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NEWSLETTER · IN CONVERSATION WITH NATALIE DOUGLAS

Clarity to complexity

Natalie Douglas — healthcare leader, investor and mentor — on delivering complex care where people live, bringing a social conscience to strategy, and the value of a whole career spent in one industry.

Natalie Douglas is one of the people who shaped how I think about this industry — a mentor and friend of many years. Across two decades of board-level roles, including CEO of Healthcare at Home, she oversaw one of Europe's largest providers of complex clinical care delivered outside the hospital, reaching over 150,000 patients a year, and led strategic growth at Idis, now Clinigen. These days she mentors founders and invests in scalable platforms.



That's the advantage of a whole career in one industry — you get to keep the people.

— Natalie Douglas, on Pharma Prescribed

Care where people live

Long before 'decentralised' became a buzzword, Natalie was running complex clinical services in people's homes at genuine scale — redefining where treatment reaches you. It's a reminder that patient-centricity isn't a recent slogan; some leaders were quietly building it into operations decades ago, one home visit at a time.

A social conscience to strategy

What sets her apart, in a field full of capable strategists, is the refusal to leave conscience at the door. She brings clarity to complexity — and insists that the strategy answer the question of who it actually serves. For founders she mentors, that's the standard: not just is it scalable, but is it worth scaling.

The long game with people

The through-line of the conversation is relationships. A career spent in one industry, she notes, lets you meet remarkable people and keep them — ours being a case in point. In an era of restless job-hopping, there's something quietly radical about treating a career as a long relationship rather than a series of transactions.



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Natalie Douglas is a healthcare leader, investor and mentor, and a former CEO of Healthcare at Home.