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Policy Fellow, Centre for Science and Policy, University of Cambridge

Associate Professor, Health Services Management Centre (HSMC), University of Birmingham (UoB), EGA and GMTS

Previous: Deputy Programme Director and Cohort Director – Elizabeth Garrett Anderson MSc in Healthcare Leadership

OD and EDI partner for the European Climate Foundations Global Communications Network.

Expert in executive coaching, dynamic facilitation and inclusion and diversity Qualified administrator of the Myers-Briggs Type Inventory (MBTI) Step I and II Accredited facilitator HLM 360 feedback

Accredited facilitator of the ExperiencePoint ExperienceChange™ simulation (Oshry)

#### Overview

Sandie is an Organisational Development Consultant, working with psychodynamic and systems approaches and accredited Coach, Henley Business School. Sandie has rich academic experience working on the Elizabeth Garrett Anderson programme in Cohort Tutor, Cohort Director, and Deputy Programme Director roles, EGA and GMTS, and as a visiting lecturer for the Tavistock and Portman NHS Trust MA in Consultation (D10)

She has worked in the public sector for many years leading on service transformation and performance improvement, working with central and local government, the National Health Service, public health, fire and rescue service, and the police and social (voluntary) sector. She was also Strategic Partner and Health Lead for The Tavistock and Portman Trust, Tavistock Consulting, an established provider of mental health services nationally, leading on business development and Director of Consulting OPUS Board – An Organisation for Promoting Understanding of Society

She has a Professional Doctorate in Leadership and Organisational Development 'Consultation and the Organisation', and her research thesis was on leadership and inclusion with a focus BAME leadership in the public sector.

# Executive Education and Postgraduate Teaching

Sandie has an extensive track record of designing and delivering highly rated postgraduate programmes for professionals working in the health and care sector. She brings significant experience of academic leadership on the Elizabeth Garrett Anderson MSc in Healthcare Leadership including Deputy Programme Director, Cohort Director and Cohort Tutor, and has been a member of the Programme Board whilst also supervising tutor trios across intakes 6, 8 and 9.

Commissioned by The Department of Health, she designed a national programme to develop collaborative leadership for all system leaders on the formation of the Health and Wellbeing (HWB) Boards with cross-sector partners including The Kings Fund, Directors of Public Health, Clinical Commissioning Groups (CCGs), Health Watch patient representatives and Chairs of HWB Boards.

Design and Delivery of Academic and inclusion Programmes

She has designed and delivered organisational development modules for postgraduate students and a postgraduate certificate in coaching for Cambridge University in her role as Academic Director for Coaching at Cambridge University, Institute for Continuing Education and is experienced in coaching executive teams. She has worked extensively for the NHS Leadership Academy as a Cohort Director and Facilitator and co-designed and delivers The Coaching for Inclusion Programme, Diversity in Practice (DIPP) and

Inclusive Leadership Development Programme for the NHS Leadership Academy. Sandie facilitates the Senior Women's and Senior DiverseAbility Influencer Groups and leads the design and facilitation of Intersectionality Conference days for all Influencer Groups including BAME and LGBTQ+ nationally She authored the paper on pedagogy for the Building Leadership For Inclusion programme and has worked on BLFI pilot site in Greater Manchester as an OD and inclusion expert.

## Focus on Diversity and Inclusion

Widely recognised as an expert in, and advocate of equality and social justice Sandie is a member of the NHS Leadership Academy's Building Leadership for Inclusion Programme (BLFI), a system-wide programme of work developing leadership approaches to achieve the desired levels of equality, diversity and inclusion for those with protected characteristics across NHS-funded services. This is a key work stream of the NHS Equality and Diversity Council linked to The Workforce Race Equality Standard and the Developing People: Improving Care initiative and Coaching for Inclusion Programme. Sandie also led a project for West Midlands Combined Authority Leadership Commission on inclusion and diversity, and delivered equality and diversity training to all recruits to the General Medical Council. Commissioned by The NHS Blood and Transplant Service she designed and delivered research into BAME leaders to improve selection, recruitment, and promotion and development of the LGBT+ Staff network.

#### Sandie's work includes:

- European Climate Foundation Global Partner Organisational Development and Social Justice, Equity, Diversity, and Inclusion
- Women's Rights Global Partner EDI and Organisational Development
- Facilitation of NHSLA Senior Influencer Groups
- National Workshops on Intersectionality and Leadership
- Design and delivery of Diversity in Power and Practice DIPP NHSLA
- Seminar series on Intersectionality and pedagogy
- Design and delivery of National Programme Coaching for Inclusion
- Inclusive Leadership Development Offer to NHS Trust Board
- System Inclusive Leadership Development
- Pilot site delivery EDI Greater Manchester Health and Social Care Partnership
- EDI Tutor Induction for EGA and GMTS Faculty
- NHSLA Senior Leadership Team OD and EDI development
- Design and Delivery National Programme Reciprocal Mentoring for Inclusion
- Mobiliser/Adviser EDI expert adviser Reciprocal Mentoring for Inclusion
- Foundation Road Map Programme EDI for Middle Managers

### **Board Positions**

Sandie has been a Stonewall Champion and works with LGBTQ+ Networks in the NHS and voluntary sector.

Trustee on the Board – The Coalition to End Violence Against Women and Girls (EVAW) a national, intersectional Board.

Director of Consulting OPUS Board – An Organisation for Promoting Understanding of Society

## Research, policy and impact

As Head of Programmes for Community Wellbeing at the Local Government Association, Sandie led national policy development on Health Reform, Adult Social Care, Public Health Transition, NHS Commissioning Board transition, and Equalities. She worked with Secretaries of State, Senior Civil Servants and Members of Parliament in the Lords and Commons to develop these areas and has extensive networks and experience of stakeholder engagement across a broad area of business and government.

	As Head of Programmes for the Improvement and Development Agency, she led national programmes of improvement and sector-led support for local authorities and their partners in health. She has also been a member of: the Department of Health Programme and Improvement Board; the CCG Authorisation Team; the Public Health Transition Team; and the Parliamentary Working Group on Parity of Esteem in Mental Health. She also led the development of HWB Boards and Health Watch for the Department of Health and was part of the team developing the then Social Care White Paper.
Academic Qualifications	Professional Doctorate in Leadership and Organisational Development, Tavistock
	MSc in Social Analysis Research Methods – Pathways in Race, Gender, Class and Sexuality
	MA in Consultation and the Organisation, including coaching
	BA (Hons) in Politics, Philosophy and Economics, Oxford University
	Diploma in Management
	Certificate in Coaching
Professional Qualifications	Professional Doctorate in Leadership and Organisational Development 'Consultation and the Organisation' – OD practitioner and coaching professional doctorate with research thesis into lack of representation of black and people of colour in public sector organisations
	Qualified administrator of the Myers-Briggs Type Inventory (MBTI) Step I and II
	Accredited facilitator HLM 360 feedback
	Accredited trainer and facilitator in Power+Systems (Oshry) Organizational Workshop
	Accredited trainer and facilitator in Team Management Systems (TMS).