochemistry** | University of Surrey | 1995
 - **Quality, Service Improvement and Redesign (QSIR)** | NHS England & NHS Improvement | 2021
 - **Benefits Management Intermediate** | NHS Digital | 2022
 - **An Insight into Project Management** | Kirkwood Consulting | 2025
 - **Continuous Improvement Programme — Silver Level** | NHS Blood & Transplant | 2015
 - **BSQR Auditor Training** | NHS Blood & Transplant | 2013
 - **Reach Higher Shine (NHS)** | 2014
 - **Mental Health First Aider** | Apex Mindset | 2024
 - **Code Institute's 5 day Coding Challenge** | Code Institute | 2024
 - **Digital Marketing Certificate Level 2** | Staff Skills Academy+ | 2026
 - **Introductory Event to Personal Coaching** | The Coaching Academy | 2009
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Contact

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This document is not a chronological CV. It is a consultancy value proposition. Every claim is supported by evidence from the Master Achievement Bank and Executive Metrics Library.