

CAREER RESUME

Dr ANDREW WILLIAM MCCULLOCH

Email: dandrewmcculloch@gmail.com

Summary

I am a consultant in health and social care policy. I specialize in mental health policy and services and charity management and governance.

I was formerly Chief Executive of the Picker Institute Europe, an independent European health and social care charity based in Oxford and Hamburg. Picker is a world leader in evaluating and reporting on patient or consumer experience in health and social care. During my time at the Picker Institute I have expanded its work in the areas of social care, integrated care, staff surveys, research and service improvement. Previously I was CEO of the Mental Health Foundation incorporating the Foundation for People with Learning Disabilities. Over 11 years I engineered a step change in the profile, output and impact of the organisation, growing its work in a number of areas including public mental health and learning disabilities.

My background is as a senior civil servant and I am also professionally qualified as a psychological researcher. I have worked with a wide variety of settings across health, social care and social development both as a civil servant, freelance consultant and as former Director of Policy at the Sainsbury Centre for Mental Health. I have an exceptional track record especially in the areas of policy development, management, public affairs and communications, analysis, research, negotiation, patient and public involvement and output. I have Board level and senior leadership and governance experience across the NHS, civil service, voluntary sector and education sector over a period of some 36 years.

Key skills and experience include:

- Board level experience (CEO, Chair, NED, Executive Director and school Governor) in both the voluntary sector and the public sector (NHS and LA – social care and education)
- Business planning and business development including finance and HR aspects
- A strong strategic understanding of communications, public affairs and the media
- Charity and public sector governance
- Proven ability to manage staff and resources and to balance competing demands
- An intimate lifetime knowledge of the machinery of government, the NHS, local authorities, and related public and independent agencies, of policy making and the practicalities of implementation
- High level oral and written communication skills in addressing specialist and general audiences
- Quality measurement and improvement
- Entrepreneurial attitude: seizing opportunities rather than closing avenues
- Analytical ability coupled with highly developed strategic thinking
- Commissioning of services and research, contract and grant management and negotiation
- Partnership working and patient and public involvement

CAREER HISTORY

CURRENT

I am a freelance consultant specializing in public policy, public affairs, health and social care policy, mental health policy and service improvement, and charity management and governance.

CHIEF EXECUTIVE, PICKER INSTITUTE EUROPE 2013-2017

The Institute is a world leader in measuring and reporting patient and staff experience and associated research and development to improve the quality of health and social care. It is based in Oxford and Hamburg. I led a major change programme to transform the organization with a focus on increasing its charitable impact and diversifying its funding base. I significantly increased business diversification, introduced a new website and increased our policy output. I improved management, HR and governance processes and set in place an ambitious strategy for the future.

CHIEF EXECUTIVE, THE MENTAL HEALTH FOUNDATION 2002-13

The Foundation is a charity covering mental health and learning disabilities across the life course and focusing on R&D, service improvement, education, information, service user involvement and policy work. It had an annual turnover of some £5m per annum and 60 staff and 30 volunteers and interns across 5 sites in the UK. I was able to increase staffing, activity and impact partly by increasing turnover, but also by using our resources more intensively. I increased business to business income from very little to around £1m pa.

I led a major change programme which has placed the Foundation as one of the leading agencies of its type in the world. Surveys of external stakeholders suggest that I significantly increased the impact of the organization, and impact studies on individual work programmes e.g. *Up and Running* confirm this. I increased the UK presence of the organisation, opening offices in Wales and Edinburgh, and improving the presence in London and Glasgow. Under my leadership the organization raised the profile of public mental health in a major way and developed major new work streams in research and evaluation, service user empowerment, education of care staff, arts and mental health, mental health and alcohol, and policy, for example.

I was *inter alia* mental health adviser to NESTA, an expert adviser to the WHO and the Council of Europe, and was a member of the Hunter review panel looking at mental health improvement work in Scotland. I undertook successful consultancy for a number of clients on behalf of the MHF including the NHS, local authorities, national bodies including funders such as the Big Lottery Fund and Governments in the UK and Europe. I served on a range of national advisory committees concerned with mental health, workforce, public health and children's issues.

DIRECTOR OF POLICY, THE SAINSBURY CENTRE FOR MENTAL HEALTH 1996-2002

I was responsible for the Sainsbury Centre's highly successful policy programme. I made a major contribution to ensuring that the Sainsbury Centre was one of the most influential organisations in the field of mental health and one of the most respected agencies nationally seeking to modernise health and social care. Many of the research reports and policy reviews I led, including *Keys to Engagement* and *Acute Problems*, have had a major impact in terms of policy and practice, and many have led to sustainable implementation programmes. I also played a major part in managing the Centre as a whole as deputy Chair of the senior management team and helped increase impact and income generation. I became a recognised authority on a variety of issues including partnership working, strategic mental health policy, workforce issues and communications and mental health. At times I managed both the User Focused Monitoring Unit and the communications functions of the Centre including its conference programme.

CHAIR, MENTAL HEALTH MEDIA 1999-2002

As Chair of Mental Health Media I provided leadership and governance to a small (£1m turnover), but highly regarded, communications charity which played a unique role within the mental health field in raising the patient voice. I helped significantly to grow the business, improving governance and impact.

PRINCIPAL, ANDREW MCCULLOCH ASSOCIATES 1996 - 2001

I led a small public policy consultancy as part of a portfolio of work including the above roles. Achievements for clients included successful public affairs campaigns, the production of respected training products, and the production of successful business plans. I undertook a major business planning project for the Millennium Commission including development of the Millennium Awards scheme and advice to the Commissioners on future strategy. Clients came from a variety of sectors including charities, health care, trade organisations, public affairs companies, the pharmaceutical industry, the independent sector and the NHS. I worked on a range of subjects including mental health, learning difficulties, diabetes, press censorship, community development and women's safety.

DEPARTMENT OF HEALTH 1981-1996

Assistant Secretary (Grade 5), Mental Health and Community Care Division, 1992 to 1996

In addition to providing high quality advice to Ministers I had the lead responsibility for policy and NHS performance in relation to mental health, child and adolescent mental health services, elderly mentally ill people and people with learning disabilities.

I managed a staff of 17 with directly managed/commissioned budgets of some £8.5m, including £3m pa Section 64 grants to the charitable sector, and coped well with the massive pressures generated by the often adverse publicity surrounding some aspects of mental illness.

I set up and chaired a Ministerial Advisory Committee on learning disability services and developed and led a major public information strategy on mental health. I helped launch and have pushed forward the Mental Illness Key Area of "The Health of the Nation" White Paper. I commissioned and coordinated the £25m London Homeless Mentally Ill Initiative leading to successful implementation and a major reduction in the numbers of homeless mentally ill people sleeping rough.

Assistant Secretary, General Election Briefing Unit, 1992

As head of this unit I was responsible for the production of briefing and information on all health and social services matters for the new, incoming, Government, working direct to the Permanent Secretary.

Principal (Grade 7), Child, Maternity and Prevention Division, 1989 to 1992

In this post I had lead responsibility for all policy on smoking and health and developed a detailed strategy that was reflected in "The Health of the Nation". I acquired considerable skill in European Community negotiations on tobacco directives and played a major role in public information work on smoking and health. I successfully implemented a strategy to ban oral snuff in the UK, leading quickly to a Europe-wide ban potentially saving lives from oral and other cancers across Europe.

Principal, Policy Secretariat, 1987 to 1989

Head of the unit preparing cross sector policy analyses for Ministers. Deputy Secretary of the Health and Social Services Policy Board chaired by the Secretary of State. I undertook or coordinated major pieces of analytic work on issues ranging widely across health and social care including workforce, HIV/AIDS and urban and rural health care issues.

HEOD, 1984 to 1987

One year working on key cross sector issues including the impact of AIDS and EU measures and health. One year in the Personnel Division of the Department of Health working on manpower planning and resource control. Secretary to the Committee of Inquiry into a food poisoning outbreak at Stanley Royd Hospital (1984) that resulted in the deaths of 27 people with dementia and which led to the removal of Crown Immunity from NHS hospitals.

Administration Trainee, 1981 to 1984

One year each in the Medical Manpower, Mental Health and Regional Liaison Divisions (working with the former NE Thames RHA) of the Department of Health.

Early career

Three year SSRC research studentship at the Department of Psychology, Southampton University, working on the psychology of old age. One year break before University working as a Laboratory Technician at The Wellcome Foundation. Other work experience in the NHS and local government.

Education and Continuing Development

Peterhouse, Cambridge 1976-1979:

BA Hons, Natural Sciences (Biology and Psychology) Cambridge 1979 2:1
MA Natural Sciences, Cambridge 1982 (automatic)

Southampton University, Department of Psychology 1979-1982:

PhD Psychology, Southampton 1986

Completed full training programme at the Civil Service College for senior civil service management.

Health Policy Executive Programme 1996-98, Centre for Health Planning and Management, Keele University.

Numerous national and international conferences attended and papers given, for example:

Guest keynote speaker at the 150th anniversary of Aarhus Psychiatric Hospital, Aarhus, Denmark.

Invited UK delegate to the 2005 Helsinki WHO Europe summit on mental health with continued involvement in the implementation of the Helsinki declaration.

Guest keynote speaker at the first world conference on food and mental health, Seoul, 2009 at the invitation of the Korean Food Agency.

Official rapporteur for the WHO Regional Office for Europe Conference "Better health, better lives: children and young people with intellectual disabilities and their families", Bucharest, Romania, 2010.

Study visits or development work undertaken for or in health/voluntary sector services in Sweden, Slovenia, Greece, France, Belgium, Portugal (WHO Country Assessment), Albania (EU mission, joint lead), Romania, the Netherlands, Turkey, the United States, Denmark, Lithuania, Moldova and Italy.

I led a major programme of development work in Turkey working with WHO and reporting to the Secretaries of State for Social Welfare and Health, which has led to major changes in policy and practice in Turkey.

Awards

Winner, Mental Health Achievement Awards, 2002 (Research Category – for *Breaking the Circles of Fear*)
President's Medal, The Royal College of Psychiatrists, 2011 (for lifetime contribution)
Emerald Literati Network: 2012 Awards for Excellence, Highly Commended (for work on the general health of people with autism)

Selected non-executive appointments and board membership

Co-opted member, Social Services Committee sub-committee, LB Bexley 1982-1984
Governor, Lea Valley High School, Enfield 1992-1995
Council Member (Trustee), Mental Health Media 1997-2004
Non Executive Director, Haringey Healthcare NHS Trust 1998-2001
Chair, Mental Health Act Managers 1999-2001
Chair, R&D Committee 1999-2002 (continuing as honorary non-exec to 2002)
Member, Audit Committee 1998-1999
Member, Communications Board, The British Psychological Society 1999-2002
Chair, Mental Health Media 1999-2002
Member, Mind Millennium Awards assessment panel 1999-2000
Member, NSF Standard 1 Taskforce subgroup on employment 2001-2002
Member, Workforce Numbers Advisory Group 2002-4
Member, Women's Mental Health Task Force: Overarching Group 2002-3
Member, Ministerial Advisory Group on Vulnerable Children 2004-5
Trustee, The Birmingham Trust for Psychoanalytic Psychotherapy 2005-2011
Member, Independent Policy Review of Mental Health Improvement in Scotland 2005-6
Member, Ministerial Advisory Group on Mental Health 2007-8
Mental health adviser to the National Endowment for Science, Technology and the Arts, 2007-10
Expert adviser to the Council of Europe, 2007-8
Co-Chair, Future Visions Alliance, 2009-12
Member, Mental Health Improvement Board, Care Quality Standards Commission, 2009-2011
Trustee, The UK Council for Psychotherapy 2009-2011
Chair, The Children and Young People's Mental Health Coalition 2009-10
Member, Mental Health Strategy Board 2010-11
Member, Public Mental Health Advisory Board 2010-11
Member, Ministerial Advisory Group on Mental Health 2011-13
Member, Programme Advisory Board – NIHR Public Health Research Programme 2012-13
Patron, Healthy Minds: Wellbeing Calderdale 2013-
Member, Planetree international designation committee 2015-2017
Vice-Patron, Family Action 2015-
Trustee, Future Care Capital 2016-
Affiliate, Doubleday Centre for Patient Experience 2016-

Publications

Over 40 credited publications in mental health, policy, learning disabilities and old age. Many uncredited publications for employers.