

ASSIGNMENT BRIEF

Managing Director People in Health Ltd

ABOUT THE COMPANY

People in Health Ltd was established in 1987 as Health Staff Services, supplying senior medical, nursing and management staff to hospitals in the Middle East. The name was changed in 1998 and the company became a significant player in the provision of interim managers and scientists to the healthcare industries such as biotechnology, pharmaceuticals and medical devices. The activities broadened into international healthcare consultancy in 2002. People in Health is now involved in strategic, commercial, scientific and human resource consultancy in all sectors of healthcare; executive search in Life Sciences; and the provision of interim specialists.

People in Health has recently been acquired (subject to contract) by the Abermed Group, but will continue to operate as a separate entity.

Abermed is Europe's leading provider of occupational health services to the oil and gas industries. The company is headquartered in Aberdeen with clinics around the UK and a significant clinic and training centre in Great Yarmouth. The company was founded in 1983 as Aberdeen Industrial Doctors Ltd, has grown steadily since and now has revenues of over £14m. Abermed operates internationally, especially in energy involved countries and has recently acquired a majority shareholding in Kazanada, a Canadian managed occupational health provider in Kazakhstan. This country is the ninth largest country in the world (the size of Europe) with a population of 16 million and a prosperous economy based on oil, gas, coal and minerals (including uranium).

Kazanada and Abermed are now positioned to provide a wide range of health orientated services in the country, which is building many new hospitals and clinics, medical transportation services and primary care facilities. The potential for specialist health training (especially the training of trainers) is very substantial and will form a key part of the strategic development of the Abermed Group.

People in Health has a sound reputation, but has been functioning with an Interim CEO and has been held in 'hibernation' throughout 2008. In 2007 the company achieved sales of £400,000 and an EBIT of £33,000. A cross section of projects undertaken in 2007 confirms the diverse capability of the company (attached). The brand is recognised and has a loyal group of senior associates who form a core of capability.

People in Health operates through a database of around 500 independent consultants in all disciplines and all sectors of healthcare. Although especially strong in the UK, there are independent consultants registered with People in Health in most countries of Europe and elsewhere.

There is a royalty arrangement in France on the use of the People in Health brand name, where emphasis is based on retained executive search in life science industries and organisations.

People in Health is about to be relaunched throughout Europe with a clear strategy of providing human resource service to all sectors of healthcare (in other words exactly what the brand name of the company implies – the provision of skilled people as and when required in all facets of healthcare).

The areas of focus would include:

1. Deliverers of health, such as hospitals, both in the public and private sectors
2. Pharmaceuticals, both research based and generic
3. Governmental bodies and agencies
4. International health agencies, NGO's and health orientated charities
5. Medical Devices, Diagnostics, Consumer Health
6. Biotechnology
7. Life Science Research Institutions
8. Ancillary and Service Companies associated with any of the above

John Fulford was the founder of Grosvenor Stewart and Euromedica Group – which became leading executive search firms in Europe for life science industries. He has recently put together an impressive team of independent consultants to develop a retained executive search function, in conjunction with the People in Health office in Paris, which is already well established in this lucrative market. People in Health France, has recently been admitted to the prestigious Association of Executive Search Consultants, a global trade association only for the very best search firms and this provides a useful marketing advantage

People in Health is now poised to develop rapidly as an international health consultancy in competition with some of the big names in the consultancy market. Emphasis will be on solutions through people, drawing on the impressive skill resources available from the pool of independent specialist consultants.

The business model is based on low overheads with no expensive offices or large permanent payrolls. A small core team will direct and co-ordinate activities. The company will act as marketeer and project manager of what can be considered a co-operative of senior management and scientific capability, operative wherever needed and in diverse roles. People in Health can provide human resources for consultancy; for interim assignments; or for permanent appointments.

ABOUT THE JOB

- The Managing Director will be a Director on the Board of People in Health Ltd, which will direct the strategy and operations of the company
- He or she will be the key interface with Abermed and will work closely with the executives of the companies in the Abermed Group
- This appointment will be one of only a few permanent employees in the company. The business model relies on employing skills from the pool of independent consultants only as and when needed
- The key role will be the development of business anywhere in the world where opportunity presents. This will require detailed understanding of the markets relevant to the offerings of People in Health. Important will be the maintenance of top level contacts in private sector industry, Governmental bodies, International Health Agencies and Charities, Hospitals and other health facilities and other institutions involved with healthcare. To assist the Managing Director there will be a Director of Business Development – initially part time, later possibly full time
- The new Managing Director will work closely with the other Executive Director – Peter Ellis, who will be mainly involved in directing worldwide management consultancy projects. There will also be a non executive Finance Director and probably two other non executive directors, including a Board Member from Abermed. The Managing Director will be assisted by the present Administration Manager, who is currently the only employee.
- An important function will be to represent People in Health (and possibly Abermed Group) in such organisations as British Expertise, The BioIndustry Association (BIA), ABHI, ERBI and other trade associations and network organisations. Networking, especially at conferences, will involve a considerable proportion of the Managing Director's time.
- The person appointed will have Profit & Loss responsibility for People in Health Ltd and will direct all strategy and operations of the company in conjunction with Abermed and involving appropriate strategic partners from time to time in various specialisations and countries.
- The close relationship with Abermed will involve closer focus on the provision of management consultancy and human resource services, to Governmental agencies. This will involve considerable international activity.
- The development and implementation of a new strategy to harness the competences of People in Health and Abermed will be an initial focus of the new Managing Director.

CANDIDATE PROFILE

- The key requirements are an ambassadorial quality, charismatic personality and a sales and leadership capability
- The role is hands on and requires an individual who will be involved in all aspects of the business
- The direction of an international management consultancy requires high intellect, outstanding interpersonal skills, proven diplomacy and a transcultural orientation
- People in Health is exceptional because the business model depends on independent consultants rather than full time employees. This calls for a rather special management style to achieve optimum results from the human resources utilised
- A life science degree would be useful, but not essential. A business qualification such as an MBA would be well regarded
- The person sought should have had experience in managing skilled people (often with high egos!) in an international dimension, ideally in consultancy. Experience in a life science industry such as pharmaceuticals or in running a large healthcare operation would be appropriate
- The role has a strong Business Development/Sales and Marketing/Public Relations dimension and a background in this sector would be relevant
- A capability to adapt rapidly to changing market conditions and to identify opportunities in complex international situations involving different cultures will be important
- Good communication skills, written and oral, will be essential in this job. This will involve communication with Abermed; with diverse clients; with the independent consultants; with the media for PR purposes; in writing proposals and reports; and with bureaucrats of various colours, persuasions, prejudices and orientations
- The potential opportunity for People in Health, under the right leadership, is very exciting. We seek a person who shares this vision, with the capability of 'making it happen' with appropriate support

TERMS AND CONDITIONS OF THE APPOINTMENT

- The location is flexible – although probably the UK. The database is totally transportable, but the current plan is to retain the inexpensive Woodbridge office for the near future. The person appointed could work from a small service office in London or near to his or her residence
- Salary is flexible. An indicator would be £70,000 p.a., with an opportunity for equity participation
- Private Healthcare/Life Assurance
- Pension Scheme
- Other benefits for negotiation depending on the specific circumstances of the person appointed

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Some Projects Undertaken by People in Health in 2007

- Reorganised the health service in Gibraltar and provision of interim senior management
- Advised on the establishment of a chain of primary care diagnostic centres in Romania
- Consulted on pharmaceutical plants in Czech Republic, France, Malta and the UK
- Provision of interim Business Development Managers in Czech Republic
- Provided wide ranging healthcare consultancy to Government of Malta, with emphasis on care of the elderly and health tourism
- Advised on market entry into Europe of 4 Indian healthcare companies and one Chinese and one Korean
- Provision of interim scientists and marketers to major Indian nutraceutical company
- Provided consultants in Denmark, Switzerland, Italy, France, Belgium, Spain, as well as the UK and Ireland
- Advised on the integration of Imperial College, London and St Marys Hospital and the development of private facilities
- Advised on a number of financial services projects from the health and scientific aspects
- Advised on the establishment of care homes for the elderly in Canada, Spain and Malta
- Provision of Interim Manufacturing Director to pharmaceutical plant in France
- Advised on scientific and commercial due diligence re acquisitions by a major Indian pharmaceutical group
- Provision of Interim Regulatory Affairs experts to two Indian pharmaceutical companies