

6th International Health Care Reform Thought Leaders Meeting

Thought Leaders Bio's

Dr Claire Fuller



Dr Claire Fuller *GP and Primary Care Medical Director, NHS England; Author 'Fuller Stocktake Report'.*

Dr Claire Fuller is a GP and Primary Care Medical Director for NHS England. She was previously the CEO for Surrey Heartlands Integrated Care System, having had system leadership roles within Surrey for a decade with a focus on the wider determinants of health, population health management and a drive to make sure it is as easy as possible to deliver and to receive good quality care.

In November 2021 Claire was invited by NHS England Chief Executive Amanda Pritchard to lead a national piece of work looking at primary care within integrated care systems to identify what was working well and why. The output became known as the Fuller Stocktake and was co-signed by all 42 ICS Chief Executives who committed to the recommendations. Next steps for integrating primary care: the Fuller stocktake was published in May 2022.

Claire champions true citizen and professional engagement and believes in a population health management approach to improving patient outcomes. She speaks nationally about the importance of multi-professional leadership, integrated care and population health, and is regularly named in the HSJ list of most influential people in the NHS.

Claire has also been appointed as Visiting Professor in the Faculty of Health and Medical Science at Surrey University for the period April 2021 to April 2024.

Senator Elizabeth Steiner



Sen. Elizabeth Steiner *30th Treasurer of Oregon 2025; State Senator for Northwest Portland and Beaverton (2012-25); A/Prof of Family Medicine at Oregon Health & Science University.*

Sen Elizabeth Steiner Hayward MD served as a US Senator within the state of Oregon till her advancement to Treasurer this year and has been a long-term health care reformer from within government.

One of her chief achievements has been in championing Oregon's Coordinated Care Organisations (CCOs), an approach which has streamlined and integrated health systems to deliver healthcare more efficiently. These changes represent one of the most ambitious efforts of any health system

to slow health spending and transform the delivery system. Key features involve local governance structures including health care providers and community members; a whole-person approach; one global population-based budget that grows at a fixed rate, and accountability for quality and access. This has resulted in significant containment of health spending, and reported better access to care, better quality care, and better connection with primary care.

Professor Martin Marshall CBE



Professor Martin Marshall CBE *Chair of the Nuffield Trust; Emeritus Professor of Healthcare Improvement at UCL; Non-Executive Director, Royal Devon University Healthcare Trust.*

Martin is an academic GP with a long history in health reform leadership and service. He practiced in Newham, East London for many years and became Chair of the Royal College of General Practitioners (RCGP) from 2019 until 2022.

In a distinguished career, he has also previously served as Programme Director for Primary Care at UCLP Partners, Director of R&D at the Health Foundation, Deputy Chief Medical Officer for England and Director General in the Department of Health, RCGP Vice Chair for External Affairs, a clinical academic at the University of Manchester and a 1998-1999 Harkness Fellow in Healthcare Policy based at the RAND Corporation in Santa Monica, California.

He was a GP for over 30 years, is a fellow of the RCP and FPHM, and was a non-executive director of the Care Quality Commission from 2008 - 2012.

He has over 250 publications in the field of quality of care and in 2005 he was awarded a Commander of the Order of the British Empire in the Queen's Birthday Honours for Services to Health Care.

Professor Trish Greenhalgh OBE



Professor Trish Greenhalgh OBE *Professor of Primary Care Health Sciences, University of Oxford.*

Prof Greenhalgh is an internationally recognised academic, author and health reformer.

Trish Greenhalgh is Professor of Primary Care Health Sciences and Fellow of Green Templeton College at the University of Oxford. She studied Medical, Social and Political Sciences at Cambridge and Clinical Medicine at Oxford before training first as a diabetologist and later as an academic general practitioner. She has a doctorate in diabetes care and an MBA in Higher Education Management. She leads a programme of research at the interface between the social sciences and medicine, working across primary and secondary care.

Her work seeks to celebrate and retain the traditional and the humanistic aspects of medicine and healthcare while also embracing the exceptional opportunities of contemporary science and technology to improve health outcomes and relieve suffering. Three particular interests are the health needs and illness narratives of minority and disadvantaged groups; the introduction of technology-based innovations in healthcare; and the complex links (philosophical and empirical) between research, policy and practice. She has brought this interdisciplinary perspective to bear on the research response to the Covid-19 pandemic, looking at diverse themes including clinical assessment of the deteriorating patient by phone and video, the science and anthropology of face coverings, and policy decision-making in conditions of uncertainty. She is a member of Independent SAGE, an interdisciplinary academic team established to provide independent advice on the pandemic direct to the lay public.

Trish is the author of over 400 peer-reviewed publications and 16 textbooks. She was awarded the OBE for Services to Medicine by Her Majesty the Queen in 2001 and made a Fellow of the UK Academy of Medical Sciences in 2014. She is also a Fellow of the UK Royal College of Physicians, Royal College of General Practitioners, Faculty of Clinical Informatics and Faculty of Public Health. In 2021 she was elected to the Fellowship of United States National Academy of Medicine for "major contributions to the study of innovation and knowledge translation and work to raise the profile of qualitative social sciences". She became a Fellow of the Faculty of Leadership and Management in Medicine in 2024.

Professor Robert Phillips MD, MSPH



Robert L. Phillips, Jr. (Bob) MD, MSPH is the Founding Executive Director of The Center for Professionalism & Value in Health Care in Washington, DC.

He is a practicing family physician with training in health services and primary care research. He is Professor of Family Medicine at both Georgetown University and Virginia Commonwealth University, Professorial Lecturer at George Washington University, and Faculty Affiliate at the Harvard Center for Primary Care. His research seeks to inform clinical care and policies that support it. He leads a national primary care registry that partners with federal

agencies and philanthropies to understand the impact of social determinants of health and the relationship between primary care practice and health outcomes.

Dr. Phillips completed medical school at the University of Florida where he graduated with honors for special distinction. He trained clinically in family medicine at the University of Missouri where he also completed a National Research Service Award fellowship. Dr Phillips has published more than 300 peer-reviewed papers, essays, editorials, and book chapters and co-chaired the National Academies of Sciences, Engineering, and Medicine breakthrough report, *Implementing High-Quality Primary Care: The Foundation of Health Care* in 2021. The NASEM report is actively shaping health care policy in the United States.

Dr. Phillips has often served The US Department of Health and Human Services including as vice-chair of the Council on Graduate Medical Education, co-chair of the Population Health subcommittee of the National Committee on Vital and Health Statistics, and on the

Negotiated Rule-Making Committee on Shortage Designation. Dr. Phillips was elected to the US National Academy of Medicine in 2010 and currently serves as the chair of the NAM Membership Committee. He was a Fulbright Specialist to the Netherlands and New Zealand and has served as an international advisor to the Health Ministers of Australia and the Province of Alberta.

Professor Les Toop



Professor Les Toop *Professor Emeritus in the Department of General Practice, University of Otago; Director, Pegasus Health.*

Les remains actively involved in health system redesign, in education, and in clinical governance. He is a long-term advocate for the promotion of rational, effective and patient-centred care, delivered through strong intersectoral teamwork. He also continues to work clinically in the same Christchurch practice he joined more than 35 years ago.

As a past chair and currently as adviser, Les continues his long involvement with the Pegasus Health Charitable group of companies, one of New Zealand's largest primary health network organisations. He was a key player in the highly successful Canterbury integrated care redesign program 20 years ago and led the interdisciplinary continuing education programme.

Conjoint Professor Di O'Halloran AO



Conjoint Professor DI O'Halloran AO *Chairperson, WentWest - the Western Sydney Primary Health Network*

Diana's background is in general practice, medical education, strategic planning, policy development and health system redesign. She is a member of the RACGP NSW&ACT Faculty Council and has recently concluded a three-year term on the GP Synergy Board and a ten-year term on the Western Sydney Local Health District Board.

Diana is a Conjoint Professor in the Department of General Practice, University of Western Sydney, and former Chair of the NSW&ACT PHN Council, the Agency for Clinical Innovation's General Practice Advisory Group and NSW Health's General Practice Advisory Council. Diana is also a past member of the RACGP, GPET and AMLA Boards, and has a long involvement in reform initiatives intended to build strong, integrated and equitable primary health care.

Professor Claire Jackson AM



Professor Claire Jackson AM is the Director of the Centre for Health System Reform and Integration at the University of Queensland (UQ)/Mater Research Institute (MRI), and a Professor in General Practice and Primary Care Reform within the General Practice Clinical Unit at UQ's Faculty of Medicine; past Chair and President of the Royal Australian College of General Practitioners.

Claire has been active in integrated care innovation, education and research since the early 90s, and more recently, extensively involved in health services research and reform. She has been a member of all 4 national Primary Health Care Strategy and Reform Reference Groups - guiding forces behind Australia's National Health Reform Agreements. Her description of the '*beacon*' practice model, piloted at Inala Primary Care, was adopted as both the clinical prototype for the Australian Association of Academic General Practitioner's endorsed model for GP Superclinics, and the basis for UQ's successful \$ 10 million Superclinic tenders. Inala Primary Care won RACGP Qld 'Practice of the Year' in 2009.

Since then, Claire has been a national driver in general practice capacity building— publishing and presenting widely on the topic and sitting on national Advisory Committees for Ministers Plebisek, Ley, and Hunt. She has been Clinical Director of two \$ 2.5 million Centres for Research Excellence in Primary Care Reform - one exploring new models of integrated care between hospital and community, the other investigating the impact of researcher and end-user 'co-creation' on clinical quality, patient experience, governance and models of care. She is currently Director of the MRI-UQ Centre for Health System Reform and Integration, and research lead for the Qld eConsultant Partnership Program (QePP). The Centre utilizes a cocreation approach to create, implement, evaluate and translate innovative models of care expanding primary care service delivery.

Her current primary area of research interest is in health system and digital health reform, a topic which she has published and presented internationally. Her MD Thesis 'Building an Integrated Health Care Delivery System around Primary Care' explored successful reform strategies, and she co-authored "*Achieving Effective Health Care Integration – the Essential Guide*", a publication to support grassroots clinicians and executives. Claire was heavily involved in the development of Australian Divisions of General Practice, Medicare Locals, and Primary Health Networks and was a Ministerial appointment to lead the National Review of Afterhour's Primary Health Care in 2014. She has been Chair of UQ's highly successful International Health Care Reform Conferences since 2000.

In 2021, she was awarded a Member of the Order of Australia (AM) for services to primary health reform and general practice medicine.

Dr Anne-Marie Boxall



Dr Anne-Marie Boxall MPH (Hons.) Ph.D. *Assistant Secretary, Australian Government Department of Health Adjunct Associate Professor, Menzies Centre for Health Policy, The University of Sydney, Australia.*

She is currently the Assistant Secretary in the Health Reform Taskforce in the Australian Government Department of Health and Aged Care. Prior to this, Anne-marie was the Chief Allied Health Officer for the Australian Government.

Anne-marie has worked on long-term health system reforms for the Australia Government over many years, at the departments of Health and Treasury, and the National Health and Hospital Reform Commission. She has also worked at the Parliamentary Library, National Rural Health Alliance, and Australian Health and Hospital Association. She began her career as a physiotherapist where she worked in the public and private sectors.

In 2019-20, Anne-marie was the Australian Commonwealth Fund Harkness Fellow in Health Policy and Practice at Columbia University in the United States. In her fellowship, she examined how effectively the federal government's *State Innovation Model* supported state governments to implement complex system reforms.

Anne-marie is also an Adjunct Associate Professor with the Menzies Centre for Health Policy at The University of Sydney and has published on a wide range of health policy topics.

Dr Rebecca Fisher



Dr Becks Fisher *is Director of Research and Policy at the Nuffield Trust and an NHS GP.*

Previously a Harkness Fellow in the USA, senior policy fellow at the Health Foundation and a fellow at the University of Oxford, Becks is dedicated to improving health and care in the UK with better evidence-led policy. Becks is also co-founder of Next Generation GP - a national leadership programme for early career GPs.

Dr Michael Green



Dr Michael Green is Director, Centre for Health Services and Policy Research; and Associate Director of Research for the Department of Family Medicine and the Centre for Studies in Primary Care, and an Adjunct Scientist at the Institute for Clinical Evaluative Sciences (ICES); Clinical Teachers Association of Queen's University *Chair in Applied Health Economics / Health Policy*; Associate Professor, Departments of Family Medicine & Public Health Sciences, Queens University.

He has worked a consultant for both the Ontario Ministry of Health and Long Term Care and Health Canada and has served on many professional and government expert committees including the Ontario Expert Panel on Wait Times in Primary Care, the Advisory Committee on Ontario's Immunization System Review, the College of Family Physicians of Canada Aboriginal Health Working Group and Patient's Medical Home Steering Committee, and Health Quality Ontario's Primary Care Advisory Committee. He regularly serves on grant review panels, including CIHR's Aboriginal Health Committee and new Foundation Scheme. He reviews for a wide range of journals and is on the editorial board of the Canadian Journal of Rural Medicine.

He completed his medical training at the University of British Columbia and his residency in Family Medicine at Memorial University of Newfoundland. Following eight years of active practice in Moose Factory, Ontario, including 4 years as Chief of Staff, he completed his MPH with a focus on Health Policy and Management at the John's Hopkins School of Public Health. He moved to Queen's University in 2003, where he has an active family practice, including intrapartum obstetrics, at the Queen's Family Health Team. He also practiced in public health as a Medical Officer with Health Canada's First Nations and Inuit Health Branch from 2003-2014.

His research covers a broad range of health services and policy research areas with an emphasis on primary care, quality of care, equity in health, and aboriginal health and has been supported by major grants from CIHR and the Ontario Ministry of Health and Long-Term Care. Current major projects include Educating for Equity (Co-PI): a 5 year CIHR funded project on diabetes care for Indigenous patients; FORGE-AHEAD: Transforming Indigenous Primary Health Care (Lead Evaluation and Methods working group) a 5 year CIHR Community Based Primary Health Care Team Grant; and INSPIRE-PHC: Innovations Strengthening Primary Healthcare through Research a 3 year Ontario MoHLTC Health Systems Research Fund program where he is co-lead of the Primary Healthcare Reform project.

Dr Michael Wright



Dr Michael Wright is a Sydney GP, a health economist, and the President-elect of the RACGP.

He currently works as a portfolio GP, combining clinical practice with strategic appointments (most recently with RACGP, Central and Eastern Sydney Primary Health Network and the Australian Institute of Health and Welfare) and academic research analysing the effects of current health policy on the quality and performance of primary care.

Michael previously worked in London as a clinician, a Leadership Consultant with The King's Fund, and was a researcher at the London School of Hygiene and Tropical Medicine. Dr Wright completed his PhD at the Centre for Health Economics Research and Evaluation (CHERE) at the University of Technology Sydney (UTS) in 2019. His PhD investigated the impact of continuity of general practice care on health outcomes, and his research interests including health funding and health policy research into quality, efficiency and sustainability of health services.

Professor Karen Price



Professor Karen Price is a dedicated figure in the field of full-time general practice and is immediate past President of the RACGP.

Her career began in an underprivileged area of Melbourne, where she provided vital refugee medicine services, collaborated with the local police surgeon, and handled full-time on-call responsibilities, including procedural general practice. With a keen sense of transformation, she successfully revamped a medical practice in a well-served suburban area and made a memorable impact during her corporate experience. Presently, she thrives as a contractor in a doctor-owned clinic in Highett.

Her noteworthy contributions extend to her role as the co-founder of GPsDownUnder (GPDU), a pivotal forum connecting GPs from Australia and New Zealand. With unwavering commitment, she has moderated and administered the platform alongside ten dedicated administrators, leading to the registration of GPDU as a not-for-profit organization to ensure its stability and safeguard its value.

Karen also held the prominent position of Host Organising Committee Chair for the WONCA World Conference in 2023, reflecting her undeniable leadership and dedication to the medical community. She also served as President of the RACGP, with a profound commitment to advocate for the General Practice workforce.

Dr Richard Darnton



Dr Richard Darnton is an academic GP specialising in medical education.

After MRCP he undertook further academic training at the universities of Leeds and Sheffield as well as teaching for these medical schools. He was the Yorkshire Deanery lead for the RCGP curriculum and worked for the East of England GP School as their consultation skills lead. Richard has also worked as an Associate Dean for Health Education England.

Richard undertakes research and evaluation related to medical education using quantitative and qualitative methods. His field of interest includes teaching and learning medicine in primary care, the consultation and remote consulting, development of adult learning skills in medical education, problem-based learning, medical workforce planning and the commissioning, funding & quality assurance of medical education.

Adj. Prof. Ruth Stewart



Adj. Prof. Ruth Stewart is a GP and was the National Rural Health Commissioner for Australia from 2020 - 2024.

In this role she led discussions and assisted the government to develop policy to improve the health of rural and remote Australians, guiding development of the National Rural Generalist Pathway in medicine, a consensus statement on Rural Multidisciplinary Health Teams and the redevelopment of the National Consensus Statement on Rural Maternity Care.

For 20 years Ruth was on the board and then became president of the Australian College of Rural and Remote Medicine between 2016 and 2018. She was Associate Professor of Rural Medicine at Deakin University school of Medicine for 4 years and Director of Rural Clinical Training at James Cook University School of Medicine and Dentistry for 8 years. She has served on the boards of remote hospitals, GP Training Organisations and the Tropical Australian Academic Health Centre. She has worked with Igreja Evangélica Sinodal De Angola and Universidade Evangélica Sinodal de Angola in Angola to develop a curriculum to train doctors for remote African communities.

Ruth's PhD "Lessons from the development of a maternity managed clinical network in a low volume rural context" was awarded by Flinders University in 2013.

As a Rural Generalist (broad scope practice rural General Practitioner) with Advanced Skills in obstetrics Ruth worked clinically for over 30 years in private practice, rural and remote hospitals and clinics from the Torres Strait to the south west of Victoria.

Dr Tony Baylis



Dr Tony Bayliss is a GP and Non-Executive Director with Darling Downs and West Moreton Primary Health Network.

Tony has been practising as a GP in the Ipswich area, west of Brisbane, since 2012, having opened his own practice in 2015. Tony brings real-world skills and experience in clinical matters, corporate and clinical governance, finance and strategy and retains a passion for improving the health of the Darling Downs and West Moreton communities. Tony has served on the Darling Downs and West Moreton Board since November 2017 and as Chair since 2019. He was appointed the Chair of the PHN Co-operative in 2024.

Tony is a vocal supporter of stringent medical standards and ongoing medical education. He is an active member of the RACGP as a RACGP Expert Committee Member – Funding and Health System Reform, an examiner and a board member for RACGP Qld faculty. He is also a member of the West Moreton Local Medical Association.

Tony's qualifications include B Com/B Econ, MBBS (Hons), Dip. Child Health, FRACGP Graduate Australian Institute of Company Directors, Graduate Australian Institute of Clinical Governance and MSc (Public Health – Health Service Management) from London School of Hygiene and Tropical Medicine.

Dr Niamh Lennox-Chhugani

Dr Niamh Lennox-Chhugani is Chief Executive of the International Foundation for Integrated Care.



Niamh has experience in evidence-based policy and practice in healthcare internationally as a clinician, academic and consultant. She has led care programmes in the NHS over a span of 30 years. She also has international policy experience with the World Bank and WHO including health system policy reform in Europe, Africa and Asia.

As a subject matter expert on integrated care as part of wider healthcare reform, she has spoken at conferences, on panels, authored peer-reviewed papers and book chapters, contributed as part of international teams to health system reviews and integrated care evaluations.

Niamh has a PhD from Imperial College London in organisation change in healthcare. She is on the editorial board of the International Journal for Integrated Care and sits on the advisory board of numerous integrated care research programmes.

Dr Jonathan Fitzsimon



Dr. Jonathan Fitzsimon is a family physician practicing community-based family medicine in Renfrew County, Ontario.

Jonathan graduated from Sheffield University Medical School (U.K.) in 2007 and worked for two years as a hospital physician in the British National Health Service. From 2009 – 2010 he worked as a volunteer physician in Oruro, Bolivia, before returning to the U.K. to complete the General Practice Specialty Training Program. He moved to Ontario, Canada in 2014 and started a family practice in Renfrew

County.

His research aims to provide policy makers with evidence of the impact of lack of access to primary care (particularly the duration of unattachment), barriers to accessing primary care, and the use of virtual care as a means of improving access to primary care in rural, remote and underserved communities. In 2020, Dr. Fitzsimon was appointed as Medical Lead of the Renfrew County Virtual Triage and Assessment Centre (VTAC) and Medical Lead of the Integrated Virtual Care (IVC) program. In 2022 he was also appointed as Clinical Digital Lead of the Ottawa Valley Ontario Health Team. Prior to this, Dr. Fitzsimon was Chief of Medicine at Arnprior Regional Health. He is an Assistant Professor at the University of Ottawa, Department of Family Medicine and a Clinician Researcher at the Institut du Savoir Montfort.

Dr. Fitzsimon was the recipient of the Ontario Medical Association's 2021 Glenn Sawyer Service Award.

Dr Cathryn Hester



Dr. Cathryn Hester is a passionate and dedicated General Practitioner based in Ipswich, Queensland. She co-founded *Colleges Crossing Family Practice* with her husband, Dr. Tony Bayliss, in 2015, with the goal of providing high-quality, primary care to their local community.

Cathryn holds a Bachelor of Engineering (Honours) in Medical Engineering, MBBS, and a Diploma of Child Health. She is also a Fellow of the RACGP, a Graduate of the Australian Institute of Company Directors and an executive MBA.

Outside of her clinical work, Cathryn is deeply involved in healthcare governance. She has served as a non-executive director for the West Moreton Hospital and Health Service and has held leadership roles within the Royal Australian College of General Practitioners, including Chair of the Queensland Faculty and national board director.

She is passionate about supporting fellow GPs and advocating for the vital role of primary care in the Australian healthcare system. Through her work, both in and out of the practice, Cathryn continues to make a positive impact on the healthcare community in Queensland and beyond.