



Andrew Blair

(Graeme Andrew Blair)
CMIInstD

Office

513 Speargrass Flat Road
Arrowtown
9371

Phone

021 477635

Email

andrew@blairconsulting.co.nz

Profile

Following a successful career in both the public and private sectors Andrew, a Chartered Member of the Institute of Directors, now undertakes governance roles and provides advisory services through his company Andrew Blair Consulting Limited. Utilising the vast range of governance and commercial experience gained in his earlier executive management roles and through a large number of directorships Andrew assists owners and boards of other businesses in the areas of strategic and business planning, change management, growth and productivity, and trouble shooting.

Current Roles

INDEPENDENT ADVISOR TO SOUTHERN CROSS HOSPITALS CLT LIMITED (A JOINT VENTURE COMPANY FORMED TO ESTABLISH AN INDEPENDENT HOSPITAL IN THE QUEENSTOWN LAKES DISTRICT) - MAY 2018 TO CURRENT

Having formulated a successful approach to establishing an independent hospital for the Queenstown region, and inviting Southern Cross Hospitals and Central Lakes Trust to partner in the venture, Andrew has been engaged by the joint venture partners to advise in relation to bringing the vision to reality. The advice has included all matters relating to ownership models, governance and financial structures, business case preparation, site identification and selection, oversight and facilitation of hospital design, contract negotiations, construction procurement, and commissioning.

Andrew's role includes leading consultation and relationship management with clinicians, the Southern District Health Board, local authority and community leaders and other key stakeholders.

CHAIR, QUEENSTOWN LAKES COMMUNITY HOUSING TRUST - OCTOBER 2018 TO CURRENT

Andrew was appointed to bring governance skills and community/social awareness to this trust tasked with helping committed residents into decent affordable housing and to help alleviate the current housing shortage and affordability

challenges faced by residents and families in the Queenstown region. The QLCHT owns and manages a portfolio of housing valued at around \$32,000,000 and has a goal to provide homes for 1000 households within the next 10 years.

OWNER AND DIRECTOR OF ANDREW BLAIR CONSULTING LIMITED

Through his Company Andrew provides a range of strategic business and governance advice to businesses and individuals in a number of areas. Recent engagements have included;

- The negotiation and sale of several surgical, dental and other specialist practices and businesses
- The merger of 2 law firms and ongoing advice around succession, mentoring of Managing Partner and General Manager
- Mentoring of the owner of a digital IT business
- Providing advice on the New Zealand health system to potential New Zealand and international investors and merchant bankers.
- Strategic Advisor assisting Chelsea Hospital, Gisborne develop and implement a sustainability plan.

Former Career Highlights

CHAIR, CAPITAL AND COAST DISTRICT HEALTH BOARD - DECEMBER 2016 TO DECEMBER 2019

Appointed by the Minister of Health to Chair the Capital & Coast District Health Board, the 6th largest DHB in the country with an annual budget of around \$1.2 billion and a staff of around 6,200. The CCDHB is responsible for the health of approx. 600,000 people in the Wellington, Porirua and Kapiti region and is responsible for tertiary services to a population of around 900,000 in the southern North Island. Andrew was also a member of the Board's Finance, Risk and Audit Committee and Chaired the Board's Remuneration Committee.

CHAIR, HUTT VALLEY DISTRICT HEALTH BOARD - DECEMBER 2016 TO DECEMBER 2019

Appointed by the Minister of Health to Chair the Hutt Valley District Health Board with an annual budget of around \$500 mil

and a staff of around 2500. Andrew was also a member of the Board's Finance, Risk and Audit Committee and Chaired the Board's Remuneration Committee.

**GOVERNANCE BOARD MEMBER, HEALTH SECTOR FINANCE
PROCUREMENT INFORMATION MANAGEMENT SYSTEM (FPIM)**

Appointed by the Director General of Health as the DHB Chair representative to assist with governance of this multi million dollar IT system across all DHBs. The role included approval of the business case and supporting the process through Ministerial and Cabinet approvals.

**ADVISOR TO THE BOARD OF FORTE HEALTH LIMITED,
CHRISTCHURCH - 2013 TO JANUARY 2019**

Andrew was an advisor to this company which built a 4 theatre private surgical hospital in central Christchurch post the earthquake. Andrew was a 'deemed director' attending and participating in all board meetings and strategic planning and has acted as a mentor to the Company's General Managers.

**CHAIR, SOUTHERN PARTNERSHIP GROUP - SEPTEMBER 2015 TO
DECEMBER 2017**

Appointed jointly by the Ministers of Health and Finance to Chair the Southern Partnership Group which was commissioned to govern the process for the redevelopment of facilities at Dunedin Public Hospital at an anticipated cost of around \$1.4 billion dollars.

**BOARD MEMBER, HAWKES BAY DISTRICT HEALTH - DECEMBER 2013
TO DECEMBER 2016**

Appointed to the Board by the Minister of Health in December 2013 Andrew contributed to the governance of one of Hawkes Bay's largest organisations with over 2000 staff and an annual budget of over \$500 mil. The Board also appointed Andrew as a member of its Finance, Risk & Audit Committee.

**INDEPENDENT ADVISOR AND MANAGEMENT MENTOR, BRAMWELL
BATE, BARRISTERS AND SOLICITORS - 2014 TO CURRENT**

Having advised and facilitated the successful merger of 2 law firms, and the subsequent restructure of management and qualified staff resources, Andrew is now engaged by the new merged firm to provide ongoing advice to the directors around growth options, succession planning and relationship management. Andrew supports the Managing Partner and provides mentoring to the Practice Manager.

**FORMER ADVISOR AND DIRECTOR TO THE BOARDS OF
BREASTSCREEN AUCKLAND LIMITED AND ST MARKS WOMENS
HEALTH (REMUERA) LIMITED - 2014 TO AUGUST 2020**

Andrew served as a director of these 2 health sector companies which provide both publicly and privately funded healthcare before resigning to pursue other governance roles.

He was subsequently re-engaged as an independent advisor to the boards and continued attending and participating in all board meetings.

**CHAIR, CANCER CONTROL NEW ZEALAND - AUGUST 2014 TO
AUGUST 2015**

Appointed by the Minister of Health to Chair this independent council responsible for providing expert advice to the Health Minister and wider health sector aimed at reducing the incidence and impact of cancer on New Zealanders, and the inequalities that surround it.

**CHIEF EXECUTIVE, ACURITY HEALTH GROUP LIMITED (FORMERLY
WAKEFIELD HEALTH LIMITED) - APRIL 2007 TO MARCH 2013**

As Chief Executive of this public company which was listed on the NZX and which owned and operated private hospitals throughout New Zealand Andrew was responsible for leading the team of approximately 550 people across the three wholly owned private hospitals (Wakefield and Bowen hospitals in Wellington and Royston Hospital in Hastings). Acurity reported 2012 revenue of approximately \$80mil resulting in profit after tax of around \$6.5mil.

On his appointment as CEO Andrew's priority was to integrate the three existing hospital business units into one commercial operation, identifying synergies and applying best practices across all three sites. During this period he drove considerable change to the culture, governance approach, reporting, risk management and commercial operations of the company which resulted in strong profitability growth through a combination of increased revenues and close scrutiny of costs.

Andrew then successfully led the Acurity company in its plans to diversify the geographic concentration it had within the Wellington private health market through expansion by acquisition of interests in facilities in other regions. He worked effectively and industriously with the many key professional advisors in securing these outcomes which required a major

capital raising initiative and management of legislative requirements including the Commerce Act and Take Overs Code, in addition to key relationship management requirements to ensure the ongoing success of these joint ventures. After leading the acquisition of a 60% interest in Grace Hospital in Tauranga and the purchase of other hospital business interests in Auckland, Andrew represented Acurity on the boards of those joint venture companies.

Over the period 2010-13 Andrew was responsible for a major capital expenditure project at Bowen Hospital in Wellington involving the complexity of construction and fit out of both a specialist medical centre and theatre and hospital facilities. These projects were completed on time and within budgets. In more recent times Andrew spent considerable time and energy on the redevelopment plans for Wakefield Hospital with the increased focus demanded on seismic issues.

GENERAL MANAGER, ROYSTON HOSPITAL, HASTINGS 1995-2007

In 1995 Andrew commenced with Royston Hospital (the pre merger constituent company which amalgamated with Wakefield Health) following the corporatisation of the Royston Hospital business. This involved the transition from a not-for-profit community hospital approach to that of a structured commercial organisation delivering high quality surgical services. It also required leading significant capital expenditure programs for the hospital including theatre and ward developments and later the Royston Centre as an integrated specialist medical complex. These projects demanded a professional and personable approach to managing community and local authority relations to ensure the success of the developments for the benefit of all stakeholders. He was actively involved in the development of contracting with ACC and the administration and coordination of the participating specialists. Subsequently contracting was extended to include services undertaken to assist the Hawkes Bay DHB with reducing waiting list times. Andrew has been acknowledged as an energetic and effective leader of these initiatives.

GENERAL MANAGER, RUDD WATTS AND STONE (LATER MINTER ELLISON), LAWYERS, WELLINGTON 1989-1994

As General Manager of Rudd Watts and Stone Andrew was responsible for the profitable operation and administration of

the Wellington and New Plymouth offices of the firm. With 95 staff and a turnover in excess of \$10mil he was responsible for planning, directing and coordinating the financial, administrative and lawyer support functions of the offices as well as marketing the firm and promoting its national identity, standards and reputation.

VARIOUS ROLES IN NZ PUBLIC SERVICE

During the period 1973 to 1989 Andrew held various roles in the NZ public sector, initially with the Department of Justice where he was promoted to the position of Court Registrar. He served for two years with the Department of Foreign Affairs at the NZ Permanent Mission to the United Nations in Geneva Switzerland, and later was appointed as Private Secretary to the Minister of Justice and Leader of the House, and subsequently the Deputy Prime Minister and later Prime Minister. Andrew also served for a period as private Secretary to the Minister of Health and Minister of Trade and Industry.

Skills and Experience

Andrew has sound commercial knowledge and governance experience. He is experienced in management structures, and the design and implementation of change management initiatives, with a proven record of developing and implementing growth strategies. While his earlier industry experience was within the health sector, as Chief Executive of a listed public company, and having served as a director on the boards of several companies, Andrew has well honed governance skills and wider commercial experience which are very transferable to other business sectors.

Andrew's successful commercial experience is well complemented by his thorough understanding of Government processes from his earlier public service and his input into and influence over public policy through his representation and advocacy roles as President and as an Executive member of the NZ Private Surgical Hospitals Association during a period of 16 years.

Andrew has been described as a strong leader and a team player, with vision and a strategic approach, supported by strong verbal and written communication skills. He is a successful motivator and supporter of others, but someone who can make the hard decisions often required to be

successful in business. Much of his past success has been due to positive relationship management skills.

Andrew has attended and presented at a number of conferences and seminars both nationally and internationally, including as a guest at sector conferences in Malaysia, Japan, Taiwan and Australia.

In 1978 while on leave from the public service Andrew worked over the summer with the United States Navy in the Antarctic and was awarded a formal commendation for his personal contribution to the scientific research programs in Antarctica through his "outstanding contribution to Operation Deep Freeze 78 and the spirit of cooperation he exemplified in this multi national venture".

While traveling abroad later in 1978 he worked on an oil rig in the North Sea and in earlier times during school holidays worked in various NZ rural sector roles. While a student he started and ran a successful lawn mowing business for himself.

At a personal level Andrew is viewed by those he works with as honest, loyal, caring and competitive.

Current Roles and Memberships

Chartered Member, Institute of Directors

Chair, Queenstown Lakes Community Housing Trust

Independent Advisor to Southern Cross Hospitals CLT Limited

Strategic advisor and relationship advisor, BramwellBate, lawyers

Owner and Director, Andrew Blair Consulting Limited, providing governance, strategic and commercial advice to private businesses and investors in various sectors throughout New Zealand

Responsible for a range of family and personal diversified investments.

Past Directorships and Leadership Roles

Chair, Capital and Coast District Health Board

Chair, Hutt Valley District Health Board

Advisor, Forte Health Limited, Christchurch

Chair, Southern Partnership Group Chairman, Cancer control
New Zealand

Governance Board Member, Health Sector Finance
Procurement Information Management System.

Director, Breastscreen Auckland Limited

Director, St Marks Womens Health (Remuera) Limited

Director, Safer Sleep Limited

Director, Safer Sleep LLC Limited

Director Endoscopy Auckland Limited

Director Laparoscopy Auckland Limited

Director Norfolk Southern Cross Limited

Director DaVinci Robot Limited

Director Norfolk Ventures Limited

Director Norfolk Investments Limited

Director Cardiovision Limited

Director Wakefield Hospital Limited

Director Bowen Hospital Limited

Director P3 Research Limited

Director AWRL Limited

Director Hospitals New Zealand Limited

Director Naixer Holdings Limited

President and Executive Committee Member, New Zealand
Private Hospitals Association

Chairman, Roston Farm Partnership

Foundation Member and Vice Chairman New Zealand Malaysia
Business Council

Executive Management Support to the Mission Estate, Hawkes
Bay

Member of Standards New Zealand Health and Disability
Committee

Trustee, Rutherford Trust

Trustee Wadestown School Board of Trustees

Andrew was personally invited by the former Prime Minister Rt
Hon Sir John Key to participate with other recognised business
leaders in the Summit on Employment held in Manakau on 27
February 2009.

Personal

Andrew has a keen interest in local, national and international
affairs and has travelled extensively. When not working,
Andrew enjoys the outdoors, gardening, fishing, skiing, hiking,
cycling and playing golf (socially), and enjoys cooking with
local and seasonal produce, including what he is able to grow,
gather and catch himself. He appreciates and respects New
Zealand natural environment.

Referees

Referees are available on request.