



MiP annual conference 2016

**Great managers, great workplaces:
a positive vision for the NHS**

mip
managers in partnership

Dear Colleague

It is our great pleasure to welcome you to the tenth Managers in Partnership conference, **Great managers, great workplaces – creating a positive vision for NHS culture.**

This year's conference will have a strong focus on the importance of culture and a positive vision for managers as catalysts for high-performing teams in great workplaces, despite the huge pressures on the service.

As ever, we have a great line-up of speakers at the conference today, starting off with a discussion about the challenges of Sustainability and Transformation Plans (STPs); how we can change culture through positive leadership; what we can learn from health devolution; and, as the specialist trade union for healthcare managers, we'll be leading a discussion about what constitutes a fair deal on pay, conditions and pensions for NHS managers. We also look forward to hearing the priorities for the Government at the end of the day with a keynote speech and Q&A with Health Minister Philip Dunne MP.

In addition, we have doubled the time available for some excellent masterclasses and a marketplace discussing topical issues such as the NHS pension scheme, working with teams to create shared values and vision, wellbeing in the workplace and Agenda for Change.

We are delighted to have attracted so many high quality speakers, panellists and contributors to this year's national conference – a measure of our success as the representative body for health and care managers. This is your conference and a great opportunity for MiP members to get together and discuss what's really happening in your neck of the woods and for us to talk about how MiP represents you both individually and in collective discussions.

Please do take the opportunity to put your views directly to the policy makers, implementers and negotiators and help us to speak up for a positive vision for culture. We look forward to hearing from your perspective and experience as a delegate.

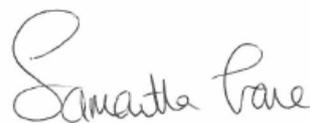
And do tweet your comments throughout the conference using **#mip16**

We hope you have a fantastic day.

Best wishes



Jon Restell
Chief Executive



Sam Crane
Chair

conference programme

MiP's annual conference encourages audience participation and delegates will be given the opportunity to vote, comment and share their views via interactive media.

9.00 Registration and refreshments

SESSION 1 A POSITIVE VISION FOR NHS MANAGERS

10.00 WELCOME TO THE MiP CONFERENCE

Sam Crane, Chair, Managers in Partnership

10.10 KEYNOTE SPEECH

Jon Restell, Chief Executive, Managers in Partnership

10.30 KEYNOTE SPEECH

Matthew Swindells, National Director for Operations and Information, NHS England

Q&A session

10.55 Tea and coffee break

SESSION 2 CHANGING CULTURE THROUGH POSITIVE LEADERSHIP: HOW TO TRANSFORM ORGANISATION EFFECTIVENESS

11.15 **Wendy Hick**, Headteacher, Cranmer Primary School

Wendy will showcase how health and care leaders can transform culture in their organisation through her first-hand account of positive leadership.

SESSION 3 LEARNING FROM HEALTH DEVOLUTION – OPPORTUNITIES AND THREATS

12.00 KEYNOTE SPEECHES AND PANEL DISCUSSION

Dr Andrew Goodall, Chief Executive, NHS Wales

Shirley Rogers, Director of Health Workforce and Strategic Change, Scottish Government

Stephen Dorrell, Chair, NHS Confederation

Q&A session

12.30 Lunch and exhibition viewing

FRINGE SESSION 1

Mindfulness in the workplace

13.30 - 14.15 • Congress Suite 1

Mindfulness has the potential to refresh, relax and reduce stress levels at work.

This session will introduce you to the concept of mindfulness and let you experience some clinically proven stress reduction techniques for yourself.



GENERAL FINANCIAL SURGERY

Congress Suite 2 during coffee and lunch breaks

Understanding where you are financially and where you want to be in the future enables you to make informed decisions about your finances. Lighthouse Financial Advice is here to offer MiP members advice on all aspects of financial planning.

The surgery will take place in Congress Suite 2 during coffee and lunch breaks. Alternatively, visit the conference office during the activity sessions between 13.30 and 15.00.

conference programme

SESSION 4 ACTIVITY SESSION

13.30 **ACTIVITY 1: WORKSHOPS** (Congress Suites) **Celebrating and promoting best practice**

The breakouts will provide an opportunity for all delegates to network and engage in debate and discussion. **The workshops will be repeated at 14.15 to give you the opportunity to attend two or visit the marketplace.**

- 1. Managing your pension effectively**, Dale Walmsley, Actuary, First Actuarial
- 2. A value shared is a problem halved: working with teams to create shared values and visions**, Dr Geoff Rowe, CEO, Big Difference Company
- 3. Protecting the integrity of job evaluation and what you can do**, Helga Pile, National Officer, UNISON and Claire Pullar, National Officer, MiP

ACTIVITY 2: MARKETPLACE (Main Hall)

The Marketplace provides delegates with an opportunity to network, attend surgeries and get up to speed with what really matters.

- ◆ Whistleblowing Helpline
- ◆ CreativityWorks
- ◆ EW Group
- ◆ Commissioning & Procurement Solutions Ltd
- ◆ NHS England
- ◆ Wellbeing People
- ◆ SPRING
- ◆ UNISON One Team
- ◆ NHS Employers
- ◆ Protego Group
- ◆ Lighthouse Financial Advice
- ◆ Liverpool Victoria

13.30 **FRINGE SESSION 1 - Mindfulness in the workplace** (Congress Suite 1)

14.15 **FRINGE SESSION 2 - Challenges in the NHS** (Congress Suite 1)

14.15 **Workshops and activity sessions repeated**

SESSION 5 CHANGING THE WORKPLACE

15.00 **PANEL DISCUSSION**

Victoria Phillips, Head of Employment Rights, Thompsons Solicitors

Dr Madeline Carter, Senior Research Associate, Newcastle University

Christina McAnea, National Secretary for Health, UNISON

Sheree Axon, Director of Organisational Change and Programme Delivery Transformation and Corporate Operations, NHS England

Q&A session

SESSION 6 GOVERNMENT PRIORITIES

16.00 **KEYNOTE SPEECH**

Philip Dunne MP, Minister of State for Health

Q&A session

16.40 **THE A-Z OF NHS MANAGEMENT**

Dr Geoff Rowe BEM, CEO, Big Difference Company

16.45 **CLOSING REMARKS**

Sam Crane, Chair, Managers in Partnership

16.45 **Drinks reception**

18.30 Delegates depart

activity sessions

Please note that the workshops will be repeated at 14.15 and you have the option to attend a workshop and visit the marketplace during the activity sessions.

WORKSHOPS (Congress Suites)

MARKETPLACE (Main Hall)

NETWORK HUBS

1. Managing your pension effectively

Congress Suite 2

Led by **Dale Walmsley, Actuary, First Actuarial**

How much money will you need to stop working? Are you on track to have enough?

We will discuss ways you can save more, valuing your tax reliefs and helping you feel able to make better financial decisions.

2. A value shared is a problem halved: working with teams to create shared values and visions

Congress Suite 3

Led by **Geoff Rowe, CEO, Big Difference Company**

Research demonstrates over and over again that strong leadership and a common set of core values are vital to deliver patient centred care. In this workshop delegates will consider the benefit of involving staff in the creation of shared values and organisational visions. Whether there is the need to develop team values or where organisational vision need to be better understood or communicated, this workshop will provide managers with some quick and effective approaches to enabling staff to input and feel empowered.

Geoff has over 20 years' experience at senior organisational level, supporting staff teams and leading on evolving organisational visions.

3. Protecting the integrity of job evaluation and what you can do

Congress Suite 4

Led by **Helga Pile, National Officer, UNISON and Claire Pullar, National Officer, MiP**

This workshop will explore the risks to the application of the NHS job evaluation scheme and what you can do to protect it.

FRINGE SESSION 2 Challenges in the NHS

14.15 - 15.00 • Congress Suite 1

Led by **Profesor Mark Radford**, Director of Nursing and Improvement, NHS Improvement, this session will focus on the current challenges within the NHS, including workforce and NHS improvement support for organisations.

Whistleblowing: raising concerns at work

Host: **Christine Brown, Whistleblowing Helpline**

The session focusses on practical tips for responding positively to staff who raise concerns ("blow the whistle"). Find out more about whistleblowing and update your knowledge of this topical and important subject.

Why you matter to patients: telling your story

Hosts: **Martha Leyton, George Shepherd and Martin Shovel, CreativityWorks**

How to use your own stories to change the way people feel about managers. Come and join the discussion, and share your stories.

Your diversity challenge

Hosts: **Anna Arbuthnot and Rachael Wilson, EW Group**

EW Group is a leading diversity consultancy, operating across the UK and overseas. We have 25 years of experience in delivering custom-built diversity programmes that tap into each client's unique business challenge. Our approach is positive, practical and creative.

Come and chat to us about your diversity challenges and to see first hand some of the exercises we offer as part of our services.

Adopting a community culture

Host: **Alan Turrell, Director, Commissioning and Procurement Solutions Limited**

Alan will demonstrate how NHS Managers can encourage providers to the NHS, whether public, private or third sector, to not only provide excellent clinical services but in doing so to adopt and apply a public service ethos based around NHS values and to operate in a way that provides substantial social, economic, and environmental benefits to the local community.

To find out what mechanisms NHS organisations are already using in order to progress this agenda and the impact you can make in your community please visit our stand.

NHS women

Hosts: **Sally Ledger and Sandra Skelly, NHS England**

In 2016 the Organisational Change and Programme Delivery team within NHS England began the work to develop a network for women working in NHS England and Commissioning Support Units.

Following a successful launch event on International Women's Day 2016, it now has links to other equality networks that have been launched, including BME network, LGBT and staff with disabilities network. It provides an exciting opportunity for women to support their personal and professional development. We are looking to develop our network further over the coming months and would welcome new members from the MiP network.

activity sessions

INTERACTIVE EXHIBITION



Wellbeing People provide a wide range of wellbeing services to support and empower individuals in making positive lifestyle choices. Our Interactive Health Kiosks (available here today) monitor your health wellbeing by measuring your vital signs. The kiosk provides a quick, confidential physical and mental health assessment enabling users to make any necessary changes to their lifestyle and address any health issues raised through a variety of support channels. www.wellbeingpeople.com

SPRING: new solutions for healthcare management

SPRING will provide a unique model of tailored support to healthcare management. SPRING will coach healthcare systems through change within a values-driven approach via its talented Associates.

SPRING Associates will be ex-healthcare senior managers and leaders who wish to offer skills, knowledge and wisdom in their retirement on a part-time basis. SPRING Associates will receive training and supervision as part of a learning community and support system, and will work on a pro-bono basis.

SPRING co-founders - Dr Rosie Ilett (independent consultant and ex-Vice Chair, MiP) and Joe Lafferty (Lifetree) – would love to hear your views.



When people think of NHS staff, they probably think of doctors, nurses and paramedics. But what about the rest of the NHS workforce who work behind the scenes and carry out hundreds of different roles every day to make sure that patients and their families get the best treatment possible? NHS managers are an essential part of the healthcare team, but they are often misrepresented as unnecessary, too numerous and unaccountable. Despite evidence showing this is far from the case.

The UNISON One Team campaign seeks to promote the message amongst the public, politicians and that all NHS staff, whatever their job, play an important role in delivering quality patient care in their own different ways.



NHS Employers is the recognised voice of employers in the NHS, supporting them to put patients first. We help employers make sense of current and emerging healthcare issues, provide the latest workforce thinking and expert opinion, and share knowledge and best practice. Our comprehensive range of guidance encourages positive change among the NHS workforce to provide the best service for patients, and is easily accessible via our high profile campaigns and resources.

Our People Performance Management toolkit is a free resource for NHS managers, providing practical support to help you deal confidently with performance management challenges such as managing underperforming staff, reviewing performance and giving constructive feedback.

 We develop and empower people at all levels to become highly effective leaders to help achieve the ambitions of the NHS Five Year Forward View. Our leadership programmes and tools offer a rich educational and development experience, providing immediate benefits for you and your organisation. Find out how we can help you develop your leadership skills.

www.leadershipacademy.nhs.uk • @NHSLeadership



The added value of membership! Low cost healthcare plans giving members cashback for everyday medical costs not always covered by the NHS, such as trips to the dentists, opticians, complementary therapist and more. Go online at www.youbenefit.co.uk to find out more about the exclusive range of health and dental plans available to all members and families. For promotional items and details of any special offers for your members, contact Wendy on freephone 0800

037 0753 via email at unisonplus@protegroup.com or visit www.youbenefit.co.uk



Understanding where you are now and where you want to be in the future enables you to make informed decisions about your finances. Lighthouse Financial Advice is here to offer MiP members advice on all aspects of financial planning.

Our Professional Financial Advisers are able to use researched solutions drawn from a wide range of products and providers to find the most appropriate products for you and can advise upon: Financial Protection for You and Your Family; Pension Advice and Planning for Retirement; Savings and Investments; Tax Planning.



LV= Liverpool Victoria is the approved provider of car insurance and breakdown cover to UNISON. For many years thousands of members have saved money by buying their Car and Breakdown insurance from us, benefitting from the special discounted rates.

We take pride in providing great quality cover and first rate customer service to members, so come to our stand to find out more about our products and see how we may save you money, or visit www.LV.com/UNISON

speakers biographies



Sam Crane
Chair
MiP

Sam has been involved with MiP as the ABUHB Link Member since 2008 and as a National Committee member representing Wales since 2009. She has held 2 terms as Vice Chair and she is now proud to be appointed as the first Welsh Chair of the Union.

In March 2002, Sam was asked to set up a new system for a CAMHS Managed Clinical Network, covering 4 Integrated provider Trusts and 7 LA areas. She became General Manager for Women & Children's Services in Gwent Healthcare NHS Trust in 2003 and in 2008 she was Head of Pathway & System Development for the Gwent NHS Trust and its commissioning organisations up until the merger of the Trust and its 5 Local Health Boards.

From 2010, Sam became Head of Partnerships and Networks in Aneurin Bevan University HB, leading on development of GP Clusters and partnership arrangements for the HB. She was asked to also take a lead for Urgent Primary Care (OOHs) Services alongside this role in 2015 and has recently also picked up implementation of 111 for the HB.



Matthew Swindells
National Director for
Operations & Information
NHS England

@mswindells

Matthew joined NHS England in May 2016 from the Cerner Group, where he was Senior Vice President for Population Health and Global Strategy. He is responsible for national performance of the NHS against the NHS Constitution Standards, assurance of Clinical Commissioning Groups, achieving digital transformation, and information and technology programmes.

He has over 25 years' experience in health care services, and has worked in the Department of Health and the Prime Minister's Office of Public Service Reform.

Matthew began his career at Guys and St Thomas' Hospital in the early 1990s, and went on to become Director of Clinical Services of Heatherwood and Wexham Park Hospital and later Chief Executive of the Royal Surrey County Hospital.

He is visiting professor and chair of the advisory committee in the School of Health Management at the University of Surrey and Member of the Editorial Board for the Journal of Population Health Management.



Jon Restell
Chief Executive
MiP

@Jon_Restell

Jon Restell led MiP's launch in 2005. As Chief Executive of MiP, he represents the voice of healthcare managers in a wide range of forums, including to government, employers and staff bodies, and with the national print and broadcast media. He is also a great advocate of social media, tweeting as @Jon_Restell

Jon represents MiP on the NHS Social Partnership Forum. He takes a leading role in the partnership discussions about widening access to the NHS Pension Scheme and the response to the Francis Report, as well as senior managers' pay.

A professional trade unionist for 18 years, Jon has specialised in representing senior managers and professionals, particularly in the health service.



Dr Andrew Goodall
Chief Executive
NHS Wales

@nhsgoodalla

Dr Andrew Goodall was appointed to the role of Director General of Health and Social Services/Chief Executive NHS Wales in June 2014.

His role includes both supporting Ministerial priorities for health and social care within the Civil Service structures, and the leadership and oversight of NHS Wales.

Including this current role, Andrew has been an NHS Chief Executive in Wales for 11 years, the most recent post being that of Chief Executive of Aneurin Bevan University Health Board, a position held since the Health Board's inception in October 2009 until 2014.

During his 25 year NHS career, Andrew has held planning and operational positions across a number of NHS organisations across South Wales as well as national roles. He has particular areas of interest in improving patient safety, quality and patient experience; partnership working across Public Services; and delivering frontline services through service improvement and modernisation.

Dr Goodall has a law degree from Essex University and a PhD in Health Service Management from Cardiff Business School.

speakers biographies



Shirley Rogers
**Director of Health
Workforce and Strategic
Change**
Scottish Government
@ShirleyRogers01

In May 2012, Shirley was appointed to Scottish Government where she is Director of Health Workforce and Strategic Change. She has responsibility for a number of areas including Workforce, Transformational Change and Strategy, sustainability, pay, terms and conditions of service, pensions, workforce planning, reshaping medical careers and the sponsorship of NHS Education for Scotland. Shirley led the development and implementation of Everyone Matters, the 20:20 Workforce Vision for NHS Scotland and is currently leading on Board governance and the Health elements of Public Service Reform.

Shirley graduated with an Honours Degree from Newcastle University in 1986, she began her career working in Central Government in London and from there moved to the private sector and the Police Service before joining NHS Scotland in 1996.

Shirley also holds a Master's Degree in Human Resource Management and is a Fellow of the Chartered Institute of Personnel and Development.



Wendy Hick
Headteacher
Cranmer Primary School

Wendy Hick has been in the teaching profession for 22 years. In that time she has held a variety of roles that has equipped her for school leadership. This has included consultancy work, school improvement work and training and developing others in various aspects of school leadership including coaching.

She is currently in her third headship and is the headteacher of a large, inner city primary school in London.



Stephen Dorrell
Chair
NHS Confederation
@nhsconfed

Stephen was appointed chair of the NHS Confederation in November 2015. He is Chairman of Public Policy Projects and an advisor to KPMG. He is also Chairman of LaingBuisson, the healthcare market intelligence company.

Stephen was a Member of Parliament from 1979 to 2015 and a member of the government from 1987 to 1997, serving as a minister in the Treasury, the Department of Health and the Department of National Heritage. He was a member of the Cabinet as Secretary of State for the National Heritage from 1994 to 1995 and Secretary of State for Health from 1995 to 1997.

Stephen led Conservative Mainstream from 2001 to 2005; from 2005 to 2010 he was chair of the Conservative Public Service Improvement Group and from 2008 to 2010 he was a member of the cross-party Commission on Public Service Reform convened by the Royal Society of Arts.

Between 2010 and 2014, Stephen was the first elected chair of the House of Commons Health Committee, developing the role of the Committee as an authoritative cross-party voice on health and care policy.



Victoria Phillips
**Head of Employment
Rights**
Thompsons Solicitors
@Vicky_Phillips1

Victoria Phillips is Head of Employment Rights (Client Relations) at Thompsons Solicitors.

She has acted for trade unions and their members for 22 years. Significant cases include: ASLEF v UK; Metropolitan Resources v Churchill; HMRC v Stringer; ASLEF/RMT v London Midland/SERCO; London Underground v ASLEF; British Airways PLC v Williams and others; and this year GTR v ASLEF x 2 and Cavanagh, Williams and PCS v Secretary of State for Work and Pensions.

She was a member of the Internal Justice Council of the United Nations from 2012-2016.

Before qualifying as a solicitor she worked for the Labour Party and was President of the National Union of Students.

speakers biographies



Dr Madeline Carter
Senior Research Associate
Newcastle University

Prior to her current role Madeline was Associate Director of the Centre for Medical Education Research at Durham University, and a Research Associate at the Northern Deanery.

Madeline's research has investigated workplace bullying in the NHS, professionalism in healthcare, training and patient benefit, selection into medical school and foundation training, and the quality and delivery of medical education; often working in partnership with NHS organisations. Research has been commissioned by DH, NIHR, GMC, HCPC, MSC, HEE, and NHS Trusts. Work on bullying has explored the prevalence and impact of negative behaviours, barriers to reporting bullying, and the efficacy of interventions.

Her research interests are focused on applying principles and methods from organisational psychology to the workplace, with the aim of informing policy and practice in healthcare.

Madeline was educated at the University of Cambridge and completed her MA and PhD at Rice University in Houston, Texas.



Sheree Axon
Director of Organisational
Change and Programme
Delivery Transformation
and Corporate Operations
NHS England

@ShereeAxon

Sheree leads the team that supports the organisation and staff through change and the organisational impact of wider system changes in the NHS as part of delivering the Five Year Forward View working in partnership with the trade unions. She is also responsible for the team of programme and project managers that support delivery of some of our big national priorities in NHS England that make real improvements to patient services and healthcare.

Sheree is currently developing the Women's Network, which will include support for people going through change. She is supporting the Future Focused Finance Programme as part of the national sub group on diversity and developing women in non-managerial roles celebrating diversity through the Springboard Programme and Women's Network.



Christina McAnea
National Secretary
for Health
UNISON

@cmcanea

Christina is staff side chair of the national Social Partnership Forum for the NHS and the NHS Staff Council. The NHS staff council negotiates and implements the Agenda for Change Agreement which covers over 1 million staff in the NHS. She is also lead negotiator on behalf of the 15 trade unions across the NHS.

Christina has worked for the trade union movement for over 25 years and has had a long involvement in workforce and equalities issues and in national negotiations in health, education, local government, the police sector and with national private and voluntary sector employers. She has been on various government advisory groups and working parties dealing with both professional and workforce issues.



Philip Dunne MP
Minister of State
for Health

@Dunne4Ludlow

Philip Dunne was appointed as Minister of State at the Department of Health on 16 July 2016. Philip was elected Conservative MP for Ludlow, Shropshire in 2005.

Philip served as Assistant Government Whip from May 2010 until September 2012. He was Minister of State for Defence Procurement at the Ministry of Defence from May 2015 until July 2016, having previously served as Minister for Defence, Equipment, Support and Technology, from September 2012 until May 2015.

He has been a member of the Work and Pensions Select Committee, the Public Accounts Committee and the Treasury Select Committee.

Before becoming involved in politics, Philip spent over 20 years in business and investment banking, working in New York and Hong Kong. He also co-founded the Ottakar's bookshop retail business, which he helped to run for 18 years. He has had responsibility for his family farm since 1987.

workshop biographies



Dale Walmsley
Actuary
First Actuarial

[@PensionsMariner](#)

Dale Walmsley is an actuary at First Actuarial and has worked in the pensions industry for over 15 years. He advises a wide range of pension scheme clients notably in the social housing sector.

He has developed a particular specialism providing Independent Financial Education sessions to pension scheme members – both in groups and individually. Dale helps advise the governance arrangements of the NHS Pension Scheme so he has an in depth knowledge of the scheme. Dale is a keen fan of Grimsby Town but don't hold that against him.



Dr Geoff Rowe BEM
CEO
Big Difference Company

[@geoff_rowe](#)

Geoff has led the development of Big Difference Company for almost 20 years and has formed strategic partnerships with organisations including Unison, Managers in Partnership and National Alliance for Arts Health and Wellbeing. The registered charity has been involved in delivering a range of projects which help address health inequalities and improve public health.

The work has been commissioned by a range of partners and Geoff leads on forming partnerships which are long-term and sustainable. Major projects have included a 4 year contract with Government Office East Midlands to advocate for the use of arts & creativity in a health setting, and a 3-year programme in Leicestershire schools which use arts and performance to aid the delivery of healthy schools objectives.

Geoff has spoken at many regional and national conferences including Health In Our Hands Conference (2012), Managers in Partnership National Conference (2009), Nottingham Arts & Community Cohesion Forum (2009), UK Public Health Association Conference (2009), Trent Strategic Health Authority (2005), Building Bridges (2006). He recently contributed to BBC One's "The Big Question" programme, presented by Nicky Campbell and appeared on BBC Radio 2 with Claudia Winkleman.



Helga Pile
National Officer
UNISON

[@UNISONOurNHS](#)

Helga Pile is a National Officer in the health team at UNISON covering a range of work areas including NHS job evaluation, NHS Pay Review Body, new models of care, clinical support workers and apprenticeships. She is also lead officer for UNISON members in CQC and sits on the Workforce Issues Group of the NHS Social Partnership Forum.

Helga previously worked in UNISON's local government team for nine years leading on social care.



Claire Pullar
National Officer
MiP

Claire Pullar is Managers in Partnerships' National Officer for Northern Ireland, Scotland and the ALBs. In addition to all casework, negotiation and recruitment in these areas Claire also covers NHS job evaluation inclusive of Agenda for Change, she worked with PWC to develop the Monks job evaluation system and has working knowledge of the Hay job evaluation system.

Claire previously worked in the NHS as a clinician and experienced remuneration based on the Hay system, she was active within her profession and trade union to support Pay Modernisation which became Agenda for Change.



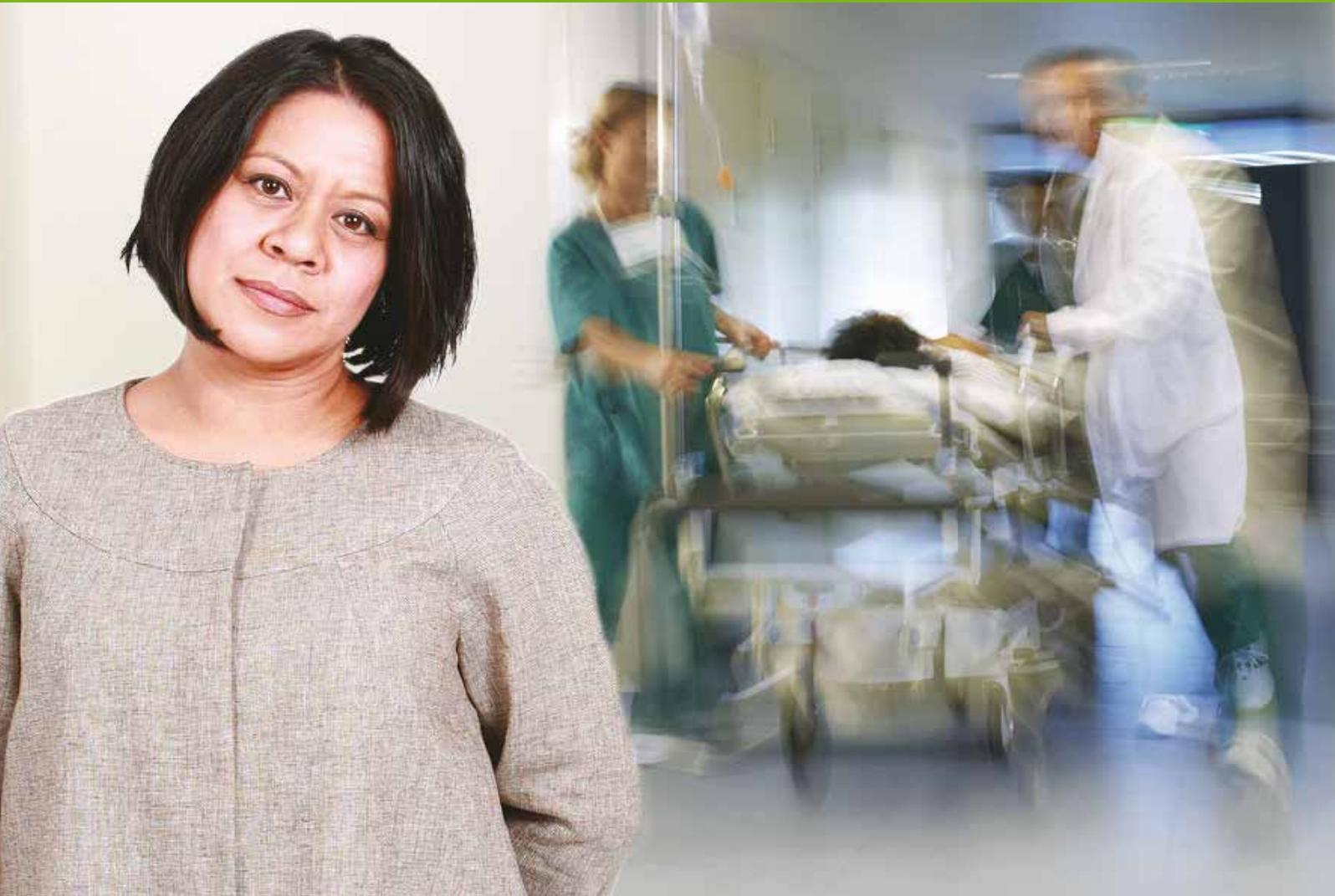
Professor Mark Radford
Director of Nursing
NHS Improvement

[@MRadford_DONi](#)

Mark Radford is Director of Nursing (Improvement) for NHS Improvement with a portfolio that covers workforce and quality improvement.

Mark has previously been a Chief Nurse of a University Teaching Hospital and Consultant Nurse in Emergency & Trauma care. Mark is Professor of Nursing at Birmingham City and Coventry Universities.

It's not just doctors who make it better.



Managers are an essential part of the team delivering high quality, efficient healthcare.

MiP is the specialist trade union for healthcare managers, providing expert employment advice and speaking up on behalf of the UK's healthcare managers.

Join MiP online at miphealth.org.uk/joinus



helping you make healthcare happen