

Steve Meadows - Credentials Market Access, Marketing and HEOR Collaborative Leadership



By Steve Meadows
Director Healthcare-Acumen

Tel: 07983636909

Email: steve.meadows@healthcare-acumen.com

Website: <https://healthcare-acumen.com/>

Contents

1	Executive Profile and Commercial Growth Model	3
1.1	Commercial Growth Market Access Model	3
2	Market Access Achievements	4
2.1	NHS England Engagement to Accelerate Hydrex (Surgical Hand Scrub) Uptake	4
2.2	Securing NHS England Support for Licensed Surgical Skin Preparation	5
2.3	Colonis Hydrocortisone: Targeted Tertiary-Care Access Strategy June 2024 to March 2025	5
2.4	Amarin Associate Director Market Access - Lincolnshire CVD Secondary Prevention Partnership - Icosapent Ethyl 6	6
2.5	Value in the NHS: Driving Population Health Gains Through Finding, Reviewing and Treating in PCNs	7
2.6	Associate Director of Market Access, Amarin UK Ltd February 2021 to August 2023	8
2.7	Sales Conference 2022 Secondary CVD Prevention Presentation - Value in the NHS	8
2.8	Market Access Materials, Approval, and Internal Capability Building	8
2.9	Development of the Icosapent Ethyl HTA Value Proposition	9
2.10	HEART UK Alignment and External Engagement	9
3	How I am Successful - Going Beyond Cost Value in the NHS	9
3.1	NHS System Expertise	10
3.2	Marketing Leadership	10
3.3	Associate Director, Marketing (CNS), Teva August 2023 to January 2024	11
3.4	Payer Profiling and Value Communication	12
3.5	Novartis Pharmaceuticals, East Midlands Multiple Sclerosis Market Access	13
3.6	Asthma Branded Generic Access Success at Star Outco	13
4	NHS Data and HEOR Capability	14
4.1	Multi-Channel Manager, Star Outco April 2019 to January 2021	14
4.2	Harvey Walsh Ltd NHS Service Data Analysis for the Pharmaceutical Industry	14
4.2.1	Neotract – Urolift: designed HES analysis for patient numbers and the short- and long-term cost of complications following TURP in benign prostatic hyperplasia.	14
5	Collaborative Leadership	15
6	Summary	15



Figure 1NHS Policies 2026

1 Executive Profile and Commercial Growth Model

Impact snapshot: I convert NHS policy, data, and stakeholder insight into measurable adoption. Recent outcomes include

- Paediatric Adrenal Esuriency 0% to 39% market share and £1.4 million sales for Colonis Hydrocortisone;
- CVD Secondary Prevention 55% of national Icosapent ethyl volume through the Lincolnshire secondary prevention partnership;
- Branded Generics 0% to 61% branded-generic asthma inhaler share across three CCGs within six months.
- NHS England-instruction to all Chief Pharmacists and NHS Trust Leads to adopt Hydrex surgical hand scrub from NHS Supply Chain to deliver £890K savings and £1m+ sales potential

As a high-impact NHS market access leader with a rare ability to turn policy, data, and system-level insight into real-world adoption, prescribing, and commercial growth. I frame myself as a translator between NHS policy, service pressures, and commercial brand value who can turn national approval into real-world usage which is a rare capability in the industry and a major differentiator.

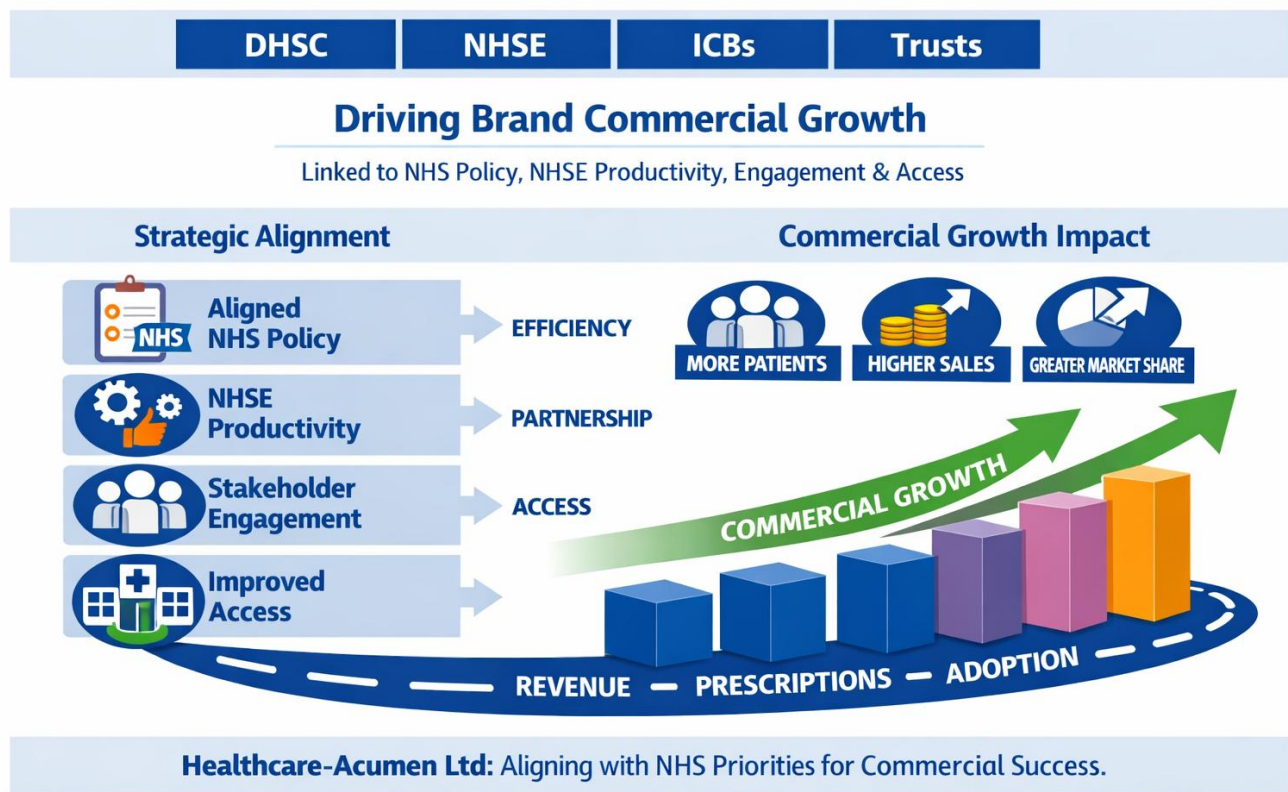
Not just as a doer, but as a designer of frameworks that others adopt, I articulate brand value in NHS language:

“By talking their language, become trusted.” a rare skill that commercial teams can struggle with.

I am the person who can turn NHS policy into real-world adoption and commercial growth thus:
closing the **NHS HTA / NICE approval – Implementation Gap**

This document sets out the commercial growth model, NHS expertise, and representative case studies that underpin that approach.

1.1 Commercial Growth Market Access Model



2 Market Access / Marketing Achievements

2.1 NHS England Engagement to Accelerate Hydrex (Surgical Hand Scrub) Uptake

At Ecolab, I used board-level NHS engagement and targeted NHS England financial analysis to turn a supply-chain savings opportunity into implementation action. By identifying low Hydrex surgical hand scrub adoption, linking underuse to poor NHS Trust Financial performance to unrealised NHS Supply Chain savings, and escalating the issue to senior NHS England leaders, I helped secure system-level focus on uptake.



As a result, the Director General of DHSC Commercial and Growth directed NHS Supply Chain to tell chief pharmacists and NHS Trust procurement stakeholders to review the national Hydrex savings opportunity and submit demand-capture forms confirming planned switching volumes.

Board Question “Phase one of the Mandatory NHS Core List, which was launched in February of this year, introduced nationally agreed pricing frameworks to improve uptake and savings through the NHS supply chain.

Can the board set out how learning from phase one will inform the prioritisation and design of future Core List categories, including the role that ease of implementation will play?

This engagement initiated direct communication with NHS England CEO Jim Mackey and Finance Director General Elizabeth O’Mahony about £2.3 million of unimplemented NHS Supply Chain savings, including the NHS trusts most responsible for the gap. The work helped move the issue into implementation action through Commercial and Growth Director General Fiona Bride.

Resulting in direction In March 2026 to NHS Supply Chain (NHSSC) to issue communications re: £890K savings opportunity (recognising and validating our analysis of business services authority prescription data by NHS Trust) for Hydrex 500ml bottle firstly to the pharmacy community (Chief Pharmacists Network)

Secondly to NHS Trust procurement colleagues asking at the monthly procurement teams meetings for their submission to NHSSC of demand capture forms confirming the required volumes to transition to Hydrex via the NHSSC purchase route for each NHS Trust.

Also, advance sight of Core List Inclusion Criteria with Invitation to discuss. A fantastic opportunity for Ecolabs to review product portfolio core list suitability.

NHS Supply Chain

Potential Savings Opportunity
Hydrex Skin Disinfectant 500ml bottle 4% chlorhexidine surgical scrub solution - Stocked route

Dear Partner,

Category: Medical and Surgical Consumables
Framework: Skin Cleansing, Disinfection and Hygiene

We want to make you aware of a savings opportunity identified on the **Skin Cleansing, Disinfection and Hygiene framework on 16 February 2026**.

Recent analysis by the awarded supplier (Ecolab Ltd.) has identified that a number of trusts are currently purchasing **Chlorhexidine gluconate 4% solution (NPC MRB320)** via the prescription route within pharmacies at a higher cost than is available through NHS Supply Chain.

The data used in this analysis is derived from the NHS Business Services Authority (NHSBSA) Secondary Care Medicines Data (SCMD). The period covered is **April 2024 to March 2025**.

Opportunity

Based on this analysis, indicative national savings of approximately £890,000 (excluding VAT) have been identified.

- The analysis will be issued to our ICS Managers week commencing **16 March 2026** who can then share this information with procurement colleagues to discuss the opportunity with pharmacy leads.
- Trusts will need to review and validate the data provided for your trust. Details of product costing via NHS Supply Chain are **£3.075** excluding VAT or **£3.69** including VAT per bottle.
- Subject to clinical approval, please submit a demand capture form confirming the required volumes to transition to Hydrex via the NHS Supply Chain route.

Kind regards,
NHS Supply Chain

2.2 Securing NHS England Support for Licensed Surgical Skin Preparation

This work addressed a regulatory and patient-safety risk created when cost-led product choices were not consistently aligned with licensing requirements for preoperative skin preparation. By raising the issue through an NHS England board question, I helped prompt a clear system-level response confirming that clinically appropriate, licensed, and compliant products should be used through national contracts, clinical guidance, and procurement frameworks. The outcome was authoritative NHS England support for the appropriate use of licensed surgical skin preparation products.

Board Question “How NHS England assures that cost driven product choices, including those used for preoperative skin preparation. Continue to meet the appropriate regulatory, licencing, and patient safety standards?”

Public Reply

“Specifically, around products that contain active antiseptic ingredients that are intended for preoperative skin preparation.

These are defined as medical products and therefore they must hold the appropriate medicines and healthcare products regulatory agency approval and authorization for that purpose.

We work closely with the Royal College of Surgeons, and the MHRA joint statement on how these products can be used clearly and signposted and licensed for their intent.

Therefore, NHS England provides system level assurance. Through the NHS standard contract, national infection prevention standards, clinical guidance, and procurement frameworks, all of which set clear expectations that NHS trusts use clinical products that are safe, clinically appropriate, and compliant with regulatory requirements.”

2.3 Colonis Hydrocortisone: Targeted Tertiary-Care Access Strategy | June 2024 to March 2025

For Colonis Hydrocortisone, I designed a focused tertiary-care access strategy for paediatric endocrine centres where patient identification, specialist prescribing, and formulary decisions could most directly influence uptake. By combining targeted NHS data, customer knowledge, and disciplined account prioritisation, the project delivered rapid formulary inclusion and scalable usage: market share grew from 0% to 39%, sales reached £1.4 million, and the project was runner-up in the Uniphar Europe 2024/25 Project Awards.

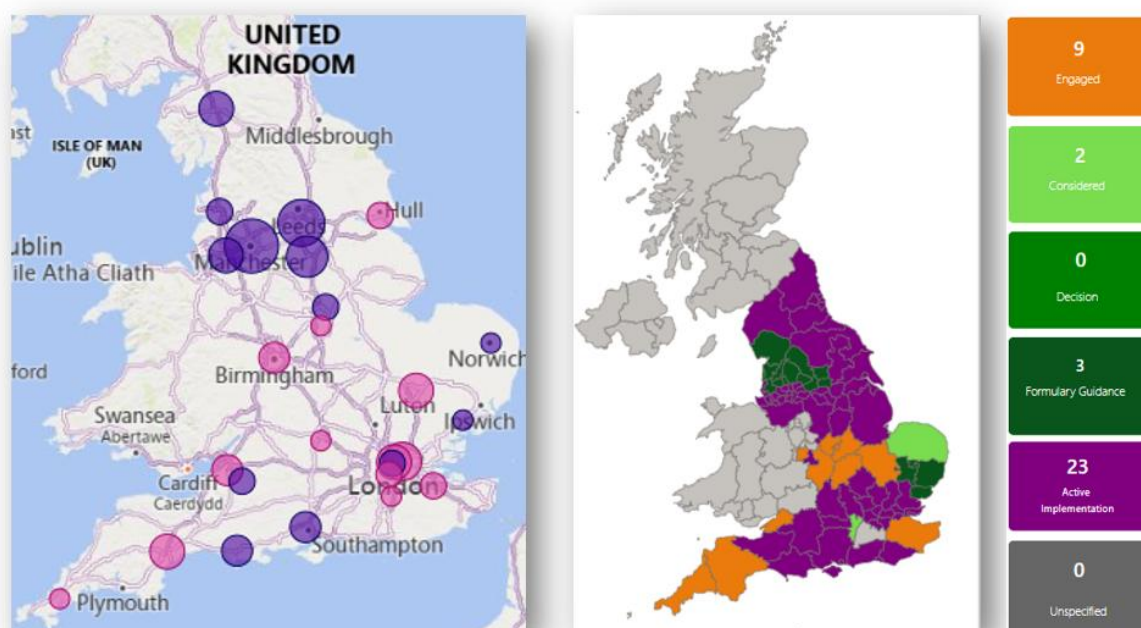
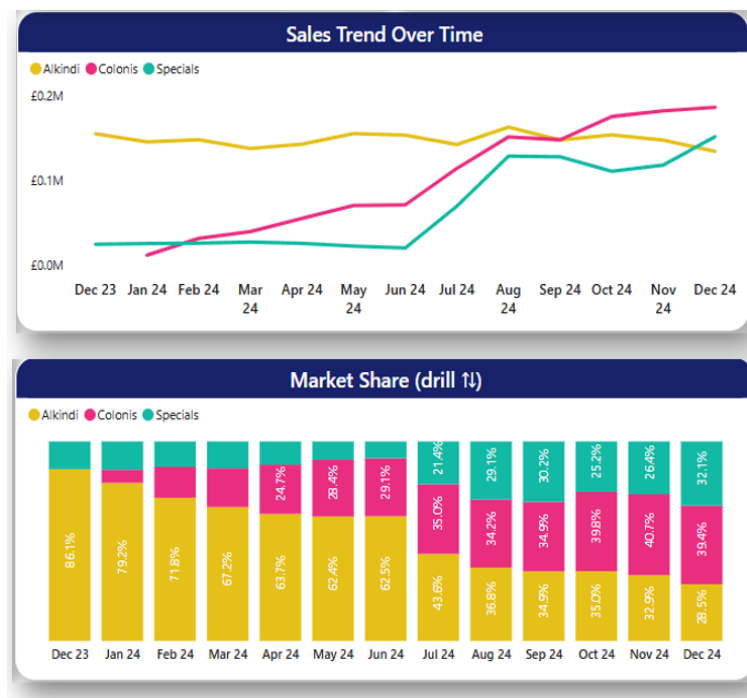


Figure 2
Focused
Tertiary
Care Action
Delivered
ICB Patient
Access and
Usage at
Scale

- Market Share growth 0 to 39% Sales 0 - £1.4m
- Runner up Uniphar Europe 2024/25 Project Awards for Colonis Hydrocortisone



Hi All

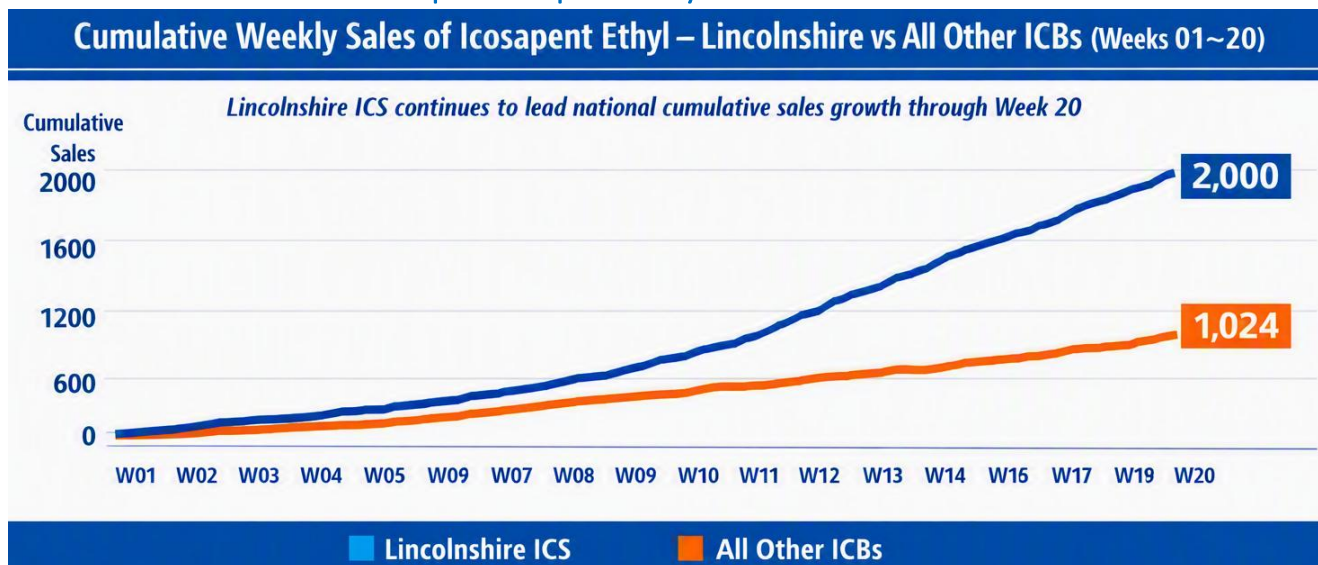
I just wanted to drop you all a line to both thank you and congratulate you on a great job for us. I know I've only sat in on a couple of the review meetings, but what struck me right from the start was the expertise, professionalism, knowledge, and commitment that you all displayed. This has all been borne out with great results on formulary inclusion and subsequent sales. We've been really delighted with what you've achieved for us. In addition, your use of data combined with great customer knowledge has allowed for an efficient targeted approach. We weren't able to put a lot of resource behind this project, but what you have delivered for us has been great. You should be proud of what you've done.

So, I wish you all the best in your next project and thanks again for all you've done in helping make the launch of our hydrocortisone solution such a success.

Best wishes

Andy

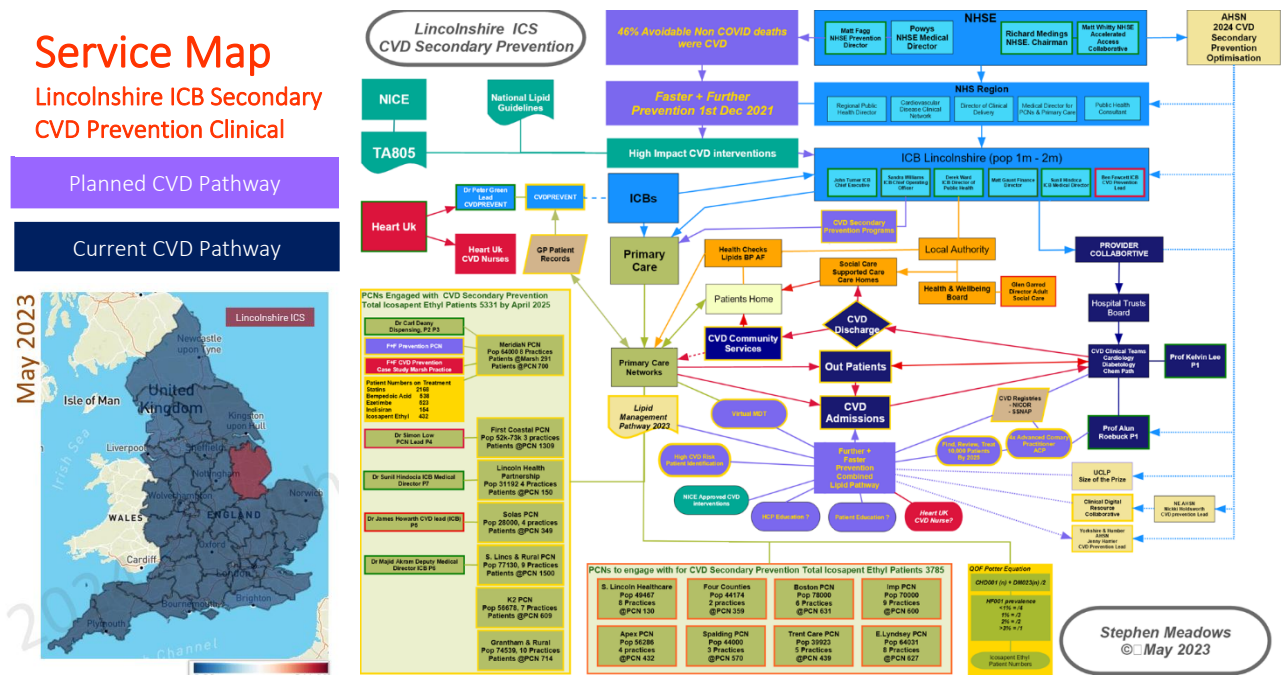
2.4 Amarin Associate Director Market Access - Lincolnshire CVD Secondary Prevention Partnership - Icosapent Ethyl



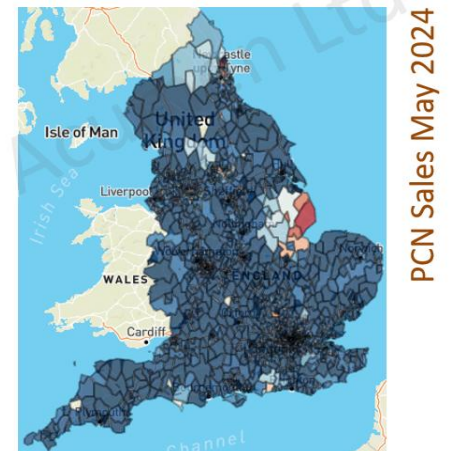
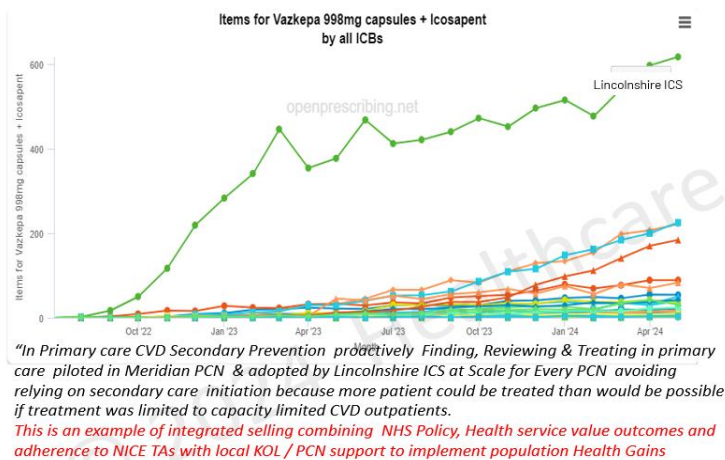
This partnership demonstrates how NHS policy engagement can be converted into practical local implementation. By aligning secondary prevention priorities with population health objectives, pathway redesign, and collaborative working, I helped create a model that supported leadership buy-in, service development, and sustained commercial momentum in Lincolnshire and beyond.

- Designed a nine-phase commercialisation strategy for Lincolnshire that helped through payer & HCP networking to deliver 55% of national sales volume due to proactive patient discovery and prescribing in General Practice.

- I led board-level NHS engagement to support cardiovascular secondary prevention policy and translate that policy into local leadership support across the ICB and PCN environment for Primary Care prescribing.
- The partnership connected NHS population health priorities, local pathway redesign, and the evidence base for Icosapent ethyl within broader secondary prevention risk reduction.
- I coordinated commercial, medical, legal, finance, and approval functions to align the programme with NHS England population health strategy and local service delivery goals.
- The work supported collaborative implementation in Lincolnshire, including Advanced Coronary Practitioner funding, QIPP-aligned service improvement, and a further NHS England funding application.



2.5 Value in the NHS: Driving Population Health Gains Through Finding, Reviewing and Treating in PCNs



- Growth outside of Lincolnshire aligned with Market Access Advisory Board members.
- After one year Lincolnshire sales are still five times that of the nearest competing ICB

2.6 Associate Director of Market Access, Amarin UK Ltd | February 2021 to August 2023

At Amarin, I led NHS policy alignment and value commercialisation strategy for cardiovascular disease secondary prevention, working across medical, marketing, commercial, digital, and external stakeholder groups. My focus was to position Icosapent ethyl within NHS priorities, develop the supporting policy narrative, and create materials that linked clinical outcomes to system goals. This included authoring and leading the Icosapent Ethyl NHS Policy Handbook and helping establish policy-aligned health communications as a core component of the 2023 strategy.

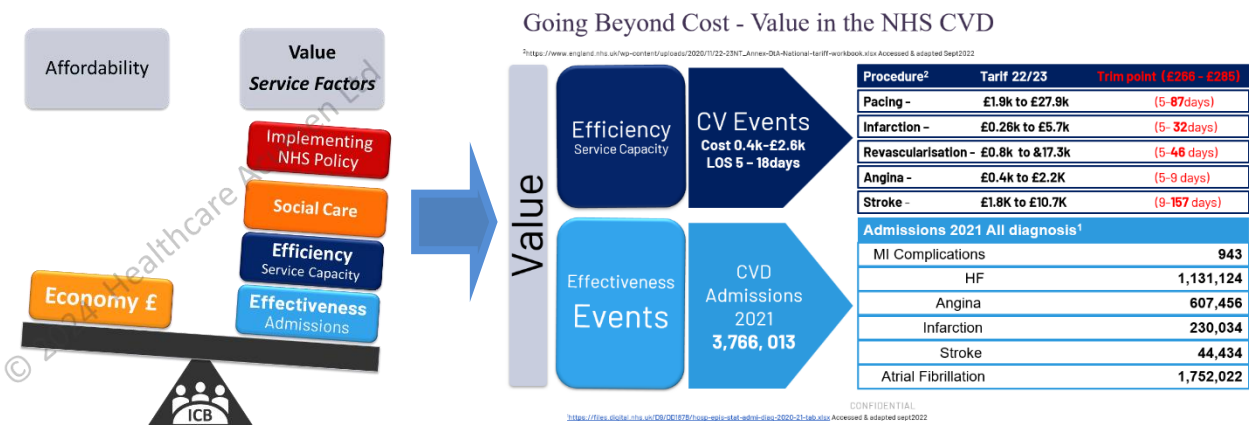
- NHS Policy Functional lead for CVD Pathways, Value Commercialisation Analysis & Strategy Development.
- Matrix working across, Medical, Marketing, Commercial, Digital leadership, and Charitable organisations.
- Author & project lead for Icosapent Ethyl *NHS Policy Handbook*



Long Term Plan	• Priorities for NHS England - Secondary CVD Prevention No1 Priority
NHS Mandate	• Annual Gov't Instruction to NHS England - Secondary CVD Prevention No1 Priority
NHS England Board Meeting Dec 2021	- Secondary CVD Prevention - No1 Priority until 2025
NHS Outcomes Framework	• Measuring Mandate Performance e.g CVD Mortality, Avoidable CVD Admissions
Directed Enhanced Services	• PCN CVD Risk Management Instruction
Quality Outcomes Framework	• Incentivising CVD Risk Management
Better Care Fund	• Local Authority – Reducing Avoidable admissions & Social Care Utilisation
Elective Recovery Plan	• Freeing up 25% of Hospital Consultations

- Aligned NHS Policies that Icosapent Ethyl CVD Secondary Prevention Patient Outcomes Support, a cornerstone of 2023 Health Comms Strategy

2.7 Sales Conference 2022 Secondary CVD Prevention Presentation - Value in the NHS



2.8 Market Access Materials, Approval, and Internal Capability Building

- I developed and reviewed a range of market access materials that supported launch, formulary implementation, and post-NICE adoption, including notification documents, implementation packs, and decision-support materials.
- I also led internal capability building through cross-functional collaboration, Veeva approval processes, and companywide education sessions designed to strengthen understanding of market access across the organisation.

2.9 Development of the Icosapent Ethyl HTA Value Proposition

- I supported the NICE TA805 and CG181 submission process by authoring a review of the health economic impact of stroke and helping shape the wider value case for Icosapent ethyl.
- This work translated clinical and economic evidence into a more compelling HTA narrative, strengthening the reimbursement case and supporting cross-functional decision-makers.

2.10 HEART UK Alignment and External Engagement

I helped strengthen alignment between Amarin and HEART UK by facilitating productive external engagement around cardiovascular prevention, clinical leadership, and best-practice implementation.

- This included supporting HEART UK with expert clinical input and helping connect national charity objectives with credible local implementation examples.
- The result was stronger external alignment and more effective use of advocacy, clinical expertise, and audit-based best practice to support cardiovascular prevention activity.

My commercial growth model is built on four practical disciplines that consistently support access, engagement, and execution:

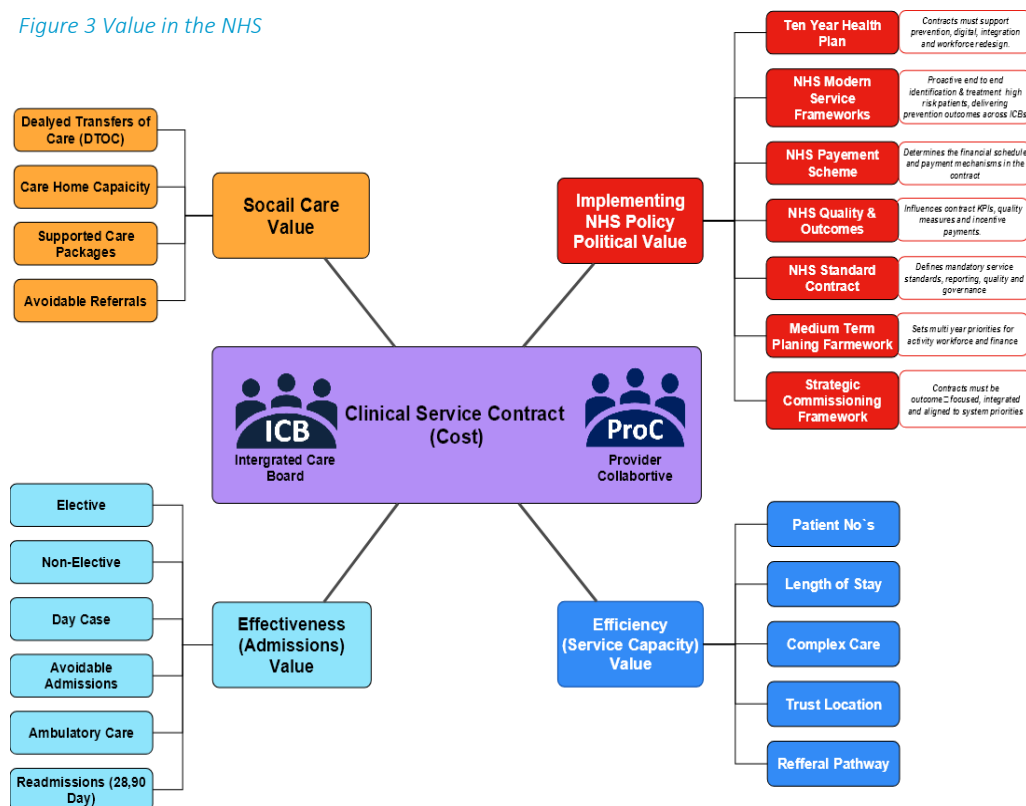
- Sharing commercial adoption ideas in internal and external matrix environments.
- Engaging in quality internal & external customer conversations, both 1:1 and online.
- Using storytelling to connect concepts memorably.
- Thriving with autonomy to think, problem-solve, and experiment.

3 How I am Successful - Going Beyond Cost - Value in the NHS

A brand value proposition usually includes efficiency, effectiveness, and, at times, social care benefits.

My approach goes further by incorporating the political value of implementing NHS policy locally.

Figure 3 Value in the NHS



NHS managers are performance-managed against the implementation of these policies, so there is clear value in demonstrating how your brand's impact on patients can also support local NHS policy implementation through positive changes in contracted resource utilisation that the treated patient exhibits.

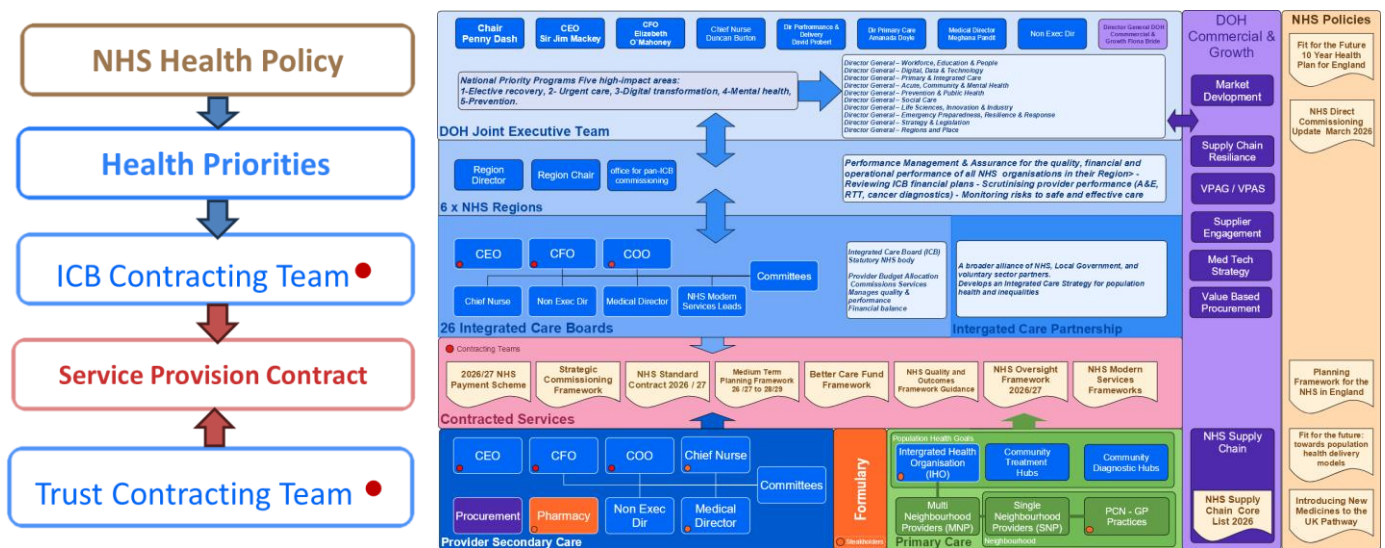
A Brand Policy Handbook brings together, in one place, the NHS policies with which your brand is aligned.

When communications to NHS managers are framed around the language of the aligned

brand, they become more accessible and, importantly, show that you understand the contracting and policy pressures managers face. This makes them more likely to engage with you and consider implement your brand for patients.

3.1 NHS System Expertise

Figure 4 NHS 2026 Post Abolition of NHS England



Deep knowledge of NHS structures, funding, policy, and system priorities allows me to identify where a brand can improve clinical services, demonstrate value, and support adoption in a way that is relevant to decision-makers.

3.2 Marketing Leadership

My marketing approach is informed by direct experience of how NHS organisations operate, collaborate, prioritise, and fund care. Over many years of engagement with NHS England, CCGs, ICBs, hospital trusts, and local authorities, I have developed a practical understanding of how to position brand value in a way that aligns with system needs rather than relying on product messages alone.

- Their organisational interactions and hierarchy, and how they collaborate.
 - **Who has authority over whom?**
- The procedures they follow.
- The priorities they establish and implement.
- How their finances are structured, and costs and return on investment are accounted for.
- Their relationship with pharmaceutical companies.
- What value means across their organisations and collectively for the healthcare system.
- How they interpret and implement NHS policy.

That perspective has strengthened my work across marketing and market access, including value proposition development, project leadership, brand planning, and materials approval. It enables me to connect clinical outcomes, service impact, financial value, and policy relevance in a way that supports both internal alignment and external engagement.

The result is marketing that is more credible with NHS stakeholders, more coherent across matrix teams, and more effective in supporting patient access and commercial performance.

3.3 Associate Director, Marketing (CNS), Teva | August 2023 to January 2024

At Teva, I helped shape the strategic foundation of the fremanezumab brand plan by aligning brand value, stakeholder priorities, and access strategy into a single coherent framework. The process set out below shows how marketing, market access, and value communication were integrated to create a brand patient access plan that could be used both externally with NHS stakeholders and internally across the company matrix.



This strategic framework was adopted within two months of my joining Teva and was subsequently presented to and approved by Teva Europe.

Early Success with KOL, Parliamentary and Patient Support Group Access & Collaboration

- Agreement from two Walton Migraine Specialist Centres national KOLs and the leadership of the Migraine Trust charity to collaborate on Migraine Costed Integrated Pathway Scenario HEOR publication.
- **Teva Stars Award**, for meeting with Rob Butler MP. "Steve drove engagement by describing the burden of Migraine, the patient pathways, and failures in the NHS system. How NHS data could be mapped to parliamentary constituency enabling the MP who suffers from Migraine to generate informed debate on Migraine services in the house.

3.4 Payer Profiling and Value Communication

Payer Role Primary Role Secondary Role	Clinical Evidence	NHS Policy Delivery	Policy Creation	NHS Finance	NHS Service Performance	Contracting	Brand Cost	Deprivation	Clinical Safety	Service Outcomes	Supply Chain Resilience
Medicine Management											
CEO											
Finance Director											
Chief Nurse											
Chief Operating Officer											
Risk & Audit Chair											
NHS Supply Chain											
MHRA											
Commercial & Growth											
NICE											

In any NHS management system, an effective market access plan must identify the priorities, pressures, and success measures of each payer role. My approach tailor's communication to each stakeholder by showing that I understand their responsibilities, the challenges they face, and the outcomes that matter to them.

- Understanding their role
- Their challenges
- Use their language to build trust.
- Offer them service solutions.
- Show how my Brand delivers.
 - Patient Outcomes
 - Service Outcomes
 - Financial Outcomes
 - NHS Policy Delivery

This enables access & engagement leading to Brand Patient Access and Sales success in any Health Economy without relying on redundant existing contacts.

I have demonstrated this multiple times in Market Access Plans

3.5 Novartis Pharmaceuticals, East Midlands | Multiple Sclerosis Market Access

At Novartis, I led market access work that secured early funding and pre-launch use of fingolimod, the first oral treatment for multiple sclerosis, in the East Midlands. By building a multi-stakeholder business case across providers, commissioners, pharmacy, finance, and clinical teams, I helped demonstrate the service productivity gains of oral therapy and establish a model that was later used nationally as a template for pre-launch access activity. The programme combined local commercial success with broader leadership across national pathway-mapping and partnership initiatives.



1st Fingolimod (First Oral MS treatment) Business case submitted 4 months prior to launch.

Following a meeting with the QMC Trust CEO, I helped establish a fingolimod business-case stakeholder group spanning pharmacy, the MS department, commissioners, and hospital finance to quantify the service productivity gains of oral therapy.

The resulting Nottingham fingolimod business model was accepted across senior local provider and commissioner groups and then used nationally as a template for pre-launch market access activity.

Secured East Midlands pre-NICE funding and use of Fingolimod 1st oral treatment for Multiple Sclerosis 4 months prior to launch.

National Market Access Project Lead for:

- Fingolimod– Mapping Multiple Sclerosis CCG Funding pathways nationally.
- Nottingham Identification of productivity gains by the introduction of oral MS therapy.
- NHS Lincolnshire - Business 2 Business CEO Agreement 2010
- HSJ Awards Finalist Grosvenor House for building partnership with Notts. City PCT Happy Heart Project
- Winner of the 2005 Novartis Victory Club award for innovative market access and commercial success.



3.6 Asthma Branded Generic Access Success at Star Outico

At Star Outico, I used finance-led board engagement to position a branded generic asthma inhaler as both a clinical and cost-saving opportunity. By securing formulary inclusion across Manchester hospitals and medicines management support in primary care, the programme expanded into Bolton and Bury and delivered rapid prescription-share growth. Across the three CCGs, branded generic prescription share increased from 0% to 61% within six months.

Board-level engagement with a CCG finance director translated a clear savings case into formulary and prescribing action across Manchester, Bolton, and Bury.

- Formulary inclusion of Sereflo across all Manchester hospitals.
- Medicines management support for active substitution of Sereflo in primary care.
- Adoption of the same policy approach by Bolton and Bury CCGs.
- Prescription shares for branded generic asthma inhalers increased from 0% to 61% within six months across the three CCGs.

4 NHS Data and HEOR Capability

My NHS data and HEOR capability was developed through five years at Harvey Walsh, a Hospital Episode Statistic licence holder, where I combined healthcare system insight with disease burden, service utilisation, and outcome analysis to create evidence that strengthened value propositions and supported commercial decision-making.

4.1 Multi-Channel Manager, Star Outco | April 2019 to January 2021

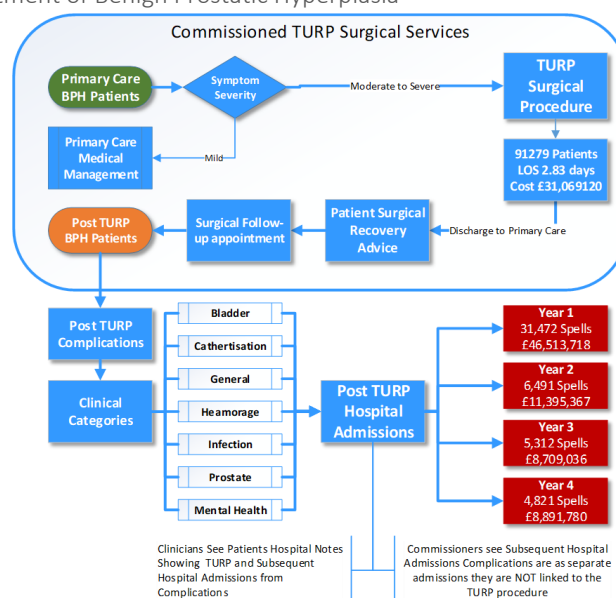
- At Star Outco, I combined multichannel execution with NHS data insight to support market access and customer engagement programmes, including work within the NHS Accelerated Access Collaborative for Mavenclad.
- I designed a Multiple Sclerosis Hospital Episode Statistic tool that revealed treatment and referral patterns and created additional value for the client relationship.
- The work generated an additional £12,000 for Star Outco on top of the existing contract while strengthening the quality of insight available to the customer.

4.2 Harvey Walsh Ltd | NHS Service Data Analysis for the Pharmaceutical Industry

- £400,836 of on-target sales in 2015 across Roche, Boehringer Ingelheim, Allergan, Grünenthal, and Gedeon Richter reflected the commercial value of the projects I led and delivered.
- I led projects that translated complex customer briefs into practical NHS data tools and analyses that could inform access strategy, service redesign, and economic arguments.
- **Roche:** designed HES analysis and project management for idiopathic pulmonary fibrosis referral flows into tertiary providers.
- **Allergan:** designed analysis of the impact of NICE TA260 implementation on A&E admissions for migraine treated with botulinum toxin type A.

4.2.1 Neotract – Urolift: designed HES analysis for patient numbers and the short- and long-term cost of complications following TURP in benign prostatic hyperplasia.

- HES Analysis Design for Patient Numbers and Costs of short / long-term complications following Transurethral Resection procedure for the treatment of Benign Prostatic Hyperplasia
- For Urolift, my analysis showed that the long-term cost of complications following TURP outweighed the additional upfront cost of the Urolift procedure.
- *That work helped Urolift secure the first NHS Accelerated Access Review Innovation and Technology Tariff award in April 2017, enabling adoption across urology surgical units in England and inclusion as a case study in the AHSN Network Impact Report 2017.*
- These projects of mine were the only Harvey Walsh projects that met the entry standards for submission for the British Healthcare Business Intelligence Association BOBI (Best of Business Intelligence) Awards 2015 with Roche - Idiopathic Pulmonary Fibrosis Dashboard shortlisted for the Final in the Excellence in Business Analytic category.



5 Collaborative Leadership

I work most effectively in cross-functional environments where strong relationships, trust, and clarity of contribution are essential to delivery. The feedback below reflects how colleagues experienced my contribution during the launch phase at Amarin, highlighting collaboration, professionalism, knowledge, and commitment.

Feedback from whole Cross Functional Team – KAMS, Market Access, Medical and Management

Kerry Prentice
KAM
Cambridgeshire

Randomly chosen to collate feedback from the cross functional team on me



AMARIN

Approachable

- Really nice guy
- Will take the time to speak to you
- Down to earth
- Friendly disposition

Knowledgeable

- Industry leading knowledge of the NHS and makes it relevant to the business

Personable

- Engaging
- Disseminates information in a relevant & non patronising way
- Very engaging with customers
- Interesting

Fun

- Amusing
- Funny
- Charismatic
- Not boring!

Passionate

- Passion for what he does &
- Passion for NHS

Helpful

- Pro active
- Gets stuck in
- More than willing to assist colleagues

CONFIDENTIAL

3

This leadership style is practical rather than theoretical. I build confidence across commercial, medical, market access, digital, finance, legal, and external stakeholder groups by clarifying the shared objective, translating specialist perspectives into a common plan, and keeping activity focused on implementation. That approach has helped me lead cross-functional policy work, external partnerships, approval processes, and customer-facing programmes where delivery depends on trust as much as technical expertise.

6 Summary

Steve Meadows

Market Access, Marketing and NHS Data Expertise

A commercially focused, NHS-facing leader with a track record of translating policy, data, and stakeholder insight into patient access, adoption, and growth — by closing the gap between HTA approval and realisable implementation on the ground.