



Nursing Times Leaders

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

in association with





Welcome to the first-ever Nursing Times Leaders supplement. This supplement celebrates nurses and midwives who are pioneers, entrepreneurs and inspirational role models in their profession.

We were looking for practitioners who have changed practice for the better, shown visionary thinking, had a major positive impact and been role models, demonstrating exceptional behaviour for others to follow.

We also wanted to see nurses whose influence spread beyond nursing to affect the wider healthcare arena, and to feel that the people in this list would leave a legacy – that the profession would have changed for the better as a result of their contribution.

The criteria we chose were broadly based on the NHS Leadership Academy's Healthcare Leadership Model. They are summarised with information about how judging was conducted below.

What's interesting about our Leaders list is that it throws up some surprising names that maybe you – or indeed I – would not have thought of. These include an agency nurse who posted 1,000 tweets about healthcare to combat professional isolation, a second-year student nurse who changed the way people viewed pressure ulcers and a mental health nurse who decided to write a novel about the work of a nurse, and won a coveted national literary award.

All our list are leaders in "different", ways according to the judges. They weren't interested only in people with high-profile jobs, running major trusts or holding senior positions in the nursing hierarchy. They were looking for people who demonstrated a spirit that educates and enthuses. The judges' acid test was: "Is this person doing work that goes above and beyond what you'd expect from a nurse in that role?"

After a great deal of careful deliberation and impassioned debate, the judges drew up a list of nurses who achieve all of that. Between them, our leaders have improved the way patients, from children to the older generation, are cared for in the community and hospitals, whether they have mental health or physical health issues.

Our leaders' stories are summarised on the following pages so I won't repeat their many achievements here. However, I am delighted to see learning disability nursing so well represented. This part of the profession has had to work doubly hard to ensure its voice is recognised, and nurses making waves in this field deserve every bit of this public recognition.

As do all of nurses on this list. Our congratulations – and thanks – to them all on their outstanding contributions to the nursing profession and healthcare.

Do you agree with our list? Have your say on who's in and who's missing at bit.ly/NTLeaders.

Jenni Middleton,
Editor, Nursing Times

THE JUDGING PROCESS

For the first Nursing Times Leaders list, we sought people who have used exceptional leadership abilities to shape the profession.

Over March and April, the *Nursing Times* team drew up a longlist, including readers' nominations. Nominees were considered in the light of the NHS Leadership Academy Healthcare Leadership Model summarised below (the full judging criteria are at bit.ly/NTLeaders).

The judges reviewed the longlist and added suggestions before deciding the final list. Longlisted judges were excluded from discussions on their own inclusion.

Inspiration

How wide is the individual's influence? How do they affect nursing policy, practice and care? Have they a vision to improve care and services, and do they make this feel compelling and exciting yet achievable?

Activity

In what ways does the person exert influence? Are they flexible in using several organisations to improve services and care?

Role model

Do they care for teams, providing a safe,

THE JUDGES



Dame Christine Beasley, former chief nursing officer for England



Karen Charman, director of engagement, NHS Employers



Professor Judith Ellis, executive dean, Faculty of Health and Social Care, London South Bank University; deputy chair, Nursing and Midwifery Council



Josie Irwin, head of employment relations, Royal College of Nursing



Alan Nobbs, senior programme lead for delivery and frameworks, NHS Leadership Academy



Dr Jane Salvage, independent health consultant, author and visiting professor, Kingston University and St George's University of London



Paul Scandrett, director of healthcare, Allocate Software



Dr Theresa Shaw, chief executive, Foundation of Nursing Studies



Janice Sigsworth, director of nursing, Imperial College Healthcare Trust



Professor Janice Stevens, Director, Health Education West Midlands

educational environment, ensuring staff are valued and show each other respect?

Results

How does the person use their influence? How do they improve practice?

Legacy

How significant are the person's achievement? Will they leave the profession in a better place? Did they bring about change that affected care? Were they the first in their role, or bring about change in a challenging environment?



June Andrews

GAIL ADAMS

Head of nursing, Unison

If nurses ever need a champion, they can confidently turn to Gail Adams, head of nursing at Unison, knowing she will fight determinedly for them.

Gail's nursing career was almost over before it began; she was suspended from her first student placement because of psoriasis, but had the decision overturned thanks to support from her union NUPE (now Unison). This inspired her to become a union representative and branch officer.

Since moving to work at Unison, she has played a leading role in advancing the profession's influence and improving individuals' working lives.

The judges said: *Gail does a stunning job – she fights tooth and nail for nursing, and has all the facts and figures in her head. The Leaders list wouldn't be right without her.*

CAROLINE ALEXANDER

Chief nurse, NHS England, London Region, and visiting professor, Bucks New University

Caroline qualified as a nurse in 1987 at the University of Edinburgh. She specialised in nursing older people in Edinburgh then London as a sister at Guy's Hospital.

After three years at the Foundation of Nursing Studies, Caroline worked in the NHS in older people's services. In 2005, she became director of nursing and therapies for Tower Hamlets Primary Care Trust then director of nursing and quality for NHS North East London in 2012. She

was chief nurse for NHS London for six months before taking her current role.

The judges said: *Caroline is a quiet influencer, able to navigate difficult political environments by developing relationships and gaining trust, and is hugely respected by the trade unions. She is phenomenal.*

PROFESSOR JUNE ANDREWS

Director, Dementia Services Development Centre, University of Sterling

June is a world authority on dementia care. For her work in this area, she won the Chief Nursing Officers' Lifetime Achievement award at the 2012 Nursing Times Awards.

Having worked in the health and social services, the public, private and voluntary sectors, and as a mental health and general nurse, trade union leader and senior civil servant, she is able to involve many agencies to improve care.

June has led the Royal College of Nursing in Scotland and the centre of change and innovation team at the Scottish government. She is a trustee of the Life Changes Trust, a charity distributing grants totalling £50m to improve dementia care in Scotland.

The judges said: *June has done phenomenal work to improve the lives of people with dementia and their families.*

PROFESSOR VIV BENNETT

Director of nursing, Department of Health and Public Health England

Caroline Alexander

“ Caroline navigates difficult political environments by developing relationships and gaining trust ”



Viv provides policy, leadership and advice at Public Health England and the DH. She leads on the national strategy for nurses, midwives and care staff with the chief nursing officer at NHS England, and is responsible for its implementation. Viv also leads the national health visiting and school nurse programmes and is a fellow of the Queen's Nursing Institute and visiting professor at King's College London.

After training in Oxford, Viv worked in children's nursing before becoming a health visitor. She has held NHS management and commissioning roles, and worked for strategic health authorities

and local authorities on the strategy and services for children and families.

The judges said: *Viv demonstrates fantastic leadership and has really championed the cause of public health.*

PETER BLYTHIN

Director of nursing, NHS Trust Development Authority

Peter qualified as a general nurse in Liverpool, before completing mental health registration in North Wales. Scholarships in America and Australia contributed to a career in accident and

emergency nursing. He has a strong clinical background as well as holding a number of NHS board positions.

After four years as director of nursing and workforce at West Midlands Strategic Health Authority, Peter joined the national health quality team. He works with the DH chief nurse and is on the steering group overseeing the pilot where student nurses work as healthcare assistants.

The judges said: *Peter was instrumental in the turnaround at Mid Staffs. He is passionate about quality and standards, as well as about developing future leaders.*

Phil Boulter



PHIL BOULTER

Consultant nurse, learning disabilities, Surrey and Borders Partnership Foundation Trust

Phil has worked in learning disability and mental health nursing for more than 30 years and has been involved in a number of nursing initiatives nationally, regionally and locally, most recently reviewing the Essence of Care benchmark and quality of care workstream as part of the Darzi review of the NHS.

While chair of the UK Learning Disability Consultant Nurse Network, Phil was involved in the publication of *Shaping The Future - a Vision for Learning Disability Nursing*.

He worked on the Health Equality Framework, a new way of measuring how well nursing interventions reduce health inequalities for people with learning disabilities, providing evidence to support payment-by-results approaches. It was officially launched in March, and the Department of Health is now supporting its widespread take-up by clinical commissioning groups.

Phil is also an honorary lecturer at Kingston University.

The judges said: *A quiet yet passionate supporter of learning disabilities nursing, Phil has led work on improving care for people with learning disabilities in acute settings. If you need advice on learning disabilities, Phil is the person to call.*

DR NEIL BRIMBLECOMBE

Director of nursing, South London and Maudsley Foundation Trust

Neil came to SLAM in October 2013, after being director of nursing and chief operating officer at South Staffordshire and Shropshire Healthcare Foundation Trust. He was the Department of Health's director of mental health nursing for four years, coordinating national reviews of mental health and learning disability nursing, and was visiting professor of mental health nursing at Nottingham University from 2006 to 2012.

Neil is chair of the Mental Health Nurse Directors and Leads Forum, a national organisation that promotes the development and sharing of best nursing practice, and has written on a range of mental health issues, particularly crisis services, changing professional roles and European mental health services.

Trained as a mental health nurse, Neil has degrees in nursing and medical anthropology, and received his PhD for



Hilary Chapman

JAN SOBERIAJ ON CREATING FUTURE NURSE LEADERS

As an organisation committed to supporting and developing the fantastic nurses we have across the entire spectrum of health and social care, the NHS Leadership Academy is proud to support the Nursing Times Leaders' list.

We know we have some extremely hard working and dedicated colleagues in all sectors, and understand that nursing can be a challenging vocation – which is exactly why we should take the time to highlight and celebrate these role models, who not only provide or have provided exceptional patient care but also motivate and inspire those around them to do the same.

At the NHS Leadership Academy, we offer a range of development tools and programmes to all who work in NHS-funded care and we are delighted to be able to continue the legacy of superb nursing leaders through our new Frontline nursing and midwifery programme. This is designed entirely to help and support nurses and midwives in their roles, develop them to be even better at their jobs and, more importantly, to enable them to have more influence over the way care is delivered.

The six-month programme will enable nurses to reflect on their strengths, their roles and their ability to do what they came into the profession to do – make a real difference to people's lives.

We would like to thank everyone recognised in the Nursing Times Leaders list and all those in crucial caring roles for their continued work and commitment and the outstanding influence they have on their colleagues.

We look forward to developing an extra 7,000 nurses and midwives over the next year to enable them to continue this important work and inspire a new generation of nursing leaders.

Jan Sobieraj is managing director of the NHS Leadership Academy
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researching outcomes in mental health crisis services.

The judges said: *Neil has done a lot of work on safe staffing and made a huge contribution to the mental health strategy that is currently evolving.*

PROFESSOR HILARY CHAPMAN

Chief nurse/chief operating officer, Sheffield Teaching Hospitals Foundation Trust

Hilary began her nursing career at the Northern General Hospital Sheffield, where she worked as staff nurse, then sister in cardiothoracic and critical care. She was chief nurse at Kettering General Hospital and University Hospitals Coventry and Warwickshire Trust.

She is a National Quality Board expert member, a visiting professor at Sheffield Hallam University, an NIHR advisory board member and a non-executive member of the National Skills Academy (Health).

One of the most prominent chief nurses in the NHS, Hilary has made a major contribution to health policy, system reform and healthcare delivery, and was awarded a CBE in 2012 in recognition of her services to nursing.

The judges said: *Hilary is a stunning nurse director who has survived and thrived for a long time by being quietly effective yet very tough. She*

is keen to share good practice and willing to ask for help when she needs it.

TERESA CHINN

Professional social media community developer and blogger, WeNurses
While working as an agency nurse, Teresa began using social media to reduce feelings of professional isolation by connecting with other nurses for peer support and to share ideas. This led her to set up the WeNurses online community, which uses a range of social media, particularly Twitter, to enable nurses to share ideas, information, experience and expertise. WeNurses now has over 17,000 Twitter followers and the model has been rolled out to other health professionals and nursing specialties.

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: *WeNurses is a brilliant idea that has snowballed beyond nursing, giving a growing range of health professionals access to peer support. Teresa is a new kind of leader, harnessing the huge reach of social media to create a sense of community that she found lacking when working as an agency nurse.*

Yvonne Coghill



“Yvonne is passionate about her work and not afraid to be controversial”

YVONNE COGHILL

Senior programme lead – inclusion and coaching, NHS Leadership Academy

Before joining the NHS Leadership Academy, Yvonne worked as a programme lead at the NHS Institute for Innovation and Improvement, and as a nursing officer at the Department of Health. She is a strategic thinker, able to execute the toughest brief, and was recognised by *Nursing Times*' sister publication *HSJ* as a “BME pioneer”, in recognition of her tireless campaigning for social justice and equality in the NHS.

Yvonne is committed to ensuring the NHS achieves a more diverse workforce in senior management both from the principles of fairness and inclusion and to enable the service to benefit from the talent within its diverse workforce.

As programme lead for the NHS Top Talent programme, she has been responsible for identifying and nurturing many people from black and minority ethnic backgrounds, helping them to develop the confidence, skills and expertise they need to compete for senior roles in the NHS.

The judges said: *Yvonne's name crops up whenever champions of diversity are discussed. She is passionate about her work and not afraid to be controversial.*

Jane Cummings



JANE CUMMINGS

Chief nursing officer, NHS England

After specialising in emergency care during her clinical nursing career, Jane moved into a variety of managerial roles. She spent time at the Department of Health, including as national lead for emergency care, before moving to NHS North West in 2007 and becoming chief nurse for the north of England strategic health authority cluster in 2011. She was also the national lead for the Energise for Excellence programme, which encourages nurses to improve quality and cut costs.

Jane developed Compassion in Practice, the national vision and strategy for nurses that identified the core nursing values known as the 6Cs.

She is a trustee of the Over the Wall children's charity, which provides activity camps for children with life-limiting conditions, and volunteers as a nurse at the children's camps.

The judges said: *The 6Cs has really gained momentum and been extended to all health professionals, demonstrating its values are universal in the provision of high-quality care.*

JUDITH ELLIS

Executive dean, Faculty of Health and Social Care, London South Bank University, and deputy chair, Nursing and Midwifery Council

Judith's career began as a general nurse before she moved into children's nursing. After obtaining a PhD for research evaluating the effectiveness of clinical practice benchmarking, she became a nurse development adviser in post-registration education at the Royal Liverpool Children's Hospital, then a nurse educator at the University of Central Lancashire.

She spent three years at the Department of Health, focusing on quality, patient participation and public involvement before moving to Great Ormond Street Hospital for Children Foundation Trust as director of nursing and education.

In addition to her role at LSBU, Judith is registrant member of the Nursing and Midwifery Council; she acted as its interim chair for six months in 2012, providing stability after the sudden departure of its chief executive and registrar.

Awarded an MBE for services to paediatrics, Judith also chairs a charity training children's nurses and doctors in Uganda.

The judges said: *Judith helped to steer the NMC through a very difficult time, and always has the courage to say exactly what needs to be said.*

BARONESS AUDREY EMERTON

Cross-bench member, House of Lords. Despite approaching her 80th year, Baroness Emerton remains an active member of the House of Lords, where she is still known to work long hours when the need arises.

Her nursing career began in 1953. She progressed to becoming regional nursing officer at the chair of the Nursing and Midwifery Council's predecessor, the UKCC. She is perhaps best known as the guiding force behind the 1988 closure of Darent Park Hospital – the first large institution for people with learning disabilities to close in the UK – and the resettlement of its residents.

She joined St John Ambulance as a cadet and, in over 60 years with the organisation, she progressed to become its chancellor and chief commander.

Audrey received a life peerage in 1997, only eight years after receiving a damehood.

The judges said: *Audrey put in hundreds of hours working on the Health and Social Care Bill. As our only representative in the Lords, she fights for nursing day in day out, as well as keeping the other lords in line.*

KATH EVANS

Head of patient experience,
NHS England

Although both a general and children's nurse, Kath's main commitment is to improving healthcare services for children, young people and their families.

Her roles have included assistant director of nursing at the Whittington Trust and lead nurse in East and North Hertfordshire, where she managed acute and community children's services, taking a key role in reconfiguration. She also established educational programmes at five London trusts to support and retain

newly qualified nurses and worked as a lecturer at Middlesex University.

At the NHS Institute for Innovation and Improvement, Kath led the children's and young people's emergency and urgent care programme, working with organisations across England to improve care across health and education for children and young people. She is also a health worker ambassador for Save the Children, promoting its Newborn campaign.

The judges said: *A huge ambassador for children's nursing who has really influenced the profession, particularly in relation to safeguarding.*



Kath Evans

KAREN CHARMAN ON THE INFLUENCE OF LEADERS

NHS Employers is delighted to partner with the NHS Leadership Academy and Allocate software to recognise the inaugural Nursing Times Leaders list.

The need for exemplary nursing leadership in the NHS is greater than ever. Michael West, in his blog for the King's Fund, says leaders need to learn to work together, with a shared vision of providing high-quality, compassionate care. He said the most important influence on behaviour in the NHS was culture and the greatest influence on culture was leaders – at every level.

Nurses form the largest part of the NHS workforce – nursing has a huge influence. The Francis report highlighted the risks of poor nurse leadership, how disengagement can lead to a downward spiral into poor care and how a lack of leadership can lead to unacceptable stress levels so a rise in sickness absence.

The NHS faces challenges that require changes. Nurses must use leadership skills and behaviour to develop an open culture and reinforce NHS values, which will improve staff engagement and morale – all leading to better care.

All healthcare organisations should aim to improve care through good leadership. Good leaders encourage staff to understand patients and their needs and values better.

Effective nursing leaders are not only advocates for the profession; they are role models and inspire future leaders. Nurses must be able to make change happen and to see themselves as leaders of change, regardless of seniority. We hope this list will inspire and motivate others to follow their example.

For more information on leadership and team effectiveness, see our Do OD: Organisational Development web pages at www.nhsemployers.org/OD.

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Liz Fradd

NATHAN FILER

Mental health nurse and author, *The Shock of the Fall*

Although his first novel led to a bidding war among publishers and won the 2013 Costa book award's £30,000 top prize, Nathan Filer continues to practise as a mental health nurse. His novel charts a young boy's descent into mental illness after the death of his brother, and his journey through mental health services.

Nathan was mindful of the potential impact of his work on the perception of mental health problems among his readers, and took care to write about an individual rather than an illness – although readers can infer his protagonist has schizophrenia, no diagnosis is given in the book. He told the *New Statesman* that he used the novel to raise questions about the location of mental illness.

The judges said: *Nathan is influencing the way the public thinks about mental illness and mental health nursing.*

DAME ELIZABETH FRADD

Vice president of council, University of Nottingham

Elizabeth has a solid track record in delivering improvements in healthcare and a lifetime's interest in children's nursing – her many achievements were recognised when she was made a dame in 2009.



Peter Griffiths

She played a key role in developing the NHS cultural barometer in 2011, designed to help individuals, teams and organisations to identify their risk of cultural issues that could lead to poor care.

Among her senior roles, Elizabeth has been director of nursing and education at the NHS Executive West Midlands and assistant chief nursing officer (nursing practice) at the Department of Health. She has been an active member of several child-focused committees over her career, including spending over 10 years chairing the Joint British Advisory Committee for Children's Nursing. She has served on the Commission for Health Improvement as director of nursing and lead director for the inspection and review programme, and led the government's health visitor taskforce.

The judges said: *Liz has made some phenomenal achievements in practice and on policy and working groups. She has been given poisoned chalices at every turn yet always manages to deliver.*

PROFESSOR PETER GRIFFITHS

Chair of health services research, University of Southampton

A general nurse by background, Peter has a long track record of research into the nursing workforce, both in his previous role as director of the National Nursing Research Unit and in his current role. His

recent work includes the evaluation of innovations in service delivery, including nurse-led sub-acute care and the national roll-out of the Productive Ward programme in England and Canada.

Peter has a key role in the ongoing international RN4CAST study that is investigating the link between nurse staffing and mortality. This is generating evidence to inform safe staffing guidance and demonstrating clearly that sufficient numbers of registered nurses are crucial to providing high-quality, safe patient care.

The judges said: *Peter is a stunning researcher whose work over time deserves recognition.*

ELAINE INGLESBY-BURKE

Executive nurse director and deputy chief executive, Salford Royal Foundation Trust

After qualifying as a nurse in 1980, Elaine specialised in critical care and general medicine. She has held various clinical positions at ward level and became a nurse specialist in clinical practice and development. Having held senior management roles since 1996, she maintains her clinical skills by regular clinical shifts and executive safety shifts with frontline staff.

Elaine joined Salford Royal in 2004, when it was working to improve a record of poor performance. She helped to establish a culture in which patient safety is paramount, and the trust is now widely considered an NHS leader in safety and quality improvement. Responding to evidence on safe staffing levels, Elaine set a ratio of no more than eight patients to one registered nurse across the trust, and introduced boards displaying nurse numbers on wards – a move NHS England has since required all trusts to adopt.

The judges said: *Elaine has led the way on safe staffing.*

CHARLOTTE JOHNSTON

Student nurse, University of Lincoln

Despite not yet being a qualified nurse, Charlotte Johnston is at the forefront of the drive to prevent pressure ulcers. After a Twitter exchange with Ruth May, chief nurse for the Midlands and East, on the Stop the Pressure campaign, Charlotte was inspired to create a student conference to raise awareness that most pressure ulcers can be prevented, and to increase students' skills in pressure ulcer prevention.

The event, organised with the support of NHS Improving Quality, attracted 500

students to hear speakers that included Ruth May and representatives from the Clinical Research Trials Institute, NHS Quest and the local NHS trust. It gained local, national and social media coverage, and is being replicated in universities across the country. For her campaign, Charlotte was a finalist in the 2014 Student Nursing Times Awards.

The judges said: *Charlotte has put pressure ulcer care on the student agenda and has influenced clinical practice in NHS trusts – an inspiring example from someone so early in her career.*

ALISON KELLY

Director of nursing and quality, Countess of Chester Hospital
Alison qualified as an enrolled nurse in 1988 in London then moved back to the Oldham in the north west, where she converted to a registered general nurse in 1990. She gained her clinical experience

mainly in surgical and intensive care environments, taking a particular interest in education, training and practice development.

While a clinical educator in the critical care unit at East Cheshire Trust, she took an honorary lecturer position at Keele University to support the diploma in critical care. She gained a wide range of experience as a senior nurse in the north west, including over four years as deputy chief nurse at University Hospital of South Manchester before taking her current role in March 2013.

As well as her passion for education and development, Alison is particularly interested in patient experiences and identifying how patient feedback can be used to improve care.

The judges said: *Alison is regarded as a visionary by her staff for her commitment to improving the working environment, which also benefits patient care.*

PAUL SCANDRETT ON SUPPORTING LEADERSHIP

In our work delivering e-rostering, safe staffing, patient flow and quality governance software with trusts, our teams see great nurse leadership day in, day out.

We see leadership on the wards with inspirational staff taking local decisions that make a huge difference to patients and colleagues. We see courageous new nurse leaders as well as experienced leaders bringing energy, influence and innovation to how care is delivered in their own organisations or others they support through national work.

So, when we were asked to support the Nursing Times Leadership list, we didn't hesitate in accepting the opportunity to be part of acknowledging and celebrating the important impact that exceptional nurse leadership delivers.

For our part as a supplier of software and services to over 160 NHS organisations in the UK, we hope that we support nurse leaders at all levels by creating easy-to-use software that reduces administration and frees up time to care while empowering and informing professional judgement.

We continue to work very closely with our customer base, taking their lead on how to shape our software and services.

We have seen first hand the open and emphatic way nursing has responded to key findings from Francis, Keogh, Berwick and Cavendish and, while the hard work continues, we hope that this list not only offers recognition and thanks to those selected but also offers inspiration to others, so it will be embraced as a real celebration of what so many nurses do every day to make a difference.

Paul Scandrett is director of healthcare at Allocate Software

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Elaine Inglesby-Burke





Daniel Marsden

“ Daniel has just got on with improving services for people with learning disabilities ”

CLAIRE KENT

Matron, medicine, Queen Elizabeth's Hospital Foundation Trust, King's Lynn

A respiratory specialist nurse before taking her current role, Claire was a finalist in the emerging leader category of the National NHS Leadership Recognition Awards. She is admired for her patient-focused attitude and commitment to caring for both patients and staff.

Claire has developed a training programme on privacy and dignity for all her trust's nurses and allied health professionals, and is described as the type of person most of her staff aspire to be – a compassionate but firm leader who helps others to achieve their goals while ensuring they remain patient focused. She is known for supporting not only her own teams but others across the trust, and for being a valued mentor and coach.

The judges said: *Claire is as close to the front line as it gets, and highlights the value of outstanding clinical leadership to senior managers.*

HELEN KIRK

Head of occupational health transition, Public Health England

Helen joined Public Health England in 2013 to build an exemplary occupational health service. At the vanguard of occupational health nursing for over a decade, she has worked with a range of public and private sector organisations, including over 100 NHS trusts. After researching evidence-based occupational health, she was invited to review the future configuration of all NHS OH services (the Kirk report).

The first nurse to publish primary research in the journal *Occupational Medicine*, Helen also won a prize from the American Association of OH Nursing for her article on careers in OH nursing. She is a former chair of the Royal College of Nursing's OH management forum and represents the RCN on the UK Council for Work and Health. She established the national database of OH nurses that has become an enabler for evidence-based nursing and practice research, and is a specialist advisor to the CQC.

The judges said: *Helen works tirelessly to ensure occupational health nursing has a strong voice.*

HELEN LAVERTY

Professional lead – learning disability nursing, University of Nottingham

When Helen qualified as a learning disability nurse in 1982, the field was going through major change. Although her career began in a long-stay hospital, this was the advent of care in the community, and Helen opened the first group home in Lincolnshire in 1984.

She moved into nurse education in 1987, and aims to ensure people with a learning disability have access to what the rest of society takes for granted by promoting partnership and inclusion in her teaching.

Helen believes learning disability nurses face particular challenges in making their voices heard. In response to low student morale, she brought together a team of academics, service colleagues, service users and 400 students to celebrate their contribution into the lives of people with a learning disability. Now 10 years old, Positive Choices is the largest student nurse conference in Europe, giving a voice to a small, often misunderstood yet vital branch of the profession.

The judges said: *Helen has done much to encourage students to feel good about choosing learning disability nursing, and improved professional morale.*

DR ALISON LEARY

Independent healthcare consultant and researcher

Alison is an independent healthcare consultant and researcher who practised as a cancer nurse specialist for 15 years and has academic backgrounds in science, nursing, medicine and mathematics.

Her interests are in the modelling of complex systems, data mining and pattern recognition; this includes workforce modelling in healthcare and economic cost-benefit analysis. Much of her work in this area is in defining specialist practice including areas such as admission avoidance; she helped to develop the Apollo Nursing Resource for specialist nurses and gives masterclasses to specialist nurses on how to evaluate their service and demonstrate their worth.

Alison's educational work includes the IQStar and other educational programmes and workshops that help specialists from many professions to articulate their contribution to healthcare. Her clinical and research interests include pre-hospital and immediate care, thoracic surgical and oncology research and cancer nursing practice. She remains in part-time clinical practice in the NHS and

holds an honorary academic appointment at King's College London.

The judges said: *Alison has done a lot of work on justifying the role of the clinical nurse specialist.*

DANIEL MARSDEN

Practice development nurse, learning disabilities, East Kent Hospitals University Foundation Trust

Having worked in the field since the early 1990s, Daniel qualified as a learning disability nurse in 1998 and has spent his career improving access to acute healthcare for people with learning disabilities.

In his current role, he supports staff in developing skills to respond to the needs of people with learning disabilities when they use his trust's services. This includes delivering training, policy development, project management, clinical leadership, facilitation, research and audit. He helped to develop a system to identify and track inpatients who have learning disabilities, and facilitated a community project to develop healthcare passports in East Kent.

Daniel chaired the South East England Community Learning Disability Nurses Forum from 2004 to 2009, and represented the National Network of Learning Disability Nurses on the reference group for the chief nursing officer's Good Practice in Learning Disability Nursing guidance. He is a facilitator of the social media community WeLDNurses.

The judges said: *A really good example of someone who has just got on with improving services for people with learning disabilities.*

DR RUTH MAY

Regional chief nurse for NHS England (Midlands and East)

Ruth has a theatre nursing background and nearly 30 years' experience in the NHS. She has held a number of high-profile leadership roles, including chief nurse at NHS East of England, and two chief executive roles at two acute hospitals and a primary care group.

On the Nursing Care Quality Forum, which was set up by the prime minister and health secretary, Ruth led the patient experience workstream, and has supported the development of the Friends and Family Test programme to gauge patient experiences. She has also led work on 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, having engaged both nurses and students in the Midlands and East 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.*

DEBRA MOORE

Managing director, Debra Moore Associates

Best known for her work in learning disability nursing, Debra runs a consultancy and training company that works with individuals, teams and organisations with a focus on creating environments that are person centred and high performing; she is also a joint editor of the *Journal of Learning Disabilities and Offending Behaviour*.

Debra worked for over 20 years in the NHS across community, inpatient and high secure services in clinical and managerial positions, and has also been learning disability nurse adviser to the Department of Health (England). After the Winterbourne View scandal, Debra joined parent company Castlebeck as director of nursing and patient safety, supporting nurses there through the

move to a new organisation when Castlebeck closed.

The judges said: *Debra champions the role of learning disability nursing and is an inspiring role model.*

ROS MOORE

Chief nursing officer, Scotland

Ros spent her early nursing career in medicine, paediatrics and surgery before becoming a nurse teacher at Leeds College of Health in 1989. She returned to the NHS in 1996 to take up senior posts at an acute trust and was the first chief nurse at NHS Direct, helping to develop the service nationally. While working with the chief nursing officer in England between 2004 and 2009, she led on activities relating to acute care, quality, productivity, workforce development and research.

A firm believer in using technology to improve healthcare, in 2009 Ros became director of nursing at NHS Connecting for Health before moving north of the border in 2010. Her focus as Scotland's chief nurse has been on re-engaging nursing with its core values.

The judges said: *Nursing in Scotland is in a different place since Ros went there – it has come on leaps and bounds. She speaks from the heart and has always led by example.*



PROFESSOR TRISH MORRIS-THOMPSON

Director of quality and clinical governance, Barchester Healthcare Trish has more than 30 years' experience working in the NHS in London and the midlands, including over 12 years as an executive director. She spent time in south Australia before returning to London where she became chief nurse at North East London Strategic Health Authority from 2003 to 2006. She was appointed chief nurse for NHS London in 2006, and awarded a professorship of nursing and midwifery leadership at Bucks New University in 2012.

A well-established author, Trish has written for a range of professional publications. She is founder of the online community Britain's Nurses, vice-chair of the Woman of the Year Foundation, and a trustee of Shooting Star Chase Hospices and the Florence Nightingale Foundation. She was a Florence Nightingale Foundation Burdett Scholar 2011-12, and was awarded a clinical fellowship by the Royal College of Nursing for services to nursing and patient care in 2012.

The judges said: *When other people talk about it, Trish is out there doing it, and is now blazing a trail in the private and charitable sector.*

JOAN MYERS

Head of nursing for children's services and nurse consultant in community children's nursing at Whittington Health Trust, and associate lecturer, London South Bank University

Joan runs a nurse-led eczema clinic and is the nurse lead for the QIPP clinical care pathway group working with commissioners, GPs, paediatricians and specialist nurses to improve the transfer of care from acute to community settings.

She completed a two-year secondment to the Department of Health in 2011 as professional officer for diversity to the chief nursing officer. In May 2012, she became chair of the CNO's black and minority ethnic advisory group, advising on BME nursing issues and raising awareness of health inequalities.

Joan is a member of the Prime Minister's Nursing and Care Quality Forum. She has also set up a programme in Kenya to feed 25 homeless children and sponsor them to attend school, and is working on establishing a children's home in Kenya.

In 2013, she was awarded an OBE for services to children and nursing.

Joan Myers



“Joan has done great work on diversity in the NHS as well as for children's nursing”

The judges said: *Joan is an outstanding role model and has done great work on diversity in the NHS as well as for children's nursing.*

DR CRYSTAL OLDMAN

Chief executive, Queen's Nursing Institute

Before joining the QNI in 2012, Crystal had a career of two halves. She spent 18 years in the NHS, initially in burns, plastics, oncology and intensive care before she turned to health visiting, working with some of the most deprived communities in west London.

A passion for learning, teaching and research to support best practice led to a move into nurse education in 1994, when she joined Bucks New University as a senior lecturer to develop a variety of community nursing programmes.

Crystal's academic career has spanned 18 years, culminating in her role as dean of enterprise and business management in the Faculty of Society and Health at Bucks New University. This role included the development of partnerships with external agencies to promote research and assist in workforce development.

Tom Sandford



“An unsung hero. I’m one of the thousands of people Tom has helped”

Although one of the profession’s leading thinkers, she has not lost touch with its founding principles, and believes Florence Nightingale should still be required reading for all nurses.

The judges said: *A truly creative thinker who always manages to put a new twist on things – an academic leader of the highest level.*

PROFESSOR ELIZABETH ROBB

Chief executive, the Florence Nightingale Foundation

A Florence Nightingale scholarship has boosted the careers of many nurses, but Elizabeth Robb appreciated hers so much she came back to lead the foundation that invests in leadership by providing nurses and midwives with scholarships to study at home or abroad. Qualified as both a nurse and midwife, Elizabeth is keen to engender academic scholarship in the professions, and is perfectly suited to lead the foundation charged with keeping the spirit of Florence Nightingale alive.

Elizabeth is also heavily involved in the Safe Staffing Alliance and the campaign for a ratio of at least one nurse to eight patients that has been recognised as the minimum safe ratio by the National Institute for Health and Care Excellence.

The judges said: *Liz has really taken the Florence Nightingale Foundation forward – it punches way above its weight.*

TOM SANDFORD

Director, Royal College of Nursing, England

Qualified as both a general and a mental health nurse, Tom joined the RCN in 1992 as a policy adviser after working in family therapy and acute and liaison psychiatry. He is a well-known advocate for nurse directors, and is often their first port of call when they need moral or practical support.

Tom has continued to contribute to the development of care in mental health services in his time at the RCN. He involved service users in a training programme for community psychiatric nurses before most organisations even paid lip service to user involvement.

More recently, he has been involved in supporting service user employment projects. He has also served on several public inquiries into failures of mental health services.

The judges said: *An unsung hero. I’m one of the thousands of people he has helped.*



Terri Porrett

The judges said: *Crystal has really got to grips with her new role and is doing some very high-profile work, especially in addressing the decline of community nursing.*

DR THERESA PORRETT

Senior medical manager, Coloplast
Before joining Coloplast in 2011, Terri was a nurse consultant in coloproctology at Homerton Hospital in London. Here she was instrumental in developing a range of nurse-led colorectal services and helping the Homerton’s colorectal nursing department gain accreditation from City University as an academic department of advanced colorectal nursing practice.

Terri’s expertise as a clinical nurse specialist has also led her to write two books and numerous articles on colorectal nursing practice. Her influence spreads beyond her specialty, thanks to her championing of clinical nurse specialists in general.

She played a key role in developing the Apollo Nursing Resource, an online tool to help clinical nurse specialists to evaluate their contribution. This aims to help to persuade employers looking to

make savings that dispensing with these comparatively expensive practitioners does not make financial sense.

The judges said: *A real champion for colorectal nursing and specialist nursing in general.*

PROFESSOR ANNE MARIE RAFFERTY

Professor of nursing policy and former dean, Florence Nightingale School of Nursing and Midwifery, and director of academic outreach, King’s College London

If nursing needs some thought leadership, it often turns to Anne Marie. While a nurse through and through, she has studied history and policy analysis and has a phenomenal amount of research under her belt, particularly in relation to workforce, the working environment, nurse and patient outcomes, and health policy.

In addition to clinical practice and nurse education, Anne Marie has spent time at the Department of Health, advising Lord Ara Darzi on nursing when he led a review of the NHS. She was also a member of the Prime Minister’s Commission on the Future of Nursing and Midwifery 2009-10.

“ Theresa has made a huge contribution, giving frontline nurses tools to help them in their day-to-day practice ”

DR THERESA SHAW

Chief executive, Foundation of Nursing Studies

Theresa is passionate about enabling nurses to flourish as caring, knowledgeable and skilled practitioners, and supporting practice development to improve patient experience. Her doctoral research offers an important insight into the contribution of practice development and service improvement to making practice and culture more person centred.

During her 17 years in the NHS, Theresa’s experience has spanned clinical nursing, education and practice development. While her clinical expertise lies in cardiothoracic nursing, she has worked with and supported nurses and nurse-led teams across a spectrum of healthcare. 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 in Romford, where she is piloting FoNS’ Creating Caring Cultures initiative in the medical assessment unit.

The judges said: Theresa has made a huge contribution to practice development, supporting nurses to put their ideas into practice and giving frontline nurses tools that help them in their day-to-day practice.

JANICE SIGSWORTH

Director of nursing, Imperial College Healthcare Trust

Janice joined Imperial from the Department of Health, where she was

deputy chief nurse (England). With a clinical background in respiratory medicine and long-term conditions, she has a BSc in nursing and MSc in health service management.

Her priorities at Imperial College Healthcare Trust have been to prepare nurses and midwives to lead and develop compassionate, high-quality care.

With a career spanning more than three decades, Janice has championed the patient’s voice in care planning and service design, as well as at board level. She has worked to integrate education and research into clinical practice, believing this integration brings a vibrant learning environment and improves care.

Janice is passionate about the nursing and midwifery voice being heard at all levels of healthcare. She is a member of the *Nursing Times* advisory board and a special trustee of the Foundation of Nursing Studies.

The judges said: Janice has provided best-practice case studies wherever she has worked. A consummate nurse leader and champion of patient care.

EILEEN SILLS

Chief nurse and director of patient experience, Guy’s and St Thomas’ Foundation Trust

Eileen began her nursing career in Stockport, going on to specialise in accident and emergency nursing. In her first ward sister role, she led the ward into becoming a nursing development unit, one of the first to receive pump-priming from the King’s Fund. She has held a number of senior management posts and is a visiting professor at King’s College London and London South Bank University, and is a trustee of the Burdett Trust for Nursing.

At Guy’s and St Thomas’, Eileen has made staff engagement a priority and created a culture in which staff feel confident to highlight problems, enabling the trust to learn from them. She has just become chair of the chief nurses of the Shelford Group of 10 leading NHS multi-specialty academic healthcare organisations, which shares best practice and benchmarking and represents the interests of large tertiary centres and the wider NHS to government, Parliament and industry.

The judges said: A really trusted nursing colleague. Her work on staff engagement reaches beyond Guy’s and St Thomas’ Foundation Trust.

Eileen Silles



Janice Smyth



Pauline Small



COMMANDER PAULINE SMALL

SO1 naval nursing, Reserves, Royal Naval Reserve Medical Branch
Pauline qualified as a nurse in 1980 and joined the Royal Naval Reserve and Queen Alexandra's Royal Naval Nursing Service in 1999. She works in support to Commander Maritime Reserves.

Her civilian post is associate nurse director at NHS Fife, where she provides professional advice and support to nursing, midwifery and allied health professionals. She manages the practice and professional development team, which provides continuing professional development for primary and community nurses, and is organisational lead on issues including professional regulation, non-medical prescribing, modernising community nursing, and child and adult protection, and is NHS Fife's armed forces champion.

Her work with the Royal Naval Reserve has included periods in Cyprus and Gibraltar, and she has participated in exercises with the Royal Navy, Royal Marines and Territorial Army including training at sea and testing the capability of the primary casualty receiving facility.

The judges said: *Pauline has been hugely influential in encouraging healthcare providers to release employees to act as reservists.*

JANICE SMYTH

Director, Royal College of Nursing Northern Ireland

Janice joined the RCN in 2005 as deputy director and head of employment relations before being appointed its director in Northern Ireland in May 2009, leading nurses in Northern Ireland as well as representing them at a UK level. Among her many achievements is her work to ensure the RCN has good working relationships with all political parties.

Before joining the RCN, Janice was a nursing officer in the Nursing and Midwifery Advisory Group at Northern Ireland's Department of Health, where she had responsibility for education, professional regulation, workforce and leadership.

In her earlier career, Janice spent several years in the independent sector as director of nursing of a large nursing home group before moving to the Northern Health and Social Services Board as a registration and inspection officer.

The judges said: *Janice put the move from hospital to community care on the national agenda for Northern Ireland.*

PROFESSOR JANICE STEVENS

Managing director, Health Education

West Midlands

Janice's NHS career, spanning over 30 years, began as an accident and emergency nurse and progressed to the highest level in policy development. Working for the chief nursing officer for England, she has led three high-profile initiatives: reducing MRSA by 80%; reducing *C difficile* by 60%; and the elimination of mixed-sex accommodation. This work culminated in her being awarded a CBE in 2010 and becoming an honorary professor at the University of West London.

After leaving the Department of Health, Janice worked as an independent consultant to more than 30 organisations, undertaken independent reviews at trusts following adverse Care Quality Commission inspections on aspects of quality and safety and was a member of the Prime Minister's Nursing Care Quality Forum.

Priorities in her current role include widening participation in healthcare careers and developing a new approach to return to practice for nurses.

The judges said: *A compelling leader – her achievement in reducing the incidence of healthcare-acquired infections was extraordinary.*

BARBARA STILWELL

Senior director of health workforce solutions, IntraHealth International
When working as a community nurse in Birmingham in the 1970s, Barbara found that many patients had no one to consult about health issues such as where to get their children immunised, or how to stop smoking, except for their overstretched GP. Realising there was a gap that could be filled by nurses, she won a scholarship to study in the US to become a nurse practitioner, then helped to establish the UK's first nurse practitioner training programme.

On the 60th anniversary of the founding of the NHS, *Nursing Times* named Barbara one of the top 20 most influential nurses of the past 60 years.

For the past 25 years, Barbara has worked overseas, first with the World Health Organization and now with IntraHealth international, an organisation that empowers health professionals to serve communities in need. She is currently based in Ramallah, helping to improve healthcare for the Palestinian people.

The judges said: *Barbara has made a huge contribution to nursing in the UK and internationally.*



Suzette Woodward



Jean White

DR BEN THOMAS

Professional officer for mental health, learning disabilities and dementia care, Department of Health
Ben has held a number of leadership roles in clinical and academic positions in the UK and Australia, including chief nurse at St Vincent's Hospital Mental Health Service in Melbourne.

He has served on a number of ministerial reviews and advisory committees to governments in Malaysia, South Korea, China and Australia, and chaired the Positive and Proactive Care steering committee on reducing restrictive interventions; he now leads two Positive and Safe workstreams: workforce training and development; and monitoring, recording and reporting.

Ben also chairs the Healthcare Quality Improvement Partnership's mental health independent advisory group. He is a fellow of the Royal College of Nursing and the Asia/Australia Mental Health Programme, a senior fellow at Kingston University and St George's University of London, and visiting professor at London South Bank University.

The judges said: *Ben has a long profile in mental health and learning disability nursing and is hugely respected for his achievements in shaping policy in these areas.*

PROFESSOR CATHY WARWICK

General secretary, Royal College of Midwives

Cathy is a well-respected midwife who has contributed to her profession in clinical practice, senior managerial roles in the NHS and midwifery education.

Although seen as a voice of reason, she is not afraid to stand up for midwifery vociferously when necessary. She constantly challenges the status quo with new ways of developing and delivering women-focused care, and championed the Albany midwifery practice to be included in the local NHS sector as independent midwife practitioners. This model remains a part of midwifery care provision.

Her charisma and leadership has brought about fundamental change for women locally and nationally as caseload midwifery practice has evolved. As chair of the NMC's midwifery committee, she has worked to ensure that regulation is used to promote the highest standards of midwifery practice.

The judges said: *A tremendous leader of the RCM, Cathy has made it a positive and high-profile organisation.*

PROFESSOR JEAN WHITE

Chief nursing officer (Wales)/nurse director NHS Wales

Jean was appointed as chief nursing officer for Wales in 2010. Welsh by birth, she trained as a general nurse in Swansea and practised as a theatre nurse in Wales and London. She has held positions in nurse education, at the Welsh National Board, Health Professions Wales and the Welsh Government. She has also worked with a number of European governments, and is an expert adviser to WHO European Region.

Credited with putting Wales ahead of the game in safe staffing, Jean is known as a quiet diplomat who constantly keeps

nursing on the Welsh government's agenda.

She is an honorary visiting professor at the School of Nursing and Midwifery Studies, Cardiff University, and a trustee of the Florence Nightingale Foundation. She was made fellow of Swansea University in January 2013.

The judges said: *Jean is the calm voice of reason in negotiations. She is a quiet leader, but when she speaks you really listen to her.*

DR SUZETTE WOODWARD

Director of safety, learning and people, NHS Litigation Authority
After 10 years at the National Patient Safety Agency, Suzette is, to many, the face of patient safety.

Her career before the NPSA included paediatric intensive care nursing, specialist clinical management, and policy development at the Department of Health. However, it is largely down to her leadership of the NPSA that in 2013 she was named one of the 50 most inspirational women in the NHS by *Nursing Times*' sister title *HSJ*.

Suzette's new role involves using her expertise to define the NHS LA's role in improving patient and staff safety. This will see the authority move away from standards and assessments towards an outcome-focused approach that will enable the NHS to learn from claims to reduce harm to patients and staff.

The judges said: *Listening to Suzette speak on patient safety is inspiring. She also gives staff the tools they need to implement a zero-harm culture.*

