

# Group Directors and Care Organisations' Leadership Teams



*Saving lives,  
Improving lives*

Improving the health and wellbeing of the people and communities we serve across **Salford, Oldham, Rochdale, Bury and North Manchester.**

# Creating a Group

**One of the ways in which local hospitals and local healthcare providers can enable a better, more co-ordinated way of providing safe and sustainable local health services, consistent with the concepts of standardisation of best practice delivered at scale, is by creating a Group or chain of local NHS organisations around a large population catchment area.**

Salford Royal NHS Foundation Trust (SRFT) and its neighbouring Trust in the northern part of Greater Manchester, The Pennine Acute Hospitals NHS Trust (PAHT) - which currently runs four hospitals in Oldham, Bury, Rochdale and North Manchester, and a range of community services - have joined together to create a new Group of hospitals and associated community services to deliver a variety of local healthcare services - The Northern Care Alliance NHS Group.

This Group is being developed to fully align and be consistent with the priorities of the strategic themes of the Greater Manchester Health and Social Care Partnership. It will develop new ways of working that will ensure patients receive consistently high standards of care.

Salford Royal is one of the top performing NHS Foundation Trusts in the country and Sir David Dalton has been Chief Executive since 2001, leading it to an 'outstanding' rating by the Care Quality Commission (CQC). Salford Royal is now one of only a handful of Trusts in the country to achieve this rating and the first in the North of England. It is also the first Trust with integrated acute and community services to earn this rating. Salford Royal and the hospitals/Community Services that make up Pennine Acute Services will become individual Care Organisations. These locality-based NHS organisations will be responsible for delivering safe, clean and personal care to the local communities they serve.

The function of the Group is to support its Care Organisations in the following areas;

- **Developing Service Strategy**
- **Agreeing new/replacement building and equipment**
- **Agreeing annual operational delivery plans**
- **Developing a standardised operating model which determines best care on the basis of evidence of best practice**
- **Organising this standardised care to be delivered effectively across multiple sites and locations.**

# Committees in Common (CiC)

**From 1 April 2017, the Trust Boards of both organisations at Salford Royal and Pennine Acute Trust delegated their functions to a Group “Committees in Common”.**

While the two Trusts will remain statutory bodies, the Group Committees in Common will effectively manage both Trusts.

The Group CiC will meet monthly, a minimum of 10 months a year, and be held in public.

The Group CiC will comprise the Chairman and six Non-Executive Directors, along with six Executive Directors who will be responsible for Group executive leadership roles spanning both Salford and Pennine Acute Trusts – Chief Executive, Chief Medical Officer, Chief Nursing Officer, Chief Financial Officer, Chief Strategy and Organisational Development Officer, and Chief Delivery Officer.

The Chief Officers of our Care Organisations for Salford, Oldham, Bury/Rochdale and North Manchester are members of the Group Committees in Common (CiC) in a non-voting capacity.

## **Mr James J Potter**

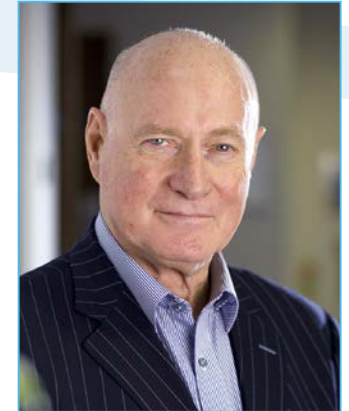
### *Chairman*

Jim Potter was born and raised in the Greater Manchester area, educated at Ambrose Barlow School and subsequently Salford Technical College and Moston College of Further Education.

He has spent most of his working life in electrical engineering, initially as an engineer then later moving into management, relocating to the West Midlands in 1969 and then to the Middle East in 1980 where he lived and worked until 1988. Jim moved back to the UK in 1988 to join a packaging company based on Salford Quays working as Export Sales Director and in 1990 he was made Managing Director, the position he held until July 2016.

Jim was appointed as a Non-Executive Director at Salford Royal NHS Foundation Trust in November 1999. He was appointed as Chairman on 1 July 2008. In March 2012, the Council of Governors reappointed Jim for a further term of three years, commencing on 1 July 2012 and expiring on 30 June 2015. Following a comprehensive performance review and appraisal process culminating in December 2014, the Council of Governors agreed unanimously to reappoint the Chairman for a further term of just over two years expiring at the end of the Annual Members' Meeting 2017. In March 2018 the Council of Governors approved an extension of Jim's term of office for a further year until June 2019.

In addition to his role at Salford Royal, Jim was appointed as Chairman of The Pennine Acute Hospitals NHS Trust on 1 April 2016. He is Chairman of the Group Committees in Common (CiC).



# CiC - Executive Directors

## Sir David Dalton

### Group Chief Executive Officer

Sir David Dalton has been a Chief Executive for 23 years and joined Salford Royal in July 2001. He has a strong profile, both locally within Greater Manchester, and also nationally in the areas of quality improvement and patient safety.



Under Sir David's leadership, Salford Royal set out its clear ambition to be the safest organisation in the NHS and has adopted a disciplined approach of applied 'improvement science' coupled with deep staff involvement.

Sir David's other interest is in sustaining an organisational culture which delivers high reliability of clinical standards, this has included supporting clinical leaders and creating a new framework for aligning an individual's contribution to the goals and values of the organisation.

He was founder chair of AQuA, NHS Quest and most recently, Haelo: each of which support organisations in their improvement activities. Salford Royal is designated as a Centre for Digital Excellence and will support the development of digital solutions to improve reliable care across Greater Manchester.

Sir David received his knighthood in the New Year's Honours List 2014 for his services to the NHS. Sir David led the Dalton Review, a review into how leading NHS hospitals can expand their reach to benefit more patients.

In addition to his role at Salford Royal, Sir David was appointed as Chief Executive of The Pennine Acute Hospitals NHS Trust on 1 April 2016.

## Mrs Elaine Inglesby-Burke CBE

### Group Chief Nursing Officer

Elaine joined Salford Royal NHS Foundation Trust in April 2004. She was appointed Deputy Chief Executive at Salford Royal in 2014.



Elaine has held Executive Nurse Director positions since 1996 in both specialist and large acute Trusts. She qualified as a Registered nurse in 1980 at Warrington District General Hospital and specialised in critical care and general medicine. She has held various clinical positions at ward level and nurse specialist.

Educated to postgraduate degree level, Elaine maintains her professional /clinical development through regular clinical shifts and Executive safety shifts with frontline staff. She is a Florence Nightingale leadership Scholar and took the opportunity to undertake a women's leadership programme for global executives at Harvard University as well as the Executive Quality Academy at the Institute of Healthcare Improvement, Boston. She has a strong track record in professional nursing and operational management.

Elaine is the Executive Lead for Nursing, Governance, Patient Safety and Quality Improvement.

In addition to her role at Salford Royal, Elaine was appointed as Chief Nurse of The Pennine Acute Hospitals NHS Trust on 1 August 2016.

## Dr Chris Brookes

### Group Chief Medical Officer

Chris commenced as Executive Medical Director at Salford Royal on 1 May 2010. Chris has continued to focus his efforts on infection control and through the contribution of all staff members in Salford Royal there has been significant progress made in ensuring that our patients receive care which is safe and does not expose them to Hospital Acquired Infections (HAI).



In January 2017 Chris was appointed Chief Medical Officer for the Committee in Common for Pennine Acute and Salford Royal in addition to his post as Executive Medical Director for Salford Royal NHS Foundation Trust. He continues to practice as a Senior Consultant in A&E at Salford Royal.

Away from the hospital, he provides medical care to the Wigan Warriors and England Rugby League Teams. Chris is married with three children.

## Mr Ian Moston

### Group Chief Finance Officer

Ian joined the Salford Royal Board of Directors in May 2014 from the NHS Trust Development Authority where he was the Business Finance Director for London.

Ian started his NHS career in 1991 as a Regional Financial Management Trainee and has held Finance Director positions in Primary Care, Acute and Intermediate Tier Organisations since 2005. During this time he has worked on a number of large scale transactions including the development of a new national service for cancer treatment, organisational merger and acquisition and the development of a joint venture company to deliver commercial benefits to the NHS.

Ian brings a range of other experiences from both the private and charitable sectors. He is also a keen advocate of finance staff development and is chair of the Towards Excellence Programme which accredits NHS North West Finance functions.

Ian is the Executive Lead for Finance, Information, Procurement, Contracting and Commissioning.



## Mr Raj Jain

### Group Chief Strategy and Organisational Development Officer

Raj joined Salford Royal in January 2015 and he will lead the development of the Group's corporate strategy.

He previously held the post of Managing Director of Greater Manchester Academic Health Science Network (AHSN), which was created to bring together healthcare and academic organisations in partnership with industry, local authorities and other agencies to improve health and economic wealth through the spread of innovation.

Raj was Chief Executive of an NHS Foundation Trust that was named Hospital of the Year in 2012 and he has held senior roles in teaching and general hospitals. He spent the early part of his career in the oil and gas industry and is an economist by training and a Human Resources and Organisational Development professional.

Raj has been a director of two research organisations and has held regional and national leadership positions in health development and planning.



## Mrs Jude Adams

### Group Chief Delivery Officer

Jude re-joined Salford Royal in April 2016 having previously worked for the Trust in 2008. Since April 2016 Jude has been Interim Director at Pennine Acute. In March 2017 she was appointed to the post of Chief Delivery Officer for the Group.

Jude has over 30 years' experience working in the NHS and with Trust Boards, starting her career as a nurse in the Northwest and then working in London Hospitals and overseas before moving into operational management.

She has delivered on improvements to operational performance and major change programmes including the development and move to the new Alder Hey Children's Hospital in 2015, where she held the post of Chief Operating Officer. Her clinical and operational experience is underpinned by a strong commitment to both patients and staff.



# CiC - Non-executive Directors

## Mr John Willis CBE

### Non-Executive Director

John is a qualified accountant and was Chief Executive of Salford City Council from 1993 until his retirement in 2006. John led the team that secured funding for the Lowry, and oversaw much of the regeneration of Salford. In 2006, he was appointed a Commander of the British Empire for services to local government in Salford.

In addition to his Salford Royal role, John was appointed a Non-Executive Director of The Pennine Acute Hospitals NHS Trust on 1 August 2016 and also as Chairman of the Audit Committee.



## Mrs Diane Brown

### Non-Executive Director

Diane has over 30 years' experience as HR Director, Talent Director and Global Business Partner. She has worked with Senior Global Leaders in FTSE 100 companies such as AstraZeneca Pharmaceuticals, M&S Money and Marks & Spencer PLC. Diane has developed a commercial understanding of both business and people-related issues as a key member of executive teams working across the UK, Europe and North America. She has played a significant role in introducing Talent and Performance Management frameworks across continents as well as driving transformational change and continuous improvement.

Diane is a Fellow of the Chartered Institute of Personnel and Development. She mentors leaders in the arts, NHS and small businesses.

Diane was appointed as Non Executive Director at Salford Royal in January 2009 and is the Board of Directors' Senior Independent Director.

In addition to her Salford role, Diane was appointed a Non-Executive Director of The Pennine Acute Hospitals NHS Trust on 1 October 2016.



## Dr Hamish Stedman

### Non-Executive Director

Hamish is a product of St Andrews and Victoria Universities, qualifying in 1978. He has worked in most of Salford's hospitals and has just retired after thirty five years as a General Practitioner in Swinton. He continues as a part time medical officer at St Ann's Hospice in Little Hulton.

He recently stepped down from the Chair roles of Salford CCG and the Association of Greater Manchester CCGs. He had been in post since the inception of both bodies. In the Greater Manchester role he helped steer the combined CCGs towards the reconfiguration of acute sector services under the Healthier Together project and was a co signatory to the health and social care powers devolved to Greater Manchester.

Latterly he was a member of the Greater Manchester Reform Board, a forum that is tasked with aligning public services across Greater Manchester to improve population health. This and improving quality of care remain his two passions. He describes the collaborative work within Salford and the developing Integrated Care Organisation as the perfect way to demonstrate how this can be done.



## **Dr Chris Reilly**

### *Non-Executive Director*

Chris is a scientist and business leader with over 30 years' experience in medical research, life science consultancy and venture capital in the UK, USA and Sweden. He began his career as a research scientist and retired in 2011 as Global Vice President, Discovery Strategy, Performance and Project Evaluation at AstraZeneca, a large international pharmaceutical company. In this role, Chris was responsible for developing AstraZeneca's research strategy, business plan and performance improvement activities. He has considerable experience in managing and leading large complex organisations.

Chris also spent two years with a venture capital firm in Boston that invested in new life science companies. He currently provides a consultancy service focused on 'translational medicine' for medical charities, academic institutions, biotechnology companies and life science orientated government agencies. He has a Ph.D. in Biochemistry from the University of Georgia and performed his postdoctoral work at the Massachusetts Institute of Technology. He moved from the USA to Cheshire in 1993 and is married with three children.



## **Mrs Chris Mayer CBE**

### *Non-Executive Director*

Chris was appointed a Non-Executive Director at The Pennine Acute Hospitals NHS Trust in May 2011 and is Vice Chairman of Pennine's Board of Directors.

Chris was Chief Executive of Her Majesty's Courts Service, accountable for the day to day operation of 550 courts centres across England and Wales until 2010. She is a consultant in leadership and executive coaching and is an associate with Fiona Macneill Associates. She has also begun working with the Slynn Foundation whose aim is to provide links between the English Legal System and the legal systems in Central and Eastern Europe.

Chris is a Trustee of the Royal Armouries.



## **Keiran Charleson**

### *Non-Executive Director*

Kieran is NW Regional Director for BT Group and represents BT's interests from broadband to broadcast in the Region.

In addition he represents the region into BT to secure the best interests for the North West from the company.

He has held UK and international leadership roles in the digital sector with IBM and BT over a 30 year period and has extensive experience in developing and leading strategic partnerships.

He is a member of the CBI's NW Regional council, influencing regional and national policy and sits on the Employer's board of Liverpool JM University. He leads BT's UK engagement with the Federation of Small Businesses and the Institute of Directors.



# Providing Better Care Together

Together as a Group of local healthcare providers we will be one of the largest NHS organisations in the country. Together we will serve a population of over 1 million people across our local communities.



## How will we provide better care together?

### Quicker Decision making

Although we are a National Health Service, currently each Trust can decide how it will deliver its own care standards and treatment. By creating a Group we will remove these organisational boundaries and our scale will enable us to develop and deploy at pace innovations and share best practice. Decisions will be made quickly in the interest of the communities we serve; ensuring safe and reliable care every time.

### Standardisation of care

The use of digital technologies will transform the experience our patients and service users receive as evidence-based care pathways will be used across all of our Care Organisations. Data will be used to improve patient flow and standardise the care and treatment our people receive.

Decisions will be made by clinicians in real time, based on the best available evidence and knowledge will be shared across organisations so that our patients and service users consistently receive the best clinical outcomes.

### Patient Centred Care

We will develop a tailored approach to care that is based on the needs of the local population. Staff and patients will have access to technology that transforms the delivery of right care, right time, right place.

### Improved productivity

The Group will be able to provide services at scale to our Care Organisations; whether that is through the use of shared technologies or standard operating models. We will also have the opportunity to offer our services to other NHS providers in the future; sharing best practice and realising further economies of scale.



# Our Care Organisations

**To enable the safe delivery of high quality care at scale, a leadership team of directors will have clear accountability and authority to govern each Care Organisation. The new leadership team will ensure healthcare services are clinically and financially sustainable across a number of localities. This will mean that patients, no matter where they are treated in Group, will experience personalised care that is based on need and high standards of care are consistent.**

Each Care Organisation now consists of a Medical Director, a Director of Nursing, Managing Director, and a Finance Director. Together they will manage and be responsible for the day to day running of the hospitals and community services of a Care Organisation. One of the four members of each leadership team will be appointed as the Chief Officer.

Our Care Organisations will increasingly take full control of all matters relating to their hospital sites and community services. They are responsible for delivering safe, clean and personal care to the communities they serve.

This new site-based operational management model will help strengthen and improve senior leadership support at hospital-level, strengthen engagement with staff and clinical teams, and take operational decisions for each site and services. The leadership teams will also be able to focus on strengthening relationships and joint working across health and social care with local care partners including Local Authorities, local commissioners, and the local community and voluntary sector in Salford, Oldham, Bury, Rochdale and North Manchester.

Our four Care Organisations are; Salford, Oldham, Bury/Rochdale and North Manchester.

In 2017/18, NHS Improvement outlined its proposal for Salford Royal NHS Foundation Trust (SRFT) to acquire the Oldham, Bury and Rochdale hospital sites and associated community services (currently part of The Pennine Acute

The transfer of North Manchester General Hospital to become part of the new city-wide Manchester NHS Foundation Trust (MFT) is part of the plan to create a Single Hospital Service for the City of Manchester. This is consistent with the Healthier Manchester Locality Plan where North Manchester Community Services will also join the Manchester Local Care Organisation (LCO) during 2018/19. All partners are committed to the future of North Manchester General Hospital. They agree it has a positive and vibrant future, continuing to provide much needed health and care services to the local population of North Manchester, as well as those who will travel from other parts of Greater Manchester to use its services. It has a vital role to play as part of the single hospital service for Manchester. It will continue to provide a range of hospital services, including emergency and maternity care. These were the messages agreed at the North Manchester Strategy Board in late 2017; the proposed transaction does not change these intentions.

The PAHT Transaction Board, independently chaired by the Chief Officer of Greater Manchester Health and Social Care Partnership (GMHSCP), aims to complete the transaction in the second half of 2019-2020 subject to due diligence, agreement of financial plans and approval of business cases.

# Our services will be:



Delivering high quality services whatever the day of the week or hour of the day through standardising care to the evidence of best practice



Creating benefits through economies of scale which results from a 'shared hospital service' across the Group, and enabling the development of local integrated services closer to home

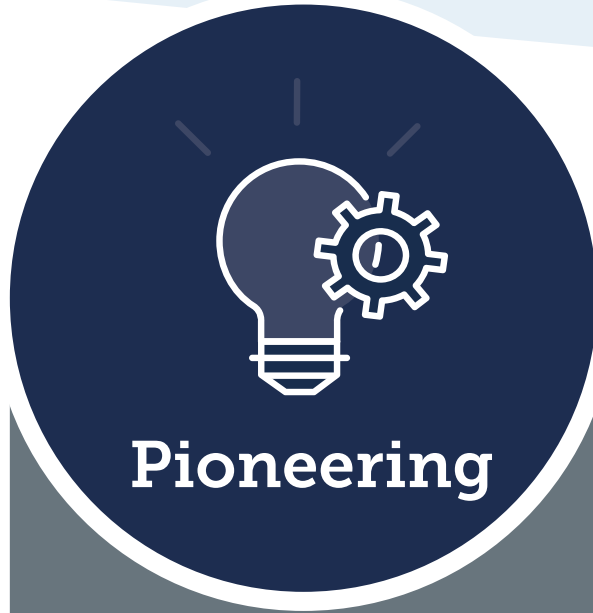


Providing safe, effective and compassionate services by our people who are highly motivated, well led and believe in the values of the NHS



## Connected

Connecting all parts of the health and social care system so that they deliver better care to people, in their neighbourhood, which meets their needs



## Pioneering

Continuously innovating and improving services, with a particular focus on new digital solutions to improve care and patient experience



## Value for Money

Supporting staff to identify opportunities for productivity and efficiency so that the taxpayer is getting best value

# Salford

## James Sumner

### Chief Officer

James joined Salford Royal in December 2016. He started his career in Primary Care and has held a number of roles in commissioning, provider and regional organisations. He brings years of experience in general operational management, Board Level Executive roles and, for the last two years, was Deputy Chief Executive at a nearby NHS Foundation Trust. James is the Executive Lead for the clinical divisions and will assume responsibility for the performance of the organisation.



## Dr Peter Turkington

### Medical Director

Originally from Northern Ireland, Pete completed his medical training in Yorkshire before moving to Salford Royal in 2003 to take up his Consultant Post in Respiratory Medicine.

His main subspecialty interests are Obstructive Sleep Apnoea, Ventilatory Failure and Non-Invasive Ventilation (NIV). He has set up a Sleep Clinic in Salford for patients with all forms of sleep disorder and has published several papers in peer reviewed journals on Sleep Apnoea. Pete was Clinical Director of Respiratory Medicine between 2007 and 2010 and Chair of the Division of Salford Healthcare between 2010 and 2013 during which time he led the development of the Emergency Village and seven day working for acute medicine.

He has led a number of initiatives within Salford Royal including a collaborative project to improve the management of acutely unwell patients which won a BUPA Foundation Award in 2009 and a HSJ Award for Quality and Productivity in 2010.



## Peter Murphy

### Director of Nursing

Peter commenced his nursing career in 1987 and qualified as a Registered Nurse in 1991. He has 20 years' experience within the critical care speciality. Peter joined Salford Royal in 2007, initially as a Nurse Consultant for Critical Care and following promotion as the Assistant Director of Nursing for Quality Improvement.

He is passionate about the nursing profession and is determined that nursing should be recognised for the vital role it plays in the delivery of safe, clean and personal care.

Peter has led a number of initiatives within Salford Royal including a collaborative project to improve the management of acutely unwell patients which won a BUPA Foundation Award in 2009 and a HSJ Award for Quality and Productivity in 2010.



## Diane Morrison

### Director of Finance

Diane joined Salford Royal in 2005 as part of the team who co-ordinated the foundation trust application. She joined the Salford Care Organisation on 1st April 2017 as Director of Finance having previously been the Deputy Director to the Executive Director of Finance.

Diane has been involved in a number of developments working within and outside the Trust to help deliver changes to the way care is provided including the work to establish the Salford Integrated Care Organisation; chairing the Finance Delivery Group to oversee the financial arrangements for the reconfiguration of high risk surgery across the North West sector of Greater Manchester and being involved in the development of locality plans to support the Greater Manchester Combined Authority application.

Diane is committed to continuing professional development both personally and for the finance team. The Salford Royal teams have level 3 Finance Skills Development Accreditation (highest level) and level 2 NHS Standards of Procurement.



## Steve Taylor

*Managing Director/ Chief Officer*

Steve has successfully worked at clinical and managerial levels within the NHS for over 30 years. He trained in Rochdale as a Registered General Nurse in 1987 and went on to work in A&E departments in Oxford and Manchester. He is also a trained Mental Health Nurse and has worked in a number of acute Mental Health settings in the Manchester area.

In 1998, Steve gained a Degree in Nursing and went on to obtain an MSc in Strategic Leadership in 2002. He has a long standing interest in healthcare leadership and has lectured and presented on this topic in the UK, Europe and USA.

More recently, he has led on the successful integration of health, social and voluntary services within North Manchester and Heywood, Middleton and Rochdale communities and believes strongly that integrating services provides a better experience for patients and families.

Steve lives locally with his family and two dogs.



## Dr Shona McCallum

*Medical Director*

Dr McCallum trained at St.Thomas Hospital in London and qualified in 1993. She worked as a junior doctor in Blackburn and trained in respiratory and general medicine around the Liverpool area. She undertook an MD at the University of Liverpool in Cystic Fibrosis.

Her first Consultant post was in Warrington District General Hospital in 2002. Dr McCallum joined the Pennine Acute Trust in 2004 as a Respiratory Consultant at Rochdale Infirmary. Prior to her role as medical director, she was the clinical lead for Rochdale.

Dr McCallum has undertaken a Diploma in Palliative Care at Cardiff University and is interested in the management of non-malignant chronic disease. She also teaches advanced communication skills at the University.

With an interest in the interface between community and hospital services she has enjoyed working with community providers to develop innovative services for the Heywood, Middleton and Rochdale borough. In her new role she will be able to develop strong links between the Rochdale Infirmary and Fairfield General Hospital sites and develop further the community services offered for Bury and HMR residents.



## Tyrone Roberts

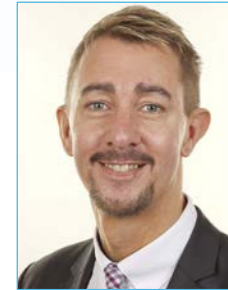
*Director of Nursing*

Tyrone Roberts trained in the West Midlands before taking up his first staff nurse post in vascular surgery. He completed his MSc during this time and researched various wound dressings.

Over the years, Tyrone has held various positions across surgery, medicine, women and children's and community. Committed to improving the environment for staff and patients, Tyrone has led several investments in staffing levels and has undertaken work for NHSI on supporting reviews of nurse staffing. A keen advocate of visible leadership and of staff engagement, Tyrone is a qualified 'coach' and also champions the use of measurement for improvement and has led various patient safety developments.

After leaving the Midlands, Tyrone worked in the Wirral until moving to Derbyshire for his most recent post as Deputy Chief Nurse at Stockport NHS Foundation Trust. Tyrone is married with three children, enjoys the outdoors and lives in a small village in Derbyshire.

Tyrone joined the Trust in November 2016.



## Craig Carter

*Director of Finance*

Craig joins the Bury and Rochdale Care Organisation as Director of Finance from Chorley, South Ribble and Greater Preston CCG where he held the post of Deputy Chief Finance Officer. He joined the NHS as a National Finance Management Trainee in 2003 and has over 14 years of experience working in senior finance roles within various large acute trusts in the north west including Central Manchester University Hospitals FT, Royal Liverpool and Broadgreen FT, Aintree FT and Pennine Acute NHS Trust.

Craig is passionate about finance staff development and has chaired the Lancashire Finance, Skills and Development steering group assisting the CCG he comes from to improve from level 1 to a level 2 accreditation status.



# Oldham

## Nicola Firth

*Director of Nursing / Acting Chief Officer*

Nicola joined the Trust in October 2016.

She qualified in 1992 in Stockport and worked in a number of clinical specialties there before becoming

project manager for the implementation of Hospital at Night. Following that, Nicola worked at Salford Royal NHS Foundation Trust as a Lead Nurse and then Assistant Director of Nursing for the Corporate Nursing service before taking up the post of Deputy Director of Nursing and Midwifery at Stockport NHS FT, which she held for five years.

In 2014 Nicola took up the post of Director of Nursing and Quality/DIPC at Aintree University NHS Foundation Trust holding the portfolio for nursing, quality, infection prevention and clinical governance where she stayed until joining Pennine. Nicola also holds a Masters in Collaborative Healthcare.



## Dan Grimes

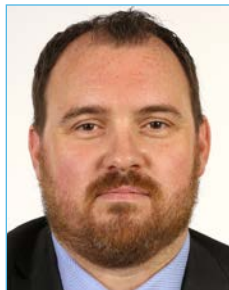
*Managing Director*

Dan has worked in the NHS since 2006 with over ten years' experience working in senior operational management posts across Surgery,

Women and Children's Medicine and Diagnostic and Clinical Support Services. Prior to joining Oldham, Dan was Managing Director for Integrated Care at Salford Care Organisation and before that was Divisional Director for Medicine and Clinical Support Services at Alder Hey Children's Hospital where he was actively involved in planning and delivering the safe transition of services when the new Alder Hey in the Park opened in 2016.

Dan has an MSc in Healthcare Leadership and wrote his dissertation on how to improve holistic care for children with complex health and social needs. His professional interests include quality improvement, operations analysis and the use of data to improve planning operational delivery and building high performing teams.

Outside of work, Dan is a former Chairman of a local theatre group in Warrington and spends his spare time performing in and directing plays and musicals.



## Dr Jawad Husain

*Medical Director*

Jawad joined the Group as Medical Director for Oldham in June 2017. As a practising surgeon, he has extensive general management experience and a strong track record in change management, service improvement and innovation.

He started his career as a consultant urological surgeon at Wrightington, Wigan and Leigh NHS FT in 2002. He has been trained in the North West region and has a sub-speciality interest in management of stone diseases. Jawad established a fully comprehensive stone service at his organization and helped develop the urological department.

Jawad takes a keen interest in teaching and training and has been the Surgical Tutor for the Royal College of Surgeons. He is an examiner for the University of Manchester Medical School and mentor for the medical students, educational and clinical supervisor for urology and surgical trainees, and a panel member for National Selector for core surgical trainees.

He is a Clinical Advisor to the Parliamentary and Health Service Ombudsman, NCAS case manager and case investigator and Responsible Officer.

He is married to Ayesha, who is a GP and has two girls who are both doctors.



## Carolyn Wood

*Director of Finance*

Carolyn joined the Oldham Care Organisation as Director of Finance from Wrightington, Wigan and Leigh NHS Foundation Trust where she has held the position of Deputy Director of Finance since October 2014.

Carolyn joined the NHS in 1995 and, whilst working at Salford Royal Hospitals NHS Trust, qualified as a Chartered Public Finance Accountant in 2000. Since that time she has gained a broad range of financial services experience and knowledge by working within a range of organisations in the North West, including acute providers, commissioners, including NHS England, and the Strategic Health Authority.



# North Manchester

## **Damien Finn**

### *Finance Director/ Chief Officer*

Damien joined The Pennine Acute Hospitals NHS Trust as the Executive Director of Finance in September 2015.



He has twenty-five years' experience in the NHS in a variety of finance positions, working at very high performing acute hospitals. He has worked within Divisional Finance to Medicine, Women & Children's Services and Corporate Services at University Hospitals Coventry and Warwickshire NHS Trust and Finance Management Trainee at West Midlands SHA/ Coventry Health Authority. He has also been divisional Financial Advisor for Adult Services at Central Manchester & Manchester Children's Hospital NHS Trust and worked for St Helens & Knowsley Teaching Hospitals NHS Trust as Deputy Director of Finance from 2004 – 2010 and as Director of Finance from 2010 - 2015.

## **Stephanie Gibson**

### *Managing Director*

Stephanie joined the Trust in January 2017. She was previously Director of Performance and Improvement at Salford Royal NHS Foundation Trust and has also held the post of Deputy Director of Operations and Performance, and Divisional Managing Director for Clinical Support Services and Tertiary Medicine at Salford. She qualified in 1982 as a registered nurse and for the next 18 years worked in the emergency department at North Manchester General Hospital undertaking a variety of roles including clinical nurse specialist and latterly clinical manager.

Stephanie's general management experience began in 2000 within the surgical division at North Manchester and following the formation of Pennine Acute Hospitals NHS Trust, she became the service manager for unscheduled care, working across four hospital sites. She completed a MSc in management studies in 2003.



## **Professor Matt Makin**

### *Medical Director*

Matt has worked as Medical Director at two of the largest Health Organisations in England and Wales. Since March 2016 he has been Medical Director of The Pennine Acute Hospitals NHS Trust supporting the improvement plan and initiatives allied to Devolved Health and Social Care in Greater Manchester. Prior to this he has held National leadership roles in Neurology, Neurosciences and Cancer and had been involved in Health Policy in NHS Wales. Matt trained in Palliative Care Medicine in Liverpool and Birmingham and was appointed to his first Consultant Post in 2001.

Matt is an Honorary Professor of Health and Behavioural Sciences at Bangor University and has published on the causes and treatment of cancer pain, and the earlier diagnosis of cancer. He worked at the Pain Relief Foundation in the 1990s developing treatment protocols for the analgesic use of Methadone. He is passionate about addressing inequalities in health and is determined to see a strong, vibrant future for North Manchester General Hospital.



## **Simon Featherstone**

### *Director of Nursing*

Simon joined the Trust in August 2016. Simon started his nurse training in 1988 at Charing Cross Hospital in London before going on to nurse at Guys & St Thomas' Trust where he held posts as Lead Nurse for Critical Care and Head of Nursing for Surgery. He moved from there to a role as Assistant Director of Nursing at Lewisham Hospital before moving back north in 2009 to an Assistant Director of Nursing post at Salford Royal.

After working as Divisional Director of Nursing and Deputy Director of Nursing at Salford Royal, he gained his first Executive Nurse Director post at Southport and Ormskirk NHS Trust.

Simon lives in South Manchester and is married with three children.



In 2017/18, NHS Improvement outlined its proposal for Salford Royal NHS Foundation Trust (SRFT) to acquire the Oldham, Bury and Rochdale hospital sites and associated community services (currently part of PAHT) to become part of the Northern Care Alliance NHS Group. The transfer of North Manchester General Hospital to become part of the new city-wide Manchester NHS Foundation Trust (MFT) is part of the plan to create a Single Hospital Service for the City of Manchester. This is consistent with the Healthier Manchester Locality Plan where North Manchester Community Services will also join the Manchester Local Care Organisation (LCO) during 2018/19. The PAHT Transaction Board aims to complete the transaction in the second half of 2019-2020.

# The Northern Care Alliance NHS Group



Northern Care Alliance  
NHS Group

## The structure

Northern Care Alliance NHS  
Group Committees in Common

The Pennine Acute  
Hospitals NHS Trust

Salford Royal NHS  
Foundation Trust

Four Care Organisations



Salford Royal and  
community services



The Royal  
Oldham Hospital



Rochdale Infirmary  
and community  
services

+



Fairfield  
General Hospital



North Manchester  
General Hospital and  
community services

ESTABLISHED  
2017

Providing  
safe, reliable  
and high-  
quality care



£1.3bn

Operating budget to  
spend on healthcare



17,500

Staff members



2,000

Beds across the four  
Care Organisations



1 million

Patients provided for