



Nursing Times Leaders 2015

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

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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

CHERYLL ADAMS

Executive director, Institute of Health Visiting

@iHealthVisiting

In 2012 Cheryll led the establishment of the Institute of Health Visiting (iHV), a charity, academic and professional body aimed at improving public health outcomes for children, families and communities. Since its launch, iHV has attracted more than 9,000 members and established a credible publication and training record.

In addition to a clinical portfolio spanning 20 years, Cheryll's career has included roles in research, international and practice nursing, health visiting, and policy. She was previously lead professional officer of the Community Practitioners and Health Visitors Association and has also worked in the Department of Health. Her core research interest is maternal, infant and family mental health promotion.

Cheryll is a member of the All Party Parliamentary Group for Early Years; 1,001 Critical Days Manifesto; and Maternal Mental Health Alliance. She is also an adviser to UNICEF Geneva and professorial fellow of the Royal Society for Public Health.

The judges said: "Cheryll has had a huge impact on health visiting, and led the most astounding piece of work in developing the Institute of Health Visiting from nothing"

GAIL ADAMS

Head of nursing, Unison

@unisonnurses

Gail has a reputation for putting nurses, healthcare assistants and midwives first. She is open, honest and fair but never afraid to ask the tough questions.

During her time at Unison Gail has played a major role in ensuring that HCA regulation and access to training has been escalated to a national level. Heavily cited in the Cavendish review into HCAs and support workers in the NHS and social care, her expertise has ensured we now have a standard that addresses the lottery of HCAs' working experiences.

Gail has not been afraid to criticise the Nursing and Midwifery Council when she has felt it necessary, but she is supportive of changes to policy that seek to modernise the regulation of nurses and midwives.

Gail is a passionate champion for black and minority ethnic nurses, ensuring they have equality of opportunity. As a member of the Department of Health's

Cheryll Adams



Equality Council she has been heavily critical of the lack of diversity at the top level in nursing, and in a professional capacity she supports many junior nurses through their Mary Seacole scholarships.

The judges said: "Gail is challenging, supportive and positive about the nursing profession - and the development of healthcare assistants. Her strong values make her a powerful advocate of under-represented groups"

BREDA ATHAN

Senior matron for infection and immunity and lead for the high-level isolation unit, Royal Free London Foundation Trust

A professional with a career in people management and leadership skills, Breda has a track record of leading from the front. She has worked in infectious and tropical diseases for over 25 years, and as a staff nurse, she set up an award-winning travel clinic and HIV testing clinic.

In her current role Breda shared her knowledge and skills in the 2014 ebola outbreak. The Royal Free's high-level isolation unit was the UK's only operational unit at this time and treated three patients repatriated with the virus, all of whom survived.

Breda also played an integral part in leading the planning, development and implementation of an emergency national surge contingency plan. This training programme ensured staff were competent and available to care for infected patients and provide safe care while ensuring the safety of themselves and others. She has also worked with individuals with lassa fever and Crimean Congo fever.

Gail Adams



The judges said: "Leading the nurses who cared for patients with ebola infection required exceptional leadership and clinical skills to give them the best chance of recovery and maintain the safety of staff and others"

DAVID BATES

Director Army Nursing Services and assistant director for healthcare requirements and assurance, Army Medical Services

Now a colonel, David joined the army as a student nurse in 1981 following a year's training at the Princess Alexandra School of Nursing in the London Hospital.

After qualifying, David worked in orthopaedics and plastic surgery then deployed with a field surgical team in Belize before undertaking specialist training at St Andrew's Hospital Billerica, where he qualified as a burns and plastic surgery nurse.

In 1988 David was commissioned as a nursing officer into the Royal Army Medical Corps and assigned to 4 Armoured Field Ambulance in Minden, West Germany following a year's training, exercises and clinical experience. He has completed operational tours in Iraq, Malawi, Former Yugoslavia (UN), Northern Ireland, Bosnia (NATO), Oman and Afghanistan, where he developed his ability to lead healthcare teams from the tactical to strategic level.

The judges said: "David's impressive career history illustrates the crucial role of the nursing profession within military services. He has made important contributions in both clinical and strategic areas"

Viv Bennett



VIV BENNETT

Chief nurse for Public Health England; government's principal adviser on public health nursing

@VivJBennett

Viv has been chief nurse for Public Health England since 2012 (initially in a joint role with the Department of Health and since April 2015 solely within PHE). As the government's principal adviser on public health nursing, she provides independent advice to ministers and officials on policy issues and public health nursing, and is national lead for developing public health nursing and midwifery.

With a special interest in services for children and young people in all her clinical and leadership roles, Viv leads the national public health programme Best Start for All Our Children and the Health Visiting Programme, the 0-5yrs Transition Programme and school nurse development programmes.

Viv trained as a nurse in Oxford in 1976 and worked in children's nursing before training as a health visitor in Oxford in the early 1980s. She worked as a health visitor and research health visitor in Oxford while studying for a BA and then a master's degree in health and social policy at the University of Bristol. She is honorary fellow and visiting professor at King's College London and a fellow of the Queen's Nursing Institute and the Institute of Health Visiting.

The judges said: "A fantastic public health nurse leader who is willing to get her hands dirty. If something needs doing Viv does it. She has broken down a lot of professional barriers and put public health on the agenda both in the UK and internationally"

SALLY BURGESS

Matron, mental health liaison, Worcestershire Royal Hospital

@SallyBurgess8

Sally is a registered mental health nurse who has worked in the NHS for 24 years. She began her career in the forensic arena, before choosing liaison psychiatry as her future direction. She has a passion for solution-focused therapy and is one of a few people in the country who is qualified to master's level in this.

In her current role Sally has been instrumental in managing the service in the acute setting during turbulent times. Dedicated to the empowerment of all members of the liaison team, she is proud to see individuals develop and grow through opportunities.

Sally works seamlessly with her acute hospital colleagues and is pivotal to sustaining an effective high-quality service. She maintains exceptional standards as demonstrated by consistently high patient satisfaction rates.

The LEAN pathways Sally developed led to streamlined referrals and prompt assessments, and have had a profound and sustained effect on patient journey and length of stay. She provides training on self-harm; risk management; and delirium, dementia, depression and dignity. She has championed mental health awareness in acute settings, challenging stigma and prejudice, and shaping attitudes towards patient care.

The judges said: "Quietly inspirational. Sally lets staff on the ground take the credit, and has been generous in helping others to become inspirational leaders"

YINGLEN BUTT

Deputy chief nurse, Guy's and St Thomas' Foundation Trust

@buttynot

Yinglen began her nurse training in Miami in 1978, but qualified from the Mayday Hospital in Croydon. She rose through the ranks to become a senior nurse at Guy's and St Thomas' in 2011, when the trust was integrated with local community services.

Yinglen has worked in various roles over her career, including school nursing and public health, which is one of her key interests. She has also worked for the Department of Health and as assistant director for children's services in Lambeth.

In 2014 Yinglen was shortlisted as Nurse of the Year in the *Jamaica Times* UK Community Awards, and most recently

she has successfully led the campaign to make Guy's and St Thomas' smoke-free.

The judges said: "Ying sits below the radar but achieves an incredible amount, and is a real role model for BME nurses. Working in an integrated trust she has done a phenomenal job of pulling in social care"

HEATHER CAUDLE

Chief nurse, Ashford and St Peter's Foundation Trust

@heathercaudle

Heather joined Ashford and St Peter's in 2011 as associate director of quality, and was appointed to her current role in September 2014. Her connection to professional caring began during her time as a teacher in a community school in a seaside rural village in Trinidad. She visited a teenage student receiving rehabilitation, listening to his reflections on what led to his physical and psychological health problems. His experience was life-transforming for Heather and led her to begin training as a nurse in 1992.

Heather has worked for over 20 years as a nurse, systemic psychotherapist and strategic leader in the mental health, acute and supported housing sectors. She has an unquestionable track record in delivering community-based programmes in the health, art, employment and education sectors in the UK and abroad, and particularly enjoys developing transformational, person-centred, quality and safety improvement strategies.

The judges said: "Heather has a long commitment to supporting marginalised groups, and to developing all her trust's nurses and midwives - including those working



Heather Caudle

in the trust bank. She came into post at a difficult time for the trust and uses system psychotherapy in running the organisation"

TERESA CHINN

Founder of @WeNurses, social media community developer and blogger @agencynurse

Teresa founded the @WeNurses Twitter discussion group in 2012 to reduce the isolation from the nursing profession she felt after years of agency nursing. The group led to the development of the WeNurses online community, which uses social media to enable nurses to share ideas, information, experience and expertise. WeNurses has over 37,000 followers globally, and the model has been duplicated for other health professionals and nursing specialties. Teresa received an MBE for services to nursing in 2015.

Teresa is a recognised social media specialist, speaking at conferences, providing social media consultancy, and working with healthcare organisations to deliver workshops and seminars.

The judges said: "Teresa has influenced, supported and cajoled huge numbers of nurses and other health professionals to understand the benefits of social media"

MICHAEL CLIFT

Practice development nurse, paediatrics and clinical education, Whittington Health @MDClift

Michael qualified as a children's nurse in 1998 from the University of Central England and went to work at Birmingham Children's Hospital after a final placement in Albania. He has worked in several clinical fields within children's services in the UK and overseas before focusing on general paediatrics. He was seconded into a quality and safety lead role at the Whittington in December 2014, and is a guest lecturer at Middlesex University.

Michael's areas of interest and research include clinical leadership; patient and medicines safety; clinical guideline compliance; adult learning; patient experience; and compassionate healthcare. He completes an MSc in nursing studies this year and his compassionate healthcare work was published in the book *Roar Behind the Silence*.

March 2015 saw the culmination of months of planning and hard work in the successful delivery of *Compassionate Healthcare: How to support and enhance*

it, a free conference focusing on practical ways to maintain and develop compassion in today's challenging healthcare environment. Michael is also a musician and spoken-word performer and included work by patient poets in the conference.

Michael is passionate about working collaboratively and creatively to support and develop staff to their fullest potential to deliver a high standard of care.

The judges said: "You can see why so many people nominated Michael - he is inspiring. Children's nursing is all about compassion and working with families, and he embodies this"

SHIRLEY COWARD

Paediatric/neonatal matron, Southport and Ormskirk Hospital Trust

Shirley qualified as an enrolled nurse in 1985 and as a children's nurse in 1994 from Liverpool John Moores University. In 2002 she became paediatric matron at Southport and Ormskirk Hospital Trust, and neonatal matron became a part of her role in 2009.

Since the amalgamation of the trust's paediatric services onto one site in 2003, Shirley has been a driving force for the department's innovative working practices and initiatives towards improving efficiency and increasing quality in acute paediatrics, including a dedicated paediatric A&E. She championed the development of the advanced paediatric nurse practitioner role in the paediatric assessment and observation unit and the development of a seven-day children's community nursing outreach team service.

She has written about the community children's nursing model of care and spoke about it at the Royal College of Paediatrics Conference 2014. The model was recently expanded to provide support within regional primary care services through direct referral pathways from primary care to the children's community service.

Shirley attributes her success to a supportive team of senior sisters, head of nursing and the clinical director who work collaboratively with the teams to ensure a high-quality service for children and young people.

The judges said: "Shirley has not only changed practice locally but also puts in the effort to communicate her ideas and experience nationally, making a real difference in paediatrics"

READY TO LEAD EFFECTIVE WORKFORCE MANAGEMENT

The team at Allocate Software is extremely proud to support Nursing Times Leaders for the second consecutive year. Last year we shared our experience of working across 170-plus NHS organisations and how it had given us the opportunity to experience outstanding examples of nurse leadership at all levels. This included those in formal positions of leadership as well as others who were not in such roles but who, through the approach they took to their work, were inspiring and leading the people around them day after day.

Strong leadership is one of the factors that helps to ensure the success of our customers' HealthRoster and SafeCare projects. During a period where the national focus on rostering and safe staffing has been evolving, it has proven even more important to have strong leaders within trusts and wards setting the direction for our tools, defining what good is and monitoring outcomes.

Since last year's Nursing Times Leaders were announced we have observed two trends that point to great leadership. The first is the way, during periods of uncertainty, local leaders have continued their efforts to improve workforce management, manage safe staffing and build more responsive workforce models to meet their patient or service user needs. The second is a rise in the number of nurse leaders having the confidence to use workforce data from our software to drive improvement, as well as using this information to engage other board members with evidence and insight - whether about savings or safety.

We would like to congratulate all of the people recognised this year and thank those we have had the honour of working with directly. The next 12 months promise to be just as challenging in terms of workforce management and we look forward to supporting nurse leaders in meeting these challenges.



CAITLIN DEAN

Chair, Pregnancy Sickness Support
@MumaDean

Since experiencing hyperemesis gravidarum (HG) three times, general nurse Caitlin has dedicated her time to setting up Pregnancy Sickness Support, a national support network for women with the condition. The charity also conducts research and promotes awareness and education among medical professionals and through the media.

Caitlin provides direct support to women with HG via the charity's helpline and her popular blog Spewing Mummy. In 2014 she co-authored *Hyperemesis Gravidarum: The Definitive Guide* and this year she published *How to be an HG Hero* to help the children of women with HG in subsequent pregnancies. Her work has led her to be considered as a nurse specialist for HG and she now works to help NHS trusts to establish HG day units and overhaul guidelines around the UK; she also presents at conferences and education sessions. Her published research and media liaison is making huge strides forward in reducing the stigma of this misunderstood condition and raising awareness about its treatment and care.

The judges said: "Caitlin has had a profound impact on the lives of other women with HG, and their appreciation is clear through social media. She is an inspiration, using her experiences with this miserable condition to help others"

AVRIL DEVANEY

Director of nursing and therapies,
Cheshire and Wirral Partnership
Foundation Trust
@avril_devaney

Avril qualified as a mental health nurse in 1986 and has been in her current post since 2003. She has always had a keen interest in nurse leadership and organisational change, which she specialised in as part of her MSc in health and social care. She is vice chair of the Mental Health and Learning Disabilities Nurse Directors and Leads Forum.

Passionate about person-centred care and reducing health inequalities, Avril has a strong sense of social responsibility. She received The Queen's Nursing Institute Award for Innovation in 1999 after establishing a mental health nursing service in police custody suites, and is also recognised for addressing the harm to people with mental health conditions caused by smoking. She led work to make

hers the first smoke-free mental health trust in England, and has also led its Challenging Stigma campaign since 2004.

Avril has been the trust's link with mental health services at Kisiizi Hospital in Uganda since 2010, and was a founder of the Jamie Devaney Memorial Fund to support mental health services in Uganda and create a lasting legacy for her son Jamie, who died aged four following a short illness during a family holiday and fundraising trip there. She received an honorary MA in 2014 from the University of Chester in recognition of her outstanding contribution to healthcare.

The judges said: "Being the first person to make a mental health trust smoke-free took courage and determination, which Avril also shows in her work improving the lives of people in Uganda"

MAURICE DEVINE

Assistant director, HSC Clinical
Education Centre

Maurice became a learning disability nurse in 1981 and although his career has regularly diverged into other fields of practice, he has always continued to advocate for the learning disability nursing profession and to influence, support and lead the profession's development both locally and nationally.

Beyond learning disability nursing, Maurice has worked in district nursing and brain injury services. He has worked as a clinician, educator, manager and in policy/strategic development at Northern Ireland's Department of Health, Social and Public Safety, with specific responsibility for learning disability and mental health nursing. Alongside colleagues from the other three UK government departments, he conceived, developed and implemented a UK-wide strategic direction for learning disability nursing. This initiative, Strengthening the Commitment, has been endorsed and accepted by the four chief nursing officers and is influencing clinical practice, education delivery, the commissioning of services, and leadership development across the UK. It is also being considered by the CNO in the Republic of Ireland.

Maurice is responsible for delivering education to registered nurses and midwives across Northern Ireland. He is undertaking his MA in medical law and ethics at Queen's University, Belfast.

The judges said: "Maurice is a real trailblazer who has dedicated his career to people with learning



disabilities and learning disability nursing. Studying ethics and law will help him to improve the lives of vulnerable service users"

BELINDA DEWAR

Professor of practice improvement,
Institute of Health Care Policy and
Practice, University of the West
of Scotland

@belindajdewar

Belinda has extensive experience as a nurse, researcher and educator, and has worked in a range of settings to improve the experience of giving and receiving care. Previous appointments include co-director of the Centre for the Older Person's Agenda at Queen Margaret University, the first nurse consultant for care homes across Scotland, and senior nurse for compassionate care at NHS Lothian and Edinburgh Napier University.

Belinda is committed to enabling health professionals to become researchers of their own practice. Recent work includes the development of a model of compassionate relationship-centred care and innovative methodologies, such as appreciative action research and emotional touchpoints to enhance implementation of this model. She has published and presented papers on caring and methodologies for improvement, including user and carer involvement, and is recognised for developing and delivering innovative transformational leadership programmes. She is director of My Home Life Scotland, a social movement that aims to enhance the lives of care home residents, visitors and staff.

Current work focuses on developing creative methodologies to bring theory and practice closer together.

The judges said: *“Belinda led some fantastic work in Scotland around compassionate care. She does not get the recognition she deserves more widely, but is greatly respected by those who work with her”*

JAN DEWING

Sue Pembrey chair in nursing, Queen Margaret University Edinburgh

@JanDewing

Jan has an international reputation for expertise in person-centred care, practice development and gerontological practice, including care of people with dementia. As well as a significant clinical practice and leadership record, she has held a variety of other joint practice, education and research posts in NHS organisations and universities and with the Royal College of Nursing Institute. She is widely published and examples of her work can be located through Research Gate.

In addition to contributing to postgraduate education and research at QMU, Jan supervises a large number of doctoral students. She enjoys coaching and mentoring people so that they surprise themselves. She is a founding member of the International Practice Development Collaborative and the International Community of Practice for Person-centred Practice Research, and actively promotes their aims. She is academic editor for *International Practice Development Journal*, and on the editorial board of several others including *International Journal of Older People Nursing*. She is also visiting professor at the Centre for Care Research, at Bergen University College; Stord-Haugesund University College in Norway and at the University of Wollongong, Australia.

Jan was awarded an Australia RCN International leadership award in 2011 for her work in gerontological care in New South Wales.

The judges said: *“The first Sue Pembrey chair at QMU, Jan takes policy and puts it into practice, and makes academic research understandable in practice. An unsung hero who transforms lives”*

JO DICKSON

Lead nurse – informatics/chief nursing informatics officer, Leeds Teaching Hospitals NHS Trust

@JoD1905

Jo works alongside nursing, medical and associated health professional colleagues in a large acute trust, providing clinical

leadership on informatics projects. Her organisation is currently in the middle of significant technology-enabled change; the programme of work includes implementation of an electronic patient record. This initiative will enable the capture of nursing observations on mobile devices at point of care, as well as a full eMedicines (prescribing and administration) implementation.

The electronic patient record will also be used to capture all nursing documentation, and Jo is enjoying linking with nursing colleagues to ensure this reduces duplication, and that relevant information is captured and shared with those involved in care pathways across acute services. Her role in the acute trust also allows her to link with colleagues across the city in partner organisations in health and social care, with an aim of deploying a complete integrated digital health record for patients receiving care across all organisations.

Jo’s vision for nursing informatics is that all nurses will have useable and useful technology, readily available, to aid them in delivering high-quality nursing care and improving patient experience. She has a varied clinical background, including neurosurgery, critical care, pain management and medicines management, and is enjoying developing her informatics leadership role while maintaining strong day-to-day links to clinical nursing practice.

The judges said: *“Jo came into nurse informatics relatively recently, but understands the importance of a strong nursing values base in this emerging field”*



Jo Dickson

DANNY MORTIMER ON WHAT MAKES A GOOD LEADER

I am often asked, what makes a good leader? It’s a difficult question. Confidence, commitment, empathy, determination... the list goes on. Defining good leadership might be tricky, but the NHS certainly isn’t short of shining examples.

That is why lists such as the Nursing Times Leaders are so important, and why NHS Employers wholeheartedly supports it.

It is particularly encouraging to see that the practitioners within these pages come from all walks of life and from all career stages, and work across the wide range of specialties and settings in which nurses and midwives serve their communities.

They have each been nominated as inspirational leaders for different reasons, but they have a few things in common. They are all doing great work and delivering or facilitating compassionate care, leading the change we need to see in our healthcare system, and crucially, bringing others with them on that journey. The number of nominations from across the profession is testament to the extent to which these practitioners inspire those around them.

These nurses and midwives care for the people they work with, and that in turn translates into the care given to the citizens they serve.

In our busy lives, we don’t get enough opportunity to stop and celebrate the people who are making a difference. Please take a moment to read about the nurse and midwife leaders within this supplement, share their stories with colleagues, learn from their experiences, and be inspired by the examples they have set.

The next time I’m asked what makes a good leader, I will have many more examples to choose from.

Danny Mortimer, chief executive of NHS Employers
@NHSE_Danny



JACQUELINE DUNKLEY-BENT

Interim head of midwifery, NHS England

@dunkleybent

Jacqueline has worked as a midwife and a nurse and held senior positions in education, leadership and management including head of midwifery and gynaecology at Guy's and St Thomas' Foundation Trust, senior lecturer and curriculum leader at Middlesex University, lead midwife for education at London South Bank University, and consultant midwife, public health. She is currently seconded to NHS England as the interim head of maternity.

Her substantive role is director of midwifery and divisional director of nursing for women's and children's services at Imperial College Healthcare Trust, and she is visiting professor at London South Bank University and King's College London.

Jacqueline's experience has led to her leading and influencing national maternity standards and guidance. She influences healthcare strategically, nationally and internationally through research, education and publications. Frequently invited to speak at national and international conferences she is also a member of the *British Journal of Midwifery* editorial board and a council member of the Maternity and Newborn Forum at the Royal Society of Medicine. She was appointed to the London Clinical Senate Council in 2013 and more recently as midwifery adviser for the Wellbeing Foundation Africa. In 2014 she received the HSJ BME Pioneers award.

The judges said: "Jan has done some impressive work in improving standards of maternity services and midwife education"

ANNA-MARIE EDWARDS AND KERRY TAYLOR

Shared governance facilitators, Nottingham University Hospitals Trust (joint appointment)

Anna-Marie gained her degree in adult nursing from the University of Nottingham in 2011. She worked across medical admissions and major trauma, before joining a level 1 dependency unit. Through her role as a mentor, she developed a passion for staff and student engagement and practice development.

Anna-Marie became joint shared governance facilitator at NUH in 2014 and has co-led the project with Kerry Taylor, visiting Texas to attend the American



Anna-Marie Edwards and Kerry Taylor

Nurses Credentialing Center MAGNET Conference. She has set up and facilitates the medicine, surgical, oncology and emergency department councils, and the project has been shortlisted for the 2015 Nursing Times Awards. Anna-Marie has a passion for seeing staff develop their practice and gain a sense of self through shared governance.

She is about to embark on her master's degree and has been working to develop a council review tool to measure the impact of councils.

Kerry graduated in 2011 with a first-class degree in adult nursing from the University of Sheffield. She began her nursing career on a short-stay medical admissions unit, and only six months after qualifying saw the opportunity to become chair of the pilot shared governance council on her ward – the first of its kind. This opportunity allowed her to develop leadership skills within a changing culture.

Her experience enabled Kerry to take on the joint role of shared governance facilitator in 2014. She has helped to establish a whole-hospital shared governance structure over the last year within her trust's maternity services and continues to support other divisions throughout NUH, such as theatres and family health. Kerry thrives on the challenges of service improvement and has a shrewd business mind. She hopes to continue to lead nurses in making services better for patients.

The judges said: "As junior leaders Anna-Marie and Kerry have done a fabulous job in influencing practice. They have established practice councils that really affect the way their trust is run"

AUDREY EMERTON

Cross bench member, House of Lords Audrey decided to become a nurse at the age of four, and despite opposition on every front and advice from her head teacher that she would not be strong or scholarly enough, she joined St John Ambulance Cadets aged 11 and benefitted from the teaching in home nursing, first aid, child welfare, team working and leadership training. After gaining eight O levels Audrey entered nurse training

A varied career has included roles in nursing practice, teaching and management, and on national regulatory bodies, committees and commissions and several voluntary organisations. She led the programme that replaced Darent Park Hospital for people with learning disabilities, which closed in August 1988.

Since becoming a baroness and entering the House of Lords 18 years ago Audrey has contributed to healthcare policy and education issues in the process of changing or updating legislation affecting nursing, midwifery and health policy. To enable her to fulfil this role she holds other roles including a chair of a trust and president of the Florence Nightingale Foundation, which gives her contact with a wide range of scholars.

Audrey's enthusiasm for improving patient care has never dimmed and she recently helped to develop the Culture of Care Barometer. For the last 15 years she has also cared for a friend with a progressive mental health condition.

The judges said: "Audrey has had an extraordinary influence on the profession, not only in improving practice and patient care, but in using her experience and insight to help shape healthcare policy"

KATH EVANS

Head of patient experience, maternity, newborn, children and young people, NHS England

@kathevens2

Kath is a general nurse and children's nurse, and her career has included clinical, educational, managerial and service improvement roles. In her current role she is committed to ensuring the voice of children, young people and maternity service users are heard in planning their care and in the design, delivery and commissioning of services.

A highlight for Kath has been the establishment of the NHS Youth Forum, which works to ensure the NHS hears directly from young people about their experiences of care and ideas for improvement. Kath is a keen user of social media to connect with communities to hear the voice of the public and professionals to inform programmes of work and is a healthcare ambassador for Save the Children.

The judges said: "Kath really gets children and young people and champions them not only professionally but also personally. She doesn't just talk about them, she goes the extra mile to talk to them and is an enthusiastic user of social media to engage with young people"

SUSAN HAMER

Director of nursing, learning and organisational development, National Institute for Health Research Clinical Research Network

@dollyblue3

The NIHR CRN provides the infrastructure that enables high-quality clinical research to take place in the NHS, so that patients can benefit from new and better treatments. As lead nurse at the NIHR CRN Susan works with colleagues to ensure the clinical leadership culture is vibrant and integrated across its large network. She is passionate about purposeful change and in particular the development of the healthcare workforce.

As a committed adult educationalist Susan understands that a positive work environment is key to high performance. She is interested in the relationship between clinical practice and research and understands that evidence availability and changes in practice are not always directly linked. She has worked in practice development and developing frontline leadership capacity.

A role as a national leader in the Department of Health Informatics Directorate persuaded Susan of the possibilities for technology to enhance practice and support innovation in the development of patient-led services. She sees the development of accessible information as crucial to this.

Susan is a regular writer and is author of *Achieving Evidence-based Practice*, and *Leadership and Management: A Three-dimensional Approach*. She has written two toolkits for the International Council of Nurses – *Closing the Gap: From Evidence to Action*, and *Nurses, a Force for Change: A vital Resource for Health*. She is also a fellow of the Queen's Nursing Institute.

The judges said: "Susan inspires many people. When she went to the NIHR she realised that clinical research nurses were excluded, and built a case for an increased influence, securing a role that would not have existed without her energy and advocacy"

HILDA HAYO

Chief Admiral Nurse/chief executive officer, Dementia UK

Hilda has held her current role with Dementia UK since 2013; the charity specialises in the provision and development of Admiral Nurses (specialist dementia nurses) to help families live as well as possible with dementia.

A dual registered nurse, she has over 35 years' experience developing and leading dementia specialist teams, and has held senior positions in clinical services, hospital management and higher education. She held principal lecturer posts at London South Bank University and the University of Northampton specialising in older people's mental health and community care.

Hilda is particularly proud of setting up a nurse-led service for younger people with dementia in Northamptonshire and still retains a small clinical caseload of families living with the effects of young-onset dementia. She is currently completing a doctorate into how and why social connectedness changes in families living with the effects of behavioural variant frontotemporal dementia.

The judges said: "Hilda has transformed a charity that was in the doldrums, and increased the number of Admiral Nurses across health and social care. She is really changing attitudes supporting relatives of people with dementia"

HEATHER HENRY

Co-vice chair, NHS Alliance and independent Queen's Nurse

@HeatherHenry4

Heather founded her own company, Brightness Management, with the aim of offering "a few bright ideas for health and social care". Her focus is on social innovation to address health inequalities.

Based in Manchester, Heather works in partnership with multiply disadvantaged communities across the UK. Trained by former health visitor Hazel Stuteley on the University of Exeter's Connecting Communities programme, Heather uses an asset-based community development (ABCD) approach. Her specific knowledge is understanding what creates wellbeing (salutogenesis) rather than what creates illness (pathogenesis). Instead of assessing need and providing a service, she works to connect the assets and strengths that already exist in the community and co-produces solutions, leaving local people more resilient.

A former practice nurse, Heather is the co-vice chair of the NHS Alliance, a multidisciplinary membership body that influences national primary care policy and strategy. With Louise Brady, she recently set up the NHS Alliance General Practice Nurse Network to give practice nurses a higher profile and voice. She uses a distributive leadership style saying: "I start off at the front and end up at the back".

The judges said: "An absolutely determined advocate for co-production as a model of change, Heather is influencing the way things are done in public health"



Heather Henry

CHERYL KIPPING

Consultant nurse (dual diagnosis),
South London and Maudsley
Foundation Trust

Cheryl has been a consultant nurse in dual diagnosis (co-existing mental health and substance misuse) for over 13 years. She qualified as a general nurse at Guy's Hospital before training in mental health at Bethlem Royal and Maudsley Hospital. She has held clinical and managerial posts in the statutory and voluntary sectors, in mental health and addictions.

After completing a social psychology degree at the London School of Economics, Cheryl undertook doctoral research at King's College, London. She spent a period at the National Nursing Research Unit before returning to clinical work, where she soon found herself leading developments in dual diagnosis.

Cheryl was a founder member of PROGRESS, the national consortium of consultant nurses in dual diagnosis. She has provided expert dual diagnosis advice locally, regionally and nationally including to the Department of Health, National Institute of Mental Health in England, and National Institute for Health and Care Excellence. She was co-editor of the *Advances in Dual Diagnosis* journal for several years and is now a member of the editorial board. To help achieve a work-life balance she is a keen football fan.

The judges said: "One of the first nurse consultants in dual diagnosis, Cheryl has also engaged with football fans, running addictions and risk management clinics for the England Supporters Club"

KIM MANLEY

Professor, practice development, research and innovation, and co-director, England Centre for Practice Development, Canterbury Christ Church University; associate director, transformational research and practice development, East Kent Hospitals University Foundation Trust. Passionate about helping patients and practitioners to experience excellence, Kim has facilitated interdisciplinary whole-systems working through the integration of practice, research, and scholarly inquiry for three decades. She has had a range of leadership roles, first with the RCN's practice development team and then establishing its quality, standards and innovation unit.

Influential projects that shaped practice include the Expertise in Practice project,

the consultant nurse role, developing the principles of nursing practice with service users, establishing the Health Care Quality Improvement Partnership as a professional consortium with the Academy of Medical Royal Colleges and National Voices (a national patient organisation), and leading the development of critical care standards across England and Wales for the Department of Health.

Kim's work on practice development and effective workplace cultures is widely cited and she has supervised many postgraduate and doctoral students internationally. She was awarded a CBE in 2000 for her contribution to learning and development. She has helped to shape the leadership careers of many health professionals. Her commitment to establishing person-centred workplace cultures drives her work.

The judges said: "Kim's work has real longevity and helped to transform emergency care across all sectors in Kent. She has maintained her enthusiasm and never lost sight of the importance of nursing practice"

WENDY MASHLAN

Lead advanced nurse practitioner for care of the elderly, secondary care medicine, Abertawe Bro Morgannwg University Health Board

An advanced nurse practitioner for 13 years, Wendy's multifaceted role includes clinical management and diagnostics of frail older patients, leadership and management of the care of older people's service, research /audit and teaching both in house and within a university setting. She has been involved in developing a number of national policies including portfolio guidelines for the National Leadership and Innovation Agency, and RCN Safeguarding for Adults. She has developed and delivered a number of multiprofessional health board education programmes around frailty, advanced practice and verification of death.

Recently Wendy led work that allowed for the early engagement and assessment of frail older patients admitted to hospital, which won a Nursing Times Award. Other key developments have included an ANP-led elderly care ward referral system. In 2014 Wendy was elected as a committee member to the RCN Older Person's Forum, which has allowed her to become involved in developing national health and care policies for older people.

The judges said: "Wendy is constantly looking forward to the



Wendy Mashlan

next project, and is skilled in motivating colleagues to get involved in projects to improve care"

RUTH MAY

Nurse director, Monitor
@RMayNurseDir

Ruth has a background in theatre nursing and nearly 30 years' NHS experience. Before her current role she held a number of high-profile roles including chief nurse across Midlands and East NHS England, and chief executive at two acute hospitals and a primary care group.

On the Prime Minister's Nursing Care Quality Forum, Ruth led the patient experience workstream, and has supported the development of the Friends and Family Test programme. She has more recently led work on NQB guidance; safe staffing levels across the country.

Her passion for improving fundamental aspects of nursing care led Ruth to set up Stop the Pressure in her region. This campaign to eliminate avoidable pressure ulcers is now being rolled out nationally and internationally, having engaged both nurses and students in her region.

The judges said: "Having been CEO of two NHS trusts Ruth brought clinical issues to board level, while her work with Stop the Pressure has really gained momentum"

TANYA MCCANCE

Director, Institute of Nursing and Health Research and head of the Person-centred Practice Research Centre, Faculty of Life and Health Sciences, Ulster University. Tanya has been a nurse since 1990 and has held several joint posts between higher education institutions and health and

social care providers, demonstrating her commitment to the integration of practice, education, and research. She has an international reputation in the development of person-centred practice through the use of participatory research approaches.

Tanya currently leads a programme of research that is underpinned by the Person-centred Practice Framework, which is practice-based and collaborative in nature and focused on developing person-centred practice. Her most recent work focuses on identifying key performance indicators for nursing and midwifery that are indicative of person-centred care, and developing methods of demonstrating the unique contribution of nursing to the patient experience.

The judges said: "Tanya can articulate what is unique about the nursing contribution. Focused and generous with her work she is renowned for her research on patient-centred care and the patient experience"

BRENDAN MCCORMACK

Head of the division of nursing, Queen Margaret University, Edinburgh
[@ProfBrendan](#)

Brendan's internationally recognised work in person-centred practice development and research has resulted in successful collaborations in Ireland, the UK, Norway, the Netherlands, Canada, Australia and South Africa, and to a number of overseas professorships. His writing and research focuses on person-centred practice, gerontological nursing, and practice development, and he serves on a number of editorial boards, policy committees, and development groups in these areas.



Brendan has a particular focus on the use of arts and creativity in healthcare. He has published widely, including 180 peer-reviewed articles and eight books, and is editor of the *International Journal of Older People Nursing*. A fellow of the European Academy of Nursing Science, he was also made a fellow of the Royal College of Nursing in 2014, and inducted into the International Nurse Researcher Hall of Fame by Sigma Theta Tau International. He is listed in the Thomson Reuters 3,000 most influential researchers globally.

The judges said: "One of those rare breeds who make research accessible, Brendan has done truly innovative work in person-centred care for people with dementia. A real asset to the Commission on Dignity in Care for Older People"

JULIENNE MEYER

Professor of nursing: care for older people, City University; executive director, My Home Life
[@JulieneMeyer](#)

Julienne graduated as a nurse from Leeds Polytechnic in 1978. Her early career in clinical practice saw her progress through staff nurse, ward sister and consultant nurse roles at Charing Cross Hospital London, before qualifying as a registered nurse teacher and gained her MSc and PhD in nursing at the University of London.

Julienne's early teaching roles at West Thames School of Nursing and King's College London focused on research methods, health promotion, and communication skills. She is also executive director for My Home Life, a UK-wide collaboration with Age UK to promote quality of life in care homes.



Internationally she is recognised for her nursing expertise and holds four honorary professorships.

Typically, Julienne uses collaborative approaches to bring about whole-systems change and reflect on the lessons learnt from attempts to improve practice. Her style of working is evidence-based, relationship-centred, appreciative, and action-oriented. She is passionate about improving health and social care for older people and was invited to be a commissioner on both the Commission on Residential Care and the HSJ/Serco Commission on Care for Frail Older People in Hospital. In 2015, she was awarded a CBE for her contribution to nursing.

The judges said: "Julienne's work on relationship-centred care has deservedly gained international acclaim"

GARY MITCHELL

Dementia care adviser, Four Seasons Health Care
[@GaryMitchellRN](#)

Gary joined the nursing profession only six years ago, and in that short time has made a major impact on nursing practice. He currently works as a dementia care adviser for Four Seasons Health Care (FSHC), as part of a team that oversees the development of dementia services across 70 care homes in Northern Ireland.

Recently Gary has been involved in co-leading a project to optimise provision of palliative care within FSHC. This has culminated in the development of a new clinical policy, care manual and training package for all FSHC staff.

In addition to his input in clinical practice, Gary has a flourishing international reputation, with multiple presentations at international conferences, 20 peer-reviewed articles and 75 citations from his work. He is also social media associate editor with BMJ's *Evidence-Based Nursing Journal* and art and science adviser with *Nursing Standard*.

Gary was inducted into Sigma Theta Tau International in 2014, and is now in the final year of PhD study at Queen's University Belfast. He has been nominated to be the lead author for Northern Ireland's dementia education framework, which will be published in 2016.

The judges said: "Gary's determination to raise the profile of nursing in the independent sector shows how much nurses can achieve outside the NHS and makes him a role model for newer nurses"

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 addition 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



Laura Serrant

Education, Health and Wellbeing,
University of Wolverhampton
@lauraserrant

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"*

REBECCA SHERRINGTON

Respiratory nurse consultant, Princess Elizabeth Hospital, Guernsey

Since qualifying 20 years ago Rebecca has gained a wealth of experience in a range of disease specialties within primary, intermediate, prison and secondary care settings in both rural and inner-city areas. She has published and presented, as well as chairing at both local and international conferences, and was also a contributing author of a published national guideline.

In 2014 Rebecca was a panel member on the National Review of Asthma Deaths Enquiry. She was asked to respond to national media questions on behalf of the RCN at the press launch of the report, and published comment articles about the report in national nursing journals.

Keen to raise the profile of the work of respiratory nurses, Rebecca was chair of the Association of Respiratory Nurse Specialists 2013-2015, and led in the association's new strategy and business development plan. This raised the profile of the organisation and increased its income. As representative of ARNS, Rebecca was involved in forging close working partnerships with government, responding frequently to media questions, and writing for parliamentary reports.

Rebecca believes the nurse's voice should be heard across all media to influence the healthcare agenda. Her comment pieces in *Nursing Times* have led to high-profile debates and discussions in both social and traditional media, and she has been asked to contribute the nursing viewpoint on a number of issues on behalf of the RCN. She was also lead author for the respiratory chapter of Public Health England's Framework for Personalised Care for Nurses.

The judges said: "Rebecca transformed the fortunes of ARNS, and has been effective in campaigning for palliative and hospice care for people with conditions other than cancer"

LOUISE SILVERTON

Director for midwifery, Royal College of Midwives

@louisemirwitch

Louise undertook midwifery training at the Simpson Memorial Maternity Pavilion in Edinburgh after undergraduate studies in nursing. She practised in all areas of hospital and community before studying for an MSc in nursing education at the University of Edinburgh.



Louise worked as a midwife teacher at St Mary's Hospital, Manchester before establishing the first university diploma in midwifery at University College, Swansea. While there she was elected to the RCM Council and the Welsh National Board. She was later RCM midwife honorary treasurer.

After moving to London, Louise became head of maternal and child health at the Nightingale and Guy's College of Health, then moved to the RCM as director of education and practice development. She was deputy general secretary from 1997 to 2012 and responsible for providing services to RCM members through the four UK countries. In her current role, she is responsible for research, global activities and standards and guidelines. She is RCM lead on midwifery regulation, RCM conference and the midwifery awards and chair of the editorial board for RCM Journals; she was recently awarded a CBE for services to midwifery.

The judges said: "A midwife through and through, Louise is also a regulation geek who stood up to Brussels when proposed EU changes put patient safety at risk"

SUE SMITH

Executive chief nurse, University Hospitals of Morecambe Bay Foundation Trust

Sue, who took her current role in 2013, has a background in clinical nursing and patient safety, and has led a number of innovations to improve understanding of and reduce mortality and morbidity. She runs nurse development programmes that focus on human factors, understanding behaviours and learning from incidents and complaints.

Before coming to Morecambe Bay, Sue was executive director of nursing and patient safety and director of infection prevention and control at North Tees and Hartlepool Foundation Trust, where she introduced a number of processes that involved front-line staff and governors contributing to high standards of care across the primary and secondary care services.

Sue has led teams onto the NHS Institute's Leading Improvement in Patient Safety programme, which aimed to reduce avoidable harm or mortality through local review of care pathways to ascertain what practices can be improved to reduce risk of harm to patients. She was also part of the national team that developed the Safer Nursing Care Tool.

She is a director of the charity Transform Healthcare Cambodia, which aims to help people in Cambodia recover from the atrocities of the Pol Pot regime by sharing healthcare expertise and empowering Cambodian partners to improve health outcomes.

The judges said: "Sue made an astonishingly brave decision to put her reputation at risk by moving from North Tees to a troubled trust like Morecambe Bay, but is passionate about helping it to change"

JANICE SMYTH

Director, RCN Northern Ireland

@smyth_janice

Janice has practised in a range of healthcare settings and with a variety of client groups in a career spanning the statutory and independent sectors. She spent several years as a registered manager, assistant director and director of nursing of a large private nursing home



group, and describes her experience in the independent sector as formative and among the most rewarding of her career.

As a member of the Northern Ireland Health Department's Central Nursing Advisory Committee, Janice chaired the 1997 *Valuing Diversity – a Way Forward* strategy for nursing and midwifery, and oversaw implementation of the recommendations of the UKCC's *Fitness to Practise* report in Northern Ireland.

Janice became deputy director of the RCN in Northern Ireland in 2005 and its director in 2009. Passionate in her advocacy and support for nurses and their patient and clients, she is at one with the RCN mission statement, representing nurses and nursing, promoting excellence in nursing practice and shaping health policy.

In July 2015 she received the honorary degree of Doctor of Science (DSc) from Ulster University for distinguished services to nursing.

The judges said: "Janice has had a huge influence on professional issues and nursing in Northern Ireland. She is able to listen to and take on board what people say and takes a real interest in clinical practice as well as the politics of nursing"

CHRIS STANBURY

Recently retired executive director of nursing and governance, Tees, Esk and Wear Valleys Foundation Trust Before her last post in Tees, Esk and Wear Valley Chris spent a number of years as deputy director of nursing, after roles as clinical nurse specialist, clinical lead and other clinical posts in mental health services. She began nursing as a healthcare assistant while an undergraduate, and after graduating in psychology qualified as a mental health nurse. She went on to qualify in psychotherapy and counselling and became a registered nurse teacher after gaining a master's degree in education. She has undertaken a range of leadership studies, including the first national mental health nurse leadership programme.

Chris has always enjoyed focusing on the personal development of students and staff, contributing to a wide variety of pre- and post-registration in-house programmes and courses in higher education. As a clinical leader she was passionate about creating learning environments for service users and staff and promoted initiatives that facilitated professional and practice development.

Deborah Sturdy



She sees her greatest achievements as supporting the success of others, both for service users recovering their mental health and staff progressing their careers.

The judges said: "After a poor CQC inspection Chris turned around her organisation, and had a huge influence on the bands 2-4 workforce. She also did amazing work around raising concerns"

DEBORAH STURDY

Director, Deborah Sturdy Ltd

Deborah is a tireless advocate for high-quality services for older people and people living with dementia. Following roles in practice, research, and management, she was for 10 years the nurse adviser for older people at the Department of Health, and was the nursing expert for landmark policy developments including the National Service Framework for Older People and the National Dementia Strategy.

Instrumental in promoting good care practices, Deborah is an acknowledged leader in her field. Her many publications and conference presentations have informed practice development nationally and internationally, and she is one of only two nurses to have received the British Geriatric Society President's Medal.

Deborah is currently an independent consultant and nurse adviser to Care England, where she provides advice to the care home sector on nursing issues and is a strong advocate for care home nursing. She has a commitment to public service and holds volunteer trustee roles in a number of charities. In April 2015 she was appointed as the expert nurse to the Gosport Independent Panel by the minister for care services.

Paul Trevatt



The judges said: "A tremendous advocate for older people, Deborah has fought and fought for their welfare. An unsung hero"

PAUL TREVATT

Strategic clinical network lead, cardiovascular disease and end-of-life care (London Region), NHS England @caspertown42

Over his 25 years in cancer and palliative care nursing Paul has held a variety of clinical and management roles. His recent roles have included nurse director for the North East London Cancer Network, where he provided leadership and support to nurses and allied health professionals working with cancer patients.

Paul has advised on a number of national policy platforms, including patient experience, inequalities and nursing. He has a strong interest in the role of clinical nurse specialists, which led him in 2007 to develop and implement the first ever national adult cancer CNS census. This mapped the entire nurse specialist population by role and geography, and informed commissioning and workforce development; it was subsequently adopted by the policy and voluntary sectors and has been repeated numerous times, most recently in 2014.

A board member of the European Oncology Nursing Society, representing more than 22,000 cancer nurses from 30 countries, Paul was recently elected to represent nursing on the EU Commission Expert Group on Cancer Control.

The judges said: "Paul has had a tremendous impact on cancer nursing and done much to increase understanding of the role of clinical nurse specialists"

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 EAUSA 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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