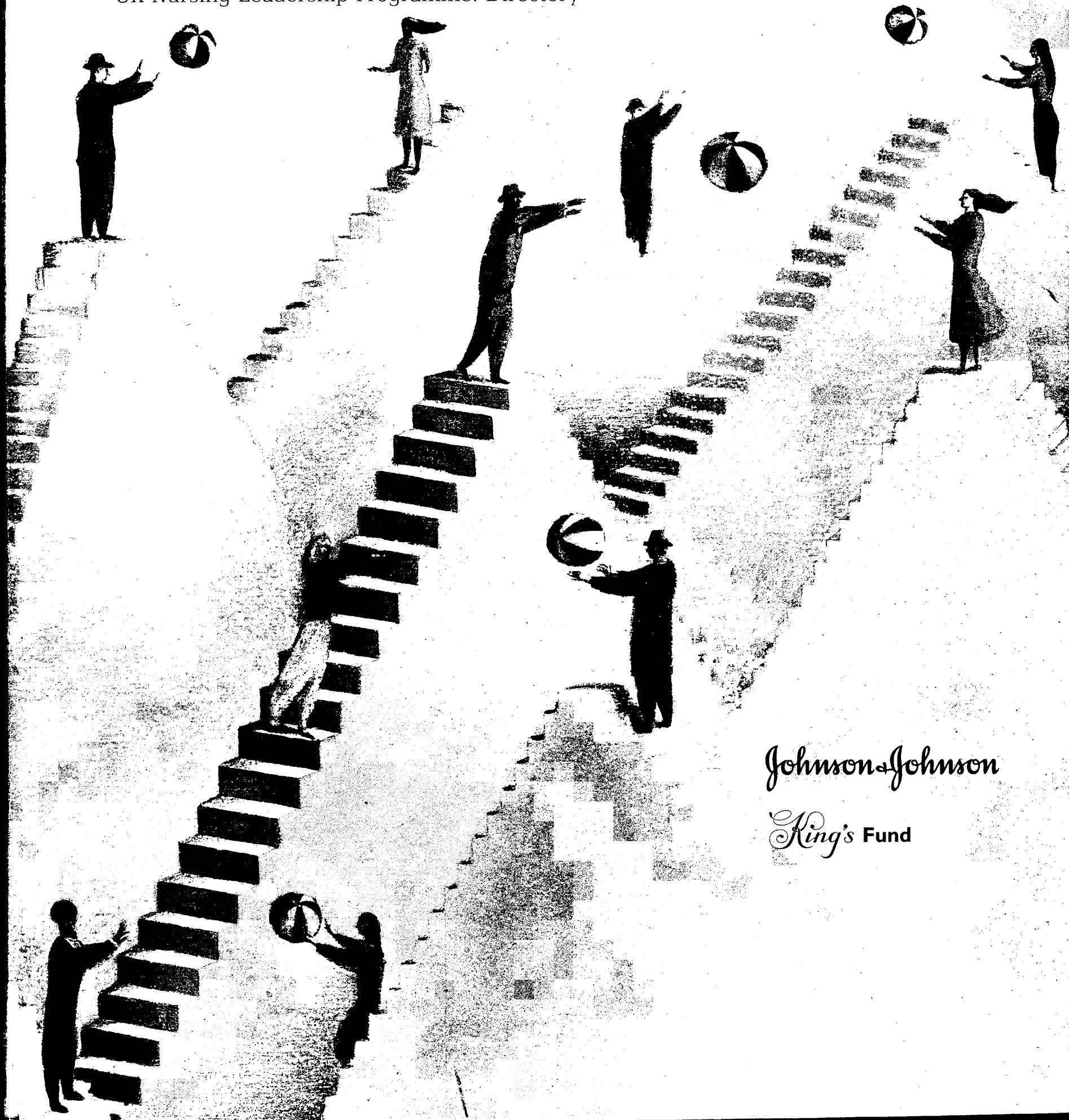


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UK Nursing Leadership Programme: Directory



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Ms Rachel Anticoni

Carelink Manager

**Carelink
Camden & Islington
Community
Health Services
NHS Trust
Block A
St Pancras Hospital
4 St. Pancras Way
London NW1 OPE**

**T: 0171 530 3990
F: 0171 530 3989**

Current Role Challenge

I am the manager of Carelink, the social care division of the Trust which provides care to individuals in the community who are on the 'cusp' of NHS and social service provision. I am responsible for the operational and contractual management of the service, including the maintenance and monitoring of present contracts and also the marketing and tendering for 'new business'. As part of my organisational development project, I have taken the lead in devising and implementing a new appraisal system throughout the entire Nursing Directorate, and incorporating this appraisal system, clinical supervision and Personal Profiling into a Trust Portfolio for all nurses in the Trust.

Key Learning from the Programme

- I have learned new ideas about organisations – how they work as they do, and the people who work with them
- I have learned the value of reflection on all aspects of work
- I have learned about the changing role of the Nurse Leader
- I have realised the importance of being creative and innovative within the organisation
- I have gained an insight into the roles of present nurse leaders

**BOARD SPONSOR
Mr D Sloman
Contracts Director
Camden & Islington
Community
Health Services
NHS Trust
Vezey Strong Wing
112 Hampstead Road
London NW1 2LT**

**T: 0171 530 3000
F: 0171 530 3083**

Current Role Challenge

- Making the shift from secondary to primary care a reality
- Improving the overall quality of service provision through an integrated approach to research, training and service development
- Developing high performance primary healthcare teams in inner city environments

**NURSE MENTOR
Ms Heather Cawthorne
NHS Executive
Anglia & Oxford RHA
6-12 Capital Drive
Linford Wood
Milton Keynes
MK14 6QP**

**T: 01908 844527
F: 01908 844548**

Current Role Challenge

My current secondment to the NHS Executive to work on a national project developing professional roles in anaesthetic services means that the challenges to my role are to:

- Encourage different professional groups to develop new ways of working together appropriately
- Support innovation that improves the quality of care for patients and job satisfaction for staff
- Establish new networking so that changes are used and shared effectively.



Ms Kathryn Bergmanski

Senior Nurse Manager

**Gwent Community
Health NHS Trust
Oakfield House
Llanfrechfa Grange
Cwmbran
Gwent NP44 8YN**

T: 01633 838521

F: 01633 643864

Current Role Challenge

I have recently been seconded from my Community Nurse Managers role into the Trust's Human Resources Department as Project Manager. This throws up many challenges as I acclimatise to working within a general management context away from the Nursing expertise and colleagues that create my usual environment. I am learning to recognise how nursing experience and values can contribute to a wider agenda, without necessarily dealing specifically with nursing issues.

Key Learning from the Programme

- Have developed a greater political awareness through exposure to different people and organisations. Learnt a lot about how behaviour can effect others and the associated influencing skills. Continued learning about areas of health care that I do not necessarily have any ground experience in.
 - Greater self-awareness of own skills and attributes, as well as how they might fit into the areas of healthcare I would want to influence.
-

BOARD SPONSOR

**Mr A Coffey
Finance Director
Grange House
Llanfrechfa Grange
Hospital
Cwmbran, Gwent**

T: 01633 838521

F: 01633 643604

NURSE MENTOR

**Ms Nola Ishmael
Nursing Officer
Department of Health
Room G23
Wellington House
133-155 Waterloo Road
London SE1 8UG**

T: 0171 972 4586

F: 0171 972 4790

Current Role Challenge

I am one of a number of Government Nurses working in the Civil service and based in London. I have responsibility in conjunction with other Civil Servants for developing policy for a specific number of subjects. I contribute the nursing dimension. The subjects I cover are wide-ranging and diverse and it is important that I keep up to date with current developments and trends so that policies are sound and relevant.

In addition to the above my role includes preparing briefing for ministers and the Chief Nursing Officer, drafting papers, contributing to speeches, Parliamentary Questions and giving advice to Ministers, the Chief Nursing Officer and other senior officials on issues relating to the subjects within my portfolio.

I liaise with the professional organisations and statutory bodies and maintain links with professionals working in the field. I see this as an important part of my role as it enables me to maintain a realistic perspective on the issues within my subjects without which my work could be viewed as far-fetched and "not being in the real world".



Ms Justine Faulkner

General Manager Adult Mental Health Services

**Lakeside Mental Health
Management Offices
WMUH Site
Twickenham Road
Isleworth
Middlesex TW7 6AF**

**T: 0181 565 5316
F: 0181 321 5315**

Current Role Challenge

Involving mental health service users in the decision making process, in a way that is meaningful to both the service user and the organisation.

Key Learning from the Programme

- That the value of the whole is greater than the sum of its parts!
- That the potential of collaborative workshop is maximised when all those involved share the view that power is infinite rather than failure.

**BOARD SPONSOR
Ms Valerie Howell
Director of Mental
Health
Trust Headquarters
Phoenix Court
531 Staines Road
Hounslow, Middlesex**

**T: 0181 565 2201
F: 0181 321 2490**

**NURSE MENTOR
Mr Tom Sandford
Royal College of Nursing
20 Cavendish Square
London W1M 0AB**

**T: 0171 409 3333
F: 0171 495 6104**



Ms Christine Halek

Senior Nurse Practitioner

**Annex Nursing
Development Unit
Pathfinder NHS Trust
Harwood House
Springfield Hospital
Glenburnie Road
Tooting
London SW17 7DS**

**T: 0181 682 6736
F: 0181 682 6724**

Current Role Challenge

Running a nurse led service outwith consultant responsibility. Developing the role of nurse as clinical consultant. Working across boundaries to provide integrated patient-centred services, particularly medical-nursing boundaries.

Key Learning from the Programme

- Strategic thinking and awareness
 - Internal and personal barriers to change and managing risk
 - Learning about my own organisation
 - Clarifying my career priorities
-

BOARD SPONSOR

**Mr D Selbie
Executive Director
of Operations &
Deputy Chief Executive
Pathfinder Mental
Health Services
NHS Trust
Springfield Hospital
61 Glenburnie Road
Tooting, London
SW17 7DJ**

**T: 0181 682 6393
F: 0181 682 6390**

NURSE MENTOR

**Mr David Benton
Regional Nurse Director
NHSE (NG-Y)
John Snow House
Durham University
Science Park
Durham DH1 3YG**

**T: 0191 301 1480
F: 0191 301 1414**



Ms Liz Lightbown

Senior Nurse

**City and Hackney
Community Services
NHS Trust
(Mental Health –
Rehabilitation Service)
15 Homerton Row
London E9 5ED**

T: 0181 919 8350

F: 0181 919 8108

Current Role Challenge

- Rehabilitation, Mental Health Services – leading/managing their integration for in-patient and community, and developing their profile and role in relation to General Adult Acute Services within the Trust. Managing the interface with external services
- Project Manager for the Investors in People Initiative (Job Roles/Descriptions and Appraisals)

Key Learning from the Programme

- Theories on leadership – different perspectives and attributes
 - Developing and allowing the Right-Side of the Brain into how I operate, perceive, feel
 - The need for space, time and thinking in order to lead or be leaderful
 - How to integrate new “ways” into ‘existing’ ways
-

**BOARD SPONSOR
Mr Ian Kent
Director of Priority
Services
City & Hackney
Community Services
NHS Trust
Priority Services
East Vins
Homerton Hospital
Homerton Row
London E9 6SR**

T: 0181 919 8664

F: 0181 919 8716

**NURSE MENTOR
Ms Pippa Gough
Royal College of Nursing
20 Cavendish Square
London W1M 0AB**

T: 0171 409 3333

F: 0171 495 6104



Ms Sara Lister

Lecturer in Clinical Nursing

**Directorate of Nursing
& Quality
Chelsea & Westminster
Hospital**
369 Fulham Road
London SW10 9NH

**T: 0181 746 8583
F: 0181 846 6539**

Current Role Challenge

In an acute hospital environment where the intensity of patient care is continually increasing my task is to create accessible and meaningful educational and professional development opportunities for nursing staff believing that this is one of the keys to providing quality patient care.

Key Learning from the Programme

- Clinical Leadership: defining and developing the role of the ward sister/charge nurse
 - Using patient information effectively: nursing diagnosis, integrated care pathways, computerised careplanning
 - Future roles in nursing practice: The scope of Professional Practice, Specialist and Advanced Practitioner Roles
 - Facilitating Development in Practice: clinical supervision, relationships between practice and education
 - Determining and Assuring the Quality of Nursing Care:
 - Discharge of patients from hospital: multi-disciplinary approach
-

**BOARD SPONSOR
Ms Christine Christofinis
Director of Operations
Management 1 Lower
Ground Floor
Chelsea & Westminster
Hospital**
London SW1 09N

**T: 0181 846 6722
F: 0181 846 6539**

Current Role Challenge

My role involves, management of a range of directly provided clinical and non clinical support services, as well as working with five clinical directorates to deliver the Trust's contracts and efficient and effective quality healthcare services.

Current projects include programmes of joint working between specialties to deliver integrated packages of care, to ensure effective management of demand and activity management as well as a host of operational matters. The Trust has just concluded the selection of commercial partner to deliver non clinical support services to the Trust on a contract which will run for seven years and is valued at some £50 million. Integration of the new partner and delivery of high quality support services is one of the current challenges of the role. The Trust has embarked on an ambitious programme to replace the Hospital's information systems and the project "Acrobat" will engage the whole organisation in alteration to the means in which services are delivered.

**NURSE MENTOR
Ms Kate Harmond
Regional Nurse Director
NHS Executive
South Thames
40 Eastbourne Terrace
London W2 3QR**

**T: 0171 725 2791
F: 0171 725 2666**

Current Role Challenge

I have had an unplanned career in the NHS, which I joined after completing my first degree in English literature and a prolonged period of travel as a "wild child" in the 1970's.

Qualified in mental health, midwifery and general nursing, I have been Director of Nursing in South Thames since September 1995.

My spiritual home is Bloomingdales in New York, and I am currently learning Spanish at Saturday school.



Ms Karen Lockhart

Senior Nurse, Projects

**Greater Glasgow
Community
& Mental Health
Services NHS Trust
Trust Headquarters
Gartnavel Royal Hospital
1055 Great Western Road
Glasgow G12 0XH**

**T: 0141 211 3610
F: 0141 211 0306**

Current Role Challenge

My organisational development project involves attempting to find innovative ways to re-skill and re-train mental health nurses who would otherwise be made redundant due to the closer of mental health in-patient facilities. I am working with local universities to find shortened, but high quality, retraining packages to other parts of the nursing register, social work and professional allied to medicine.

Other role challenges include a pilot site for nurse prescribing and implementing clinical supervision across community nursing, learning disability and mental health nursing. I am involved in introducing integrated care pathways to the community in Glasgow and am active in improving services for people living with, and dying of, cancer.

Key Learning from the Programme

The most exciting thing about the programme has been the discovery of my right brain! Much emphasis has been placed on being "alternative" and the Programme has exposed me to yoga, mediation and art. This has led to a considerable reduction in stress levels and a new way of approaching challenges. In addition, I have greatly valued the introduction to the whole system approach to management, and the different perspective that has given me on the world.

BOARD SPONSOR

**Mr I A Reid
Director of Human
Resources. Greater
Glasgow Community &
Mental Health Services
NHS Trust
1055 Great Western Road
Glasgow G12 0XH**

**T: 0141 211 3852
F: 0141 211 3985**

NURSE MENTOR

**Ms Sheila Drayton
Nurse Director University
Dental Hospital NHS
Trust, Health Park,
Cardiff CF4 4XY**

**Nursing and
Management Consultant
Sheila Drayton Associates
208 Fidlars Road,
Cardiff CF4 5NA
T/F: 01222 754879**

Current Role Challenge

My portfolio career enables me to remain within the NHS and to devote time to my specific areas of interest and expertise. These are strategic service reviews, and working with clinical teams to introduce more effective models of service delivery in primary and secondary care; and contributing to management programmes for clinicians and managers. The challenge is constant, and it is to assist both managers and clinicians to appreciate each others perspectives and priorities. In my NHS role the key challenge is to facilitate organisational development and lead the preparation for the Investors in People Assessment.



Ms Helen MacKinnon

Professional Officer (Nursing)

**National Board for
Nursing Midwifery
& Health Visiting for
Scotland**
22 Queen Street
Edinburgh EH2 1NT

T: 0131 226 7371

F: 0131 225 9970

Current Role Challenge

Sustaining educational developments through organisational change.

Key Learning from the Programme

Enhanced understanding of and insight into organisations, groups, self and their relationships.

BOARD SPONSOR
Mr George J Brechin
Chief Executive
Fife Healthcare
NHS Trust
Cameron House
Cameron Bridge
Leven KY8 5RG

T: 01592 712812

F: 01592 712762

Current Role Challenge

I took over as Chief Executive of Fife Healthcare full time in October 1996. The Trust faces major cultural and service problems, including the loss from 1 April of approximately 8% of its business to a neighbouring provider. It also faces a 1996/97 deficit approaching £4m, or 6% of income. The challenge is to turn the position around.

NURSE MENTOR
Ms Judith Hill
Chief Nursing Officer
Department of Health
Northern Ireland
Dundonald House
Upper Newtownards
Road
Belfast BT4 3SF

T: 01232 520500

F: 01232 524421

Current Role Challenge

Reshaping nursing, midwifery and health visiting practice and education to meet regional strategy for health and well-being. Issues include:

- Securing appropriate acute services for rural and urban communities, taking account of clinical effectiveness, use of telemedicine and impact of changes in medical education
- Developing primary care based services, nurse practitioner roles, nurse prescribing
- Developing women centred maternity care with enhanced midwifery roles
- Developing community development approaches by nurses, midwives and health visitors to targeting health and social need
- Developing education commissioning approaches to secure an appropriately skilled workforce

Ms Julie Pearce

Nursing Development Manager

**Southampton General
Hospital
Tremona Road
Southampton
Hants SO16 6YD**

T: 01703 796179

F: 01703 794695

Current Role Challenge

My current role challenge is to influence and support the operational and strategic development of nursing within the Trust in response to national policy and local service demands and ambitions. This includes work around practice, practice development, education, research, resource management and leadership. My working day involves providing professional advice, facilitating ideas, and project work.

Key Learning from the Programme

The programme has been excellent and extremely challenging. The learning for me in this first year has focussed on personal effectiveness and exploring abilities, preferred approaches to work, and identifying ways in which different approaches may add to effectiveness particularly in relation to communicating ideas and working with groups of people.

The theoretical themes of diversity and organisations as complex social systems has influenced my understanding of the organisation I work in. This has opened up opportunities for dialogue with people in different areas of the organisation which in turn adds to the richness of learning and understanding. The two aspects which have had the greatest impact have been nature of relationships and the political environment.

The exploration of the theme of leadership has enabled me to expand my thinking around its nature and purpose. The next year will enable me to find ways of building leadership into development opportunities for nurses and others within the Trust.

BOARD SPONSOR

Mr D Gibson

**Director of Human
Resources**

**Southampton University
Hospitals Trust
Trust Management
Offices**

**Southampton General
Hospital
Tremona Road
Southampton SO16 6YD**

T: 01703 796180

F: 01703 794153

Ms Julie Pearce continued

NURSE MENTOR

Mr Jonathan Asbridge

Nursing Director

Oxford Radcliffe

Hospital

Headley Way

Headington

Oxford OX3 9DU

T: 01865 221382

F: 01865 741408

Mrs Helen Potts

Service Development Manager/Professional Nurse Adviser

WORKPLACE

**Learning Disabilities
Directorate
Combined Healthcare
NHS Trust
Stallington Hall
Stallington Road
Blythe Bridge
Stoke-on-Trent ST11 9QL**

**T: 01782 388222
Ext: 3293
F: 01782 395221**

Current Role Challenge

Facilitating and taking a lead role in staff and organisational development as the learning disability services move to new community based homes and facilities.

Key Learning from the Programme

Greater self awareness leading to increased self belief in my skills and abilities; and the range of areas of which I am able to operate effectively.

BOARD SPONSOR

**Mr G Warren
Chief Executive
North Staffordshire
Combined
Healthcare NHS Trust
Bucknall Hospital
Eaves Lane
Bucknall
Stoke on Trent ST3 6RR**

**T: 01782 275025
F: 01782 213682**

Current Role Challenge

Glen Warren has been Chief Executive of Combined Healthcare since 1994. He was previously Unit General Manager for Primary Care Services in North Staffordshire and unit Administrator for Redbridge H.A. North East Thames.

He is Project Co-ordinator for Tipping The Balance Towards Primary Health Care, a World Health Organisation collaborative project.

Combined Healthcare is a combined Trust providing services in Mental Health, Primary Care, Elderly Care and Learning Disabilities with a contract income of some £77.4m.

The Trust is currently subject to major change with the imminent closure of a Learning Disabilities Unit which in 18 months has declined from 300 beds to 50 and will close during the summer. The Trust is also in the final stages of completion of a PFI bid for restructuring of Mental Health Services. It has a large provision in community hospitals with contributing care beds which will form part of a restructuring to enable the development of acute services within North Staffordshire.

NURSE MENTOR

**Ms Sue Gregory
Nursing Director
Gwent Community
NHS Trust
Grange House
Llanfrechfa Grange
Llanfrechfa, Cwmbran
Gwent NP44 8YN**

**T: 01633 838521
F: 01633 643864**



Ms Elaine Rosser

Clinical Practice Development Support Nurse

**Royal Liverpool &
Broadgreen Hospitals
Trust
Phoenix Development
Services
Cedar House,
Prescot Street
Liverpool L7 8XP**

**T: 0151 706 2000
Ext: 2940
F: 0151 706 2945**

Current Role Challenge

To move from my present post that I am comfortable in, into a operational/strategic post that will enable me to influence healthcare for the benefit of the patient I have managed to focus on my skills and the specific organisation I would function well within. It is just seizing the opportunity when it arises. Meanwhile I am using influencing skills to develop new skills as opportunities arise.

Key Learning from the Programme

- How to influence healthcare developments positively, using specific learn skills ie selling and promoting new ideas
- Self-awareness and reflection in and past action to improve performance in the organisation I work in
- Political awareness – understanding the broader picture than nursing and how to work effectively/efficiently within this
- Recognising hidden opportunities and capitalising on them
- Understanding the complex diverse and challenging life of organisations and survival techniques to work well within these.

**BOARD SPONSOR
Mr D Cain
Deputy Chief Executive
Royal Liverpool and
Broadgreen
University Hospitals
Trust
Prescot Street
Liverpool L7 8XP**

**T: 0151 706 3140
F: 0151 706 5824**

Current Role Challenge

I took up my appointment as Deputy Chief Executive at the Royal Liverpool and Broadgreen University Hospitals NHS Trust on 1 April 1995 following the merger of two first wave Trusts to create one of the largest teaching hospitals in the United Kingdom. This Board level appointment supports the Clinical Chief Executive and represents a fairly unique model of management within the current NHS. I am formerly a Regional Director of Primary Care for the North West and previously was the Chief executive of the Walton Centre for Neurology and Neurosurgery.

My active interests are in the primary and secondary care interface, organisational change and management systems.

**NURSE MENTOR:
Mr Lance Gardner
39 Windermere Road
Dewsbury WF12 7PQ**

T: 01924 468798

Current Role Challenge

My main aim this year is to ensure that the Trust I work with as a pilot site accepted within the "Choice and Opportunity" initiative. Secondly, I would like to identify a role for myself within a pilot site, developed from the above mentioned.

I want to develop sound and reliable skills in Project Management, and I would like to learn to be more of a "Completer/Finisher" as well as an Innovator.

Finally, to quote Reg Pyne, I don't want to be a victim of change. I want to be a manager of change.



Ms Sarina Saiger

Clinical Nurse Adviser

**Bede Day Hospital –
Bede Wing
South Tyneside District
Hospital
Harton Lane, South
Shields
Tyne & Wear NE34 OPL**

**T: 0191 454 8888
Ext: 2680
F: 0191 202 4180**

Current Role Challenge

I see my current role challenge as being the development of training packages to assist the education of Healthcare Assistants to enable them to become the true support workers of tomorrow's healthcare system, in conjunction with this, for qualified nurses, I see my current role challenge, as empowering them to take control of their career pathways, bridging the theory practice gap by ensuring true understanding of the concept of research.

My interests and developments include:
Mental Health Research – Community/Acute; Women's Issues; European Nursing Issues/Developments; Mental Health – Health Promotion

Key Learning from the Programme

Networking; Board Level Working; Communications at Board Level;
Media/Awareness Training; Organisational Strategy

**BOARD SPONSOR
Mr Bernard Lee
Executive Director of
Finance
& Business Planning
South Tyneside
Healthcare Trust
South Tyneside District
Hospital
Harton Lane,
South Shields
Tyne & Wear NE34 OPL**

**T: 0191 454 8888
F: 0191 427 9908**

Current Role Challenge

Maintaining stability within the organisation. We have a new Chairman appointed last November and the Chief Executive is retiring in July. These changes coupled with the need to achieve a large cost improvement target create uncertainty within the organisation. It is an important part of my role to provide reassurance throughout the organisation via the Finance and Business Planning teams.

In the same vein, during the last 12 months I have lost three senior finance staff through retirement. Unifying the new team and boosting their confidence levels is an important current task.

**NURSE MENTOR
Ms Neslyn Watson-Druee
Consultant
Beacon Organisational
Development
& Training Services
1 Rowlls Road
Kingston KT1 3ET**

T/F: 0181 549 0505

Current Role Challenge

Supporting teams and boards to focus on their purpose, performance management and harmonising work environments to enable people to release their creativity and intelligence. Enabling people to see the wider applications of psychological typologies in influencing styles and exploring the 'shadow self'.

Keeping race on health service agenda as good practice in service development, social justice and economic imperative. Motivating and support and supporting staff who have been treated unfairly to develop political skills and strategies to enhance their visibility and market their credibility. Reviewing my own development and constantly enabling myself to keep ahead of the game. Protecting my credibility as a mover and shaker in race and health service development. Making time to balance my life attend to my garden and exploring the gifts of my shadow.



Ms Susan Scott

Head of Nursing Practice

**Northwick Park NHS
Trust
Watford Road
Harrow
Middlesex HA1 3UJ**

**T: 0181 869 2056
F: 0181 869 2422**

Current Role Challenge

We need to collaborate and share our ideas and good practices around patient care. I will be developing links and working in co-operation with other local providers, purchasing authorities and GP's to look at ways of improving our services by working outside the traditional and hierarchical boundaries.

I will be strengthening hospital nursing within the Trust by working with different groups of staff. Using creative process eg story telling and collage I hope to promote and encourage possibilities, bigger, newer and better ideas on what we can achieve and how effective it might be. This work is likely to include many and varied "stakeholders" of nursing.

This year I will be working to identify staff within the Trust from a broad range of clinical and managerial backgrounds who will be able to make a difference to our service. A leadership programme where learning takes place together is being developed for this group and currently awaits funding.

Key Learning from the Programme

A much deeper understanding of who I am, what kind of leader I am and what kind of leader I want to be.

Following the "Organisational Raid" I have been able to transfer the learning to my own Trust and from that possibilities have emerged and frustrations lessened.

Through mentorship I have learnt greatly around the nature of how things happen at Board level. I have attempted and had some success with influencing people at all levels in the organisation.

Conflict is an area where I have learnt that to understand and engage with the difficulty, then to work with it may actually be the key to creativity and new ideas.

**BOARD SPONSOR
Mr Gary Ward
Non Executive Director
93 Blacketts Wood Drive
Chorleywood
Hertfordshire WD3 5PS**

T/F: 01923 447918

Current Role Challenge

As a Non Executive Director I find myself in a minority as a Mentor, my background is from business and commerce having operated at a senior Board level for a number of years. I do not however consider this as a disadvantage due to the significant leadership and personal development content of the course. Within the hospital I have to divorce my Board duties from my Mentor duties in order to give a balanced and reasoned response top issues that affect Susan Scott which are by definition part of the day to day operations of the hospital.

Confidentiality is of supreme importance and any achievements that Susan makes within her current role and future career have to have originated from and be owned by Susan. My role is to support and give guidance, where required, to her to enable her to make the right decisions about her future based on a careful self assessment of her true motivations and beliefs.

Ms Susan Scott continued

NURSE MENTOR

Mr Iain Graham

**Head of Department –
Nursing**

**Midwifery and Health
Visiting**

**Institute of Health and
Community Studies
Bournemouth University
Christchurch Road
Bournemouth BH1 3LG**

T: 01202 504318

Ext: 4404

F: 01202 504326

Current Role Challenge

I lead an academic department of Nursing, Midwifery and Health Visiting at the University of Bournemouth, Dorset, UK.

My teaching interests lie in the area of:

Primary Focus:	Leadership
	NHS Development
	Nursing theory development
Secondary Focus:	IPS/Communication
	Research Methods
	Mental Health

My Research interests lie in the following area:

Primary Focus:	Practice development via the use of new paradigm research
Secondary Focus:	Role development

I represent Nurse development in a number of national and international initiatives as well as being involved in leadership activities at a local and University level.

My current challenges are to:

1. Complete my doctorate which has looked at how Nurses develop personal mastery and artistry in practice
2. Development and create a clinical department of Nursing associated with the academic.



Ms Christine Sharples

Head of Primary Care

Fulwood Clinic
Lytham Road
Fulwood
Preston PR2 8JB

T: 01772 729121
F: 01772 787395

Current Role Challenge

Empowering staff and enabling them to make the transition from unprofessional management to a model of team co-ordinators and self managed nursing teams in a primary care setting.

Key Learning from the Programme

Living on the edge of chaos is necessary for innovation and development to happen – and it can actually be fun!

BOARD SPONSOR

Mr M Carolan
Director of Human
Resources
Guild Community
Healthcare NHS Trust
Human Resources
Department
Moor Parkhouse
46 Garstand Road
Preston
Lancs PR1 1NA

T: 01772 562656
Ext: 141
F: 01772 200220

NURSE MENTOR

Ms Pippa Bagnall
Queen's Nursing
Institute
3 Albemarle Way
London EC1V 4JB

T: 0171 490 4227
F: 0171 490 1269

Current Role Challenge

Since the publication of four white papers on the development of a Primary Care Led NHS and the NHS: A Service with Ambitions in 1996, the workload of The Queen's Nursing Institute has increased dramatically. The unique contribution from a non membership political body appears to be valued and respected, particularly in relation to promoting the nurses' contribution to the development of Primary Care Organisations. The proposed changes offer many exciting opportunities for nurses and it is critical they are encouraged to be creative in the development of service delivery, support of which is readily available from the Queen's Nursing Institute. However, my current role challenge is to balance a growing professional agenda with my personal and professional development. I am half way through a Masters degree in Health Management which I am thoroughly enjoying and benefiting from but increasingly my professional workload is eroding my time for personal study. The dilemma lies in my desire to enhance the nursing professions influence on the development of a Primary Care Led NHS whilst waiting to complete my degree.



Ms Kate Smook

Acute Services Manager

Services for Elderly People
Forest Healthcare Trust
(from 6 May 1997)

Home Address:
42b Kilworth Avenue
Southend on Sea
Essex SS1 2DT

T: 0181 539 5522
Ext: 5420
F: 0181 535 6964

Current Role Challenge

New post, managing 7 existing wards and 1 ward due to transfer to the service combining operational management with practice development.

Key Learning from the Programme

- Risk taking and dealing with conflict
- Personal effectiveness
- Managing the business

BOARD SPONSOR
Mr P Mullin
Operational Director
(Primary & Community
Health Services)
Forest Healthcare
NHS Trust
Claybury Hall
PO Box 13
Woodford Green
Essex IG8 8DB

T: 0181 535 6807
F: 0181 535 6439

Current Role Challenge

The most challenging aspect of my current role of Operational Director for Primary and Community services is to maintain the throughput of patients through services and protect basic quality standards in the face of a decreasing funding base in real terms and chronic workforce supply problems in some professions and specialties. The resource trend (down) is almost perfectly inversely related to demand trend (up – for emergency care and reduced waiting times) and patient expectations (up). Otherwise, life's a breeze!

NURSE MENTOR
Ms Shirley Goodwin
Hillingdon Health
Authority
Kirk House
97-109 High Street
Yiewsley
West Drayton
Middlesex UB7 7HJ

T: 01895 452056
F: 01895 452050



Ms Rachel Sowter

Clinic Manager/Senior Sister

**Outpatients Department
Good Hope Hospital
NHS Trust
Rectory Road
Sutton Coldfield B75 7RR**

T: 0121 378 2211

F: 0121 311 1087

Current Role Challenge

I believe the most significant role challenge facing me in 1997/98 will be the role my department plays in developing patient focussed care across the Trust.

The challenges I am facing include:

- Leading staff through the change process
- Ensuring nursing staff are educated and prepared to function in new roles
- Contributing to the Trust's strategy 'Patient Carer The Nursing and Midwifery Contribution'
- Ensuring that nursing's contribution within Outpatients is maximised

Key Learning from the Programme

- Confident in my own values and beliefs
- Challenge and confirmation of my strengths and weaknesses
- Increased political awareness
- Working and learning outside my own organisation
- Using insights from programme in the working situation
- Managing increased staff performance through increased self awareness and greater self-management
- Moving on to something different

**BOARD SPONSOR
Mr Ian Cleminson
Personnel Director
Good Hope Hospital
NHS Trust
Rectory Road
Sutton Coldfield
West Midlands B75 7RR**

T: 0121 378 6021

F: 0121 311 2965

Current Role Challenge

I am currently an Executive Director with 29 years' NHS experience. I have corporate responsibility to ensure Trust fulfils its statutory obligations and provides high quality services to patient, GPs and Purchasers.

Individual accountability for organisational development, all Personnel and training matters, Occupational Health and health and safety.

**NURSE MENTOR
Ms Liz Hewitt
Director of Nursing &
Quality
Bridgend & District
NHS Trust
Trust Headquarters
71 Quarella Road
Bridgend
Mid Glam CF31 1YE**

T: 01656 752752

F: 01656 665377



Mr Mark Steer

Team Leader

**North Cornwall
Community Mental
Health
Wadebridge Health
Office
Brooklyn
Wadebridge
Cornwall PL27 7AT**

**T: 01208 815903
F: 01208 251512
Voicemail: 01208
251319**

Current Role Challenge

To successfully lead a multi-disciplinary team to provide a comprehensive, quality 24 hour Community Mental Health Service to the people of North Cornwall. To strengthen the relationships and enhance service provision at the interface between primary and secondary care by working closely with service users, General Practitioners, Social Services and other agencies.

In addition to providing services, to purchase quality Mental Health from a wide range of other Mental Health providers. To remain healthy, energetic and passionate about the provision of Community Mental Health. To provide ongoing leadership support to enable the North Cornwall Community Mental Health Team members to provide dynamic and creative mental health to the people of North Cornwall. To be well informed of advances and developments in community mental health.

Key Learning from the Programme

- To see beyond horizons.
- Personal leadership development and confidence.
- In-depth awareness of health politics.
- Creative approaches to process, facilitating a richness of outcomes.
- The real value and understanding of networking and mentorship.
- To learn from the opportunity to meet with and listen to current health leaders.

**BOARD SPONSOR
Mr P Sanders
Chairman
Trust Headquarters
Porthpean Road
St. Austell
Cornwall PL26 6AD**

**T: 01726 291007
F: 01726 291084**

Current Role Challenge

Implementing a joint Social Services and Health Authority Mental Health Strategy which will close the main mental health hospital and provide a county wide community based service with a significant reduction in beds.

With the Health Authority and other Trusts to restructure the community hospital provision to assist the Health Authority recover from a £4m recurring funding deficit.

To rationalise the Trust's estate, in conjunction with the two above, to reduce the operating costs of the Trust. At best this will achieve combining inpatient services in each major town in Cornwall onto a single integrated healthcare facility from the present 2, 3, 4 and sometimes more.

Managing 4,500 staff in 23 hospitals and 75 other healthcare facilities across 1400 square miles of rural Cornwall.

Managing ever increasing public expectation of healthcare provision in a period of, for all practical purposes, reducing resource levels.

Interpreting and implementing a continuing care strategy which places ever increasing responsibilities on Trust clinical staff and increasing financial risk and exposure to the Trust in the short and long term.

Mr Mark Steer continued

NURSE MENTOR
Mr Ben Thomas
Maudsley Hospital
Denmark Hill
London SE5 8AZ

T: 0171 703 6333
F: 0171 252 7570

Current Role Challenge

I am a Director of Clinical Services and Chief Nurse Advisor at the Bethlem and Maudsley NHS Trust. The Trust has a world wide reputation for advancing mental health care. Current role challenges include maximising the opportunities for nurses who are going to enrich nursing practice and influence future developments. Increasing opportunities will mean overcoming conventional limitations and being prepared to move outside traditional ways of providing healthcare.



Ms Karen Tomlinson

Clinical Effectiveness Development Manager

North Nottinghamshire
Health
Ransom Hall, Southwell
Road West
Rainworth, Mansfield
Notts NG21 OER

T: 01623 22515
Ext: 4632
F: 01623 653527

The Kings Mill Centre
Mansfield Road
Sutton in Ashfield
Notts NG17 4JL

T: 01623 22515
Ext: 3243
F: 01623 25449

Current Role Challenge

Maintaining the balance in working jointly for both a purchaser and a provider and integrating national policy into local activity. Also, achieving a balance between the corporate agenda and the focus of nursing issues.

Key Learning from the Programme

Recognising the need for local, regional and national networking and the value of a learning set that provides a safe, confidential and supportive environment.

BOARD SPONSORS
Dr Christine Hopton
Executive
Director/Director Public
Health
North Nottinghamshire
Health
Ransom Hall
Rainworth, Mansfield
Nottingham NG21 OER

T: 01623 22515
F: 01623 653527

Mr Steve Kearsly
Executive Director of
Personnel
The Kings Mill Centre
Mansfield Road
Sutton in Ashfield
Notts NG17 4JL

T: 01623 22515
Ext: 3261
F: 01623 672327

Current Role Challenge

Managing a multi-disciplinary Department of Public Health and Clinical Practice

Maintaining specialist skills and knowledge.

Ms Karen Tomlinson continued

NURSE MENTOR

Ms Wendy Hewitt-Sayer
Brown Lion House
Llanmaes
Vale of Glamorgan
CF61 2XR

Current Role Challenge

I am currently working on a project "The Developing Role of the Clinical Nurse" for the Nursing Division at the Welsh Office. Having spent the last 6 years as a Trust nurse executive. I am seeking a change and exploring alternative senior nursing and health service roles for my future.

T/F: 01446 795026



Ms Elaine Speirs

Services Manager for the Elderly

**Watford General
Hospital
Vicarage Road
Watford
Hertfordshire WD1 8HB**

**T: 01923 244366
Ext: 7305
F: 01923 217715**

Current Role Challenge

A joint post as a Specialist Nurse in Elderly Care across two Trusts hospital and community. Part of a service whose aim is to promote and respond to health needs of older people with a preparedness to cross professional, territorial and organisational boundaries.

- Introducing a model of Ambulatory Care based on an Integrated Pathway for the elderly with acute medical and surgical conditions
- developing a computerised programme in a functional rehabilitation unit that delivered measurable outcomes

Key Learning from the Programme

An opportunity to widely explore and to have a better understanding of different organisations and how they are effective. To have the freedom to a part of and to observe group workings. To examine a variety of relationships and connected developments. To be given the luxury to look at my 'self' and how I interact and evolve.

**BOARD SPONSOR
Ms Joan Palmer
Quality Director
Mount Vernon &
Watford Hospitals NHS
Trust
Vicarage Road
Watford
Herts WD1 8HB**

**T: 01923 217612
F: 01923 217440**

Current Role Challenge

I have a BA (Hons) MBA and joined the NHS 7 years ago as a part time Voluntary Services Organiser and have since worked as a Ward Manager (the Balmoral project), Business Development Manager, Directorate Manager and I am now a Director of Mount Vernon and Watford NHS Hospitals Trust with current responsibility for quality issues, contracts and now am the Lead for Elderly Services.

As the Director with particular responsibility for quality, I am involved in a variety of issues reflecting the 3 major perspectives on quality that we support in this acute Trust: client/professional/efficient use of resources. There are a range of initiatives to support each perspectives, for example:

- client: satisfaction/complaints information use and Patient's Charter Standards
- professional: clinical audit/effectiveness and risk management
- efficiency: business planning and service re-configurations and quality assurance – including the King's Fund Organisational Audit accreditation.

The challenge does not lie in being involved in a range of interesting (and sometimes exciting) projects – that's fun! Rather the challenge lies in co-ordinating them so that a gain in one area is not a loss in another, ie so that the total service is improved to patients.

Ms Elaine Speirs continued

NURSE MENTOR

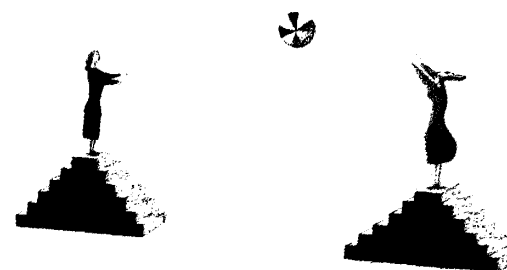
Mr David Thompson
Professor of Nursing
Institute of Nursing
Studies
University of Hull
Cottingham Road
Hull HU6 7RX

**T: 01482 466161/
466220**

F: 01482 466699

Current Role Challenge

In my role as Professor of Nursing and Director of Research and Development in the School of Health at the University of Hull, I work with a team of colleagues to establish a strong research profile in nursing in particular and health in general. We have developed three programmes of work, each of which comprises four or five projects. These programmes are: cardiac rehabilitation; primary and community health care; and organisation and delivery of acute care. Central to the work in all three programmes is the assessment of clinical effectiveness. We ensure that research findings are, whenever possible, notes upon and reflected in the development of clinical practice. Particularly strong links have been developed between the University and the local NHS trusts to bring nursing research and practice closer together. Through emphasis is placed on multi-disciplinary collaboration, we are careful to ensure that recognition is given to nurses' and nursings' unique and valuable contribution.



Mrs Pauline Werhun

Deputy Director of Nursing Practice & Clinical Development

**Sandwell Healthcare
NHS Trust
Sandwell General
Hospital
Lyndon
West Bromwich
W Mids B71 4HJ**

**T: 0121 607 3473
F: 0121 607 3343**

Current Role Challenge

- Nursing contribution to Primary Lead NHS
- Year of the Nurse Initiative (Retention, Recruitment, Skills, Best Practice)
- Multi-skilling in Primary Care
- The Specialist Practitioner role
- Career Pathways and Personal Development
- Multi-agency working

Key Learning from the Programme

- Value of National Networking
- Experiencing large/small group dynamics
- Assisting in programme development/evaluation
- Relating Leadership Theory i.e. Practice and Personal Development
- Power of the Unspoken Word
- Understanding Organisations

**BOARD SPONSOR
Mr Antony Sumara
Director of Primary Care
and Child Health
Management Block
Sandwell General
Hospital
Lyndon
West Bromwich
W Mids B71 4HJ**

**T: 0121 607 3158
F: 0121 607 3343**

Current Role Challenge

- To lead Primary Care developments
- To participate in a National Action Learning Set for Primary Care
- To develop a variety of models for innovative Primary Care delivery
- To work collaboratively in developing the UK's first Health Park – Neptune
- To develop Resource Centres within Primary Care
- To further develop multi-agency working

**NURSE MENTOR
Mr Simon Old
Nursing Officer
Clinical Information
NHS Executive
Department of Health
Room 7/E/24
Quarry House
Quarry Hill
Leeds LS2 7UE**

Current Role Challenge

I work for the NHS Executive as a Nursing Officer with responsibilities for NHS Information Management Technology and clinical information related issues. The focus of my work is the use and management of clinical information in support of clinical and management processes. Working with the clinical professions I am involved in national developmental programmes associated with, "A Language of Health", electronic patient records, clinical record standards and integrating information management and use into curricula.



Ms Pauline Werhun

Deputy Director of Nursing Practice & Quality

Sandwell Healthcare
NHS Trust
Sandwell General
Hospital
Lyndon
West Bromwich
W Mids B71 4HJ

T: 0121 553 1831
F: 0121 607 3343

BOARD SPONSOR
Mr Antony Sumara
Director of Business
Development &
Contracts, Management
Block,
Sandwell General
Hospital
Lyndon
West Bromwich
W Mids B71 4HJ

T: 0121 607 3158
F: 0121 607 3343

NURSE MENTOR
Mr Simon Old
Nursing Officer
Clinical Information
NHS Executive
Department of Health
Room 7/E/24
Quarry House
Quarry Hill
Leeds LS2 7UE

T: 0113 2545065
F: 0113 2546075

Current Role Challenge

I work for the NHS Executive as Nursing Officer with responsibility for NHS Information Management and Technology and clinical information related issues. The focus of my work is the use and management of clinical information in support of clinical and management processes. Working with the clinical professions I am involved in national developmental programmes associated with, "A Language of Health", electronic patient records, clinical record standards and integrating information management and use into curricula.

1997 NURSE MENTORS

Ms Anne-Marie Rafferty
London School of Hygiene & Tropical Medicine
Keppel Street
London WC1

Ms Rosemary Kennedy
Director of Nursing Services
Addenbrookes NHS Trust
Addenbrookes Hospital
Hills Road
Cambridge CB2 2QQ

Ms Irene Scott
Director of Nursing & Quality
Leicester Royal Infirmary NHS Trust
Infirmary Square
Leicester LE1 5WW

Ms Cathy MacCargow
Chief Nursing Advisor
Leicestershire Health
Gwendolen Road
Leicester LE5 4QF

Mr Christopher Butler
Assistant Chief Nursing Officer
NHS Executive
Room 4W53
Quarry House, Quarry Hill
Leeds LS2 7UE

Ms Helen Glennister
Patch Manager – Information
Anglia & Oxford RHA
6-12 Capital Drive
Linford Wood
Milton Keynes MK14 6QR

Mr Chris Johns
Reader in Advanced Nursing Practice
Luton & Dunstable Hospital
Lewsey Road
Luton, Beds. LU4 ODZ

Mr Richard MacMahon
Director of Nursing Services
Rugby NHS Trust
Hospital of St. Cross
Brookfield House
Barby Road
Rugby CV22 5PX

Mr Malcolm Anderson
Nurse Executive
Hull & Holderness Community Health NHS Trust,
Victoria House
Park Street
Kingston upon Hull HU2 8TD

Ms Jean Faugier
Regional Nurse Advisor
North West Regional Health Authority
930/932 Birchwood Boulevard
Millenium Park, Birchwood
Warrington WA3 7QN

Mr Martin Bradley
Senior Nursing Officer
Department of Health for Northern Ireland
Dundonald House
Upper Newtownlands Road
Belfast BT4 3SF

Ms Ami David
Clinical Director
Ravensbourne NHS Trust
36 Oakwood Avenue
Beckenham
Kent BR3 2PJ

Ms Karen Parshley
Director of Nursing
Brighton Healthcare NHS Trust
The Royal Sussex County Hospital
Eastern Road
Brighton, East Sussex
BN2 5BE

1997 Nurse Mentors continued:

Ms Cathy Balcombe
Bromley Hospitals NHS Trust
Farnborough Hospital
Farnborough Common
Orpington
Kent BR6 8ND

Ms Sheila Hunt
Hera of School of Women's Health Studies
Good Hope Campus
Rectory Road
Sutton Coldfield
Birmingham B75 7RR

Mr Ken Hoskins
Primary Care Development Manager
& Nursing Advisor
North Yorkshire Health Authority
Ryedale Building (3rd Floor)
60 Piccadilly
York YO1 1PE

Ms Pat Kelly
Director of Nursing
RVI & Associated Hospitals NHS Trust
Queen Victoria Road
Newcastle Upon Tyne
NE1 4LP

Ms Katrina Neal
Professional Officer for Adult & General Nursing
UKCC
23 Portland Place
London W1N 4JT

Professor Sue Frost
ENB
East Villa
109 Heslington Road
York YO1 5BS

Mr Iain Graham
Associate Dean-Nursing & Midwifery
Bournemouth University
Bournemouth House
Christchurch
Bournemouth
Dorset BH1 3LG

1997 BOARD SPONSORS

Mr Graham Stephenson
Director of Planning and Performance Management
Severn NHS Trust
Rikenel, Montpellier
Gloucestershire
GL1 1LY

Ms John McCormick
Director of Human Resources
Argyll and Bute NHS Trust
Aros
Lochgilphead
Argyll PA31 8LB

Mr K. W. Brewer
Chief Executive
Renfrewshire Healthcare NHS Trust
Dykebar Hospital
Grahamston Road
Paisley PA2 7DE

Mr Jeremy Taylor
Chief Executive
Trust Headquarters
Westholme, Woodend Hospital
Eday Road
Aberdeen AB15 6LS

Ms Gillian Whittington
Strategy Director
50 Ladbroke Grove
London W11 2PA

Mr Martin Barkley
Chief Executive
Nottingham Healthcare NHS Trust
Duncan Macmillan House
Porchester Road
Nottingham NG1 6AA

Ms Margaret Edwards
Director of Clinical Services
Wexham Park Hospital
Wexham, Slough
Berkshire SL2 4HL

Mr Fred Little
Chief Executive
Kingston & District Community NHS Trust
Claremont
60 St James Road
Surbiton
Surrey KT6 4QL

Mr I. Kenyon
Director of Personnel
West Dorset General Hospitals NHS Trust
Trust Headquarters
West Dorset Hospital
Damers Road, Dorchester
Dorset, DT1 2JY

Mr Chris Butler
Director of Finance & Information
West Middlesex University Hospital NHS Trust
Twickenham Road
Isleworth
Middlesex TW7 6AF

Mr Stuart Fletcher
Chief Executive
Pembrokeshire NHS Trust
Withybush Hospital
Haversfordwest
Pembrokeshire

Mr Paul Keane
Deputy Director
School of Health
University of Teesside
Middlesbrough
TS1 3BA

Mr Richard James
Chief Executive
Severn NHS Trust
Rikenel
Montpelier
Gloucester GL1 1LY

1997 Board Sponsors continued

Mr M Robson
Director of Finance
Finance Dept
Royal Victoria Infirmary
Queen Victoria Road
Newcastle upon Tyne
NE1 4LP

Mr Nick Kendall
Medical Director
12-18 Lennard Road
Croydon CR9 2RS

Mr. Graham Elvy
Financial Director
Reay House
108 Landor Road
Stockwell
London SW8 9NT

Mr Peter Clarke
Chief Executive
Mental Health Services of Salford
Bury New Road
Prestwich
Manchester M25 3BL

Mrs June Mulroy
Director of Finance & Contracting
Chelsea & Westminster Healthcare
369 Fulham Road
London SW10 9NH

Mr Chris Humphris
Chief Executive
Northumberland Community Health Trust
St Georges Hospital
Morpeth
Northumberland NE61 2NH

Ms Wendy Saviour
Director of Health Care Development
Doncaster Royal Infirmary
Armthorpe Road
Doncaster DN2 5LT

ADVISORY GROUP

Ms Jenny Wilson Barnett
Professor
King's College
Cornwall House
Waterloo Road
London SW1 8WA

Dr David Colin-Thome
Castlefield Health Centre
Chester Close
Castlefield
Runcorn
Cheshire WA7 2HY

Ms Angela Coulter
Director
King's Fund Development Centre
11-13 Cavendish Square
London W1M 0AN

Ms Karlene Davis
Deputy General Secretary
Royal College of Midwifery
15 Mansfield Street
London W1M 0BC

Ms Sandra Dawson
Judge Institute of Management Studies
The Old Addenbrookes Site
Trumpington Street
Cambridge
CB2 1AG

Ms Dee Deardon
Chairman ICNA
Queens Medical Centre
Clifton Boulevard
Dept. of Microbiology
Nottingham NG7 2UH

Ms Jan Dowlen
Chief Executive
South Downs Health NHS Trust
B Block
Brighton General Hospital
Elm Grove
Brighton BN2 3EW

Ms Christine Hancock
General Secretary
Royal College of Nursing
20 Cavendish Square
London W1M 0AN

Ms Judith Hill
Chief Nurse
Room 411
Dundonald House
Upper Newtownards Road
Belfast BT4 3SB

Mr John Langan
Chief Executive
Kingston Hospital NHS Trust
Galsworthy Road
Kingston upon Thames
surrey KT2 7QB

Ms Jane Neubauer
Fellow
King's Fund Management College
11-13 Cavendish Square
London W1M 0AN

Pat Noons
Nursing Officer
Department of Health
Wellington House
133-135 Waterloo Road
London SE1 8UG

Prof Barbara Parfitt
Head of Department
Dept. of Nursing & Community Health
Caledonian University
Cowcaddens
Glasgow G4 0BA

Ms Irene Scott
Nurse Executive
Leicester Royal Infirmary
Infirmary Square
Leicester LE1 5WW

Advisory Groups continued

Ms Sue Vincent
Chair NATN
3 Hunstan House
Ashfield Road
Wetherden
Stourmarket
Suffolk IP14 3LU

Mr Brian Wilson
Islwyn Neighbourhood
Gwent Health Commission
Namhilad Park Estate
Pontypool
Gwent NPW OYP

1997 Participants

Ms Patricia Jay
Community Hospital Manager
Dilke Memorial Hospital
Speech House Road
Cinderford
Glouster GL14 3HX

Ms Aileen Christie
Community Nurse Manager
Lorn & Island DGH
Glengallen Road, Oban
Argyll PA34 4 HH

Ms Linda Lynch
Training & Development Adviser
Renfrewshire NHS Trust
Dykebar Hospital
Grahamston Road
Paisley PA2 7DE

Ms Eileen Moir
Nurse Manager (Adult Mental Health)
Royal Cornhill Hospital
Block A, Cornhill Road
Aberdeen AB9 2ZH

Mr Bernard Place
Senior Nurse
St. Thomas' Hospital
c/o Mead Ward
Lambeth Palace Road
London SE1 7EH

Mr Mark Morgan
Clinical Director – Learning Disabilities
Highbury Hospital
Highbury Road, Bulwell
Nottingham NG6 9DR

Ms Maureen Burton
Training Manager
Severn NHS Trust
Collingwood House
Training & Education Centre
Horton Road
Gloucester GL1 3PX

Ms Carrie Stone
Resource & Practice Dev. Sister
Wexham Park Hospital
c/o Ward 2
Wexham Street
Slough, Berks
SL2 4HL

Ms Sheila Lakey
Service Manager
Tolworth Hospital
Red Lion Road
Surbiton, Surrey
KT6 7QU

Ms Sharon Waight
Clinical Nurse Specialist
Weymouth & District Hospital
Melcombe Avenue
Weymouth, Dorset
DT4 7TB

Ms Anne Buchanan
Quality & Performance Manager
West Middlesex University Hospital
Twickenham Road
Isleworth
Middlesex TW7 6AF

Ms Mandy Davies
Resuscitation Training Officer
Withybush General Hospital
Fishguard Road
Haverfordwest
Pembrokeshire SA 71 2PZ

Ms Tina Long
Principal Lecturer
School of Health
University of Teeside
Middlesbrough, Cleveland
TS1 3BA

1997 Participants continued

Ms Christine Rosson
Clinical Manager
Mental Health Services of Salford
Bury New Road
Prestwich, Manchester
M25 3BL

Mr Anthony Palmer
Head of Nursing – Medicine
Royal Victoria Infirmary
Queen Victoria Road
Newcastle upon Tyne
NE1 4LP

Ms Deborah Stubberfield
Research & Development Co-ordinator
Croydon Community health
12-18 Lennard Road
Croydon, Surrey

Ms Penelope Lawson
Nurse Practitioner
Lambeth Healthcare
Three Boroughs Primary Health Care
156 Tooley street
London SE1 2NR

Ms Carolyn Mills
Project Leader
Chelsea & Westminster Hospital
369 Fulham Road
London SW10 9HL

Ms Ann Foreman
Quality Manager
Northumberland Health Authority
East Cottingwood
Morpeth, Northumberland
NE61 2PD

Ms Philomena Corrigan
Deputy Director of Nursing
Doncaster Royal Infirmary
Armthorpe Road
Doncaster DN2 5LT



King's Fund



54001000726698