



DAVID LLOYD

Curriculum Vitae

10 May 2024
World Heart Federation
Board membership nomination
Vice President nomination

Career Overview

My career has focussed on cultural and strategic leadership in complex environments in healthcare, medical research, and higher education, and I have spent over 30 years as a COO / CEO in major Australian not-for-profit institutions in these sectors. I have a strong current understanding of Australian and Global health, medical research and higher education policy, and a deep knowledge of the workings of Government. I am very experienced with all operational aspects of running a not-for-profit and member-based organisation, and have been successful for many years in building bridges between public good organisations and their wide stakeholder networks. In addition I have had considerable international experience in Asia, Europe and North America, having been a board member and/or Chair of companies in all these regions.

I have served on the boards of not-for-profit and for purpose organisations continuously since 1993. Over this period of more than 30 years I have served on 19 boards in Australia, New Zealand, Canada, the United States and the United Kingdom.

Capabilities

- Over 30 years of continuous board membership variously as board member, Chair, Chair of Audit and Risk, and Managing Director.
- A high level of comfort with complex governance in professional, academic and clinical environments.
- Extensive experience of and success with business development in the health and education sectors.
- Very strong financial management skills, including leadership of several loss-to-profitability turnarounds.
- Leadership of three successful mergers in university and medical research environments.
- Excellent public engagement, government relations and public relations skills.
- An experienced and passionate advocate for equality in health access and outcome, most recently through extensive international roles in the global fight against Rheumatic Heart Disease. Concurrently with my substantive role as Chief Executive of the National Heart Foundation of Australia, I am Chair of the East Timor Hearts Fund, a small Australian charity which exists to help the island nation of Timor Leste north of Australia address that country's very high rates of RHD.

Career Summary

2022-Present	<u>Chief Executive Officer</u>	The National Heart Foundation of Australia
2020-2022	<u>Interim Director / CEO</u>	South Australian immunoGENomics Cancer Institute (SAiGENCI)
2018 – 2020	<u>Interim Chief Executive Officer</u>	Jean Hailes for Women's Health
2005 – 2018	<u>Deputy Director / COO</u>	Baker Heart & Diabetes Institute
2001 - 2005	<u>Chief Executive Officer</u>	Melbourne University Private
1998 - 2001	<u>Managing Director</u>	Melbourne Enterprises International
1993 - 1998	<u>Director, International & Commercial</u>	University of Tasmania
1990 - 1993	<u>General Manager, International Division</u>	Bay of Plenty Polytechnic
1987 - 1990	<u>Research Analyst / Development Exec</u>	NZ Trade Development Board
1986-1987	<u>Japan Liaison Officer</u>	NZ Ministry of External Relations

ROLES

May 2022 - Present

National Heart Foundation of Australia

Chief Executive Officer

Reporting to:

National Board

The National Heart Foundation of Australia is Australia's national peak body for the prevention, cure, better treatment and management of heart disease. It was established in 1961 and is operational across all the States and Territories of Australia. The Heart Foundation has a wide remit encompassing the primary prevention of Heart Disease, support and care for those living with heart disease, and providing funding for universities and medical research institutes around Australia for cardiovascular research.

Highlights during my time to date in this position have included:

- Return of the Foundation to profitability after a long (six year) period in which it suffered substantial losses. This was achieved by means of diligent cost control, prioritization of program expenditure and the creation of a comprehensive revenue growth and diversification strategy.
- Creation of an entirely revamped strategic framework for the Foundation which will culminate in the release of a 25 year 'generational' vision for improved cardiovascular health in Australia at the start of 2025, alongside a new five year strategy and one year operational plans and budgets. The byeline for this approach has been 'long term vision, short term discipline'.
- A thorough re-development of the culture of the Heart Foundation as experienced by its staff, evidenced by a substantial and consistent improvement in year-on-year staff engagement surveys across all cultural and workplace wellbeing metrics.
- The re-commitment of the organization to making a contribution to improvement of the cardiovascular health of Australia's First Nations (Aboriginal) population. This has involved the appointment of the Heart Foundation's first ever Chief Medical Advisor, First Nations Health, a partnership with the National Aboriginal Community Controlled Health Organisations, and an extensive program of work in the national fight against Rheumatic Heart Disease.
- A partnership with the World Heart Federation in the global fight against Rheumatic Heart Disease, which has resulted in co-sponsorship of the World Congress on Rheumatic Heart Disease in Abu Dhabi in 2023, and the initiation of a side meeting on RHD at the World Health Assembly in Geneva in 2024.

My commitment to the role of CEO of the National Heart Foundation of Australia is to remain in the role for at least the next five years, to 2029.

August 2020 – May 2022

**South Australian immunoGENomics Cancer Institute
(SAiGENCI) / Bragg Comprehensive Cancer Centre**

**The University of Adelaide / Central Adelaide Local Health
Network**

Interim Director / Chief Executive Officer

Reporting to:

Deputy Vice Chancellor (Research)

The South Australian immunoGENomics Cancer Institute (SAiGENCI) is a new cancer-focussed medical research institute established in 2020 with support from the Federal Government and the Central Adelaide Local Health Network, at the University of Adelaide. My role has been to lead the creation of the institute's foundations and to prepare the way for a permanent (clinical researcher) appointee. A Director Designate has now been appointed and the transition between us is underway, to be concluded in the second half of 2022 when he moves to Australia to take up the position.

Highlights during my time in this position included:

- Negotiation of a complex Partnership Agreement between the Federal Government, the University of Adelaide and the Central Adelaide Local Health Network (CALHN) to underpin the governance of the institute as an independent entity within the University.
- Setting in place a management team that will transition to working for the permanent Director in the second half of 2022.
- Overseeing the achievement of all funding milestones in the Commonwealth Funding Deed under which the institute was established, resulting in payment of the full \$80m funding after our first year of operation
- Supporting the University and CALHN in the appointment of a very high calibre Independent Advisory Board and selection of a permanent Director.
- Working with University, CALHN and Board leadership in the identification and appointment of the institute's foundational scientific leadership.
- Working with the Director Designate on the development and initial implementation of scientific and organisational strategy for the institute, and ensuring its acceptance by stakeholders in the wider SA research community, State and Federal Governments.
- Managing the transition from interim to permanent leadership of the institute in partnership with the Director Designate.

In October 2021 I was asked to take on the concurrent role of Interim Director of the Bragg Comprehensive Cancer Centre, a more recent and clearly related initiative of CALHN, in partnership with the University of Adelaide, the Cancer Council South Australia, the South Australian Health and Medical Research Institute, and the Hospital Research Foundation (SA).

This involved extensive research into the ideas behind Comprehensive Cancer Centres, discussions with other such centres in Australia, and then the development of a Business Case for the establishment of a new such centre in Adelaide. The project was run by myself as 0.5 EFT Interim Director and a clinical colleague at CALHN who was 0.2 EFT Clinical Director. Permanent leadership was appointed after I left the position to become CEO of the National Heart Foundation.

May 2018 – June 2020

Jean Hailes for Women's Health

Interim Chief Executive Officer

Reporting to:

Chairman

Jean Hailes for Women's Health is one of the largest women's health charities in Australia. Its work spans public health and education, research, clinical service provision and policy advice to the Federal Government, which in 2019 included taking the lead role in the development of the National Women's Health Strategy. I was offered the role of CEO on an interim basis following the sudden departure of the previous CEO, but agreed to stay on for an extended period to oversee a strategic renewal and renegotiation of a longstanding service contract with the Federal Government.

Highlights during my time in this position included:

- Cultural, strategic and financial redesign of the organisation following a traumatic leadership transition prior to my arrival.
- Successful renegotiation and renewal of a major Federal Department of Health grant to run the National Women's Health Initiative, a suite of preventive health activities focussed on women's health.
- Taking a lead role in the development of the National Women's Health Strategy, launched in April 2019, and creating a strong national collaborative framework incorporating other women's health clinical service providers, research institutions and other condition-specific charities to underpin its implementation.
- Development of a strong working relationship with the Federal Department of Health and the office of the Federal Health Minister.
- Creation of a national network of support for early post-doctoral researchers in Women's Health spanning several major medical research institutes and universities around Australia.
- Launch of the Women's Health Policy Alliance and the first National Symposium on Women's Health, bringing together clinical, research, consumer and policy perspectives on the implementation of the National Women's Health Strategy.
- Being awarded a major Medical Research Future Fund grant to establish the National Endometriosis Clinical and Scientific Trials Network (NECST).
- Oversight and creative renewal of major national health promotion campaign Women's Health Week.
- Ex officio membership of the Expert Steering Committee for the Federal Government's National Preventive Health Strategy.
- Membership of the Federal Department of Health's Implementation Committee for the National Action Plan for Endometriosis.

2005 – April 2018

Baker Heart & Diabetes Institute

Deputy Director / Chief Operating Officer

Reporting to:

Director / Chief Executive Officer

This was a wide ranging senior executive strategic and operational role as Deputy Director and senior non-scientist in a high profile medical research institute. Over my time in this position I oversaw the merger of two institutes, both at an operational and strategic level, and led the response of the institute's administration to a number of changes in institutional strategy. The institute became increasingly financially sound over the period of my tenure, with a net worth of over \$200m and a cash profitability of >\$5m in 2017.

Highlights during my time in this position included:

- A lead contribution to the preparation of a subsidiary company (Nucleus Network) for sale to private equity, followed by successful closure for >\$100m in 2017.
- Responsibility for design and implementation of complex 18 month merger between Baker Heart Research Institute and International Diabetes Institute, to form The Baker Heart and Diabetes Institute; turnover \$72m, 650 staff.
- Implementing an extensive program of improvement of management, administration and planning across both institutes, commensurate with growth from \$35m - \$70m, and 400 – 650 staff.
- Leading the collaborative development of a joint venture Academic Health Science Centre in Central

Australia, in partnership with local community controlled primary care providers, the Central Australian Health Service, two Universities and one other Medical Research Institute. This Centre was one of two such entities awarded the status of a Centre for Innovation in Regional Health by NHMRC in 2017. I was Acting CEO of the Centre for six months in 2017 pending the appointment of a full time incumbent in Alice Springs in early 2018 and have agreed to remain pro bono as Deputy CEO for the remainder of 2018.

- Overseeing a massive expansion in the Institute's philanthropic fundraising from 16,000- 52,000 donors 2011-17, with significant net improvement in revenues from all donor channels.
- Being a co-author of the Medical Research Institute (MRI) sector's response to Federal Government Review ("McKeon Review") of medical research in 2012.
- Having a co-leadership role in managing Victorian MRI strategy in State government relations as a member of the executive of the Victorian branch of the Australian Association of MRIs.
- Being engaged in a consulting role to provide advice in CEO / COO management transitions at Telethon Kids Institute, Walter & Eliza Hall Institute, Centre for Eye Research, and Wesley Medical Research Institute / Uniting Church (2011-14).
- Taking a lead role in the development of a wide-ranging engagement with likeminded universities and institutes in Israel, culminating in institute-specific missions to Israel in 2016, 2017 and 2018.

2001-2005

**Melbourne University Private
Chief Executive Officer**

Reporting to: Vice Chancellor / Chairman

On appointment to this role I had responsibility for effecting a merger of two large Melbourne University-owned entities, one with a range of businesses it ran on behalf of the university (of which I had been MD prior to the merger) and another which had not been commercially successful, but which had a valuable license to offer its own degrees, which was prized by the shareholder. My task was to merge the two businesses into a coherent whole, and persuade the State Government to allow us to retain the license.

Highlights during this period included:

- A significant growth in turnover and profitability in all areas of the company's interests, achieved in an academic environment, from \$40m to \$48m turnover, with 250 staff in eight countries.
- Negotiation of unique university license agreement with Victorian State Government, which provided me with a detailed knowledge of higher education regulation.
- Creation of a new business for the university in the area of corporately funded professional development.
- Representation of the University within the higher education sector within Australia and internationally at CEO level.
- Experience and success in dealing with the interface between academic and commercial imperatives, between the University of Melbourne as the company's shareholder and the commercial interests of the company.

1998-2001

**Melbourne Enterprises International (MEI)
Managing Director**

Reporting to: Chairman

This role also began with a merger, as I was appointed concurrently CEO of Melbourne Enterprises International, which had become a University of Melbourne entity following the closure of the Hawthorn Institute of Education, and of Melbourne Research Enterprises, the University of Melbourne company that handled its interests in intellectual property. The resulting company became very successful with three substantial lines of business (international project management and consultancy, English Language Centres, and IP commercialization), the last of which gave us an ASX listing which produced a net \$79m in value for the shareholder, \$29m of which was invested into the growth of the company.

Highlights during this period included:

- Assumption of my first substantive CEO role, starting with loss-making \$12m turnover largely in international development projects and English language training; expanded to profitable \$40m turnover within five years prior to merger into Melbourne University Private (see above).
- Substantial board experience, chairing subsidiaries within Australia and overseas, ranging from \$1.5m - \$5m turnover each, and small rep. offices to full scale school operations with 40 staff.
- Successful public listing of a subsidiary (Melbourne IT) on ASX; experience negotiating successful acquisitions, in Australia, UK, New Zealand and Canada,
- Extensive experience in successfully bidding for and managing large international aid projects funded by AusAID, Asian Development Bank, World Bank and various UN agencies. During this time MEI was one of the top ten Australian contractors to AusAID.
- A lead role in partnership with my counterpart at UniQuest, the commercial arm of the University of Queensland, in the establishment of a joint venture early stage Seed Fund, UniSeed. UniSeed is still a successful company with investments now from other Universities and several superannuation funds.

1993-1998

**University of Tasmania
Director, International & Commercial**

Reporting to: Vice Chancellor

This was my first senior management role, starting with appointment as CEO of the University of Tasmania's commercial arm, Unitas Consulting Ltd, which was subsequently merged into the University's international operations (student recruitment, international projects and consultancies, and international institutional partnerships), and the role of Director, International and Commercial Services created. The role involved extensive travel within Asia and gave me my first multidisciplinary management experience. Highlights during this period included:

- High level policy, strategic planning and management experience; initial responsibility for University commercial arm handling consultancy work undertaken by academics, expanded to role incorporating the University's international student recruitment and international project work. P&L responsibility for \$8m in fees, \$2m in other business, ~40 staff.
- Serving on the boards of three Tasmanian companies connected with the University.
- Extensive experience representing the University at CEO level throughout Australia and Asia.
- Wide-ranging exposure to Asian student and consultancy markets.

1990-1993

**Bay of Plenty Polytechnic
General Manager, International Division**

Reporting to: Deputy Chief Executive

This was essentially a marketing role, at the time making use of my knowledge of Asia to expand the Polytechnic's footprint into new markets and oversee the development of services for international students in an institution that had previously had none. It involved taking responsibility for the development of a green-fields international operation for the polytechnic, establishing international project and student recruitment agencies in Asia, Europe and South America.

Highlights during this period included:

- Achieving a \$3m turnover in three years, with a marketing and support staff of seven.
- Negotiation of export agency arrangements in several Asian markets; Japan, Korea, Hong Kong, Taiwan, Thailand, Malaysia, Singapore, Sri Lanka; and in South America (Brazil & Argentina).
- Management of a successful English Language Centre from start-up.
- Experience with TAFE level educational management.

1987-1990

**New Zealand Trade Development Board
Research Analyst, then Development Executive**

Reporting to: *Research Director*

This position provided me with an opportunity to develop an understanding of export and trade relations, towards the end giving me responsibility for oversight of my own 'export clusters' in the services sector, particularly health and education services.

Highlights during this period included:

- Leadership of several sector-based export development projects including responsibility for the co-ordination of trade missions to Japan, Korea and Hong Kong.
- An opportunity to personally conduct extensive primary market research in Asia in services sector, including healthcare, engineering and education, focusing on Malaysia and the Pacific, and on market opportunities with the Asian Development Bank.
- Responsibility for developing the Board's response to a review of New Zealand's development assistance (aid) program highlighting the legitimate commercial interests of the New Zealand private sector in the development of New Zealand's aid priorities both for its own program and in partnership with the multilateral aid agencies.

1986-1987

**New Zealand Ministry of External Relations & Trade
Japan Liaison Officer**

Reporting to: *Head, Asia Division*

This was a public service role in the New Zealand Ministry of External Relations and traded, which took advantage of my Japanese language skills and knowledge.

Highlights during this period included:

- An exposure to how the public sector works, with a focus on educational and cultural exchange.
- Extensive use of my (then strong) Japanese language skills.
- The opportunity to develop an understanding of foreign affairs and trade policy.

Current non-exec board role

East Timor Hearts Fund

Chair.

Nov 2020 - Present

The East Timor Hearts Fund is a volunteer-based Australian charity established to support Timor Leste in dealing with that country's very high incidence of Rheumatic Heart Disease. I became involved in 2020 to take over from the founding Chair, with a brief to help the Fund continue its life-saving but episodic incursions for surgery and emergency treatment, but also to go beyond this in developing a partnership with Timor Leste to address the root causes of RHD, and as has happened in Australia, develop the groundwork for its eradication in the long term. A new CEO was appointed in early 2022 and this work is now underway.

Qualifications

BA Hons (Philosophy)	University of Stirling	1979-1983
Research Fellowship, Japanese Philosophy	Tsukuba University, Japan	1984-1985
Master of Public Administration	University of Tasmania	1995-1997
Company Directors Course	UNE	1993

Languages

French – good spoken and written

Japanese – good spoken, adequate reading

Non-work interests

Ultra endurance sport

Triathlon (all distances)

Refugee community development

References

On request
