

# HAYWOOD CONSULTANCY

## LISA HAYWOOD - ORGANISATIONAL CONSULTANT

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## CAREER HISTORY

### *Getting results - Making sustainable changes*

My career has combined the theoretical — policy development at both local and the highest national levels — with the practical — successful experience as chief executive, supervision and coaching of other chief executives and senior trustees.

Everything I do is coloured by my deep commitment to the participation of service users in services and the development of their personal autonomy. This approach stems from my long experience as both provider and user of those services.

## AREAS OF EXPERTISE

Page 2	Management – Executive and non executive
Page 2	Organisational review, strategic and business planning
Page 3	Chief executive and senior manager supervision and coaching
Page 3	Charity governance
Page 3	Policy development
Page 4	Service user involvement - development of organisational structures
Page 5	Legal, inspectorial and inquiries
Page 5	Training

## CAREER HISTORY

### Employment, voluntary work and fulltime freelance consultancy includes:

#### 1. Management

##### Executive

- June 2008 – March 2009: Served as Manager National Survivor User Network
- June - December 2008: Served as Manager Service User Network (SUN) Kensington and Chelsea Mind
- December 2007 – March 2008: Served as interim Director on senior management team Age Concern Newham
- January – May 2006: Served as executive support at National Mind, providing strategic and policy overview of the national organisation pending the selection of new chief executive.
- August 1998 – October 2004: CEO - City and Hackney Mind  
Strategic, financial and operational responsibility for the organisation
- January 1994 – August 1998: Advice and Outreach Manager - City and Hackney Mind:  
Strategic, financial operational management of the advice service, a drop in and three housing projects

##### Non executive

- From January 2007 – July 2008: Trustee for TimeBanks UK
- 1989 to December 2006: Member of National Mind Council of Management
- 1995 to December 2006: Vice Chair, Policies, National Mind, with the following roles:
  1. Chairing the Policies Committee which oversees the Policy, Parliamentary, Legal, and Campaigns work;
  2. Raising Mind's national profile and in campaigning;
  3. Founding and acting as first Chair of Mindlink, the user voice in Mind;
  4. Using the same model to help set up Diverse Minds – the black and ethnic voice in Mind;
  5. Chairing Mind Annual Conferences' plenary sessions of between 700 and 1,000 people;
  6. Development of the trustee group.

#### 2. Organisational review, strategic and business planning

- June 2008 – March 2009: Manager National Survivor User Network. Setting up operational and financial systems and working with the Chair to draw up strategic plans.
- 2007: Age Concern Newham. In conjunction with senior staff, wrote organisational Marketing Strategy
- October 2006 – July 2007: For the East London and the City Mental Health Trust, worked with young African and Caribbean men to engage them in drawing up a detailed business plan to provide an alternative and sustainable organisation within the 'Delivering Race Equality' programme.

- 2006/07: Provided organisational, strategic and business planning for a £4 million expansion of a community arts project. Also provided ongoing performance management, governance and fundraising for the organisation.
- 2007: Wrote fundraising strategies for Core Arts and Rootball arts projects
- Director - City and Hackney Mind - August 1998 – October 2004: Strategic, financial and operational responsibility for the organisation

### **3. Chief executive and senior manager supervision and coaching**

- 2006 for 6 months: Induction and supervision of the new CEO at National Mind through his probationary period
- June 2007 for 4 months: For Age Concern Newham to provide coaching and training for the Assistant Chief Executive (Quality) and the Director (Involving older people)
- June 2007 for one year: For the Heart of Bow, to provide management development consultancy for a newly promoted senior manager.
- Ongoing: Supervision CEO Hammersmith and Fulham Mind
- Ongoing: Supervision CEO Advocate for Mental Health
- Ongoing: Supervision Deputy CEO at Core Arts
- Ongoing: Coaching a Director of Greenpeace

### **4. Charity governance training**

- From January 2007: Trustee for TimeBanksUK. Training and development of the trustee group
- 2008: Core Arts. Training and development of staff and Trustees in roles and responsibilities of the Board of Trustees
- 1995 to December 2006: Vice Chair, Policies, National Mind. Development of the trustee group.
- 2005: Trained the Health and Social Care Advisory Service staff and Trustees about the roles and responsibilities of the Board, and how these relate to staff.

### **5. Policy development**

- 1995 to December 2006: Vice Chair, Policies, National Mind. Chairing the Policies Committee which oversees the Policy, Parliamentary, Legal, and Campaigns work. Worked on the new Mental Health Act.
- 2005: Represented users on the North-East London Mental Health Change Network. The committee's brief was "Modernising Mental Health Services in East London: A New Model for Health and Social Care".

- 2005: Served as user representative on the North-East London Mental Health Trust Skills for Modernisation Group – an ongoing committee for workforce development. Provided training in values based practice.
- 2005: Designed and delivered a contract for the East London and the City Mental Health NHS Trust - “Improving the Patient Experience of the Care Programme Approach” project. Investigated current practices; produced report; and trained all nursing staff on the unit in mental health awareness and the implications for the implementation of CPA
- 2004: Worked with the London Development Centre to develop the Personality Disorder Capabilities Framework described in the NIMHE Guidance “Personality Disorder: No Longer a Diagnosis of Exclusion”.
- 2001: For the Modernisation Agency, helped develop models of recovery plans for zero-rated Trusts.
- 2001: Worked with the forensic unit in East London to produce policies and guidelines for services for female patients, as well as sexual relations on wards.
- 2000: As a member of the Health and Social Care Advisory Service, advised on commissioning of mental health services by Primary Care Trusts.
- 1999: For the Department of Health, investigated and made recommendations on services for women at Rampton special hospital

## **6. Service user involvement - development of organisational structures**

- Reviewed service user experience and levels of involvement for a Richmond Fellowship registered care home and produced a report with recommendations for improvements
- June - December 2008: Served as Manager Service User Network (SUN) Kensington and Chelsea Mind to implement their newly developed user involvement structure
- October 2006 – July 2007: For the East London and the City Mental Health Trust, worked with young African and Caribbean men with mental health problems to engage them in drawing up a detailed business plan to provide an alternative and sustainable organisation within the ‘Delivering Race Equality’ programme.
- August 2006 – February 2007: For the Royal College of Psychiatrists, reviewed the effectiveness of user involvement across all Faculties, Divisions and the College Research and Training Unit, and produced a report with recommendations for improvements. This Report is now being fully implemented.
- 2006: For the Mental Health Foundation and the National Institute for Mental Health Excellence, scoping work on the current “State of the Service User Movement” and “Network models” to inform NIMHE’s future involvement in a national service user forum.
- 2006: For the Welsh Assembly government, a contract to research the current effectiveness and to build capacity of the national mental health service user group.
- July 2006 – February 2007: For East London and the City NHS Mental Health Trust, recruited and trained a user reference group to provide ongoing input into strategy, planning and delivery of mental health services in the area
- 2005 and 2006: With the Sainsbury Centre for Mental Health, the Mental Health Foundation and Together, developed a structure for a national service user network; organised a

conference; developed the network structure; worked with a steering group to develop a business plan, to provide strategic direction and to secure funding; convened a recruitment panel for the first Management Committee.

- 2005: For Haringey Council and Barnet, Enfield and Haringey Mental Health NHS Trust, designed a strategic, sustainable structure for a service user network in the borough.
- 2005: Designed and delivered a contract for the East London and the City Mental Health NHS Trust - "Improving the Patient Experience of the Care Programme Approach" project. Investigated current practices; produced report; and trained all nursing staff on the unit in mental health awareness and the implications for the implementation of CPA

## **7. Legal, inspectorial and inquiries**

- May 2006 ongoing: Appointed Mental Health Act Tribunal Lay Member by the Department of Constitutional Affairs.
- 2005: Chaired a serious untoward incident panel of inquiry into death of a patient for East London and the City Mental Health NHS Trust. Provided training/ feedback to the clinical team.
- 2001: Chaired an independent panel of enquiry into the death of a patient for the South-West London Strategic Health Authority.
- 2002 to 2005 Service user reviewer for the Healthcare Commission
- 1999 to 2004 Service user reviewer for the Health and Social Care Advisory Service
- 1997 to 2005: As Mental Health Act Manager for the East London and the City Mental Health Trust acute and forensic units, initiated and audited Mental Health Act activity including ethnicity and emergency sections; trained the group and inducted new members; chaired the group for three years; and authored reports on manager issues for the Trust Board.

## **8. Other Training**

- 2006 to 2007: for East London and the City NHS Mental Health Trust. Delivered a training programme to service user reference group to enable them to provide ongoing meaningful input into strategy, planning and delivery of mental health services
- 2006: for Core Arts community arts project. Trained staff, Trustees, tutors and members in mental health awareness, dealing with difficult situations and governance
- 2006: for the Welsh Assembly Government. Trained the national mental health service user group in governance, mental health awareness and implementing an equal opportunities policy.
- 2005: for the East London and the City Mental Health NHS Trust – Trained nursing staff in the implementation of the Care Programme Approach.
- 2005: for the Health and Social Care Advisory Service. Trained staff and Trustees about the roles and responsibilities of the Board, and how these relate to staff.
- 2005: for the North-East London Mental Health Trust workforce development group. Trained the multi disciplinary committee in mental health awareness and values based practice.