

Clinical Leadership Fellows

Year Book
2011

Welcome

to the Clinical Leadership Fellows Programme.

Clinical Leadership is an active combination of working with and through teams, challenging and leading systems and practice to deliver the best services and even better patient care. The NHS Leadership Academy recognises you not only as experts in your professional field but also as leaders and deliverers of service. In order to support your learning and development and ensure you are best placed to lead health services for the future, this Fellowship programme has been created.

During the Fellowship you will have the opportunity to acquire, develop and share knowledge and skills in leadership and will be challenged to think and behave differently in your leadership roles. The University of Birmingham and Manchester Business School will provide your academic learning leading to a Post Graduate Certificate in Leadership and Service Improvement, which is built around work based learning and assessments. The Kings Fund will provide experiential learning opportunities to facilitate your development as a leader and will help you apply your learning to your leadership practice. The Universities and The Kings Fund have worked together to ensure that the two elements of the programme complement each other. You will also be working on an in-service improvement project with 18 days of dedicated time as part of the Fellowship. You will be able share the progress of your project through the Fellowship reviews that will be scheduled with your sponsor and yourself.

We do hope that you make the most of this opportunity; read around the subject, think widely and engage in discussions with colleagues and staff from The Universities and The Kings Fund. You will be required to sustain a high level of commitment throughout the course. If, at any time, you feel you are struggling, please let us know, so that we can provide support before your concern becomes a problem.

You will meet all your colleagues during the year but in order to create effective communication channels and allow you to build your network and to share innovative developments and ideas we have created this year book to help you to engage with not just your local cohort but all of the Fellows on the programme. Our vision is that as a group you will create your own Community of Practice.

In conclusion, we hope that you will find your year stimulating, enjoyable, and that it will provide you with effective development so that as a leader you can improve the quality of care and services for patients.

Pen Portraits

North Cohort



Rudwan Abdul-AI, Psychiatrist Profession: Doctor

I have been a consultant psychiatrist in North Lincolnshire for over a year. I work in Older People Services and most of my work is with the Memory Service. I was appointed as Lead Consultant earlier this year and subsequently, a Deputy Director of Medical Education in North Lincolnshire. I started my postgraduate medical career in the UK in Nottingham where I did a degree of Master in Public Health. I then did my basic training in psychiatry mostly in Cambridge. I moved to South Yorkshire to do higher training in two subspecialties of psychiatry – Old Age and General Adult. In the last year of my higher training I sat on the Board of Governors of one of the main mental health trusts in the region.

I am interested in the social and mental health aspects of migrant and ethnic communities in the UK. So I tend to establish links with local community organizations. Most of my spare time is spent with my wife and two children. One of my ambitions is to make positive change in the community where I work.

Project: Develop a new and innovative approach to recruitment and retention of medical staff in North Lincolnshire. Proposing an in-depth analysis of the existing medical jobs to explore the options such as increasing training jobs in the area



Tim Atkin, Consultant Clinical psychology - Professional Lead for Child Psychology Profession: Psychology

Born in 1968, the youngest of 7 children, I grew up in Manchester and graduated from Sheffield University with a degree in psychology in 1988. I trained as a clinical psychologist in Lancashire, qualifying with distinction in 1993. I became passionate about understanding and helping children and families in the NHS. I worked for 9 years in Burnley, mostly as a child psychologist working with children with chronic illnesses, combining this with training

as a family therapist and qualifying from Leeds University with distinction in 2001. Then I took a half time post as senior clinical tutor at Lancaster University DClinPsy programme, and in 2002 I became a Consultant Clinical Psychologist and joint head of specialty for Child Clinical Psychology in South Cumbria (half time). I have combined these posts since and in 2010 became professional lead for Child Clinical Psychology across Cumbria Partnership Foundation NHS Trust. In both posts I have responsibility for professional governance, particularly the maintenance of high standards of practice and keeping children safe. I am workforce lead for children's services, which have, since April, expanded to encompass all children's community health services in Cumbria. I enjoy Cumbrian village life with my wife and two daughters.

Project: Specialist child health services are under or inappropriately utilised. Extend specialist roles to connect up with children in communities, facilitated and supported by universal child health services with their established community relationships.



Robert Bradshaw-Hilditch, Podiatrist Profession: AHP

I graduated as a Podiatrist in 1994 and began working in the National Health Service that same year within North Staffordshire. Throughout my training I developed an interest in the Biomechanics of Human Movement. Particularly how changes in the way we function mechanically as a result of growth, trauma or environmental factors can determine how efficiently we are able to undertake activities of daily living. This is reflected in my current NHS role as Clinical Lead Podiatric Biomechanics for the Northern Division of the Staffordshire and Stoke-on-Trent Partnership NHS Trust. I also hold an Honorary Research Fellowship from Staffordshire University where I gained my MSc in Clinical Podiatric Biomechanics (2007) and held a Biomechanics Lecturing post. This led to the opportunity to study for my Post Graduate Certificate in Higher and Professional Education (PgCHPE) and Fellowship with

the Higher Education Academy which I gained in 2010. My professional interest also extends into my spare time activities where I have recently made a presentation on the "In Shoe Biomechanics when Rock Climbing" at the British Mountaineering Councils Injury Symposium. In my spare time I enjoy rock climbing, running and cycling, I am also a School Parent Governor and Assistant Explorer Scout Leader.

Project: Offering access to a high quality unified Clinical Podiatric Biomechanics service by working as a single point of referral service - preventing patients being referred from one service to another by drawing together numerous small teams to form one team.



Paul Brown, Consultant Psychiatrist Profession: Doctor

I am a Consultant Psychiatrist based in Sunderland; specialising in Crisis Home Treatment Psychiatry, where we offer assessment and home-treatment as an alternative to hospital admission. I trained in the North East region and after brief spells in general medicine and general practice, turned my hand to psychiatry.

Professionally I have an eclectic range of special interests including; medical education, service development, medically unexplained syndromes and post-traumatic stress disorder and also ran a regional pilot service for patients with non-epileptic attacks until recently. I work as a volunteer doctor and report writer for the charity Freedom from Torture, (formally known as the Medical Foundation).

I have combined professional and research work with a fascination in international travel; most recently undertaking research and project development work with a charity based in the West Bank of the Palestinian Territories; the Torture Rehabilitation Centre. In my free time I love cinema, live music and mountaineering and occasionally do something silly like enter the Great North Run or cycle the Coast to Coast route!

Project: "Access" element of the Service Model Review meaning patients being seen in the right place, first time and being seen by the most qualified and senior professional possible to prevent the longstanding practice of our patients "bouncing around" the system.



Liz Clough, Sexual Health Outreach Co-ordinator Profession: Nursing

My name is Liz Clough, I am a nurse by background and work for the newly established Locala Community Partnerships CIC. Since April 2010 I have worked as Co-ordinator for the Sexual Health Outreach Team. This work covers "CHLASP"- Chlamydia screening programme covering Calderdale and Huddersfield, the c card and condom distribution scheme, the delivery of sexual health services in college bases, the development and delivery of sexual health training, supporting multiagency safeguarding supervision for staff working with adolescents with sexual health issues and management of the Cervical Screening Mentor provision for 3 PCT areas. I have management responsibility for different teams of staff and am keen to get the best out of people, help people enjoy their work and ultimately deliver a high quality service. I am passionate about representing and addressing young people's sexual health needs and have led our team to achieve a local Young Person Friendly Service and the

National You're Welcome award. Over the past few months I have rapidly developed specific skills in influencing, negotiating, agreeing and winning contracts connected to sexual health service delivery and my role is developing in leadership and management.

Previously I have worked as a School Nurse, Relationships and Sexual Health Education Worker, Stop Smoking Advisor and Chlamydia Screening Health Advisor within community.

Out of work: As a family we enjoy the outdoors and spend time caravanning in the warmer months of the year. We have 2 children who keep us very busy and have a cheeky cocker spaniel. I support our local swimming club as a volunteer in a welfare role.

Project: Define a model of outreach sexual health delivery which meets the needs of the local population and present as a business case to commissioners.



Richard Davies, Occupational therapist Profession: AHP

I am a Clinical Lead Occupational Therapist and I work with a great team of people with a diverse range of skills and personal attributes across 2 Acute Mental Health Wards and a Psychiatric Intensive Care Unit. Our aim is to enable people to be as independent as possible both while they are in hospital and in the community after discharge.

I qualified as an OT aged 40 after many years working in horticulture. My last job in horticulture was as a lecturer in a further education college. One of the classes I took was gardening with adults with a learning disability and this made me aware of the power of horticulture as therapy. Following that I became interested in the wider role of activity in

helping maintain health and wellbeing and I took a degree in Occupational Therapy at Sheffield Hallam University

Away from work I'm committed to our local allotment society and I'm currently trying to persuade the local school to host an edition of radio 4's 'Gardeners Question Time' for us. I love cooking local food and I've been an active member of the Campaign For Real Ale for 12 years.

Project: Develop social inclusion opportunities for patients e.g. improvement in patient access to employment opportunities and access to meaningful daytime activity whilst on the ward and following discharge into the community targeting all current inpatients but specifically BME populations.



Peter Eckersley, Physiotherapist

Profession: AHP

On qualifying with a BSc (Hons) degree in Physiotherapy in 2001 at Manchester University I commenced my career at North Manchester General Hospital (which has since become part of the Pennine Acute Hospitals NHS Trust); where I gained experience across a range of clinical areas as a rotational physiotherapist.

After taking a six month break to travel and fulfill an ambition to watch England play Ashes cricket in Australia I returned to North Manchester and commenced my current post as Inpatient Orthopaedic Physiotherapy Team Lead in March 2007, where I have responsibility to lead a team of therapists covering both elective and trauma orthopaedic wards.

Aside from the satisfaction of helping patients to progress towards a discharge home I am particularly interested in the development of staff within our team; and the service in which we work. It is this interest that led me to participate in such programs as the inaugural Allied Health Professionals Leadership Challenge Event in 2009, and this current National Clinical Leadership Fellowship.

Outside of work I have a passion for curried foods, a range of sports; and am therefore greatly looking forward to following England's cricket tour of Sri Lanka with my wife next year!

Project: A project to identify and utilise predictive factors to rehab need and length of stay for patients sustaining fractured neck or femur.



Chee-Yean Eng, Specialist Registrar in Otolaryngology-Head and neck Surgery

Profession: Doctor

I graduated with a medical degree (MBChB) from the University of Aberdeen in Year 2000. I completed my junior doctor Basic Surgical Training in Scotland and progressed into specialist training in Ear, Nose and Throat Surgery in South Yorkshire in 2005. During my stay in Sheffield, my family and I completed the naturalisation journey and took on British Citizenship given that we have invested in this country and this country has also invested in us. I am now approaching the end of my specialist training and I have been appointed as one of the National Head and Neck Interface Fellows to further sub-specialise in Head and Neck surgical oncology. I aim to deliver high quality cancer service within the multi-

disciplinary-team setting and Cancer Reform Strategy framework.

I am very glad to be given the opportunity to develop my leadership and managerial skills further in this Clinical Leadership Fellowship. As part of my service improvement project, I will be travelling nationally and internationally to observe and learn medical practices, managerial practices and leadership styles within different healthcare and organizational systems. I will share my knowledge and use my skills to improve patient care. I want to be fully prepared to embrace the changes happening within the NHS, be part of it, and make it successful.

Project: 1) Work with the Head and neck cancer lead clinicians to identify areas for improvement and participate in effecting any necessary changes 2) Work with the new Clinical Director in the ENT Department to reconfigure current service and improve service provision without compromising training.



Susan Faulding, Pharmacist Profession: Pharmacy

I am a pharmacist, with a Pharmacy degree from Bradford University, and a Masters degree from London University. I currently work for the national NHS Information Centre. My main responsibility is the management of a specialist team delivering information services around prescribing and primary care services. Much of our work relates to monitoring trends and quality of prescribing, including supporting the QIPP Medicines work stream, the transparency agenda and working with NICE. I also lecture at local universities, teach therapeutics and am a BNF committee member.

I have worked in front line clinical services, and in service developments. I was one of the first resident pharmacists, and later one of the first pharmaceutical advisers appointed in the country. My early career was spent in hospitals, including as a hospital chief pharmacist for 5 years. Later, I worked in primary care with GP practices and community pharmacy services, with prison services and was also seconded to the Department.

I live with my family (plus hens and bees) in Yorkshire. I am interested in health, the environment and literature. I spend my spare time in the garden, doing long distance walks and travelling. I belong to a reading group and a gym, and regularly go to concerts and theatre productions.

Project: Use Real World Data (RWD) to understand the impact of medicines in use which can be used to assess drug safety, support the optimisation of medicine use, enhance the uptake of effective drugs and inform research and development of new drugs.



Liz Harris, Clinical pathways advisor / Paramedic Profession: AHP

I qualified as a Paramedic in 2003 and became a Clinical Supervisor in 2006, responsible for supporting newly qualified staff and my own team of existing clinical staff. Whilst continuing to work as an operational Paramedic I am now a Clinical Pathways Advisor for Yorkshire Ambulance Service, responsible for clinically focused service developments through pathway development and innovative practice promotion to improve the quality of care we provide to our patients. I have just finished 5 years of study with the Open University, graduating with a BSc in Health Studies. I also have a Certificate in Promoting Public Health and a Foundation Degree in Paramedic Practice with Teesside University. I am passionate about contributing

towards the on-going development of the paramedic profession as we strive to take full responsibility for our profession. A culture change is required and as we move towards increased accountability and credibility within the wider NHS, effective clinical leadership in the ambulance service is essential. I enjoy the challenges of being a parent and family life. I have always enjoyed the outdoors, including walking, mountain biking and climbing and now even more so through the fresh, inspiring eyes of my 3 year old son.

Project: Implementation of Yorkshire wide robust clinical pathways for the Yorkshire Ambulance Service (YAS) paramedics to refer appropriate patients attended as a result of 999 calls to GPs and other Primary Care clinicians reducing inappropriate attendances to A&E.



Carole Hirst, Psychological Therapies Profession: Psychology

I currently work as the Director of Psychological Therapies for Rotherham, Doncaster & South Humber NHS Trust. My work is very challenging and exciting, varying from clinical work to designing high quality services that improve access to therapies across several different divisions of mental health care. My clinical specialty is working with chronic depression and I am currently studying for a PhD, researching how people live with this condition. I am very passionate about developing evidence based therapy for this group of people as there is a big gap in current services where the tendency is to treat depression as an episodic illness.

As a therapist and as a leader, I am keen to develop my interest in 'embodiment' which comes from my experience in theatre and dance. I trained as a dramatherapist before training as an existential psychotherapist and I have studied Simone de Beauvoir's existential philosophy and phenomenology for a number of years as a hobby. As well as this I love making jam and spending time with my three young grandchildren who never cease to amaze me and remind me of what is important in life.

Project: Highlighted a gap in service provision for people with chronic depressions and would like to champion Cognitive Behavioural Analysis System of Psychotherapy (CBASP) nationally.



Karin Howorth, AHP Therapy Team Lead Profession: AHP

I qualified as an Occupational Therapist from the University of Teesside and continued studying to complete an MPhil in Occupational Therapy. Following completion of a junior rotation post in Sunderland I moved onto locum work in various Trusts throughout England and Wales. I am currently employed by Liverpool Community Health NHS Trust as the Therapy Team Lead for the sub-acute intermediate care service. This post involves carrying a clinical caseload as well as providing operational and clinical management to a team of occupational therapists, podiatrists and physiotherapists.

I am passionate about the NHS in terms of delivering high quality patient care and promoting the role of therapies within the service. I know that in order to maintain a high standard of care to our patients we need to continue to evolve to meet their changing needs. I believe that in order to achieve this, greater collaboration across all professional groups is required and that inspirational leaders are the way to achieve this.

Outside of work, I am involved with the Girl Guide Association. The girls give me confidence that the future of our country is in safe hands. I also enjoy outdoor pursuits including wild swimming and geocaching.

Project: Move from two teams (nursing team and the therapy team) to an integrated team to ensure the person with the most appropriate skill completes a particular element of patient care and integrate the current nursing and therapy management team to provide a seamless structure for all staff.



Rajesh Karimbath, Nurse Clinician

Profession: Nursing

I am currently working as a nurse clinician in surgical services, with responsibilities of providing clinical expertise in both out-patient clinics and in-patient wards. Apart from my graduate and masters degree training in nursing, I have also completed a Masters degree in Health Service Management and an MBA in General Management. I have also worked with the World Health Organization, Geneva.

I am well travelled and have experienced the Indian subcontinent, as well as Switzerland and other parts of Europe.

Apart from travel, I enjoy movies and music, though spending time with my toddler son is the most enjoyable part of my life.

Project: Question the amount of medication that patients have at home and the repeat medications already ordered via GP prescriptions which produces a duplicate set of routine medication being issued from the hospital, with huge cost and patient safety implications.



Vicky Mulvana, Physiotherapist

Profession: AHP

Whilst playing hockey for England schoolgirls I injured my knee. The Physiotherapist taped me up and I knew then I'd become a Physiotherapist. I qualified in 2001 from Manchester University. I was a basic grade in Blackburn Hospitals, and eighteen months later took a neurology post at York, and later specialised in Paediatrics. Currently I am a Physiotherapy Team Leader and clinically responsible for Children and Young People with varied presentations.

In 2007 I was involved in the York – Ghana Health Link, which provided training in the management of chronic diseases. The trip highlighted that small differences can make a large impact. Since then I have been involved in service improvement projects within the therapies directorate.

I am a thrill seeker. Indoor sky diving, aqua sphering, rock climbing, the latter taken up to challenge my physical limits post a fractured leg at work trying to fly... blue sky thinking is dangerous! I spend most weekends in a battered campervan up in the Hills. I approach hill walking like work. It takes effort, energy and drive to get to the summit but the view is magnificent, goal accomplished. There is always another summit to challenge me, and to conquer.

Project: Change patient therapy ethos from what therapy can do for you to helping you to help yourself i.e. putting patients in the driving seat of their own health care needs. Use focus groups to identify diverse user involvement to draw up a contract developing publicity around this concept.



Orla Reddington, Clinical Specialist Physiotherapist Profession: AHP

I currently work at BreathingSpace, Rotherham, a purpose built centre for Pulmonary Rehabilitation and management of acute cardio respiratory conditions, as a Clinical Specialist Physiotherapist and Therapy Lead. I have worked at BreathingSpace since it opened in April 2007. I am currently responsible for the delivery of the outpatient service and the co-ordination of the inpatient service from a Physio and Occupational Therapy point of view. I set up and run

The Bronchiectasis clinic at BreathingSpace, which aims to proactively manage this patient group.

Since qualifying from Sheffield Hallam University in 2000 I have worked in Mansfield, Worksop and York before moving home to work at Rotherham Hospital. My current interests include the pulmonary rehabilitation for non COPD patients, Non invasive Ventilation (both acute and domiciliary) and the management of bronchiectasis.

Outside of work, I live in Sheffield with my husband Michael. I currently enjoy running, which I have recently taken up and I am hoping to run the Sheffield half marathon next year. I am finding my negotiation skills are developing at a fast rate courtesy of my 2 year old son!

Project: Establish an outpatient heart failure rehabilitation programme in Rotherham as none currently exists despite there being an increasing prevalence of heart failure. This fits into the QIPP agenda's Staying Healthy and Long Term Conditions.



James Rushton, Nurse Profession: Nursing

I am the clinical nurse manager of Heart Failure and Cardiac Rehabilitation at the University Hospital of North Staffordshire. My team consists of nurses and physiotherapists and I am responsible for the coordination and development of both services within the hospital as well as influencing practice within North Staffordshire with a catchment area of 500,000 people. I qualified as a nurse in 2000 and have since obtained a BA (Hons) degree, independent nonmedical prescribing status and am currently undergoing a Masters degree at Keele University. The majority of my career has been spent within secondary care including; acute cardiology, stroke, stroke research and general medicine. Recently the focus of my career has been spent with advanced clinical nursing roles and leadership of small specialist teams.

I have been in my current post for two years maintaining a strong clinical focus delivering specialist care to patients with heart failure and providing team leadership. Recent service developments include a Health Foundation funded initiative that enabled the establishment of the Acute Ambulatory Heart Failure Unit, a new nurse led service.

In addition to two young children that keep me busy I have an active social life and play the drums in a local band.

Project: Service lead for both heart failure and cardiac rehabilitation and aim to secure long term funding for Acute Ambulatory Heart Failure clinic at UHNS.



Kate Taylor, Senior Community Paediatric Physiotherapist

Profession: AHP

I am a Band 7 Community Paediatric Physiotherapist. My role is a Team Leader and Clinical Lead for Respiratory Care. We manage children from 0 – 19 years old with a wide range of conditions. An integral part of this work involves multi-agency teams across health and social care.

I graduated from The Manchester School of Physiotherapy in 1997. For the last 8 years I have worked in Community Paediatrics. Prior to this I specialised in Adult and Paediatric Respiratory care, working at Guy's and St Thomas' and The Royal Brompton Hospital.

I am motivated to improve the quality of the service we provide to children and their families. I have a solutions based approach and strive to deliver service improvements. My focus is balanced between a quality service provision and my team's wellbeing.

Outside of work I am married with two children; Noah - 5 years old and Poppy- 3 years old. We are a keen Cycling family, facilitated and spurred on by my husband's Bicycle Business. I enjoy the training and challenges of triathlon and have taken part in endurance events in cycling, walking and running. I also enjoy creative activities and these have taken a different slant since becoming a mother of children who are eager to join in!

Project: To establish a comprehensive service procedure and care pathway, for postural equipment provision, for children & young people with complex needs. Phase 1: Providing clarity of governance, budget & sourcing of the equipment. Phase 2: Developing an integrated care pathway across health and social care to meet the needs of these children and their families.



Sarah Withers, Consultant Physiotherapist

Profession: AHP

I qualified as a physiotherapist in 1987 having studied at Guys Hospital in London and have since worked in NHS and private organisations specialising in the assessment and treatment of musculoskeletal conditions. I have always had a strong interest in evaluating care and early on in my career completed a M.Sc. in Research Methods. I became aware that great improvements in patient care could be made in the manner in which services were delivered alongside improving clinical practice and so pursued roles which had an increasing leadership element with opportunity to lead and deliver service improvement. In 2009 I was seconded to work on a bid team responding to a tender to provide Community Musculoskeletal

Services in Sheffield. Following a successful outcome I spent 6 months as Project Manager before taking up my present post as Consultant Physiotherapist. In this role I set the direction for the development of clinical delivery within the service, am responsible for large aspects of clinical governance standards and have a strong service improvement role. Outside work I am an active member of the local parish church, a trustee of a charity and have a busy family life.

Project: To improve Primary Care based assessment and treatment for patients with complex musculoskeletal disorders specifically those with soft tissue knee problems, reducing care pathway lengths, improving the quality of onward referrals to secondary care and reducing the number of patients requiring care in a hospital setting.



Iain Yardley, Specialist Registrar in paediatric surgery

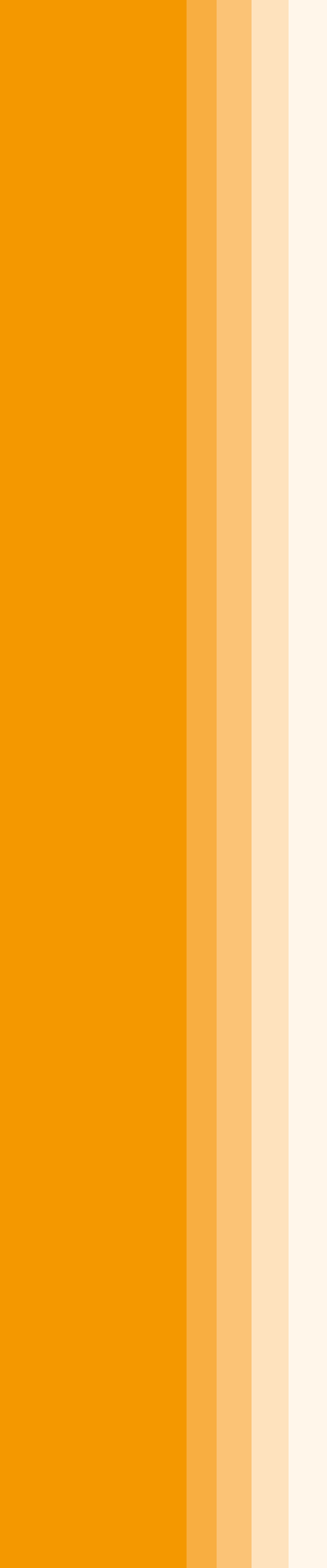
Profession: Doctor

I graduated with distinction from Southampton University in 2000 and completed basic surgical training in Portsmouth and Plymouth. In 2005 I moved to the North West to pursue a career in paediatric surgery and recently moved to Royal Manchester Children's Hospital for the last two years of my training having spent the previous four years at Alder Hey Children's Hospital in Liverpool. In 2011 I was awarded the FRCS in paediatric surgery.

In 2008-2010 I spent two years working for Sir Liam Donaldson and WHO Patient Safety as part of the CMO's Clinical Advisor scheme. This allowed me to work on patient safety projects internationally and to observe and support the CMO in national healthcare leadership. I am now seeking to develop myself as a clinician leader. As a clinical leader I see my role as supporting clinical colleagues in providing the care they are trained to deliver by improving the systems around them.

Outside work I am a keen sailor and race regularly, I am currently the Laser 2000 Scottish National Champion. In 2005 I completed a Round Britain sailing trip and gained my RYA Yachtmaster qualification.

Project: I am working on a project to improve the efficiency of the operating theatres in Royal Manchester Children's Hospital.



Pen Portraits

Midlands Cohort



Charlotte Allan, Specialty Registrar in Old Age Psychiatry Profession: Doctor

I am a doctor (ST4) training in old age psychiatry in Oxford Deanery. My current job involves working with patients over the age of 65 with functional (e.g. depression, bipolar disorder and schizophrenia) or organic illnesses (e.g. dementia), in both in-patient and community settings. I find this a fascinating area to work in, with its close interface between mental and physical illness, a varied range of patient presentations and focus not only on treating patients, but also supporting their families.

I studied medicine at Leeds University. After graduating in 2006 I joined an Academic Foundation Programme in Leeds working in a variety of specialties including Medicine, Surgery, A&E and Psychiatry. In 2008 I moved to Oxford for Core Training in Psychiatry. During this time I held an Academic Clinical Fellowship and was able to develop a research interest in late-life mood disorders. I started advanced training in old age psychiatry in August 2011, and expect to complete my training in 2014.

I love walking, particularly in Sutherland—an area of North-West Scotland about five hours north of Glasgow. On a more regular basis I have to content myself with shorter walks (and longer lunches) in and around Oxfordshire.

Project: Improve the care of physical illness on inpatient psychiatric wards by raising awareness amongst key innovators and opinion leaders, establish a sense of urgency and create a powerful, guiding coalition. Engage and co-opt others who have direct responsibility for physical health and incorporate their input to strengthen the rationale for change and ability to implement it.



Julie Burden, Occupational Therapist Profession: AHP

I am an Occupational Therapist, qualifying in Oxford 22 years ago. I specialised in paediatrics early on in my career but have now moved into more of a leadership and managerial role across services. I am now the Deputy Manager of the community Occupational Therapy, Wheelchair and Specialist Falls Services across Warwickshire. I currently have responsibility for day to day management and professional leadership for all three of these services, as well as professional leadership to other occupational therapists within the community.

In a wider perspective I am a wife and a mother to two children. My leadership skills have been tested through organisation of their social calendar and events with the Parent Teacher Association such as fairs, school disco's etc. I play badminton in a local league and have been selected to play for Warwickshire this season. Before children, I enjoyed travelling, walking and climbing, and even summited a 21,500 ft. mountain in the Himalayas close to Mount Everest.

I am very excited to have been accepted on this scheme as it will further develop the skills that I need, not only to progress personally, but also to enable me to effectively deliver changes in NHS services in the future.

Project: Address occupational therapy services relating to rehabilitation of in-patients with acquired brain injuries. Typically the patients are young adults and the service does not best reflect the rehabilitation need of this demographic.



Claire Ellwood, Pharmacist

Profession: Pharmacy

I am currently working at University Hospitals of Leicester NHS Trust as the lead pharmacist responsible for delivering pharmacy services to medical patients. My role is split between managing the service, leading the team and maintaining a clinical commitment at ward level. I am passionate about developing my team and challenging the way we deliver our service.

I studied pharmacy at Nottingham University before moving to Kettering to complete my training. After developing my clinical skills as a rotational pharmacist and completing an MSc in Clinical Pharmacy I specialised in medicine and became increasingly interested in developing clinical pharmacy services and promoting multi-disciplinary working, something I was able to develop further on moving to Leicester.

I spend my time outside work rock climbing and mountaineering. In winter I enjoy snow and ice climbs in Scotland and skiing in the Alps. In summer I can generally be found climbing long mountain routes in North Wales or further afield. I am currently gaining experience in leading others in the mountains prior to completing my Mountain Leader assessment next summer. I love the physical and mental demands of climbing and am passionate about introducing others to the mountains.

Project: Redesigning the discharge process with respect to medicines to improve quality and efficiency.



Aileen Fraser, Consultant Nurse

Profession: Nursing

I am a nurse who specializes in working with older people. My role covers both acute and community services so I'm particularly interested in the care provided across the interface of services for example links between primary care, intermediate care and hospital and how this experience is for older, frail patients. I will now be the lead nurse in a new social enterprise but will be continuing with my clinical role which is the area that brings me the most job satisfaction. I am interested in the development of advanced practitioners, specializing in care of the elderly.

I undertook my MSc in nursing at University of Wales College of Medicine and recently completed a post graduate diploma for medicine for older people validated by Middlesex University. I was one of the first nurse practitioners in Bristol having one of the first RCN validated courses in London.

I have been a Florence Nightingale scholar twice which has allowed me the fantastic opportunity of traveling to the US firstly to research Parse's nursing theory in practice and secondly to look at systems to prevent elder abuse.

Personally I live in a beautiful small town, Nailsworth, though a born and bred Scot and in my spare time am a struggling artist and about to undertake my first half marathon!

Project: Develop the role of the practitioner with special interest in the care of older people. Currently bidding to be responsible for the management of a 50 bed community hospital, proposing to substitute junior doctor roles with advanced practitioners who are specialists in the care of older people.



Vanessa Garratt, Psychologist Profession: Psychology

Following my clinical psychology training in Bristol I am now working in the Bristol Children's Hospital with children with Cardiac conditions, HIV, Barth Syndrome and Osteogenesis Imperfecta. In all four services I deliver psychological assessment, formulation and intervention. These roles also involve analysis of patient need, development of appropriate services, multiagency working, project development, and delivery and research.

I balance working life with living in the Cotswolds, chasing my children and taking on new challenges. I have supported charities by raising money in spin-athons and most recently climbing the three peaks to raise funds for the children's hospital. I have recently joined a triathlon training group and am looking for the shortest triathlon in the cotswolds.

Project: Identified a need through cardiac services safe and sustainable review for high quality transition services for young people with cardiac conditions. Important for young people with cardiac conditions to learn to look after their health positively and successfully move to Grown up Congenital Heart services.



Abigail Hine, Doctor - Anaesthesia Profession: Doctor

I studied medicine, with an intercalated BSc, at St George's Hospital Medical School and graduated in 2004. I went on to complete house jobs in medicine, surgery and general practice before travelling to spend a year in Australia. I found working within a different healthcare system very interesting and I was able to contrast the demands and benefits of providing care within a small rural hospital as well as a city teaching hospital.

After returning to the UK, I spent a year working in a busy acute medical job before deciding on a career in Anaesthesia. I am currently working as a registrar in Musgrove Park Hospital, Taunton. I love anaesthetics and greatly enjoy the diversity of patients, specialties and clinical challenges it presents. Through a recent project, I have become increasingly interested in improvement science and how it can be used to raise quality of care for patients, as well as enhancing safety, teambuilding and efficiency.

In my spare time I enjoy cooking, cycling and sailing

Project: Process mapping exercise and detailed analysis of theatre list overruns for gynaecology – oncology.



Julie MacPherson, Nurse

Profession: Nursing

I am the Clinical Services Lead for Unscheduled Care for Hampshire Hospitals Foundation Trust. This means I line manage over 100 Emergency Nurses including Autonomous Emergency Practitioners, Cardiac Specialist Nurses and a Trauma Nurse coordinator over the sites of Basingstoke and Winchester Emergency Departments and Andover Minor Injuries Unit. I have worked in the ED since 1997 where I started following various other Staff Nurse roles, knowing that this was my desired career path and passion in nursing. I am extremely passionate about 'customer service' and value the ethics we have developed in the ED for quality patient care. My working week can be stressful balancing and sustaining the nursing

workforce, developing the service and maintaining the standards we are all so passionate about whilst striving to meet all of the targets required.

I live by the coast and highly value my lifestyle there. My passions at home completely contrast my work and allow me to totally relax away from work. I have 4 cats and a dog and I love gardening. Although relatively amateur, I grow a variety of fruit and vegetables in quite a small area whilst balancing my garden with a wonderful variety of plants and flowers for pleasure and to encourage wildlife.

Project: Innovative and seamless pathway to allow acute and emergency care to be delivered in the most appropriate location.



Sara Main, Bone Marrow Transplant co-ordinator

Profession: Nursing

My name is Sara Main. I completed my nurse training and undergraduate degree ten years ago at Kings College London University where most of my clinical placements were at St Georges Hospital in Tooting. I then moved to the Queen Elizabeth University Hospital in Birmingham working predominantly in hemato-oncology. I am currently the Allogeneic Bone Marrow Transplant Coordinator at University Hospital Southampton NHS Foundation Trust.

My role involves the care of patients with marrow failure or malignancy in whom bone marrow transplant is indicated. It is my responsibility to identify a donor for the transplant, either working with siblings or the unrelated donor registries across the world, to coordinate the care of the individuals involved and support the patient throughout their journey. I feel privileged to work with transplant patients. The nurse patient relationship is one characterized by a longevity that is unique to this area of healthcare.

While I loved the energy of living in the city, my husband and I now live in a quiet corner of Hampshire with our three chickens where we are able to make the most of our free time in our garden and exploring the local countryside. I love cooking and baking. I often read cookbooks but seldom follow recipes.

Project: To support the growth of allogenic transplants SUHT requires a dedicated Haematology Day Unit.



Lorraine Major, Paediatric advanced nurse practitioner

Profession: Nursing

I am a paediatric nurse with a passion for staying in clinical practice with the power and to influence and direct board room decisions. I am presently an Paediatric Advanced Nurse Practitioner in a DGH. I work closely with medical staff and have the skills and ability to take a history and examine acutely sick children attending the unit. I have studied in City University recently obtaining a MsC in child health and examination of the newborn.

I have worked and lived in North America, South America and Mexico with my family. I speak Spanish very well and learned a lot from living in countries with limited communication and knowledge of the culture and infrastructure.

I have recently made two trips to Uganda and worked voluntarily in a regional hospital in 400 miles from Kampala. A very humbling and brilliant experience. I am planning to return in January 2012 for two weeks. I like keeping fit, gardening, cooking and walking. I do not watch the television and it is amazing when so many conversations start with 'did you see'. I am passionate about the NHS, excellent clinical practice, educating nurses, communication, good manners, making a difference and my family.

Project: Introduce sessions for the multi-professional teams to discuss issues arising from patient care. To implement a culture of openness and change, helping individuals to believe that they are capable of changing situations.



Asad Malik, Specialty Registrar in General Psychiatry (ST-6)

Profession: Doctor

I am an International medical graduate from Pakistan. I came to the United Kingdom in 2004 to pursue my dream to become a Psychiatrist by utilizing the unique opportunities available in a top quality training programme in this specialty. I successfully obtained Membership of the Royal College of Psychiatrists (MRCPsych) in 2008. Currently, I work as a Higher Specialty trainee in Psychiatry at the Nottinghamshire Healthcare NHS Trust. The clinical responsibilities in my current job include assessment and management of service users with severe mental illness. I am acquiring competencies for independent practice in this specialty and fulfill my role as a Consultant Psychiatrist.

Throughout my training, I have undertaken various leadership and management roles. I am a Trainees representative in the Royal College of Psychiatrists Trainees Committee and a Chair for Higher Trainees Committee for East Midlands Deanery (North).

I feel passionate to contribute in improving Medical education and Specialty training in Psychiatry. I have a substantial experience in medical education both at undergraduate and postgraduate levels. To enhance my skills as a medical educator, I am currently enrolled in Masters in Medical Education at the University of Nottingham.

I like listening to music, travelling and watching football in my spare time. I am the proud father of 9 month old Rayan, and I enjoy spending quality time with my family.

Project: Cost Effective Prescribing for Depot Antipsychotic medications.



Jeff Martin, Doctor - Paediatric ITU

Profession: Doctor

I am a Consultant in Paediatric Intensive Care at Birmingham Children's Hospital NHS Foundation Trust, as a locum since 2009 and appointed to a substantive position in January this year. Since in post I have developed the department's approach to risk management and as such have the responsibility of the PICU Medical Lead for Risk Management. Since 2009 I have also led the department's work into surveillance and prevention of Healthcare Associated Infections, being the Medical Lead for the NPSA Matching Michigan project. I also sit on the Trust Drugs and Therapeutics Committee.

Although originally a Birmingham graduate, I have lived and worked in many places including Stoke-on-Trent, Leeds and even as far away as Melbourne. I have also travelled extensively, mainly in my life BC (Before Children), to places such as Botswana, Zimbabwe, Zambia, Australia, New Zealand, Peru, Bolivia, USA, Canada and even Kent (I have to go there sometimes to visit the in-laws).

I am the proud father of 2 delightful children, now 7 and 9 years of age, who take up most of my time outside of work. My other interests (when I do have any free time!) include photography, film and Marvel comics!

Project: Reducing and sustaining HCAI in PICU



Lucy Morley, Psychiatrist

Profession: Doctor

I work as a Consultant Psychiatrist in a specialist mental health service for children and young people in Local Authority care or who have been adopted, for Nottinghamshire Healthcare NHS Trust. I was appointed Clinical Lead for the Child and Adolescent Mental Health service in January 2011.

I qualified as a doctor in 1997. During my medical training I was able to complete a PhD, which has given me a good understanding of the scientific basis of medicine. I specialized in mental health soon after qualifying and trained as a junior doctor at the South London and Maudsley NHS Trust, where I became a Consultant post in 2006 with Looked After Children.

During my higher specialist training I had the opportunity to study part-time with an advisor to the Department of Health on child mental health issues for a year.

I am passionate about promoting the emotional health and well-being of all children. Looked After Children are a group who have very poor outcomes, educationally and socially. The role of Clinical Lead is designed to be strategic ensuring the delivery of safe effective services for children and young people up to age 18 across the City and County of Nottinghamshire.

Project: Team is located within CAMHS service which needs restructuring. Would also like to develop a CAMHS Eating Disorder Service.



Alex Philpott, Consultant

Profession: Doctor

I am a consultant in neonatal transport medicine in the West Midlands and also the medical education lead for the Southern West Midlands Newborn Network.

I trained in Cambridge, London and Sydney (Australia) before moving up to the West Midlands in 2004.

I developed my interest in transport medicine while working for the NSW NETS team, but have also worked with the London & Brighton teams.

My current interests include medical education and neonatal palliative care. Outside of work I run marathons and play the piano – but not at the same time.

Project: Unified retrieval service for neonatal and paediatric service.



Gaurav Sharma, Operational Lead

Profession: AHP

My background is Physiotherapy. I am currently an Operational Lead working in the Direct Access Physiotherapy service under Leicestershire Partnership and Trust. My responsibilities are spread over two clinics and I manage a team of 10 clinicians in the community supporting GP musculoskeletal referrals

In 2003 I obtained a BSc Hons in Physiotherapy at Brunel University and have since worked in both the county and city of Leicester. I also work at the Nuffield Health Leicester Hospital.

As a fan of boxing I have provided voluntary cover as a physiotherapist, matchmaker and coach at a local boxing club. I also delivered voluntary physio at a local cricket club for one season.

I have travelled on several occasions to different parts of Europe, Asia and America. Exploring historical sites and learning how different cultures lead their lives fascinates me.

My spare time is committed to keeping fit and carrying out different projects in property renovation. I enjoy applying creativity and innovation to initiate new ideas and I have a passion to learn and develop new skills. I aspire to achieve a greater understanding of my environment and develop new personal and professional skills to lead change.

Project: To create a truly effective health service both user and provider should be holistically supported, the health and well being of staff and users will be testament of an optimum service. Want to expand the Health and Wellbeing service.



Paul Smith, Ward Manager

Profession: Nursing

I qualified as a Mental Health Nurse in 1997 having studied for a Diploma in Nursing at the University of Central England. Upon qualifying I took a staff nurse position on an adult acute inpatient ward at Birmingham's Queen Elizabeth Psychiatric Hospital. I progressed from my Staff Nurse role to the position of Deputy Ward Manager in 1999.

In 2001 I was employed by Birmingham Children's Hospital's Child and Adolescent Mental Health Service (CAMHS) to develop a new acute inpatient service for young people aged 13-16. This post allowed me to spend a year planning the design and build of a new unit, which was unique in the national provision of CAMHS.

After 5 years in my post as Ward Manager I took a 12 month secondment to the Trust's Professional Development Department in the role of Practice Placement Manager. Following this I returned to CAMHS to re-open the Heathlands Unit, a service for younger adolescents which had been temporarily closed for restructuring. I have continued in this role to the present day and find the post rewarding and enjoyable.

In my spare time I enjoy socialising, reading and watching films.

Project: Planning a service redesign model aimed at reducing the length of hospital stay by developing a care pathway which would increase access to services and provide greater focus to care and treatment for rehabilitative care.



Ruth Thomsen, Healthcare Scientist

Profession: Health Care Science

I sometimes feel my profession defines me! I adore my work and am passionate about Audiology. Perhaps its because of the immense job satisfaction you get from delivering a service that exposes you to patients from cradle to grave.

During my career I have worked both in the UK and in Denmark for a multinational hearing aid company. Denmark is regarded as the home of hearing aid research, development and manufacturing. I have also benefitted greatly from spending a few years lecturing in Further and Higher Education in the UK.

Today I am Lead for Adult Audiology and education and training for Imperial College Healthcare Trust and concurrently working on two secondments representing British Academy for Audiology as their President and Clinical Lead for Adult Audiology in London.

My wonderful family are incredibly supportive of my roles and I strive to be a good role model for my 3 daughters. In their earlier years I benefitted from the flexibility NHS offers to not only work but be a Mum too.

I am equally passionate about audiology in developing countries. I am one of four directors of a new charity All Ears International. Humanitarian Audiology is an area I experienced first hand when in 1991 I drove independently from Cape Town to London and had the honour to work in various clinics en route.

Project: Influence the development and implementation of structure that ensure the Community Adult Audiology Service provision delivers choice and quality.



Karen Tomlin, Nursing - Continence Service

Profession: Nursing

I work as the team leader for a county continence advisory service. This involves the management of a team of 8 people and also trust leadership on continence policy and education. I am also leading our team through the Productive Community Services programme as the first team for our trust. Continence is often seen as an area of low priority but its importance to individuals is huge. Very simple care interventions can have a huge impact on quality of life and I find this very rewarding. My aim is to raise awareness of continence, quality of care and the importance that it has for our patients.

I graduated from Birmingham University in 2002. Whilst at university the role of nurse consultant was first introduced in the UK. I remember being excited by this opportunity as it encompassed aspects of care that were important to me – excellent patient care, service development and education.

Outside of work life is hectic – I have two small children and I am in the middle of completing an MMedSci at Sheffield University. I enjoy anything creative and craft related, mainly sewing and knitting.

Project: Create a treatment pathway for continence care with an emphasis on active treatment, with an agreed standard protocol across all areas meaning that patients would receive the same treatment regardless of where they are seen.



Mary Tomson, Dentist

Profession: Dentistry

I qualified as a dentist from the University of Birmingham in 2005. After completing my vocational training year in general dental practice in Oxfordshire, I went on to take up a series of senior house officer jobs, gaining experience in oral and maxillofacial surgery, restorative dentistry and treatment under sedation. I was keen to explore the field of dental public health and develop a career that would enable me to work to improve oral health at a population level. In 2009, after a couple of months at the Department of Population Oral Health, University of Sydney, I embarked on a dental public health specialist training programme in the West Midlands. I am currently in my third year of a four year training pathway.

Outside dentistry, I have spent much of the past two years working on a major house renovation / building project with my husband. The project has been great fun but is now nearing completion and I am looking forward to enjoying our new home. I also love travelling and, in particular, the opportunity to explore new places. Having grown up abroad I have friends and family scattered around the world who I am always eager to visit!

Project: Initiating the development of an integrated dental commissioning model in Birmingham, to link primary and secondary care dental services more effectively.



Katy Young, Healthcare Scientist

Profession: Healthcare Science

My career in Clinical Neurophysiology began in 2001 when appointed as student physiologist at Southampton General Hospital. I received first class training and in 2008 the opportunity arose to take on the role of Deputy Service Lead in Neurophysiology at Musgrove Park Hospital in Taunton. I am passionate about my work; 80-90% of my work is clinical, performing a wide variety of diagnostic tests including electroencephalography, nerve conduction studies for generalised peripheral neuropathy and upper limb compressive/ entrapment neuropathies, evoked potentials and intraoperative monitoring for scoliosis surgery. Additional responsibilities include taking a lead role in the department in absence of the Clinical Service Manager, writing protocols, teaching and training and being involved in

discussions regarding future service development. We are a small, closely knit team of driven individuals who take pride in ensuring that a patient's experience in our department is a positive one.

I am currently chair person of Neuromonitoring UK a specialist interest group formed to support those undertaking neurological monitoring of any kind within the UK through educational events, international links and the sharing of knowledge.

Outside of work I have many hobbies including surfing, canoeing, art and am also an amateur harpist.

Project: Attempting to establish a 'same day' referral to diagnostic service for specific groups of patients referred to the Neurophysiology service at Musgrove Park Hospital in Taunton.

Pen Portraits

South Cohort



Kirsty Amos, Speech & Language Therapist Profession: AHP

I am Head of Speech & Language Therapy at Whipps Cross University Hospital. I lead a team of thirteen, working with adults with acquired difficulties communicating and/or swallowing. Clinically, I work with patients with head and neck cancer and have a special interest in disorders of swallowing and how we assess and manage them.

I graduated in 1998 from University College of London with BSc (hons) degree in Speech Sciences which allowed me to successfully apply for a licence to practice as a Speech & Language Therapist. In 2004, I went back to study an MSc in Speech & Swallowing Research (Dysphonia/Dysphagia) at Newcastle University whilst continuing to work full time. I graduated with a Merit in 2006.

I have always worked in Waltham Forest but have had several different employers due to the constant evolution of the NHS. I love the area mainly because of the diversity of people, especially the East Enders!

In my spare time I enjoy spending time with my children and creative pursuits such as painting and photography. I really love travelling and my favourite places have been Malaysia, Sri Lanka and Africa where I have had a lot of fun taking pictures of animals in their natural habitat.

I am passionate about communicating!

Project: To have access to instrumental swallowing assessment for patients who have a persistent difficulty swallowing, review current evidence for both forms of instrumental assessment, identify improvements and create solutions through collaborative working.



Shafalica Bhan Kotwal, Psychiatrist Profession: Doctor

My name is Shafalica. I am a consultant in old age psychiatry. I am based in Tendring which has the third highest elderly population in the country. So my job is quite busy. I went to medical school in India. I then traveled with my husband to the middle East. We lived in the Sultanate of Oman for two years. I came to U.K to start my higher specialist training in psychiatry. I also worked as a middle grade doctor for 2 years. Besides the middle East I have also traveled to America, Europe and Far East. I like to spend my spare time with my two children. I also like to read and old classics are my favourite, some of these I have read many times over! I am passionate about my work as it is very varied and interesting. There has not been a single day in my working life when I have got up in the morning and not wanted to

go to work. I love working in my current organization as I trained here before becoming a consultant so it is extra special to me. I want to do the best for my patients and my employing organization.

Project: A multidisciplinary team approach to provide a streamlined dementia service for both patients and carers.



Jemima Burnage, Safeguarding Adults Manager

Profession: Social Work

I am a Social Worker qualifying at Anglia Ruskin University and Approved Mental Health Professional. I have worked across various health and social care settings and have been privileged to volunteer as a special constable, as child protection officer for a youth football committee and with children with learning disabilities in an equestrian setting.

Since qualifying I have worked across a range of mental health services, including crisis and assessment services and managing day and community mental health services before entering my current role as Safeguarding Adults Manager. In this role I provide clinical leadership across all our mental health and learning disability services and represent the Trust locally and regionally.

I have continued with my academic studies achieving a Post Qualifying Social Work Award, a Post Graduate Certificate in Mental Health Social Work and an MSc in Leadership and Management of Public Services from the University of Hertfordshire.

My areas of specialist interest include championing the needs of vulnerable people, service improvement focusing on choice and control and the role of clinical leadership in transformational change.

I spend much of my leisure time taking my two teenage boys to various sporting and recreational activities and can often be found working on our family allotment.

Project: Improving Access and Empowering Individuals Choices & Control through a web based Single Point of Access.



Rowan Burnstein, Consultant

Profession: Doctor

I have been a consultant anaesthetist with a specialist interest in Neurocritical Care at Addenbrooke's Hospital Cambridge since November 2002. Apart from my full time clinical post, my current posts include Clinical Director of Neurocritical Care, Clinical Lead for Organ Donation, College Lecturer and Director of Studies in Clinical Medicine, Magdalene College, Cambridge, Regional Advisor and Training Program Director for Intensive Care Medicine, Anglia Deanery and Chair, Cambridge Central Research Ethics Committee. I graduated from

the University of Sydney, Australia in 1986. I worked as a junior doctor in Sydney for two years, and after travelling for 12 months settled in the UK. I trained in anaesthesia and intensive care in the Anglia Deanery. During my training I had three children and was awarded a PhD from the University of Cambridge in stem cell biology. I spend a considerable amount of my spare time rowing with one of the local town clubs, and also enjoy cycling and skiing, all of which I do with my family. We have also travelled extensively, although in recent years predominantly in western Europe. I enjoy detective fiction and good food.

Project: Improve the management of major trauma presenting to the Neurocritical Care Unit. Develop and implement guidelines/pathways surrounding the admission and management of patients from the trauma room to the critical care unit over the first 24 hours.



Suzannah Cawkwell, Safeguarding Adults Lead Professional Profession: AHP

I am a highly motivated and creative individual, currently I am working in the role of Safeguarding Adults Lead Professional for a Foundation Trust. My duties include offering support and training to staff, monitoring reporting, measuring quality and ensuring we meet the standards set by external stakeholders such as the CQC. As a result I am involved in a considerable amount of multi agency working having close links with the 6 Local authorities in the Borough.

I trained at Brunel University and obtained a BSc(Hons) Occupational Therapy. Since qualifying I have worked in various mental health settings as an Occupational Therapist including a high secure forensic hospital, a primary care community team, an acute admissions ward and a rehabilitation unit.

I am passionate about providing high quality care and am always looking at ways to improve service delivery and increase service user involvement and satisfaction as it is the individuals that use our services who hold the greatest understanding of their own experiences.

Outside of work I enjoy holding dinner parties and socializing, I love to get lost in a good book when I need a bit of time out and have some ambitious plans to see the world.

Project: Review and redesign Staff training for Safeguarding Adults across the trust to bring it in line with Partnership Board Guidance and service need.



Hasan Chowhan, GP Profession: Doctor

Originally from Croydon, I qualified from St Georges in 2000. I worked in Australia for a short spell before joining a surgical rotation in Leeds, and then eventually completed my GP training in 2007.

I've now worked in Colchester for the last 4 years as a partner and trainer. I take a keen interest in minor surgery, and also take the lead in several clinical areas. I am a member of the LMC and was elected to the consortium in 2010, I have since then been on a continual steep learning curve.

My greatest passion has to be travelling. Having three young children has put a temporary hold on that, but having seen a lot of the world has really left me wanting to see more!! I have some great stories to tell, but sadly they will never be told! Just recently I have been to Lithuania to observe primary care there, which was a great opportunity.

I spend my spare time with my children, but if I do get extra "fun time" I love to either experiment with electrical gadgets or take a go at DIY.

Within healthcare provision my aim is for there to be both quality and equality.

Project: Streamlined pathway for providing the most appropriate level of care within the most appropriate setting. The commissioning group or PCT should realise cost savings, whilst secondary or tertiary care should be able to provide the best evidence based level of care with appropriate patient referrals.



Donna Eldridge, Deputy Director of Nursing Profession: Nursing

I started my career as a Health care worker in a centre for epilepsy in Cheshire in 1983. I decided that I wanted to become a qualified nurse and moved south to Brookwood hospital in Surrey and qualified in 1987 as an Enrolled Nurse in Mental Health. I then worked in Kent for a short time in social care before converting to a Registered Mental Health Nurse in 1990. I have gained immense clinical experience in a wide variety of mental health services including adult mental health, older people, eating disorders and mother and baby. In 1996 I began to specialise within the Older Adult Services in a variety of roles such as Ward Manager, Practice Development Lead and Lead Nurse. I became the Assistant Director of Nursing in December

2004 and following a reorganisation became the Deputy Director of Nursing in 2011 and enjoy the challenges that the post brings.

Qualifications include, Enrolled Nurse (m), Registered Mental Health Nurse (RMN), BSc(Hons) Gerontology and Masters in Business Administration (MBA)

I am happily married to Gary and have a 15 year old daughter Jade who takes up most of my free time.

Project: The implementation of the productive series within the organisation will give a framework to teams which allows them to review their current practise using LEAN methodology. This will remove waste and deliver patient care efficiently and effectively. The aim of this programme is to use it as an umbrella in other key national and local work streams to prevent duplication of work and improving the quality and efficiency of services.



Sally Greensmith, Physiotherapist Profession: AHP

My ambition to be a physiotherapist started in secondary school, this led me to the University of Manchester and I successfully graduated in 1992. I have specialised in the treatment of musculoskeletal out-patients and for the last 11 years have combined this with a team leader role. My current job involves leading a team of 16 physiotherapy and support staff in a busy acute hospital. I enjoy liaising with local GPs and also being involved in developing and marketing the physiotherapy service. I am passionate about providing excellent patient care and being a role model for leadership in the NHS.

I am married, with two daughters aged 9 and 12. As a family we enjoy active holidays; hill walking, cycling and skiing and an annual trip to Spain to visit my father-in-law. I am actively involved with a local church and have leadership responsibility for families which includes running a weekly toddler group.

My daughters enjoy dancing and I have also taken up tap dancing in recent years and appeared in my first stage show last year!

Project: Outpatient efficiency within physiotherapy at Ashford and St Peters hospitals. Aims to reduce the current DNA rate by 30%, ensure appointment slots are fully utilised, enable admin staff to answer telephone queries directly and improve patient experience.



Avinash Gobindram, Consultant in anaesthetics

Profession: Doctor

I am a Consultant Anaesthetists with a special interest in Critical Care and am also the Pre-assessment lead for the East and North Hertfordshire NHS Trust. I have recently been appointed as the Medical Director of the Lister Surgicentre, an independent sector treatment centre linked to the Trust.

I grew up in Malaysia and moved to Ireland to pursue a degree in Medicine. I moved to London for my first Senior House Officer post in A&E and whilst there, I found my calling in Anaesthesia after a brilliant talk by an anaesthetists on a very trivial and mind numbingly boring topic. I then shadowed her for a week and that sealed the deal. I stayed on in London and trained on the North Central Thames Anaesthetic Rotation and conducted a fellowship in Airway Management at the Royal National Throat, Ear and Nose Hospital and the University College Hospital and another in Critical Care Medicine at the Royal London Hospital.

I am passionate about my work and enjoy the challenges that life throws me.

I love spending time with my two children. These days my television repertoire include CBBIES, the Cartoon Channel and if I am lucky enough to gain possession of the remote control, then it's 'Family Guy'. I know every nursery rhyme there is to know for a 3 year old and spend most summer weekends either at the zoo, petting farm animals or picking strawberries.

Project: Introduce the Enhanced recovery programme for orthopaedic hip and knee replacements and incorporate all sub specialities in the near future.



Keelyjo Hindhaugh, ST6 General adult psychiatry

Profession: Doctor

I completed undergraduate medical training at St. George's, University of London. After PRHO jobs in Margate, I started psychiatric training on the South West London and St. George's scheme. I am currently an ST6 in general adult psychiatry trainee on the same scheme. My day-to-day clinical job as a busy inner-city psychiatrist is something I find both challenging and rewarding. My main area of interest is rehabilitation psychiatry with a focus on social inclusion and recovery. Outside of clinical time, I have pursued special interests in clinical leadership and medical education through postgraduate qualifications and a clinical

teaching fellow post. I recently completed a Postgraduate Certificate in Clinical Leadership through the Open University and BMJ.

With all these additional commitments, my spare time is precious and reserved for family and friends. I do however, love to exercise and find that this helps to clear my mind and relax. I can be spotted cycling around Richmond Park or more often, taking part in circuit training classes in one of South West London's beautiful green spaces.

Project: Introduce an electronic system for prescribing which will be accessible through the electronic medical records system. The initial scope is a pilot in a small number of services. If successful the project will be a Trust-wide implementation.



Paul James, Principal Audiological Scientist/ deputy manager

Profession: Healthcare Science

I began my career as a student audiologist at King's College hospital in 1992, and became a senior audiologist at the Royal National Throat, Nose and Ear hospital (RNTNE) in 1996. After completing an MSc in audiology in 2002, I moved to Berlin, which is one of the most challenging things I have ever done. Within 6 months I was fluent in German and worked in two hospitals as an audiologist, successfully setting up a balance rehabilitation service for one of the clinics. I returned to England in 2005, taking up my current position as Chief audiologist/ Principal audiological scientist at RNTNE where I am responsible for scientific

issues, research, service development and training in addition to clinical duties in the adult diagnostics department. For my fellowship, I will be continuing work that I have been doing for the last few years to establish audiologist-led services for balance, hearing loss and tinnitus. I enjoy travelling and would recommend road trips in the Yucatan or California to anyone. My favourite pastime is playing guitar to my daughter, Alice – even at 4 months she is already a keen David Bowie fan.

Project: Expand on the services currently offered at the hospital but also out in the community and forge links with other healthcare providers to establish seamless multidisciplinary practices within and between Trusts.



Stacey Jarrett, Head of Integrated Community Teams

Profession: AHP- Podiatrist

After graduating with BSc (Hons) in Podiatry from the University of Southampton in 2003 I joined Greenwich Community Health Services, where I worked in a number of clinical and educational roles, before becoming the Community Podiatry Team Leader in 2007. The following year, I began studying towards a Masters (MSc) at the University of Brighton, completing seven modules in Podiatry and Management part time.

In the same year I was appointed as a clinical member of Greenwich PCT's Professional Executive Committee (PEC), a role I held until 2011. Through PEC, I gained insight into commissioning services and the difficulties surrounding implementation of clinical commissioning, as well as the opportunity to shape services and influence change.

This experience has helped me in my current role as Head of Integrated Community Teams, providing operational, strategic and clinical leadership to a multidisciplinary team delivering high quality care in the community.

I am passionate about empowering clinicians and support staff to work together creatively and supportively, to continuously improve and deliver innovative services responsive to the needs of patients.

I am very active and in my spare time enjoy skiing and spending time out on the water sailing with my family.

Project: Explore the benefits of integrating community professionals in the community and identify what is the most effective model of integration in the future.



Nick Jenkins, Consultant in A+E Profession: Doctor

I am a consultant in Emergency Medicine in Poole, Dorset. I enjoy the variety and unpredictability of patients we see, and the close multi-disciplinary working which an Emergency Department requires. My particular clinical interests are in critical care, procedural sedation, paediatric emergencies and observational medicine. I set up and still lead our research team and also enjoy teaching – particularly on the “shop floor”.

One of my greatest interests is travel. I like to explore new countries with my partner and children – trying to keep off the beaten track. I enjoy maintaining my language skills and watching the children develop theirs. I also enjoy food and wine, and manage to combine this with my interest in travel by organizing wine tours. Until recently, I undertook the occasional repatriation of merchant seamen, which enabled me to travel to some remote or

otherwise difficult-to-access areas such as the Brazilian Amazon and Odessa on Ukraine’s Black Sea coast, as well as giving me the opportunity to visit more “run-of-the-mill” destinations such as St. Petersburg, Biarritz, Sri Lanka and Sydney.

For relaxation, I enjoy keeping chickens, growing vegetables and taking my children swimming. For more practical stress relief I play squash.

Project: Reduce delays in initial assessment and time taken for a patient to be seen by a clinician.



Rebecca Judge, Nurse Profession: Nursing

I studied at The University of Surrey and qualified as a Learning Disability Nurse in 1995, I worked in this area for 11 years in both the hospital and community setting before diversifying into the field of Substance Misuse following the completion of my Masters degree.

I currently work for 3 days a week as a Substance Misuse Nurse & Psychotherapist for the Community Alcohol & Drug Service in Kings Lynn having qualified as a Rational Emotive and Cognitive Behaviour Therapist 3 years ago. For the remainder of the week I’m employed as a member of NHS Norfolk’s Clinical Cabinet, and thoroughly enjoy the diversity this split role

provides. I am an active member of the Royal College of Nursing and hold the positions of chair of the Norfolk branch and Eastern region board member.

Outside work I have been elected as a Town Councillor and find this immensely rewarding as it gives me the chance to shape the community in which I live. I love to travel and try to get away as often as possible with my husband. I also enjoy spending time with my family and friends, watching live music and reading a good book.

Project: Look at the lack of consistency regarding treatment patients receive for alcohol problems as this does not have a common screening tool.



Alice Mills, Principal Clinical Psychologist & Outcomes Lead

Profession: Psychology

I completed my undergraduate degree in psychology at Leeds University and then moved to London in 1992 to start a Medical Research Council funded PhD. The study focused on the relationships of adolescents looked after by the local authority and left me with a wish to train clinically in order to effect change more directly for individuals and their families. I trained as a clinical psychologist at the Institute of Psychiatry, Kings College London and have worked in the South London and Maudsley Foundation Trust since 2003, predominantly with older people with mental health difficulties. Since 2009 I have led the outcomes agenda in this specialty, analyzing and sharing information across different service areas (e.g., community and inpatient teams) and with a variety of professions. This work has also involved linking

with mental health trusts nationally, training and supporting others in the implementation of outcome measures. What I like most about my work and in life generally is meeting people, sharing ideas and experiences. I love being in the city but also by the sea, all things Modernist, HBO TV shows and papercraft.

Project: Pilot the use of patient and carer rated outcome measures (PROMs) in King's Health Partners services which will give the first opportunity to implement patient and carer measures to complement the existing collection of clinician rated measures. The aim is to share learning from this work with the community mental health teams in order to inform future service planning.



Rebecca Minton, Psychological therapist (CBT)

Profession: Wider Health Care Team

I am a Cognitive Behavioural Psychotherapist working at Kingston Right Steps Psychological Therapies Service, South West London and St George's Mental Health NHS Trust. I provide psychological therapy to adults experiencing a range of mental health difficulties as part of the Improving Access to Psychological Therapies (IAPT) initiative. I was involved in the initial set up of the IAPT service and have worked in the team for three and a half years. I provide supervision to a team of psychological wellbeing practitioners and lead a number of service development projects.

Prior to my current role, I worked in an eating disorders service and a service for adults with a learning disability. I completed an undergraduate degree in Psychology at Cardiff University, and a Postgraduate Certificate in Psychotherapeutic Care at Roehampton University. I trained as a Cognitive Behavioural Psychotherapist at Surrey University completing a Postgraduate Diploma in Cognitive Behavioural Therapy.

In my spare time I enjoy running, cooking, writing and spending time with friends and family. I love travelling and recently had a fantastic time exploring New Zealand.

Project: The aim of my project is to improve access to evidence-based psychological and well-being interventions for people with long-term physical health problems. The project will seek to design a care pathway using stepped care and collaborative care approaches integrating community services and promoting well-being.



Clare Rees, Specialist Registrar in Paediatric Surgery

Profession: Doctor

I am a Paediatric Surgeon, currently working at Barts & The London NHS Trust. My job involves the surgical care of children, from neonates to teenagers. I studied medicine at Bristol University and moved to London after 10 years to take up a research post at the University of London (UCL). My MD focused on the epidemiology and surgical treatment of necrotizing enterocolitis, a devastating bowel disease affecting low birth weight, premature infants. I have presented this work at international conferences and published widely in the field.

I have been the National Trainee representative for paediatric surgery for the last four years and am interested in medical leadership and improving training. I am passionate about patient safety and the impact of human factors on complex systems. I have been involved in the design of a tool to improve safety in handover: Think FIRST! and am running a national pilot of the tool in paediatric surgery.

I am involved in the NHS London Prepare to Lead alumni programme and am community governor at a school for blind and disabled children. In my spare time I am mother to 8 year old twins and love cooking, reading and going to the theatre.

Project: "Scissors that cut" is a service improvement project with the aim of improving the availability of adequate and appropriate surgical instruments in our operating theatres ensuring that the RIGHT instruments are available for the RIGHT operation at the RIGHT time to ensure SAFE surgery. This should improve patient safety, staff morale and the working environment, as well as saving money and time.



Melinda Rees, Clinical Psychologist

Profession: Psychology

I completed doctoral training as a Clinical Psychologist in the late 90's. I worked for nine years post-qualification in primary care in Newham Primary Care Trust. During that time I completed advanced specialist postgraduate training in cognitive behavioural therapy at the Oxford Cognitive Therapy Centre. My current post, held for two years, as a Clinical Lead for part of the iCOPE (IAPT) service (in the north of Islington) enabled me to lead the setting up and continue the management of a newly designed primary care psychological therapies service, which receives, overall, 9000 referrals a year. I have a specialist clinical

interest in trauma (having had clinical experience in the past at the Medical Foundation for the Victims of Torture) and also operationally lead the Islington Community Trauma Service. Currently, I am completing a Diploma in Cognitive Behavioural Therapy and Innovative Group Approaches at the Anna Freud Centre.

Prior to clinical psychology training at the University of East London, I had spent a formative part of my early 20's travelling in Africa and living and working in a mental health community in Eastern Nigeria. Thereafter, I worked as a full-time research assistant at an MRC funded unit in the University of London - the Bedford Square group - collecting and analysing data on the psychosocial origins of mental ill health in women.

In all of these projects, I have always enjoyed engaging with the potential for change in people and organisations. The planning, delivery and anticipation of this change I find exciting and motivational.

My other full time job is as a mum to three brilliant boys who gallop through life with a voracious social, emotional and intellectual appetite. I run along side them as best I can, with the indefatigable help of my partner, feeding them life's goodies and occasionally steering them away from less nutritious experience!

I don't have a lot of spare time for other pastimes, but give me a 'freedom pass' for half a day and you will find me enjoying the company of much loved family and friends, trying to fit in training for the next 10k run, or at a concert or dance performance.

Project: To improve waiting times from referral to assessment in psychological therapy in the Camden and Islington IAPT services. Current service delivery processes will be mapped in order to understand fully the current waiting times, which are too long. By moving the service away from the traditional model of psychotherapy service delivery and towards collaborative care, embracing innovations from outpatient care in other health settings, and through the use of new technologies and 'toolkits', I hope to build a reflective and data informed model of service delivery.



Amer Safdar, Principal Pharmacist Lead for Education and Development

Profession: Pharmacy

I am employed as the Principal Pharmacist Lead for Education and Development at Guy's and St Thomas' NHS Foundation Trust. My responsibilities include managing the pre-registration pharmacist training programme and being the lead tutor, managing the directorate study leave and being the lead pharmacist for CPD. I lecture at undergraduate and postgraduate levels.

My first degree is in Pharmacy and I followed this with an MSc in Clinical Pharmacy a few years later; both of these were at the School of Pharmacy, University of London. I have qualified teacher status from my PGCE and have completed an MA in Management; both of these from Greenwich University. I am a Fellow of the Higher Education Academy.

I am an active member of the UKCPA and sit on both the General Committee and the Education and Training Committee. The UKCPA is a national member association for clinical pharmacy practitioners and is an official partner of the Royal Pharmaceutical Society.

I am married with three young children who keep me busy and regularly train to keep fit as well as (still) playing five-a-side football. I am a London based Manchester United fan.

I am passionate about developing people to realise their true potential.

Project: To improve the patient experience of hospital out-patients received from pharmacy through a joint training initiative with a commercial partner.



Charlotte Sharp, Specialist Registrar ST3 Rheumatology and General Internal Medicine

Profession: Doctor

Having studied Medicine at the University of Manchester, I completed Foundation and Core Medical Training in Manchester's three major teaching hospitals. The Health Foundation funded an intercalated BSc in Healthcare Ethics & Law, and I studied for a Postgraduate Certificate in Medical Education. As a Specialist Trainee in Rheumatology and General Medicine, I am now enjoying a change of environment working in a district general hospital.

I have a strong interest in improving systems and have negotiated on hospital and regional education committees. I am excited to have the opportunity to develop these skills as a National Clinical Leadership Fellow. I am dedicated to the NHS and am keen to learn how best to work towards preserving it as an institution in which I believe.

I have travelled extensively through Africa, India, South Asia, the Americas, and Europe. I spent my gap year in Uganda, living remotely without running water or electricity, and returned for my medical elective. These experiences have helped me to appreciate the privileged environment in which I live and work. My interests include live music events, playing the piano, outdoor activities and football, and I am an avid fan of Blackburn Rovers.

Project: Improving efficiency in immunology testing: this quality improvement project aims to develop guidelines for appropriate requesting of immunology tests. These will then be introduced as a 'gold standard' in order to prevent patients undergoing unnecessary tests and to reduce costs.

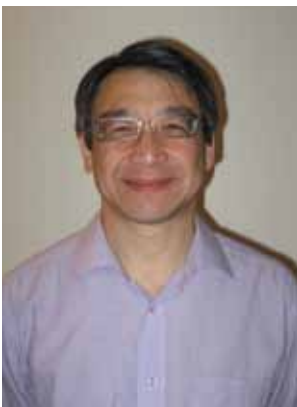


Nick White, Consultant Clinical Psychologist

Profession: Clinical Psychology

I am a Consultant Clinical Psychologist and am the countywide clinical lead for the Enhanced Primary Mental Health (IAPT) services in Hertfordshire. I completed my Doctorate in Clinical Psychology on the Salomons (South Thames) Training Programme, and subsequently trained in Cognitive Behaviour Therapy at the Institute of Psychiatry. During my career since qualifying I have worked in NHS adult mental health services, mostly within community mental health teams and acute psychiatric wards, and more recently within primary care psychological therapy services. I have a great interest in applying my psychological skills and knowledge to facilitating changes within the NHS in order to improve patient experience and clinical outcomes. I enjoy spending my spare time with my family, and taking my two year old son on tractors and trains.

Project: Develop strategic planning for sustainable IAPT psychological wellbeing practitioner training in the East of England region.



Way Main Wong, Doctor

Profession: Doctor

I've been a Consultant Rheumatologist at Southend Hospital since January 2000. I trained at Cambridge and did training posts around England, from Sunderland down to Wessex. I enjoy working with patients and teaching and training. I'm interested in management and leadership (obviously, given my participation in this course!) and would like to develop my skills in these areas.

My wife works as a Sister on the Paediatric Ward at Southend we have a daughter and son, both at University – but not studying Medicine or Nursing! My son has only just started this year - in July my wife and I had a week's holiday in Portugal as a couple, probably our first such holiday since the offspring arrived – a most peculiar sensation! In my leisure time I enjoy practising Karate and my wife and I are both learning to play the piano.

Project: Establish a sustainable multidisciplinary team (MDT) spinal pain assessment service to ensure people with spinal pain are seen quickly by appropriate specialists for assessment and treatment.

Pen Portraits

The Kings Fund,
Manchester Business School
and University of Birmingham



Name: Anne Benson

Profession: Senior Consultant, Leadership Development

Anne joined The King's Fund from the Royal College of Nursing in July 2009. Anne is an educator, manager and clinician with 30 years' experience of working in and with health and social care services. She began her career as a general nurse, moved into mental health nursing, and for the last 20 years has been working in work-based education and development, primarily in the fields of leadership, team and organisational development.

During her career Anne has worked in in-patient, community and primary care services with experience of working in the NHS, local authority, higher education and third sector services. Anne's approach to development is to create conditions which enable people to find their own individual and collective solutions to challenges and situations.

Anne has led and contributed to the design and delivery of numerous development programmes for health and social care organisations across the UK and internationally. She has a particular interest and expertise in organisational and team dynamics.

Anne has a degree in education and two Masters degrees, one in Sociology and Qualitative Research and the second in Organisational Consultancy, from the Tavistock Clinic. She has recently completed training as a Cognitive Analytic Therapist.



Name: Chris Lake

Profession: Senior Consultant, Leadership Development

Chris joined The King's Fund in 2009 with a history of leadership and organisational development preceded by a line management career in retail. He was Executive MBA Director and Assistant Director for organisational development and leadership at Roffey Park Institute, and remains visiting faculty on the Institute's MSc in People and Organisational Development. More recently, Chris led a co-operative of development OD professionals working with client organisations across private and

commercial sectors.

Chris's particular expertise is in the field of leadership and organisation development, having a strong track record in leadership development programmes, academic study, senior team facilitation, coaching executives and consultancy. A development professional and coach for 15 years, Chris has worked with organisations to help them become fit for the strategic challenges they face. He has also helped individuals and teams grow in understanding of both themselves and their business. Much of his experience has been gained with international groups working in the UK, USA, and across Europe and the Middle East.

Chris holds a degree in management and an MBA, both with a focus on organisational behaviour. He is also alumnus of the Columbia (New York) University Advanced Program in Organization Development and Human Resources Management. A Fellow of both the Chartered Management Institute and the RSA, Chris has been a governor of three schools and chair of governors of two.



Name: Donna Lee

Profession: Senior Consultant, Leadership Development

Donna Lee joined The King's Fund substantively in May 2009 having worked as an Associate since July 2008. She has significant experience in the design and development of innovative leadership programmes and of senior organisational development consultancy assignments. Her relevant work experience is at senior level in a London acute trust and as a consultant with primary care trusts and other private healthcare and voluntary sector organisations. She also has considerable experience in the investment banking sector, transport and creative industries.

She has experience of designing and delivering leadership development interventions at a senior management level, drawing on her skills in both formal delivery and coaching. She was a commissioner for leadership development training at an acute trust. She also has extensive experience of managing and evaluating programmes for clinicians, allied health professionals and non-clinical staff.

Donna is an Occupational Psychologist and a Member of the British Psychological Society. She holds Level A & B Certificates in Occupational Testing and is licensed on several psychometric tools such as MBTI Step 1 and Step 2, Firo Element B, Belbin Team Role Inventory and Orpheus. Donna is also a Fellow of the Chartered Institute of Personnel & Development.

Her specialist areas are:

- managing large NHS multi-professional leadership development programmes
- working with leaders creatively to encourage personal development and collaborative relationships
- facilitating learner-led methodologies including action learning sets, focus groups and interventions using an Appreciative Inquiry methodology
- coaching using psychometrics
- designing and developing learning opportunities at senior level taking account of complexity and change within organisations
- evaluating the effectiveness of learning intervention



Name: Tracy Nottage

Profession: Senior Programme Coordinator

Tracy worked at Ernst & Young for 12 years, firstly in the audit department, then for Corporate Finance. During this time she studied for, and successfully obtained the Association of Accounting Technician qualification.

Tracy changed direction in 2000 and became an events coordinator within the financial securities industry. She set up her own events partnership in 2002, catering for the same market.

In 2004 she joined The King's Fund. She works as senior programme coordinator for the Board Leadership Programme, the Darzi Fellows Leadership Development Programme and The the NHS Leadership Academy Clinical Leadership Programme.



Name: Liz Saunders

Profession: Senior Consultant, Leadership Development

Liz Saunders joined The King's Fund in September 2008 following seven years in management roles in the NHS.

She has experience in working across a variety of services and specialities within the NHS from acute sector operational management to commissioning and working within an SHA.

With a particular interest in the development of clinical leaders, Liz combines her practical experience of working within the NHS and her experience in the service development and change management arena with her leadership development expertise.

At The King's Fund, Liz works with a broad range of participants; from emerging leaders - in particular the NHS management training scheme and junior doctors working on fellowship programmes - to aspiring directors and beyond. Liz is programme director for The King's Funds Management for Specialist Trainees programme and Leading for Quality - a programme designed with South Central SHA for clinical and non clinical leaders focused on the delivery of high quality, innovative services in an increasingly tough financial climate.



Name: Judy Taylor

Profession: Senior Consultant, Leadership Development

Judy Taylor directs the King's Fund's leadership programmes for Clinical Directors, Consultants, Multi-Disciplinary Clinicians and Executive Women. She also directs the the NHS Leadership Academy Clinical Fellows programme and is leading a leadership/organisational development intervention which aims to transform the way that Macmillan Cancer Support delivers its services. Judy has designed and delivered hundreds of bespoke development programmes including a European clinical leadership programme, a one year nurse leadership programme and a suite of programmes commissioned by the DoH National Clinical Directors for Diabetes

and Heart Disease and Stroke which aimed to enhance the leadership capacity of diabetologists and stroke practitioners.

Judy also provides team development particularly in conflict situations and offers 1:1 executive coaching. She has a background in management and policy and a masters degree in public policy. Judy works mainly with senior clinicians and is particularly interested in increasing their ability to develop and improve the services they provide. She is also keen to enable participants to develop their self awareness and increase their capacity to work with people they find difficult, so that they can deal constructively with conflict and change, and build collaborative relationships with others.



Name: Belinda Weir

Profession: Senior Consultant, Leadership Development

Belinda joined The King's Fund in June 2010 and has over twenty five years' experience as a leader, senior executive, facilitator, and consultant in health care settings, across public, private and non-profit organisations in the UK.

During her career Belinda has designed and implemented leadership development and individual, team and organisational performance improvement programmes for a wide range of healthcare organisations. She has planned and led

organisation-wide change programmes for individual Trusts and whole health and social care communities. She is currently programme director for the Business Critical role leadership programme - a highly successful leadership development programme for 160 senior executives and clinical leaders representing over 50 organisations in the north-west.

She is an experienced strategist, consultant and facilitator, and has worked predominantly at board and senior executive level in the NHS and in the private sector, with PCTs, hospital and care trusts, regional networks and strategic health authorities, and in the pharmaceutical industry. She has a particular interest in NHS board development, and in developing collaborative leadership approaches to support whole health systems working.

Belinda is vice chair of a foundation trust, where she has served on the Board for 4 years. She was a university lecturer in health and social care management for seven years, and the chief executive of a mental health service provider for eight years. She holds an MBA from Manchester Business School, an MA in social sciences from Edinburgh University and is an accredited MBTI and Prince2 Practitioner.



Name: Janet Wilson

Profession: Leadership Associate

Janet Wilson brings her experience of implementing change in organisations across 3 continents to her work with executives and senior leaders. She has a particular interest in supporting the development of personal, political and strategic awareness which is needed to successfully lead others and achieve organisational objectives.

Working from the premise that clarity, awareness and understanding empower individuals to consider different choices, she draws on her knowledge of personal construct theory, NLP and group analysis to support individuals to reflect and identify strategies which will result in change.

After a successful career leading marketing and business development in a private sector organisation in South Africa, Janet moved to live in the United Arab Emirates where she trained and worked teaching business to adults and scholars. When she relocated to live in the UK at the beginning of 2004, she set up a business through which she combines her experience in business leadership and change and her passion for learning to support leaders in both private and public organisations.

In 2008 Janet was appointed as an associate of The King's Fund. She is a regular contributor to the Leadership Division's work across the UK



Name: Jeff Girling

Profession: Visiting Fellow at Manchester Business School and Honorary Fellow in the School of Medicine at the University of Liverpool. Co-Director, PG Cert Leadership and Service Improvement

I have held management posts in the NHS at regional, district and unit levels. I have also had a full time senior academic post as Senior Fellow in Health Care Management at the Health Services Management Unit, University of Manchester between 1988-2001.

I took a career break in 2001 and moved with my family to live in Spain in order to experience life in another culture and to learn another language (still work in progress!). I returned to the UK in 2003 and since then I have pursued a portfolio career. In my role as Visiting Fellow at MBS I have been involved in various teaching and research projects. Most recently I have been part of two international research projects commissioned by KPMG, one into mergers and acquisitions between health care provider organisations, and the other into international developments into the application of e-health within health systems. Meanwhile, at the University of Liverpool in my role as Honorary Fellow in the School of Medicine, I work closely with the Department of Public Health and I am the module leader for health systems management on the Masters in public health programme.



Name: Iain Snelling

Profession: Senior Fellow, Health Services Management Centre, University of Birmingham. Co-Director, PG Cert Leadership and Service Improvement

I joined the Health Services Management Centre at the University of Birmingham in 2010, having previously been a lecturer at Sheffield Hallam University. I'd moved to education from the NHS in 2002, where I was a General Manager in acute hospitals, mainly in Suffolk. I still think of myself as being part of the NHS, and take every opportunity I can to work with staff and healthcare organizations – in research, education, and service evaluation. As well as working with Clinical Fellows on this Postgraduate Certificate, I am co-Director of a similar programme for the NHS Management Training Scheme, and lead modules at HSMC on Quality Improvement and Leadership.

As an undergraduate I studied politics at Leicester University, and my Master's is in the Ethics of Healthcare, from the University of Wales. I completed this 15 years ago - it is interesting to see how debates have developed in that time, particularly in priority setting. My main research interest is Clinical Leadership in provider organizations, and I have just started a PhD in this area.

My main interests outside professional activities are in sport, particularly cricket (only test matches!) and Ipswich Town Football Club.



Leadership Academy

*Year Book
2011*