

HSJ

LEADERSHIP

TOP LEADERS FROM GOOD TO GREAT

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TOP LEADERS PROGRAMME DAME BARBARA HAKIN

Great leaders inspire their people to deliver willingly more than they could ever have otherwise done. And the NHS is not short of such talented, committed, hard-working leaders who go the extra mile every day to help their teams make services better for patients.

The National Leadership Council recognises the huge contribution that leadership makes to patient care and has created a range of supporting programmes – a board development programme, programmes for emerging and clinical leaders, a programme to support the inclusion of leaders from diverse backgrounds and a programme for our most senior leaders, the Top Leaders Programme.

These national programmes build on the leadership development in every individual organisation and across every region. Additionally, we have reached a watershed in how the NHS manages its most senior talent, now overtly recognising that we need to spot and nurture those people who are ready for the next challenge in their careers.

Now more than ever we need to be honest with people about where they can best make their own invaluable contribution, where their efforts can most appropriately be directed and where their current level of skill, knowledge and expertise is needed.

This process demands respect, integrity, honesty and openness. It isn't easy to have the difficult conversation with someone who says they are not ready for a more complex or challenging role, but it is absolutely essential that we learn the skill to do this and create an environment where everyone can expect that level of meaningful feedback. Only then can we support and develop people into the right role for them. This is what the regional talent planning processes are all about.

The Top Leaders Programme is designed to be the national element of this talent management process. It will support and use as a resource those people already in the biggest, most complex and enduringly challenging roles as well as meeting the needs of those other exceptional leaders, identified as ready now or having the potential to take on these big jobs. It is an additional development opportunity offering the experience and expertise needed to make them even better candidates.

NHS organisations should then find they have a stronger field to choose from within the NHS, which, in many cases strengthened by external applicants, should mean that they are "spoilt for choice" when they recruit.

And the NHS as a system will have a further network of leaders, facing a common set of problems, who can help us deliver the challenges ahead. ●
Dame Barbara Hakin champions the Top Leaders Programme and is chief executive of NHS East Midlands.



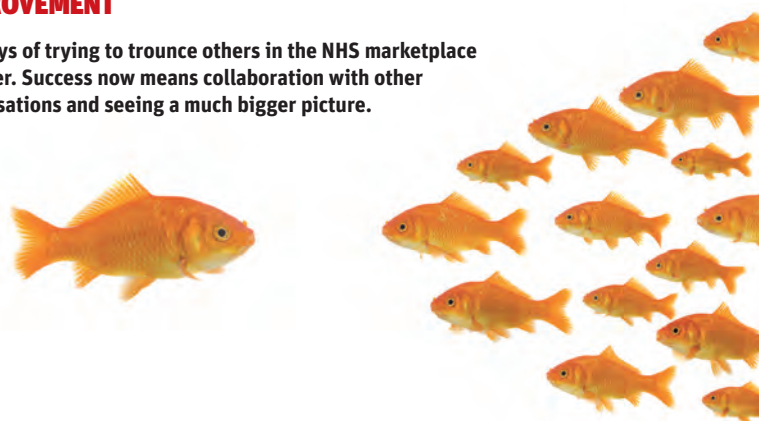
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The days of fierce, charismatic leaders like General Patton are over. Now those who command most respect are people-centred and grounded in reality. We take a look at the new qualities needed to be a great leader.
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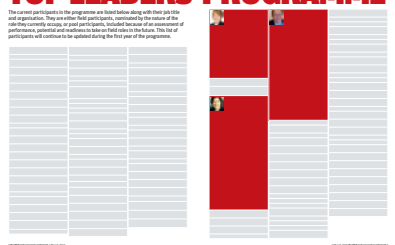
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TOP LEADERS PROGRAMME



FOREWORD

SIR DAVID NICHOLSON

Seek and employ

Recruiting to top jobs in the NHS has historically been a hit and miss affair, but all that is changing with a new, evidence-based approach to identifying talent

We all know that leadership is important. It has long struck me that what has been missing in the NHS is a real focus on leadership across the system. Leadership shouldn't happen by accident. A system as large and complex as ours needs to be much more systematic about how we identify talent and develop leadership.

The next stage review helped to make clear why the NHS is here – to improve the care provided for our patients and the health of our population by making quality our organising principle. Keeping true to this vision is crucial. The appalling failures at Mid Staffordshire illustrate how badly wrong things can go when the focus on quality is lost and leadership fails at every level from ward to board.

The National Leadership Council was created to support the NHS in strengthening leadership at all levels. It has five big areas of work that cover clinical leadership, board leadership, inclusion, emerging leaders and top leaders. This supplement focuses on the last of these.

As I said in my annual report 2008/09, the NHS is going to need to deliver £15bn-£20bn in efficiency savings by the end of 2013/14 that can be reinvested within the service so it can continue to deliver quality improvements.

The challenge of making quality our organising principle while managing with less growth in the future is massive. We must not deliver efficiency improvements at the expense of quality – and we cannot deliver quality simply by throwing money at it. We need talented

leaders, in our most demanding roles, who can improve quality and efficiency by focusing on the needs of their patients, inspiring their staff, working in partnership and living the values articulated in the NHS constitution.

It is tough but it is possible. We need a relentless focus on improving quality and productivity, using innovation and prevention to drive and connect them. We need to use the final year of significant growth in 2010/11, averaging 5.5 per cent. It is critical that local clinicians and managers work together across boundaries to spot opportunities and manage the change. And we need to act now and for the long term. That means significantly changing the way we operate.

The evidence shows that the big efficiency gains are to be found in the interfaces between sectors, between primary and secondary care, between health and social care, and between empowered patients and the service.

The important point about leadership in all of this is that we need to focus on the pathways of our patients and what value we can add to that journey. How can we shorten it, make it more effective and give patients a better experience. It means thinking outside our own organisational and professional interests so that quality is our organising principle.

Success requires bold and thoughtful leadership, re-thinking how we work and challenging current practice.

The skill, professionalism and leadership shown by the NHS leadership community over the past few years has been key to delivering

“
We are going to depend more on strong leadership than we have in the past
”

major improvements. But we are at a critical juncture in the history of the NHS and are going to depend more on strong leadership over the next few years than we have in the past.

A key question, then, is how we bring really talented people forward. In the past, it has been left largely to chief executives exercising their judgement and it's been a bit hit and miss. That's why we have gone through the talent and leadership planning process.

I recognise this is a difficult thing for us to do in the NHS. In the past, there's been a view that everyone should have everything. The point about being a chief executive is to make judgements about who is going to do well, who has the potential and who hasn't. What this new approach is saying is that those judgements need to be evidence based and made within a systematic process.

Our top leaders have an important role to play in leading whole-system change. It's a massive challenge. We need our most talented people and we need a systematic process in place to identify and support them to give us our best chance of success. ●

*Sir David Nicholson
is chief executive
of the NHS.*





The health service will be spoilt for choice

How will the Top Leaders Programme work? Director Karen Lynas explains

The Top Leaders Programme has a number of aims:

- to support the NHS to have the right leaders in the right place, at the right time;
- to be “spoilt for choice” in recruiting to senior posts;
- to help move us closer to senior leaders being more representative of the communities they serve;
- to develop a community of purpose – leaders mobilised for QIPP;
- to nurture our next generation of senior leaders.

To achieve these ambitions the programme will:

- support and develop those leaders already in the most complex roles – our top leadership field;
- identify and develop a pool of exceptional leaders who are either ready now or with the potential soon for our most senior and complex roles – our top talent pool.

Participants will have an initial diagnostic, assessing their strengths, skills, experience and areas for development, as well as starting to understand more about their aspirations and any limiting factors about the jobs they may be interested in.

From this initial assessment participants will have a tailored plan that will help them to build knowledge and skills, develop behaviours and – crucially – acquire the kind of work experience they will need to make the progression they have identified.

There will be access to executive education, personal development, expert consultancy support and coaching and mentoring. They will be a part of a series of networks with colleagues across the country

and will also be supported in creating a career path that best meets their needs.

This tailored approach should help fast-track their readiness for these complex roles.

Inclusion on the programme will be reviewed every year, with people leaving either as they reach their goals or because their circumstances have changed – and with people joining as their performance rises, their potential develops and their aspirations change.

There is also an expectation that participants on the programme will make their own contribution. They will be expected to contribute to national forums and networks that exist to support the development of talent at all levels of the NHS, and to offer input, advice and commentary from the perspective of their particular discipline.

They will be expected to offer expertise to NHS organisations, working closely with NHS Interim Management and Support, which fills trusts’ management gaps with interim professionals.

This source of expertise and resource for change will be part of the wider contribution the programme makes beyond the talent management aspects.

Everybody wins

The programme makes a unique contribution, both for the people taking part and for NHS organisations.

Participants will benefit from a package of tailored, high quality and stretching support, providing clarity and coherence around career planning and personal development.

For NHS organisations there will be an executive resourcing

“Participants will be expected to make their own contribution”

service to ensure they are “spoilt for choice”.

Meanwhile, the NHS will gain high performing, fully prepared leadership at the most senior level able to take on and deliver the QIPP challenge.

Participants on the programme will form an important senior leadership community. They will be at the forefront of NHS-wide initiatives such as mobilising for QIPP, leading change in their system.

Participants will always remain part of their local organisation – this is about adding to opportunities that exist elsewhere, not about removing leaders from where they are most needed.

For NHS chairs and chief executives the programme will offer an internal executive search function. This will continue to be supplemented by other recruitment techniques and always by open advert, but it does mean they get access to the data they need about an internal pool of talented people ready and interested to take up these roles.

The programme will also help the NHS develop a currency for senior leadership with a consistent assessment framework for posts in all disciplines at the most senior levels.

For NHS organisations, this national element of an NHS-wide approach to developing and recognising talent makes a big contribution. We will be able to support exceptionally talented people to move into our most complex and challenging posts and help ensure that organisations and services are not left vulnerable by the departure of key leaders. ●

Karen Lynas is director of the Top Leaders Programme and East Midlands Leadership Academy.

IMPROVEMENT

The adversarial view of making the market work for your organisation must be replaced with a system driven by a community of leaders, Jim Easton tells Jennifer Taylor

SWIMMING IN THE SAME DIRECTION



Two great things have happened in NHS leadership over the last decade. They occurred separately but now need to be fused so that leaders can guide the service through a period of financial pressure while continuing to drive up quality.

The first thing was the discipline to see through complex technical change, be that changes to waiting lists or to the experience in accident and emergency departments. It was a period characterised by information, measurement, discipline and accountability. Objectives often came top down, but they were clear.

The second thing was the quality improvement movement and safety work, where improvement-type techniques were used to inspire people to lead change.

In the first case, the result was widespread change for the benefit of patients. But the way it was done sometimes left staff feeling disempowered and “done to”.

In the second technique there was fantastic buy-in and change was led from the bottom up. But it produced individual examples of excellence rather than wholesale change across health communities or the country.

What leaders need in today's financial environment is not a completely new set of skills, but a fusion of both of those skill

sets. That will achieve the level of change, ambition and drive that was gained from the former, with the buy-in and commitment of the latter.

It's what Jim Easton, NHS national director for improvement and efficiency, calls a mature system of clinical and managerial leadership. He says: “If we simply revert to tough top-down management, you cannot drive quality gains in that way. Or the ones you can drive are very narrow and short lived.”

But he adds: “If we simply go for just organic spread of

‘We’ve had an immature view of the market: I win if you lose’

interesting quality gains, we won't survive the financial squeeze because of how quickly that comes on us and the need to make things happen at scale.”

The change that's needed won't be driven by the individual success of organisations, where an acute trust is successful while its host primary care trust fails, or vice versa. That's because the goal is to achieve quality and financial improvements across systems. So one of the big challenges for leaders will be to keep hold of the pride and

energy that has been created in local organisations, while at the same time recognising that they are working as part of a system and the whole system needs to be successful for the components to thrive.

“We've had quite an immature view of the market; I win if you lose,” says Mr Easton. “In the new mature system of improvement we need leaders who understand that there will be times when they're competing really hard and times when they're working as a system to drive change that's in the interest of patients.”

Community of leaders

It's unequivocally the toughest test yet for NHS leaders but managers and clinicians are full of energy and geared up to lead the change.

How can those energy levels be sustained through what could be a long period of financial pressure? It's about working as a community of leaders to keep each other on track and sustain confidence, says Mr Easton.

“People will need to draw on the support of colleagues in the

service because this is a long process and will involve some real challenges.”

Open channels of communication are needed from the front line to the Department of Health and back again so that the right decisions can be made together. And leaders will be energised by their successes.

The NHS is moving from an era that saw a fair amount of top-down driven change, and one in which there was financial growth to assist that change and to correct underfunding.

In the face of forthcoming financial pressure, the DH has chosen not to throw away the commitment to quality outlined in the next stage review but to drive financial improvement by driving up quality. It's a major leadership challenge for today's NHS leaders. It's also an opportunity to be the generation that didn't allow the gains to evaporate during a difficult period, but used them to get through that period and secure the prize of a better NHS. ●

WHAT DOES A NHS LEADER L

Forget the happy slapping of General Patton and embrace the honesty of Barack Obama – the charisma style is out and self-effacement is in, says Jenny Rogers

The heart of the question is this: human groups cannot manage without a leader. But simultaneously we don't want one. This is the ambivalence that any leader must manage.

Part of us wants to be dependent on the leader, expecting them to look after us. We yearn for the magic of simplistic solutions and for the leader to take all the responsibility, yet we also want to shake loose because the leader clips our freedom and disappoints – as any imperfect human being eventually will. So if the leader is unable to focus us on our task, we will seek to oust him or her and then get preoccupied with finding a replacement, where the same process starts all over again.

Virtually all political careers follow this trajectory. By the time the shortcomings of the “dying” leader are obvious, the manoeuvring to find the new one has already begun – as we see in the Labour Party.

The charisma theory used to be popular – perhaps the sort personified by General George Patton in World War Two. Patton dressed in cavalry pants, carried ivory-

handled pistols for extra bling and drove an enormous jeep with specially gaudy insignia. He was removed by General Eisenhower after slapping a soldier recovering from battle stress.

Intense focus

Charisma has fallen out of fashion and today I observe that self-effacement is more likely to be the characteristic of the outstanding leader. Such people have the fearlessness to be undefended and to credit others with success rather than seeking it for themselves. They behave in the same unaffected way with everyone.

I once accompanied an NHS chief executive client on a stroll through his hospital. First, he greeted large numbers of the people we encountered by their first names. Second, he was the same faintly shy, courteous person with the porters as he was with a visiting minister. This man also regularly spent time at the unglamorous end of the services his hospital provided, working for instance as an anonymous

cleaner. When he talked about integrity, staff trusted him because what he said and what he did were one and the same.

But do not be deceived: in the true leader, personal modesty, sometimes shading into social awkwardness, is matched by an intense focus on ambition for the organisation and the willingness to make super-tough decisions. This is also the leader who can manage follower ambivalence by constantly reminding people that their work has meaning.

In that same hospital, reception staff did not see their jobs as being about giving bland information, they talked about being the welcoming friendly face that would defuse anxiety.

I remember a client whose away days made constant references to patients and reminders of why everyone was working in the NHS rather than Tesco. This may seem cheesy or obvious, but I have facilitated away days for NHS executive teams where the word patient has not been used once.

With so much at stake, an NHS leader

NHS LEADER OF THE YEAR ON WHAT IT TAKES TO INSPIRE PEOPLE

A leader is a leader, whether they work in the NHS, the private sector or elsewhere, says Patrick Geoghegan, chief executive of South Essex Partnership University Foundation Trust and winner of NHS Leader of the Year at the first NHS Leadership Awards in November.

Like all leaders, NHS leaders need to know their business. “A leader’s job is to deliver the objectives of the organisation,” he says. “And how you do it should be the same in every organisation.”

That’s about working with the people who have got to deliver it. What makes them happy to come to work every day? What’s special about your organisation that will attract people?

Leaders also need to understand that things can go wrong at times and instead of creating a

bullying culture, fostering a supportive culture so that people can learn on the job and have enough room to be creative. At times, it’s about allowing people to take risks because that’s how you learn.

Leaders must also be visionary and willing to question, evaluate and challenge their own beliefs and values. “Question your own thoughts and abilities and your vision,” he says.

They also need to welcome, rather than be threatened by, challenges from others who may disagree or have different ideas. “That is healthy because it keeps leaders on their toes, but also it allows a leader to promote creativity and flexibility among its senior workforce.”

Mr Geoghegan describes his own leadership style as “a very inclusive approach”. It’s about involving staff, service users and partners,

listening to people, and taking the best from people and turning it into something. Then thanking people and acknowledging them.

He also keeps in touch with reality. “As a leader and as chief executive it’s very easy at times to be caught up with strategy and policy and process, which is vital, but equally you’ve got to get the balance about keeping your feet on the ground, and never forgetting the reason you’re head of an organisation.”

Some leaders can be very isolated and work to their own agenda. They should instead make sure they are delivering the values and objectives of the organisation. Mr Geoghegan works to an agenda that has been signed up to by a number of parties which is why, he believes, the work has been successful.

FIRST CLASS LOOK LIKE?

'All leaders need obvious weaknesses. Branson has scruffy sweaters and Churchill had "black dog" depressions'

needs courage. Courage to overcome fear when your local MP threatens a parliamentary question, when your chair seems to have become the mouthpiece of a hostile strategic health authority, when a junior nurse brings you clear evidence of malpractice, when a bereaved relative threatens to call the might of the *Daily Mail* down on you.

One client, faced with almost all of this at once and invited by her chief executive to resign, refused on the grounds that she had done nothing wrong. Although, as she said, "quaking inside" she calmly suggested that it was the chief executive who should leave – which is what eventually happened.

Courage does not mean blindly defending; in fact it means the ability to hear uncomfortable messages without necessarily agreeing that the challenger is "right". The ability to listen open-mindedly is so very important. A leader cannot afford the pretend-listening that so many of us do when in fact we are just queuing to speak.

To manage the ambivalence of the led, leaders need to turn that pointy organisation chart upside down, seeing themselves as providing a service to the managed rather than one where a few wildly harassed senior managers at the top make all the decisions and tell others what to do. This means being able to make whole-person emotional connection with people, asking wise questions rather than offering clever solutions. It means constantly driving for



improvement, with self-improvement at the core of what everyone does. It also means being able to give frequent, focused, developmental feedback. I once asked the massed ranks of 120 senior NHS managers if they had experienced such feedback in their careers. Just eight people raised their hands. This is because real feedback is tough to give, tough to request and tough to get, even when it's wholly positive.

You will notice that there is nothing in this piece about that notably vague concept "strategic thinking". Yes, leaders need to be able to see around corners to some extent, but I prefer Mr Mandela's axiom that an effective leader is at best a facilitator – "the shepherd who stays behind the flock letting the most nimble go ahead, whereupon the others follow, not realising they are being directed from behind".

Higher order

Leadership is about balancing challenges to complacency with grounded optimism. This means being an authentic communicator, understanding that emotion is what convinces people, not statistics. For an example, see Barack Obama's brilliant inaugural speech.

The president is obviously an introvert. His speech was intensely personal. He straightforwardly named the mistakes of the previous administration and their disastrous consequences for America. He emphasised his own values by using vivid storytelling and speaking to a higher order of aspiration than the merely material.

Finally, all leaders need several obvious weaknesses. No one is perfect. Richard Branson has his scruffy sweaters and itch for risk. Winston Churchill had "black dog" depressions and was often nastily sarcastic. By daring to show imperfections, in fact leaders show strength. ●

Jenny Rogers is an executive coach and director of Management Futures.

TOP LEADERS

The current participants in the programme are listed below along with their job title and organisation. They are either field participants, nominated by the nature of the role they currently occupy, or pool participants, included because of an assessment of performance, potential and readiness to take on field roles in the future. This list of participants will continue to be updated during the first year of the programme.

Susan Acott , Director of Performance and Service Development, Dartford & Gravesham Trust	Paul Assinder , Director of Finance and Information, Dudley Group of Hospitals Trust	Leonie Beavers , Director of Commissioning, Liverpool PCT
Julie Acred , CEO, Derby Hospitals FT	David Astley , CEO, St George's Healthcare Trust	Peter Belfield , Medical Director, Leeds Teaching Hospitals Trust
Sheila Adams-O'Shea , Managing Director, Norfolk Community Health and Care, NHS Norfolk	Tim Attack , Chief Operating Officer, University Hospitals Coventry and Warwickshire Trust	Gary Belfield , Director of Commissioning, DH
Chris Adcock , Chief Financial Officer, Brighton & Sussex University Hospitals Trust	Frank Atherton , Director of Public Health, NHS North Lancashire	Martin Bell , Director of Information Management and Technology, North Bristol Trust
John Adler , CEO, Sandwell & West Birmingham Hospitals Trust	Janet Atherton , Director of Public Health, Sefton PCT	Stuart Bell , Chief Executive, South London and Maudsley FT
Jag Ahluwalia , Medical Director, Cambridge University Hospitals FT	Ian Atkinson , Director of Performance, NHS Sheffield	Karen Bell , Chief Executive, Cambridgeshire and Peterborough FT
Maqsood Ahmad , Director of Inclusion, NHS East Midlands	Steve Aumayer , Director of Human Resources and Organisational Development, University Hospitals Bristol FT	Jackie Bene , Medical Director, Bolton Royal FT
Fiona Alexander , Director of Communications, University Hospital Birmingham FT	Ian Ayres , Director of Strategy, NHS Norfolk	Paul Bennett , Director of Corporate Performance and Compliance and Deputy CEO, NHS Surrey
Caroline Alexander , Director of Quality and Development, NHS Tower Hamlets	Robert Bacon , CEO, Sandwell PCT	Tim Bennett , Director of Finance, University Hospital of Morecambe Bay Trust
Richard Alexander , Finance Director, University College London Hospital	Paul Badger , Director of Finance, NHS Derby County	Viv Bennett , Deputy Chief Nursing Officer, DH
Bob Alexander , Director of Finance, DH	Martin Baggaley , Medical Director, South London and Maudsley FT	Tony Berendt , Medical Director, Nuffield Orthopaedic Centre Trust
Greg Allen , Director of HR and Workforce Planning, NHS Devon	Mandy Bailey , Director of Nursing, University Hospitals of South Manchester	Helen Bevan , Director, NHS Institute
Steve Allen , Director of Performance and Information, NHS West Midlands	Stuart Bain , Chief Executive, East Kent Hospitals FT	Lorraine Bewes , Finance Director, Chelsea & Westminster FT
Tracy Allen , Provider Services Director, NHS Derby County	Ted Baker , Medical Director, Guy's and St Thomas' FT	John Bewick , Director of Strategic Development, NHS South West
David Allison , Executive Business and Development Director, Newcastle upon Tyne Hospitals Trust	Gloria Barber , Director of Human Resources, West East and North Hertfordshire PCT	Mike Bewick , Medical Director, NHS Cumbria
Geoff Alltimes , Chief Executive, NHS Hammersmith & Fulham	John Barber , Finance Director, Hull and East Yorkshire Hospitals Trust	Sue Bishop , Director of Finance, NHS Leicester City
Houda Al-Sharifi , Director of Public Health, Richmond & Twickenham PCT	Simon Barber , CEO, Five Boroughs Partnership Trust	David Black , Medical Director, NHS Derby County
Anna Anderson , Director of Finance, West Hertfordshire Hospitals Trust	Richard Barker , Director of Operations and Performance, NHS North East	Kathryn Blackshaw , Director of Business Strategy, Derbyshire Mental Health Trust
Jo Andrews , Chief of Clinical Operations, Brighton and Sussex University Hospitals Trust	Mike Barker , Director of Corporate Affairs and Partnership, Trafford PCT	Peter Blythin , Director of Workforce, NHS West Midlands
Hugh Annett , Director of Public Health, NHS Bristol	Ian Barnes , National Clinical Director – Pathology, DH	Louise Boden , Director of Nursing, University College London Hospitals FT
Louis Appleby , National Clinical Director – Mental Health, DH	Steve Barnett , Chief Executive, NHS Confederation	Guy Boersma , Director of Commissioning, NHS South East Coast
Kate Ardern , Director of Public Health, Ashton, Leigh and Wigan PCT	Paul Baumann , Director of Finance and Investment, NHS London	Kirsty Boettcher , Deputy CEO, South West Essex PCT
Graeme Armitage , Director of HR, Oxfordshire and Buckinghamshire Mental Health Trust	Jessica Bawden , Director of Communications, NHS Cambridgeshire	Steve Bolam , Associate Finance Director – System Wide Projects, NHS South Central
Shona Arora , Director of Public Health, NHS Gloucestershire	Christine Baxter , Director of Nursing, Norfolk and Norwich University FT	Kevin Bolger , Chief Operating Officer, University Hospital Birmingham FT
Mandy Ashton , Director of Nursing, NHS Leicester City	Mike Baxter , Medical Director, Ashford and St Peter's Hospital Trust	Lee Bond , Director of Finance, Sherwood Forest Hospital Trust
	Catherine Beardshaw , CEO, Warrington and Halton Hospitals FT	
	Dame Christine Beasley , Chief Nursing Officer for England, DH	

PROGRAMME



Christine Boswell, Chief Executive, Rotherham Doncaster and South Humber Mental Health FT

Boswell joined the NHS in 1980 and has 27 years' experience in the service, working across many different sectors in South and West Yorkshire. She joined Wakefield Health Authority in 1996 and was appointed director of performance in 2000. In 2003, she spent 12 months on secondment working with the University of Leeds, during which she acted as director of operations for LRDL Ltd, a company set up by the university to promote transformational leadership. Boswell was appointed chief executive of Doncaster East PCT in 2004. She became deputy chief executive following the merger of the three Doncaster PCTs in 2006 and chief executive of RDASH in March 2009. She says: "The programme is an opportunity to contribute to leading edge leadership in the NHS and to work with others to really develop an understanding of what NHS leadership in the future needs to look like."

Lezli Boswell, Chief Executive, Cornwall Partnership Trust

Cynthia Bower, Chief Executive, Care Quality Commission



Maggie Boyd, Director of Nursing, NHS Derby County

Before joining Derbyshire County PCT in 2006, Boyd was the director of nursing and professional development at Leicestershire, Northamptonshire and Rutland strategic health authority for four years.

She started work as a student nurse in 1978 and qualified as a registered nurse in 1981. Since then she has worked in a number of clinical roles: as an accident and emergency nurse, midwife, health visitor and clinical team leader.

She completed a masters in public health from Nottingham University in 1995 and has worked in leadership roles since 1992, including a London health authority, regional office, community trust and SHA. Her current role in Derbyshire is to lead quality assurance in commissioning, children's and end of life commissioning in a large PCT.

Throughout her professional life, Boyd's interests have fallen into four areas: the development of service models that improve patient care, and leading staff through change; the development of learning and education of young people, particularly from disadvantaged areas; supporting the learning and promotion of women in organisations; and working to get the best out of teams and developing individuals' confidence to try out new approaches, both personally and professionally. Boyd enjoys playing netball and being involved with teams and people. She says: "I am particularly interested in learning from organisational models external to the public sector, particularly with the financial challenges ahead."

Maggie Boyle, Chief Executive, Leeds Teaching Hospitals Trust

Roger Boyle, National Clinical Director – Heart Disease, DH

Kate Bradley, Director of HR, University Hospitals of Leicester Trust

Peter Bradley, CEO, London Ambulance Service



David Bradley, Chief Operating Officer, Oxfordshire and Buckinghamshire Mental Health Trust

Bradley became chief operating officer in 2006. Prior to this he was director of operations in Oxfordshire Mental Healthcare Trust and also held senior executive management positions in trusts across London and Surrey. He has 20 years' experience in leading transformational change in the NHS and social care, with particular experience in Lean and Six Sigma techniques to improve quality and efficiency of clinical and support services.

He has also led significant turnaround of services and public consultation exercises on major service change and hospital closures.

Bradley has a proven track record of leading the development strategies for organisational change and is effective in developing partnership arrangements with public, voluntary and private sector organisations to improve services for patients.

He has an MBA from Henley Management College (2000), a Bachelors degree in Public Administration (1988) and a diploma in health service management (1991). He has recently completed a High Potential Leaders development programme run by NHS South Central strategic health authority.

"I want to be able to maximise opportunities for personal development and build on the experience I have gained from the recent SHA High Potential Leaders course I completed," he says. "I expect that the Top Leaders Programme will provide high quality and stretching support to enable me to successfully undertake a complex and challenging chief executive role."

Derek Bray, CEO, NHS Derby County

Mark Brearley, Finance Director, Calderdale and Huddersfield FT

Sheila Bremner, Chief Executive, Mid Essex PCT

Ken Bremner, Chief Executive, City Hospitals Sunderland FT

Bernard Brett, Medical Director, James Paget University Hospitals FT

Phil Brice, Director of Corporate Services and Communications, Somerset PCT

Karen Broughton, Deputy Chief Executive, Westminster PCT

Helen Brown, Programme Director for the Health4NEL Programme, North East London Sector

Jackie Brown, Acting Managing Director, Communications Services, South West Essex PCT

Jayne Brown, Chief Executive, North Yorkshire and York PCT

Karen Brown, Director of Finance, Tameside Hospital FT

Ruth Brunt, Director of Operations, North Bristol Trust

Andy Buck, Chief Executive, NHS Rotherham

Jeff Buggle, Finance Director, Royal Free Hampstead Trust

Adrian Bull, Chief Executive, Queen Victoria Hospital FT

Chris Burke, CEO, Stockport FT

Conor Burke, Borough Director, Redbridge PCT

Andrew Burnett, Director of Public Health and Medical Director, Barnet PCT

Alistair Burns, National Clinical Director – Dementia, DH

Mike Burrows, CEO, NHS Salford

Chris Burton, Medical Director, North Bristol Trust

Matt Bushell, Director of Commissioning, North East Essex PCT

Chris Butler, Chief Executive, NHS Surrey

Chris Butler, Chief Executive, Leeds Partnership FT

Edie Butterworth, Director of Nursing, NHS Lincolnshire

Jill Byrne, Director of Nursing, Aintree Hospital Trust

Dale Bywater, Director of Planning and Performance, NHS East Midlands

Tom Cahill, Chief Executive, Hertfordshire Partnership FT

Adam Cairns, Chief Executive, Airedale Trust

Derek Campbell, CEO, Liverpool PCT

Niall Canavan, Associate Director of Information and Communication Technology, Tower Hamlets PCT

Anne-Marie Cannaby, Chief Nurse, University Hospitals Coventry and Warwickshire Trust

Robin Carlise, Director of Performance, NHS Rotherham

Ruth Carnall, Chief Executive, NHS London

Hazel Carpenter, Director of Workforce & Organisation Development, NHS Eastern & Coastal Kent

Jayne Carroll, Director of Strategic Commissioning, NHS Devon

Marian Carroll, Director of Nursing, Pennine Acute Hospitals Trust

Ian Carruthers, Chief Executive, NHS South West

Maureen Carson, Chief Nurse, NHS Norfolk

Nick Carver, Chief Executive, East & North Hertfordshire Acute Trust

Andrew Cash, Chief Executive, Sheffield Teaching Hospitals FT

Stephen Cass, Chief Operating Officer, South London Healthcare Trust

Karen Castille, Director of Nursing, Cambridge University Hospitals FT

Jennifer Cavalot, Director of Human Resources, NHS Manchester

Peter Cavanagh, Senior Medical Adviser, NHS South West

Julie Cave, Director of Resources, Norfolk & Norwich University FT

Richard Caves, Director of Information Management and Technology, NHS South West

Robert Chadwick, Director of Finance, Pennine Acute Hospitals Trust

TOP LEADERS PROGRAMME



Deb Chafer, Director, NHS North West Leadership Academy.

Chafer has held managerial roles in numerous organisations and been closely involved in three major mergers, a foundation trust status application, strategic organisational development agendas and large organisational change activities. She has a postgraduate diploma and a masters in management and leadership. Ms Chafer currently leads the North West Leadership Academy, a member organisation focusing on building executive leadership potential and development across the North West NHS. Chafer is also the programme director of the emerging leader workstream of the National Leadership Council, working closely with the DH, the council and regional SHAs. “My role has been in supporting and enabling great leadership. I recently started to work nationally and I welcome any development that will equip me to face the challenges and opportunities that this offers me,” she says. “I would like to further enhance my skills to undertake my current and future roles in a bolder and braver fashion; ultimately I aspire to be the best I can be in any role that I undertake.”

Clare Chapman, Director General of Workforce, DH

Nick Chapman, Chief Executive, NHS Direct

Yasmin Chaudhry, Chief Executive, NHS County Durham

Sarah Childerstone, Director of Workforce, West Hertfordshire Hospitals Trust

Liz Childs, Director of Nursing & Quality, South Devon Healthcare Trust

Stephen Childs, Managing Director, Middlesbrough and Redcar & Cleveland Community Services

Matthew Chobbah, Director of Strategy, Barnsley FT

Sophia Christie, CEO, Birmingham East and North PCT

Ailsa Claire, Chief Executive, NHS Barnsley

Helen Clancy, Director of Primary Care, NHS Hampshire

Paula Clark, CEO, Dudley Hospitals

Carol Clarke, Resources, Services and Governance Director, Informatics Directorate, DH

Caroline Clarke, Managing Director, Acute Commissioning Agency, North Central London

Clive Clarke, Director of Operations, Sheffield Health and Social Care FT

Steve Clarke, Director of Finance, NHS East of England

Andrew Clough, Director of Nursing, Salford PCT

Mandy Coalter, Director for Human Resources & Organisational Development, Heart of England FT

Peter Colclough, Chief Executive, Royal Cornwall Hospitals Trust

Sara Coles, Director of Performance, NHS London

David Colin-Thomé, National Clinical Director – Primary Care, DH

Jane Collins, CEO, Great Ormond Street Hospital for Children Trust

Steve Coneys, Director of Communications and Public Affairs, NHS West Midlands

Dominic Conlin, Managing Director, South West London – Acute Commissioning Unit, Croydon PCT

Christine Connelly, Chief Information Officer for Health, DH

Greg Connor, GP, Practice Based Commissioning Lead, Doncaster Commissioning Consortium



Mike Cooke, CEO, Nottinghamshire Healthcare Trust

Cooke is an experienced, innovative chief executive who worked in many trusts and NHS organisations around the country before joining Nottinghamshire Healthcare Trust in June 2007. He has worked at regional level and is well versed in the acute hospital, mental health and primary care sectors. Cooke has a depth of leadership skills and an exceptional track record of developments in the NHS and local public sector. He led South Staffordshire to become one of the first mental health FTs, helped with the acquisition of Shropshire Services, and won the award for NHS FT of the Year 2006/07. He is now a special professor in healthcare innovation and learning at Nottingham University Business School and was runner up in the NHS Leader of the Year 2009. He says: “This is a great opportunity for me to re-invigorate my leadership skills with other colleagues, so that I remain relevant to my organisation, my system and the NHS. Of equal importance is the chance to top up my leadership development, mentoring and coaching skills to benefit existing and future leaders.”

Rob Cooper, Director of Finance, NHS Yorkshire and the Humber

Matthew Cooke, National Clinical Director for Urgent and Emergency Care

Phil Corrigan, Director of Commissioning/Performance, NHS Leeds

Paul Cosford, Director of Public Health, NHS East of England

Jonathan Coulter, Finance Director, Harrogate FT

Frances Cousins, Director of Information Systems & Analysis, Cambridge University Hospitals FT

Nick Coveney, Director of Nursing, James Paget University Hospitals FT

Stephen Cox, Communications Director, Great Ormond Street Hospital

Steve Cox, Medical Director, St Helens and Halton PCT



Paul Cracknell, Chief Operating Officer, NHS Norfolk (starts May 2010)

Cracknell has a record of success in the public, private and third sectors. He joined Norfolk and Waveney Mental Health FT in 2005 as associate director of HR improvement, and moved to his current role in 2007. Before that he was chief executive of the charity Norwich Youth for Christ for five years. He led the organisation through a phase in its growth to becoming a sustainable medium enterprise. He will be joining NHS Norfolk as chief operating officer later this year. He says: “I’m looking forward to being stretched, tested and supported to be the best leader I can be. In particular I’m looking forward to being on a national programme and part of a broader network, and being exposed to wider challenges and opportunities.”

John Critchley, Director of Resources, NHS Cumbria

Kim Crowe, Director of Service Development and Delivery, Mersey Care Trust

Sarah Crowther, Chief Executive, Harrow PCT

Bernard Crump, Chief Executive, NHS Institute

Peter Cubbon, Chief Executive, West London Mental Health Trust

Sheena Cumiskey, CEO, NHS Trafford

Ian Cumming, Chief Executive, NHS West Midlands

Jane Cummings, Director of Performance, Nursing and Quality, NHS North West

Ethie Cummins, GP, Clinical Advisory Group, Practice Based Commissioning Lead, Northumbria Healthcare FT

Ian Cunliffe, Medical Director, Heart of England FT

Richard Curless, Business Unit Director and Consultant Physician, Northumbria Healthcare FT

Mauyra Cushlow, Executive Director of Community Services, Newcastle and North Tyneside Community Health

Ian Dalton, Chief Executive, NHS North East

David Dalton, CEO, Salford Royal Hospital FT

Kay Darby, Director of Nursing, Lincolnshire Partnership FT

Nick D'Arcy, Chair of Professional Executive Committee, NHS Devon

Neil Dardis, Director of Operations, East & North Hertfordshire Acute Trust

Phil DaSilva, Director of Flu Resilience, NHS East Midlands

Alan Davis, Director of HR, South West Yorkshire Mental Health Trust

Julie Dawes, Director of Nursing, Portsmouth Hospital Trust

John Dean, Medical Director, Bolton PCT

Bob Deans, Chief Executive, Southampton City PCT

Mike Deegan, CEO, Central Manchester University Hospitals FT

Mike Denis, Director of ICT, South London and Maudsley FT

Tom Denning, Medical Director, Cambridgeshire & Peterborough FT

Elaine Derbyshire, Executive Director of Communication and Public Affairs, NHS North West

Mark Devlin, Chief Executive, Dartford & Gravesham Trust

Mike Dinan, Director of Finance, London Ambulance Service

Vinod Diwakar, Chief Medical Officer, Birmingham Children's Hospital FT

Lesley Doherty, Director of Nursing and Performance Improvement, Bolton Hospitals Trust

Andrew Donald, Deputy CEO, Birmingham East and North PCT

Sue Donaldson, Director of HR and Organisational Development, Oxford Radcliffe Hospital Trust

Averil Dongworth, Chief Executive, Barnet Chase Farm Hospitals Trust

Tim Donohoe, Programmes and Operations Director, Informatics Directorate, DH

Kathy Doran, CEO, NHS Wirral

Glenn Douglas, Chief Executive, Maidstone & Tunbridge Wells Trust

Keith Douglas, Director of Contracting, NHS Hampshire

Colin Douglas, Director of NHS Communications, DH

Yvonne Doyle, Director of Public Health, NHS South East Coast

Amanda Doyle, Medical Director, Blackpool PCT

Anna Dugdale, Chief Executive, Norfolk & Norwich University FT

Sarah Duggan, Director of Nursing, Dudley PCT

Lisa Dunn, Director of Affairs, Heart of England FT

Stephen Dunn, Director of Strategy, NHS East of England

Mary Dunne , Director of Nursing, Quality & Patient Services, Frimley Park Hospitals FT	Leonard Fenwick , Chief Executive, Newcastle upon Tyne Hospitals Trust	Gareth Goodier , Chief Executive, Cambridge University Hospitals FT
Mike Durkin , Medical Director, NHS South West Strategic Health Authority	Neil Ferelly , Director of Finance, NHS West Sussex	Chris Gordon , Medical Director, Winchester and Eastleigh Healthcare Trust
Stephen Eames , Chief Executive, County Durham and Darlington FT	Steve Field , Chair of the Modernising Medical Careers Advisory Board, DH	Shane Gordon , Associate Medical Director, NHS East of England
Jim Easton , National Director, Quality and Productivity, DH	David Fillingham , CEO, Bolton Hospitals FT	John Goulston , Chief Executive, Barking, Havering and Redbridge Hospitals Trust
Mark Easton , Chief Executive, Brent PCT	Jan Filochowski , Chief Executive, West Hertfordshire Hospitals Trust	Tony Graff , Chief Financial Officer, Imperial College Healthcare Trust
Andrea Edeleanu , Director of Specialist Therapies, Surrey & Borders Partnership Trust	Jon Findlay , Director of Operations, Guy's and St Thomas' FT	John Graham , Director of Finance, Greater Manchester West Mental Health FT
Fiona Edwards , Chief Executive, Surrey & Borders Partnership FT	Stephen Finn , Chief Executive, Oxleas Mental Health FT	Irene Gray , Chief Operating Officer, University Hospitals Bristol FT
Mary Edwards , Chief Executive, Basingstoke and North Hampshire FT	David Fish , Managing Director, UCL Partners	James Gray , Medical Director, NHS Derby County
Rupert Egginton , Finance Director and Deputy Chief Exec, East Kent Hospitals FT	Robert Flack , Managing Director, Kirklees Provider Services	Diane Gray , Deputy Director of Public Health, Milton Keynes PCT
Catherine Elcoat , Director of Patient Care, NHS East Midlands	Martin Flaherty , Deputy CEO, London Ambulance Service	Darren Grayson , Chief Executive, NHS Brighton and Hove
Richard Eley , Director of Finance , St George's Healthcare Trust	Debbie Fleming , Chief Executive, NHS Hampshire	Helen Greateorex , Executive Director of Nursing, Sussex Partnership FT
Sue Ellis , Director HR, Kirklees and Calderdale PCT	Tracey Fletcher , Chief Operating Officer, East Kent Hospitals FT	Jackie Green , HR Director, Leeds Teaching Hospitals Trust
Ivan Ellul , Chief Executive, East Riding of Yorkshire PCT	Sally Flint , Executive Director of Finance and Information, Sussex Partnership FT	Stephen Greep , Chief Executive, Hull and East Yorkshire Hospitals Trust
Peter Enevoldson , Medical Director, The Walton Centre for Neurology & Neurosurgery Trust	David Flory , Director General of NHS Finance, Performance and Operations, DH	William Gregory , Director of Finance, Stockport FT
Simon Enright , Clinical Director, Mid Yorkshire Hospitals Trust	Beverley Flowers , Director of Commissioning, East & North Hertfordshire PCT	Paula Grey , Director of Public Health, Liverpool PCT
Cheryl Etches , Director of Nursing and Midwifery, Royal Wolverhampton Hospitals Trust	Kevin Flynn , Chief Executive, Isle of Wight PCT	Catherine Griffiths , CEO, Leicester County & Rutland PCT
Graham Evans , Chief Information Officer, NHS North East	Michael Foster , Deputy Chief Executive, University College London Hospitals FT	Nick Grimshaw , Director of Human Resources, Blackpool, Fylde and Wyre FT
Nick Evans , Director for Partnerships, West Hertfordshire Hospitals Trust	Andrew Foster , CEO, Wroughtington, Wigan and Leigh FT	Charles Gutteridge , National Clinical Director – Informatics, DH
Deborah Evans , Chief Executive, NHS Bristol PCT	David Foster , Deputy Chief Nursing Officer, DH	Mark Hackett , Chief Executive, Southampton University Hospitals Trust
Chris Evennett , Director of Strategy and Reform, NHS South Central	Stephen Fowle , Medical Director, NUH	Barbara Hakin , Chief Executive, NHS East Midlands
Andrew Eyres , Deputy Chief Executive and Director of Finance, Lambeth PCT	Gary Francis , Medical Director, Aintree University Hospitals FT	Jennie Hall , Director of Nursing, South London Healthcare Trust
Amanda Fadero , Director of Commissioning/Deputy Chief Executive, Brighton & Hove City PCT	Simon Freeman , Director of Information and Performance, Leicester County & Rutland PCT	Alan Hall , Director of Performance, DH
Gillian Fairfield , Chief Executive, Northumberland, Tyne and Wear FT	Julie Garbutt , Chief Executive, NHS Norfolk	Nancy Hallett , Chief Executive, Homerton University FT
Anthony Farnsworth , Director of Commising, Acting Chief Executive, Torbay Care Trust	Jim Gardner , Medical Director, North Lancashire PCT	Jane Halpin , Deputy CEO, East and North Hertfordshire PCT
Hannah Farrar , Director of Strategy and System Management, NHS London	Gill Gaskin , Corporate Medical Director, University College London Hospitals FT	David Hambleton , Director of Commissioning and Reform, NHS South of Tyne and Wear
Mike Farrar , Chief Executive, NHS North West	Jane Gately , Outer North East London Project Director, Barking and Dagenham PCT	Brian Handford , Director of Finance, Information and Contracting, NHS Worcestershire
Anne Farrar , Chief Operating Officer, Northumbria Healthcare FT	Colin Gentile , Finance Director, South London Healthcare Trust	Dawn Hanwell , Director of Finance and IT, Barnsley FT
David Farrelly , Director of Workforce and Strategy, East Midlands Ambulance Service Trust	Patrick Geoghegan , Chief Executive, South Essex Partnership University FT	Madeline Harding , Director of Service Development and Modernisation, North West Ambulance Services Trust
Kay Fawcett , Chief Nurse, University Hospital Birmingham FT	Nick Gerrard , Director of Finance, Suffolk Mental Health Partnership	Andy Hardy , Director of Finance/Deputy Chief Executive, University Hospitals Coventry and Warwickshire Trust
Andrew Fearn , Director of Informatics, Nottingham University Hospitals Trust	Michael Gibbs , Chief Operating Officer, Salford Community Mental Health Trust	Richard Harling , Joint Director of Public Health, NHS Worcestershire
David Fearnley , Medical Director and Deputy CEO, Mersey Care Trust	Bill Gillespie , Chief Executive, Sutton & Merton PCT	Denise Harnin , Director of Human Resources, The Royal Wolverhampton Hospitals Trust
Simon Featherstone , Chief Executive, North East Ambulance Service	Judy Gillow , Director of Nursing, Southampton University Hospital Trust	Rebecca Harriott , Director of Provider Services and Deputy Chief Executive, NHS Devon
Beccy Fenton , Deputy CEO, Heart of England FT	Tim Gilpin , Director of Workforce and Education, NHS Yorkshire and the Humber	Mike Harris , Director of Forensic Services, Nottinghamshire Healthcare Trust
Katherine Fenton , Director of Clinical Standards & Workforce, NHS South Central	Paul Glynne , Medical Director, University College London Hospitals FT	Vanessa Harris , Director of Finance, NHS South East Coast
	Margaret Goddard , Medical Director, Liverpool PCT	
	Mike Gogarty , Director of Public Health, North East Essex PCT	
	Mark Goldman , CEO, Heart of England FT	

TOP LEADERS PROGRAMME

Gill Harris , Director of Nursing, Wrightington, Wigan & Leigh FT	Isobel Hemmings , Chief of Operations/Deputy Chief Executive, Sheffield Health and Social Care FT	Sue Jacques , Deputy Chief Executive, Chief Operating Officer and Director of Finance, County Durham and Darlington FT
Russell Harrison , Director of Delivery, West Hertfordshire Hospitals Trust	Julian Herbert , Director of Finance and Performance, Suffolk PCT	Ann James , Chief Executive, NHS Devon / NHS Cornwall & Isles of Scilly
Amanda Harrison , Director of Assurance & Strategic Development, NHS Eastern & Coastal Kent	Nicholas Hicks , CEO/Director of Public Health, Milton Keynes PCT	Venessa James , Director of Corporate Affairs, NHS Devon
Christopher Harrison , Director of Workforce and Organisational Development, North East Ambulance Service	Tim Higginson , Chief Executive, Lewisham Hospital Trust	Brian James , Chief Executive, Rotherham FT
Dominic Harrison , Director of Public Health, Blackburn with Darwin PCT	Carole Hill , Head of Communications, Liverpool PCT	Sue James , CEO, Walsall Hospitals
Joe Harrison , Operations Director, North Middlesex Trust	Lesley Hill , Director of Service Development, Calderdale and Huddersfield FT	Gary James , Director of IT, NHS Lincolnshire
Frank Harsent , Chief Executive, Gloucestershire Hospitals FT	Sheila Hill , Director of Service Delivery & Performance, The Walton Centre for Neurology & Neurosurgery Trust	Jeff James Scott , Chief Executive, NHS Wiltshire PCT
Tricia Hart , Director of Nursing and Patient Safety, South Tees Hospitals Trust	Sue Hill , National Clinical Director – Respiratory Services, DH	Ruth Jameson , Medical Director, Pennine Acute Hospitals Trust
Julian Hartley , CEO, University Hospital South Manchester FT	Rowan Hillson , National Clinical Director – Diabetes, DH	Kevin Jarrold , Chief Information Office and LPfIT Programme Director, NHS London
Andrew Havers , Chair of Professional Executive Committee, NHS South Gloucestershire	Suzanne Hinchliffe , Chief Operating Officer and Chief Nurse, University Hospitals of Leicester Trust	Richard Jeavons , Chief Executive, Independent Reconfiguration Panel
Ruth Hawkins , Director of Finance and Deputy CEO, Nottinghamshire Healthcare Trust	Paul Hinnigan , Director of Finance, Blackburn with Darwin PCT	Paul Jenkins , Managing Director, North West London Commissioning Partnership, NHS Westminster
 <p>Harry Hayer, Director of Organisation, People and Performance, North Bristol Trust</p> <p>North Bristol is a large teaching hospital trust with an income of almost £500m and employing 9,500 staff. Hayer became an executive director in 1994 and has a distinguished career in the NHS, including board-level appointments with Cambridge University Hospitals (Addenbrooke's) Trust and the Commission for Health Improvement. More recently, he has led reform programmes across the NHS, including health system reform in Bristol, the PCT reconfiguration programme across Avon, Gloucestershire and Wiltshire and a review of national hosted programmes on behalf of the ten SHA chief executives in England. "This is a key initiative I hope will support my development to contribute further to health system reform in Bristol and provide the platform from which to develop my leadership credentials in taking on bigger, more complex and challenging roles in the second half of my career in the NHS," he says.</p>	Helen Hirst , Director of Service Development, NHS Bradford and Airedale	Avril Johns , Director of Strategy and System Development, NHS East Midlands
	Caron Hitchen , Director of HR and Organisational Development, London Ambulance Service	Paul Johnson , Regional Director of Public Health, NHS Yorkshire and the Humber
	Sue Hitchenor , Director of Finance, Leicestershire & Rutland Procurement Partnership	Dean Johnson , Director of Planning and Performance, Bradford Teaching Hospitals FT
	Des Holden , Medical Director, Brighton & Sussex University Hospitals Trust	Colin Johnston , Medical Director, West Hertfordshire Hospitals Trust
	Charles Hollwey , Chief Executive, Havering PCT	Gareth Jones , Director of Strategic Planning (seconded to SHA), East & North Hertfordshire PCT
	Jackie Holt , Director of Nursing, University Hospitals of Morecambe Bay Trust	Tim Jones , Director of Delivery, University Hospital Birmingham FT
	Peter Homa , CEO, Nottingham University Hospitals	Paul Jones , Chief Technology Director, Informatics Directorate, DH
	Stephanie Hood , Director of Communications, NHS South East Coast	Simone Jordan , Director, NHS Institute
	Peter Houghton , Innovation Director, NHS South East Coast	Pat Kelling , Director of Strategic Change, Surrey & Borders Partnership Trust
	Kevin Howells , Finance Director, NHS Leeds	Eamonn Kelly , Director of Commissioning, NHS West Midlands
Jane Haywood , Director of Organisational Development, Southampton University Hospital Trust	Terry Huff , Finance Director, Redbridge PCT	Peter Kelly , Executive Director for Public Health, Tees PCT
Graham Head , Director of Information, Communications and Technology, West Middlesex Hospital Trust	Jan Hull , Deputy Chief Executive/Director of Strategic Development, NHS Somerset	Trudi Kemp , Director of Strategic Development, St George's Healthcare Trust
Gus Heafield , Director of Finance and Corporate Governance, South London and Maudsley FT	Bev Humphrey , CEO, Greater Manchester West Mental Health FT	Neil Kemsley , Interim Director of Finance, NHS Devon
Bryan Heap , Medical Director, NHS Norfolk	Lisa Hunt , Chief Operating Officer, Bedford Hospital Acute Trust	Tim Kendall , Medical Director, Sheffield Health and Social Care FT
 <p>Gill Heaton, Director of Patient Services/Chief Nurse, Central Manchester University Hospitals FT</p> <p>Heaton joined the NHS as a nurse at the Manchester Royal Infirmary in 1976 before moving into primary care to train as a health visitor. She joined the General Management Training Scheme in 1990 and returned to Central Manchester as a management trainee. She was appointed to her current role in December 2001. The trust is a large acute teaching hospital which gained FT status in January 2009 and is currently completing a £500m new hospital development, for which Heaton has the executive lead. "It will be interesting to learn from each other's experience. I am conscious these jobs are very big, they are busy, and it is difficult to have the time to step back and reflect on how you might become more effective."</p>	Darren Hurrell , CEO, North West Ambulance Services Trust	Richard Kennedy , Chief Medical Officer, University Hospitals Coventry and Warwickshire Trust
	Ruth Hussey , Regional Director of Public Health/Managing Director, NHS North West	Chris Kenny , Director of Public Health for Nottinghamshire County and Bassetlaw PCTs
	John Hussey , Professional Executive Committee Chair, The Elms Medical Centre	Andrew Kenworthy , CEO, NHS Nottinghamshire City
	Linda Hutchinson , Director of Registration, Care Quality Commission	Bruce Keogh , Medical Director, DH
	Angela Huxham , Director of Workforce Development, King's College Hospital FT	Ron Kerr , Chief Executive, Guy's & St Thomas' FT
	Maitland Hyslop , Director of Market Management & Development, NHS Surrey	Matthew Kershaw , Chief Executive, Salisbury FT
	Nicky Ingham , Director of Workforce and Organisational Development, Bolton Hospitals Trust	Jill King , Director of Strategy, NHS Surrey
	Elaine Inglesby , Director of Nursing, Salford Royal FT	James P Kingsland National PBC Clinical Network Lead, DH
	Morag Jackson , Project Director, PFI, University Hospital Birmingham FT	Donna Kinnair , Director of Nursing, NHS Southwark PCT
	Ian Jacobs , Dean of UCL Medical School, University College London Hospitals FT	Richard Kirby , Chief Operating Officer, Sandwell and West Birmingham Hospitals Trust
		Sylvia Knight , Chief Nurse, United Lincolnshire Hospitals Trust
		Oliver Lake , Director of Engagement, NHS Lewisham

Angela Lamb , Chief Operating Officer, North Tees and Hartlepool FT	Kirk Lower , Director of HR, James Paget University Hospitals FT	Neil McKay , Chief Executive, NHS East of England
Carole Langrick , Director of Strategic Development, North Tees and Hartlepool FT	Nikki Luffingham , Chief Operating Officer, Maidstone & Tunbridge Wells Trust	Sarah McKellar , Head of Communications, North West London Hospitals Trust
John Lawlor , Chief Executive, Harrogate FT	Mike Lynch , Medical Director, St Helens & Knowsley Hospitals Trust	Kathy McLean , Medical Director, NHS East Midlands
Robert Lechler , Executive Director, Kings Healthcare Partners	Ann Macintyre , Director of HR, Guy's & St Thomas' FT	Andrew McLaughlin , Chief Operating Officer, Oxford Radcliffe Hospital Trust
Deborah Lee , Director of Commissioning, NHS Bristol	Graham Mackenzie , Director of Commissioning, Wandsworth PCT	Steve McManus , Chief Operating Officer, Southampton University Hospital Trust
 <p>Peter Lees, Medical Director, NHS South Central</p> <p>Lees is medical director and director of leadership at NHS South Central. He is also senior lecturer in neurosurgery at Southampton University and associate dean in NHS Education South Central. For 20 years he led the regional pituitary neurosurgery service based in Southampton University Hospitals Trust. He leads several national and international leadership initiatives including work in the developing world. Formerly, he was director of clinical leadership in the NHS Leadership Centre. Past roles include director of research and development and medical director at Southampton University Hospitals Trust. Lees is a graduate of Manchester and Southampton Universities, a fellow of the Royal College of Surgeons of England and a member of the Royal College of Physicians, London.</p> <p>“One of the big issues that we're facing is who are going to be the next generation of SHA medical directors, and also sorting out succession planning for our current generation of medical directors. I'm very keen to be getting formal help and development around how we spot talent, how we deal with succession planning [and] how we support and encourage people to become medical directors.”</p>	James Mackey , Chief Executive, Northumbria Healthcare FT	Andrew McMylor , Project Manager, Commissioning, Wandsworth PCT
	Kevin Mackway-Jones , Medical Director, North West Ambulance Services Trust	David McNeil , Director of Corporate Affairs, West Hertfordshire Hospitals Trust
	Christine Macleod , Medical Director, NHS Cambridgeshire	Fin McNicol , Communications Director, Aintree Hospital FT
	Ifthi Majid , Director of Operations, Derbyshire Mental Health Services Trust	Martin McShane , Director of Strategic Planning and Clinical Engagement, NHS Lincolnshire
	Paul Mapson , Director of Finance, University Hospitals Bristol FT	Jonathan McWilliam , Director of Public Health, NHS Oxfordshire
	Ann Marr , CEO, St Helen's and Knowsley Teaching Hospitals Trust	Liz Mear , Director of HR, Royal Liverpool & Broadgreen University Hospitals Trust
	Jonathan Marron , Director of Strategy, South West Essex PCT	Jane Meggitt , Director of Communications, NHS Northamptonshire
	Dave Marsden , Director of Strategic IT/Chief Information Officer, NHS East Midlands	David Meikle , Director of Finance and Commissioning, NHS Eastern & Coastal Kent
	Michael Marsh , Medical Director, Southampton University Hospital Trust	David Melbourne , Finance Director, Birmingham Children's Hospital FT
	Anthony Marsh , CEO, West Midlands Ambulance Service	Wendy Meredith , Deputy Regional Director of Public Health, NHS Western Cheshire
Jennifer Leggott , Director of Nursing and Deputy CEO, Nottingham University Hospitals Trust	Sarah-Jane Marsh , CEO, Birmingham Children's Hospital FT	Sue Metcalfe , Director of Commissioning, North Yorkshire and York PCT
Jo Lenaghan , Chief Adviser, DH	Joanne Marshall , Director of Human Resources, NHS Stockport and NHS Tameside	Steven Michael , Chief Executive, South West Yorkshire Mental Health Trust
Jon Lenny , Director of Human Resources, North West Ambulance Services Trust	Philip Marshall , Director of HR, Harrogate and District FT	Karen Middleton , Chief Health Professions Officer, DH
John Leslie , Director of Finance, NHS Cambridgeshire	Anita Marsland , CEO, NHS Knowsley	Bryan Millar , Director of Finance, Bradford Teaching Hospitals FT
Jim Lewis , Medical Director, Maidstone & Tunbridge Wells Trust	Neil Martin , Medical Director, East Kent Hospitals FT	Peter Miller , Medical Director, Nottinghamshire Healthcare Trust
Toby Lewis , Chief Operating Officer, Barts and the London Trust	Colin Martin , Director of Finance, Tees, Esk and Wear Valleys FT	Phil Milligan , Chief Operating Officer, Worcestershire Acute Hospitals Trust
Peter Lewis , Finance Director, Taunton and Somerset FT	Rakesh Marwaha , Director of Performance, NHS Derby City	Sallie Mills-Lewis , Director of Commissioning, Mid Essex PCT
Peter Lewis , Medical Director, Birmingham and Solihull Mental Health Trust	Jonathan Mason , National Clinical Director – Primary Care and Community Pharmacy, DH	Andrew Millward , Director of Communications and Corporate Services, NHS South West
Andrew Liles , Chief Executive, Ashford & St Peter's Hospital Trust	Brynnen Massey , Professional Executive Committee Chair, NHS Lincolnshire	Karl Milner , Director of Communications and PR, NHS Yorkshire and the Humber
Paul Liversidge , Director of Operations, North East Ambulance Service	Alastair Matthews , Director of Finance, Southampton University Hospital Trust	Ruth Milton , Director of Public Health, NHS Surrey
Moiria Livingston , Director of Workforce, NHS North East	Ruth May , Chief Nurse, NHS East of England	Chris Mimagh , Medical Director, Knowsley PCT
Ben Lloyd , Director of Finance and Performance, NHS South Central	Alex Mayor , Medical Director, Plymouth Hospitals Trust	Andy Mitchell , Medical Director, NHS London
Martin Lombard , National Clinical Director – Liver Disease, DH	Ruth McAll , Director of Human Resources and Organisational Development, Barking, Havering & Redbridge University Hospitals Trust	Patrick Mitchell , COO, St George's Healthcare Trust
Sue Lorimer , Director of Finance, Alder Hey Children's Foundation	Gillian McArthur , Deputy Director of Nursing, Gateshead Healthcare FT	Heather Mitchell , Director of Commissioning/Deputy Chief Executive, NHS Swindon
David Loughton , CEO, Royal Wolverhampton Hospitals Trust	Hilary McCallion , Director of Nursing and Education, South London and Maudsley FT	Simon Mitchell , Director of Service Development and Quality, Sandwell PCT
Cath Lovatt , Director of Communications, Nottingham University Hospitals Trust	Bill McCarthy , Chief Executive, NHS Yorkshire and the Humber	Charlotte Moar , Director of Finance and Business Development, NHS Wiltshire
Malcolm Lowe-Lauri , CEO, University Hospitals of Leicester Trust	Nigel McGuire , Director of Market Development, NHS Cumbria	Nick Moberly , Chief Executive, Royal Surrey County Hospital Trust
	Steve McGuire , Director of Capital and Estates, Guy's & St Thomas' FT	Ali Mohammed , Director of HR, Barts and the London Trust
	John McIvor , CEO, NHS Lincolnshire	Neill Moloney , Director of Delivery, Barking, Havering & Redbridge University Hospitals Trust

TOP LEADERS PROGRAMME

Phil Molyneux , Chief Information Officer, NHS Yorkshire and the Humber	Heather O'Brien , Director of Information Systems, Royal Free Trust	Katrina Percy , Managing Director Hampshire Community Healthcare, NHS Hampshire
Janet Monkman , Director of Workforce, NHS East Midlands	Jean O'Callaghan , Chief Executive, Bedford Hospital Acute Trust	Alan Perkins , Director of Policy and Planning – Informatics Directorate, DH
Alison Moon , Chief Nurse, University Hospitals Bristol FT	Ronan O'Connor , Director of Communications, NHS Oxfordshire	Clare Perry , Managing Director, Imperial College Healthcare Trust
Julie Moore , CEO, University Hospital Birmingham FT	Mark Ogden , Director of Finance, Capital and Economic Reform, NHS North West	Janet Perry , NHS Financial Controller, DH
Magda Moorey , Professional Executive Committee Chair/ Director of Governance, Lewisham PCT	Donal O'Donoghue , National Clinical Director – Renal Services, DH	Julie Phelan , Director of Communications, Sheffield Teaching Hospitals FT
Cath Moran , Director of Nursing, Greater Manchester West Mental Health FT	Tim Ojo , Executive Medical Director, Sussex Partnership FT	Adrian Phillips , Director for Health Improvement/Director of Public Health, Wolverhampton City PCT
Michelle Moran , Director of Nursing, Leeds Partnerships FT	David Oliver , National Clinical Director – Older People, DH	Paul Phillips , CEO, East Midlands Ambulance Service
Andrew Morgan , Chief Executive, NHS Bedfordshire	Heather O'Meara , Chief Executive, Redbridge PCT	Amanda Philpott , Deputy Chief Executive and Director of Corporate Affairs, Wandsworth PCT
Peter Morris , Chief Executive, Barts and the London Trust	Kevin Orford , Deputy Chief Executive, NHS East Midlands	Steve Phoenix , Chief Executive, NHS West Kent
Sue Morris , Director of Corporate Affairs, Sussex Partnership FT	Marie-Noelle Orzel , Director of Nursing, North Bristol Trust	Roger Pickering , Director of HR, Pennine Acute Hospitals Trust
Candy Morris , Chief Executive, NHS South East Coast	Anne Osborn , Director of Strategy, Norfolk & Norwich University FT	Andrew Pike , Chief Executive, South East Essex PCT
Andrew Morris , Chief Executive, Frimley Park Hospitals FT	Helen O'Shea , Chief Operating Officer, Plymouth Hospitals Trust	Simon Pleydell , Chief Executive, South Tees Hospitals FT
Judith Morris , Director of Nursing, Stockport FT	Helen O'Shea , Director of Operations, Northampton General Hospital Trust	Steven Pollock , Director of Communications, Engagement & HR, NHS West Sussex
Vicky Morris , Director of Nursing, Robert Jones & Agnes Hunt Orthopaedic & District Hospital Trust	Christine Outram , Managing Director of Medical Education England, NHS England	Alan Pond , Director of Finance, East & North Hertfordshire PCT
Stephen Morrison , Director of HR, Hull and East Yorkshire Hospitals Trust	Lee Outhwaite , Director of Finance, Derby Hospitals FT	Stephen Posey , Director of Strategy, East & North Hertfordshire Acute Trust
Trish Morris-Thompson , Chief Nurse and Professor of Nursing and Midwifery, NHS London	Rachel Overfield , Chief Nurse, Sandwell and West Birmingham Hospitals Trust	Mike Potts , Chief Executive, NHS Kirklees
Simon Morritt , Chief Executive, NHS Bradford and Airedale	Kevin Oxley , Director of Operations, North Tees and Hartlepool FT	David Powell , Director of Capital Projects, North Bristol Trust
Daniel Mortimer , Director of HR, Nottingham University Hospitals Trust	Chris Packham , Director of Public Health, NHS Nottinghamshire City	Stuart Poynor , Chief Executive Officer, South Staffordshire PCT
Jean-Pierre Moser , Director of Communications, St George's Healthcare Trust	Sue Page , Chief Executive Officer, NHS Cumbria	Neil Priestley , Finance Director, Sheffield Teaching Hospitals FT
Ian Moston , Director of Finance, The Christie FT	Cally Palmer , Chief Executive, Royal Marsden FT	Amanda Pritchard , Deputy Chief Executive, Chelsea and Westminster FT
Heather Moulder , Director of Nursing, East & North Hertfordshire PCT	Andrew Parker , Director of Primary Care, East & North Hertfordshire PCT	Martyn Pritchard , Chief Executive, Yorkshire Ambulance Service
Keith Moulin , Director of Service Delivery, Hertfordshire Partnership FT	Clare Parker , Finance Director, Barnet PCT	Sue Proctor , Director of Nursing and Partnerships, NHS Yorkshire and the Humber
Catherine Mountford , Director of Strategy & Quality, NHS Oxfordshire	John Parkes , Chief Executive Officer, NHS Northamptonshire	Louise Proctor , Managing Director, Community Services, NHS Northamptonshire
Aidan Mullen , Director of Nursing and Patient Safety, NHS North East	Sally Parnaby , Director of Organisation Development and Human Resources, NHS North Lancashire	Julie Quinn , Deputy Chief Executive, Haringey PCT
Alistair Mulvey , Director of Finance, St Helen's & Knowsley Hospitals Trust	Kiran Patel , Regional Clinical Lead/Cardiologist, Sandwell and West Birmingham Hospitals Trust	Denise Radley , Adult Social Services, NHS Peterborough
Michael Munt , Director of Finance, NHS Surrey	Nik Patten , Chief Executive, Peterborough Hospital FT	Ann Radmore , Chief Executive, Wandsworth PCT
Rachel Munton , Director of Nursing, Nottinghamshire Healthcare Trust	Terese Patten , Commercial Director, Five Boroughs Partnership Trust	Maggie Rae , Director of Public Health, NHS Wiltshire
Guy Musson , Finance Director, Lincolnshire Partnership FT	Steve Peak , Chief Executive Officer, Birmingham Women's FT	Joe Rafferty , CEO, NHS Central Lancashire
Matt Neligan , Director of Commissioning/Performance, NHS Bradford and Airedale	Julie Pearce , Director of Nursing, Midwifery and Quality, East Kent Hospitals FT	Anne Rainsberry , Director of People and Organisation Development and Deputy Chief Executive, NHS London
Mark Newbold , CEO, Kettering General Hospital FT	Pauline Pearce , Director of Public Engagement, East & North Hertfordshire PCT	Arif Rajpura , Director of Public Health, Blackpool PCT
Rachel Newson , Director of Operations, Norfolk & Waveney Mental Health FT	Bob Pearson , Medical Director, Central Manchester University Hospitals FT	John Randall , Medical Director, Peterborough Hospital FT
John Newton , Regional Director of Public Health, NHS South Central	Virginia Pearson , Director of Public Health, NHS Devon	Jane Raven , Director of Human Resources and Organisational Development, NHS Knowsley
Julia Newton , Finance Director, NHS Sheffield	Angela Pedder , Chief Executive, Royal Devon and Exeter FT	Amanda Rawlings , Director of HR, NHS Derby County
Sarah Newton , Director of Performance, NHS Lincolnshire	Flo Panel-Coates , Director of Nursing, Maidstone & Tunbridge Wells Trust	John Rayner , Director of Health Informatics – Informatics, DH
Sir David Nicholson , Chief Executive of the NHS		Abdul Razaq , Director of Public Health, Trafford PCT
Amanda O'Brien , Director Corporate Partnerships, Greenwich PCT		Liz Redfern , Director of Patient Care and Nursing, NHS South West
		Chris Reed , Chief Executive, NHS North of Tyne

Zoe Reed , Director of Strategy and Business Development, South London & Maudsley FT	Richard Samuel , Director of Performance and Standards, NHS Hampshire	Graham Simpson , Director of Strategy, Barts and the London Trust
Sue Reed , Director of Nursing, Lancashire Teaching Hospitals FT	Toby Sanders , Deputy CEO and Director of Primary and Community Care, NHS Leicester City	John Simpson , Director of Estates, Nottingham University Hospitals Trust
Helena Reeves , Director of Communications, Engagement & HR, NHS Surrey	Shirley Saunders , Director of Operations and Deputy CEO, Lancashire Care FT	Lyn Simpson , Director of Operations, DH
Lorraine Reid , Chief Operating Officer, Sussex Partnership FT	Neil Savage , Director of Workforce, Estates & Facilities, Birmingham Women's FT	Prem Singh , CEO, NHS Derby City
Nicola Reucroft , Director of HR, Stockport FT	Wendy Saviour , CEO, NHS Nottinghamshire County	Roland Sinker , Director of Operations, King's College Hospital FT
Amanda Reynolds , Deputy Director of Public Health, Government Office, NHS East of England	Stuart Saw , Finance Director, Tower Hamlets PCT	Melanie Sirotkin , Director of Public Health and Health Strategy/Deputy CEO, NHS Tameside & Glossop
Michelle Rhodes , Director of Operations, Nottingham University Hospitals Trust	Yvonne Sawbridge , Director of Quality and Performance, South Staffordshire PCT	Sally Slade , Director of Health and Social Care Delivery, NHS Devon
Stephen Richards , Medical Director, NHS Oxfordshire	John Saxby , CEO, Pennine Acute Hospitals Trust	Wendy Slaney , Chief Executive, James Paget University Hospitals FT
Mike Richards , National Clinical Director – Cancer, DH	Gabriel Scally , Regional Director of Public Health, NHS South West	Chris Slavin , CEO, Lincolnshire Partnership FT
Mike Richmond , Medical Director, South Tees Hospital FT	Tom Scanlon , Director of Public Health, NHS Brighton & Hove	Philippa Slinger , Chief Executive, Berkshire Healthcare FT
Tim Rideout , CEO, NHS Leicester City	Hilary Schofield , Director of Nursing, South Tees Hospitals FT	David Sloman , Chief Executive, Royal Free Trust
Julie Ridge , Director of Communications, NHS Bedfordshire	Michael Scott , Chief Executive, Westminster PCT	Tim Smart , Chief Executive, King's College Hospital FT
Caspar Ridley , Director of Strategy and Business Development, Southampton University Hospital Trust	James Scott , Chief Executive, Royal United Hospital Trust	David Smith , Director of Finance, Cambridge University Hospitals FT
Andrew Ridley , Deputy Chief Executive, Tower Hamlets PCT	Miles Scott , Chief Executive, Bradford Teaching Hospitals FT	Ellen Smith , Managing Director of Provider Services, NHS Lincolnshire
Claire Riley , Director of Communications, NHS North East	Gill Scoular , Director of Finance and Deputy CEO, NHS Northamptonshire	Neil Smith , Director of Finance and Performance, Mersey Care Trust
Kay Riley , Chief Nurse, Barts and the London Trust	Bernard Scully , Director of HR, Norfolk & Norwich University FT	Roger Smith , Medical Director, South London Healthcare Trust
Martin Ringrose , Director of Human Resources, Torbay Care Trust	Andrew Seddon , Director of Finance, University Hospitals of Leicester Trust	Stephen Smith , Chief Executive/Principal, Imperial College Healthcare Trust
Simon Robbins , Chief Executive, Bromley PCT	Duncan Selbie , Chief Executive, Brighton & Sussex University Hospitals Trust	David Smith , Director of Human Resources and Organisational Development, Gloucestershire Hospitals FT
Paul Roberts , Chief Executive, Plymouth Hospitals Trust	Olga Senior , Director of Communications and Corporate Affairs, NHS South Central	Mark Smith , Director of Strategy & Service Development, City Hospitals Sunderland FT
Adrian Roberts , Director of Finance, Central Manchester University Hospitals FT	Krishna Sethia , Medical Director, Norfolk & Norwich University FT	David Snowden , Chief Executive, Humber Mental Health Trust
Laura Roberts , CEO, NHS Manchester	Adam Sewell-Jones , Director of Finance and Continuous Improvement, Basildon & Thurrock University Hospitals FT	Jan Sobieraj , Chief Executive, NHS Sheffield
Alison Robertson , Director of Nursing and Patient Safety, St George's Healthcare Trust	Mike Sexton , Director of Finance, University Hospital Birmingham FT	Hazel Soin-Stanley , Director of Planning, Performance & Strategy, Wandsworth PCT
Liz Robin , Director of Public Health, NHS Cambridgeshire	Peter Shanahan , Director of Finance, NHS West Midlands	Roger Spencer , Chief Operating Officer, The Christie FT
Jill Robinson , Finance Director, Hammersmith & Fulham PCT	David Sharp , Director of Commissioning/Deputy CEO, NHS Derby County	Peter Spilsbury , Director of Health Policy, NHS West Midlands
Louise Robson , Chief Operating Officer, NHS South of Tyne and Wear	Chris Sharratt , Chief Executive, Sheffield Health and Social Care FT	Tony Spotswood , Chief Executive, Royal Bournemouth and Christchurch Hospitals FT
William Roche , Medical Director, NHS South East Coast	Martin Shaw , Director of Finance, Guy's & St Thomas' FT	Andrew Spring , Director of Finance, NHS Lincolnshire
Lisa Rodrigues , Chief Executive, Sussex Partnership FT	Caroline Shaw , CEO, The Christie FT	Julia Squire , Chief Executive, Mid Yorkshire Hospitals Trust
David Rosser , Medical Director, University Hospital Birmingham FT	Antony Sheehan , CEO, Leicestershire Partnership Trust	Malcolm Stamp , CEO, University Hospitals Coventry and Warwickshire Trust
Rosamond Roughton , Director of Strategy and System Reform, NHS Yorkshire and the Humber	Jonathan Sheffield , Medical Director, University Hospitals Bristol FT	Elisa Steele , Director of Information Management and Technology, South London Healthcare Trust
Simon Rouse , Director of Strategic Planning, NHS East of England	Louise Shepherd , CEO, Alder Hey Children's FT	Jonathan Stephens , Director of Finance, North Cheshire Hospitals Trust
Dean Royles , Director of Workforce and Education, NHS North West	Bill Shields , Director of Finance and Performance, NHS South West	Martin Stephens , National Clinical Director – Hospital Pharmacy, DH
Peter Rudge , Chair of Professional Executive Committee, NHS Plymouth	Stephen Shortt , Professional Executive Committee Chair, NHS Nottinghamshire County	Brian Steven , Operations Director, Leeds Teaching Hospitals Trust
Chris Rudge , National Clinical Director – Transplantation, DH	Rashmi Shukla , Director of Public Health, NHS West Midlands	Helen Stevens , Assistant Director Communications and Engagement, NHS Sheffield
Douglas Russell , Medical Director, Tower Hamlets PCT	Janice Sigsworth , Director of Nursing, Imperial College Healthcare Trust	Janice Stevens , Director – Healthcare Associated Infections, DH
Steve Russell , Executive Director of Medicine and Emergency Care, Northumbria Healthcare FT	Eileen Sills , Joint Director of Clinical Leadership and Chief Nurse, Guy's & St Thomas' FT	
Brendan Ryan , Medical Director, University Hospital of South Manchester FT		
Steve Ryan , Medical Director, Alder Hey Children's FT		

Andrew Stevens , Director of Planning and Information, Oxford Radcliffe Hospital Trust	Jane Tomkinson , Director of Finance/Deputy CEO, Countess of Chester Hospital FT	Deborah Wheeler , Director of Nursing, Barking, Havering & Redbridge University Hospitals Trust
Kevin Stewart , Medical Director, on secondment from Winchester Hospital	Suzanne Tracey , Director of Finance and Business Development, Royal Devon and Exeter FT	Chris Welsh , Medical Director, NHS East of England
Robert Stewart , Medical Director, NHS Eastern & Coastal Kent	Simon Trickett , Head of Communications and Community Engagement, Worcestershire PCT	David Wherrett , Director of HR, Cambridgeshire & Peterborough FT
Adrian Stoke , Finance Director, Heart of England FT	Alf Troughton , Medical Director, Great Western Hospitals FT	Lee Whitehead , Director of Communications, NHS East of England
David Stonehouse , Director of Finance, NHS Norfolk	Sarah Truelove , Director of Finance, Gloucestershire Hospitals FT	Tony Whitfield , Director of Finance, Salford Royal FT
David Stout , Chief Executive, NHS North East	Nikki Tucker , Planning and Performance Director, Chesterfield Royal Hospital FT	Sarah Whiting , Managing Director, Hammersmith & Fulham PCT
Elaine Strachan-Hall , Director of Nursing, Oxford Radcliffe Hospital Trust	Paul Tulley , Director of Commissioning, Shropshire PCT	Diane Whittingham , Chief Executive, Calderdale and Huddersfield FT
Karen Straughair , Chief Executive, NHS South of Tyne and Wear	Jayne Tunstall , Chief Operating Officer, Kettering General Hospital FT	Martin Whittle , Director of Corporate Strategy, NHS Derby County
Tim Straughan , Chief Executive, NHS Information Centre	Paul Turner , Director of Finance, Maidstone & Tunbridge Wells Trust	Adam Wickings , Director of Primary Care, Bromley PCT
Chris Streather , Chief Executive, South London Healthcare Trust	Trish Turner , Director of Communications, NHS Norfolk	John Wicks , Director of Commissioning, South Staffordshire PCT
Paul Streets , Director – Patient and Public Experience, DH	Harry Turner , Finance Director, Haringey PCT	Mark Wightman , Director of Communications, University Hospitals of Leicester Trust
Anne-Marie Stretch , Director of Human Resources, St Helens & Knowsley Hospitals Trust	Kevin Turner , Finance Director, Doncaster and Bassetlaw FT	John Wilderspin , Chief Executive, NHS West Sussex
Jan Stubbing , Chief Executive, NHS Gloucestershire	Richard Tyler , Chief Operating Officer of Provider Services, Richmond PCT	Sarah Wiles , Director of Planning, West Hertfordshire Hospitals Trust
Amanda Sullivan , Director of Nursing Quality and Governance, NHS Nottinghamshire County	Rachel Tyndall , Chief Executive, Islington PCT	Emma Wilkinson-Brice , Director of Nursing, Derby Hospitals FT
Antony Sumara , Chief Executive, Mid Staffordshire FT	Graham Urwin , CEO, Stoke PCT	Keith Willet , National Clinical Director – Trauma, DH
Andrea Sutcliffe , Chief Executive, Appointments Commission	Andy Vowles , Director of Commissioning, NHS Cambridgeshire	Alwen Williams , Chief Executive, NHS Tower Hamlets
Steve Sutcliffe , Director of Finance, Oldham PCT	Charles Waddicor , Chief Executive, Berkshire West PCT	Bob Williams , Deputy CEO, North West Ambulance Services Trust
Ann Sutton , Chief Executive, NHS Eastern & Coastal Kent	Phil Wadeson , Director of Finance, Liverpool PCT	Ian Williams , Director of Integrated Commissioning, Herefordshire Council & NHS Herefordshire
Moya Sutton , Director of Nursing, Alder Hey Children's Foundation	Anne Walker , Chief Executive, East & North Hertfordshire PCT	Janet Williamson , National Director, NHS Improvement
Paul Sutton , Chief Executive, South East Coast Ambulance Service	David Walker , Regional Director of Public Health, NHS East Midlands	Christine Willis , Chief Executive, Tees PCT
Tracey Sweet , Director of Communications and Corporate Governance, Cornwall and Isles of Scilly PCT	Stephen Walker , Chief Executive, NHS Litigation Authority	Karen Wilson , Director of Nursing, Mersey Care Trust
Jon Swift , Finance Director, East Riding of Yorkshire PCT	Ray Walker , Director of Nursing, 5 Boroughs Partnership Trust	Michael Wilson , Deputy Chief Executive, Brighton & Sussex University Hospitals Trust
Martin Sykes , Director of Finance, Contracting and Information, Frimley Park Hospitals FT	Derek Walsh , Director of HR and Corporate Services, Central Manchester University Hospitals FT	Judy Wilson , Chief Executive, South West London and St George's Mental Health Trust
Matthew Tait , Interim Chief Executive – Director of Finance, NHS Oxfordshire	Matt Walsh , Medical Director, NHS Calderdale	Roger Wilson , Director of Human Resources, University Hospitals of Morecambe Bay Trust
Robert Talbot , Medical Director, Poole Hospital FT	Stuart Ward , Director of Clinical Standards, NHS Hampshire	Robert Winter , Medical Director, NHS East of England
Simon Tanner , Regional Director of Public Health for London, NHS London	Will Warin , Chair of Professional Executive Committee, NHS Bristol	Simon Wood , Director of Facilities, North Bristol Trust
David Taube , Medical Director, Imperial College Healthcare Trust	Jo-Anne Wass , Chief of Staff, DH	David Wood , Director of HR, Salford Royal FT
Paul Taylor , Acting Director of Finance, NHS West Midlands	Louise Watson , Director of Primary Care, NHS West Sussex	Jonathan Wood , Director of Finance, East Lancashire Hospitals Trust
Simon Taylor , Chief Financial Officer, King's College Hospital FT	Paul Watson , Chief Executive, NHS North East Essex	Robert Woolley , Director of Corporate Development, University Hospitals Bristol FT
Caroline Taylor , Chief Executive, Croydon PCT	Sarah Watson-Fisher , Director of Nursing, Plymouth Hospitals Trust	Simon Worthington , Finance Director, Yorkshire Ambulance Service
Kevan Taylor , Chief Executive, Sheffield Health & Social Care FT	Alan Webb , Director of Service Redesign, NHS Oxfordshire	David Wragg , Director of Finance, Barking, Havering & Redbridge University Hospitals Trust
Joe Teape , Finance Director, Plymouth Hospitals Trust	Stephen Webb , Director of Communications, NHS London	Judith Wright , Director of Public Health, NHS West Sussex
Ian Tegerdine , Director of Workforce, NHS Norfolk	Sue Webb , Director of Clinical and Workforce Development, NHS South East Coast	Michael Wright , Director of Nursing and Deputy Chief Executive, Hull and East Yorkshire Hospitals Trust
Aiden Thomas , Chief Executive, Norfolk & Waveney Partnership FT	Steve Webster , Director of Finance, North Bristol Trust	Dominic Wright , Director of Transformation, Richmond PCT
Sian Thomas , Chief Executive, NHS Employers	Claudette Webster , Director of Access, NHS Manchester	John Yarnold , Director of Finance, NHS Gloucestershire
Marcus Thorman , Director of Finance, Kettering General Hospital FT	Rob Webster , Chief Executive, NHS Calderdale	Claire Yarwood , Director of Finance, NHS Salford
Chris Tidman , Finance Director, Birmingham and Solihull Mental Health FT	Tim Welch , Director of Finance, Blackpool, Fylde and Wyre FT	Alan Yates , CEO, Mersey Care Trust
Abigail Tierney , Director of Strategy, University Hospitals of Leicester Trust	Stephen Welfare , Director of Workforce, NHS East of England	Nichola Yorke , Deputy Director, NHS Communications, DH
Ian Tipney , Chief Executive, NHS Somerset PCT		Andrea Young , Chief Executive, NHS South Central
		Paul Zollinger-Read , Chief Executive, NHS Cambridgeshire