

# Phillipa Blakey

LI: [in/phillipa-blakey](#)

## Board Profile:

- I am a Non-Executive, CEO, Director and governance and change executive with over a decade of board level experience in the listed, private and NfP sectors across the broader health and social services industries in NZ, Australia, and UK.
- At board level, what I do is I drive change, innovation, and growth. I do that by identifying people and operational risks and opportunities, and ensuring the appropriate development and implementation of strategies. I have also held numerous Finance, Risk, Audit and Governance Committee roles.
- In an executive capacity, I was previously the CEO of Health Hawkes Bay, Generation Health and Pulse Health – where I was responsible for revenue of over \$100M and staff of over 1000. In these roles, and currently, I provided executive leadership to address major performance and leadership issues.
- Finally, I have an MBA and I am a graduate of the Australian Company Directors programme. I can also demonstrate a track record of walking the talk regarding commitment to Te Tiriti o Waitangi and the criticality of improving equity for Māori.

## NON-EXECUTIVE & EXECUTIVE BOARD EXPERIENCE

### 2023 - Present Advisory Board Member

**Mahora Medical**

*A general practice.*

- Appointed due to prior experience as CEO of Health Hawkes Bay;
- Supporting the new owner to establish the business via a new strategy its and implementation.

### 2021 – 2023 Chief Executive Officer

**Health Hawkes Bay**

- Reported to the board and attendee of Finance, Audit and Risk; Clinical Governance; Remuneration; and Equity and Diversity Committees.

### 2020 – 2020 Group Manager, DHB Performance & Engagement NZ Ministry of Health

- Chaired a sub-committee of District Health Board Chairs to develop a program to improve DHB governance capabilities nationally;
- Worked with the Ministry of Health and District Health Boards to establish and lead programmes to support innovation, performance improvement, and accountability.

### 2017 – 2019 Chief Executive Officer

**Generation Health**

- Reported into Group CEO and Group Board;
- Attendance of Board meeting and the Finance, Audit and Risk.

### 2014 - 2017 Board Member

**Australian Private Hospitals Association**

- Elected by peer hospitals to represent them.

### 2013 – 2017 Managing Director & Chief Executive Officer

**Pulse Health**

- Board Director and Member of the: Finance, Risk and Audit, and Remuneration and Nomination Committees.

### 2011 – 2016 Non-Executive Director and Clinic Manager Mentor

**Bairo Pite Clinic**

*A new Timor Leste based hospital, dedicated to improving the health of Timor Leste people.*

- Director on Australia based board; Member of the Finance, Audit and Risk Committee;
- Appointed due to clinical background and experience running hospitals;
- Succeeded in gaining Government funding from Timorese Government;
- Mentored the Clinic Manager and supported the operational policy development;

- Set up a risk management framework.

**2013 – 2013 Chief Operating Officer (Locum) Wide Bay Hospital and Health Service**

- Attended board meetings.

**2010 – 2012 Chief Executive Officer**

**THINK: Education Group**

- Attended board meetings.

## EXECUTIVE EXPERIENCE

**2023 – current Consultant / Interim Executive / NED Self employed**

*Providing interim executive leadership to address major performance and leadership issues.*

- Led integration of two business units following acquisition;
- Supported and facilitated strategic review of business strategy, governance and operational capability, in response to major sector reform.

**Feb – Sept 2023 Interim Executive Director (Disability) Royal Rehab**

*Offering disability services across Australia, and private inpatient & day rehab services to inner Sydney patients.*

- Integrated a newly acquired business into the Group, establishing a new business unit with: people change processes, leadership structure, new brand, integrated business processes, integrated IT systems;

**2021 – 2023 Chief Executive Officer Health Hawkes Bay**

*A Primary Health Organisation (PHO) with revenue of \$91M that funds and supports general practices and Maori providers, and directly delivers a range of health services, with a focus on improving health outcomes for Maori.*

- Board engagements as noted above;
- Grew revenue by 21% through the development and implementation of innovative primary care services that attracted funder support;
- Grew staff engagement by 15%, through a focus on culture change, leadership development, leadership visibility and, strong performance management;
- Grew customer (primary care provider) satisfaction by 11% through an absolute leadership focus on the customer, and system and process redesign supported by IT;
- Developed nationally recognised workforce development programme for nursing;
- Established and funded a medical recruitment service to address the number one risk for general practice – GP shortages;
- Developed and implemented a highly successful programme to grow the cultural responsiveness of general practices (Te Kura Nui), delivered face to face or on-line.

**2020 – 2021 Contract – Health Sector Advisor NZ Treasury**

- Supported the Treasury Health Team's work programme to influence improved delivery and performance in the health sector, by bringing health sector expertise and advice, growing the team's capability.
- Leadership of key elements of their advice to the Minister of Finance regarding the Health and Disability Sector Reform programme;

**2020 – 2020 Group Manager, DHB Performance & Engagement NZ Ministry of Health**

*Responsible for monitoring, supporting and building DHB capability.*

- As interim (contractor) leader of the Group, had a key role in ensuring and supporting DHB readiness to safely manage the impact of COVID 19;
- Established trusting relationships with DHB Boards and leadership teams, as well as other stakeholders and sector leaders;
- Led the development of a programme to improve DHB governance capability, working with key DHB Board Chairs;

**2017 – 2019 Chief Executive Officer****Generation Health**

*A national allied health and disability employment services provider developed over the preceding two years via acquisition, with private equity and NGO ownership.*

- Board engagements as noted above;
- Addressed challenges due to rapid growth and diversification - poor risk management, numerous financial, operational and strategic matters;
- Executed a turn-around, achieving financial and operational success;
- Delivered major strategic change and operational transformation, to drive client focused service delivery and improve profitability.

**2013 – 2017 Managing Director & Chief Executive Officer****Pulse Health (ASX)**

*An Australian publicly listed company that owned 13 private hospitals and day surgeries across NSW, Queensland, Victoria and New Zealand. \$104M revenue with around 1000 staff. The company was delisted in May 2017 via a successful trade sale.*

- Board engagements as noted above;
- Grew Enterprise Value from \$49.7M to \$157.8M; 22% CAGR revenue (including FY17 forecast) over 4 years; 26% CAGR EBITDA (including FY17 forecast) over 4 years;
- Successfully completed 2 equity raises – \$30M and \$40M; Lifted share price by 29% over 3 years;
- Established scalable shared services platform by centralising and re-engineering accounting, payroll, HR, quality and risk; including a new electronic Time and Attendance system, integrated with payroll;
- Grew from 6 businesses to 13 over 3 years, via acquisition and start-up greenfield development;
- Delivered highly innovative new start-up greenfield boutique surgical hospital, a disruptive model in the Australian hospital market;
- Successful execution of growth strategy resulted in strongly contested trade sale for \$150M, to Healthe Care Australia Ltd;

**2013 – 2013 Chief Operating Officer (Locum)****Wide Bay Hospital and Health Service**

*Delivering quality health care across the Wide Bay, North Burnett and Discovery Coast region.*

- Locum COO, leading the turn-around of the 2 Fraser Coast hospitals; 10% FTE reduction;
- Established clear, coherent management structure, capability and accountability
- Re-engineered surgical services to improve waiting times and productivity
- Improved emergency access performance through better performance monitoring, accountability and patient processes.
- Established post-acute care capability and chronic disease management programme.

**2010 – 2012 Chief Executive Officer****THINK: Education Group**

*THINK (Wholly owned by Seek Group) operated nine colleges across three states, providing vocational, undergraduate and postgraduate qualifications in natural therapies, psychotherapy, counselling, design, business and hospitality management.*

- Board engagements as noted above;
- Responsible for \$103m revenue, 9,000 students, 1000 staff;
- Led the turnaround of this loss-making business and executed on a strategic move towards higher education away from vocational education;

**Details of previous roles on request including****2009 - 2010 Consultant****Phillipa Blakey Consulting**

*Develop and implement strategy, develop new products and services, assess and execute business development opportunities, and improve core systems and processes.*

M: +64 27 731 7573

E: [phillipa.blakey@outlook.com](mailto:phillipa.blakey@outlook.com)

LI: [in/phillipa-blakey](mailto:in/phillipa-blakey)

**2007 - 2009 COO / Director Care Services / Director Product and Service  
Amity Group Pty Ltd**

*Quality residential aged care services in 48 aged care facilities to 3,800 people;*

**2005 - 2007 COO (Director Clinical Operations) North Sydney Central Coast Area  
Health Service**

*Health care provision in 10 state owned hospitals and health services, with 10,000 staff and \$1.2 billion budget.*

**2003 - 2005 Director of Operations Oxford Radcliffe Acute NHS Trust (England)  
Oxford Radcliffe Hospitals NHS Trust**

*Government owned and funded (National Health Service) acute care provider, across 4 acute hospitals, with 3,000 staff.*

**EDUCATION AND PROFESSIONAL DEVELOPMENT**

- |  |                   |      |
|--|-------------------|------|
| ○ Company Directors' Course (Graduate)   | AICD              | 2009 |
| ○ Master of Business Administration      | Massey University | 2000 |
| ○ Diploma in Business Studies            | Massey University | 1997 |
| ○ Registered General and Obstetric Nurse | New Zealand       | 1980 |

**MEMBERSHIPS, EXTRA-PROFESSIONAL ACTIVITIES & INTERESTS**

- |                       |                                    |             |
|-----------------------|------------------------------------|-------------|
| ○ Member              | IOD NZ                             | 2023        |
| ○ Member              | AICD                               | 2009 - 2018 |
| ○ Financial Supporter | Dress for success                  |             |
| ○ Interests:          | Avid reader, gardener and cycling. |             |

**REFEREES**

- |                   |              |                   |
|-------------------|--------------|-------------------|
| ○ Dr Darran Lowes | Chair        | Heath Hawkes Bay  |
| ○ Adri Isbister   | NED          | Health Hawkes Bay |
| ○ Stuart Miller   | Ex Group CEO | myHome Care       |

Contact details available on request