

## **Jane Keep Full CV.**

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### **1. Short Summary Profile:**

With a philosophical consciousness, Jane is a practitioner on the processes of strategic, organisational and personal change. Her primary focus is to bring wellbeing and harmony back into the workplace, and to individuals in every setting. She has studied, researched, taught and practiced human resource management and organisational development and change for over 20 years at a senior level as well as at a strategic/national level in the NHS, (having been working in and around the NHS for 30 years). In recent years she has also worked in the wider public sector, voluntary and private sectors. She also runs a coaching and healing practice in Avonmouth, Bristol (and is also a trained acupuncturist offering a range of complimentary therapies). Using her understanding of physiology and anatomy, Jane is able to offer a unique approach to her work whereby individuals and teams can get a 'felt' sense (e.g. felt in their own body) of the impact issues and challenges are having on them, and the way they work.

She has worked with individuals, teams, leaders and Boards and organizations in many locations and works most often in 'real-time' using real issues or real 'in-tray' challenges. She has coached over 500 teams in a variety of workplace settings, in addition to facilitating 40 workplace departments/functions towards a greater clarity and sense of purpose as well as from disharmony to more harmonious working practices. She regularly facilitates small and large group or team meetings. Jane works simply and clearly with the ability to connect up the seemingly disparate elements, projects, issues or challenges so that they become focused with greater clarity.

As an external consultant for the last 10 years she has also undertaken a number of research projects, and published papers in journals and books. She has worked in a number of key NHS policy arenas including working with NHS Foundation Trusts, and community foundation trusts. She also works on particular issues of national HR policy such as work-life balance, occupational health, or other related 'well-being' services for staff. She has worked overseas in Hong Kong, and briefly in Africa and Europe (recently in Holland) and fairly extensively in Ireland, as well as all over England and Wales. She has an MPhil in Critical Management where she studied ethics and values, and a masters in strategic human resource development. In recent years she has also coached many organisational or independent coaches and facilitators or trainers, as well as offering them supervision, to enable them to take a deeper responsibility for their work and a greater sense of personal well being and balance. She also runs a coaching faculty at Leeds University Business School.

### **2. Key roles and achievements in OD/HR:**

- Pioneered and ran the largest network for organisational development (including HR) specialists in the NHS across the UK – leading to 450 members, (outcome: a number of highly evaluated, well reputed events, and changes in working practice amongst many individual members).
- Facilitated numerous action learning sets within development programmes and stand alone forums for managers and clinicians/professionals (outcome: through formal external evaluation and many written confirmations from showing actual working practice and behaviour changes).

- Regularly facilitate, HR, OD, learning specialists and manager's action/experiential learning skills to enable them to develop their own action learning practices for work within healthcare settings. (Outcome: feedback from individuals as to their change in working practice.)
- 20 years mostly within NHS/education senior strategic HR/OD practitioner in community, nurse education and acute and acute/teaching trusts in England, working to and at Board level, and at National Policy level.
- Team development - over 500+ team development interventions/conflict resolution across for instance, all NHS professions at all levels in the NHS including board level and many different ward and service delivery teams as well as in the voluntary sector/wider public sector.
- Worked as an 'expert' contractor to the Department of Health NHS Foundation Trust Implementation Team since the introduction of NHSFTs in the NHS, facilitating, and assessing the HR/OD aspect of the NHSFT submissions and changes required prior to authorisation. Also worked with the Department of Health as an OD advisor for the pilot year of the 'Community Foundation Trusts' programme.
- Set up and led 4 HR/OD departments, reviewed and audited effectiveness of 3 HR departments and teams, evaluated and researched of models of HR service delivery within healthcare settings.
- Has run individual and workshop series, national events and seminars on 'HR and OD futures' to look at the next 5 years and beyond (to 2050) in terms of NHS and public service, HR workforce issues and changes in society, climate, technology, demographics.
- Developed and lead OD and change strategies in 15 healthcare organisations including management structure reviews, service changes, implementing values, communication and involvement strategies.
- Led research, and with managers and clinicians for example, undertook the practical development of mainstreaming OD and HR working practices into a number of organisations.
- Co designed and delivered a successful series of workshops on organisational 'metrics' as an OD intervention for PCTs and NHSFTs.
- Worked with trade unions in partnership nationally and locally (and for the TUC partnership institute as a consultant with their team) – was an early member of the NHS Social Partnership Forum. Worked on 3 local Joint Negotiating Committees, so have a full understanding of work based employee relations, and engaging staff/social partnership in the workplace as part of an approach to change management.
- Written, led and implemented personal and professional development strategies within 4 large NHS organisations (including managing 2 training functions, an IT training facility, project managing Investors in People x 2, managing professional development, Clinical Directors and Medical Director Development, Board and Executive Development).
- Through engaging and consulting with NHS HR directors, and HR professionals from other industries/national HR organisations (CIPD, HPMA,) designed and developed the HR assessment criteria for the NHS Foundation Trust application process for HR and other nationally used assessment criteria for healthcare organisations.
- Developed and evaluated National and local HR policy and practice across the whole ambit of HR management within large NHS organisations, and other public sector organisations.
- Pioneered first 'expert patient' for staff programme in two pilot sites for staff with chronic disease/long term conditions or disabilities to improve their working lives (sponsored by Chief Medical Officer's office/occupational health – NHS Plus), in

addition to pioneering a new decision making framework for ageing staff with chronic conditions.

- Previously worked nationally and locally on pay mostly in the NHS including working with the Pay Review Bodies (with the NHS Confederation)

### **3. Key achievements in Leadership, Management and Learning Development:**

- Have a number of coaching clients who I regularly coach/mentor on life issues, career coaching, and workplace/issue coaching – from wider public sector/voluntary sector. Offered coaching for over 20 years for around 400 coachees/mentees. Regularly coach CE's and board teams in all healthcare settings.
- Working in Holland regularly offering small group and 1:1 coaching supervision for a large, successful commercial coaching company.
- Provide coaching for coaches and facilitators, as well as supervision for 1:1 or small groups in coaching or facilitation – in the public and private sector.
- Developed and runs a coaching faculty for CIHM, Leeds University business school of 30 coaches including quality assurance, this faculty is based on a systems approach to coaching.
- Designed and delivered a successfully evaluated Systems Leadership Development Programme for Middle Managers for a PCT in England to enable a clear transition for the provider arm/services changes during 2010.
- Co-designed and delivered for CIHM a number of SHA based Leadership Development/'stretch' programmes for Aspirant CEOs and aspirant directors between 2008 and 2010.
- Co-designed and delivered a successful aspirant CEO development programme with CIHM for NHS London in 2009
- Co-designed and delivered a highly successful programme in London supporting 'Darzi Fellows' (doctors) to take a year working as leaders in the healthcare system in London with CIHM.
- Co-designed and delivered a highly successful talent management leadership programme for aspirant Public Health Consultants, and aspirant CEOs/Leaders in the NW in 2010. This was a programme offering coaching in 1:1 with talent aspirants, and in 2:1 with their CEOs.
- Co-designed and co-delivered a highly successful 'Leading as Peers' programme for a whole system in England – working with CEs/Leaders of Health, and social services.
- Co-designed and delivered a national leadership development programme in Eire for healthcare clinicians. (Outcome: highly positively externally evaluated, and was repeated. See article with J Hardacre below in publications).
- Led many leadership programmes in Welsh and English healthcare organisations, and action learning, mentoring and coaching advice for leaders in healthcare including:
  - Lead a successful (evaluated very positively) development programme for Assistant General Managers in a the South West.
  - Lead a successful development programme between doctors and managers in a Primary Care Trust to look at working together – catalyst to working in practice differently and appreciating the diversity of roles, and team based working.
  - Co-lead a successful leadership development programme for General Managers in Wales (which evaluated positively), (outcome: actual changes in practice and the managers gaining promotions /achieving projects).
  - Led an OD team review in Eire profiling the team, developing personal and team development plans

- Presented and facilitated at many large and small management development, leadership and team events as a process facilitator – or a content presenter on a wide range of topics related to learning.
- Co-led the largest learning network, with a complex knowledge management infrastructure, for 380+ Primary Care Trust's in England with a membership of over 2,000 managers, clinicians, and associates (from policy, or other voluntary/public sector organisations) working on engaging and involving communities/social partnership, chronic disease management, tackling health inequalities/public health issues, (Outcome: The evaluation has actively shown that the work on this network has had actual changes in PCT and individuals practices on engaging and involving patients, staff and the public).

#### **4. Career Summary:**

May 2009 – Current

Proprietor, and practitioner – the Inner-Heart coaching and healing practice, Avonmouth, Bristol. As well as overseeing the practice (as other practitioners work there) she offers coaching, and also offers a range of complimentary therapies including acupuncture, esoteric healing and massage.

April 2,000 – Current

Freelance consultant, coach, facilitator, writer and researcher across the NHS/wider public sector and voluntary sector in leadership, strategic human resources, organisational development, and change management, a wide range of learning interventions, values implementation, social partnership/participatory work places and healthy workplaces - working on a wide range of projects with a wide range of clients. In addition work to evaluating the impact of others work in these areas, and also work to coach others to achieve their own work in these areas from a variety of settings. This includes work in the UK, and Europe/Ireland.

Associate of CIHM, Leeds University Business School. (Since 2006 - Current)

Working on a variety of NHS programmes, and pieces of work across England, offering coaching, facilitation, and organisational change and development – as well as running the coaching faculty of 30 coaches, and co-ordinating the evaluation and quality assurance of coaching and facilitation on CIHM's programmes.

2008 – Sub-contractor to Dept of Health as OD advisor to the pilot 'Community Foundation Trusts' programme.

April 2003 – April 2006

Sub-contractor to Dept Of Health as External HR Implementation Adviser for the NHS Foundation Trust Implementation Team at DOH on developing the HR aspect of Foundation Trusts with NHSFT applicant organisations.

2002 – 2003 Associate of the TUC partnership Institute, TUC, London

1995 – 1999 Fellow, (1999-2007 Associate) Health Services Management Centre, University of Birmingham Undertook teaching, research, writing and consultancy in HR and OD/Leadership

1997 – 1999 2.5 days a week working as NHS Confederation National HR Policy Advisor, London (included being a member of the Health and Safety Executive on H&S national policy

development group across the NHS, and providing evidence for the working time directive, the minimum pay legislation, and for reviews in the Equality, Diversity legislation), additional to setting national policy, worked on supporting parliamentary health select committees, and other national working forums to set new HR policy and practice for the NHS.

Previous to April 2,000 employed mostly by the NHS in HR/OD roles:

1995 – 1997 Head of OD, Northern Birmingham Community NHS Trust  
(NB whilst 50% working for HSMC as above)

1992 – 1995 Head of OD/assistant director of HR, Oxford Radcliffe NHS Trust

1991 – 1992 Head of HR for Birmingham College of Nurse Education (education/NHS establishment)

1990 – 1991 Divisional head of HR for specialist services – United Bristol Healthcare Trust

1984 – 1990 – Personnel Assistant, Personnel Officer, Training officer, Senior Personnel Officer – in various services including Bristol Eye Hospital, Bristol Oncology Centre, Bristol Children's and Maternity Services, Bristol & District HR & Training Department

Administrative roles:

1979 – 1984 Medical Secretary, Administrative Secretary at Frenchay Hospital, National Hospital for Nervous Disease, London, and Bristol Royal Infirmary.

## **5. Qualifications & membership:**

- Currently writing up a PhD exploring 'philosophically conscious coaching/coaching in harmony
- MPhil in Critical Management, Lancaster University 1999
- MSc. in Organisational Development & Strategic HRD, University of Wolverhampton 1995
- Diploma in personnel management (IPD) parts 1 & 2 1992, University of West of England,
- Certificate in Personnel Practice 1989 (Bath College of Technology)
- Fellow of the Chartered Institute of Personnel & Development - FCIPD
- Fellow of the Chartered Management Institute – FCMI, and a Chartered Manager (July 2005)
- Member of the Institute of Management Consultancy (MIMC)
- Member of the EMCC (European Mentoring and Coaching Council)
- Member of HPMA (healthcare people management association)

## **6. Research Projects personally undertaken and outcomes in terms of practice change:**

Predominantly via action research, collaborative based research, or evaluation during the past 15 years (all papers available if required):

- Co-lead for evaluating the effectiveness of the junior doctor's new deal, (the outcome of which was a methodology for evaluating the effectiveness of the implementation of the junior doctors' new deal (For DOH/Women's Unit/Walsgrave Hospital).
- Co-developed a (research) validated training needs assessment tool for clinical professionals to become more research active, (the outcome was a TNA tool,

- successfully used, and peer reviewed article in an academic journal) (for DOH/University of Birmingham).
- Research lead for development of benchmarking human resource management (the outcome of which was a still used benchmarking tool for HR professionals and teams used nationally) (for DOH England & Wales).
  - Undertook review of effectiveness communications of strategic HRM with the DOH (the outcome of which was the development of the NHS strategic HR information networks - SHRINE).
  - Reviewed effectiveness of models of HR provision in the NHS and wider – the outcome was a report that was widely disseminated with a checklist for HR professionals.
  - Reviewed shared services, particularly those for HRM and related (the outcome of which was a review of shared services, presented at the Association of Healthcare Human Resource Managers (AHRM now HPMA) conference used by Shared Service leads for HR and OD in the NHS).
  - Reviewed HR strategies in the NHS/wider public sector for HR directors (the outcome of which was a checklist and criteria for developing good HR strategies in the NHS).
  - Evaluated the initial impact of the new HR strategy for Wales (the outcome of which was used to determine development needs in Wales for HR and NHS organisations to implement the new HR strategy/policy) (for Welsh Assembly).
  - Co-Evaluated the effectiveness of an National English organisational development programme for Walk-In Centre's (the outcome of which led to the second phase of WIC creation/new WICs having an inbuilt set-up OD programme) (for DOH/NaTPaCT).
  - Evaluated the effectiveness of OD support to the CHD Collaborative for the DOH/MA and NPAT/NaTPaCT (the outcome of which led to inbuilt OD and development support during ongoing CHD collaboratives).
  - Short evaluations on the impact of pilot learning forums for Lay chairs in Primary care organisations for (the outcomes enabled specifically tailored, successful forums to be sponsored and replicated throughout England).
  - Led the audit/evaluation of an HR function/Dept in a large NHS Trust in Dorset in terms of effectiveness, and restructuring to provide a more effective HR service. (The outcome was to enable the HR team to look at the options for restructuring their function).
  - Researcher/OD facilitator on the implementing Organisational Values Network Project with 6 healthcare organisations across the UK for the Kings Fund, London Values work with Julia Neuberger, Bill New et al. (see chapter in book on values listed below).
  - Research for MSc in OD/Strategic Human Resource Development reviewed methods of evaluating organisational development interventions using action research (the outcome was also part of the Book co-written with Hamlin and Ash highlighted below).
  - MPhil thesis investigated ethical and moral philosophical human resource management and organisational change.
  - Short evaluations of a number of national and local (leadership, and management) development programmes.
  - Undertook two evaluation action research projects – one in London and one in Galway, Eire within healthcare settings to look at the impact of leadership and management programmes.
  - Acted as evaluator for the Department of Health for a recent policy led national network.

## 7. HR/OD Teaching Activities during last 20 years:

- Teaching (a lot of this for the University of Birmingham, HSMC) has comprised mostly of postgraduate diplomas and Masters Programmes, working in England, Hong Kong, Kenya, (Masters in Public Health, Masters in Quality, Masters in Healthcare Policy and Management). Teaching inputs are on Human Resource Management, Organisation Development, Change, Ethics in HRM/OD and change, evaluating effectiveness, using action learning and research, and research into practice for managers.
- Supervision of PhD and masters research students has been undertaken on management and HRM related topic areas.
- Taught on CIPD Programmes, and presented to CIPD networks on HR Organisational change and related topics.
- Taught on organisational development programme for Trinity College, Dublin.

## 8. Selected Publications:

1. J Keep, J Smith 1997. Taking the temperature of the New Deal – Fever or Equilibrium. *British Journal of Healthcare management* 3,2 February. 103-105.
2. J Keep. 1998 Change Management (In Evidence Based Healthcare: a practical guide for Therapists. Bury T & Mead J Eds. London Butterworth & Heinemann).
3. J Keep, J Smith, 1999 beyond the primary care led NHS: reflecting on an island of stability? *British Journal of Healthcare Management* 5, 1 p16 – 19
4. J Keep 1999 Securing a Quality Workforce in the NHS. (In NHS Confederation Handbook 14<sup>th</sup> Edition P Merry Eds.)
5. J Keep 2000. Putting HR research into mainstream practice. *British Jnl of Healthcare Management*. Vol 6 No2 74-79.
6. Co-editor of Book Organizational Change & Development: A reflective Guide for Managers, Trainers & Developers. Hamlin, B, Keep, J, Ash, K (2,000) Prentice Hall Financial Times. (Now even published/translated in Chinese for China!)
7. Jane Keep & John McLenahan (2002) Organisational Values : a case study in the NHS. (In Hidden Assets: Values and decision-making in the NHS Edited by Bill New and Julia Neuberger, Kings Fund).
8. Jane Keep and Jeanne Hardacre (2003) From Intention to impact: developing clinical leaders for service improvement, learning in Health and Social Care Volume 2, Issue 3, September.
9. Cowper (A), Keep (J), & Sang (B) (2004) Opening our eyes to choice, risk and accountability *British Journal of Healthcare Management*. Vol 10 No 11 pp 329 - 333
10. Jane Keep (2004/5) How to manage change in your practice (Dec/Jan) *Practice management Update* issue 19 pp 2 – 5 (Optimus Publishing)
11. Jane Keep (2005) chapter 'systems theories and their applications' pp 127 – 142 in Edward Peck (2005) *Organisational Development in Healthcare: approaches, innovations, achievements* (Radcliffe Publishing Limited)
12. Keep J (2005) Physician, manage thyself? *PPI monitor* March 2005 p 13
13. Sang B & Keep J (2005) Moving from involvement to engagement *PPI Monitor*
14. Hardacre J & Keep J (2005) Eight Years on: long march or road to discovery? *British Journal of Healthcare Management* Vol 11 no 5 p 154 -155
15. Keep J & Sang B (2005) Engaging the intermediate tier in 'a patient-led NHS' *British Journal of Healthcare Management* vol 11 number 7, July p204-208
16. Hardacre J & Keep J (2005) A thoroughly modern sense and sensibility (2005) *British Journal of Healthcare Management* vol 11 no 8 p 249 - 250
17. Cowper, A, Foster, A and Keep J (2005) Health Service Journal Debate – Human Resources Must become less 'touchy-feely' 1<sup>st</sup> September

18. Keep J (2007) Making an Impact through integrating learning methodologies - a large scale, collaborative, systems-based learning network in the British National Health Service. p386 - 407. Chapter in book Human Resource Development in the Public Sector : the case of health and social care. Eds Sambrook S, & Stewart J (2007). Routledge
19. Keep J, (2007) Fitness to Practice: Can well-balanced, supported HRD practitioners better deal with ethical and moral conundrums? p 465-475 Human Resource Development International Journal Vol 10, No 4, December. Routledge.
20. Have in the past been a regular expert panelist for the People Management starting 21<sup>st</sup> April 2005