THURSDAY 4TH OCTOBER
THE GRANGE TOWER BRIDGE, LONDON

EVENT GUIDE
Developing a nursing and midwifery workforce, fit for the future

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Welcome

Welcome to the inaugural Nursing Times Workforce Summit and Awards. I hope you are as excited as I am about our new event focused on the health and social care sector’s most precious resource, namely its workforce.

We start the day with our Workforce Summit where we wish to stimulate important discussions on the challenges and solutions to sustaining a nursing workforce that is fit for the future. Achieving this is unarguably essential to ensuring high quality of services and protecting patient safety.

I expect the summit to provide a forum for those responsible for workforce planning, recruitment and retention, with a programme intended to challenge, inspire and support organisations to attract and retain the best talent. You will hear from keynote speakers including Ian Cumming, chief executive of Health Education England, Ruth May, executive director for nursing at NHS Improvement, and Unison head of health Sara Gorton.

Please note that the middle section of the summit will run in three streams – each one with a focus on workforce, but also tailored to deputy directors of nursing and aspiring nurse leaders, as well as a Chatham House environment for directors of nursing. Your conference badge is colour coded and will allow you access into your designated content stream.

We also want to showcase how the health sector is supporting and developing its most precious resource. Therefore, after the summit, we will turn our attention to our Workforce Awards, where we will celebrate innovation and excellence across the broad spectrum of practice affecting nursing and healthcare staff. Essentially, we thought it was high time to shine a light on the best in an area that faces significant challenges at present.

We are featuring the great work being done across 11 categories, from best employer to best place for learning and development, and from best use of technology to best diversity and inclusion practice. I was particularly struck by the strength of the entries on recruitment experience, preceptorship, and wellbeing and staff engagement, which gives me hope that we are on the right track to keeping hold of our vital nursing staff.

Congratulations to all our finalists and we hope you have a fantastic day and night. And thank you so much to our speakers and judges for your time and commitment and to our sponsors Health Education England, NHS Improvement, Allocate, London South Bank University, Cambridge Assessment English, HPMA and Unison, plus our supporters Cavell Nurse’s Trust and charity partner for the evening awards, Mary Seacole Trust.

After the awards please stay and enjoy our after party with dancing until midnight.

Thank you again for attending our first ever Workforce Summit and Awards. I hope you enjoy the event and I aim to talk to as many delegates as possible.

Steve Ford
About the Venue

WiFi
Wi-Fi is available free of charge to delegates throughout the venue. Please ask for assistance at the registration desk if you have trouble connecting.

Badges
For security reasons and as courtesy to other attendees please ensure that you wear your badge at all times when attending the event. If you misplace your badge, please speak to our team at the registration desk who will be happy to assist you. Your badge also acts as your pass to specific content streams.

Your Personalised Agenda
Everyone is part of the main content sessions, after which the rooms split into three streams: Workforce, Deputies and Directors.

Your badge is coloured and this colour corresponds to your allocated stream. If you have any questions about how this works please ask at registration.

Lunch and Refreshments
Lunch is served in the foyer. Tea, coffee, water and light refreshments will be served during refreshment breaks in the foyer. Please help yourself.

Personal Belongings
There is a staffed cloakroom located in the registration atrium where you can store coats and personal belongings. Please keep your valuables and event materials with you at all times.

We regret that neither EMAP, nor the venue, can be held responsible for any loss or damage to your property.

Health & Safety
There are no planned fire-drills during the event. If you hear an alarm, please calmly evacuate immediately via the nearest marked fire exit. Venue staff will be on hand to direct you to the assembly point.

If you require any assistance
The Nursing Times event team are available to assist you or if you have any questions and are based at the registration desk in the foyer. Please do not hesitate to ask if you need anything.

We hope you enjoy your time at Nursing Times Workforce Summit 2018.

Thank you once again for joining us and have a great day!
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<tr>
<td>08.00</td>
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<td>08.55</td>
<td>Introductory remarks – Steve Ford, editor, <em>Nursing Times</em></td>
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<td>09.00</td>
<td>Facing the facts, shaping the future – The health and care workforce strategy&lt;br&gt;The first system-wide strategy that sets out the current workforce landscape and plans for the future of health and social care services in England.&lt;br&gt;Ian Cumming, chief executive, <em>Health Education England</em></td>
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<tr>
<td>09.30</td>
<td>Where are we with workforce planning and where do we need to be?&lt;br&gt;Recent NHS Digital workforce statistics reveal that the number of vacant nursing jobs has reached a new high, 1 in 10 nurses are leaving each year. As of September 2017, nursing and midwifery has the highest percentage of unfilled full-time equivalent roles out of all NHS staff groups. This panel discussion will set the scene on where we stand with workforce planning from a national perspective and how we aim to get to where we need to be.&lt;br&gt;Ruth May, executive director of nursing, <em>NHS Improvement</em>&lt;br&gt;Crystal Oldman, chief executive, <em>Queen’s Nursing Institute</em>&lt;br&gt;Prof Brian Webster-Henderson, chair, <em>Council of Deans of Health</em>&lt;br&gt;Prof Alison Leary, chair of healthcare &amp; workforce modelling, <em>London South Bank University</em></td>
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<td>10.30</td>
<td>Using technology for good and workforce retention&lt;br&gt;This session will explore:&lt;br&gt;• Using technology for great staff experience whether that is foresight, control, flexibility or engaging apps with high utility&lt;br&gt;• Enabling staff to work across organisational boarders&lt;br&gt;• Using technology to protect against safety issues in a world with gaps&lt;br&gt;• Hear from others how they are utilising technology to support flexibility, choice and organisational sustainability&lt;br&gt;Rupert Clarke, head of solution delivery, <em>Allocate</em>&lt;br&gt;Kevin Parker, associate chief nurse for medicine and Karen Eptlett, associate chief nurse for surgery, <em>University Hospitals North Midlands NHS Trust</em></td>
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<td>11.00</td>
<td>Morning refreshments, networking and exhibition</td>
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**Main Workforce Stream**

Chair: Steve Ford, editor and workforce lead, *Nursing Times*

This will be our main stream of content for band 7 nurses and above, with responsibility for recruitment, retention and managing the workforce.

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**Directors’ Network: Workforce Planning (Chatham House)**

Chair: Jan Stevens, chief nurse, *The Wellington Hospital*

This stream will be exclusive to directors of nursing and will provide a safe space to challenge and discuss strategic workforce challenges.

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**Deputies’ Network: Workforce Development**

Chair: Victoria Cooper, strategic placement coordinator, *Western Sussex Hospitals NHS Foundation Trust*

This stream will focus on the development of band 8 and above deputies or aspiring nurse leaders.

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**11.30 Innovative new workforce models to support RN recruitment**

- Nurse degree apprenticeships – opportunities to progress nurse training and secure a sustainable workforce
- Developing a pipeline of future RN nurses, from school children interested in healthcare support work, through to registered nurse status

*Sue Smith*, executive chief nurse and deputy chief executive, *University Hospitals of Morecambe Bay NHS Foundation Trust*

*Helen Fawcett*, registered nurse apprentice, *University Hospitals of Morecambe Bay NHS Foundation Trust*

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**11.30-12.30 Workforce planning and assurance at a board level – what should good look like?**

This will be an open discussion with directors of nursing from different settings to discuss how they are approaching staffing. From utilising nursing associates and apprenticeships, through to deployment of advanced nursing roles, how are we managing the new skills mix, the image of nursing and will this attract future generations into the profession?

*Keith Barry*, chief nurse, *Elysium Healthcare*

*Sam Foster*, chief nurse, *Oxford University Hospitals NHS Trust*

*Susan Smith*, chief operating officer, *Devon Partnership NHS Trust*

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**Aspiring nurse director programmes with London South Bank University**

- Developed in collaboration with NHS Improvement, this programme focuses on strategic leadership to prepare you for executive nurse roles
- Focusing on leadership of the profession to ensure that nursing is demonstrably adding values and contributing to the achievements of organisational goals
- Understanding the challenges of being a member of a unitary board and increasing your confidence and belief in your ability to succeed in these roles

*Dr Elaine Maxwell*, clinical adviser, *National Institute of Health Research Dissemination Centre*
## Agenda

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<td>• Collaborating with neighbouring organisations</td>
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<td><strong>Prof Mark Radford</strong>, director for improvement, <em>NHS Improvement</em></td>
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<td>Developing supportive staff cultures</td>
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<td>• Supporting effective speaking up arrangements to protect patients and improve the experience of staff</td>
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<td>• How far have we come with developing ‘freedom to speak up’ cultures?</td>
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<td><strong>Russell Parkinson</strong>, head of office, <em>National Guardian’s Office</em></td>
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| **12.30** Lunch, networking and exhibition  | ||

| **13.00** Supporting self-care: Exploring characteristics of the future workforce  |
|  • Delivering person-centred care where self-care is an essential element  |
|  • The skills, values and behaviours needed to deliver co-productive care  |
| **Prof Lisa Bayliss-Pratt**, chief nurse, *Health Education England*  |
| **Liz Fenton**, deputy chief nurse, *Health Education England*  |
| **Patient representatives**  | 13:30-14:30 Overseas recruitment and the global image of nursing  |
|  This open discussion will consider the international recruitment process, the implications of Brexit and how the process can be streamlined to improve the onboarding of nurses from overseas.  |
| **Simon Peachey**, head of customer and commercial services, *UK Visas and Immigration*  |
| **Caroline Alexander**, chief nurse, *Barts Health NHS Trust*  |
| **Howard Catton**, director of nursing & health policy, *International Council of Nurses*  |
| **Francesca Woodward**, director, *Cambridge Assessment English*  |  Case study: Working cultures – Leading a successful and diverse workforce  |
|  • An award-winning example of staff engagement, celebrating diversity and inclusion to foster great working environments  |
|  • A journey from a vacancy rate of 22% in critical care to just 3%, boosting staff morale and improving retention  |
| **Gillian Belfon-Johnson**, critical care matron, *North Middlesex University Hospital NHS Trust*  | |
### MAIN WORKFORCE STREAM

**14.00** Improving health and wellbeing
- Health and wellbeing strategies
- From prevention to intervention
- Improving staff productivity

*Caroline Corrigan*, national director of people strategy, *NHS Improvement*

*Jessica Watts*, head of people strategy, health & wellbeing – reducing sickness absence, *NHS Improvement*

**Session continued from previous page**

### DIRECTORS’ NETWORK: WORKFORCE PLANNING (CHATHAM HOUSE)

**RESILIENT LEADERSHIP LESSONS**
- Managing the pressures of your own role and the capacity of your teams
- Inspiring your teams despite the challenge and constant pressure

*Nicola Ranger*, chief nurse, *Brighton and Sussex University Hospitals NHS Trust*

### DEPUTIES’ NETWORK: WORKFORCE DEVELOPMENT

**14.30** Afternoon refreshments and networking

**15.00** Nursing associates and registered nurses
- The difference between the roles and the regulation
- Examining how nursing associates can be used to best support the nursing workforce
- Future nurse standards

*Prof Lisa Bayliss-Pratt*, chief nurse, *Health Education England*

*Anne Trotter*, assistant director: education and standards, *Nursing & Midwifery Council*

**15.30** Panel discussion: Supporting our workforce to achieve its full potential
This panel discussion will highlight the findings from a recent UNISON research report into line management and inclusive career progression for BME staff. Highlighting the recommendations to foster healthy working cultures and a line managers toolkit to best support the workforce we do have. This discussion will also consider the use of support roles and nursing associates to enhance care and give registered nurses more time to care.

*Sara Gorton*, head of health, *UNISON*

*Jon Restell*, chief executive, *MiP*

*Yvonne Coghill*, director, WRES implementation, *NHS England*

**16.30** Close of conference – *Steve Ford*, editor, *Nursing Times*

**18.30** Networking drinks reception ahead of the NT Workforce Awards
**Headline Sponsor**

*Health Education England*

Health Education England (HEE) is the national leadership organisation for education, training and workforce development in the health sector.

HEE exists for one reason only: to support the delivery of excellent healthcare and health improvement to the patients and public of England by ensuring that the workforce of today and tomorrow has the right numbers, skills, values and behaviours, at the right time and in the right place.

At any time HEE delivers overs more than 100 programmes from planning and commissioning, to recruiting and developing healthcare staff in a range of healthcare and community settings.

**Main conference room  |  09:00 – 09:30**

**Facing the facts, shaping the future – The health and care workforce strategy**

Ian Cumming, chief executive, Health Education England

**Workforce stream  |  13:30 – 14:00**

**Supporting self-care: Exploring the characteristics of the future workforce**

Lisa Bayliss-Pratt, chief nurse, Health Education England  
Liz Fenton, deputy chief nurse, Health Education England

**Main conference room  |  15:00 – 15:30**

**Nursing associates and registered nurses**

Lisa Bayliss-Pratt, chief nurse, Health Education England  
Anne Trotter, assistant director for education and standards, Nursing & Midwifery Council
Charity Partner

We want British society to become fairer, more inclusive and more harmonious. We believe that overcoming exclusion and increasing participation by promoting equality of both opportunity and outcome within organisations, particularly the NHS, will help to accomplish this.

We will use Mary’s role as a nurse to promote the value of the NHS and the work of nurses today, including those working in difficult and challenging environments.

The Trust works with young people through its education programme to promote Mary as a role model for good citizenship, entrepreneurship and achievement.

Our Sponsors

The School of Health and Social Care at London South Bank University (LSBU) has a long standing and well-deserved reputation for providing high quality education, training and research that makes a difference. The school is the largest provider of CPPD in the South East and consistently achieves the highest ranking from Health Education England for its workforce development portfolio.

At LSBU, we deliver flexible and contemporary education. If you’re looking to fast forward your career, you should be here.

Find out more at lsbu.ac.uk.
Allocate is proud to be supporting the Nursing Times Workforce Summit, highlighting important discussions and showcasing innovation in workforce planning and management that will contribute to sustaining a workforce fit for the future.

Today our customers are making productivity savings by focusing on the elimination of unwarranted variation through good e-Rostering, while at the same time guarding safety and engaging staff by offering them greater visibility, fairness and control, and ensuring the quality of services and protecting patient safety.

In our session, we will be demonstrating how technology can be used for good, exploring:

• Using technology for great staff experience whether that is foresight, control, flexibility or engaging apps with high utility
• Enabling staff to work across organisational boarders
• Using technology to protect against safety issues in a world with gaps
• Hear from others how they are utilising technology to support flexibility, choice and organisational sustainability

Visit www.allocatesoftware.co.uk or call us on +44 (0)20 7355 5555 to find out more.

Healthcare People Management Association (HPMA) has a history of over 40 years since its inception when the first personnel manager roles were created in the UK health sector. Previously to that, personnel was part of the general administration function.

The first meeting in Lichfield of what was then called National Association of Health Service Personnel Officers (NAHSPO) was in 1974 when colleagues gathered together to compare share experience, develop their skills and discuss the how they could improve the health of the nation through good HR practices.

The organisation has been through several chapters during its history, including three name changes. The organisation was renamed Association of Healthcare HR Management (AHHRM) in 1994 and renamed as Healthcare People Management Association (HPMA) in 2005. Most importantly, HPMA has always been about HR professionals, coming together to listen, learn, share ideas and challenges and doing so to improve the quality of our health and care services, thereby improving the lives of people across the UK.

HPMA became a Charitable Incorporated Organisation (CIO) a couple of years ago and has been through a period of embedding new governance arrangements, defining HPMA’s vision and strategy and undertaking a transformation of the operational activities, appointing its first Executive Director in July 2017.
NHS Improvement supports foundation trusts and NHS trusts to give patients consistently safe, high quality, compassionate care within local health systems that are financially sustainable. Our priority is to offer support to providers and local health systems to improve. By holding providers to account and, where necessary, intervening, we help the NHS to meet its short-term challenges and secure its future.

Workforce issues are a key priority for the Nursing Directorate at NHS Improvement, linked directly to the development of the Long Term Plan, where Executive Director of Nursing Ruth May is co-lead with Ian Cumming Chief Executive of HEE on the workforce strand. We know that nationally, concerns over nursing vacancies, supply and retention, as well as the morale of NHS staff, are escalating ahead of another very challenging winter. NHS Improvement is leading on key focus areas and improvements in terms of the nursing and the wider workforce including;

1. the retention of NHS staff, with a focus on nursing staff with NHS Employers,
2. workforce planning and developing safeguards to ensure that trusts are following an evidence-based approach, with proper board accountability, to safe staffing support for NHS staff in terms of their health and wellbeing, leading to better attendance at work and helping to reduce sickness absence.

Nursing Times Learning is included as part of a Nursing Times subscription and is a user-friendly, cost-effective and convenient way to address your toughest challenges in recruitment, retention and revalidation.

By providing a group subscription for your nurses, you will be supporting your nurses’ professional development and will ensure they are safe to care by proving access to a suite of high-quality online learning units and a NT Portfolio to store CPD and revalidation evidence. They will also have access to all content on nursingtimes.net, which includes our archive of over 6,000 clinical articles.

A subscription to Nursing Times for all your nurses can be used as an employee benefit to show your nursing team how much you value them. In these challenging times when it is difficult to attract and retain nurses, we can help.

Be sure to meet with the Nursing Times Learning team and find out what CPD tools you can take advantage of.
Our Sponsors

The Occupational English Test (OET) is an international English language test that assesses the language and communication skills of healthcare professionals who seek to register and practise in an English-speaking environment. It provides a valid and reliable assessment of all four language skills – listening, reading, writing and speaking – with an emphasis on communication in medical and health professional settings. OET is recognised and trusted by more than 40 regulatory healthcare bodies and councils globally including the UK (NMC and GMC) and Ireland (NMBI and MC).

[OET logo]

occupationalenglishtest.org/organisations

Cavell Nurses’ Trust provides a package of support for UK nurses, midwives and healthcare assistants, both working and retired, when they’re suffering personal or financial hardship – often because of illness, disability, domestic abuse and the effects of older age. We’re a charity, and we help people at no cost to them. We give a listening ear and practical support to everyone who asks for help. Put simply, we’re #HereForNurses.

[Cavell Nurses’ Trust logo]
The English language test for healthcare professionals

www.occupationalenglishtest.org

Cambridge Assessment English

The Occupational English Test (OET) is owned by Cambridge Boxhill Language Assessment Trust (CBLA), a venture between Cambridge Assessment English and Box Hill Institute.
Improvement

Keeping Teams Together - Bringing Staff Retention to the Forefront of Your Workforce Strategy

Visit the NHS Improvement stand and talk to us about approaches for retaining your staff.

We offer support and resources, as well as best practice from other trusts, to help you manage and improve your turnover rates.

We want to understand your experiences with retaining valued staff in your organisation, and support you with any challenges.

To find out more about how to improve retention, visit our Retention Collection Page on our Improvement Hub at www.improvement.nhs.uk/improvement-hub for useful resources or contact the team on NHSI.workforce@nhs.net

Join in the conversation @NHSImprovement #nhsretention
NHS Improvement Workshops

Retention Masterclass:
12:00 - 12:30

Retention remains a key national workforce challenge. In this masterclass, we will explore the importance of understanding workforce data, engaging with your workforce and the development and refinement of a focused strategy for improving clinical staff turnover. We will share learnings from the first year of NHS Improvement’s retention programme and examples of initiatives that have made an impact in the 120 trusts we have worked with.

Mark Radford, director for improvement, NHS Improvement

Improving health and wellbeing session:
14:00 - 14:30

Improving the health and wellbeing of your staff can lead to reduced sickness absence, increased staff engagement and improved productivity. In this workshop we will explore the key determinants of sickness absence and how a prevention and “people focussed” approach can lead to both a reduction in sickness absence and an improvement in staff productivity. Using best practice examples gathered through our current improvement collaborative work with over 70 NHS Trusts, as well as evidence from other sectors approaches to health and wellbeing you will leave with a selection of practical tools and contacts to help you refresh and improve your health and wellbeing strategies.

Caroline Corrigan, national director of people strategy, NHS Improvement

Jessica Watts, head of people strategy, health & wellbeing - reducing sickness absence, NHS Improvement
Allocate Leadership Network

Virtual Board Discussions | Inspiring Speakers | Workforce leadership best practice

Network with other NHS Board executives and help answer key questions around workforce, risk, assurance and compliance:

- What does it take to lead a modern and elective healthcare workforce?
- What does a modern workforce look like and how do you break through professional boundaries to make the future state happen?
- Can you build a sustainable future while solving today’s challenges like staff retention, agency reliance and quality assurance?

Wednesday 21st November 2018
The King’s Fund, London
09:00-15:30

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London South Bank University
Speakers

**Caroline Alexander, chief nurse, Barts Health NHS Trust**
Caroline Alexander has significant nursing leadership experience at director level across a breadth of portfolios – healthcare provision, commissioning and system leadership. She was director of nursing and therapies for Tower Hamlets PCT, and director of nursing and quality for two clusters of primary care trusts. Caroline was regional chief nurse for NHS England in London for three years before taking up her current post of chief nursing officer for Barts Health NHS Trust.
Caroline graduated as a nurse in 1987 from Edinburgh University (BSc/RGN) and has an MSc in Nursing Studies from South Bank University. She was a 2008 Florence Nightingale Leadership Scholar and is a visiting professor at Bucks New University.
Caroline was awarded an honorary doctorate from City, University of London in 2017 and Middlesex University in 2018.

**Keith Barry, chief nurse, Elysium Healthcare**
Keith has been a registered nurse for over 36 years working in most areas of mental health within both the NHS and Independent sector.
At Llanarth Court Hospital in Wales, Keith worked as Hospital Director and Regional Director of Nursing before becoming Lead Nurse for Partnerships in Care in 2014. He was appointed as Chief Nurse within Elysium Healthcare in December 2016.
As Chief Nurse Keith enjoys working at the forefront of nursing workforce development and has developed a Preceptorship Academy for newly registered nurses who join Elysium and a Career Advancement Programme (CAP) for Healthcare workers.
Keith and his department will work closely with the Learning and Development department to support the Elysium nursing workforce in their professional development and ensure nurses are able to work as effective reflective practitioners who are compassionate and competent in their role.
He is a member of the RCN Chatham House Nurse Executive Forum, the Department of Health Independent Sector Advisory Forum as well as the National Nurse Directors Forum. Keith has also been a peer reviewer for Healthcare Inspectorate Wales. He has an MSc in Applied Social Learning theory and counselling and has worked as a nurse consultant in mental health and addictions.
Keith is passionate about the nursing workforce being both compassionate and competent within their fields of work.
Speakers

Professor Lisa Bayliss-Pratt, chief nurse and interim regional director for London, Health Education England

Lisa was appointed as chief nurse at Health Education England (HEE) in 2012 and in this role she is responsible for leading national policy, workforce planning, and multi-professional education and training commissioning for the non-medical healthcare workforce. Lisa is also Health Education England’s sponsor and champion for Equality, Diversity and Inclusion (EDI).

Lisa is leading delivery of the transformational Raising the Bar Nurse Education programme across England, which has the ultimate aim of improving both the quality and safety of patient care. Key achievements of this work to date include the successful test site programme for the Nursing Associate role; and the development of a clear career pathway for nurses and aspiring nurses, from healthcare assistant to a doctorate and beyond. Lisa has also overseen the introduction of apprenticeships standards for the Nursing Associate and Registered Nurse to widen access to pre-registration education; and the enhancement of post-registration education with a cadre of expert nurses in the field of older people’s nursing.

Lisa has Board level responsibility for other HEE national programmes including Maternity, Mental Health and Learning Disabilities, Children and Young People, Public Health and the Integration of Health and Social Care.

In 2017, in addition to her chief nurse role, Lisa was appointed as interim regional director for London and South East. As the regional director Lisa is responsible for approximately £1 billion of investment in education, training and workforce development across London. Her role also includes providing support to five Sustainability and Transformation Plans within the capital.

Gillian Belfon-Johnson, critical care matron, North Middlesex University Hospital NHS Trust

Born in Trinidad, she came to London in 1990 and became a full-time student at Essex University as part of the Project 2000 nursing qualification. From 1997-2008 she worked within UCLH’s intensive care unit, becoming a senior staff nurse. During this time she worked as a practice development lead, worked on audit and became a critical care outreach nurse. From 2008-2010 she was a practice development lead at Queens Square Hospital and then an intensive care matron at Ealing Hospital from 2010-2015.

When she first arrived at North Middlesex University Hospital’s critical care unit in 2015, she found a disjointed set-up with nurses working in long-established silos. Drawing on all her ingenuity and resources to break down these barriers and get everyone working as a truly integrated team, Gillan was credited with building a cohesive critical care team out of nursing staff from 38 countries. As a nurse of 23 years, she was humbled to receive the Nursing Times, Nurse Leader of the Year Award in 2017.

Howard Catton, director, nursing and health policy, International Council of Nurses

Howard qualified as a Registered Nurse in the UK in 1988 and held a range of nursing posts in England and the United States. He studied social policy in Cardiff (BSc Econ) and Industrial Relations at Warwick (MA) and has worked as a Personnel and Organisational Change Manager in the NHS in the UK.

Howard held a variety of posts at the Royal College of Nursing UK, including as a national policy adviser for workforce research and health policy and spent a year working for the New Zealand Nursing Organisation. From 2005-15 Howard was the Head of Policy & International Affairs at the RCN. His department worked with a wide range of stakeholders on the development and implementation of nursing and health policy both in the UK and overseas. Howard was named in the Health Service Journal top 100 Clinical Leaders list for 2015.

In April 2016 relocated to Geneva to join the International Council of Nurses. He is the Director, Nursing & Health Policy and leads the development of ICN policy across workforce, education, regulation, nursing practice and health policy.
Speakers

Rupert Clarke, head of solution delivery, Allocate Software
Rupert recently joined Allocate as head of solution delivery, having previously worked in the NHS as clinical workforce systems lead. Rupert was responsible for leading on electronic rostering systems and the supporting processes. He has led on; the effective use of systems to meet complex operational challenges, including productivity measurement and improvement, evidence lead decision making, targeted KPI management and using effective rostering to drive bottom line improvements.
Rupert achieved a distinction for a Master’s Degree in Leadership and Management in public services focusing on productivity in complex care settings and in addition, leading improvement in establishing best practice. He is a pioneer in the use of technology to drive cultural change and engagement. Creating space for technology to empower flexibility and ownership in the workplace.

Yvonne Coghill, director - WRES implementation, NHS England
Yvonne commenced nurse training at Central Middlesex Hospital in 1977, qualified as a general nurse in 1980 and then went on to qualify in mental health nursing and health visiting. In 1986 she secured her first NHS management job and has since held a number of operational and strategic leadership posts.
Yvonne is currently the director – WRES implementation in NHS England, she is a member of the equality and diversity council at the Institute for Healthcare Improvement (IHI) in the United States where she has helped develop their inclusion strategy. Yvonne has delivered lectures on inclusion and diversity at Harvard University in Cambridge Massachusetts and the Johns Hopkins Hospital in Baltimore. She continues to work closely with world expert on health and race Professor D. Williams, of Harvard University School of Public Health.
In 2012 Yvonne was appointed a Magistrate to the North London bench. She has been voted by colleagues in the NHS as one of the top 50 most inspirational women, one of the top 50 most inspirational nurse leaders and one of the top 50 BME pioneers and in December 2017 she was included in the HSJ top 100 influential leaders list. Yvonne was awarded an OBE for services to healthcare in 2010 and was appointed to the position of Director for WRES implementation in June 2015. This year Yvonne has been awarded a Fellowship of the Royal College of Nursing, a CBE in the Queen’s birthday honours list, an honorary fellowship from Kings College University, honorary doctorates from The Middlesex and Buckinghamshire Universities and voted one of the top 70 most inspirational nurses in the NHS over the last 70 years.

Caroline Corrigan, national director for people strategy, NHS Improvement
Caroline joined NHSI in June 2017 as National Director for People Strategy; a new role developed as a result of the Carter Review. Prior to this Caroline was National Leadership & Workforce Lead for NHS England’s New Care Models Team. Caroline’s role was to support and enable vanguards to design and develop a modern, flexible workforce that addresses local population health needs.
Previously Caroline led Health Education East of England and had spent 6 years at the Department of Health. Her roles there included People Transition Director for the NHS and Talent Management Lead.
Caroline has worked for over 20 years for NHS Trusts as an HR Director and national organisations including the Modernisation Agency. Caroline is a fellow of the CIPD and has worked with the Complexity Group London School of Economics.
Speakers

**Ian Cumming, chief executive, Health Education England**

Ian Cumming started his career in the NHS as a biomedical scientist and later worked as a research scientist in coagulation disorders before moving into NHS Leadership in the early 1990’s. He has held a variety of NHS general management posts including over 11 years as chief executive of acute hospital Trusts, followed by three years as the chief executive of a healthcare commissioning organisation prior to being appointed chief executive of the NHS in the West Midlands in 2009.

In 2012, Ian was appointed chief executive of health education England (HEE). Ian has a particular interest in the development of leadership skills in clinical staff and is an honorary professor of healthcare leadership in the Medical School at Lancaster University. In 2003 Ian was awarded the OBE for services to the NHS and in 2010 Ian was made an honorary fellow of the Royal College of General Practitioners. Ian has a special interest in sports medicine an area in which he hold an MSC. Ian became a board member of Sport England in 2016.

**Victoria Cooper, strategic practice placement coordinator, Western Sussex Hospitals NHS Foundation Trust**

Tori Cooper is a registered nurse with experience of a variety of clinical and education roles within the NHS. She was a matron for community hospital inpatient beds at Sussex Community NHS Foundation Trust, and is now a strategic practice placement coordinator at Western Sussex Hospitals NHS FT, with a special interest in education and continuing professional development for all staff. Tori qualified in 1999, achieving a DipHE (Adult) with commendation from the University of Plymouth where she subsequently studied for the mentorship module. She has recently achieved her MSc in learning and teaching for professional practice from the University of Surrey. Tori is also a Resuscitation Council (UK) ALS & GIC Instructor.

Tori previously worked at Western Sussex Hospitals NHS Foundation Trust for 11 years in a number of roles including practice development and education, as a matron for recruitment, as an RN in A&E and also resuscitation officer.

**Karen Eptlett, associate chief nurse for surgery, University Hospitals North Midlands NHS Trust**

Karen has been a qualified RGN since 1989, the bulk of her career, 24 years has been spent within critical care latterly as Matron. She moved into nursing management in 2012 and has been in her current role as Associate Chief Nurse for surgery for the last 4 years. She has a BSc (Hons) degree in nursing and remains passionate about nursing and achieving the best we can for all patients on their journey through the hospital. Outside of work she is married with a daughter at university, they have a sausage dog called Dexter who completely rules their house and she enjoys travel and holidays with friends.
Speakers

Helen Fawcett: degree registered nurse apprentice; University Hospitals of Morecambe Bay

Helen joined Morecambe Bay Hospital Trust in 2014 initially as a Clinical Support Worker as bank staff; working on various wards to gain experience. Within a few months she was successful in applying for a full time permanent position in the Emergency Department where she worked for 4 years gaining confidence, knowledge and invaluable skill sets which she feels will stand her in good stead in the future as a registered nurse. Helen fell in love with the job instantly and felt being a nurse was naturally the next step. However, Helen didn’t have the qualifications to apply and as a single parent she wasn’t in a position to leave employment and become a student. She enquired repeatedly about which progression routes were available to Clinical Support Workers. Although she had plans for the future, with nothing set in stone she was unable to progress. However, in the meantime she completed an NVQ and an Access to Nursing course via distance learning, alongside her full time role in the Trust. She successfully applied for the RN Degree Apprenticeship and began the course in February 2018. Since February Helen has already learnt so much, having spent some time at university learning everything from academic writing skills to the cardiovascular system, respiratory system, homeostasis and the fundamentals of professional practice. She started her first placement on the Acute Surgical Unit where everyone has welcomed her into the team. What has struck her the most is how keen people are to teach students within the Trust. Every department she visited, whether it be on spoke placement or to borrow equipment, staff have been excited about the Nursing Apprenticeship and are keen for the first cohort to do well. She has an exciting 4 years ahead of her and is looking forward to every moment and every opportunity to learn.

Liz Fenton, deputy chief nurse, Health Education England

Liz joined Health Education England in July 2015 and from October 2017 has taken on the role of Deputy Chief Nurse. Having completed nurse training at Kings College Hospital, London, Liz qualified as a Registered Nurse in 1981 and subsequently held a number of clinical and leadership roles in both acute and community settings including at board level. Liz was delighted to be awarded the title Queens Nurse in 2017. Passionate about quality improvement Liz works with the Care Quality Commission as a Specialist Advisor and is an elected member of the Community Hospitals Association leadership team. Liz undertakes national and international peer accreditation, benchmarking services against best practice, most recently in Portugal. Twitter @Liz.HEE

Sam Foster, chief nurse, Oxford University Hospitals NHS Trust

Sam was the Chief Nurse at Heart of England NHS Foundation Trust from 2013 until 2017 when she took up the post of Chief Nurse at Oxford University Hospitals. Like all senior nurses and midwives, stabilising the workforce is her upmost priority to enable safe, compassionate care. Aside from the wonderful NHS staff who work at Oxford University Hospitals the Trust’s ambition to become accredited under the US Magnet® nursing scheme was an important attraction for Sam. She developed an interest in the US Magnet® accreditation framework a number of years ago and been using the Magnet principles to develop a practice environment that attracts and retains staff.
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Speakers

**Sara Gorton, head of health, UNISON**

Sara is UNISON’s Head of Health. UNISON is the major public service union in the UK with over 1.3 million members and is the largest health union with nearly half a million members working in and with the NHS.

She is staff side chair of the NHS Social Partnership Forum for England and the NHS Staff Council, leading the pay and bargaining programme for the 15 NHS trade unions and directing trade union input into England-wide policy on the NHS.

Sara has worked for UNISON since 2002. In addition to working on Agenda for Change since its implementation in 2003, she has worked on Mental Health nursing; Improving Working Lives; NHS Job Evaluation; Transforming Community Services, NHS Health and Social Care Act; NHS pensions; and Staff Engagement. Sara formerly held lead roles for UNISON Occupational Therapy members and for members working in the Ambulance Service.

Prior to joining UNISON, Sara worked for Connect Public Affairs and the Royal College of Nursing. She is a graduate of the University of Birmingham.

The UNISON team Sara manages delivers the union’s suite of work on NHS workforce policy; Agenda for Change terms and conditions; public-facing NHS campaigns; and occupation-specific work programmes.

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

After spending ten years in science and engineering Alison undertook an RN diploma at The Nightingale School at St Thomas Hospital (now Kings College London). She attained a Masters in Biomedical Science (Haematology) and worked in acute Haematology services. Prof. Leary obtained a PhD in Clinical Medicine from the University of London (Royal Free & University College School of Medicine).

In recent years she has undertaken various projects around the modelling of complex systems and has a particular interest in the work of specialist practice and its value. She undertakes research & consultancy in this area–she also provides a service as an expert.

In 2015 she was made a Fellow of the Royal College of Nursing and in 2016 a Fellow of the Queen Nursing Institute and a Winston Churchill Fellow for which she examined high reliability organisations looking at safety. In 2018 she was named as one of the most influential people in healthcare.

**Elaine Maxwell, clinical adviser, National Institute of Health Research Dissemination Centre**

Dr Elaine Maxwell is a registered nurse, a former Executive Director of Nursing and Non Executive Director of an NHS Foundation Trust. After teaching leadership at London South Bank University for four years she is currently Clinical Adviser at the National Institute of Health Research Dissemination Centre.
Speakers

Ruth May, executive director of nursing, NHS Improvement

Ruth was appointed as Executive Director of Nursing at NHS Improvement in April 2016, following her role as Director of Nursing at Monitor, the healthcare sector regulator. She is also Deputy Chief Nursing Officer and National Director for Infection Prevention and Control.

Prior to joining Monitor, she was Regional Chief Nurse and Nurse Director for the Midlands and East region of NHS England, where she championed the ‘Stop the Pressure’ campaign, which nearly halved the number of pressure ulcers in the region, improving care for patients, as well as delivering cost savings to the NHS.

Ruth is passionate about nurturing the next generation of NHS nursing, midwifery and AHP leaders, encouraging professional development opportunities and working across the health system to put the optimal cultural conditions in place for all NHS employees to thrive. This includes advocating for improved mental health awareness in the workplace and being a vocal supporter of the WRES agenda and increased diversity across the NHS.

Ruth began her career with a variety of nursing roles before becoming a theatre sister at Frimley Park Hospital. She was Acting Director of Nursing at Barnet Hospital before being appointed the substantive Director of Nursing and Deputy Chief Executive with Havering Primary Care Trust.

In October 2005, she became Chief Executive of The Queen Elizabeth Hospital, King’s Lynn, a post she held for two years. She has also been Chief Executive of Mid-Essex Hospital Services NHS Trust.

Dr Crystal Oldman CBE, chief executive, Queen’s Nursing Institute

Dr Crystal Oldman CBE is Chief Executive of the Queen’s Nursing Institute. Crystal started her NHS career in 1975 as a ward orderly and after qualifying as a nurse at University College Hospital, she worked in some of the most deprived communities in London.

Crystal also spent 18 years in Higher Education, where her role as Dean included the development of evidence based practice within the integrated community nursing, primary and social care workforce.

Crystal’s interest in leadership and management inspired her doctoral studies into the knowledge, skills and attributes of middle managers and this research was completed in 2014.

Crystal is a Governing Body Nurse with Buckinghamshire CCG, with an interest in quality and transforming primary and community services to meet the national agenda of care being delivered closer to home.

She recently chaired the NHS Improvement working group on safe caseloads in the District Nursing service.

Crystal was awarded a CBE in the Queen’s Birthday Honours List in 2017 for services to community nursing and her leadership of the QNI, and is an Honorary Professor at London South Bank University.

Kevin Parker, associate chief nurse for medicine, University Hospitals North Midlands NHS Trust

Kevin Qualified in 2003 graduating from Staffordshire University. Kevin has had a varied career within Acute Medicine, Site management, Operations and Emergency Medicine in a number of various roles. Kevin has worked at University Hospitals of North Midlands since 2010 and has been the Associate Chief Nurse for Medicine & Operations for the past 2 years. Kevin is currently undertaking a MBA in business administration and healthcare leadership at Staffordshire University and outside of work is busy planning his wedding which is due to take place in December of this year.
Speakers

Russell Parkinson, head of office, National Guardian’s Office
Russell has been in the National Guardian’s Office since its inception in April 2016. He was part of the initial set-up team and is now Head of Office. An experienced civil servant he has led on engagement and change in a number of Government Departments including the Department of Health and the Cabinet Office.

Simon Peachey, head of customer and commercial services, UK Visas and Immigration
Simon Peachey is the Head of Customer and Commercial Services for UK Visas and Immigration, leading the ongoing transformation of our customer services in the UK and around the world; for people visiting, working, studying or applying for residence, citizenship or nationality in the UK. Simon is passionate about customer experience and the opportunities to digitise. He believes in the power of our commercial partnerships. Simon was previously Head of Visa Operations and for 3 years oversaw the continuous improvement of our customer, quality and security standards in those operations. Since 2006, Simon has held a variety of posts in visa operations, including Regional Director of the Asia Pacific Region, the Europe region, and Acting Regional Director of the Africa Region. Before that, Simon worked closely with UK Immigration Ministers and on legislation to improve the UK system.

Mark Radford, director of nursing for improvement, NHS Improvement
Mark Radford is director of nursing (Improvement) for NHS Improvement with a portfolio that covers workforce, quality improvement and governance. Professor Radford has worked in perioperative, emergency and intensive care in the UK and Europe. He was previously been a chief nurse of a university teaching hospital and consultant nurse in emergency & trauma care. He is professor of nursing at Birmingham City and Coventry universities, and has published research on staffing, advanced practice, perioperative and trauma care.

Nicola Ranger, chief nurse, Western Sussex Hospitals NHS Foundation Trust and Brighton & Sussex University Hospitals NHS Trust
Nicola previously worked at Frimley Health NHS Foundation Trust as Director of Nursing for 4½ years as part of the team that lead Frimley Park to be the first acute hospital to be rated ‘Outstanding’ by the CQC. Prior to this, she was Deputy Chief Nurse at University College London Hospitals. Nicola’s clinical background was in Intensive Care nursing and she spent four years working in Critical Care Units in New York and Washington DC. Nicola has held a number of senior nursing positions including Nurse Consultant for Critical Care and Head of Nursing for both Surgery and Medicine. Nicola is a Chief Nurse who strongly believes in the unique role of nurses and midwives.
Speakers

**Jon Restell, chief executive, Managers in Partnership (MiP)**

Jon Restell is chief executive of MiP (Managers in Partnership) the trade union organisation for the UK’s senior healthcare managers. Jon led it’s launch in 2005, and it now has 6,000 members including more than 200 NHS chief executives.

Jon speaks up for healthcare managers in discussions with government, employers and other policy makers, and in the national media. He represents MiP on the NHS Social Partnership Forum, taking a leading role in discussions about issues such as organisational change, staff engagement and pensions.

Jon is a great advocate of innovation, including social media and tweets as @Jon_Restell.

**Sue Smith, executive chief nurse and deputy chief executive, University Hospitals of Morecambe Bay**

Sue joined University Hospitals of Morecambe Bay in December 2013. Sue has a strong background in clinical nursing and patient safety and has led a number of innovations to understand and reduce mortality and morbidity. Sue runs nursing and midwifery development programmes that focus on human factors, understanding behaviours and learning from incidents and complaints. During this time, the Trust has gone from a CQC rating of inadequate to one of good overall and outstanding for care.

Sue has visited Harvard in Boston where she studied leadership and Virginia Mason in Seattle where she learned about lean methodology. She has a keen interest in nurse staffing and was part of the national team which developed the Safer Nursing Care Tool.

Prior to working at UHMB, Sue was Executive Director of Nursing & Patient Safety at North Tees and Hartlepool NHS Foundation since 2008. Whilst at UHNT, Sue introduced a number of processes that involved front line staff and governors to contribute to high standards of care across the primary and secondary care services. A number of these won national and regional awards.

Sue has also worked as Deputy Director of Infection Prevention and Control & Patient Safety at Nottingham University Hospitals NHS Trust and Associate Director of Nursing at the University Hospitals of Coventry and Warwickshire.

She has led two Trusts onto the national NHSI Leading Improvement in Patient Safety (LIPS) programme with a resulting reduction in avoidable patient harm and mortality.

In the past, Sue worked closely with the Department of Health to develop and implement Hospital at Night, new ways of working in surgery and new ways of working in anaesthesia.

Sue continues to write for publication and has had work published in numerous journals. She remains as passionate about her profession today as she did when she started as a healthcare assistant in the 1980’s.

In her private time, Sue is a founding Director of the charity Transform Healthcare Cambodia and spends time with clinical teams helping the Khmer people to rebuild clinical skills and knowledge following the atrocities of the Khmer Rouge (the Killing Fields).

She is also proud to be a Non-Executive Director of St. John’s Hospice in Lancaster where she sits on the Board of Trustees and on their Care Quality and Services sub-committee.

In 2015, Sue was named a Nursing Times Inspirational Leader.
Speakers

Susan Smith, chief operating officer, Devon Partnership NHS Trust

Susan is a highly experienced nurse who has worked for over 30 years in both the health and social care arena. Sue has been responsible for managing a range of mental health services and in more recent years working with clinical commissioners in the South West. She is currently the Chief Operating Officer within Devon Partnership NHS Trust and is passionate about the development and career progression for staff in all roles and disciplines, especially for the nursing workforce.

Sue believes our greatest asset is our people and with them we can move mountains. The secret to excellence is passionate and compassionate staff. Devon Partnership Trust’s ambition is to become a centre of excellence and to be an employer where we can attract, retain and inspire a workforce with the highest standards of care.

As a Trust that welcomes lived experience Sue also ensures a clear focus on ensuring all staff are well supported and maintain their own wellbeing and resilience.

Janice Stevens, chief nurse, The Wellington Hospital

Awarded a CBE for nursing and healthcare in 2010 and named in 2014 by Nursing Times as one of the most influential nurse leaders, Janice has had an extensive and varied NHS career, with roles at all levels of the NHS. Beginning as an A/E nurse and undertaking a range of clinical, managerial and change management roles, including becoming a Trust Executive Director of Nursing, Janice eventually reported to England’s Chief Nursing Officer working for six years at the Department of Health to successfully design and implement three high profile programmes – reducing MRSA by 80% and C.difficile by 60% and elimination of mixed-sex accommodation. In 2012 Janice joined HEE initially as Managing Director of Health Education West Midlands and then as a national director overseeing the three LETB’s across Midlands and East, roles that have offered a real opportunity to shape and influence education, training and workforce development. She is proud of the work she has championed on widening participation and leading the Come Back Campaign for Nurses.

In March 2015 Janice was seconded from HEE to be Interim Chief Nurse, first at Barts Health then at Worcestershire Acute to support their turnaround when placed in special measures. After a break Janice is currently Interim Chief Nurse at The Wellington Hospital in London.

Anne Trotter, assistant director for education and standards, Nursing & Midwifery Council

Anne is currently the Assistant Director for Education and Standards in the Education and Standards directorate at the Nursing and Midwifery Council (NMC). Her role includes responsibility for ensuring we meet our statutory duty in relation to Education, and Standards and this includes Quality Assurance of Education. Anne is currently leading on the delivery of the strategic education programme at the NMC.

Anne is registered with the NMC as children’s nurse and adult nurse. Prior to joining the NMC in 2010 Anne held senior roles in higher education within nursing, midwifery and medical education. During her career she has also held clinical and practice development roles in NHS settings, in both Scotland and England.
Jessica Watts, head of people strategy, health & wellbeing – reducing sickness absence, NHS Improvement

Jessica joins the People and Strategy Team at NHSI having worked in recent years with a range of NHS organisations in the East of England including, as Director of Transformation at Papworth Hospital, Head of Transformation at Ipswich Hospital and Head of Strategic Planning at Cambridgeshire and Peterborough NHS FT.

Jessica has worked across sectors in the NHS over 28 years of her NHS management career at national, regional and local level in commissioning, provider and specialist organisations. Jessica has also been involved over the past 5 years in developing, designing and delivering clinical leadership and management development programmes primarily for medical audiences but also for multi-professional groups, working with local NHS organisations in Cambridge and the wider region and the Judge Business School, Cambridge University.

Jessica will be working on the Health and Well-Being programme delivery with a specific focus initially on sickness absence reduction. She is also currently working on the consultation on the Draft Health and Care Workforce Strategy and planning the annual Workforce Conference being held in May.

Professor Brian Webster-Henderson, chair, Council of Deans of Health

Brian is the Chair of the Council of Deans of Health, the UK membership organisation representing the 83 university faculties of health. Brian is University Dean of Learning and Teaching and Professor in Nursing at Edinburgh Napier University. Prior to this Brian was Assistant Dean at the Faculty of Health, Life & Social Sciences, Edinburgh Napier University and has previously worked as Head of the School for Nursing & Midwifery at Robert Gordon University. As both a mental health nurse and an adult nurse, Brian has held senior clinical positions in both areas prior to moving into higher education in 1997. Brian’s research interests are within substance misuse, with a particular focus on alcohol related issues including substance use and misuse amongst higher education students.

Francesca Woodward, director, Cambridge Assessment English

Francesca Woodward is the Director Global Network at Cambridge Assessment English, the parent company of Cambridge Boxhill Language Assessment (CBLA) - the organisation that develops the Occupational English Test (OET). Fran also sits on the CBLA Board. She leads the global Cambridge English teams to support our mission of ‘helping people learn English and prove their skills to the world’. Before joining Cambridge English, Fran had a sixteen-year career at Pearson, where she worked in a variety of sales leadership roles across the company’s products and regions. Fran has worked closely with regulators, ministries of Education, corporate training providers, professional bodies, higher education institutions and schools. She is passionate about English language assessment, education and helping learners to achieve their ambitions, whether in the workplace or for higher and further studies, no matter what age or background.
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