

# Organisational structure chart

## Corporate Directorates

March 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



**Su Monk**  
 Director of Nursing



**Nick Smith**  
 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



**Su Monk**  
Director of Nursing



**Nick Smith**  
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

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

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**Vicky Whitfield**  
EA to Neil Darvill, Kath Kaboutian

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**Basia Klamczynska**  
EA to Elizabeth Poskitt, Sarah Margetts

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**Amanda Ross**  
EA to Tim Whittlestone, Sam Patel

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**Alison Crass**  
EA to Steve Hams, Dominique Duma

# Operations



**Nick Smith**  
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



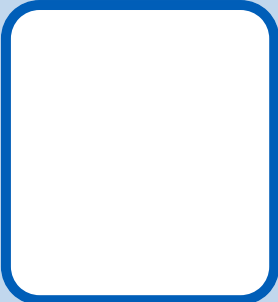
- Strategic Sourcing
- Requisition to Order Process
- Catalogue Management
- Consortium Management

**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

**Su Monk**

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

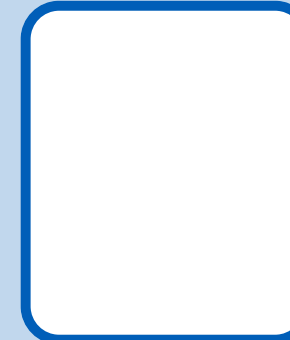
Women's Health, Children, Young  
People and Maternity

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 Relations



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

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Business Planning

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Health Inequalities

**Sue Nutland**

Associate Director of  
Medical Workforces



Associate Director of  
Medical Workforce

**Claire Dudley**

Staff Health & Vaccination  
Programme



Trust Vaccination  
Clinical Lead

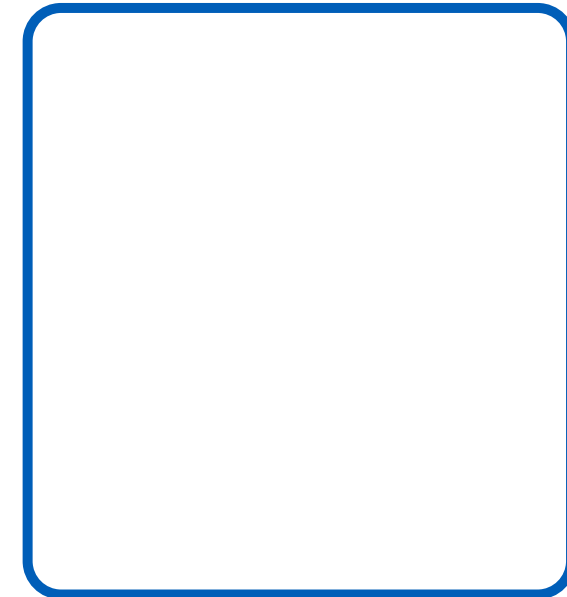
# Corporate Support Functions



**Finance Partner**  
Graham Sadler



**People Partner**  
Trisha Quashie-Boney



**BI Analyst**  
Phil Martin