

# James Higginson

MA(Cantab) MB BChir BDS MRCSEd

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URL: <https://www.higginsonsurgical.com>

- Academic Specialty Trainee in Oral and Maxillofacial Surgery, currently out of programme for research, undertaking a PhD at Imperial College London.
- Strong academic interest in translational and clinical applications of intraoperative technology, incorporating lipidomics, metabolomic mass-spectrometry, bioinformatic analysis and surgical robotics.
- Confident operating independently with most index procedures in OMFS—full logbook available on request.

## Current position

*NIHR Clinical Doctoral Fellow*, Department of Surgery and Cancer, Imperial College London

## Memberships and Registration

Membership	Number
General Medical Council	7016858
General Dental Council	258556
Medical Protection Society	376166
British Association of Oral and Maxillofacial Surgeons	2682
European Head and Neck Society	2869
British Association of Head and Neck Oncologists	924
European Association of Craniomaxillofacial Surgeons	6883

## Grants, Awards and Honours

In total, I have been awarded over half a million pounds in grants and prize money to support my work, and have won academic prizes at local and national levels.

2021 BAOMS Research Grant—£9,500 awarded for consumables to support my research in intraoperative ambient mass spectrometry for head and neck squamous cell carcinoma margin detection.

2020 NIHR Clinical Doctoral Fellowship—£480,000 awarded as a personal fellowship to deliver a feasibility study to integrate ambient mass spectrometry with transoral

	robotic surgery for recurrent head and neck squamous cell carcinoma, in association with Imperial College London and the Royal Marsden Hospital.
2020	Certificate of Commendation—Awarded for presenting the best Clinical Trial Research Proposal at the NIHR CRN “Tomorrow’s Leaders” Conference 2020.
2018	BAOMS Research Grant—£10,000 awarded for research into lipidomics of head and neck squamous cell carcinoma, in collaboration with the Institute of Head and Neck Cancer Studies and Education and the Phenome Centre Birmingham.
2016–2018	NIHR Academic Clinical Fellowship—A prestigious and competitive programme that rewards ambitious clinicians with outstanding research potential by placing them on a national specialty training scheme, whilst providing 25% protected academic time to develop the skills necessary for a career in academic clinical work.
2012	BAOMS Student Bursary—£2000 awarded for an essay entitled “Tissue Engineering Technology and its Possible Applications in OMFS”.
2012–2015	Newcastle University Scholarship—Total of £6,000 awarded as a scholarship over four consecutive years for academic excellence during my Dental degree.
2012	Distinction Year 2 BDS—Awarded for excellence in examinations related to cranio-facial biology and development.

## Qualifications

2011–2015	BDS, Newcastle University.
2010	MRCSEd, Royal College of Surgeons of Edinburgh.
2005–2008	MB BChir, Cambridge Clinical School.
2002–2005	BA(Hons), later MA(Cantab), Fitzwilliam College Cambridge.

## Appointments Held

### ACADEMIC AND MANAGEMENT APPOINTMENTS

2020–	Deputy Lead, British Association of Oral and Maxillofacial Surgeons (BAOMS) Reconstruction Subspecialty Interest Group.
2019–	Clinical PhD Candidate, Imperial College London.
2019–	Trainee member, National Cancer Research Institute (NCRI) Head and Neck Research Group.
2019–	Trainee member, NCRI Head and Neck Surgery and Localised Therapies Subgroup.
2016–2019	NIHR Academic Clinical Fellow, Institute of Head and Neck Studies and Education (InHANSE), University of Birmingham.
2015–2019	Director, OpenOdontoHub, A Community Interest Company supported by NHS England for the development of open-source electronic dental health record software
2015–2016	Junior Trainee & Members Representative, BAOMS Council.
2014–2015	President, BAOMS Junior Trainee Group.
2013–15	Journal Club Section Editor, Face Mouth and Jaw Surgery, providing educational analyses of papers for the international trainee journal of OMFS until its closure.
2013–2014	Treasurer, BAOMS Junior Trainee Group.
2009–2010	Treasurer, Sunderland Royal Hospital Doctors’ Mess.

## CLINICAL APPOINTMENTS

2020–	Clinical Doctoral Fellow, Royal Marsden Hospital, London.
2019–	Clinical Doctoral Fellow, Queen Victoria Hospital, East Grinstead.
2018–2019	OMFS Specialty Trainee, University Hospitals Birmingham.
2017–2018	OMFS Specialty Trainee, Worcester Royal Hospital.
2016–2017	OMFS Specialty Trainee, University Hospitals Birmingham.
2015–2016	OMFS Trust Doctor, Sunderland Royal Hospital.
2011–2015	Emergency Medicine Staff Grade, South Tyneside District Hospital.
2010–2011	Core Surgical Trainee, Hull & East Yorkshire Hospitals.
2008–2010	Foundation Trainee, Sunderland Royal Hospital.

## Publications

As of March 31, 2021, I have had 7 full manuscripts, 4 short articles, a book chapter and 11 abstracts published.

## FULL MANUSCRIPTS

2021	Breik, O., <b>Higginson, J.</b> , Al-Ajami, A., Mohamed, A., Martin, T., Amel-Kashipaz, R.. Clear Cell Odontogenic Carcinoma: First Report of Novel EWSR1-CREM Fusion Gene in Case of Long-Term Misdiagnosis. Head Neck Pathol. doi: <a href="https://doi.org/10.1007/s12105-021-01302-y">https://doi.org/10.1007/s12105-021-01302-y</a>
2020	<b>Higginson, J.</b> , Breik, O., Goodrum, H. et al. Tumefactive fibroinflammatory lesion of the maxilla: Successful resection and microvascular reconstruction after failed medical therapy. Oral Maxillofac Surg. doi: <a href="https://doi.org/10.1007/s10006-020-00914-y">https://doi.org/10.1007/s10006-020-00914-y</a>
2020	Mustafa, A.M., Day, S., <b>Higginson, J.</b> , Sharp, I. ‘Determinants of Lost Theatre Capacity’. British Journal of Oral and Maxillofacial Surgery. doi: <a href="https://doi.org/10.1016/j.bjoms.2020.07.034">10.1016/j.bjoms.2020.07.034</a>
2020	Chouhan, R., <b>Higginson, J.</b> and Martin, T. ‘Confidential Image Transfer: An Ethico-Legal Dilemma’. British Journal of Oral and Maxillofacial Surgery 58, no. 4 (May 2020): 478–80. doi: <a href="https://doi.org/10.1016/j.bjoms.2020.02.013">10.1016/j.bjoms.2020.02.013</a> .
2019	Borsetto, D., <b>Higginson, J. (Joint first authors)</b> , Aslam, A., Al-Qamachi, L., Dhanda, J., Marioni, G., Franchella, S., <i>et al.</i> ‘Factors Affecting Prognosis in Locoregional Recurrence of Oral Squamous Cell Carcinoma’. Journal of Oral Pathology & Medicine 48, no. 3 (March 2019): 206–13. doi: <a href="https://doi.org/10.1111/jop.12815">10.1111/jop.12815</a> .
2018	<b>Higginson, J.A.</b> , Bartram, A.C., Banks, R.J. and Keith, D.J.W., ‘Condylar Hyperplasia: Current Thinking’. British Journal of Oral and Maxillofacial Surgery 56, no. 8 (October 2018): 655–62. doi: <a href="https://doi.org/10.1016/j.bjoms.2018.07.017">10.1016/j.bjoms.2018.07.017</a> .
2018	Zavattini, A., Mancini, M., <b>Higginson, J.</b> , Foschi, F., Pasquantonio, G. and Mangani, F., ‘Micro-Computed Tomography Evaluation of Microleakage of Class II Composite Restorations: An in Vitro Study’. European Journal of Dentistry 12,

no. 03 (July 2018): 369–74.

doi:[10.4103/ejd.ejd\\_28\\_18](https://doi.org/10.4103/ejd.ejd_28_18).

- 2015 *Acknowledged for statistical analysis*—Banks, J., Adams, S., Laughlan, K., Allgar, V., Miller, G., Jayagopal, V., Gale, R., Sedman, P. and Leveson, S., ‘Roux-En-Y Gastric Bypass Could Slow Progression of Retinopathy in Type 2 Diabetes: A Pilot Study’. *Obesity Surgery* 25, no. 5 (May 2015): 777–81. doi:[10.1007/s11695-014-1476-7](https://doi.org/10.1007/s11695-014-1476-7).
- 2011 Nyhsen, C.M., Lawson, C. and **Higginson, J.**, ‘Radiology Teaching for Junior Doctors: Their Expectations, Preferences and Suggestions for Improvement’. *Insights into Imaging* 2, no. 3 (June 2011): 261–66. doi:[10.1007/s13244-010-0052-5](https://doi.org/10.1007/s13244-010-0052-5).

#### LETTERS, CASE REPORTS & TECHNICAL NOTES

- 2020 Sibanda, L., Wates, E. and **Higginson, J.**, ‘Bony Cystic Lesion with Associated Sub-mandibular Lymphadenopathy on a Background of Breast Carcinoma: An Unexpected Case of Cervicofacial Actinomyces’. *BMJ Case Reports* 13, no. 4 (April 2020): e232850. doi:[10.1136/bcr-2019-232850](https://doi.org/10.1136/bcr-2019-232850).
- 2018 **Higginson, J.**, McMillan, K., Mustafa, E.M. and Grew, N., ‘Use of the Superficial Inferior Epigastric Vein as an Unusual Interpositional Vein Graft’. *British Journal of Oral and Maxillofacial Surgery* 56, no. 8 (October 2018): 761–62. doi:[10.1016/j.bjoms.2018.07.001](https://doi.org/10.1016/j.bjoms.2018.07.001).
- 2018 Wates, E., **Higginson, J.**, Kichenaradjou, A. and McVeigh, K., ‘A Severe Deep Neck Odontogenic Infection Not Prioritised by the Emergency Department Triage System and National Early Warning Score’. *BMJ Case Reports*, 7 May 2018, bcr-2018-224634. doi:[10.1136/bcr-2018-224634](https://doi.org/10.1136/bcr-2018-224634).
- 2016 **Higginson, J.**, Nugent, M., and Robinson, C.M., ‘Should We Test for High-Risk Human Papilloma Virus in Patients with Oral Dysplasia?’ *British Journal of Oral and Maxillofacial Surgery* 54, no. 5 (June 2016): 590–91. doi:[10.1016/j.bjoms.2016.04.016](https://doi.org/10.1016/j.bjoms.2016.04.016).

#### BOOK CHAPTERS

- 2018 **Higginson J.**, Praveen P., Martin T., Parmar S. (2018) ‘Reconstruction in the Oral Cavity: When and How.’ In: Vermorken J., Budach V., Leemans C., Machiels J.P., Nicolai P., O’Sullivan B. (eds) *Critical Issues in Head and Neck Oncology*. (2018) Springer, Cham. doi:[10.1007/978-3-319-98854-2\\_7](https://doi.org/10.1007/978-3-319-98854-2_7)

#### PUBLISHED ABSTRACTS

- 2019 Payne, K., **Higginson, J.**, McCaul, J., Sharma, N., Mehanna, H. and Nankivell, P., ‘Prognostic Biomarkers in Oral Epithelial Dysplasia: A Systematic Review’. *British Journal of Oral and Maxillofacial Surgery* 57, no. 10 (December 2019): e58–59. doi:[10.1016/j.bjoms.2019.10.169](https://doi.org/10.1016/j.bjoms.2019.10.169)

2019

- Higginson, J.**, Mawji, S., Dattani, A., Barnard, N. and McVeigh, K., 'Malignant Melanoma of the Head and Neck: Does Subsite of Origin Affect Prognosis?' *British Journal of Oral and Maxillofacial Surgery* 57, no. 10 (December 2019): e100.  
doi:[10.1016/j.bjoms.2019.10.290](https://doi.org/10.1016/j.bjoms.2019.10.290).
- 2019 Ali, M., Mustafa, E.M., **Higginson, J.** and Sharp, I., 'Operative Procedure Code (OPCS) Consistency and Its Implication on Theatre Efficiency at the Queen Elizabeth Hospital, Birmingham'. *British Journal of Oral and Maxillofacial Surgery* 57, no. 10 (December 2019): e6–7.  
doi:[10.1016/j.bjoms.2019.10.009](https://doi.org/10.1016/j.bjoms.2019.10.009).
- 2019 Wates, E., Ria, B., Samara, E. and **Higginson, J.**, 'Urgent Oral and Maxillofacial Surgery in the Pregnant Patient: A Review of the Literature'. *International Journal of Oral and Maxillofacial Surgery* 48 (May 2019): 70.  
doi:[10.1016/j.ijom.2019.03.214](https://doi.org/10.1016/j.ijom.2019.03.214).
- 2019 Wates, E., Tan, S., **Higginson, J.** and McVeigh, K., 'An Incomplete DNACPR Form for a Palliative Head and Neck Oncology 25-Year-Old: Was It Valid?' *International Journal of Oral and Maxillofacial Surgery* 48 (May 2019): 85.  
doi:[10.1016/j.ijom.2019.03.258](https://doi.org/10.1016/j.ijom.2019.03.258).
- 2018 Jones, F., **Higginson, J.** and Mattine, S., 'Clinical Photography: Are We Obtaining Appropriate Consent?' *British Journal of Oral and Maxillofacial Surgery* 56, no. 10 (December 2018): e4–5.  
doi:[10.1016/j.bjoms.2018.10.017](https://doi.org/10.1016/j.bjoms.2018.10.017).
- 2018 Mawji, S., **Higginson, J.**, Chaggar, J., Venkatasami, M. and Green, J., 'Orthognathic Surgery: A Bibliometric Analysis of the Evidence Base'. *British Journal of Oral and Maxillofacial Surgery* 56, no. 10 (December 2018): e45.  
doi:[10.1016/j.bjoms.2018.10.134](https://doi.org/10.1016/j.bjoms.2018.10.134).
- 2017 Chouhan, R., **Higginson, J.**, and Martin, T., 'Confidential Image Transfer: An Ethico-Legal Dilemma'. *British Journal of Oral and Maxillofacial Surgery* 55, no. 10 (December 2017): e65.  
doi:[10.1016/j.bjoms.2017.08.304](https://doi.org/10.1016/j.bjoms.2017.08.304).
- 2017 **Higginson, J.**, Chowlia, H., Martin, T., Praveen, P. and Parmar, S., 'The Use of Interpositional Vein Grafts for Free Flap Reconstruction in a Tertiary Head and Neck Unit'. *Head & Neck* 39, no. S1 (May 2017): E71.  
doi:[10.1002/hed.24820](https://doi.org/10.1002/hed.24820).
- 2017 Viridi, M., **Higginson, J.**, Praveen, P., Martin, T. and Parmar, S., 'Are Fascia-Only ALT Flaps More Likely To Develop Donor Site Seroma?' *Head & Neck* 39, no. S1 (May 2017): E159–60.  
doi:[10.1002/hed.24820](https://doi.org/10.1002/hed.24820).
- 2016 **Higginson, J.**, Bartram, A. and Nugent, M., 'Cutting It Fine: A Re-Audit of Surgical Resection Margins And Timing of Pathology Reports'. *British Journal of Oral and Maxillofacial Surgery* 54, no. 10 (December 2016): e76–77.  
doi:[10.1016/j.bjoms.2016.11.036](https://doi.org/10.1016/j.bjoms.2016.11.036).
- 2012 **Higginson, J.**, Gunasekaran, S. and Jose, J., 'Day Case Septoplasty: Ensuring Quality within Our Teaching Hospital'. *International Journal of Surgery* 10, no. 8 (2012): S33.  
doi:[10.1016/j.ijssu.2012.06.174](https://doi.org/10.1016/j.ijssu.2012.06.174).

## 1 Presentations

### 1.1 ORAL PRESENTATIONS

- **Malignant melanoma of the head and neck: does subsite of origin affect prognosis?** Presented at the BAOMS Annual Scientific Meeting in Birmingham 2019. Presenting a retrospective cohort study of melanoma patients, highlighting the importance of anatomical location on margins, and demonstrating that there is no effect on survival.
- **The Prognostic Role Of Surgical Margins In Laser Excision Of Primary Oral Squamous Cell Carcinoma** Presented at EACMFS 2018 in Munich, a cohort study evaluating outcomes following use of surgical laser excision of T1-T2 tumours compared with conventional excision.
- **Next-Generation Sequencing in Head and Neck Cancer** Presenting to the local Oral and Maxillofacial Department on the fundamentals of lipidomics and metabolomics, and the role that these techniques have to play in my research and in cancer research more broadly.
- **Research in OMFS before ST3** Invited to speak to OMFS junior trainees at the Manchester OMFS society conference, May 2018. Gave an interactive lecture for 45 minutes on the reasons for undertaking research, some of the barriers faced by junior trainees, and how they can develop their skills in the field of research at this stage of their careers.
- **Oral Cancer: Trials and Tribulations** MyDentist Clinical Conference, Birmingham, Sep 2017, Invited speaker on behalf of Cancer Research UK, presenting recent developments in diagnosis and management of oral cancer.
- **The Proximal Peroneal Artery Perforator (PPAP) Flap: An Alternative to the Radial Forearm Flap for Head and Neck Reconstruction** *J Higginson*, S Mattine, BAOMS Annual Scientific Meeting, Birmingham, Jun 2017, Presenting outcomes from a novel flap, presenting it as a potential alternative to radial forearm free flap in soft tissue oral reconstruction.
- **The Use of Interpositional Vein Grafts for Free Flap Reconstruction in a Tertiary Head and Neck Unit** *J Higginson*, H Chowlia, T Martin, P Praveen, S Parmar, IAOO Congress, Bangalore, May 2017, Presenting a case series of reconstructions using vein grafts, demonstrating that success rates in our hands were not statistically worse than primarily anastomosed flaps.
- **How reliable are radiological investigations at predicting tumour stage?** N Mahon, A Babbar, *J Higginson*, T Hall, A Lahiri, S Mattine, BAHNO Annual Scientific Meeting, London, May 2017, I performed statistical analysis and interpretation, and helped prepare the presentation of a retrospective analysis comparing radiological tumour staging with pathological staging, which showed a significant but imperfect correlation between the two.

- **The Role of Induction Chemotherapy in Oral Cancer** InHANSE Team Meeting, Birmingham, May 2017, Presented at the local meeting of the Institute of Head and Neck Studies and Education (InHANSE), covering the evidence for induction chemotherapy in oral squamous cell carcinoma.
- **Expression Patterns of Transcription Factors PAX9, SOX2 and SOX9 in Oropharyngeal Squamous Cell Carcinoma** *J Higginson*, H Sathasivam, M Robinson, R Kist, EACMFS Congress, London, Sep 2016, An immunohistochemical study of gene expression, identifying that certain key transcription factors are differentially expressed in HPV positive and HPV negative tumours.

## 1.2 POSTER PRESENTATIONS

**A Lifeboat in Stormy Seas: A Vein Graft of Last Resort** *J Higginson*, E Mustafa, K McMillan, N Grew, BAOMS Annual Scientific Meeting, Birmingham, Jun 2017, A case report demonstrating the use of the superficial inferior epigastric artery for vein grafting—previously undescribed in the head and neck

**Decompression of Cysts: A Comparison of Successful Placement and Compliance** M Ali, Z Ahmad, *J Higginson*, N Mahon, K McVeigh, T Martin, BAOMS Annual Scientific Meeting Birmingham, Jun 2017, An analysis of retention of grommets placed for decompression of benign odontogenic cysts, and associated outcomes

**Prioritising patient related factors leading to the retention of gastrostomy tubes for over one year in head and neck cancer** A Bartram, *J Higginson*, S Owen, P Savage, S Penny, M Nugent, V Paleri, BAHNO Annual Scientific Meeting, London, May 2017, A prospective, semi-quantitative study to identify the factors that patients felt contributed to long-term gastrostomy dependence. The main issues were poor appetite and xerostomia.

**Are Fascia/Muscle-Only AT Flaps More Likely to Develop Donor Site Seroma** M Viridi, *J Higginson*, T Martin, P Praveen, S Parmar, IAOO Congress, Bangalore, May 2017, Presenting a case series of ALT reconstructions using retrospective analysis to identify those clinical factors associated with seroma formation.

## Conferences and Courses Attended

2021	Immediate Life Support, Royal Brompton Hospital. Completed 25th March 2021
2020	Tomorrow's Leaders, Training in clinical trial development run by the NIHR CRN, 11th December 2020
2020	GRANULE course—recruiting to clinical trials. Completed 1st December 2020
2020	Good Clinical Practice—Most recently completed 10th November 2020
2020	Data Analysis for Metabolic Profiling, Imperial College London.
2020	Upskilling in Critical Care/Covid-19, University Hospitals Birmingham, 1st May 2020.
2019	EHNS Head and Neck Robotic Surgery Symposium, Royal College of Physicians,

	London.
2019	Restoration of Dental Implants, BioHorizons at Houston Dental Centre, Weston-super-Mare.
2019	Advanced Placement of Implants, BioHorizons at Houston Dental Centre, Weston-super-Mare.
2019	BAOMS Annual Scientific Meeting, Birmingham.
2019	BAHNO Annual Scientific Meeting, Royal College of Physicians, London.
2019	Fellows in Training Conference, Sheffield.
2019	Placement of Implants Course, Sheffield.
2018	EACMFS Biennial Congress, Munich.
2017	Non-technical skills for surgeons, Royal College of Surgeons of Edinburgh.
2017	Head and Neck Dissection Course, Keele University.
2017	Microvascular Skills Workshop, The Griffin Institute, Northwick Park Hospital.
2017	Laser Core of Knowledge, Liverpool University.
2017	BAOMS Annual Scientific Meeting, Birmingham.
2017	IAOO Congress, Bangalore.
2017	BAHNO Annual Scientific Meeting, Royal College of Physicians, London.
2016	EACMFS Biennial Congress, London.
2016	BAOMS Annual Scientific Meeting, Brighton.
2016	BAOMS JTG Conference, Glasgow (Organised and attended).
2015	BAOMS Annual Scientific Meeting, Liverpool.
2015	BAOMS JTG Conference, Newcastle upon Tyne (Organised and attended).
2014	ATLS reverification, Cambridge.
2013	BAOMS JTG Conference, London.
2012	BAOMS Annual Scientific Meeting, Edinburgh.
2012	BAOMS JTG Conference, Edinburgh.
2012	ASiT Conference, Cardiff.
2012	Art in Surgery workshop, Cardiff.
2010	BAOMS JTG Conference, York.
2010	ALS, Sunderland.
2009	ATLS, Sunderland.

## Audit

2018	Re-audit of compliance with WHO peri-operative checklists in department-based Oral Surgery—submitted for presentation at BAOS 2018
2018	Audit of compliance with documentation of consent for clinical photography in patients undergoing surgery for head and neck cancer, presented at BAOMS 2018
2018	Auditing speech and swallowing outcomes after major head and neck cancer treatment
2017	Re-audit of information governance in clinical images, Presented at BAOMS 2017
2017	Audit of information governance in clinical images, Presented at Pan-Birmingham OMFS audit meeting 2017
2012	Complications in day-case septoplasty, Presented at ASiT conference 2012



## Teaching

- 2020, Lecture—BSc Surgical Technology, Imperial College London** Delivered an online lecture on the role of ambient mass spectrometry in oral and maxillo-facial/head and neck cancer surgery, to intercalating medical students undertaking a BSc in surgical technology.
- 2018, Examiner—MBChB Finals** Examiner on the practical station in the OSCE for finals, May 2018. Attended training and orientation, and shadowed an experienced examiner before taking charge of the station.
- 2017, Seminar—Written Professional Communication** Final Year MBChB Component, Birmingham Medical School, Dec 2017, Tutor/Assessor, leading small group teaching sessions for final year medical students, enabling and ultimately assessing their ability to write comprehensively and concisely for referrals and discharges.
- 2017, Exam Setting—Human Diseases** BDS Human Disease Examination, Birmingham School of Dentistry, Aug 2017, Examiner, Attended a meeting to develop new questions for the dental student Human Diseases examination. Received training in MCQ setting and the Angoff process. Contributed numerous questions for use in the exam.
- 2016–2019, Lecturer—Tumour Growth, Management & Prognosis** Fourth Year BDS Lecture at Birmingham School of Dentistry, lecturing fourth year dental students on aspects of oncology, with a focus on head and neck cancer. Lecture delivered annually from 2016
- 2016–2019, Careers Adviser—West Midlands Dental Deanery** Regular speaker at careers days, advising trainees on the pathway to oral and maxillofacial surgery.

## Quality Improvement Projects

- 2019 Following concerns about theatre utilisation, performed a service evaluation identifying the causes of lost theatre capacity. In collaboration with the quality improvement team at Queen Elizabeth Hospital Birmingham, we identified that late starts were uncommon, but early finishes and prolonged patient transport times were key determinants of lost capacity. These findings were published in August 2020 (See ‘Publications’, page 3, and provided both a benchmark for transport time to allow future audit, and also a clear definition of the terms *efficiency* and *productivity* in the context of theatre capacity.
- 2019 Worked with Colleagues, Divisional Management and Trust IT to deliver an electronic referrals system (‘Norse’) to reduce interruptions for junior staff and time spent on the phone for referring clinicians.
- 2017 Identified that dentally-qualified medical students working at Worcestershire hospitals were struggling to be present for the start of medical school after night shifts. Worked with the clinical director, clinical lead and HR to adjust the shift pattern to 0700–1900, allowing these vital team members to handover and attend their medical school commitments more easily.

2015

Contributed to the East Grinstead Consent Collaborative—Identifying variance in practice when consenting for major head and neck procedures, and recommending changes to standardise practice across the UK.

## Leadership and Management

2015–2018

Director of ‘*OpenOdontoHub*’, a Community Interest Company supported by NHS England for the development of open-source electronic dental health record software.

## References

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