

# Programme Director CV

## Wari Orumbie MBA

Programme Director | Transformation Leadership | Benefits Realisation & Governance

*"I deliver complex programmes with disciplined governance, measurable benefits, and board-level accountability."*

## The Programme Director Role

The Programme Director is not a senior project manager. The Programme Director is a leader who owns the outcome, influences the board, challenges the executive team, and holds the organisation to account for its commitments.

I have held Programme Director-equivalent roles across NHS England, NHS Improvement, and NHS Blood and Transplant, leading programmes with values ranging from £47m to £1.5bn, teams of 32 to multi-disciplinary national teams, and durations from 7 months to 7 years. In every case, the programme has been delivered with measurable outcomes, board confidence, and sustainable improvement.

## The Programme Director Problems I Solve

Condition	The Pain	The Response
<b>Programme behind schedule</b>	Milestones missed, critical path slipping, board confidence eroding	Rapid diagnostic, recovery plan, critical path re-estimation, resource reallocation
<b>Over budget</b>	Budget overrun, scope creep, uncontrolled change, vendor costs escalating	Cost control, change discipline, vendor renegotiation, scope clarification
<b>Benefits not materialising</b>	Benefits register is theoretical, no live tracking, board cannot see value	Benefits realisation framework, live tracking, independent validation, board reporting
<b>Governance not working</b>	Steering committee is ineffective, decisions delayed, accountability unclear	Governance redesign, decision authority, escalation paths, reporting rationalisation
<b>Team not performing</b>	High turnover, low morale, unclear roles, poor communication	Team restructuring, leadership development, communication architecture, culture change
<b>Clinical and operational misalignment</b>	Clinical and operational teams in conflict, change resisted, patient care at risk	Clinical leadership embedding, co-design, integrated governance, front-line engagement

## Programme Director Evidence

### Programme Delivery Track Record

- **6 national and regional programmes led** across NHS England, NHS Improvement, and NHS Blood and Transplant
- **£1.5bn+ total programme value directed** (£1.5bn Elective Surgical Hubs + £97.5m Carter Review + workforce transformation programmes)
- **All programmes delivered on time and within budget** — the Elective Surgical Hubs programme delivered 128% capacity increase and 60% wait time reduction within 18 months
- **£97.5m Carter Review programme** recovered and delivered across 30+ NHS Trusts, with a 10% workforce productivity increase

## Specific Programme Outcomes

- **Elective Surgical Hubs (£1.5bn, 18 months, 91 sites):** 128% increase in surgical hubs, 60% reduction in patient wait times, national accreditation framework adopted, six HVLC specialties tracked, all within budget and on schedule
- **Carter Review Workforce Productivity (£97.5m, 30 months, 30+ Trusts):** £97.5m in savings delivered, 10% productivity increase, Levels of Attainment framework adopted nationally, self-assessment and benchmarking tools embedded
- **Workforce Digital Transformation (18 months, national):** ~20% workforce productivity improvement, Meaningful Use Standards and Levels of Attainment for e-rostering/e-job planning adopted nationally, COVID-19 workforce resilience delivered
- **Regional PMO Transformation (7 months, London Region):** 15% productivity increase, 20% response time reduction, 80% administrative burden reduction, PMO repositioned as strategic partner
- **NHSBT Manufacturing Improvement (7 years, 32-person team):** 33% efficiency increase, 25% lead time reduction, MHRA/FDA compliance maintained, digital systems implemented (LIMS, batch tracking, electronic quality records)
- **NHSBT Quality Assurance (2 years, secondment):** Quality Management Framework strengthened, SOPs updated, internal audit programme established, CAPAs implemented, external inspections passed without critical findings

## Governance & Decision-Making

- **Redesigned NHS England London Region governance** from a traditional PMO to a strategic Portfolio Management Office, reducing decision-making time by 20% and transforming reporting from a burden into a strategic asset
- **Established governance, accreditation, and risk management frameworks** across the £1.5bn Elective Surgical Hubs programme, managing interdependencies across six clinical specialties, digital, and operational workstreams
- **Replaced manual reporting with automated dashboards** and real-time KPI tracking, giving executives decision-ready information and reducing administrative burden by 80%
- **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.

## Benefits Realisation

- **Designed and implemented live benefits tracking frameworks** for the Carter Review and Elective Surgical Hubs programmes, replacing annual estimation with real-time board review
- **Developed benchmarking tools, self-assessment frameworks, and productivity metrics dashboards** that enabled 30+ NHS Trusts to track progress, measure benefits, and sustain improvement independently
- **Validated outcomes through NHS England assurance processes**, regulatory audits, and external accreditation

## Team & Vendor Management

- **Led a 32-person multidisciplinary manufacturing team** at NHS Blood and Transplant, improving efficiency by 33% while maintaining MHRA and FDA compliance
- **Built and led multi-disciplinary programme teams** across national and regional programmes, creating cultures of accountability, innovation, and continuous improvement
- **Developed team capability** through coaching, mentoring, and structured training in data analytics, dashboard development, Lean, GMP, and programme delivery
- **Managed external stakeholder relationships** with CEOs, Clinical Directors, Heads of Nursing, commissioners, Trusts, ICBs, GIRFT, and national improvement bodies

## Risk & Issue Management

- **Managed programme interdependencies, risks, and delivery barriers** across the £1.5bn Elective Surgical Hubs programme, identifying blockers and resolving delivery issues proactively
- **Established risk management frameworks** with clear escalation paths and proactive mitigation strategies across all programmes
- **Led lessons learned reviews** after implementation, embedding continuous improvement and accountability into future delivery

## Programme Director Methodology

I apply the ASCEND™ transformation framework, with a focus on the Execute and Demonstrate stages that are central to Programme Director accountability.

Stage	Programme Director Focus
<b>A — Assess</b>	Programme health diagnostic, stakeholder mapping, current state analysis, risk identification, readiness assessment
<b>S — Simplify</b>	Scope clarification, governance redesign, reporting rationalisation, process streamlining, portfolio rationalisation
<b>C — Collaborate</b>	Team alignment, stakeholder management, clinical-operational integration, communication architecture, co-design
<b>E — Execute</b>	Programme planning, milestone management, benefits tracking, vendor management, change control, board reporting, quality assurance, accreditation
<b>N — Nurture</b>	Team development, leadership pipeline, capability transfer, knowledge management, succession planning, coaching
<b>D — Demonstrate</b>	Outcome measurement, benefits validation, independent review, sustainability assessment, evidence communication, lessons learned

## Programme Director Expertise

Area	Depth	Evidence
Programme planning & delivery	National, 6 programmes	£1.5bn Elective Surgical Hubs, £97.5m Carter Review, workforce transformation, PMO redesign
Benefits realisation & management	National standard	Benefits registers, benchmarking tools, self-assessment frameworks, dashboards, accreditation
Governance & steering committee management	Regional and national	PMO transformation, accreditation frameworks, governance controls, risk management
Risk & issue management	All programmes	RAID logs, risk registers, escalation paths, proactive mitigation, lessons learned
Vendor & contract management	National level	External stakeholder management, GIRFT collaboration, ICB alignment, supplier engagement
Change control & scope management	National programmes	Scope definition, change control frameworks, accreditation processes, policy implementation
Team leadership & development	32-person team + programme teams	Coaching, mentoring, Lean training, GMP training, digital capability, succession planning
Board reporting & presentation	Regional and national	Board packs, steering committee governance, executive presentations, dashboard reporting
Quality assurance & deliverable acceptance	Regulated manufacturing	MHRA/FDA compliance, accreditation, CAPAs, internal audits, SOP management
Budget management & financial control	£1.5bn + £97.5m	Funding allocation, commissioning compliance, procurement rules, value for money

## Programme Director Principles

1. **Own the outcome.** The Programme Director is accountable for delivery, not just for managing the plan. 2. **Tell the truth to the board.** Good news, bad news, or no news — the board gets the data, not the narrative. 3. **Simplify before you accelerate.** A broken plan with more resource is a bigger broken plan. 4. **Benefits are measured, not estimated.** If you cannot track it, you cannot claim it. 5. **Build the team, not just the deliverables.** The programme team is a leadership unit, not a delivery resource. 6. **Leave the organisation stronger.** The test is whether the organisation can sustain the improvement after you leave.

## Education & 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
  - **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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*This Programme Director CV is tailored for specific Programme Director roles in NHS, healthcare, manufacturing, and consulting contexts. It is not a chronological CV. It is a delivery capability document for organisations that need disciplined programme leadership with measurable outcomes.*