

Organisational structure chart

Corporate Directorates

February 2026



Group Board Members and NBT Hospital Management Team



Maria Kane
 Group Chief Executive



Ingrid Barker
 Group Chair

Non-Executive Directors



Neil Kemsley
 Group Chief Finance and Estates Officer



Tim Whittlestone
 Group Chief Medical and Innovation Officer



Steve Hams
 Group Chief Nursing and Improvement Officer



Paula Clarke
 Group Formation Officer



Neil Darvill
 Group Chief Digital Information Officer



Jenny Lewis
 Group Chief People and Culture Officer



Sarah Purdy
 (Vice Chair, NBT)



Martin Sykes
 (Vice Chair, UHBW)



Roy Shubhabrata



Stuart Walker
 Hospital Managing Director (UHBW)



Glyn Howells
 Hospital Managing Director (NBT)

NBT Hospital Management Team



Sam Patel
 Hospital Medical Director



Mike Puckey
 Interim Director of Nursing



Nick Smith
 Interim Chief Operating Officer



Sarah Margetts
 Director of People



Elizabeth Poskitt
 Director of Finance



Kathryn Kaboutian
 Group Deputy Chief Digital Information Officer



Linda Kennedy



Marc Griffiths



Richard Gaunt



Shawn Smith
 (NBT)



Sue Balcombe
 (UHBW)



Poku Pipim Osei
 (Non-voting position)

Chief Executive's Office



Maria Kane
Chief Executive for Bristol NHS Group

Xavier Bell
Group Chief of Staff



Chair and CEO Office

Legal Affairs

Freedom to Speak Up

Lavinia Rowsell
Director of Corporate Governance



Corporate Governance &
Regulatory Compliance

Board and Trust Secretariat

Risk Management

Executive Assistants

Natasha Webb

EA to Maria Kane (Bristol NHS Group Chief Executive)

Bejide Kafele

EA to Ingrid Barker (Bristol NHS Group Chair)

Debbie Kirk

EA to Glyn Howells, Nick Smith
Support to Andy Clark, Lucy Parsons

Emma Clark

EA to Glyn Howells, Nick Smith
Support to Andy Clark, Lucy Parsons

Vicky Whitfield

EA to Neil Darvill, Kath Kaboutian

Amanda Ross

EA to Tim Whittlestone, Sam Patel

Alison Crass

EA to Steve Hams, Dominique Duma

Hospital Management Team



Glyn Howells
Hospital Managing Director

Sam Patel
Hospital Medical Director



Mike Puckey
Interim Director of Nursing



Nick Smith
Interim Chief Operating Officer



Sarah Margetts
Director of People



Elizabeth Poskitt
Director of Finance



Kathryn Kaboutian
Group Deputy Chief Digital Information Officer



Executive Assistants

Debbie Kirk
EA to Glyn Howells, Nick Smith
Support to Andy Clark, Lucy Parsons

Emma Clark
EA to Glyn Howells, Nick Smith
Support to Andy Clark, Lucy Parsons

Vicky Whitfield
EA to Neil Darvill, Kath Kaboutian

Basia Klamczynska
EA to Elizabeth Poskitt, Sarah Margetts

Amanda Ross
EA to Tim Whittlestone, Sam Patel

Alison Crass
EA to Steve Hams, Dominique Duma

Operations



Nick Smith
Interim Chief Operating Officer

Andy Clark
Deputy Chief Operating Officer



Operational lead for Planned Care

Operational delivery of elective care performance

Delivery of planned care improvement and agenda

Cancer services oversight

Patient flow and site services escalation management

Emergency Preparedness, Resilience and Response (EPRR)

Lucy Parsons
Director of Urgent and Emergency Care



Operational Lead for Urgent and Emergency Care, Flow and Discharge

Hospital flow and site services improvement and escalation management

Seasonal planning, including winter operational plan and delivery

Partnership working to improve out of hospital care, including NHS@Home

Transfer of Care Hub operational management and development of new ways of working to facilitate improved discharge services across the BNSSG system

Lisa Whitlow
Director of Performance & Sustainability



Performance assurance of Clinical Divisions against National Performance Frameworks

NHS Contract Liaison for Performance

IMAS Demand and Capacity Modelling Lead

Integrated Performance Report (IPR) to Trust Board

Divisional Performance Assessment Framework (PAF)

Performance Management Framework

Caroline Bird
Reset and Recovery Director



Trust wide Reset and Recovery Portfolio, encompassing planning and delivery across five programmes; urgent & emergency care; elective recovery: diagnostics; cancer and outpatients

Programme Management Office

Strategic project delivery and support

Finance and Facilities



Neil Kemsley
Chief Finance and Estates Officer for Bristol NHS Group

Elizabeth Poskitt
Director of Finance



- Trust financial performance
- Trust financial management and reporting
- Financial sustainability
- Estates and Facilities
- Business planning
- Capital Planning

Simon Davies
Director of Corporate Finance (Group)



- Corporate financial management
- Statutory accounting
- Group financial analysis and reporting
- Group financial transaction services
- Group management accounting
- Financial
- Transformation
- Payroll

Philip Lewis
Director of Procurement



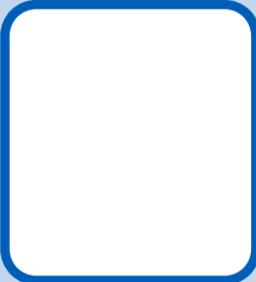
- Strategic Sourcing
- Requisition to Order Process
- Catalogue Management
- Consortium Management

Tony Hudgell
Director of Operational Estates & Facilities



| | |
|--|--|
| Catering | Saplings Day Nursery |
| Cashiers | Security |
| Central Admin | Waste |
| Decontamination | Linen & Staff Uniform |
| Domestic | Materials Management |
| Events | Health & Safety |
| Helpdesk | People & Performance |
| Parking | Transport Discharge |
| Portering Services | Energy Management |
| Postal Services | Training & Development |
| Print Room | Fire Advisory |
| Reprographics | Receipt & Distribution inc AGVs |
| Estates Maintenance & Capital Projects | Manual Handling Advice & Workplace Inspections |
| Private Finance Initiative (PFI) & Estate Compliance | Property & Asset Management |

TBC
Director of Strategic Estates (Group)



- Estate Strategy and development
- Site masterplanning
- Strategic project delivery
- Acquisitions & disposals
- Arts programme (environments and patient engagement)
- Sustainable development

Informatics



Neil Darvill

Chief Digital Information Officer for Bristol NHS Group

Kath Kaboutian
Group Deputy Chief
Digital Information
Officer



Digital Organisational Change

Leadership and Delivery of the Digital Strategies

Leadership and Delivery of the Annual Plans

Leadership and Delivery of Operational & Clinical Systems alignment

Leadership of Digital Transformation, Project Delivery & Innovation

Digital Governance & Assurance

Financial strategy and accountability for capital, revenue & CIP

David Hale
Group Chief Data and
Analytics Officer



Business Intelligence

Clinical Coding

Information Governance

Phill Wade
Group Chief Technology
Officer



Networks

Data Centre

Cloud

Devices

Service Desk

Cyber Security

Switchboard

Stewart Robinson
Group Chief Systems
and Product Officer



**Clinical System Contract
Management and Service Level
Agreements**

**System Administration, Testing,
Configuration and Training**

**EPR Developers, Architecture &
Design**

Health Records

**Registration Authority
(Smartcards)**

Clinical Transformation

Nathan Coleman
Head of Digital
Programmes



Digital Annual Delivery Plan

**Digital Projects Comms &
Engagement**

**Digital Projects Benefits
Management**

**Digital Projects Risk & Issue
Management**

Nursing, Midwifery, AHP (NMAHP) and Improvement



Steve Hams

Chief Nursing and Improvement Officer for Bristol NHS Group

Mike Puckey

Interim Hospital
Director of Nursing



Hospital operational
responsibility

Supports Group programmes
as part of the CNIO (Chief
Nursing and Improvement
Officer) team

Dominique Duma

Director of Professional
Standards and Practice (Group)



Enhanced, Advanced and
Consultant Practice

Safe Care (Workforce)

Practice Development

Professional standards and
accreditation

Professional Regulation (NMC /
HCPC)

NMAHP Research and Innovation

NMAHP Professional Leadership

Paul Cresswell

Director of Quality
(Group)



Patient Experience

Patient Safety & Human Factors

Mortality & Learning From
Deaths

Quality Regulation & Assurance

Clinical Audit And Effectiveness

Quality Governance and Digital
Systems

Clinical Risk Management

Jon Lee

Director of Communities and
Inclusion (Group)



Safeguarding

Infection Prevention and Control

LD, Mental Health, Neurodiversity

Community Partnerships

Volunteering

Chaplaincy

NHS 10 Year Plan Response

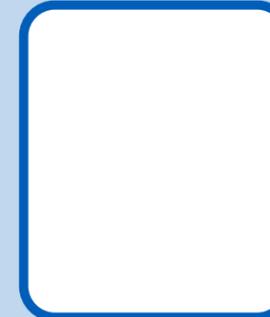
Women's Health, Children, Young
People and Maternity

Genomics

Tissue Viability

TBC

Director of Improvement
(Group)



Organisational Strategy
(Patient First) - *Development,
Deployment and Review*

Continuous Improvement -
Capability and Delivery

Benefits Tracking and
Realisation

Mel Murrell

Associate Director of Nursing
Workforce Recovery



Temporary workforce

E-rostering

Workforce deployment

System leadership and
collaboration

International recruitment

People



Jenny Lewis

Chief People and Culture Officer for Bristol NHS Group

Sarah Margetts
Director of People (NBT)



NBT Trust level leadership on strategic and operational people priorities

Design, strategic oversight and delivery of the Trust's people priorities and Group People Strategy

Leadership of the Strategic People Business Partnering model for NBT

Resourcing, Temporary Staffing and Talent Acquisition responsibilities across the Group

A portfolio of Group People Services including people operations and advice, policy, employee relations, pay and compliance, resident doctors & medical workforce

Group People Systems: ESR and ERJP, including Medical ERJP, Workforce analytics and people system transformation

Jean Scrase
Group Director of Learning and Workforce Development



An experience educator and multisector leader across the health and care system, with a background spanning schools, colleges, universities and national curriculum and policy development.

Committed to enabling equitable access to high quality learning and bringing people together to create positive change.

Previously Associate Director of Learning and Workforce Development at University Hospitals Bristol and Weston and Associate Director of Education, Inclusion, Communications and Engagement at Salisbury Foundation Trust.

Has led National and International education improvement programmes; contributed to professional standards in Science and Engineering, and taught teachers and post-16 students.

Entered Health and Care to put policy into practice and is a strong advocate for non-traditional learning routes, particularly apprenticeships.

Sophie Dilworth
Head of Programmes - People Transformation



Leads the People transformation programme aligned to Hospital Group formation and merger delivery, ensuring all people-centred workstreams are strategically integrated and outcome-focused.

Provides oversight across organisational integration, People Services transformation, and the development of a future-ready Target Operating Model.

Leads a strategic agenda to embed automation, AI, and continuous improvement, building a digitally enabled, data-driven environment that enhances efficiency, strengthens capability, and fosters a culture of innovation, accountability, and sustainable performance improvement across the organisation.

Elliot Nichols
Group Chief Communications & Engagement Officer



Communications service for staff, patients, visitors and other stakeholders

Multiple channels and activities including media relations, stakeholder relations, social media, website, intranet, patient leaflets, events management, graphic design, advertising, marketing, engagement, public affairs, public consultation, public relations, digital communications and branding

Behaviour change campaigns e.g., vaccinations, patient flow

Southmead Hospital Charity

Chief Medical Office



Tim Whittlestone

Chief Medical and Innovation Officer for Bristol NHS Group

Sam Patel

Hospital Medical Director



Hospital Medical
Director

Rebecca Thorpe

Group Medical Director of
Professional Standards



Professional
Standards

Karin Bradley

Group Medical Director of
Safe and Effective Care



Safe and Effective
Care

**Helen
Lewis-White**

Deputy Director of
Research & Innovation



Research &
Innovation

Tim Keen

Associate Director of Strategy



Strategy
Development

Business Planning

Health Inequalities

Sue Nutland

Associate Director of
Medical Workforces



Associate Director of
Medical Workforce

Claire Dudley

Staff Health & Vaccination
Programme



Trust Vaccination
Clinical Lead

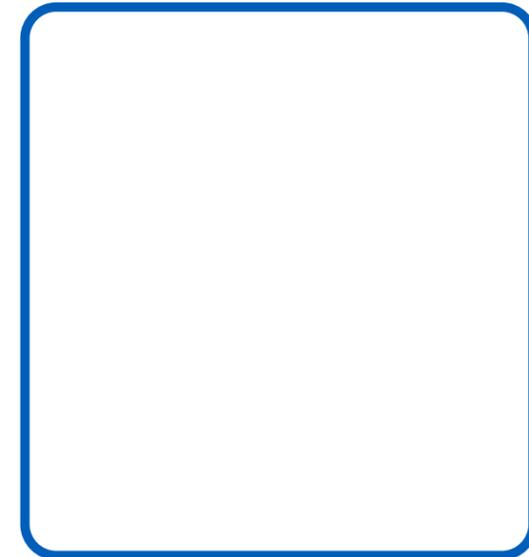
Corporate Support Functions



Finance Partner
Graham Sadler



People Partner
Trisha Quashie-Boney



BI Analyst
Phil Martin