

Dr Emma Hodges
emma@hodgesandassociates.co.uk
07495 031932

I am an experienced senior leader committed to improving health and care systems and services, removing where possible health inequalities. I am an innovator with a keen interest in organisational behaviour, compassionate communities and have a strategic and analytical way of thinking. I have proven success in establishing partnerships and new models of care and services. I am familiar with charity leadership and governance having been a CEO of a £14m charity. I have a professional background in Human Resources, Organisational Development. I hold a doctorate in Health Planning and Management and have an interest in using research methods as a way of understanding innovation, change and impact. The areas of theory that I researched and continue to explore are social movement theory and organisational institutionalism. I believe these are very relevant to the challenges faced by the health and care systems future strategy and the development of both place-based integration and Integrated Care Systems.

Current Employment

Director/Owner of Hodges & Associates Ltd
May 2022 – present

The focus of the freelance work is strategy development, health and care integration, institutional change and organisational development predominately within health, social care and charitable organisations.

Assignments either directly or as an associate of others have included: -

- Project Management, editor and author of the Dementia in the Commonwealth Report for CommonAge www.commage.org
- Coproduction of Confident and Inclusive Line Managers course for Local Government Association
- Review, development and co-production of Diverse by Design, an Equity, Diversity and Inclusion Guide and associated resourcing including a Community of Practice for the Local Government Associations/Partners in Care and Health
- Development and roll out of an Integrated Neighbourhood Team Coaching programme to support effective teamwork. Including baseline assessment, delivery of training and a member of the INT Board
- Supporting youth charities with strategy and sustainability planning
- Delivery of a leadership programme for an adult hospice
- Mediation and disciplinary investigations
- Supporting a hospice with their Strategy, EDI, People and OD agenda
- Producing a 'current state' report for two charities thinking of closer collaboration including desktop analysis, semi-structured interviews with key personnel **and** two 'away day' events on with both Boards and the other with the senior teams
- Review of the CQC component of a Board Effectiveness Review
- Supporting with OD input into a County Council in Adult Social Care

Compassionate Communities UK, P/T Development Director - 2021 – present

An independent charity that believes in the power of compassion in local communities and how that influences health and wellbeing with a specific focus on issues relating to dying, grieving and caregiving. The charity seeks to readdress the power balance of health and community.

The role includes: -

- Various elements of governance, business process and strategy development
- Co-design and delivery of the Foundation Programme for Compassionate Cities
- Co-design and delivery of Equity, Diversity and Inclusion for Palliative and End of Life Care education programme
- Development of the accreditation programme for Compassionate Cities
- Development of a Compassionate Workplace accreditation programme
- Delivery of a support contract with Compassionate Birmingham
- Delivery of a transformation programme for a children's hospice
- Support to a growing programme with Compassionate Japan

Additional posts and responsibilities:

- Trustee of HammondCare UK - Sept 2023 – February 2025
- Co-founder of Impact Inclusively a partnership brand to challenge discrimination in adult social care
- Joint editor of a book 'working title' Compassionate Cities In Action with authors from 19 areas internationally
- Treasurer of Public Health Palliative Care International

Previous Employment

St Giles Hospice - November 2009 – April 2022

Group Chief Executive: October 2015 – May 2022

Deputy Chief Executive: September 2012 – September 2015

Acting Chief Executive: 3 months 2012

Business Support Director: 2009-2012

My role was varied and includes strategic leadership of the organisation with a focus on health system relationships, sustainability, service developments, partnership working, culture, workforce development and research. My role included covering People and OD Director responsibilities.

Highlights include: -

- Charity governance and leadership
- Working across systems and networks to create momentum for change relating to palliative and end of life care.
- Creating momentum for Compassionate Communities as a way of targeting structural inequalities
- Successful development and launch of five-year hospice strategy including a rebrand.
- Surviving the impacts of COVID organisationally, rebuilding a financial plan and the lessons learnt along the way.
- Working with the Neighbourhood Integration Group and new key partners such as Birmingham City Council in integrated team working.

Key Projects including: -

- Working with commissioners to develop new service models including a Public Health Approach to End-of-Life Care
- Member of the BSOL Neighbourhood Integration Project Group taking a key lead in developing models of integrated team development
- Development of a Southern Staffordshire End of Life Care Action Alliance with partners attracting funding from NHS England and leading on a 'community development approach to care planning'
- Bid writer and lead for a successful tender to become a partner with Walsall NHS to run a 12-bed specialist palliative care inpatient unit in Walsall.

- Led on the development of a project supporting a local GP Federation to roll out of a new model of care for Frail Elderly and Dementia patients.
- Development of St Giles Education Department's strategy relating to vocational education which has enabled us to run Pre-Employment Programmes for the Care Agency, Summer Schools for Aspiring Health Professionals, Adult Apprenticeships, EOLC Awards.
- Regional Chair for National Council of Palliative Care 2015-2017

Other Employment

Employer	Role	Dates
University Hospital of North Staffordshire	Assistant Director of HR for Workforce Planning, Design, Development and Transformation and previously HR Manager. Led on major change and transformation projects	2002-2009
HS Consultancy	Part time consultancy reviewing and analysing secondary data assessing deprivation issues in relation to employment and skills.	2009-2010
Aspire Housing	Board member of PM Training as subsidiary of Aspire.	2008-2009
NSPCC	Temporary Office Support upon return from Australia	2002-2002
Glotel Recruitment	HR Manager	2001-2002
Monarch Recruitment	Recruitment and Business Support Manager	2000-2001
Marconi	Business Support Officer, HR Officer, Secretary	1994-2000
Police Mutual	Claims Officer	1990-1994
Rayner Opticians	Receptionist	1989-1990

Education – Degree education onwards

Organisation	Description	Date
Keele University	DBA Health Planning and Management – Thesis title 'A mixed methods study exploring organisational factors influencing the development of services for people with dementia in English hospices'	2019
Staffordshire University	MA Regeneration – a menu of modules including coaching, transformational change, empowering communities, dissertation focused on employment and skills agenda linked to social regeneration	2010
Stoke on Trent College	A1 Assessor Award	2008
DMS	NVQ 5 Personnel Strategy	2008
Wolverhampton University	BA (Hons) Business Administration	2002

Training 2010 - present

Organisation	Description	Date
Align Mediation	Mediation Training	2024
CMI	Level 7 Award – Strategic EDI	2023
Stanford University	Women's Health and Human Rights	2022
Duke University	Impact Measurement and Management of Sustainable Development Goals	2022
MBTI	Myers Briggs Psychological Type	2021
Skills Academy	Cognitive Behavioural Therapy	2020
Hospice UK / CASS Business School	"Peering Over the Precipice"	2016

NHS Institute of Innovation	School for Health and Care Radicals	2015
National Health Research	Good Clinical Practice in Research	2015
Nurture Development	Asset Based Community Development	2014
Northumbria University	Participatory Action Research	2013
Virtual College	Dementia Awareness (CPD)	2013
Sayer Vincent	Charity Governance	2010
PDA	Train the Trainer – Fierce Conversations (leadership, coaching, OD programme) https://fierceinc.com/	2010

Conferences, Publications from 2015 to present

Organisation	Description	Date
Compassionate Communities	Death Literacy Index and Public Health Palliative and EOLC – PHPCI Conference - Bern	2024
CommonAge	Dementia in the Commonwealth at the Commonwealth Nurses and Midwives Conference, Malta	2024
CommonAge	Dementia in the Commonwealth Report Launch at the International Dementia Conference – Sydney including several press articles / interviews	2024
Sendai – Japanese Society for Hospice and Home Care and Matsuzaki	Compassionate Communities including community participation activities in Matsuzaki as part of the itinerary in Japan.	2023
Progress in Palliative Care	Do palliative care research priorities match those for its care? A journals content analysis 2021–22	2023
EAPC	Compassionate Communities	2023
PHPCI	Co-authoring of a chapter of the Oxford University Textbook regarding a Community Development Approach to Service Redesign	2022
Hospice UK and E-Hospice	Quantifying the demand for Specialist Palliative Care	2021
Hospice UK	Dementia – The Art of the Possible	2019
Keele University	Disability and Human Rights – presentation based on doctoral research	2019
CASS Business School	Presentations as part of Masters in Leadership - 'The changing landscape of health and social care' and 'Partnerships and Collaborations'	2019
Keele University	Ethical Dilemmas of a Hospice CEO	2019
St Christopher's Hospice	Findings from my thesis and institutional change	2018
Hammond Care and New Zealand Northern Hospice Alliance	Invited to speak about my work and my research in Sydney and New Zealand and attendance at International Dementia Conference	2018
St Giles Hospice	Article accepted by International Journal of Health Planning and Management "How might organisational institutionalism support the challenges of the modern hospice?"	2018
Keele University / St Giles Hospice	Abstract from MS Research accepted by European Association of Palliative Care for publication in conference papers	2018

Keele University	Teaching session with Keele Medical Ethics in Palliative Care Students re ethics from a management perspective	2018
Hospice UK	Hospice UK Conference presentation on Frailty Whose Role is it Anyway	2017
Hospice UK	Abstract from MS Research accepted by Hospice UK for a poster at the national conference	2017
Hospice UK	Hospice UK Conference presentation on Hospice Workforce Challenges	2016
E-Hospice	Book Review of "To Comfort Always" by David Clark – e-hospice article	2016
Hospice UK	Workforce Strategy Development - presentation	2016
Hammond Care, New South Wales	Palliative Care Seminar – Community Services - presentation	2016
Executive Clinical Leads network	Workforce Planning – presentation	2016
Hospice UK	Hospice Enabled Dementia – presentation	2015
E-Hospice	Dementia – article	2015
European Association of Palliative Care World Congress	Dementia Memory First – abstract accepted/poster presentation	2015
European Association of Palliative Care World Congress	My Home Support – abstract accepted/poster presentation	2015

Research (excluding doctorate)

Keele University / St Giles Hospice	Qualitative research relating to the lived experience of people with multiple sclerosis
Keele University	'A mixed methods study exploring organisational factors influencing the development of services for people with dementia in English hospices'