
CRISPIN D. N. ATKINSON

DIRECTOR

REDHILL CONSULTANTS

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Specialist in integrated health & social care commissioning, organisational transformation and service improvement. Extensive experience of supporting small and medium enterprises to win business and grow. A public sector Director with experience of managing budgets of £370M and staff of over 900, has consistently delivered service development, efficiency gains and effective financial management. 30 years' experience with the public sector.

Programme and project director and manager well versed in project management techniques and practice, extensive experience of establishing and supporting project boards and teams. Directed major organisational change projects delivering new organisations and involving up to 2000 staff.

Rated as demonstrating excellent competency on all dimensions in Assessment Centre Programme for NHS Directors.

CORE COMPETENCIES

- Project direction, project management and successful delivery of organisational and service change projects
- Leading commissioning of health & social care integration
- Director-level joint commissioning of older peoples services, mental health, learning disability, childrens' services and supported housing
- Management of funding for integrated health and social care
- Leading senior management teams through change
- Supporting bid management leading to significant contract wins
- Effective communication, stakeholder engagement and consultation
- Creating new and better designed organisations
- Development of new and effective partnerships

KEY ACHIEVEMENTS

- Substantially strengthened rigour of Staffordshire Better Care Fund plan
- Turnaround support for CCG to achieve challenging control total
- Established a niche consultancy from scratch, achieving turnover of £250K in two years, delivering business support to third sector enterprises that provide health and social care services
- Led new Joint Commissioning Unit through first year of development, while managing programme that delivered £11m savings
- Remodelled functions of an established joint commissioning unit, integrating adults and childrens' commissioning
- Project-directed creation of a Care Trust, integrating adults social services and NHS commissioning and community provider

CAREER HISTORY & ACHIEVEMENTS

Director

Redhill Consultants

January 2016 ongoing

Established consultancy accredited to support Small to Medium Enterprises on Big Potential Advanced programme funded by Big Lottery. Secured major grant from Big Potential for client, leading to programme that resulted in £6 million contract win from local authority. Other current clients include third sector wide Active Ageing Alliance in Lancashire, and housing association in Staffordshire.

Interim Better Care Fund Programme Director

Staffordshire Better Care Fund

May 2015 - October 2015

Evaluated savings plans required to bridge financial gap. Led Delivery Group and refocused on achievable savings and prepared for integration of BCF programme with wider Transformation Programme across all of Staffordshire Health and Social Care.

Interim Turnaround Director

South East Staffordshire & Seisdon

Peninsula CCG

November 2014 – May 2015

Scrutinised recently developed Financial Recovery Plan, stress testing schemes and identifying true levels of deliverable savings. Initiated benchmarking to identify further potential schemes for 15/16, and developed options for medium term schemes (16/17 and beyond). Lead responsibility in CCG for Continuing Healthcare. Co-ordination with other turnaround consultants in Staffordshire. Development of new models in line with NHS Five Year Forward View. Advice to Governing Body on achievability of FRP. Supported development of PMO and strengthened programme management.

Director

Cogent Ventures

June 2012 ongoing

Co-founder of Start-up consultancy supporting Small to Medium Enterprises. Accredited provider of business development support programmes to social ventures under Cabinet Office Investment & Contract Readiness Fund and Big Lottery's Big Potential Fund. Project Director for a range of contract readiness programmes with social ventures, including supporting:

- A mental health charity to win £10m contract with local authority as lead provider for voluntary sector services in the borough
 - A hospice to develop business processes and with tender for £3million
 - A disability charity to reconfigure and to win a series of new contracts for Direct Payment Support Services with local authorities
 - A specialist college for young people with disabilities to market their expertise and deliver services across the country
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Interim Director of Joint Commissioning Unit

(JCU), West Sussex

July 2011 – July 2012

Led JCU through first year of operation. Joint health and social care budget of £370m, staff of 80, commissioning Mental Health (£106m p.a.), Learning Disability, Older People, Childrens and Supported Housing services. Delivered £11.2m savings including £5.4m recurring efficiencies. Developed clear plans for minimum of £18m efficiencies over 3 years. Managed NHS Funds for Social Care (predecessor to Better Care Fund) of £11m, developing integrated care for older people.

Interim Project Manager, Integrated Care
Cheshire West and Chester Council / NHS
Western Cheshire

October 2009 to March 2010

Directed project that developed proposals for integration of community health and social care provider services with £80M budgets, including vision, outline business case and consultation phases.

Interim Head of Strategic Commissioning
Cheshire West and Chester Council / NHS
Western Cheshire

July - September 2009

Led joint social care and health commissioning team through restructuring to extend integration of adults and children's commissioning. Directed *Transforming Community Services* commissioning programme, creating service user-centred care pathways for three key areas of need. Reduced staff costs by 40% and delivered new and streamlined commissioning functions.

Associate Management Consultant
Public Sector Consultants

June 2008 - September 2009

Developed business case offering significant improvements (£2M+ p.a.) in value for money in commissioning of dementia services for a PCT. Provided detailed technical advice and project management support to a PCT provider organisation through a successful tender project for prison healthcare service provision (worth £60 million over 10 years)

Interim Head of Primary Care Contracting
NHS Bedfordshire

July 2008 - January 2009

Supported contracting team through period of significant development, coaching them to define roles and improve systems. Delivered the team's major performance target contributing significantly to improvement in organisation's overall performance rating.

Interim Head of Mental Health Commissioning
Staffordshire Joint Commissioning Unit

October 2007 - March 2008

Developed first integrated mental health commissioning strategy. Provided detailed advice to enable establishment of integrated community mental health teams.

Programme Director / Director of Partnerships & System Reform
Solihull Primary Care Trust

2004 - 2007

Directed programme that established a Care Trust integrating health and social services commissioning, and provision - staff of 2000 and budget of £280 million p.a. Designed and co-ordinated financial recovery programme eliminating projected in-year deficit of over £3.5 million.

Director of Primary Care
Solihull Primary Care Trust

2001 - 2004

Responsible for all service provision, 900 directly employed staff, budgets in excess of £50 million, and a wide range of community-based clinical services. Led negotiation of contracts, business, financial and human resources planning and management. Continuously extended scope of directorate's responsibilities.

- Achieved financial balance and delivered efficiency savings, and substantial service improvements, each year
- Negotiated inclusion of PCT in LIFT capital development programme
- Achieved highest performance rating by Commission for Healthcare Improvement (CQC predecessor).

Project Director
Solihull Primary Care Trust Project

2000 - 2001

Led consultation, planning and operational delivery of a Primary Care Trust formed from three organisations. Resolved significant contention with Local Authority clearing way for Ministerial approval and establishment of PCT.

Chief Executive
South Solihull Primary Care Group

2000 - 2001

Established new organisation from scratch with responsibility for 148,000 population, £63 million commissioning budget, and 24 General Practice

Earlier Roles included:

- Primary Care Development Manager, Warwickshire Health Authority
- Commissioning Manager, Rugby Area, Warwickshire Health Authority
- Service Development Manager, Warwickshire Family Health Services Authority
- Head of Contracts, Alexandra Hospital, Redditch
- Resource Management Project Manager, Alexandra Hospital, Redditch
- Senior Information Manager, Bromsgrove & Redditch Health Authority
- North Staffordshire Community Health Council, Chief Officer

EDUCATION

B.A. Hons Psychology 2.2
University of Sheffield

Winner, University Psychology Prize, for
Research Dissertation

Postgraduate Certificate in Action Learning,
Revans Institute,
University of Salford