

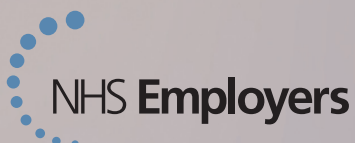
**Celebrating the
NHS leaders whose
contributions and visions
for the future shine bright**



HSJ

TOP CHIEF EXECUTIVES

In association with



Alastair McLellan



The last 12 months have been something of an *annus horribilis* for the NHS provider sector with the perfect storm of squeezed income, increasing demand, pressure from regulators and even an unprecedented row over the tariff.

Many well thought of provider chief executives have seen their organisations fall into deficit or rated as inadequate or requiring improvement by the Care Quality Commission. Public scrutiny and criticism of their actions has never been more intense. There has continued to be a steady stream of departures from the top job at NHS trusts, many deciding now is the right time to retire, others pushed by regulators.

It is in this context that the really excellent chief executives shine. Our second annual list of the NHS's leading provider chief executives contains many who have confronted difficulties in their own organisations which have bested more than a few of their counterparts. A defining characteristic appears to be a clear vision of what the future will look like – so that even in the most difficult periods their teams always have a sense of mission and hope for the future. Some have influenced the national scene while others are leading the transformation of their local health economies. Many are doing both.

Our illustrious judging panel are well aware of the challenges facing chief executives. No single criterion ruled anyone in or out of the list – good chief executives can work in problem trusts and are particularly needed there.

A third of the chief executives are new entries – which obviously means a third on last year's list have dropped out. Some have moved on to new roles while others have run into severe difficulties or simply not shone this year as they had before. This has left room for some striking new entrants, including Cambridge's Dr Keith McNeil and Imperial's Tracey Batten, two arrivals from

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Australia who have brought new ideas and fresh vision to two large teaching trusts. We have more community trust chief executives included, such as two who have recently led their organisations to foundation trust status. There are also marginally more women than in 2014.

Unlike last year, we have ranked the top 15 chief executives. This elite group is marked by longevity in post – Sir Leonard Fenwick has run hospitals in Newcastle for an astounding 38 years. The top five have all had their achievements recognised by being made knights or dames, and the top 12 are all foundation trusts.

Once again, we thank our judges for giving up their time and providing valuable insight. They and we were full of admiration for the many chief executives who have held things together in this most difficult of years. *Alastair McLellan is editor of HSJ.*

THE JUDGES

Dr Maureen Baker chair, Royal College of General Practitioners

Gill Bellord director of employment relations and reward, NHS Employers

Peter Carter chief executive and general secretary, Royal College of Nursing

Ben Clover senior correspondent, *HSJ*

Stephen Dalton chief executive, Mental Health Network, NHS Confederation

Niall Dickson chief executive and registrar, General Medical Council

Mike Farrar independent consultant, Farrar Consulting

Sir Bruce Keogh national medical director, NHS England

Sharon Lamb partner, Capsticks

Heather Lawrence non-executive director, Monitor

Joan Saddler associate director, NHS Confederation

Nick Samuels director of communications, NHS Providers

Richard Taunt director of policy, The Health Foundation

Michael Younger healthcare sector lead – interim management, Penna

THE JUDGING PROCESS

This year *HSJ* looked to celebrate 50 provider chief executives who have shown outstanding leadership and commitment to their organisations. As with last year, we considered the financial and care quality performance of the organisations. However, we also looked past the statistics to those individuals who are really going above and beyond, whose efforts, skills and focus set them apart.

Judges considered the following criteria:

Impact How great an impact has the individual's leadership had – within his or her organisation and beyond? How effective has the individual been in

driving cultural and performance improvements, and in working within and outside their organisation to develop and deliver plans to reform care models?

Communication To what extent is the individual a strong communicator? Are they recognised as having communicated and created a shared set of goals for the organisation? Also, are they good communicators with other organisations, players and individuals in their health economy? How good have they been at cultivating the strong relationships needed with other providers/

commissioners/councillors/local population that will be necessary to bring about care reforms proposed in the Five Year Forward View?

Patient focus To what extent has the individual created an organisation focused on patients? Are they actively working to create a person-centric NHS?

Engagement Has the individual shown commitment to engaging with their workforce at all levels?

Mentorship To what extent is the individual recognised as a mentor of other leaders or colleagues in the NHS?

1. Sir David Dalton

Salford Royal Foundation Trust

Sir David Dalton takes the top spot after a year in which he has not only influenced care in his own trust and health economy but has had enormous impact on the wider NHS through his authorship of the Dalton review, likely to help shape the future of acute trusts for the next few years. He has led Salford for over 13 years, guiding it through the often choppy waters of Manchester's reconfigurations and building up a national reputation for safety and quality improvement. He is described as a conviction leader "who demonstrates a direct impact on patient outcomes as a result of his leadership". His trust is high performing on almost any indicator, with 88 per cent of staff recommending care there.

2. Sir Andrew Cash

Sheffield Teaching Hospitals Foundation Trust

Sir Andrew Cash has led Sheffield Hospitals since 2001. It was one of the first wave of foundation trusts and provides many specialist services to the wider region. This stability of leadership has undoubtedly helped the trust but Sir Andrew also inspires personal loyalty, which shines through in the warm words used by those nominating him. He is described as an "exceptional leader who provides a clear vision for his trust and for the wider healthcare system". There is praise for the support he gives to other people, and one nominator adds: "I would go [in]to war with this man."

3. Dame Julie Moore

University Hospitals Birmingham Foundation Trust

Dame Julie Moore is one of the great characters of the NHS: she is forthright to the point of being outspoken and a passionate believer in focusing on the patient. A nurse by background, she has led the dominant trust in Birmingham, if not the whole West Midlands, since 2006. However, it would be wrong to see this as an easy job – it is a health economy struggling to cope with ever increasing demand while serving some very deprived areas. Dame Julie has been open about these problems in the media while supportive of her staff, who are having to cope with the practicalities. Her trust has also stepped up to the plate to mentor some of the Keogh review trusts. She is described as a "great CEO colleague".

4. Sir Robert Naylor

University College London Hospitals Foundation Trust

Another longstanding chief executive – he has been in the UCLH job since 2000 – Sir Robert Naylor is one of the most high profile NHS leaders. His trust's strong position in central London – and proximity to the seats of power – mean it is rarely out of the news. He is described as a man who "bleeds NHS" with a focus on quality and clinical leadership. Like almost every other trust, UCLH had a difficult 2014, with Sir Robert voicing concerns that it would have to

restrict access to specialist services if they were not adequately funded. A man with a vision for his own trust, he is also seen as an articulate spokesman for the teaching hospitals sector.

5. Sir Leonard Fenwick

The Newcastle upon Tyne Hospitals Foundation Trust

In two years' time Sir Leonard Fenwick will achieve the incredible milestone of running Newcastle hospitals for 40 years: he was appointed chief executive of the Freeman Hospital in 1977. With trust chief executives often compared to football managers, it's no surprise that one of those who nominated him says: "I am surprised that he has not been approached to manage the football team as well!" His passion for the job of running services seems undiminished, however, and he is described as "still pushing the boundaries after all these years" with "phenomenal drive and enthusiasm". The trust is known for its high quality services with good relationships with GPs and the city council.

6. Stephen Firn

Oxleas Foundation Trust

Stephen Firn is the first non acute trust chief executive to feature in our list – a tribute to the demonstrable success he has delivered over many years leading Oxleas. Recent changes have included taking over the running of Queen Mary's Hospital, Sidcup, where it provides some services but also hosts some provided by other NHS organisations. As well as mental health services, the trust provides learning disability and community services, operating from more than 100 sites. Mr Firn, in post since 2002, is described as a great role model who has worked with partners to develop integrated care while achieving high levels of staff engagement.

7. David Sloman

Royal Free London Foundation Trust

"David leads from the front in setting the standards of clinical care," is how one person describes David Sloman, the chief executive of the Royal Free since 2009. It has been an exciting year for the trust, which has taken over Barnet and Chase Farm Hospitals Trust, which was not expected to make foundation trust status on its own. However, the trust also works closely with other neighbours through UCLPartners Academic Health Science Centre. Mr Sloman is supportive of colleagues and is seen as giving the trust "vision and purpose".

8. Sir Ron Kerr

Guys' and St Thomas' Foundation Trust

Sir Ron Kerr is a "superb CEO with a genuine interest in transformational models of healthcare", according to one nominator. His trust is noted for innovation across services as well as being named one of the best places to work in the NHS. Sir Ron is



CLOCKWISE FROM TOP: Sir Leonard Fenwick; Sir Robert Naylor; Sir Andrew Cash; Dame Julie Moore; Sir David Dalton

“David Dalton's trust is high performing on almost any indicator, with 88 per cent of staff recommending care there”



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Claire Murdoch is seen as an incredibly influential system leader who looks beyond her own organisation

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known for mentoring those inside and outside the trust and offering support if they get into difficulty. As well as acute services, it also runs community services in Lambeth and Southwark and is well placed to make a difference to those in deprived communities.

9. Sir Andrew Morris

Frimley Health Foundation Trust

Running the first trust to be rated outstanding under the new Care Quality Commission inspection regime is a considerable accolade for Sir Andrew Morris: but he has taken on new challenges with the merger between Frimley Park and the underperforming Heatherwood and Wexham Park, which completed late last year. This is described as “the challenge of a lifetime”, which he will deal with in “his usual straightforward manner and beat it”. Other nominators praised his clear vision, consistent high performance and described him as “an excellent, inspiring leader and... a great mentor to many chief executives”.

10. Jim Mackey

Northumbria Healthcare Foundation Trust

This year will be a big one for Jim Mackey: his trust will open a new emergency hospital, which will lead to changes in service across the patch, and the way may finally become clear for a takeover of North Cumbria University Hospitals Trust. If so, these will be two achievements to add to a considerable list of successes since he took up the chief executive post in 2003. In 2010, the trust took on community services in Northumbria and North Tyneside, and adult social services in Northumbria. With a widely dispersed population, it has also

brought GP and community services together under one roof. He is praised for his creative business models and establishing strong relationships with other organisations in health and social care.

11. Angela Pedder

Royal Devon and Exeter Foundation Trust

Another longstanding trust chief executive – she has been in post since 1996 – Angela Pedder is described as “always willing to embrace new ideas, always offering new CEOs valuable advice, mentorship and coaching”. Her success at Exeter comes despite the challenges of a mainly rural and often quite remote catchment area. She is praised for her “patient-focused gravitas” and passion for quality improvement, as well as her staying power. “One of the few chief executives I would go to for advice with confidence,” comments one colleague.

12. Andrew Foster

Wrightington, Wigan and Leigh Foundation Trust

Patient safety has become almost synonymous with Andrew Foster and his team at WWL. Eight years into his role as chief executive, his passion for safety and quality still shines through and the trust has won a long list of awards, including *HSJ* Provider Trust of the Year last year. It operates from a number of sites in a deprived area and is relatively small – although Wrightington is seen as a centre of excellence for orthopaedics. The trust’s patient-centred focus was evident last year when a dying patient’s horse was brought on site to allow her to say goodbye – an indicator of compassionate care, which received national publicity.

13. Miles Scott

St George’s University Hospitals Foundation Trust

Miles Scott’s trust only got foundation status in February this year and he is a relative newcomer, having been in his present post since 2011. But he comes with 10 years’ experience of running trusts in both Bradford and Harrogate. Mr Scott is driving the trust forward at a time of some uncertainty in south west London, with plans to improve services and facilities. He is passionate about developing staff, whom he describes as the “lifeblood of the NHS”. He is social media-savvy and gets to his office at 7am to tackle emails.

14. Joe Rafferty

Mersey Care Trust

Joe Rafferty is a newcomer to our list but someone who is widely admired for doing a tough job well. As chief executive of a trust covering a number of services – community, mental health, learning disability and substance abuse – he has many plates in the air at any time. He is also responsible for the high security Ashworth hospital – a challenging job which many feel he has done extremely well in the two and a half years since he joined the trust. He comes with a background in commissioning support and development as well as acute trusts, and joined the NHS as a management trainee.

15. Claire Murdoch

Central and North West London Foundation Trust

Claire Murdoch leads an unusually large and complex non-acute provider, which has a turnover of £440m. Its traditional provision of mental health services in London has



FAR LEFT: Claire Murdoch;
LEFT: Miles Scott

been augmented by physical health services and a geographical spread that takes it from Hampshire to Milton Keynes. With 150 sites, the trust does occasionally run into trouble and last year faced a Monitor investigation into its governance. Ms Murdoch is seen as an incredibly influential system leader who looks beyond her own organisation.

The rest of the chief executives in the top 50 are listed alphabetically.

Susan Acott

Dartford and Gravesham Trust

Susan Acott has run Dartford and Gravesham Trust since 2010 and has had to forge a new future for the trust after a planned merger with nearby Medway Foundation Trust collapsed following Medway's Keogh review. With a catchment of only just over 250,000, the trust has had to be inventive and has taken over the running of some services at Queen Mary's Hospital, Sidcup, and Erith Hospital. Last year the CQC found the trust faced significant challenges in A&E but it also found openness and transparency among both staff and managers. Ms Acott has worked in the NHS for more than 25 years and has a strong interest in IT, clinical leadership and patient safety. She is seen as holding the performance of the trust together despite the extremely difficult local health economy.

Tracy Allen

Derbyshire Community Health Services Foundation Trust

Tracy Allen has led her organisation from autonomous provider status, born out of six PCTs' provider arms, to become a

freestanding community trust and finally a foundation trust late last year. As one of the first community foundation trusts, it is high performing and plays a central role in the health economy of a mainly rural county, and is increasingly working closely with other health and social care organisations. Ms Allen is active on social media and is keen to promote and support the good work done by colleagues across the organisation and back innovative models of care. The trust made *HSJ's* 2014 list of the best places to work in the NHS.

Tracey Batten

Imperial College Healthcare Trust

Tracey Batten may have only worked in the UK for a year but she is already making her mark at what was seen as a troubled trust but is now recognised as improving rapidly. She arrived from Australia's largest charitable hospital group with the promise of fresh ideas, and has not failed to deliver; some would even say that she has detoxified the trust with an extraordinary effect on the board. Dr Batten – who worked in London for a time in the 1990s – has been thrown into the turmoil of service reconfiguration and has braved public meetings to explain some of the unpopular decisions regarding A&E. She is committed to patient experience in the broadest sense and has helped to create an environment where staff feel able to raise concerns.

Bob Bell

Royal Brompton and Harefield Foundation Trust
Ten years running the largest specialist heart and lung centre in the UK would challenge many chief executives but Bob Bell seems to

MICHAEL YOUNGER ON SITUATIONAL LEADERSHIP

“ This is the second time Penna has supported *HSJ's* Top Chief Executives. The same exercise in 2014 gave a clear view of what good NHS leadership looked like, but how do you assess it?

When things are working well and staff deliver good services, performance metrics are in the right place, people aren't waiting for four hours in accident and emergency and referral to

‘When winter pressures become critical, when targets aren't achieved – that is when good leaders come to the fore.

treatment is below 18 weeks, then it is easy to assume it is a well led organisation.

But what happens when the numbers don't stack up? When winter pressures and high demand on services become critical? When performance targets aren't achieved? When staff are disengaged? This is when good leaders come to the fore. Leading in tough times is almost becoming a cliché, but that is what good NHS leaders do. They face the challenges, take tough decisions, take personal responsibility and make things work.

They empower their people to make critical risk assessments and continue to provide the highest quality of healthcare provision in the face of increased regulation and scrutiny, financial pressure and uncertainty.

HSJ's Top Chief Executives looks beyond performance metrics and ratings. Good leadership exists across the provider spectrum. Situational leadership is key. This supplement proves that across the system there are many examples of great leadership, whatever the circumstances of the trusts they lead.

Simon Stevens recently called for a “new cadre of leaders” who can operate broadly across their health economy. Penna's experience with NHS providers indicates that we already have leaders who share this mindset and are shaping the provider landscape of the future.

As a business, Penna focuses on people – finding them, developing them and maximising their potential. This supplement resonates well with our core values and we are proud to recognise the achievements of these 50 inspirational leaders.

Michael Younger is healthcare sector lead – interim management at Penna
www.penna.com



relish this difficult and demanding job – and fighting his corner. He has had to contend with the potential loss of paediatric heart surgery – still undecided as a nationwide review grinds on – and a row with neighbouring Royal Marsden, which put in a planning application on Royal Brompton's land. Mr Bell wants to sell off the land for development and use the proceeds to improve facilities at Royal Brompton. He is known for instilling a sense of community among staff and is possibly the only NHS chief executive to be photographed with Led Zeppelin star Robert Plant, who “opened” new equipment at the trust.

Stuart Bell

Oxford Health Foundation Trust

Stuart Bell is recognised as an outstanding mental health leader who can bring fresh perspectives to many discussions. One of those who nominated him said “he challenges in ways which people accept”, while another said he was “one of the most gifted, thoughtful and intelligent CEOs in the country”. His trust provides community and mental health services in Oxfordshire, but also specialist mental health services as far away as Wiltshire and North East Somerset. Mr Bell moved to Oxford two and a half years ago after serving as chief executive of South London and Maudsley Foundation Trust for 13 years.

Tracy Bullock

Mid Cheshire Hospitals Foundation Trust

“Taking on the most difficult of tasks in reforming a district general hospital, she is brave and courageous,” writes one of the people who nominated Tracy Bullock. There is praise for her vision and desire to change the trust actively rather than just reacting to events and the assertion that “she lives and breathes patients”. Mid Cheshire is a relatively small trust, which could easily be squeezed, but Ms Bullock is working imaginatively to reshape its clinical model and ensure a sustainable future. Some of this is being done through working closely with its larger neighbour, the University Hospitals of North Midlands Trust. The CQC has rated the trust as good, while acknowledging the pressures and challenges it faces.

Glen Burley

South Warwickshire Foundation Trust

It is not often that a trust takes over a private provider's facilities but taking on what was Circle Stratford – an outpatients clinic linked to a GP practice – is a sign of how forward thinking this small trust is. It has set up a subsidiary social enterprise – used in this case – to break into new markets while not losing sight of its core business of providing hospital and community services to the people of Warwickshire. “Glen just gets on and does a fab job, delivering on everything without making a fuss,” says one colleague. He has worked at the trust for nine years, steering it through financial turnaround to foundation status.

Chris Butler

Leeds and York Partnership Foundation Trust

Chris Butler is described as “still a nurse at heart” who works hard at keeping connected to the experience of service users, carers and staff. This grounded approach has led him to be regarded as one of the top chief executives in mental health and learning disability, and a fearless advocate for the services. He never misses an opportunity to make the case for investment and development at the national level and grasps opportunities, such as involvement in an academic health science network. He has led the organisation for 10 years, boosted user involvement and is in it for the long haul.

Patrick Crowley

York Teaching Hospital Foundation Trust

Every NHS chief executive has a tough job but Patrick Crowley's is probably tougher than most. He has managed a complex and controversial merger with Scarborough Hospital and seen the trust face criticism over A&E and cancer waiting times. He is described as increasingly influential in the future of services in North Yorkshire – the trust provides both secondary care and community services in some areas – and as someone who leads by example with a focus on value driven development. He has managed to secure many services for the coastal area served by Scarborough and ensure a future for the hospital there. He has been chief executive since 2007 but has worked at the trust since 1991.

Sheena Cumiskey

Cheshire and Wirral Partnership Foundation Trust

In an NHS where the ability to look beyond one's own organisation is going to be increasingly valued, Sheena Cumiskey seems to tick all the right boxes. She is praised as often “looking at the bigger picture in the interests of the wider NHS and that of the patient” while being “a wonderful advocate for the NHS”. She is passionate about staff engagement and personal development, keen to innovate but also measured and proportionate. She has led Cheshire and Wirral for five years, and seen it named as one of *HSJ's* best places to work – while she has been listed as one of the most inspirational women. The trust provides mental health, learning disability and drug and alcohol services.

Sir Michael Deegan

Central Manchester University Hospitals Foundation Trust

Sir Michael Deegan has led Central Manchester – the largest teaching hospital in the north west – since 2001 and is seen as a powerful, very forward thinking player in the region. It has been a period of considerable upheaval among the region's hospitals, including the trust taking over Trafford Hospital, which is being developed as a centre of excellence for planned orthopaedic surgery. Sir Michael is described

“

Sheena Cumiskey is praised as being a wonderful advocate for the NHS

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as a quiet achiever and a highly intelligent operator. He commands respect across the health system and has staying power. He was knighted last year – after 13 years in the top job but many more in the NHS – and described himself as “incredibly honoured but really taken aback”.

Kate Fallon

Bridgewater Community Healthcare Foundation Trust

Kate Fallon worked as a GP for 20 years before moving into clinical management in a part-time clinical director role. From being the medical director of a primary care trust, she moved into running community services and has now guided the trust to foundation status – one of the first two to get this accolade. She has been active on the national scene as well, on the transforming community services programme board. The trust provides a variety of community services over a large part of the north west. She is keen on partnerships and integrated care, while also being politically astute.

Bridget Fletcher

Airedale Foundation Trust

Bridget Fletcher is described as an “old fashioned [in a good way] CEO, doing sensible things well” who leads beyond her organisational boundaries and has real impact. She leads a small trust that provides both acute and community services, and is often seen as a trailblazer for innovation, especially around using telehealth to monitor patients in their homes. A former chief nurse, she has been in the post for five years and has seen the trust complete a major redevelopment of its A&E department as well as getting a positive CQC report. Nearly three quarters of the staff would recommend it for care.

Mark Hackett

University Hospitals of North Midlands Trust

When Mark Hackett left University Hospital Southampton Foundation Trust to head what was then the University Hospital of North Staffordshire Trust – now taking on much of neighbouring Mid Staffordshire Trust – many wondered why he had chosen to take on one of the toughest and most high

**TOP TO
BOTTOM:**
Stuart Bell;
Patrick Crowley;
Glen Burley;
Kate Fallon;
Mark Hackett



DANIEL MORTIMER ON THE RIGHT QUALITIES

“ NHS leaders and managers have a crucial role to play in the future success of the health service. But what qualities, experience and values do these people need to have?

People want to work for a leader they believe in, one they can trust, one that listens and one they have confidence in to lead the workforce. Having an engaged leadership team has proven links to increased staff engagement and high quality patient care.

The HSJ Top Chief Executives recognises individuals in the NHS who demonstrate these qualities and who are role models for other leaders. They are passionate about making a difference for their people, patients and communities. They are prepared to change and adapt, and to trust in the talent of their teams. They support new and emerging leaders, and are prepared to see through change for the benefit of the citizens they are demonstrably proud to serve.

However, these leaders are also clear that they are not isolated, heroic figures. Simply put: without an army Napoleon was just a bloke in a hat. The people who appear on this list have all, in one way or another, demonstrated that they have the qualities required to lead their workforce into the future: congratulations to each and every one of them.

Daniel Mortimer is chief executive at NHS Employers www.nhsemployers.org

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Glenn Burley has set up a subsidiary social enterprise to break into new markets

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Julian Hartley

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Julian Hartley has taken on a massive trust which had run into problems and, in a relatively short time, seen through improvements

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profile jobs in the NHS. But, as a colleague said: “If anyone can turn this trust round then Mark can.” He is determined, resilient and skilful – all traits which will be tested. But he is also praised for working with other trusts collaboratively and being inclusive. He was chief executive at Southampton for nine years, during which it gained foundation trust status and became the dominant provider for the area. By this time next year it may be clearer if he has managed to turn around the “poisoned chalice” of the trust – in which case he is likely to be seen not just as a good leader but an exceptional one.

Andy Hardy

University Hospitals of Coventry and Warwickshire

Andy Hardy has impressed since he took on the notoriously difficult trust in 2010 – made up of a private finance initiative build in Coventry and St Cross Hospital in Rugby. A former finance director, he was president of the Healthcare Financial Management Association for 2014 and has given evidence to the public accounts committee. The trust has won awards for its dementia friendly approach and has recently gone entirely smoke free in both buildings and grounds. Mr Hardy seems liked by his staff and his commitment to the job and to the trust is immense: he has even run the London Marathon for the trust’s baby care appeal.

Julian Hartley

Leeds Teaching Hospitals Trust

Julian Hartley came to Leeds with experience of running two acute hospitals, a PCT and also NHS Improving Quality. He

has taken on a huge trust – more than £1bn turnover – which had problems with both finances and performance and, in a relatively short time, has seen through improvements in several areas. But turning round the trust completely will take time, although morale seems to have improved since he arrived. Mr Hartley is described as “an excellent leader and role model. He inspires and empowers others through his commitment to patients and his enlightened management style.” He is known for a focus on staff engagement and a values-based approach.

Peter Homa

Nottingham University Hospitals Trust

Peter Homa started work in the NHS as a porter but within 10 years was the chief executive of a hospital. He has gone on to lead St George’s Hospital in London’s Tooting and now Nottingham – the fourth largest trust in the country. He was also chief executive of the Commission for Health Improvement and then the Healthcare Commission. He is described as a “strategic and visionary leader constantly driving for future improvement” who is “willing to share and learn”. Nottingham remains a challenging trust with sustained pressure on A&E but there is a shared vision with commissioners to move activity into the community.

Anthony Marsh

West Midlands Ambulance Service Foundation Trust and East of England Ambulance Service Trust

Anthony Marsh has had the sort of year that might be best described as interesting. He

has had to split his time between the high performing West Midlands service and the East of England, generally seen as an organisation in crisis. His pay and expenses have been splashed across the media and ambulance services generally have come under intense pressure – a problem that he has been warning of for some time. However, he has seen some signs of an upturn in the East of England – with investment in staff and new ambulances – and has been an articulate spokesman for the Association of Ambulance Chief Executives. He is seen as an innovative and influential leader who is prepared to protect and engage with the frontline.

Sarah-Jane Marsh

Birmingham Children’s Hospital Foundation Trust

The mainstream media seems determined to



Peter Homa

Sarah-Jane Marsh



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Sarah-Jane Marsh
– one of the youngest
chief executives in the
country – is described
as an inspiration
with high levels of
energy and passion

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preface many mentions of Sarah-Jane Marsh with “wife of former NHS chief executive David Nicholson”. But for her to continue to be overshadowed by her spouse would be a great injustice – those who work with her have no doubt she deserves recognition in her own right. She was appointed six years ago – one of the youngest chief executives in the country – and is described as “an inspiration... she has very high levels of energy and passion which are totally focused on improving services for children and young people”. She invests effort in staff and their wellbeing and is interested in developing young leaders. A former NHS graduate management trainee, she came into the health service after seeing the treatment her father received during a heart bypass operation. She turned down the chance to work for MI5 for a first assignment in the NHS of managing medical secretaries.

Keith McNeil

Cambridge University Hospitals Foundation Trust
Keith McNeil came to Cambridge with a clinical background, an excellent record in running hospital services in Australia – and time spent training as a sniper with the Australian special forces. Whether his weapons training and survival techniques will help him through the jungle of the NHS is hard to say but he has brought fresh approaches to the troubled health economy across Cambridgeshire and Peterborough, and has not flinched from asking the difficult questions about why things are done the way they are. He has a passion for seeing care from a patient’s perspective and has been described as inspirational, outstanding and imaginative. While he has been an advocate for the kind of specialist care that big teaching hospitals provide, he also has the ability to take a system-wide perspective and insists that hospitals have responsibilities in their local health economies. He is said to be well liked by his staff.

Paul Mears

Yeovil District Hospital Foundation Trust
Paul Mears runs a trust that is probably one of the smallest in the country – income was £118m in 2013-14 – but which punches above its weight in innovation and looking at new models of care. In particular, it is keen to develop an integrated model to meet the needs of the South Somerset area. Mr Mears is described as “patient-focused, innovative and determined to change the way his health service works... totally committed with real integrity”. He is seen as a flag waver for the strengths of smaller

SHARON LAMB ON STRONG LEADERS

“ Capsticks is delighted to support *HSJ*’s second Top Chief Executives and to celebrate great leadership across NHS provider trusts in England.

At a time when NHS providers are under increasing pressure to deliver high quality care under financial pressure and increasing demand for services, this supplement recognises the personal contributions of men and women who guide their organisations through challenging times while also contributing to the wider NHS.

These chief executives are drawn from trusts across the country and lead very different organisations.

However, despite the differences in the organisations they lead, they share a common commitment to patient-focused care and to excellent, open and two-way communication with staff, empowering those around them to develop and flourish.

At the same time, these leaders have had a huge impact both within their own organisations and the wider health economy. They are recognised for their engagement with workforce at all levels and for supporting leaders and colleagues in the NHS. In many cases, these chief executives have risen to the challenge of taking on troubled services and providing buddying and mentoring support to other organisations.

As the NHS moves forward with the delivery of new models of care, such as those set out in the Five Year Forward View, it is these leaders that will help drive the changes needed across their health economies. *HSJ*’s Top Chief Executives supplement is a fitting tribute to the crucial role of strong leadership across NHS.

Sharon Lamb is a partner in Capsticks commercial department
www.capsticks.com

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trusts and is a founder member of the New Cavendish Group, organised by The Nuffield Trust to promote them.

Sir Jonathan Michael

Oxford University Hospitals Trust

Sir Jonathan Michael presides over one of the bigger trusts, which has two roles – providing district general services to much of Oxfordshire and specialist services over a wider area, while also playing a key role in education and teaching. As a former chief executive at Guys’ and St Thomas’ he is used to this sort of combined provision. He announced before Christmas that he intends to step down from the role in mid-2015, allowing the trust time to find a



Keith McNeil

Karen Partington



Stuart Poynor



Simon Pleydell



replacement. His time at Oxford has seen the Nuffield Orthopaedic Centre absorbed into the main trust, and a good rating from the CQC. He is described as tried and tested, and has spent 45 years in healthcare, having trained as a doctor. If the trust does get foundation status in the next few weeks, it will be the icing on the cake of his career.

Steven Michael

South West Yorkshire Partnership Foundation Trust

“An excellent CEO with a long track record of delivery and innovation,” is how Steven Michael is described. He leads an integrated community, mental health and learning disability services provider. He was awarded an OBE last year and has been recognised for his interest in integrating health and social care, where he is described as having been in the vanguard for many years. A nurse by background, he has been in the job for eight years and has seen the trust reach foundation status in that time as well as take on community services in Barnsley. He is also active nationally, and was seconded to a regional role in 2010. His work on community engagement in a very diverse area is viewed as excellent.

Nick Moberly

Royal Surrey County Hospital Foundation Trust

Nick Moberly has led the Royal Surrey for nine years and is now hoping to merge with neighbour Ashford and St Peter's Hospitals Foundation Trust – although the proposal is currently undergoing the second stage of a Competition and Markets Authority inquiry. He is described as offering “continuity, loyalty and commitment”. He has taken a trust with severe problems, and facing possible closure, and made it a successful organisation that has consolidated some services, entered into a groundbreaking pathology joint venture and used IT to improve clinical services. Some 70 per cent of staff would recommend it for care. And having the health secretary as a local MP must add a certain frisson to his work.

Cally Palmer

The Royal Marsden Foundation Trust

Cally Palmer has run The Royal Marsden for 17 years, during which time its reputation has gone from strength to strength. She is described as managing a superbly run organisation that focuses on patients and quality care across its sites in London and Surrey. The trust now wants to expand its central London site and treat more patients – but the land it wants is owned by neighbouring Royal Brompton, which wants to sell it for flats. The Royal Marsden has taken the bold step of putting in a planning application.

Karen Partington

Lancashire Teaching Hospitals Foundation Trust

“A great people-centred chief executive whose priorities are people and staff,” is how



Steven Michael has been recognised for his interest in integrating health and social care, where he is described as having been in the vanguard for many years



Karen Partington is described. She runs a trust with three sites plus community services, and a turnover of over £400m. She was highly commended in the *HSJ* Chief Executive of the Year Award last year – the trust won a number of national awards in the year – and regularly does shifts on the ground at the hospital to understand the challenges facing staff. The trust has just launched its own nurse training programme with a local university – the first where students fund studies through the student loan system.

Matthew Patrick

South London and Maudsley Foundation Trust

Taking over the running of South London and Maudsley from the renowned Stuart Bell was never going to be an easy task but Matthew Patrick – a former psychiatrist in the trust – has risen to the challenge since he took up the post in late 2013. He is described as “calm, thoughtful and values-based”, and as a leader who “combines common sense with strategic vision”. The trust itself provides inpatient and community-based care for several London boroughs, as well as national specialist services. Dr Patrick has been involved in several national policy development programmes and is well respected as both a clinician and a manager. He is supportive of staff – many of whom are doing difficult jobs with patients with challenging conditions – and has described them as “extraordinary”.

Pauline Philip

Luton and Dunstable Hospital Foundation Trust

Pauline Philip is not a chief executive who pushes herself into the limelight but is seen as working quietly in the background to improve care at the trust, using the skills she has honed during a career which has

included hospitals, the Department of Health and a spell at the World Health Organization. Much of her working career has focused on patient safety. Innovations at Luton and Dunstable have included patients being able to give instant feedback after discharge through dedicated phone lines. She is viewed as an excellent chief executive who has done a good job in a deprived area, and a leader of real character and substance.

Mel Pickup

Warrington and Halton Hospitals Foundation Trust

Commitment, dedication and compassion were just three of the words used to describe Mel Pickup's approach by those who nominated her. She is said to have revolutionised the workforce in her four years at the trust and is highly visible in the organisation, supporting the reducing mortality programme and other patient safety-related activities. She is keen that the trust focuses on QPS – “quality, people and sustainability” – and has a vision for how it can thrive as an effective district general. Sitting halfway between Merseyside and Manchester, the organisation is always going to have challenges but Ms Pickup seems to have a vision for its future.

Simon Pleydell

Whittington Hospital Trust

Simon Pleydell has only been in the Whittington job for a year but has 15 years' experience as a chief executive, including time at hospitals in Teesside and Yorkshire. He has also worked on the development of academic health science networks. The trust runs both acute services and, since 2011, community health services for Islington and Haringey. In 2007, plans to downgrade it were scrapped after a public campaign – but, like a lot of district generals in London, it has to find a role in a crowded health economy. Mr Pleydell is described as having a record of success and senior leadership. “He will no doubt succeed in delivering improvement in a consistent and sustainable manner,” says one colleague. He is viewed as what the Whittington needs with a focus on driving forward engagement.

Stuart Poynor

Staffordshire and Stoke on Trent Partnership Trust

“Destined to become even more important,” suggests one colleague of Stuart Poynor, who has run this large, integrated trust since 2010. As well as community health and adult social care in its core area, it provides sexual health services across a wider part of the Midlands. Mr Poynor has managed to develop a truly integrated organisation. He has championed the need for staff to feel able to speak out about safety concerns and appointed former Mid Staffordshire whistleblower Helene Donnelly to a role of ambassador for cultural change. He and Ms Donnelly have been active in promoting this work across the NHS.

Tim Smart



“

The acquisition of the deeply troubled Princess Royal Hospital alone justifies recognition of Tim Smart

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Tracy Taylor



Heather Tierney-Moore



James Scott

Royal United Hospitals Bath Trust

James Scott has won praise for his good handling of Bath since he took over in 2007, after a long period as chief executive in Yeovil. It is not an easy job and the trust has had performance problems but Mr Scott was able to lead it to foundation status late last year and then complete the acquisition of fellow foundation trust the Royal National Hospital for Rheumatic Diseases – “the Mineral Hospital”, as local people call it. With larger trusts nearby providing many specialist services, Mr Scott is recognised for doing a good job in a tough environment and getting good staff and patient satisfaction scores.

Tim Smart

King's College Hospital Foundation Trust

Tim Smart's trust absorbed the deeply troubled Princess Royal University Hospital when South London Healthcare Trust was dissolved – and there is general agreement that this has impacted on the performance of the enlarged trust over the last year. “Tim and his organisation have stepped up to the mark with the PRUH acquisition and, as a

consequence, have taken a lot of risk. This alone justifies recognition,” one nomination reads. King's wants to become a system leader in the south east – it already takes a lot of tertiary work from outer London and beyond – and serves a tough catchment area. Mr Smart has helped to create an academic health science centre, King's Health Partners. He is one of a small number of NHS chief executives from the private sector – he was the head of BT Global Services UK before coming to King's in 2008.

Heather Tierney-Moore

Lancashire Care Foundation Trust

Professor Heather Tierney-Moore is a nurse and a visiting professor at Edinburgh Napier University. She has led the trust in its Engaging for Excellence programme and has also been instrumental in the development of the North West Coast Academic Health Science Network and new arrangements for commissioning healthcare education in the region. In her six years at the trust she has promoted a values-based approach and stressed the importance of aligning leadership behaviours with the caring aspect of the NHS. She argues staff

who feel supported are able to deliver compassionate care better. She is seen as someone who leads the healthcare system rather than simply thinking about the interests of her own organisation.

Tracy Taylor

Birmingham Community Healthcare Trust

Tracy Taylor is a promoter of the community health sector, running one of the biggest community trusts in the country with 4,400 staff. She is an effective advocate for the role of community services in achieving system-wide goals, such as treating more people at home and providing positive solutions to some of the challenges the NHS faces. She is described as putting community on the map in a city where there are many high profile players. She has been active in the NHS Confederation's community providers network and has been praised for staff engagement and for her support of other chief executives. ●

Photography by Wilde Fry, Neil O'Connor, Peter Searle and Alamy