

**STATEMENT**

I am a nationally respected and high profile leader of health services in the UK and beyond. I have led and managed large and complex services including maternity departments and Women and Children's Divisions in large Trusts for fifteen years. My skills lie in both supporting services in difficulty and rapidly stabilizing them whilst developing a 'blueprint' for sustainable, high quality and safe care. I have extensive experience of delivery of safe and timely service reconfiguration. An experienced senior leader both within the NHS and internationally.

**CAREER HISTORY**

Senior Midwifery Adviser to the chief executive	August 2015 - current	Nursing and Midwifery Council (NMC)
Co-Clinical Director with Professor Donald Peebles	July 2013 - June 2017	NHS England: (London Region) Maternity Strategic Clinical Network (SCN)
London Clinical Network Lead for Maternity Bereavement Project	September 2016 – June 2017	Development of All England Maternity Bereavement toolkit utilizing parents views on their care, in partnership with SANDS and NHS England, launched June 2017
Co-Chair with Dr A Mitchell, Medical Director London Region	February 2014 - 2015	SCN Oversight Group
Royal College of Midwives (RCM)	2006 - 2014  2014- current	Chair of RCM England Heads of Midwifery Advisory Board  Member of the RCM Advisory Forum
South London Healthcare NHS Trust (SLHT)	June 2012 to June 2013: Chief Midwife/ Director - Family Health Clinical Care Group	Responsible for the leadership and management of all Family Health clinical services provided by South London Healthcare across South London
Royal College of Midwives	2012	Member of Royal College of Midwives Board

South London Healthcare NHS Trust	2010 - 2012	Chief Midwife
Portsmouth Hospitals NHS Trust	2007 – 2010	Divisional Clinical Director/Chief Midwife
Portsmouth Hospitals NHS Trust	2002 – 2007	Head of Midwifery
Brighton and Sussex University Hospital NHS Trust	2001 – 2002	Head of Midwifery and Gynaecology
Khoulia Hospital, Muscat and Muscat Region	1999 – 2001	Head of Midwifery and Head of Gynaecology Midwifery
Royal Sussex County Hospital	1998 – 1999	Clinical Audit Nurse/Midwife
Royal West Sussex NHS Trust	1997 – 1998	Team/Hospital Midwife
School of Health Studies United Arab Emirates (UAE)	1996	Nurse/Midwife/Medical Student/Clinical Educator
School of Health Studies United Arab Emirates (UAE)	1994 –1996	Hospital Midwife in Al Corniche, Tawam and Al Jimi Hospitals UAE
Portsmouth Hospitals NHS Trust	1991–1994	Hospital Midwife

**EXPERIENCE**

- Leading on and reporting to Government, individual Trust and CCG Boards on a range of independent investigations and external reviews. These include clinical issues, wide ranging governance reviews and HR/ employee relations based matters. (2013- present)
- Chair of the independent review into maternity cases of concern at the Shrewsbury and Telford NHS Trust, commissioned by the Secretary of State for Health. Original review of 23 cases has been extended following significant numbers of additional cases of potential concern.
- Author of independent governance review into the closure of Tawel Fan ward and current governance arrangements in Older Persons Mental Health at Betsi Cadwaladr University Health Board in Wales – published July 2018
- Developing recommendations following Never Events/ Serious Incidents across a range of services including elderly care, mental health, maternity and gynaecology (2013 to 2018)

- Rapid assessment of a range of services in difficulty and evidence of prioritization of safety needs giving assurance to Trust Boards of appropriate service provision or steps to be taken if this is not the case. Services reviewed include Older Persons Mental Health, ED, Pharmacy, Housekeeping, Child Health and Maternity.
- Leadership of maternity services at a strategic level London wide (through role of Co Clinical Director of the London Maternity Strategic Clinical Network, (2013 – 2017) and London Expert Maternity Group 2011/12)
- Leadership of maternity services England wide – as Chair of England RCM Heads of Midwifery Group from 2006 to 2014
- International leadership of Maternity services and women's health in Oman and the United Arab Emirates
- Improving communication around women's health by development of a range of interactive community resources; and [www.childbirthchoices.co.uk](http://www.childbirthchoices.co.uk) and successful launch of 'Edie the 'E-midwife' and 'Call the Midwife Campaign' in 2012/2013 which has been sustained since development
- Support, leadership, turnaround and management of large and complex Maternity services leading to resolution of previously protracted employee relations cases that were known to impact on clinical care and women's experience
- Case manager and case investigator on a number of Maintaining High Professional Standards (MHPS) investigations from 2009 onwards
- Expert midwife trained by Bond Solon providing trusted advice/opinion on maternity care to NHS Litigation Authority /Welsh Legal Services /defendant and claimant solicitors (2007 – current)
- Service development advice and provision of support/ midwifery expertise in a large (whole service) maternity bid/ tender which was ultimately successful (2013)
- Developed Elderly Falls and Fracture Reduction Strategy across 3 CCGs leading to provider change (2014)
- Review of ED attendances and Hospital admissions from Nursing and Residential Homes across 2 CCG's (2014- 15)
- Completed high profile external review of dementia care provision in large district general hospital in North Wales following serious complaints (2014-15)
- Subsequently further engaged by Health Board above to provide family support and liaison following completion of external review (2015 to 2016)
- Advisor to Welsh Government on development of framework for 'Trusted to Care' Spot Checks in Older People's mental health services (2014- 15)
- Service reconfiguration of maternity and neonatal services achieved according to timescale with successful staff engagement and resulting in the delivery of safe and sustainable care provision

### **COMPETENCIES**

- Wide ranging experience of multi professional (including medical) leadership and management in over five years as a Divisional Director in two large NHS Trusts
- An effective communicator who regularly writes and delivers Board reports and undertakes complex investigations across multiple disciplines at the request of Trust Boards and Health Boards
- Thorough knowledge and application of national standards across a range of clinical specialties

- Extensive experience of delivery of cost effective, safe and sustainable maternity and Women/Children's care in a range of settings
- Service re design and reconfiguration including leadership of a major Private Finance Initiative (PFI) move (2009), commissioning and opening two midwifery led units (2009 and 2010)
- Worked to develop Trust "Being Open" policy and supported roll out of approach across a multi-site Trust
- National profile as keynote speaker at a number of events plus evidence of organizing numerous high profile fundraising conferences
- Ability to chair large and complex meetings to successful conclusion with positive feedback from multiple attendees
- Leadership of services to deliver exceptionally good clinical outcomes
- Extensive experience of leading Trust Safeguarding Children teams
- Able to engage effectively with media at a local, regional and national level including TV, radio, social media and newspaper

#### **KEY ACHIEVEMENTS**

- Successful "turnaround" of a number of Women and Children's and Maternity services leading to cost effective and safe services moving forward
- Reduction in complaints and serious incidents in all the services I have led
- Clear evidence of effective service wide learning from user feedback and care or service delivery concerns
- Delivery of challenging Cost Improvement Plans (CIP) across all specialties ensuring that safety of services was the first priority
- Extensive evidence of effective and sustainable recruitment and service stabilization in a wide range of services
- Demonstrated ability to engage effectively with politicians at local, regional and national level
- Developed positive local, regional and national reputation for all maternity departments I have led as Chief Midwife.
- Gained national credibility as an effective Midwifery leader through chairing the RCM Heads of Midwifery Group across England for eight years (2006 to 2014)

#### **CASE STUDIES**

1. As Divisional Director at two large Trusts covering a time span of over five years, I was successful in integrating multiple, previously separate departments into one cohesive and effective senior leadership team. Both of these appointments took place against a backdrop of very significant organizational change, exacting cost improvement programmes (that were successfully delivered) and recruitment challenges across a number of specialties that were successfully resolved. During my tenure I supported and led the development of a number of newly appointed consultants, and midwives and nurses in gynaecology, midwifery, neonatology and paediatrics into credible and successful clinical leaders and managers. I am also a long term mentor to a number of senior midwives and consultants across London and the South East.

2. Recent (2013 – 2018) support of confidential support to a number of large clinical services across England and Wales. Issues included developing recovery plans post CQC assessment, investigating complex and long term employee relations issues including bullying and harassment and subsequent recruitment and retention issues and investigating and developing action plans to address clinical concerns.
3. My international experience includes a number of roles across the Middle East and covers direct clinical work, roles in education (of nurses, midwives and doctors) and hospital specific/regional and national leadership roles. My role as the first British Midwife to lead a large regional Maternity, Neonatal and Gynaecology department included work as co-author of the first national maternity guidelines and standards in Oman. I also led a multi-disciplinary team including doctors, nurses, midwives, parents, faith leaders and government leaders on an introduction of a maternity bereavement package that started locally in Muscat but was rolled out nationally in Oman.
4. I have extensive experience of acting as Case Investigator and Case Manager of a number of very complex Maintaining High Professional Standards (MHPS) investigations (2009 onwards)

**REVALIDATION**

- Full revalidation as RN and RM with the NMC in 2019

**ACADEMIC QUALIFICATIONS**

NHS London/Ashridge Business School	2012/13 - part of London-wide Senior Leadership Cohort working across Ashridge/Unipart/NHS
Open University	MA In Education: 2002
Thames Valley University	Supervisor of Midwives: 2002
Portsmouth University	BA (Hons) in Social Policy: 1998 2:1
Registered Midwife	1991- Revalidation complete 2019
Registered Nurse	1989- Revalidation complete 2019