

FOR HEALTHCARE LEADERS

HSJ

INSPIRATIONAL
WOMEN

In association with



NHS
Leadership Academy

FOREWORD

Alastair McLellan



More than three quarters of the NHS workforce is female and increasingly women are taking leadership roles. Many of them are a source of inspiration.

This is our first list of the most inspirational women in healthcare, supported by Barclays and the NHS Leadership Academy.

This is also your list. We asked for your nominations – so thank you to those who took the time to tell us who inspires you. We then asked a panel of judges to review these nominations and add their own.

The judges were clear that this is not a power list so it is arranged alphabetically and not ranked numerically. It includes a wide range of women from a wide range of backgrounds working in an equally wide range of roles.

We have clinicians, health scientists, managers, academics, trade unionists, campaigners, whistleblowers, people from policy think tanks and the third sector. There is even a student nurse.

It was not enough to be influential in one of these roles. The judges were clear that they were looking for people who live the values they espouse – the authentic leaders.

Some women on our list are inspirational leaders who also help younger women up the greasy pole. They are the brilliant mentors who see the value of developing the next generation.

Some are women in a largely male world and are role models who show others what is possible. Others are visionaries, pointing the way forward.

There is also a group of women who champion inclusion in its broadest sense, from the need to promote black and ethnic minority women to valuing the contribution of older women.

It is a celebration of some of our most inspiring women. Doubtless there were more we could have included. We welcome your thoughts on who – and why – so we can see this list evolve.

Alastair McLellan is editor of HSJ

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THE JUDGES



Becky Malby director, Centre for Innovation in Health Management



Andrea Sutcliffe chief executive, Social Care Institute for Excellence



Professor Wendy Reid medical director, Health Education England



Jenni Middleton editor, *Nursing Times*



Karen Lynas deputy managing director, NHS Leadership Academy



Professor Naomi Chambers head of health policy and management, Manchester Business School



Dr Sam Barrell chief clinical officer, South Devon and Torbay Clinical



Commissioning Group
Dr Sara Khan editor of *Medical Woman*, Medical Women's Federation



Paul Birley head of public sector and healthcare, Barclays



Dame Jacqueline Docherty chief executive, West Middlesex University Hospital Trust



Dr Mark Newbold chief executive, Heart of England Foundation Trust



Nicola Hartley director, Leadership Development, King's Fund



Dr Nikita Kanani GP registrar and co-chair, The Network



Dawn Tame-Battell assistant director of patient services, Marie Curie



Rosemary Cook honorary professor, Bucks New University; chief executive officer, Institute of Physics and Engineering in Medicine

THE JUDGING PROCESS

In this launch year of *HSJ's* Most Inspirational Women in Healthcare we sought to identify and celebrate those women driving transformational change within the NHS.

In addition to a long list prepared by the *HSJ* team over the spring and summer, we also invited nominations from *HSJ* readers via our website. Nominees were accepted from across industry and

could have either a clinical or non-clinical background. Inspiration comes in many forms but, as a starting point, nominees had to meet one or more of the following criteria:

- delivering outstanding leadership
- sharing knowledge and expertise with others in the sector
- acting as a role model/mentor to colleagues

- driving innovation in service redesign and/or research
- at the heart of shaping or influencing policy.

We then asked a panel of judges, who represented a broad spectrum of opinion, to review the long list and add suggestions of their own. Judges who are on the list were excluded from conversations about their own inclusion.

Cheryll Adams

Founding director of the Institute of Health Visiting

That health visitors are so firmly on the government's agenda is partly down to Cheryll Adams, whose tireless campaigning work has put the once marginalised profession back on the map. Name a report, committee or advisory group relevant to improving family health and supporting the workforce and there you will also find Cheryll. She has fought against disinvestment in the profession and for the positive role that health visitors can have while also leading partnership work with parents through groups such as Mumsnet.

What the judges said: "She is really making a difference to the health of children and young families."

Gail Adams

Head of nursing, Unison

When Gail first came into nursing in 1984 she had psoriasis. She was suspended from her first placement because of her skin and pressured to quit nursing. Her union, then NUPE, helped her fight her case and won a lifelong supporter. She quickly became a shop steward – a role she enjoyed – and five years ago was appointed national officer in what is now Unison. She is a strong advocate for the whole nursing family – including healthcare assistants – and has championed equal rights, especially around disability and on behalf of migrant care workers.

What the judges said: "She is able to see other people's side in an argument and gets on with everybody."

Dr Caroline Allum

Associate director of quality and medical appraisal, Whittington Health

When Caroline Allum's radiology clinic at the Whittington Hospital became overcrowded, she did not shrug her shoulders and close her office door. Instead she spoke to patients, found out what would make life for them better and issued them with pagers so they could leave the waiting area without missing their appointment. This is typical of her approach and one of the reasons this consultant was shortlisted for the *HSJ* Clinical Leader of the Year award in 2012. She is also a mentor for many female doctors, making her an all-round woman of inspiration.

What the judges said: "She's a role model and a mentor for young women doctors."

Sarah Amani

Youth mental health network lead, Surrey and Borders Partnership Foundation Trust

Sarah is a mental health nurse who is going places. Just nine years into her career, she has been singled out as an emerging leader by the National Leadership Council, received a Mary Seacole award and been shortlisted for an *HSJ* award. This is down to her passionate advocacy for young people experiencing psychosis and innovative approach, including use of new technologies. She worked with her clients to develop the "My Journey" mental health app, one of only a handful of apps for this group.

What the judges said: "Follow her on Twitter. She's great."

Professor June Andrews

Professor in dementia services, University of Stirling

June is an inspiration to everyone who meets her – patients, carers, nurses, social workers, students, politicians. Her centre now has a global reputation for excellence and June has received multiple awards, including the CNO's lifetime achievement award in 2012. But with all the plaudits and the risk of retreating into an ivory tower, she retains a resolutely person-centred approach. She says, for example, "the thing that's rationed for older people is time and that's the thing that's running out for them".

What the judges said: "She has changed and challenged so much and remains really inspirational on the difference that good nursing can make."

Professor Sue Bailey

President, Royal College of Psychiatrists

Sue is a campaigning child and adolescent psychiatrist who expects to use her three-year term as president to speak up for the vulnerable and protect mental health services from the worst of the cuts. She sees a clear link between preventing physical ill health through promoting mental wellbeing and will be looking at how psychiatry can help to manage urgent care demand.

What the judges said: "She has a deeply thoughtful approach and a very inclusive leadership style. She's an ideal example of how a college presidency can be used for the wider good."

Dr Sam Barrell

Chief clinical officer, South Devon and Torbay Clinical Commissioning Group

A popular GP and a leading light in the integrated care movement, Sam works in an area of the country that has set the pace in joining up care and demonstrating the benefits it can reap. She is cited as one of the new breed of clinical leaders spearheading transformation of the NHS and her approach is resolutely built on partnership with the community she serves.

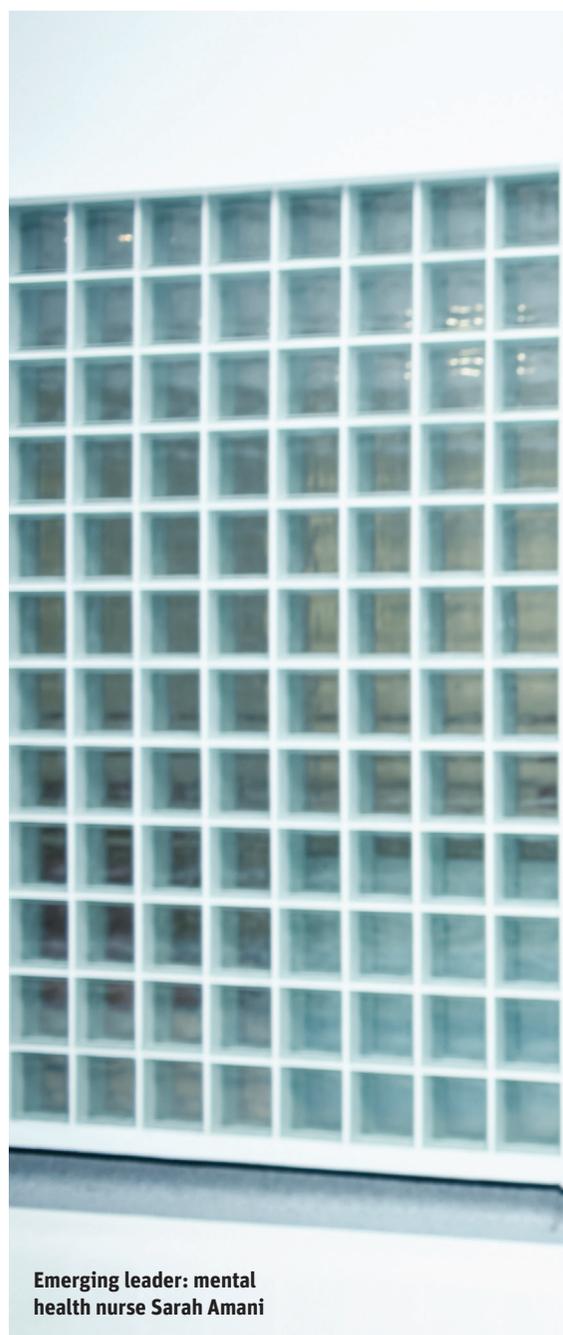
What the judges said: "She is really driving integrated care and doing it while being a mother of young kids."

Professor Carol Baxter

Head of equality, diversity and human rights, NHS Employers

The charismatic, Jamaican-born lead for NHS Employers on equality, diversity and human rights has won many awards for her work spearheading the fight against discrimination. Partly born out of her early experiences when she arrived in the UK in 1970 to train as a midwife, she's passionate and knowledgeable – and committed to sharing both qualities as widely as possible, developing a network of local champions to raise the profile of equality and speak out when things are not right.

What the judges said: "She is the poster girl for all that is good in the fight against discrimination and prejudice."



Emerging leader: mental health nurse Sarah Amani



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Cath Broderick has helped the rather stuffy and male-dominated RCOG to refocus around women and babies
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Kate Billingham

Senior adviser, Nurse-Family Partnership International, University of Colorado, and council chair, Queen's Nursing Institute Nurse, health visitor, researcher and women's health campaigner, Kate is responsible for introducing the Nurse-Family Partnership to the UK. This supports the most vulnerable mums and their babies through not just the first weeks but before birth and into the first years of family life. If she weren't a nurse, she says she would be a politician, preferably the chancellor of the exchequer so she could control the money. **What the judges said: "Kate brings a fresh approach to public health, showing that nursing is more than just a series of transactions and jobs to be done but [it involves] a real emotional engagement."**

Cath Broderick

Chair of the Royal College of Obstetricians and Gynaecologists' Women's Network
Cath is an independent consultant who

specialises in patient and public involvement. She is particularly well known for her work in the north west of England but also has a national profile. At the Royal College of Obstetricians she has put women on the map, infiltrating deep into the college's committees and helping the rather stuffy and male-dominated organisation to refocus its strategy around women and babies. Professionally she is a librarian and information specialist.

What the judges said: "She's very different and a very powerful and proactive advocate for women's rights in healthcare."

Dame Fiona Caldicott

Chair, Information Governance Review
This was a tricky one for the judges as for many of them "Caldicott" is synonymous with "no you can't innovate". But last year, Dame Fiona was asked to chair a review of the principles of information sharing that carry her name. She recognised that although the NHS has a duty to keep private

information private, there is now an equal duty to share information when it is in the patient's best interest. Is this the turning point so many want to see?

What the judges said: "No one has squared the circle of both sharing information and protecting confidentiality. That she has been asked to review her own work is a mark of confidence in her."

Molly Case

Student nurse, Greenwich University

Molly and her fellow second year nursing students were so disheartened and frustrated by nurse bashing that she wrote a poem. "Nursing the Nation" explains how much most nurses care and what a brilliant job they do. "Listen to us, hear us Goddam Roar. You say we are not doing enough? Then we promise we'll do more." She performed it at RCN Congress and received a standing ovation, since when the recording on YouTube has had nearly a quarter of a million hits. Watch it.

What the judges said: "She connected with the audience from the moment she stood up. So brave and truly inspiring."

Caroline Clarke

Director of finance and deputy chief executive, Royal Free Hampstead Trust

The sole finance director on our list and a woman known for her refreshing and down-to-earth approach. She really cares about the quality of services being delivered and views finance as a function to enable that. She is also the Healthcare Financial Management Association's finance director of the year. She has experience across the board, including commissioning, provider services and in the private sector with a spell at KPMG.

What the judges said: "Young women can look at her and see that they do not have to be a bloke in a grey suit to be a success in finance."

Yvonne Coghill

Senior inclusion lead, NHS Leadership Academy

There are more than a few black and ethnic minority leaders who owe their success to Yvonne. She started in nursing but over a 30 year career has made her mark championing inclusion, helping colleagues through the glass ceiling to become better leaders who improve patient care. Colleagues variously describe her as passionate, motivating, caring and strong, yet able to win people over through her thoughtful approach.

What the judges said: "Leadership for inclusion would not be anywhere near as high profile without Yvonne."

Dr Fiona Cornish

GP in Cambridge and president of the Medical Women's Federation

A conundrum facing many women working full time is how to combine a career with motherhood and make a success of both. Fiona has managed this – she is a mother of four children and has worked variously half, full and three-quarters time. Her aim in MWF is to ensure that women doctors generally can do the same, taking a very practical approach to breaking down the



Influential educator:
Jane Dacre



Ready to take risks:
Dame Sally Davies

barriers that part time GPs face.

What the judges said: "She is someone who has been successful and now really supports young women."

Suzanne Cunningham

Consultant midwife, Southampton University Hospital Trust

If you watched the Channel 4 series *One Born Every Minute* then Suzanne's face might be familiar – her Southampton unit was one of those featured. She's a consultant midwife who has shown a tireless commitment to putting mothers and babies at the centre of NHS care and delivered real improvements in their life chances as a result. Nationally, she was on the steering group of Midwifery 2020, which has set the direction for the future of maternity services.

What the judges said: "One of those people who day in, day out, is making improvements."

Professor Jane Dacre

Director, UCL Medical School

Some leaders drive change in such a way that people think they did it themselves. That's Jane all over. She's influential in medical education far beyond UCL through the GMC and the Royal College of Physicians, where she is vice president, and Women in Medicine. She is also a powerful role model for women in medical education – a role she takes seriously, mentoring women formally and informally, championing their work and creating opportunities to engage them in projects so they believe they can be leaders of the future.

What the judges said: "She is very inspiring but in a down-to-earth way."

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When Helene Donnelly told the Francis inquiry that NHS workers have a moral duty to speak out about poor care, the public gallery applauded

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Professor Dame Sally Davies

Chief medical officer, Department of Health

Very few of the top NHS team made it on to our list. Dame Sally is one of the exceptions. She was the first female CMO and comes from a background in science – she was previously the government's chief scientific adviser. She is a role model for women in science and academic medicine. She recently set up a mentoring scheme for female academic clinicians at King's to address the gender gap in senior academia and was shortlisted for the Times Higher Education Awards in 2012.

What the judges said: "An inspiring role model and ready to take risks."

Val Davison

Head of the National School of Healthcare Science

In her professional life, Val developed and now leads on modernising the health scientist workforce. She is also a leading geneticist. Put these together and you have a woman who is in a pivotal position for the future of the UK as an international centre for research in and practice of the new genomic medicine. Unlike many of the people on this list, she appears not because she has particularly championed women and equality but because she has the potential to lead a revolution – albeit a quiet one.

What the judges said: "We need to champion our women scientists."

Dr Jennifer Dixon

Chief executive, The Nuffield Trust

Jennifer is credited with transforming the fusty old Nuffield Trust into one of the most influential and sophisticated policy think tanks there is. She has recruited some fantastic people who are extremely loyal to her personally not just because of her academic rigour and strength of character but also because of her extremely high standards of courtesy. The NHS would be poorer without her. She is also, our judges noted, the mother of young children.

What the judges said: "An inspiring leader in a demanding political role that she performs with high standards."

Helene Donnelly

Former staff nurse, A&E, Mid Staffordshire Hospital

Helene is brave. Really brave. She was the nurse who blew the whistle on the appalling care at Mid Staffordshire Hospital and, in the face of sustained intimidation, refused to back down. When she told the Francis inquiry that NHS workers have a moral duty to speak out about poor care, the public gallery applauded her. She is now an ambassador for cultural change at Staffordshire and Stoke on Trent Partnership, a real credit both to the trust and to Helene's personal conduct.

What the judges said: "She proved that whistle blowing can be the right thing to do."

Marie Gabriel

Chair, East London Foundation Trust

Marie's job title hardly does credit to an extraordinary woman who took up her first

public office aged 23 and in 2010 was awarded Freedom of the London Borough of Newham. She looms large over the NHS, local government and voluntary sector in Newham, where she has chaired numerous bodies and sits on the health and wellbeing board. This places her at the frontline of the new public health movement – and deep in the tricky waters of local politics, which she is said to navigate with aplomb.

What the judges said: "She is inspirational in the sense that she is very matter of fact."

Dr Kate Granger

Registrar, elderly medicine, Pinderfields Hospital

As an elderly care registrar, Kate was used to talking about death and dying. Then, aged 31, she was diagnosed with terminal cancer so she started talking about her own death. She has been incredibly open and frank, not least in the social media, bringing discussion of palliative care issues to the fore. She is a fantastic example of a health professional selflessly offering her time – and in fact her last days – to help others understand the importance of care of the dying.

What the judges said: "We must treasure her while we can."

Professor Trisha Greenhalgh

Co-director of the global health, policy and innovation unit at Barts and the London School of Medicine and Dentistry

A social scientist and doctor, Trisha is at the forefront of research about where these two coincide – how patients experience healthcare, what works for whom in what setting, how medics translate knowledge into clinical practice and how new technologies can support better care. She has famously suggested that we need "less research and more thinking". In particular, she has questioned whether electronic health records will deliver savings and improvements in patient care rather than proving resource hungry, error prone and not fit for purpose.

What the judges said: "She's in her prime."

Dr Susan Hamer

Organisational and workforce development director, NIHR Clinical Research Network

Susan has put nursing informatics on the map, arguing passionately and persuasively that nurses need to stop being afraid of technology and embrace the opportunities of mobile working and using data to inform care. As director of nursing for NHS Connecting for Health, she developed a leadership in nursing informatics course that has inspired a new generation to take up this challenge. Now at NIHR, she is leading work on patient and public involvement and is developing new models for educating nurses about research.

What the judges said: "She is a fantastic mentor. She attracts people and looks after them."

Professor Jacky Hayden

Dean of postgraduate medical studies, North Western Deanery

Jacky has been at the forefront of postgraduate medical education for a

KAREN LYNAS ON GREAT ROLE MODELS

“ The NHS Leadership Academy sponsored this year's inaugural *HSJ* list of the top 50 inspirational women in health. What an honour, and what perfect timing.

The academy exists to provide national, sponsored, engaging and effective development to leaders from everywhere in health. We have long recognised, in common with many other industries, that investing in leadership development in your organisation is one of the key differentiators of success.

People need the skills, knowledge and behaviours necessary to lead in ever more complex environments. They also need support to help create the right climate for staff, so the workforce feels liberated to provide the kind of care they joined the NHS to be a part of.

I think all of us can be better at what we do – and that might be about more encouragement, development and training, role models, being honest and open or receiving regular feedback and support to learn from our mistakes. Like all skills, leadership can be learnt, and can certainly be

'Women in this list have inspired us to be better versions of who we are'

improved upon. One of the things we look for in our leaders is inspiration. That is much, much harder to develop.

Whether it is personal courage and integrity, humour, an engaging style or resilience, there are some personal traits that are innately stronger in some than in others.

The women recognised in this list have each inspired those around them, and future generations, to look for the best in themselves. They have inspired us to be better versions of who we are, and they have done so without compromising on the way they behave or what is important to them.

Lists such as this one are by their nature subjective, but we hope it recognises the women here for the contribution they make. If there is a truly inspirational woman you know who isn't here, then make sure she is next year. And if all it does is to stimulate a conversation about who provides you with real inspiration, then that too is a result.

My thanks to *HSJ* for inviting us to be a part of this fabulous new venture.

Karen Lynas is deputy managing director and head of programmes and practice team at the NHS Leadership Academy
www.leadershipacademy.nhs.uk

NHS

Leadership Academy



Tireless campaigner:
Kim Holt



Public face of pathology:
Suzannah Lishman

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Jacky Hayden is well known among women doctors for championing part time training

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generation, both in the north west and nationally, with a long list of official achievements. More importantly for this list, she is well known among women doctors for championing part time training and encouraging young doctors to get involved in medical leadership, hundreds of whom have been inspired by her to undertake service improvement training and go on to make care better as a result. She appears to know every trainee in her care personally. **What the judges said: “She is a role model for the next generation.”**

Dr Kim Holt

Founder of Patients First

In 2007, Kim and three other community paediatricians in Haringey wrote to managers warning that staff shortages and poor record keeping at St Ann’s Hospital would lead to a tragedy. Six months later, Baby P was dead and Kim had been hounded out of her job. It took four years of campaigning and a petition signed by 3,000 people to reinstate her and force an apology from Great Ormond Street Hospital, which took over the service. She helped found Patients First to stand up for whistleblowers in the NHS.

What the judges said: “A tireless campaigner.”

Wendy Irwin

Diversity and equalities co-ordinator, RCN

Wendy is not well known outside the world of nursing but within it she is hugely respected and admired. She has led work not just to promote equal opportunities for black and minority ethnic nurses but also gay, lesbian and transgender. She has highlighted just how few black nurses there are in senior roles and spoken out about the violence suffered by women globally. She is said to be someone whose behaviours accord with her beliefs. She leads from behind, taking genuine pleasure in others’ success.

What the judges said: “She is someone who makes you feel glad to be alive.”

Professor Deirdre Kelly

Director, liver unit, Birmingham Children’s Hospital Foundation Trust

Treating children with liver disease is a niche specialty and Deirdre is an acknowledged national and international leader in this field. She is a clinician, medical manager and academic – and also professor of paediatric hepatology at the University of Birmingham. While not overtly campaigning for women in medicine, the panel acknowledged that it takes real drive and dynamism to reach this level in any specialty. She sits on the CQC and GMC and is said to be “formidable but pleasant”.

What the judges said: “She has inspired generations of paediatricians.”

Dr Suzannah Lishman

Vice president, Royal College of Pathologists

Suzannah is a consultant pathologist who has consistently championed women, young people and public engagement in various roles. She started initiatives such as National Pathology Week and Year in 2012 and has represented the college in national talks

PAUL BIRLEY ON WOMEN MAKING A DIFFERENCE

Across every sector of the UK economy, female professionals are playing increasingly important roles within their organisations. Healthcare is no exception. In recognising the achievements of inspirational female leaders within UK healthcare, we are aiming to help ensure women can continue to have a significant impact on performance and policy.

It is clear from this inspirational list of women that female leaders already play a crucial role in the delivery of health in the public, private and third sectors. By identifying and showcasing examples where women have made a real difference to their organisation or locality, we aim to encourage and inspire others to support the sector in similar ways.

It is vital that the healthcare legacy we leave for future generations is underpinned by a commitment to stewardship and equality. It is also crucial that talented professionals are given the support and development opportunities required to create a lasting impact across the care system.

I have been inspired by several role models throughout my own career and I hope that by showcasing these 50 female leaders we can inspire others in the same way. There is no doubt that some very deserving candidates will be missing from this list. However, I hope it reflects the range of female professionals supporting the sector in various ways, and also stimulates debate and discussion.

Barclays is committed to supporting the healthcare industry and the range of organisations within it. Our aim is to become the bank of choice for the sector and, by working with organisations that deliver excellent service, to help give people a better experience of healthcare.

Having worked closely with NHS bodies, not-for-profit organisations and with private firms for over a decade, our team is dedicated to providing the expertise and sector knowledge needed to support growth and development.

We were the first bank to have a dedicated healthcare team and have won more HealthInvestor awards than any other financial provider. That is thanks both to the standard of personal service we provide, and to the breadth and quality of our product offering.

We would like to congratulate all of the female leaders recognised on this list for their achievements. We are delighted to have been able to support the 2013 campaign in identifying and celebrating inspirational women in the healthcare sector.

Paul Birley is head of healthcare corporate banking at Barclays
www.barclayscorporate.com

 **BARCLAYS**



Research impact:
Jill Maben

about making pathology results available to the public, transforming the college's engagement with the public. She wrote *A History of Pathology in 50 Objects* to celebrate the college's 50th anniversary and is now developing educational resources for schools to go with it. She leads work at the college on women in pathology.

What the judges said: "She is the most outward facing person from that specialism."

Karen Lynas

Deputy managing director, NHS Leadership Academy

One of our judges, Karen left the room before her nomination was discussed. She's a thoroughbred NHS manager passionate about leadership. Her stamp – if not her name – is on every NHS leadership initiative. Most recently, hers were the brains behind the NHS Leadership Academy initiative offering 6,000 staff annually access to leadership development. She carries the

torch for grounded, impactful and compassionate leadership – and practises what she preaches.

What the judges said: "The impact of her work has touched every single leader in the NHS from the top to the bottom – who else can say that?"

Professor Jill Maben

Director, national nursing research unit, King's College Hospital

There is a danger in academia of losing touch with the real world. Jill's feet remain firmly planted on solid ground. Her unit delivers research that really impacts on patient care, for example around safe staffing levels, and reflects her passion for her profession. She is also a powerful advocate for the best in nursing – articulating values that she lives in her professional life. She is said to be incredibly supportive of the people around her.

What the judges said: "It's not just the job but what she has done with it."

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The impact of Karen Lynas's work has touched every single leader in the NHS from the top to the bottom

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Clare Marx has been active in trying to address the low numbers of women entering surgery, largely through her influence on education

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Alyson McGregor

Programme director, Altogether Better

Alyson has set up a programme that captures the power of the community. Altogether Better, based in Yorkshire and the Humber, has trained more than 20,000 community health champions – local people who work in their own communities to promote better health and self care. They range from the imam helping doctors to reach out to Asian communities to people providing mutual support to others with a long term condition. The scheme has helped a significant number of the volunteers into employment.

What the judges said: “Community empowerment is going to be important in the new NHS world and Alyson is a visionary.”

Sue Marsh

Campaigner for disabilities and long term illness

If you ever feel numbed by the numbers that seem to form the core of the argument

around the future of the NHS and want to see the human face, read Sue Marsh. She is married, a mother of young children and has had severe Crohn’s Disease for 30 years. Her “Diary of a Benefit Scrounger” blog takes government rhetoric justifying cuts in welfare and public services and turns it on its head, detailing the impact on real people. **What the judges said: “[Her story] epitomises everything going wrong in our society and has created a different story about disability.”**

Dr Clare Marx

Orthopaedic surgeon, Ipswich Hospital Trust

Clare was the first female head of the British Orthopaedic Society and has been tipped as the next president of the Royal College of Surgeons. Possibly a risky thing to put in print as it’s often the kiss of death to an ambition, but her appointment would mark a turning point for a resolutely male specialty. Clare has been active in trying to address the low numbers of women entering surgery, largely through her influence on education where she is a leading light.

What the judges said: “She leads in a collaborative way, which, for a surgeon, is an unusual approach.”

Joan Myers

Chair, CNO’s BME advisory group

Joan’s mother, a nurse born in the Caribbean, warned her young daughter not go into nursing because people would treat her badly. She didn’t listen. Today Joan is at the forefront of the movement to get the NHS to value its BME nurses, hear their voices and improve the care for BME patients. She relentlessly points out the disparity between BME representation in the workforce and at nursing director level and the disproportionate number of BME nurses coming up before the Nursing and Midwifery Council. She’s also a community children’s nurse in north London.

What the judges said: “She’s a great role model.”

Ruth Owen

Chief executive, Whizz-Kidz

Ruth Owen is the leading force in paediatric wheelchair reform in the UK. She is an influential and inspiring woman who happens to be disabled. Rather than campaign on the iniquities and inequalities that lead to poor services and waiting lists for child wheelchair users, she has turned her business mind to solving them, creating new partnership models with the NHS. Ruth is recognised by senior politicians, healthcare leaders, business people, charity leaders and the media as an inspirational and dynamic figure, transforming the way the UK improves the lives of disabled people.

What the judges said: “An inspirational leader.”

Dr Niti Pall

GP and social entrepreneur

Niti is described as a “visionary clinical leader” but that doesn’t quite capture the dynamism of this West Midlands GP who has set up her practice as a social enterprise, ploughing profits back into the disadvantaged community it serves, and who spends her spare time developing



Rewriting the story of disability: Sue Marsh

affordable primary care in India. She delivers real improvements to people's lives. There is nothing soft-edged about Niti and she's sometimes described as "the grit in the oyster of primary care". When she talks, people listen.

What the judges said: "She's fantastic if you are very junior – she picks you up and takes you along."

Clare Pelham

Chief executive, Leonard Cheshire Disability
When Clare Pelham took over the Leonard Cheshire Disability charity back in 2010, the organisation was in trouble. She has managed to turn it round both financially and in terms of its reputation. She has used some classic leadership strategies to succeed – getting to know the services, building a strong leadership team, improving procurement and conducting solid (rather than knee jerk) campaigning. She is also passionate about bringing more women to the top – something that really marked her

out for our judging panel.

What the judges said: "She is a fantastic mentor, trying to encourage women to break through the barriers."

Katrina Percy

Chief executive, Southern Health Foundation Trust

If Robert Francis were looking for his ideal NHS leader, Katrina might be it. She regularly visits frontline staff at work, talking openly to them, listening to what they say – good and bad – and relaying this back to colleagues. This has built a strong level of trust in Katrina and her management team. She has developed a leadership programme to support integration and build the leaders of the future. She was *HSJ's* chief executive of the year in 2012 and is about to become a mother.

What the judges said: "She is very driven to succeed but does it in a way that is supportive of the people around her."

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If Robert Francis were looking for his ideal NHS leader, Katrina Percy might be it

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Clare Pelham is a fantastic mentor, trying to encourage women to break through the barriers

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Professor Jane Reid

Expert, Clinical Human Factors Group

Jane leads a high profile group of people from across healthcare, mostly medical, looking at embedding human factors in healthcare. It's very much on the post-Francis agenda and while well understood in other safety critical industries, it's relatively new to healthcare. Under Jane's leadership the NHS is leading the world. She's building on her strong track record on patient safety in this work, which is already feeding through into policies, both governmental and professional. She also has a day job – as professor of nursing at the University of Bournemouth.

What the judges said: “Jane welcomes people... and they leave feeling valued and motivated.”

Lisa Rodrigues

Chief executive, Sussex Partnership Foundation Trust

There are a number of people on this list who fight for social inclusion. Lisa is one

making a name as a powerful advocate for one of the most marginalised groups: older women. She speaks powerfully and eloquently on the contribution they make and the care they deserve. She is also said to be the model of a caring and effective senior manager in the NHS, leading one of the best mental health trusts in the country and also active in national forums. She has a strong profile on social media.

What the judges said: “A powerful and incredibly eloquent speaker.”

Emma Stanton

Chief executive, Beacon UK and psychiatrist

Who said the private sector was only interested in cherry picking the easy cases? Beacon UK LLC was set up to provide joined up services for people with mental illness at reduced cost. Its approach has been lauded by the likes of *HSJ* editor Alastair McLellan and Lord Darzi. But there is also resistance from those who don't like Emma's relentless data-driven approach. She also founded a clinical leadership enterprise, Diagnosis. She's young but many say she is the future.

What the judges said: “She brings people along with her and is a role model that young doctors can identify with.”

Mandie Sunderland

Chief nurse, Heart of England Foundation Trust

This was a tricky one for the judges as Mandie's chief executive, Mark Newbold, nominated her and was on the judging panel. He described an inspirational leader driving quality and safety and turning disasters into learning opportunities, for example recruiting the widow of a patient who died in the hospital's care to advise the trust. While this is personal recognition for Mandie, it also acknowledges the many excellent chief nurses.

What the judges said: “Having someone on this list who is a chief nurse in a real job sends out an important message: they are just as important as the people in think tanks.”

Professor Wendy Tindale

Scientific director and head of medical imaging and medical physics, Sheffield Teaching Hospitals and clinical director, Devices for Dignity programme, National Institute for Health Research

“Medical physics” and “dignity” are not often mentioned in the same breath but, by improving medical devices, the programme that Wendy devised and now leads at NIHR has had a profound effect on countless individuals with long term illness or disability. In her day job, Wendy is a role model for many female scientists and engineers, encouraging them to take up a career in this essential area of healthcare science.

What the judges said: “She has had a huge impact on patients and made Sheffield the place to go to learn about medical devices.”

Paula Vasco-Knight

Chief executive, South Devon Healthcare Foundation Trust

Paula became the first BME female chief executive of a foundation trust in 2008 and



Powerful advocate for older women: Lisa Rodrigues

is now the only female chief executive in the NHS with an African heritage. She's also exceptionally good at her job; her trust won the *HSJ* acute provider of the year award in 2011. She has a down-to-earth approach, an infectious energy and the ability to get on with everyone. A working mother, she is instantly recognisable in the hospital, where she has visited every department. She is also national lead for equality at NHS England.

What the judges said: "An inspirational leader and role model."

Professor Cathy Warwick

Chief executive, Royal College of Midwives

In a career as an academic, manager and practising midwife, Cathy has brought about fundamental change for women by championing women-centred services including NHS access to independent midwives and caseload midwifery practice. At the RCM since 2008, she has helped move the organisation into a more professional sphere, not least by building bridges with obstetricians. As a result, she has raised the profile of midwifery nationally. Said to be an inspirational leader and role model, particularly for senior staff.

What the judges said: "She is an incredibly principled person who does her job incredibly well."

Jill Watts

Chief executive officer, Ramsay Health Care UK

Ramsay Healthcare is one of the largest private healthcare providers in the world, with significant operations in the UK where half its turnover is generated from the NHS. Australian nurse and midwife Jill Watts has certainly made her mark as an inspirational leader, winning a number of industry awards and fronting the independent sector's engagement with the

NHS at Confed. She argues that private healthcare has a thing or two to teach the NHS about delivering good patient outcomes and good long term care.

What the judges said: "An inspirational leader in the independent sector."

Dr Janet Wisely

Chief executive, Health Research Authority

The HRA was set up in 2012 to protect and promote the interests of patients and the public in health research, dealing with the nitty-gritty of ethics, approvals and national research governance. Janet puts it rather more eloquently, saying the HRA will make Britain a great place to do health research. This is an immensely complex challenge, requiring both mastery of detail and the skills to engage the public. Janet is said to provide both.

What the judges said: "A visionary and inspirational leader who has already created a regulatory environment in the UK that leads the world."

Suzette Woodward

National director of safety, NHS Litigation Authority

A former paediatric intensive care nurse standing slightly less than five foot tall, Suzette "packs one hell of a punch with her enthusiasm for patient safety". She comes from the National Patient Safety Agency where she was the implementation director of the Patient Safety First campaign. Now at the NHSLSA, she can be expected to take a lead not on defending NHS organisations from claims but helping them avoid harming patients in the first place. She is an enthusiastic blogger and tweeter, way ahead of others in her use of social media.

What the judges said: "She's a positive force for patient safety." ●

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Janet Wisely says the HRA will make Britain a great place to do health research

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