

NHS Executive CV

Wari Orumbie MBA

Transformation Executive | NHS Programme Leadership | Clinical-Operational Integration

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

The NHS Context

I offer a rare combination of national-level programme grip and a strong commitment to people-focused change.

The NHS faces a unique transformation challenge: delivering measurable improvement across multiple organisations, geographies, and governance layers while maintaining clinical quality, patient safety, and public accountability. The most successful NHS transformations are those that embed clinical leadership in operational decision-making, reduce complexity before adding resource, and build internal capability that outlasts the programme.

I have spent 15+ years leading NHS transformation at national, regional, and provider level, partnering with boards, clinicians, operational leaders, and multidisciplinary teams to deliver programmes that meet these standards.

Whilst I am not a registered clinician, a substantial proportion of my career has been spent working alongside Medical Directors, Clinical Directors, Consultants, Nurses, Allied Health Professionals and executive teams to design and deliver large-scale clinical improvement and productivity programmes. Through these roles I have developed a strong understanding of clinical pathways, operational pressures, workforce challenges and the realities of implementing sustainable change in frontline healthcare settings.

Current Status: Following a planned career break focused on family, wellbeing, professional development, and AI innovation (Wicco Ltd / Tiny Mic Big Wisdom), I am fully committed to returning to NHS transformation leadership. Available immediately.

The Problems I Solve in the NHS

Condition	The NHS Pain	The ASCEND Response
Programme in crisis	£Xm programme behind schedule, board losing confidence, NHSE or regulatory pressure	Rapid diagnostic, recovery plan, benefits acceleration, board confidence restoration
Governance overwhelmed	Multiple STP/ICS programmes with conflicting priorities, unclear accountabilities, decision-making paralysis	Portfolio rationalisation, governance redesign, clear authority and decision velocity
Clinical and operational silos	Clinical and operational teams working from different playbooks, change resisted by front-line staff	Clinical leadership embedded in operational governance, co-design with front-line teams
National or ICS-scale complexity	Multiple organisations, geographies, or governance layers that cannot align	Single governance framework, shared outcomes, clear escalation paths

Condition	The NHS Pain	The ASCEND Response
Capability gap	Dependent on external consultancy, no internal leadership pipeline, programmes collapse when support ends	Systematic capability build, leadership development, knowledge transfer, succession planning
No evidence of value	Cannot demonstrate outcomes to NHSE, regulators, board, or public	Live benefits tracking, independent validation, evidence-based reporting

NHS Evidence of Outcomes

National / System-Level Transformation

- **Led the £1.5bn Elective Surgical Hubs programme** — a nationally significant transformation portfolio across 91 NHS sites, increasing surgical capacity by 128% and reducing patient wait times by 60%
- **Coordinated delivery across six High Volume Low Complexity (HVLC) specialties** including urology, ensuring hub development met national quality and productivity standards through accreditation frameworks and real-time governance
- **Developed national guidance and accreditation processes** that standardised elective hub design and enabled best-practice adoption across the NHS

Trust-Level Programme Delivery

- **Engaged 30+ NHS Trusts** across Carter Review implementation, working with Medical Directors, Clinical Directors, commissioners, ICBs, and operational leaders to deliver £97.5m in workforce productivity savings
- **Developed the Levels of Attainment framework** — a structured maturity model enabling Trusts to assess, benchmark, and improve workforce productivity capability, adopted nationally
- **Led national deployment of e-rostering and e-job planning technologies** across multiple Trusts, ensuring integration with clinical workflows and operational requirements

Clinical-Operational Integration

- **Embedded clinical leadership into programme governance** for the Elective Surgical Hubs programme, ensuring Clinical Directors had equal decision-making authority with operational leads
- **Co-designed the Meaningful Use Standards and Levels of Attainment** with Clinical Directors, operational teams, and NHS Digital — frameworks that were adopted nationally because they were designed by clinicians, not imposed on them
- **Facilitated national and regional workshops** to build consensus, resolve barriers, and align workforce transformation with Trust, ICB, and commissioner priorities

Governance & Decision-Making

- **Transformed the NHS England London Region PMO** from a reporting function into a strategic Portfolio Management Office, reducing administrative burden by 80%, improving productivity by 15%, and cutting response times by 20%
- **Replaced manual reporting with automated dashboards** and KPI frameworks, giving executives real-time visibility across urgent care, cancer, and workforce portfolios
- **Established governance, accreditation, and risk management frameworks** across the £1.5bn Elective Surgical Hubs programme, managing interdependencies across clinical, digital, and operational workstreams

- **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
- **Advised NHS Trusts on digital interoperability, cybersecurity, and data protection** to support safe and sustainable implementation of workforce technology. Ensured digital solutions met information governance requirements and operational workflow needs

Benefits Realisation & Evidence

- **Delivered £97.5m in quantified NHS productivity savings** through the Carter Review workforce optimisation programme, with a 10% workforce productivity increase across multiple Trusts
- **Developed benchmarking tools, self-assessment frameworks, and productivity metrics dashboards** that enabled Trusts to track progress, identify improvement opportunities, and realise sustainable benefits
- **Produced high-quality board reports and business intelligence** for senior leaders, enabling evidence-based decision-making and regulatory assurance

Capability Build & Leadership Development

- **Led a 32-person multidisciplinary manufacturing team** at NHS Blood and Transplant, embedding Lean improvement, GMP training, and a culture of continuous improvement in a safety-critical environment
- **Built team capability across national and regional programmes** through coaching, mentoring, and structured development in data analytics, dashboard development, and programme delivery
- **Delivered GMP training, quality management training, and Lean improvement workshops** to build staff capability and confidence
- **Developed Tiny Mic Big Wisdom** — an AI-driven digital storytelling platform — to strengthen my ability to communicate complex transformation ideas clearly and engage varied audiences. This capability has strengthened how I explain change in a way that feels accessible and relevant to front-line staff, clinicians, and executives alike.

NHS-Specific Expertise

Area	Depth	Evidence
NHS governance & accountability	National, regional, and provider-level	PMO transformation, accreditation frameworks, governance design across £1.5bn programme
Clinical-Operational integration	15+ years	Co-designed workforce standards with Clinical Directors; embedded clinical leadership in Elective Surgical Hubs governance
NHSE / NHS Improvement / regulatory compliance	National programme delivery	Carter Review, Elective Surgical Hubs, workforce productivity — all with NHSE governance
ICS / ICB / place-based working	National programme coordination	Worked with multiple ICBs and Trusts to align national priorities with local delivery
Digital transformation in NHS	National e-rostering/e-job planning	Meaningful Use Standards, Levels of Attainment, dashboard reporting, digital accreditation

Area	Depth	Evidence
Patient safety & quality improvement	Regulated manufacturing + national programmes	MHRA/FDA compliance, quality management, patient flow improvement, elective recovery
Workforce transformation	National programme lead	Carter Review, e-rostering, e-job planning, consultant job planning, productivity frameworks
Financial turnaround & productivity	£97.5m savings + £1.5bn programme	Workforce optimisation, operational efficiency, benefits realisation, cost improvement
AI & digital innovation advisory	Career break development	Mastered AI innovation and digital strategy through Wicco Ltd and Tiny Mic Big Wisdom. Advises on AI adoption, digital readiness, and scalable operating models

The ASCEND Methodology in the NHS

I apply the ASCEND™ transformation framework, adapted for NHS context:

Stage	NHS Application
A — Assess	Diagnostic across clinical, operational, financial, and governance dimensions. NHSE alignment, stakeholder mapping, ICB readiness, workforce assessment
S — Simplify	Portfolio rationalisation within ICS/STP context. Governance redesign for clinical and operational accountability. Reporting simplification for board and NHSE
C — Collaborate	Clinical-Operational co-design. Multi-Trust alignment. Front-line engagement. ICB and system partner integration. GIRFT collaboration
E — Execute	Disciplined programme delivery with live benefits tracking. Vendor management. Change control. Board-level accountability. Accreditation frameworks
N — Nurture	Internal leadership pipeline. Clinical leadership development. Programme management capability. GMP and Lean training. Succession planning
D — Demonstrate	Benefits realisation with NHSE evidence. Independent validation. Sustainability assessment. Public accountability. Lessons learned

NHS Leadership Philosophy

The NHS is not a corporation. It is a public service with a mission that transcends profit. Every NHS transformation must answer three questions:

1. **Does this improve patient care?** — Not just efficiency, not just cost. Patient outcomes. 2. **Can the front line sustain it?** — Not just the board. The ward, the clinic, the community team. 3. **Will the evidence stand up to scrutiny?** — Not just internal reporting. NHSE, regulators, public accountability, Freedom of Information.

My work in the NHS is governed by these questions. Every programme I lead must demonstrate measurable improvement in patient care, build internal capability that the front line can sustain, and produce evidence that withstands external scrutiny.

Values

My leadership is grounded in respect, compassion, and inclusion. I listen before acting, hold myself accountable for outcomes, and create environments where teams succeed together. These values are not aspirational — they are the standard by which every programme is judged.

Education & NHS Professional Development

- **MBA** — Strategy, Marketing, Creative Innovation and Business Operations | The Open University | 2007
 - **BSc (Hons) Medical Biochemistry** | University of Surrey | 1995
 - **QSIR Virtual Programme** | 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
 - **Digital Marketing Certificate Level 2** | Staff Skills Academy+ | 2026
 - **Introductory Event to Personal Coaching** | The Coaching Academy | 2009
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Contact

- **Email:** wari.orumbie@gmail.com
 - **LinkedIn:** <https://www.linkedin.com/in/wariorumbie/>
 - **Phone:** +44 7956 420364
 - **Location:** London, UK
 - **SC Clearance:** Eligible
 - **Website:** www.tinymicbigwisdom.com
 - **Advisory Call:** [To be set up]
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This NHS Executive CV is tailored for NHS Trust CEO, NHS England, ICS, STP, and Director-level roles. It is not a chronological CV. It is a problem-solution evidence document for NHS organisations facing transformation challenges.