

STATEMENT

I have extensive experience an acting Chair of independent enquiries.

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.

CAREER HISTORY

Chair Independent Review into Maternity services at the Nottingham University Hospitals NHS Trust (NUH)	Current	Newly appointed chair of the maternity enquiry in looking into significant concerns raised regarding the quality and safety of maternity services and concerns of local families with how the previous review was being conducted.
Chair Independent Review into Maternity services at the Shrewsbury and Telford Hospital NHS Trust	Summer 2017 – July 2022	Chair of the largest maternity enquiry in the history of the NHS, which involved 1862 families and required me to lead a team of over 70 midwives and doctors.
Senior Midwifery Adviser to the chief executive	August 2015 – January 2020	Nursing and Midwifery Council (NMC) - stepped aside as a result of the growing size and scope of the Shrewsbury review.
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	2014 - 2015	SCN Oversight Group
Royal College of Midwives (RCM)	2006 - 2014 2014- 2017	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 (SLHT)	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

Khoula Hospital, Muscat and Muscat Region	1999-2001	Head of Midwifery and Head of Gynaecology Midwifery
	1986-1999	Nurse and Midwifery training Clinical midwifery roles in the U.K. and the Middle East.

- Leading on and reporting to NHEngland/NHSImprovement, 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 was 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; 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
- 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
- Effective as Chair of a number of high profile enquiries
- 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 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

- Publication of a number of reports of national importance in England and Wales
- 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

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- 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)

REVALIDATION

- Full revalidation as RN and RM with the NMC in 2019
- New revalidation ongoing – due September 2022

ACADEMIC QUALIFICATIONS

Open University	MA In Education: 2002
Portsmouth University	BA (Hons) in Social Policy: 1998 2:1
Registered Midwife	1991- Revalidation complete 2019
Registered Nurse	1989- Revalidation complete 2019