

Emily Sas.

Director of Product · AI-enabled products in regulated, safety-critical health and care

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Product leader who builds product functions from scratch and leads AI adoption inside clinical governance rather than around it. Most recently Director of Product at a national NHS mental health and neurodevelopmental provider, the most senior product leader in the business, where AI-assisted report drafting cut ADHD report turnaround from 7.82 to 3.54 days. Known for finding the problem beneath the brief, turning around products in trouble, and building teams people want to join (13 senior hires, every offer accepted). A background in philosophy, human rights and law, then five years as a full-stack engineer. Open to Director, Head or VP of Product roles, and to interim and advisory work.

EXPERIENCE

Almond Digital Health

Remote

Interim Product & Data Strategy Consultant

Oct 2026 – present

A phased product and data strategy engagement for a digital health company.

Clinical Partners

Remote

Regulated UK mental health provider delivering ADHD and autism assessments, titration, therapy and psychiatric assessments at national scale.

Director of Product

Dec 2025 – Jun 2026

Most senior product leader in the business and its sole director-level product hire, brought in to turn a delivery-led organisation into an outcome-led, AI-enabled product function under commercial pressure from NHS tariff changes.

- **Product function build:** restructured an existing team of product owners into genuine product managers and built a product organisation of 13 across two strategic pillars and six squads, with a strong focus on individual development.
- **Strategy and operating model:** wrote the company's first product strategy (accepted and in active use) and introduced outcome-led product management (evidence cards, success metrics, guardrails, dashboards, crits, decision log); invited into C-suite leadership meetings.
- **AI report drafting (Heidi):** ran a competitive evaluation, validated ROI and resolved a patient-consent disagreement across clinical, legal and operational stakeholders. ADHD report turnaround fell from 7.82 to 3.54 days (7-day KPI compliance 76.76% to 84.37%) and ASD from 11.39 to 7.36 days (SLA compliance 64.51% to 75.32%); clinician report-writing time fell by around 60%.
- **AI governance:** established an AI Steering Group and a three-gate readiness framework; led regulatory analysis of automated screening tools against UK MDR software-as-a-medical-device criteria.
- **Programme audit:** co-led a commercial, technical and clinical-governance audit of a platform re-architecture on course for ~£2.1m against a £500k sanction, with no product involvement or clinical safety oversight; recommended termination, agreed at SLT and board level, and established a clinical-safety gate for future platform change.
- **Platform path:** proposed a strangler-fig route off the platform constraint holding product back, building new front ends on the existing back end and separate services in better-suited technologies, integrated gradually rather than through a risky rewrite.
- **Cost to serve:** reframed an over-broad "digitise the patient journey" programme into a focused, cost-to-serve-led strategy, sizing ~52% of inbound contact as addressable through self-service.
- **Booking pipeline:** co-led the taskforce that diagnosed a collapse in the Adult ADHD booking pipeline and shaped the redesign (self-serve reschedule and cancel, autobooking); daily neurodevelopmental bookings have since doubled.
- **Missed appointments:** ran a behavioural-science-led test of reminders against a control, then added self-serve cancellation, cutting ADHD assessment DNAs from 6.39% to 2.66%.
- **Billing recovery:** asked informally by the CFO to diagnose a billing and reconciliation issue, led a cross-departmental analysis that recovered an estimated £700k (net) in transitional billing.

Cera Care Ltd

Remote

Europe's largest digital-first home healthcare provider (2.5M+ visits a month). Headhunted for a complex technical product; promoted twice.

Group Product Manager

Jun 2024 – Nov 2025

Led product strategy across Care & Quality (~15,000 daily users) with two teams of 19 people, including a Senior PM and a PM; owned strategy, delivery and hiring across medication management, visit planning and scheduling.

- **Data as the moat:** self-initiated a strategy case, presented to the CEO, that proprietary data rather than M&A-led efficiency was the company's durable advantage. The first version wasn't adopted; a sharper one a year later was, and has shaped the company's shift to AI products.
- **AI care plans, build versus buy:** blocked a high-risk third-party AI care-plan integration, avoiding ~£2m of vendor and compliance exposure, having built the constraint-mapped case for a safer in-house alternative.
- **Clinical safety:** scaled Medications into a regulated service line and piloted an overdose-risk intervention that reduced risk by more than 90%.
- **Teams:** introduced a Product Growth Framework later adopted org-wide; 100% offer acceptance across six senior product and design hires.

Senior Product Manager

Jul 2022 – Jun 2024

- **Digital care plans:** redesigned the end-to-end workflow, cutting care-plan creation from 2.2 to 1.1 hours and publication from 5 days to 2, rolled out across all branches.
- **Medication safety from structured data:** once medication records were structured, surfaced unsafe administration patterns and built timing logic, warnings and escalation that cut early-administration risk by more than 90%.
- **AI medical scribe prototype (2022):** led design of an assessment-audio to structured care-plan prototype with an ML engineer and the Head of UX, roughly two years before the category emerged; identified that the real complexity was in-home audio capture and safety guardrails, not the LLM call.

Product Manager

Apr 2021 – Jul 2022

- **Medication-management turnaround:** asked by the leadership team to audit a troubled outsourced pilot, then took it on: rescoped to a genuinely safe pilot and delivered an MVP in 7 weeks (~£560k a year in savings, ~25,000 branch hours saved, missed administrations down ~82.5%). It went on to deliver £7.3m of benefit across 123 branches and became the company's most successful product.

Comparethemarket.com

Peterborough

Technical Product Manager

Dec 2019 – Apr 2021

- Technical Product Manager for the roll-out of ICO cookie-consent changes across many teams; turned around two internal products, cutting cookie opt-outs by 50% and lifting conversion by more than a percentage point through a revitalised design system.

Full-Stack Software Engineer

May 2015 – Dec 2019

- Engineering foundation including hackathons, TDD practice and mentoring junior engineers; started the Peterborough chapter of Codebar and led diversity and inclusion initiatives.

SELECTED PROJECT

Launchling (2025): solo-built an AI product-planning tool (Next.js, React, OpenAI API) to stay hands-on with what current AI can and can't do, including schema-constrained prompts, fallback logic and a 50-plan synthetic evaluation harness. Build documented at emilybuilds.ai.

STRENGTHS

Leadership: building product functions · hiring and coaching · operating models · board alignment **Strategy:** product and data strategy · portfolio trade-offs · turnarounds

AI and technical: AI governance · evaluation and human-in-the-loop design · UK MDR / SaMD **Regulated care:** clinical safety · CQC, GDPR · safety-critical workflows

EDUCATION

Graduate Diploma in Law (Distinction), BPP Law School · MA Human Rights (Merit), Institute of Commonwealth Studies, University of London · BA Philosophy (Hons, 2:1), King's College London

Certifications: Machine Learning Foundations for Product Managers (Duke) · Continuous Interviewing (Product Talk, Teresa Torres) · Chartered Management and Leadership Certificate (Level 5)

References available on request.