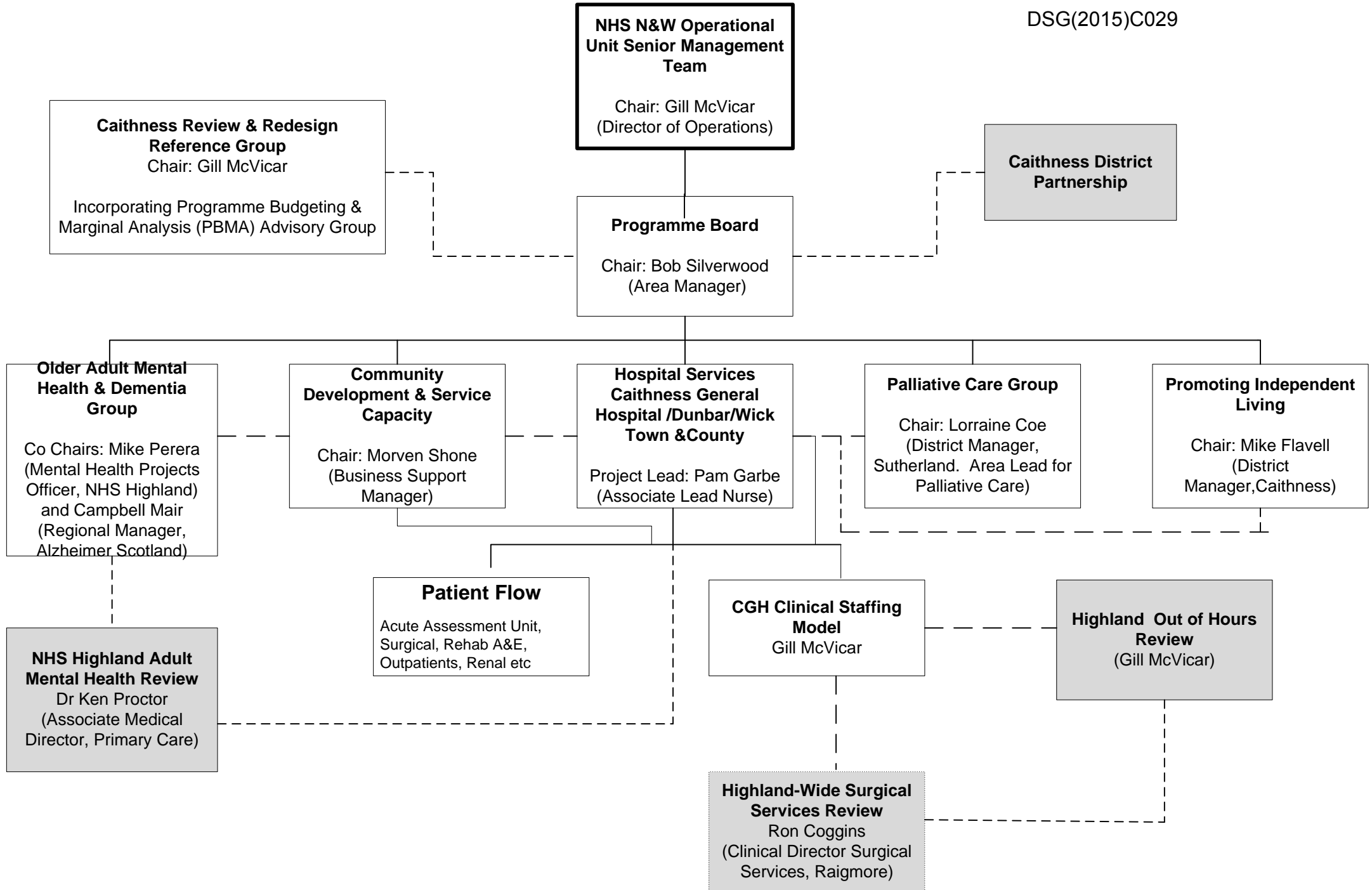


Review and Redesign of Adult Services in Caithness: Group Structure, as at Feb 15

DSG(2015)C029



## North & West Operational Unit

### Caithness Adult Services Review & Redesign Programme Board Terms of Reference

#### Role

The Programme Board of the Caithness Adult Services Review & Redesign is the forum for managing the review and redesign of adult services in Caithness, with a particular focus on older adult care and support. Its aim is to direct, oversee and support the review and redesign work in partnership with the Reference Group and wider community to ensure that any redesign of services best meet the needs of adult population both now and in the future.

#### Remit

- Direct and oversee the review and redesign project, ensure that all strands of the project are progressing to plan and timescale.
- Provide direction and management to the review while ensuring that it best fits the strategic objectives of the wider organisation.
- Support the workstreams/sub-groups as identified by the reference group.
- Provide and promote effective communication to all stakeholders including the wider community to ensure full public engagement.
- Ensure documented evidence is in place to support the review and redesign work and that all statutory and legislative guidelines are being followed throughout the project.

#### Reporting & Accountability

- The Programme Board is accountable to the Senior Management Team of the North & West Operational Unit of NHS Highland
- In addition, the Programme Board will have a responsibility to ensure all discussions and decisions taken at its meetings are communicated with and ratified by the wider Reference Group.

#### Tasks

- Agree and review the Project Action Plan, facilitating actions where appropriate
- Monitor progress and activity of the project work, ensuring a strategic fit with the strategic policies both locally (Operational Unit and NHS Highland) and nationally, for example the Highland Quality Approach.
- Ensure full and effective public engagement in all aspects of the project, paying particular attention to the minority and under-represented groups.

- Support effective communication and dissemination of information to all stakeholders and the wider community, taking action on feedback received from the public meetings/consultations etc
- Discuss and agree proposals for the future direction of the project ensuring all proposals progress through the appropriate channels.
- Regularly review the membership and remit of the Programme Board and agree amendments as appropriate

## Membership

Name	Designation	Organisation
Gill McVicar	Director of Operations	NHS Highland
Bob Silverwood	Area Manager	NHS Highland
Dr Echavarren	GP, Clinical Lead	NHS Highland
Niall Smith		Caithness Voluntary Groups
Rev R Johnston		Community Rep
Heather Maclean		Community Rep
Roger Saxon	Councillor	Highland Council
Gillian Coghill	Councillor	Highland Council
Kay Allan	Area Support Manager	NHS Highland
Andrea Madden	Care at Home Manager	NHS Highland
Christian Goskirk	Quality Improvement Lead	NHS Highland

## Conduct of Business

### Chair

Meetings will be chaired by the Area Manager

### Declaration of Interest

All members must declare prior to each meeting any outside interests which might have a bearing on actions, views and involvement in discussions. Potential conflicts of interest must be brought to the attention of the Chair.

### Membership Role

It is acknowledged that members are there as representatives of the community and reference group and as such are free to express their personal views and concerns and those of others.

### Decision Making

Decision making will be by consensus based on all views expressed. It is recognised that there may be circumstances where individual

members will disagree with the majority view of the Programme Board and are therefore free to express their dissent which will be recorded accordingly.

#### Agenda Setting

Items of business should be sent to the administrator two weeks in advance of meetings.

#### Papers / Notes

Notes of meetings and papers will be circulated to all Programme Board members in a timely fashion, approx one week in advance of the meeting.

#### Frequency

Meetings will be held as required, but no less than 3 monthly. This may be altered as required, if agreed by members of the Programme Board.

#### Administrative Arrangements

Administrative and clerical support will be provided by Kay Allan, supported by the Project Manager(s). They will between them take notes of meetings, prepare agendas, issue notice of meetings and disseminate copies of papers. They will also organise meetings, book rooms, catering and videoconferencing facilities as required.

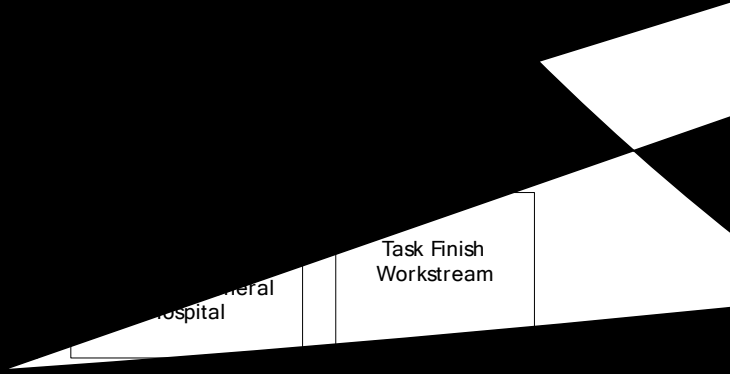
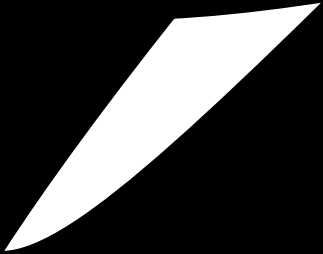
#### Review of ToR

The Terms of Reference and membership of the Programme Board may be amended or replaced at any time in any respect by the members of the Board provided that a majority of members are in favour of such a change and it is approved by the North & West Operational Unit Senior Management Team.

Date ToR Agreed: March 2013

Reviewed: 10 July 2014

Next Review Date: July 2015



**Caithness Adult Services Review & Redesign**

**Membership of Reference Group**

(\*) – Issued via Highland Council Assistant Ward Manager

<b>Name</b>	<b>Designation</b>	<b>Representing</b>
1. Alan Paul		Pentland Housing
2. Alex Macmanus	Assistant Ward Manager	Highland Council
3. Andrea Madden	Care-at-Home Manager	NHS Highland
4. Angela Lewis	Patient/public	
5. Angie House		Brefriending Caithness
6. Anita Davidson	Senior Day Care Officer	NHS Highland
7. Anne Alexander	Secretary	Watten CC (*)
8. Barbara Hidleston	Secretary	Dunnet & Canisbay CC (*)
9. Bill Fernie	Councillor - Wick	District Partnership
10. Bob Silverwood	Area Manager, Caithness & Sutherland	NHS Highland
11. Borja Echavarren	GP/Locality Lead	NHS Highland
12. Cameron Stark	Consultant Public Health	NHS Highland
13. Campbell Mair	Area Manager	Alzheimer Scotland
14. Carena MacIvor	Community Nursing Team Leader	NHS Highland
15. Carol Summers	Development Officer (North Highland)	Age Scotland
16. Catherine Murray		
17. Cathy MacKay	Manager	Alzheimer Scotland
18. Christian Goscirk	Quality Improvement Lead	NHS Highland
19. Claire Mcintosh	Acting Manager, Bayview House	NHS Highland
20. Clare Morrison	Lead Pharmacist	NHS Highland
21. Colin Punler	Communications at Cavendish Nuclear	Cavendish Nuclear
22. Coreen Campbell	Rural Transport Co-ordinator	Caithness Voluntary Group
23. David Alston	Councillor, Non Executive/ Vice-Chair, District Partnership	District Partnership Group
24. David Bremner	Councillor	Caithness
25. Dawn Williams		Redcross
26. Debbie MacKinnon	Area Manager	Key Housing Support
27. Deirdre Aitken	Manager	C&S Hearing and Sight Care
28. Deirdre Mackay	Councillor, Area Leader	East Sutherland and Edderton
29. Derek MacDonald	Manager	ForseHouse Nursing Home
30. Derrick Milnes	Patient/Public	Dounreay/Regeneration
31. Diane Beck	Diabetic Nurse	NHS Highland
32. Diane Mackay	Physiotherapy Instructor	NHS Highland
33. Dirk Maliepaard	Consultant Psychiatrist	NHS Highland
34. Donna Bain	Patient/Public	
35. Donna Grant	Patient/Public	
36. Donnie MacKay	Councillor	Thurso
37. Draper-Rickards Gay Ann	CPN	NHS Highland
38. Eann Sinclair	Programme Manager	Caithness & North Sutherland Regeneration Partnership
39. Elizabeth Geddes	Secretary	Castletown CC (*)

40. Elizabeth Henderson	Secretary	Tannach & District CC
41. Elizabeth Sinclair	Senior Social Care Officer	NHS Highland
42. Emma Ashman	Service Change Adviser	Scottish Health Council
43. Eric Green	Head of Estates	NHS Highland
44. Eugene McGowan	Social Care Worker	NHS Highland
45. Fiona Budge		
46. Fiona Duff	Primary Care Manager	NHS Highland
47. Fiona Murray	Representative	Chest, Heart and Stroke
48. Frances Matthewson	Planning Dept	NHS Highland
49. Frank Stephen	PPG Representative	Riverbank GP Practice, Thurso
50. Frank Sutherland	Representative	Dunbeath Centre
51. Gail Ross	Councillor	Wick
52. George Farlow	Councillor	Sutherland
53. Gill McVicar	Director of Operation, North & West	NHS Highland
54. Gillian Coghill	Councillor	Landward, Caithness
55. Graham Phillips	Councillor	Sutherland
56. Hannah Maclean	CPN	NHS Highland
57. Heather Mclean	Public Representative	
58. Helen Allan	Public Representative	
59. Hugh Robinson		
60. Ivor Campbell	Maintenance Supervisor	NHS Highland
61. Jackie Hodges	Care Home Adviser	NHS Highland
62. Jan Robinson		
63. Janette McQuiston	Unison Rep	NHS Highland
64. Jean Lipa	Secretary	Thurso CC
65. Jenny Forbes	Community Nursing Team Leader	NHS Highland
66. Jill Brooks	Contracts/Finance	NHS Highland
67. Jill Falconer	Patient/Public rep	
68. Jill Smith	Manager	Caithness CAB
69. Jillian Bundy	Secretary	Caithness West CC (*)
70. Jim McGillvray	Councillor	
71. Joan Miller	Charge Nurse, Dunbar	NHS Highland
72. Joanna Coghill	Secretary	Royal Burgh of Wick CC
73. Joanne McCoy	Self Management Coordinator	Lets Get On With It
74. Joanne Smith	Secretary	Latheron, Lybster & Clyth CC (*)
75. John Alexander Gunn	Secretary	Berriedale & Dunbeath CC (*)
76. John Macleod		
77. John MacLeod	Clinical Lead, Caithness General	NHS Highland
78. John Rosie	Councillor	Thurso
79. Karen MacLeod	Charge Nurse, Wick Town & County	NHS Highland
80. Karen Phipps	Manager	Cross-Roads
81. Katie Wilson	Cardiac Specialist Nurse	NHS Highland
82. Katrina Macnab	Manager	Pultney Town People's Project (PPP), Wick
83. Katrine Coghill	Secretary	Halkirk & District CC (*)
84. Kay Allan	Area Support Manager, North Area	NHS Highland
85. Kyrene Lawton		Carrgorm
86. Laic Khaliq	Telecare Manager	NHS Highland
87. Lesley Martin	Care at Home Officer, Caithness	NHS Highland

88. Linda Kirkland	Interim Director of Operations, Raigmore	NHS Highland
89. Linda Munro	Councillor	Suthreland
90. Liz Smith	Patient/Public	
91. Lorna Swanson	Secretary	Bower CC (*)
92. Lorraine Coe	District Manager, Sutherland	NHS Highland
93. Louise Shakespeare	Macmillan Nurse, North Area	NHS Highland
94. Lyndsey Mitchell	Medical Workforce Manager, NHS Highland	NHS Highland
95. Lynn Johnson	Manager	HighLife Highland
96. Maimie Thompson	Head of PR and Engagement	NHS Highland
97. Margaret Allan	Manager	Laurandy Centre, Wick
98. Margaret Macrae	Staff side rep	NHS Highland
99. Margaret Moss	AHP Lead, N&W Operational unit	NHS Highland
100. Margaret Smedley		
101. Marie McIlwraith	Local Officer	Scottish Health Council
102. Marieanne Mackenzie	Finance Officer, North Area	NHS Highland
103. Marissa Collins		
104. Mathew Reiss	Councillor	Landward
105. Michelle Manzie	Independent and Voluntary Sector Development Officer	Reshaping Care for Older People Programme (RCOP).
106. Mike Flavell	District Manager, Caithness	NHS Highland
107. Moira Gallagher	Staff Nurse,	NHS Highland
108. Morag Lindsay	Pentland View Nursing Home Manager	Barchester
109. Morven Shone	Senior Business Support Officer	NHS Highlandc
110. Neil MacDonald	Councillor	Wick
111. Neil Pellow	Charge Nurse A&E/Outpatients	NHS Highland
112. Niall Smith	Manager	Caithness Voluntary Group
113. Nicola Mackenzie	Community Mental Health Nurse	
114. Pam Garbe	Associate Lead Nurse and Project Lead, CGH Redesign	NHS Highland
115. Patricia Sinclair	OT, Caithness General	NHS Highland
116. Paul Davidson	Clinical Director, North and West	NHS Highland
117. Pauline Craw	Hospital Manager (CGH)	NHS Highland
118. Penny Cormack	Pulteney House Manager, Wick	NHS Highland
119. Peter Sutherland	Patient/Public rep	
120. Roger Saxon	Councillor	Thurso
121. Ronnie Johnstone	Patient/Public	
122. Ross Mackenzie	Finance Manager, N&W unit	NHS Highland
123. Sandar Wicks		
124. Sally Alan McVeigh		
125. Sarah Budge	OT, Caithness General	NHS Highland
126. Sharon Drain		Key Housing Community Support
127. Sharon Pottinger		
128. Sheryl Lisle		
129. Shone Morven		NHS Highland
130. Simon Steer		NHS Highland



131.	Steve Gorman	Area Manager (North) and Patient Transport	Scottish Ambulance Service
132.	Stuart Knox	Charge Nurse, Caithness General	NHS Highland
133.	Sue Menzies	Service Improvement Lead	NHS Highland
134.	Teresa Green	Integrated Team Lead	NHS Highland
135.	Thelma Mackenzie		
136.	Trudy Morris	CEO	Caithness Chamber of Commerce
137.	Valerie Barker	Patient/Public	Caithness Patient Council
138.	Vicky mackay	Secretary	Sinclair's Bay CC (*)
139.	Wendy McGowan	Seaview Nursing Home Manager	Barchester
140.	Willie MacKay	Councillor	Landward Caithness
141.	Wilma Miller	Social Worker	NHS Highland
142.	Yvonne Hendry		Caithness Voluntary Group
143.	Zelda Linekar	Patient/Public	

## Caithness Adult Services Review & Redesign

### Membership of Working Groups

#### Programme Board – Chair Bob Silverwood

**Role** -This the forum for managing the review and redesign of adult services in Caithness, with a particular focus on older adult care and support. The board will direct, oversee and support the review and redesign work in partnership with the Reference Group and wider community.

*When the board was established the specific issues of consultant staffing and clinical model in Caithness General was not within the scope of the Programme Board*

Name	Designation	Representing
1. Andrea Madden	Care-at-Home Manager	NHS Highland
<b>2. Bob Silverwood</b>	<b>Area Manager, Caithness &amp; Sutherland</b>	<b>NHS Highland</b>
3. Borja Echavarren	GP/Locality Lead	NHS Highland
4. Christian Goskirk	Quality Improvement Lead	NHS Highland
5. David Flear (Resigned April 14)	Patient/Public, Dounreay Stakeholders Group	
6. Gill McVicar	Director of Operation, North & West	NHS Highland
7. Gillian Coghill	Councillor	Landward, Caithness
8. Heather Mclean	Public Representative	
9. Kay Allan	Area Support Manager, North Area	NHS Highland
10. Niall Smith	Manager	Caithness Voluntary Group
11. Roger Saxon	Councillor	Thurso
12. Ronnie Johnstone	Patient/Public	

#### Contact details

Bob Silverwood  
Area Manager, North & West  
[Bob.silverwood@nhs.net](mailto:Bob.silverwood@nhs.net)

01955 880228

#### Reference Group and Membership

The Reference Group was established early in January 2013 following the re-launch of the re-design at the meeting in Halkirk in December 2012. Participants were invited to sign up to being part of the Group. Since then other have people have been invited to join or asked to join. The Group are kept in touch by email and invited to attend any events. The distribution list is around 120.

The purpose of the Group is to support wider engagement and challenge to the Project Board. They also have a role in shaping options and appraising options

**Version as at 10<sup>th</sup> March 2015**

**Membership of Working Group**

**Community Services – Chair Morven Shone**

**Role:** To engage with stakeholders to progress work to develop community services which will enhance care including reducing admissions to hospitals and facilitating earlier discharge. This will be achieved by developing services and enhancing capacity. The initial focus will be on:

- Falls prevention in people’s homes
- Promoting alternative ways of working in day care centre (Dunbeath)
- Enhancing emergency responders
- Developing dementia friendly communities

<b>Name</b>	<b>Designation</b>	<b>Representing</b>
1. Angela Heath	Specialist Mental Health Nurse Practitioner	NHS Highland
2. Angie House	Befriending Caithness Co-ordinator	Befriending Caithness
3. Ashley Young		British Red Cross
4. Cathy MacKay	Manager	Alzheimer Scotland
5. Coreen Campbell		Rural Transport
6. Deirdre Aitken	Manager	C&S Hearing and Sight Care
7. Fiona Murray	Representative	Chest, Heart and Stroke
8. Frank Sutherland	Representative	Dunbeath Centre
9. Jane Groves	Public Health	NHS Highland
10. Joan Miller	Senior Charge Nurse (Dunbar)	NHS Highland
11. Julie Calder	Health & Social Care Coordinator	NHS Highland
12. Kay Allan	Area Support Manager, North Area	NHS Highland
13. Liz Smith	Patient/Public	
14. Lynn Johnson	Manager	HighLife Highland
15. Margaret Allan	Manger	Laurandy Centre
16. Margaret Brown	Public Health	NHS Highland
<b>17. Morven Shone</b>	<b>Senior Business Support Officer</b>	<b>NHS Highland</b>
18. Rachelle MacNab		Peoples Pultney Project
19. Sandra Wicks		
20. Yvonne Hendry	Development Officer	Caithness Voluntary Groups

**Contact details**

Morven Shone  
Senior Business Support Officer  
[Morven.shone@nhs.net](mailto:Morven.shone@nhs.net)

01955 880221

**Membership of Working Group**

**Older Adult Mental Health and Dementia**

**Chair Mike Perera (NHS Highland) and Campbell Mair (Alzheimer Scotland)**

**Role:** To review current pathways and support and make recommendations to provide support for patients and carers post-diagnosis and enhance respite support for carers

<b>Name</b>	<b>Designation</b>	<b>Representing</b>
<b>1. Campbell Mair</b>	<b>Area Manager</b>	<b>Alzheimer Scotland</b>
2. Cathy MacKay	Manager	Alzheimer Scotland
3. Christian Goskirk	Quality Improvement Lead	NHS Highland
4. Claire McIntosh	Manager, Bayview House, Thurso	NHS Highland
5. Dirk Maliepaard	Consultant Psychiatrist	NHS Highland
6. Donnie MacKay	Councillor	Thurso
7. Gillian Coghill	Councillor	Landward, Caithness
8. Hannah Maclean	CPN	NHS Highland
9. Iain McHardy	Staff Nurse	NHS Highland
10. Kay Allan	Area Support Manager, North Area	NHS Highland
11. Margaret Allan	Manager	Laurandy Centre
<b>12. Mike Perera</b>	<b>Mental Health Projects Manager</b>	<b>NHS Highland</b>
13. Morag Lindsay	Manager	Pentland View House
14. Nikki Mackenzie	ITL West Caithness	NHS Highland
15. Pam Garbe	Associate Lead Nurse and Project Lead, CGH Redesign	NHS Highland
16. Penny Cormack	Pulteney House Manager, Wick	NHS Highland
17. Stuart Knox	Senior Charge Nurse, QE	NHS Highland
18. Teresa Green	ITL East Caithness	NHS Highland
19. Wendy McGowan	Seaview Nursing Home Manager	Barchester

**Contact details**

Michael Perera  
 Mental Health Projects Manager  
[Michael.perera@nhs.net](mailto:Michael.perera@nhs.net)

01463 706967

**Palliative Care – Chair Lorraine Coe (District Manager (Sutherland), NHS Highland)**

**Role:** To develop plans for an assessment and rehabilitation unit for palliative care, located in Caithness, with appropriate number of beds both in Wick and Thurso

Name	Designation	Representing
1. Carena MacIvor	Community Nurse	NHS Highland
2. Christian Goskirk	Quality Improvement Lead	NHS Highland
3. Claire Mcintosh	Acting Manager, Bayview House	NHS Highland
4. Donnie Mackay	Councillor	Highland Council
5. Fiona Duff	Primary Care Manager	NHS Highland
6. Gillian Coghill	Councillor	Landward, Caithness
7. Heather Mclean	Public Representative	
8. Iain McHardy	Staff Nurse, T&C	NHS Highland
9. Joan Miller	Charge Nurse, Dunbar	NHS Highland
10. Karen MacLeod	Charge Nurse, Wick Town & County	NHS Highland
11. Kay Allan	Area Support Manager, North Area	NHS Highland
12. Laura Adamu-Ikeme	Regional Development Manager	Macmillan UK
13. Liz Smith	Patient/Public	
<b>14. Lorraine Coe</b>	<b>District Manager (Sutherland)</b>	<b>NHS Highland</b>
15. Louise Shakespeare	Macmillan Nurse, North Area	NHS Highland
16. Morag Lindsay	Pentland View Nursing Home Manager	Barchester
17. Pam Garbe	Associate Lead Nurse	NHS Highland

**Contact details**

Lorraine Coe  
 District Manager (Sutherland)  
 lorraine.coe@nhs.net

01408 664033

**Membership of Working Group**

**Promoting Independent Living – Chair Mike Flavell, District Manager (NHS Highland)**

**Role:**

Through Partnership collaborative working carry out a SWOT analysis of existing services and identify priorities for development and test new ways of working

<b>Name</b>	<b>Designation</b>	<b>Representing</b>
1. Alan Paul	Manager	Pentland Housing
2. Andrea Madden	Care-at-Home Manager	NHS Highland
3. Andy Cartmell		CarrGorm
4. Cathy MacKay	Manager	Alzheimer Scotland
5. Christian Goskirk	Quality Improvement Lead	NHS Highland
6. Claire Mcintosh	Acting Manager, Bayview House	NHS Highland
7. Dawn Williams		Red Cross
8. Debbie MacKinnon	Area Manager	Key Housing Support
9. Donnie Mackay	Councillor	Highland Council
10. Fiona Duff	Primary Care Manager	NHS Highland
11. Jill Brooks	Contracts/Finance	NHS Highland
12. Joan Miller	Senior Charge Nurse, Dunbar	NHS Highland
13. Julie Calder	Health & Social Care Coordinator	NHS Highland
14. Kay Allan	Area Support Manager	NHS Highland
15. Lesley Martin	Care at Home Officer, Caithness	NHS Highland
16. Liz Smith	Patient/Public	
17. Lynn Johnson	Manager	HighLife Highland
18. Margaret Moss	AHP Lead, N&W Operational unit	NHS Highland
19. Mhairann Plowman		People's Pultney Town Projects
<b>20. Mike Flavell</b>	<b>District Manager, Caithness</b>	<b>NHS Highland</b>
21. Nicola Watts	Community Mental Health Nurse	NHS Highland
22. Rachelle MacNab		Pultneytown Peoples Project
23. Sandra Wicks	Thor Manager	NHS Highland
24. Sarah Budge	OT	NHS Highland
25. Willie MacKay	Councillor	Landward Caithness

*This work stream initially started of as two groups: Home Based services and Rehabilitation and Re-ablement but was combined at the end of 2014*

**Contact details**

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Caithness District Manager  
[mike.flavell@nhs.net](mailto:mike.flavell@nhs.net)  
01955880233

**Membership of Working Group**

**Hospital Services – Chair Pam Garbe, Associate Lead Nurse (NHS Highland)**

**Role To oversee the re-design and re-configuration of hospital based services with an initial focus on Caithness General and Wick Town and County. This will look at both pathway pathways, clinical practice, patient flow and align the clinical areas to the services being delivered to make best use of clinical space and skills**

<b>Name</b>	<b>Designation</b>	<b>Representing</b>
1. Alison Hudson	Lead Nurse	NHS Highland
2. Anthony Corr	Estates	NHS Highland
3. Bob Silverwood	Area Manager	NHS Highland
4. Christian Goskirk	Quality Improvement Lead	NHS Highland
5. Frances Matthewson	Planning Dept	NHS Highland
6. Gary Draper-Rickards	CPN	NHS Highland
7. Gill McVicar	Director of Operation, North & West	NHS Highland
8. John MacLeod	Clinical Lead, Caithness General	NHS Highland
9. Lindsey Mitchell	Medical Workforce Manager	NHS Highland
10. Liz Smith	Patient/Public	NHS Highland
11. Mary Burnside	Lead Midwife, North	NHS Highland
<b>12. Pam Garbe</b>	<b>Associate Lead Nurse and Project Lead, CGH Redesign</b>	<b>NHS Highland</b>
13. Paul Davidson	Clinical Director, North and West	NHS Highland
14. Pauline Craw	Hospital Manager (CGH)	NHS Highland
15. Ross Mackenzie	Finance Manager, N&W unit	NHS Highland
16. Willie Mackay	Councillor	NHS Highland

**Contact details**

**Pam Garbe**

Associate Lead Nurse  
pam.garbe@nhs.net  
01955 880202

*When the Caithness Review was established the specific issues of consultant staffing and clinical model in Caithness General was not within the scope of the Programme Board*

**Membership of Working Group**

**Clinical Sub-Group – Chair Gill McVicar, director of operations (North & West)**

**Role** To develop options and oversee implementation of contingency arrangements (March to June 2015) and to provide clinical advice to support the shaping of viable longer-term options for wider consultation. This Group (or a subset of the group) will also oversee implementation of NES recommendations and advice on future requirements to sustain Caithness General as a suitable training environment.

Name	Designation	Representing
1. Alison Hudson	Lead Nurse (North & West)	NHS Highland
2. Bob Silverwood	Area Manager, Caithness & Sutherland	NHS Highland
3. Deborah Jones	Chief Operating Officer	NHS Highland
4. Deirdre Mackay	Councillor, Area Leader	East Sutherland and Edderton
5. Duncan Scott	Acute Physician/ Associate Director of Medical Education	NHS Highland
6. Emma Watson	Director of Medical Education	NHS Highland
7. Gail Ross	Councillor	Wick
<b>8. Gill McVicar</b>	<b>Director of Operation, North &amp; West</b>	<b>NHS Highland</b>
9. Graham MacLeod	Head of A&E Services	Scottish Ambulance Service
10. John MacLeod	Clinical Lead, Caithness General	NHS Highland
11. Kenneth MacDonald	Clinical Director (Raigmore)	NHS Highland
12. Linda Kirkland	Interim Director of Operations, Raigmore	NHS Highland
13. Lindsey Mitchell	Medical Workforce Manager, NHS Highland	NHS Highland
14. Maimie Thompson	Head of PR and Engagement	NHS Highland
15. Mary Burnside	Lead Midwife, North	NHS Highland
16. Nigel Small	Director of Operations (South & Mid)	NHS Highland
17. Pam Garbe	Associate Lead Nurse and Project Lead, CGH Redesign	NHS Highland
18. Paul Davidson	Clinical Director, North and West	NHS Highland
19. Pauline Craw	Hospital Manager (CGH)	NHS Highland
20. Rod Harvey	Interim Medical Director	NHS Highland
21. Ron Coggins	Clinical Director, Surgery & Anaesthetics (Raigmore)	NHS Highland
22. Steve Gorman	Area Manager (North) and Patient Transport	Scottish Ambulance Service
23. Valerie Barker	Patient/Public	Patient Council

*When the Caithness Review was established the specific issues of consultant staffing and clinical model in Caithness General was not within the scope of the Programme Board*

**Contact details**

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Director of Operations, North and West Highland,  
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01349 869221