

## William McKee CBE

William McKee retired in September 2010 from a distinguished career in NHS leadership with 18 years continuous service as a Trust chief executive, most recently leading the Belfast HSC Trust the largest in the UK. There he served 20,000 staff spending £1.3 billions to deliver a full range of health and personal social care to citizens in greater Belfast and all the specialist medical services to Northern Ireland and beyond. He has continued to contribute to the NHS and the wider public service in new different ways in the UK and Ireland.

In June 2011 William was appointed by Kings Health Partners (comprising King's College London, Guys and St Thomas's, King's College Hospital, and South London and the Maudsley NHS Foundation Trusts) to undertake a review of their progress following designation two years ago by UK Government as one of five Academic Health Sciences Centres in England. He submitted a report of his review in September 2011 making a number of substantive recommendations that Kings' Health Partners are now implementing.

Between October 2010 and July 2011 he served on the Transitional Board of the Tallaght Hospital, Dublin where he also mentored the acting chief executive, lead on Board development and in setting a strategic direction for the hospital.

William joined the NHS as a national trainee in 1976 and spent half his career as a Trust CEO firstly as the founding chief executive in the Royal Hospitals Belfast for 14 years and for four years as first chief executive of Belfast HSC Trust.

In 1970 he took a gap year to teach for an academic year in Ghana as a VSO before obtaining BSc honours 2:1 from Queen's University 1975 and an MBA from University of Ulster 1984.

William served for two terms as UK president and was awarded their highest honour, companionship of the Institute of Healthcare Management. He was appointed CBE in the 2006 New Year Honours.

William worked in a sequence of posts as the most senior hospital based administrator before moving to the Royal Hospitals Belfast (a large inner city academic hospitals campus) in 1988. He was appointed general manager in 1989 and immediately pioneered "Doctors in Management" with senior clinicians providing clinical leadership within the hospitals. The Royal Hospitals where the first in NI and one of only six pilot sites across the UK to adopt these leadership arrangements which over time have become conventional for healthcare delivery organizations in UK.

In line with government policy he led the first successful application for self-governing status in NI for the Royal during 1991. He was appointed founding chief executive in open competition in 1992 and led the trust until 2006. William pioneered the development of a rolling 5 year visioning document setting a strategic direction for the Trust, setting out values and behaviors, strategic objectives, leadership and decision rules informing the annual management plan and setting a clear tone for the organization. This "Vision of Success" is show cased in John Bryson's seminal book "Strategic Planning for Public and Non Profit Organizations".

He led huge advances in clinical engagement, performance improvements and was among the first in the UK to publish a range of quality mortality and outcomes measures. William led the successful planning and implementation of a major redevelopment of the Royal campus equivalent to more than £500 million at today's prices. The Royal Hospitals was awarded Top 40 hospital status by CHKS in 5 consecutive years, scored 450 points in the EFQM Excellence model and obtained Investors in People.

William was appointed in August 2006 chief executive of the Belfast Health and Social Care Trust to lead a merger of six Trusts (four hospital and two community health and social care organizations) covering greater Belfast becoming operational in April 2007. He had the rare privilege of designing his own structures and appointing through competition all senior executive, professional and managerial posts down to fifth level.

His set out to forge "one people from six tribes" and convincingly demonstrated to key stakeholders that Belfast was much more than the sum of its six previous parts.

Northern Ireland's health service has in recent years operated in a much colder financial climate than in GB with annual 3% cash savings and less than 1% annual real growth. Belfast Trust responded by setting itself a target of 12.3% cash efficiency savings over the three years 2008 to 2011 and developing a comprehensive organizational reform programme called MORE (maximizing outcomes resources and efficiencies) embedded in the Trust's management and performance framework. The Trust achieved 11.5% cash savings while treating more patients to higher standards.

As part of this reform programme each clinical specialty in the Trust was required to perform better than the 75<sup>th</sup> centile for their peer group for length of stay. Belfast had about 250 fewer than predicted deaths each year and a third fewer complications and readmissions compared with peers.

As a foundation for this reform process William led the development of a strategic vision, "The Belfast Way" setting out the purpose, strategic objectives, ethical values behaviors and decision rules for the new organization. This "Belfast Way" informed all documents emanating from the organization, and set the tone and culture for the new Trust. It also led to the development a set of key strategic direction documents.

The highest profile of these was "New Directions: a conversation with the citizens of Belfast about the future delivery of health and social care" which set out a 10 year strategy for the modernization of the delivery of care.

In turn detailed modernization plans were agreed after public consultation and implemented for acute hospital services, (one site for out of hours general surgery, and rationalization of services to create single site specialties complementing each other across three sites); mental health care (in patient care from three sites to one); and in support for older people a disengagement from statutory residential care and much greater investment in home care.

Again William's visioning process for the new organization has a section in Professor Bryson's 4<sup>th</sup> edition of "Strategic Planning for Public and Nonprofit Organizations"

Between 1994 and 1999 William led a consultancy programme to the Slovak Republic funded by the EU Phare initiative to build management capacity in the Slovak health service in preparation for entry to the EU.

In 1987 he attended the inaugural Challenge 90 development programme then the premier leadership programme for public sector and other leaders in NI. In 1997 he attended Harvard Business School's two week Strategic Developments programme and in 1999 he attended the Sunningdale top management programme. In 2005 William had a three-month secondment to the Department of Health Western Australia as an internal consultant to the director general and his senior team. Over the last 20 years William has met the top teams of dozens of high performing hospital systems in Scandinavia, North America, Australia and Asia.

Between 1994 and 2002 William was a director of the Belfast Partnership Board comprising elected representatives, community, trade union, and business leaders charged with developing a shared vision for Belfast in 2020. He is a past non-executive director of the NI Centre for Competitiveness, the Royal Mail Advisory Board for NI and Skills for Health UK