

Professor Aidan A Mullan

Date of birth:

Tel:

(home)
(work)
(mobile)

PROFILE AND ACHIEVEMENTS

A 'values' driven **Executive Director and Clinical Leader** who is an acknowledged achiever combining proven strategic vision, with a track record for transforming the delivery of patient services. An effective change agent and respected academic.

- **Providing Strategic Leadership and direction in service and education**
- **Developing and Leading national and international service improvement programmes**
- **Achieving demanding performance targets through highly motivated clinical and professional teams**
- **Meeting statutory financial targets**
- **Driving the implementation of systems to improve corporate performance management**
- **Project managing complex mergers**
- **Leading programmes of clinical and educational change**
- **Creating sound business planning, quality, and governance systems in the Clinical Directorates**
- **Achieving effective partnerships with Primary Care and Local Authorities**
- **Ensuring effective Patient and Public Involvement**

PROFESSIONAL QUALIFICATIONS AND TRAINING

Clinical Strategist Programme – INSEAD, Fontainebleau – 2004
Masters in Business Administration (MBA) - University of Central Lancashire - 1993
Diploma in Management Studies (DMS) - Lancashire Polytechnic – 1991
Registered General Nurse (RGN) - South Cumbria School of Nursing - 1984

NHS CAREER SUMMARY

| | | |
|------------------------------|------------------------------------|---|
| Nov '07 to date | North East SHA | Director of Nursing & Patient Safety |
| Aug '05 to Nov '07 | North Tees & Hartlepool NHS Trust | Deputy Chief Exec/Dir of Nursing & Clin Gov |
| Nov '04 to Aug '05 | North Tees & Hartlepool NHS Trust | Acting Chief Executive |
| Oct '03 to Nov '04 | North Tees & Hartlepool NHS Trust | Deputy Chief Exec/Dir of Nursing & Clin Gov |
| April '99 – Sept '03 | North Tees & Hartlepool NHS Trust | Director of Nursing & Clinical Governance |
| April '96 – March '99 | Hartlepool & East Durham NHS Trust | Director of Nursing & Therapy Services |
| Aug '94 – March '96 | Hartlepool & Peterlee NHS Trust | Director of Nursing & Patient Services |
| Jan '92 – Sept '94 | Furness General Hospital | Project Director – Resource Man Initiative |
| Set '90 – Dec '91 | Furness General Hospital | Business Planning & Contracts Manager |
| Sept '88 – Aug '90 | Furness General Hospital | Senior Nursing Officer |
| Dec '85 – Aug '88 | Leigh Infirmary | Charge Nurse, High Dependency Unit |
| Sept '84 – Dec '85 | Furness General Hospital | Staff Nurse, Intensive Care Unit |
| April '81 – Aug '84 | South Cumbria School of Nursing | Student Nurse |
| March '80 – April '81 | Roose Hospital, Barrow | Ward Orderly |

CAREER HISTORY

November 2007 to date NORTH EAST STRATEGIC HEALTH AUTHORITY

Director of Nursing and Patient Safety

Achievements in this post:

- Developed and launched 'Safer Care North East' a strategic framework for safe care throughout the NHS in the North East, recognised as a 'key enabler' to implementing 'Our Vision, Our Future'
- Worked with senior colleagues from all organisations to dramatically drive down the rates of Health Care Associated Infections within the region
- Effectively contributed to the development of the SHA business plan
- Refreshed the Nurse and AHP Directors Networks to ensure significant contribution to the Regional and National clinical engagement strategy
- Commissioned a highly successful public 'Clean your hands' campaign
- Worked effectively with both commissioners and providers to agree increased investment in Modern Matrons in line with Department of Health recommendations
- Successfully established a Commission on Rural Health to address inequality in provision across the North East rural communities
- Transformed the SHA's internal management of Serious Untoward Incidents
- Established project team to implement NHS Education North East
- As lead director for Equality Diversity and Human Rights successfully encouraged all organisations within NHS North East to adopt a Single Equality Scheme

Aug 05 – Nov 07

NORTH TEES AND HARTLEPOOL NHS TRUST

Deputy Chief Executive/Director of Nursing & Clinical Governance

Acute Services Trust formed in April 1999.

Turnover - £150m

Employees - 4,800 (4,200 wte)

Beds - 920

Population served – 353,000

Achievements in this post:

- Significant contribution towards the Trust being the first in England to be turned around financially with a deficit of £17.5m in October 2005 being turned into a recurrent surplus of £3m at March 2008. Performance commended by Prime Minister.
- Ensured that throughout the financial turnaround period the safety and quality of patient care was maintained at high levels. This was evidenced by the Trust being first in England to achieve new RMS level 2 and achieved the highest score of any acute Trust when assessed against the new level 1.
- Major involvement in the successful application for Foundation Trust status in November 07

Nov 04 – Aug 05

NORTH TEES AND HARTLEPOOL NHS TRUST

Acting Chief Executive

Achievements in this post:

- Maintained and in many instances, significantly improved clinical and corporate services during a period of uncertainty and instability.
- Met all financial targets
- Successfully directed the National Orthopaedic Project (NOP) recovery plan, assuring compliance with the 6 month in-patient waiting time target.
- Achieved key performance targets on CHD, Cancer Services, Out Patient Waiting Times and Emergency Care. £100k additional performance funding received in Q's 3 and 4 for achieving 98% 4 hour wait in A&E.
- Established a Business Recovery Unit to identify and drive out efficiencies, adopting the 10 'High Impact Changes' produced by the Department of Health as a framework.
- Introduced a 'Balanced Scorecard' approach to Performance Management, significantly improving the availability of relevant and timely information at corporate and directorate level.
- Reviewed systems of Clinical, Information and Corporate Governance in preparation for the development of an Integrated Governance System designed to provide the Trust Board with a more effective controls assurance framework
- Successfully merged the Gynaecological and Female Surgical Wards at University Hospital Hartlepool (UHH) and University Hospital North Tees (UHNT)
- Developed an Emergency Assessment Unit at UHH and UHNT, ensuring significant improvement in Medical and Surgical Assessment on both sites
- Established Trust Directors Group to further enhance Clinical engagement within the Trust
- Significantly improved partnership working with Local Primary Care Trusts and partner organisations.

Oct 2003 – Nov 2004 NORTH TEES & HARTLEPOOL NHS TRUST

Deputy Chief Executive/Director of Nursing & Clinical Governance

Achievements in this post

I retained my responsibility for the professional leadership of Nursing and AHP's and the Executive Lead for Clinical Governance and Controls Assurance. In addition, as Deputy Chief Executive:

- Effectively deputised for the Chief Executive across the full range of her duties, either in her absence, or to allow her to pursue strategic development for the Trust.
- Led the process of Clinical Modernisation and re-engineering in the Trust, particularly the further development of Integrated Clinical Pathways.
- Directed the Emergency Care Collaborative which radically changed the delivery of emergency care. Changes to clinical practice such as 'See and Treat' created a strong platform for continuous improvement in emergency care.
- Established stronger relationships between the Trust, patients and the public, striving to put them at the heart of decision-making.
- Created strong links with the Local Authorities to inform and support their new role of "NHS Scrutiny".

April 1999 – Sept 2003 NORTH TEES & HARTLEPOOL NHS TRUST

Director of Nursing and Clinical Governance

Achievements in this post

- Key contributor to the Trusts change management programme following the merger between Hartlepool and North Tees Hospitals.
- Led the successful transfer of community nursing and support staff into the three local Primary Care Trusts.
- Major contributor to the Trust achieving 3 star status year on year.
- Developed a Trust-wide Nursing and Allied Health Professions (AHP) Strategy that mirrored the national strategies, enabling integration of the two former Trusts nursing and AHP services.
- Successfully led a pilot for the National Changing Workforce Programme which pioneered new roles in Radiology. These new roles have subsequently been adopted nationally.
- Highly commended by the Commission for Health Improvement (CHI) for 'excellent systems of Clinical Governance' following their visit in August 2001.
- Led the Trusts successful accreditation at Level 2 Clinical Negligence Scheme for Trusts (CNST) in General and Obstetric services saving £600K p.a. in premiums.
- Effectively directed the Trusts response to the Retained Organs Commission ensuring compliance with the Chief Medical Officers recommendations and the Isaacs Report.
- Developed and implemented a Nursing Cadet Scheme, significantly improving the recruitment and retention of nurses.
- Successfully introduced Nurse and Therapy Consultant roles.
- As Clinical Lead for Tees Valley Access Booking Choice (ABC) made a significant contribution to improving booking systems throughout the Health Authority area.

April 1996 – March 1999 HARTLEPOOL & EAST DURHAM NHS TRUST

Integrated Acute, Mental Health and Community NHS Trust formed in 1996; providing acute, mental health, learning disabilities and community health services.

Turnover - £73m

Employees – 2336

Beds – 460

Population served – 180k

Director of Nursing and Therapy Service

Achievements in this post:

- Led the successful integration of Community and Acute nursing services.
- Led the successful application for Cancer Unit Status: commended for evidencing effective links between Acute/Community nurses in support of cancer patients.
- Commendation from the Kings Fund Organisational Audit for 'high quality/profile of nursing within the Trust.
- Secured Department of Health funding to further develop the 'People First' quality assurance programme, with particular emphasis on Primary Care Services.
- Significantly improved performance in meeting Patients Charter Standards.
- Led successful bid for 'Spectrum of Care' project in Mental Health resulting in additional £600K funding to address gaps in service provision.
- Secured £95K additional funding to significantly improve the provision of Drug and Alcohol Dependency Service in the area.
- Implemented Multi-Agency CPA policy and Training Package.

Aug 1994-April 1996 HARTLEPOOL & PETERLEE NHS TRUST

Acute Services Trust established 1993

Director of Nursing and Patient Services

Achievements in this post:

- Transformed nursing within the Trust, into a modern and effective workforce.
- Implemented a Quality Assurance Strategy which included a 'People First' (customer care) training programme.
- Developed a Health and Safety training programme for all staff groups.
- Improved access for emergency services vehicles by introduction of a Traffic Management Scheme.
- Introduced CCTV monitoring to improve security for individuals, premises and property.

Jan 1992-Aug 1994 FURNESS GENERAL HOSPITAL

Project Director – Resource Management Initiative

Achievements in this post:

- Effectively managed the Resource Management Project and established and managed the Resource Management Team.
- Led a review of the Units' Management Structure, which resulted in the development and implementation of a clinically based management structure.
- Managed the procurement and implementation of Clinical Information Systems, ensuring that the investment made was appropriate to the business needs of the Unit.
- Developed and implemented a Resource Management Training and Awareness Programme.
- Presented the Units approach to Quality assurance as a member of the successful Project Board established to make application for Trust Status.

Sept 1990-Dec 1991 FURNESS GENERAL HOSPITAL

Business Planning and Contracts Manager

Achievements in this post:

- Co-ordinated the production of the first Unit Business Plan, ensuring that business planning became an integral part of the management process within the Unit.
- Developed and managed the Units' programme for contracting for Clinical Services.
- Led the systematic introduction of Total Quality Management throughout the Unit.
- Produced a prospectus detailing the services provided within the Furness Unit.
- Developed a Marketing Plan
- Developed and implemented an effective Communications Strategy.

Other NHS Posts

March 1980-Sept 1998- A series of nurse related appointments as detailed in the Career Summary section

RECENT ADDITIONAL PROFESSIONAL ACTIVITIES (2000 to date)

- Appointed as panel member for Review of Mid Yorks NHS Trust November 2011
- Appointed Professional Adviser to The Airedale Inquiry 2009
- Member of Chief Nursing Officers 'Nursing Outcomes Task and Finish' group informing Lord Darzis Next Stage Review, March – October 2008
- Appointed External Advisor to National Institute for Learning and Innovation, March 2007
- Appointed Chair of Governors Hartlepool FE College, March 2007
- Appointed Vice Chair CETL4Health Steering Board, April 2006
- Co-opted to Dept of Health Performance Support Team (2005)
- Conferred as Visiting Professor – University Of Teesside School of Health and Social Care, March 2005

RECENT PUBLICATIONS, PRESENTATIONS AND PAPERS (2000 to date)

BOOKS

Demystifying the Nurse-Therapist Consultant: A Foundation Text, 2004. Nelson Thornes Publishers
Chapter 6

ARTICLES IN JOURNALS

Janes G and Mullan A (2007) Service improvement – everybody's business? Nursing Management 14(6)
pgs 22-25

Mullan A and McEvoy M (2003) 'Should two senior cancer nursing posts be integrated as one leadership function?' International Journal of Palliative Nursing Vol 9 Number 9 pgs 404-410.

Mullan A (2003) 'A Remedy for the NHS' – IQ Issue 6 pgs 31-33.

PRESENTATIONS, PAPERS

Conference

31st Jan 2011, University of Teesside clinical safety conference

Paper

Vision for Clinical Care in the North East, Implications for Nurses and Midwives

Conference

6th July 2010 DoH Nutrition and Hydration Roadshow, Wynyard Rooms

Paper

Nutrition as a safety issue

Conference

Feb 2009, Non- Executive Directors development programme, Hardwick Hall, Durham

Paper

'No avoidable deaths, injury or illness'. Realising our vision for patient safety across the northeast of England

Conference

8th March 2007 National Institute for Learning and Innovation

Paper

Service, Education and the Regulatory Bodies working together to develop the 'change agents' for the future in Health and Social Care

Conference

The 12th International Healthcare Conference, Association of Private Hospitals of Malaysia, Managing Today's Hospital, Sunway Pyramid Convention Centre, Kuala Lumpur, Malaysia, 23rd-25th June 2004.

Paper

'Reforms in the United Kingdom and their Impact on Human Resource Strategies'.

Conference

Modernisation Agency, Leadership Centre, Leadership for Improvement through Partnership and Choice, The International Conference Centre, Birmingham, March 4th 2004.

Paper

'Leading Change across the System'

Conference

Northern Regional Urology Workshop, Historic Quay, Hartlepool, March 2003.

Paper

'Functioning as a Team'

Conference

'Celebrating Success IV' Samsung Training Centre, May 2002

Paper

'Meeting the challenge to make a Difference'

Conference

English National Board R&D Conference 9th May 2001, One Great George St, London

Paper

'Assessing Practice: Making it Happen'

INTERESTS AND HOBBIES:

REFERENCES

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