



Curriculum Vitae

Sandra Marshall

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Introduction

Sandra is a self-motivated, creative and insightful manager whose breadth of experience has developed a wide-ranging set of skills. Known for her integrity, strong sense of values and collaborative approach, she inspires trust and brings out the best in people. A natural communicator she is skilled at relationship building and experienced at facilitating change. She does not shy away from difficult issues and thrives when facilitating situations that require interpersonal sensitivity. She is highly experienced and equally at home in the public, private and not-for-profit sectors.

Background and experience

With sixteen years' experience in **health service management** Sandra was a hospital manager in her native Edinburgh before moving to London where she held senior management positions at Great Ormond Street Hospital for Children and University College London Hospitals, as well as a five year stint in primary care, managing a large medical practice in north London. In addition, Sandra has worked in a number of healthcare related organisations in the **private sector**, as a senior consultant with healthcare benchmarking company CHKS, as an implementation manager in the healthcare arm of IBM and as a project manager for patient information system supplier TDS.

Sandra's NHS management experience has primarily involved responsibility for day to day **operational management in both secondary and primary care settings** – including patient services, staff management, financial management, public relations, industrial relations, complaints and medico-legal issues. All of which were instrumental in helping her develop her well-honed people skills.

In the last 10 years Sandra has mainly worked in the **not-for-profit sector**, largely in the learning and development arena. This has included helping establish an international women's organisation (Feminenza); creating and delivering a variety of courses and workshops to help women with their confidence and self-esteem; delivering leadership development opportunities using experiential learning assignments in NGOs in southern India (Adopt a Business); coaching students through their first year at university (Youth at Risk); and mentoring young business entrepreneurs (Mowgli Foundation).

Currently Sandra works as a senior manager with NHS Providers (a trade association for NHS foundation trusts and trusts). Her role involves ensuring that the organisation takes a strategic approach to engaging with its members and supporting members through the delivery of professional networks, training events and courses, in order to facilitate development and share learning and good practice.

Sandra has considerable **coaching, facilitation and training** experience, is an **accredited mediator** (Regent's University School of Psychotherapy and Psychology) and experienced **action learning coach** (World Institute of Action Learning).

Achievements

- Delivered over 200 network events for board level directors in the NHS
- Facilitated over 20 training sessions for foundation trust governors
- Designed and delivered a training module on 'Effective questioning and challenge' for foundation trust governors
- Delivered 33 leadership development assignments to corporate executives, through collaboration with developing world NGOs
- Advised the Vivekananda Institute for Leadership Development (Mysore, India) on the quality of their training programmes
- Delivered consultancy and clinical benchmarking support to 15 acute hospitals in and around London
- Supported the establishment of a new not-for-profit international women's organisation
- Designed and facilitated over 40 workshops to promote the growth and development of women
- Project managed the delivery of an international conference on 'Humanity and Gender' at United Nations HQ in Nairobi
- Managed a large medical centre at a time when communication between doctors was at its poorest and successfully changed the organisational culture and improved staff morale
- Organised and led a number of 'Best Practice' groups in the corporate sector to facilitate peer exchange
- Project managed a number of large projects in the health IT arena
- Honed people management skills over many years in management positions in the NHS and beyond

Employment history

2009 to present

Senior Strategic Membership and Engagement Manager, NHS Providers

A membership body and trade association that provides voice, influence and support/development for NHS foundation trusts and trusts

2007 to 2009 Assignment Manager, Adopt a Business

UK provider of leadership development programmes for high performing top talent and senior executives, through learning assignments in NGOs in the developing world

2004 to 2007 Self-employed – freelance consultant and trainer

Three major clients during this period – Feminenza (international women's organisation), CHKS Ltd (healthcare benchmarking company) and TV News London (Media training company)

2002 to 2004 Senior Consultant, CHKS Ltd

UK provider of healthcare performance and benchmarking services

2000 to 2002 Group Manager / Facilitator, Gartner (EMEA), Best Practice Division

Global provider of IT and business research, analysis and consultancy services

1995 to 2000 Practice Manager, 939 Group Medical Practice, London N21

Large multi-practice medical centre responsible for providing primary health care services to the local community

1992 to 1995 UK Implementation Manager & Training Consultant, IBM Healthcare Solutions

Global provider of healthcare solutions for clinical and business processes

1989 to 1992 Implementation Consultant / Project Manager, TDS Ltd

Provider of healthcare information solutions throughout UK

1978 to 1989 various NHS Management positions

- Deputy Divisional General Manager, University College Hospital, London (1987 to 1989)
- Deputy Director of Group Operations, Great Ormond Street Children's Hospital, London (1985 to 1987)
- Hospital Manager, Northern General Hospital, Edinburgh (1982 to 1985)
- Deputy Manager, Royal Victoria Hospital, Edinburgh (1980 to 1982)
- Management Trainee, Lothian Health Board, Edinburgh (1978 to 1980)

