

# Dr Patricia Oakley

## Director - Practices Made Perfect Ltd



- Director of Practices Made Perfect Ltd.
- Teaching and Research Fellow in Public Policy and Management, and Lead for the Healthcare Science Doctoral Programme, King's College, London University.
- Adviser to the Chief Scientific Officer and Modernising Scientific Careers Programme.
- Chair, Workforce Planning Policy Stream, Minister's Next Stage Review (2007-2009).
- Lead Tutor, NHS Wales' National Leadership and Innovation Agency for Healthcare.
- Former Non-Executive Director of the English National Board.
- Former Special Adviser to the House of Commons Select Committee on Health.
- Former Special Adviser to the Scottish Executive's Integrated Workforce Planning Group.
- Past President of the Association of Healthcare Human Resource Managers.

Dr Patricia Oakley is a Strategic Service and Workforce Policy Analyst and Development Specialist and a Teaching and Research Fellow at King's College, London University.

Current areas of work include:

- i) Supporting DH and NHS England's Policy Programmes: 7 Day Services Review; Cardiac Care Services Review; the Genomics Strategy.
- ii) Leading the DH's Healthcare Science Doctoral Programme at King's College, London to support the development of England's healthcare science workforce policies.
- iii) Building, with specialist colleagues, strategic workforce risk assessment and planning models and preparing strategic workforce investment plans for senior management teams and national policy-makers, e.g. medical, pharmacy, midwifery, nursing, management and scientific workforces.
- iv) Developing evidence for national-level policies in assessing the potential impact of commercial enterprises (multi-national and small businesses) on health service delivery, and the implications for the future of professional groups in the 21<sup>st</sup> Century.
- v) Teaching public health and public policy post-graduate students in management and strategic workforce risk assessment at King's College, the LSE and the RCP-Birkbeck College Clinicians' Leadership Programme.

Dr. Oakley has over 35 years health and public service experience in both operational and policy research and development areas. She has worked extensively with national policy-makers and Trust boards, executive directors and senior clinicians, and with service managers and clinical practitioners, in developing their strategies to deliver affordable public services. She has worked in management and organisational development; restructuring organisations and clinical care systems; designing and delivering skill-mix reviews and reprofiling programmes; conducting value for money audits and managing subsequent change programmes; and preparing strategic workforce and education and training investment plans.

She has also worked with senior Strategic Health Authority, Local Authority and Primary Care Trust staff, and GP Practices, to develop their infrastructures of skills, knowledge and processes to make local commissioning schemes work in practice based on her work with one of the original GP multi-fund pilots in the early 1990s.

In the last 20 years, Dr. Oakley has served as non-executive director on the English National Board for Nurses, Midwives and Health Visitors and as the elected President of the Association of Healthcare of Human Resource Managers. In addition, she has been a member of the government's NHS Task Force looking at good practices in staff involvement, and a Specialist Advisor to both the House of Commons Select Committee on Health and the Scottish Executive's Integrated Workforce Planning Group.

A production and radiopharmacist, and subsequently clinical pharmacist by background, Dr. Oakley was a London Chief Pharmacist from 1981-1987 when she moved to the former North West Thames Regional Health Authority where she was Head of the Manpower & Pay Policy Unit. She specialised in economics, corporate finance and management accounts in the Masters programme at London Business School; and she has a doctorate in medical politics and conflict from London University's Birkbeck College's Organisational Psychology Department. She is a Teaching and Research Fellow in The Management Department at King's College, London University which is part of the School of Social and Public Policy. More recently, to specialise in Medical Humanities, Dr. Oakley was awarded a Diploma in the History of Medicine by The Worshipful Society of Apothecaries and has an MA in Victorian Studies.

Dr. Patricia Oakley is one of the founding Directors of Practices Made Perfect Ltd., where she is a workforce planning and policy research and development specialist. Practices Made Perfect Ltd. works with public service organisations to help them develop their service strategies and workforce development plans. The main areas of specialist research are labour market and education trends, training and skill mix issues, and the effects of the changing legal, regulatory and commercial pressures on future skills deployment and staffing profiles.