

# Nursing Times Leaders 2015

Celebrating the contributions to nursing and healthcare of the profession's most inspirational leaders

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- Danny Mortimer, Chief Executive, NHS Employers
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- Brendan Barber, Chair, ACAS

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Congratulations to all the nurses and midwives who have been selected as Nursing Times Leaders 2015.

We often hear that leadership is not about the role you have or how many people you manage – it's about being an agent of change, setting a good example, having a great idea and making the profession a better place for it.

Our list on the following pages is evidence of that. Many of these nurses and midwives don't have high-ranking roles, honorary titles or even decades of clinical experience under their belt – but they have recognised something that needs to change for the good of patients and service users, and made that happen.

These practitioners' stories document what it takes to be a leader – the qualities you need, the vision, the will to succeed and the resilience to see it through.

Some of this year's NT Leaders are in the early stages of their careers, one has recently retired, many are in the space in between – but in all cases, something about their contribution this year impressed, moved or inspired our distinguished judging panel. So much so that they wanted to share these stories with you. My thanks to those judges, listed on page 16.

Nurses and midwives have a great opportunity to touch people's lives, to advocate for patients and service users, and to create more successful, safer outcomes, or to make their lives happier or easier.

Our Nursing Times Leaders won't be the only nurses and midwives making a difference to patient outcomes. The profession is full of people who go above and beyond to deliver care of outstanding quality – often in challenging situations. The many nominations we received demonstrate that our list represents a profession full of people who are impressive leaders. My thanks to everyone who nominated someone and shared their story of a great colleague, manager or friend.

The people in this supplement are special and deserve recognition, and that's what they are getting from *Nursing Times.* We want to celebrate their dedication and innovation in these pages, and share their phenomenal achievements with the world, to ensure that people understand what nurses and midwives achieve every single day.

Often the public and other health professionals underestimate the contribution nursing and midwifery make to patients and service users, and the health or care landscape. This celebration of talent seeks to remedy that and showcase some of the profession's extraordinary achievements.

This is an amazing profession. Nurses and midwives are amazing people. Enjoy this special commemoration of the superstars of the nursing world.

**Jenni Middleton,**
**Editor, Nursing Times**

## CONTENTS

**Chief nursing officers** ..... **2**
A message from the chief nurses of England, Northern Ireland, Scotland and Wales

**Nursing Times Leaders 2015** ..... **3**
Alphabetical listing of the nurses and midwives named as Nursing Times Leaders 2015, with brief biographies

**Judging panel** ..... **16**
List of judges with brief biographies

### THE JUDGING PROCESS

The judges (listed on page 16) were looking for individuals who have demonstrated exceptional leadership abilities that they have used to help shape the nursing profession and healthcare more widely.

Over July and August, the *Nursing Times* team created a longlist, including nominations from our readers via www.nursingtimes.net and Twitter. Leaders come in many forms but nominees were considered against the criteria outlined below:

#### Impact

How wide is the individual's influence? How do they affect nursing policy, practice and patient care? Have they a vision that improves services and care, and do they communicate this in a way that is compelling and exciting, yet feels achievable?

#### Influence

Does the individual hold a number of positions across nursing or exert influence in a number of ways? Do they understand how health and social care services fit together? Are they flexible in using different organisations to create a better service and outcomes for patients?

#### Role model

Does the nominee demonstrate that they care for their teams, provide a safe, educational environment in which they encourage their teams to grow and do their jobs effectively? Do they ensure team members are valued and show respect and compassion to each other?

#### Legacy

How significant is the individual's achievement? How will we remember their contribution? Will they leave the profession in a better place than when they joined it? Did they engineer substantial change that had an impact on patient care? Were they the first to perform their role? Or, perhaps their achievements took place in a challenging environment, facing additional barriers?

A panel of judges then reviewed the longlist and added suggestions of their own before deciding on the final list at a judging event held at the *Nursing Times* offices.

**Supplement production**
**Editor:** Ann Shuttleworth **Designer:** Steve de Massimi **Sub editor:** Eva Peaty

The four chief nursing officers of the United Kingdom welcome the publication of Nursing Times Leaders 2015, and its representation of the breadth and depth of nursing and midwifery leadership

# A celebration of leadership in many forms

As the professionals at the centre of the majority of patient and service user care, nurses and midwives play a crucial role in healthcare delivery. From the day they start their first job as newly qualified practitioners, they need to be able to collaborate with and coordinate the work of a range of health and social care professionals. They also need to be able to support and advise patients or service users and their families.

Their unique position means all nurses and midwives need leadership skills, whatever level they occupy in their organisation's hierarchy. Whether they are a director of nursing trying to develop a more positive organisational culture, or a junior staff nurse pressing for a consultant to see a patient earlier than planned so that patient can be discharged home, without leadership skills they are unlikely to succeed.

The immense range of roles and specialties nurses and midwives practise in means leadership skills take many forms, and must be adaptable as practitioners progress through their careers. We are, therefore, delighted to introduce Nursing Times Leaders 2015. This impressive list illustrates the extraordinary contribution nurses and midwives can make to the lives of their patients and service users – and to their colleagues and organisations – no matter where they work.

Unsurprisingly, the list includes practitioners who have moved up the career ladder into senior management roles, or out of direct care provision into education, policymaking or professional representation. These people would not have reached their current positions without strong leadership skills. However, the list also includes practitioners in the early stages of their careers, who are already demonstrating the impact nurses and midwives can have if they look beyond their day-to-day practice and see opportunities to make a wider contribution.

Of course a profession of well over half a million will have many outstanding leaders, but the examples in the following pages illustrate just how many forms their leadership can take – and demonstrate that becoming a leader does not always have to mean stepping away from direct patient care. We hope that reading about these wide-ranging examples of leadership will inspire you to think about your own leadership skills, and the career pathways they may open up for you if you put them to their best use.



**Jane Cummings**
**Chief nursing officer, NHS England**



**Fiona McQueen**
**Chief nursing officer, Scottish Government**



**Charlotte McCardle**
**Chief nursing officer, Department of Health, Social Services and Public Safety, Northern Ireland**



**Jean White**
**Chief nursing officer/nurse director for Wales**

## GWEN MOULSTER

Clinical director/consultant nurse, South Staffordshire and Shropshire Foundation Trust

@gwenmoulster and @HEFtweet

Gwen is passionate about improving health outcomes for people with learning disabilities. She has over 40 years' experience and helped to develop the Health Equalities Framework.

Gwen developed "acute trust summits", supporting several large London hospitals to develop best practice to improve the experiences of people with learning disabilities and their families. This included the development of resources including an easy-read care pathway for people with complex needs; pain pictures for improving pain recognition; an easy-read best-practice charter; and a learning disability triage pathway for A&E.

Gwen believes learning disability nurses make an invaluable contribution. She has always championed the person-centred role of the nurse and co-developed the Moulster and Griffiths model for learning disabilities nursing. She also led a small team working closely with people who have learning disabilities, families, health and social care professionals, local councillors and council services including libraries and museums, to support a person-centred approach to the achievement of people's aspirations.

Currently Gwen is working with multiprofessional colleagues to ensure person-centred, evidence-based, reflective, outcome-focused, and community-based specialist health services.

**The judges said:** *"Gwen has been instrumental in developing services for people with learning disabilities, and has developed some fabulous resources to help them to engage with health services"*

## RUTH NORTHWAY

Professor of learning disability nursing, University of South Wales

@NorthwayRuth

In additional to her role as professor, Ruth leads the Unit for Development in Intellectual Disabilities, and teaches at both undergraduate and postgraduate levels. Her research interests include the health and wellbeing of people with learning disabilities and safeguarding people from abuse.

Ruth has also undertaken research in partnership with people with learning disabilities and has published widely on participatory research and other topics.


Ruth Northway

She has been actively involved in implementing Strengthening the Commitment (UK Learning Disability Nursing Strategy) at local, All Wales and UK levels, and has taken the lead on the development of the research position paper arising from this strategy.

Co-chair of the Learning Disability Advisory Group that advises the Welsh Assembly Government, Ruth is also editor of the *Journal of Intellectual Disabilities*, chair of the RCN Research Society and a fellow of the RCN.

**The judges said:** *"Ruth has a widespread influence and is adept at making research accessible. She is committed to giving people with learning disabilities an active role in research"*

## CRYSTAL OLDMAN

Chief executive, Queen's Nursing Institute

@Crystal Oldman

Crystal started her career in the NHS in 1975 as a ward orderly, and worked with patients and families for 18 years. She spent most of this time in community nursing, working with some of the most deprived communities in west London, before moving into higher education. Her longstanding interest in leadership and management inspired her doctoral studies into the knowledge, skills and attributes of middle managers in higher education.

Crystal is also the governing body nurse of Aylesbury Clinical Commissioning Group, where she has a particular interest in the quality assurance aspects of the CCG role and the transformation of primary and community services to meet the national agenda of delivering care closer to home.


Crystal Oldman

The Queen's Nursing Institute was founded in 1887 by William Rathbone with help from Florence Nightingale. As chief executive since 2012, Crystal has overall responsibility for delivering the QNI's mission to improve and enhance the care of patients in their homes and communities. The institute works with senior nurses, Queen's Nurses and a range of national agencies.

**The judges said:** *"Crystal has made an astonishing contribution to her organisation, having succeeded a hard act to follow. She is full of new ideas and ambition for the QNI, and a phenomenal mentor and role model"*

## RUTH OSHIKANLU

Health visitor, parenting expert, author, trustee and founding director, Nu Social Health Organisation

Ruth has over 22 years' experience as a nurse, midwife, health visitor and parenting coach and is passionate about children and families. Having supported thousands of women in pregnancy, labour and childbirth through to the toddler years, she saw that many wished their babies came with an instruction manual; Ruth granted this wish by developing a parenting toolkit published in book form as *Tune In To Your Baby: Because Babies Don't Come With An Instruction Manual*. She has since developed this into a holistic parenting programme to help parents create connections with their babies early in pregnancy so they can develop a relationship with them even before birth.

A champion for nursing and health visiting, Ruth regularly writes for nursing and healthcare journals that encourage colleagues to challenge their mindset and be proactive about finding solutions to

problems at work. She is a practising health visitor and is involved in developing the new generation of health visitors through a preceptorship programme.

Ruth is a trustee for Nu Social Health Organisation, a charity that enables communities help themselves by setting up and supporting time banks in GP practices, schools and other community settings. She is a Queen's Nurse, fellow of the Institute of Health Visiting and a member of the chief nursing officer for England's BME advisory group.

**The judges said:** *"Ruth believes good parenting is the most valuable gift any parent can give to a child, and is always looking for opportunities to support colleagues to deliver excellent care"*

### MARK RADFORD

Chief nursing officer, University Hospitals Coventry and Warwickshire Trust

Mark qualified as nurse in 1994 and has worked in anaesthetics, preoperative assessment, perioperative care and A&E in the UK and Europe. He has been a consultant nurse in perioperative emergency care and has worked as an adviser to the Modernisation Agency, Department of Health, National Confidential Enquiry into Patient Outcome and Death, the Medicines and Healthcare Products regulatory Authority, and the National Institute for Health and Care Excellence in a range of areas including perioperative hypothermia, emergency management advanced clinical practice and nurse prescribing.

Mark took his current role in 2012, leading nursing and midwifery in implementing a range of care quality and professional innovations. He is also a professor of nursing at Birmingham City University and Coventry University, where he still fits in academic work and research; his current research projects are on big data analysis, nursing care and quality outcomes and advanced practice.

**The judges said:** *"Mark and his trust board have been courageous enough to give over their data on safe staffing for scrutiny. A great local leader and future national leader"*

### SHELLIE RADFORD

Staff nurse, critical care, Nottingham University Hospitals Trust

@Shellie_Jean

While studying at the University of Nottingham Shellie joined the peer mentoring scheme at the school of nursing, eventually participating in a research project that led to her presenting the results at the *Nurse Education Today* 2013 conference at the University of Cambridge. Participating in this project ignited her passion for nursing education and the transition to preceptorship.

Since joining her trust as a newly qualified nurse in 2013 she has co-founded the newly qualified forum and worked alongside the preceptorship teams, shared governance and leadership councils, attending and presenting at a range of conferences.

She also has a number of link roles in critical care, including the placement learning team, delirium champion and organ donation link nurse, and regularly engages with the trust's new starter induction and critical care foundation programmes, training and supporting preceptees in critical care.

Although only a short way into her career Shellie has met and worked with some inspirational leaders.

This has taught her that leadership is about engagement and empowerment, facilitating others to make changes and grow personally and professionally – something she hopes to achieve in her own career.

**The judges said:** *"Shellie demonstrates that it is never too early to develop leadership skills, and has shown that no matter how early you are in your career you can still have a real impact on patient care and services"*

### LAURA SERRANT

Professor of community and public health nursing, Faculty of Education, Health and Wellbeing, University of Wolverhampton

@lauraserrant



Laura Serrant

Currently on secondment with NHS England as head of evidence and strategy in the nursing directorate, Laura is also a non-executive director at Heart of England Foundation Trust and trustee of the Jamaican Nurses Association. She is a Queen's Nurse, and has received various research scholarships and awards including the Mary Seacole Nursing Research Leadership award, Florence Nightingale Travel Fellowship and Smith & Nephew Research Fellowship.

Laura has over 30 years' experience of healthcare practice, research, policy, training and management. In 2014 she was recognised by *HSJ* in three categories: Inspirational Women in Healthcare, BME Pioneers and Clinical Leader awards.

**The judges said:** *"Challenging but well-respected, Laura has done impressive work on marginalised groups. She was influential in developing Compassion in Practice and will be developing the next nursing strategy"*

### OLIVER SHANLEY

Deputy chief executive and director quality and safety (executive nurse), Hertfordshire Partnership University Foundation Trust

@ShanleyOliver

Oliver started working in mental health services in 1987 and qualified as a mental health nurse in 1990. He has worked in a variety of mental health settings but predominantly in forensic services.

After working at all clinical nursing grades from staff nurse to senior nurse specialist, Oliver moved into management roles, and has worked at executive nurse level since 2003. He has supplemented his practice by undertaking an MSc in mental health, and attained a doctorate at King's College in 2012; he was also a visiting professor to the University of Hertfordshire in 2014.

Oliver is involved at a national and regional level in areas including safe staffing and safer systems, and sits on the national steering group for the Mental Health and Learning Disability Nurse Directors' and Leads' Forum.

**The judges said:** *"Oliver led on the safe staffing toolkit for learning disability nursing. He delivered it on time, took everyone with him and came up with something that worked in the real world"*

## THE JUDGES



**Sharon Blackburn**, policy and communications director, National Care Forum

After 10 years in the NHS, Sharon has worked in the independent care sector for over 26 years. She has been director of nursing and director of quality assurance in a large care provider, and served on a number of national policy groups, including the Prime Minister's Nursing and Care Quality Forum. She is a board member of EAHSA and CommonAge.



**Joanne Bosanquet**, deputy chief nurse, Public Health England

As a health visitor Joanne worked with asylum-seeking and vulnerable families before moving into population health/health protection. She has had leadership roles at regional and national level, and now leads on revalidation and health protection at PHE. She is a Queen's Nurse and has an MBE for services to nursing and healthcare.



**Anne Cooper,** lead nurse for informatics, Health and Social Care Information Centre

Anne has held a leadership role in clinical informatics for five years. She believes information is vital to modern nursing care and that technology will play an increasing role in care delivery. A Florence Nightingale Foundation Scholar, Anne was one of the first Nursing Times Social Media Pioneers.



**Sue Covill**, director of development and employment, NHS Employers

Sue and her team support NHS organisations on staff experience, organisational development professional standards and good employment practice. She works closely with nursing colleagues on a range of issues including workforce supply, education and professional regulation.



**Judith Ellis**, chief executive, Royal College of Paediatrics and Child Health

Judith has held senior posts in education and the NHS including director of nursing and workforce development at Great Ormond Street Children's Hospital, interim chair of the Nursing & Midwifery Council and nursing officer at the Department of Health. She is a trustee of the Tropical Health and Education Trust and chairs Help 4 Hurting Children, a charity working in Uganda to train paediatric multidisciplinary teams. She was awarded the MBE in 1998 for services to paediatrics.



**David Foster**, head, Nursing, Midwifery and Allied Health Professions Policy Unit, Department of Health

David advises ministers and policy teams on nursing, midwifery and allied health professions issues. He is a fellow of the Chartered Institute of Personnel and Development, visiting professor at Bucks New University and King's College, London, a member of the Court of London South Bank University and a trustee of the Florence Nightingale Foundation.



**Elizabeth Fradd**, independent health service adviser

Elizabeth has been assistant chief nurse in the Department of Health and nurse director in the Commission for Health Improvement. She also helped to develop the Cultural Barometer. An RCN fellow and honorary fellow of the Royal College of Paediatrics and Child Health, Queen's Nursing Institute and Faculty of Public Health, Elizabeth received the DBE for services to nursing and healthcare.



**Alison Leary**, chair of healthcare and workforce modelling, London South Bank University

After 10 years in biomedical science Alison undertook nurse training at St Thomas' Hospital, London. She has a master's in biomedical science (haematology) and a PhD in thoracic oncology; she continues to research in this area and also undertakes various projects around the modelling of specialist/advanced practice and complex systems. Her interests are in the complexity of healthcare, math models and data science.



**Hilary McCallion**, chief executive, Hilary McCallion Consultancy

Previously an executive director at the South London and Maudsley Foundation Trust, Hilary runs leadership development programmes for ward managers, team leaders, aspiring directors and healthcare leaders. She is visiting professor at London South Bank University, King's College, London and Bucks New University and a trustee of Dementia UK and the Bethlem Museum of the Mind. She received the CBE for services to mental health nursing in 2012.



**Charlotte McArdle**, chief nursing officer, Department of Health, Social Services and Public Safety, Northern Ireland

Responsible for leadership, performance and development of the nursing and allied health professions, Charlotte has led a number of policy initiatives that underpin professional practice and played a key role in developing the Attributes Framework for Leadership in Quality Improvement and Safety. She was previously executive director of nursing at a large integrated trust.



**Trish Morris-Thompson**, director of quality and clinical governance, Barchester Healthcare

A nurse and midwife, Trish spent 30 years in the NHS, the last 10 as chief nurse for North East London and chief nurse for London. At Barchester Healthcare she focuses on driving up standards of care in its 225 services and highlighting the value of nursing in residential care. She is a nurse adviser to Care England, trustee of the Florence Nightingale Foundation, RCN fellow and visiting professor to Bucks New University.



**Theresa Shaw**, chief executive, Foundation of Nursing Studies

Theresa's 17 years in the NHS spanned clinical nursing, education and practice development. She chaired the NICE guideline development group for irritable bowel syndrome, is an honorary senior research fellow at Canterbury Christ Church University, and has an honorary practice development role at Queen's Hospital, Romford.



**Ben Thomas**, professional officer for mental health, learning disabilities and dementia care, Department of Health

Ben has held a number of clinical and academic leadership roles in the UK and Australia, served on ministerial reviews and advisory committees in Malaysia, South Korea, China and Australia, and chaired a steering committee on reducing restrictive interventions. He is an RCN fellow, senior fellow at Kingston University and St George's University, and visiting professor at London South Bank University.



**Suzette Woodward**, national campaign director, Sign up to Safety

A paediatric intensive care nurse, Suzette has worked in the NHS for 35 years. She has been a board director at the National Patient Safety Agency and the NHS Litigation Authority, and leads the Sign up to Safety campaign, helping the NHS to reduce avoidable harm and save lives. She has an MSc in clinical risk and a PhD in patient safety, and has worked with the World Health Organization and health ministries across the world, and helped set up the Caremakers programme.




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