



The Office of the  
**Policy & Resources  
Committee**

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(sent via email only)

**Private & Confidential**

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14 August 2020

Dear Julie

**RE: CHIEF NURSE POST**

I apologise for the delay in formally replying to your letter dated 8 July 2020. I understand that in the interim you have met with Mr Matthew Jones, Director of Operations for Health & Social Care when you discussed this post as well as other matters. We have also had a recent email exchange regarding the same.

For your information, I wrote to the consultant clinical nurse specialists on 17 July 2020 who were also seeking an update in relation to plans to replace the role of Chief Nurse. In my reply to them, I explained that I understood and fully recognised their support for a permanent appointment to this role which would be considered as soon as realistically possible in conjunction with other work which commenced pre COVID-19 regarding the overall organisational structure of the Public Sector including Health & Social Care (HSC). I made clear that this did not signal an underlying intent not to replace the role but that we will have to wait until that work is more advanced before any firm decisions are made.

Experience over the last few years identified that there was a significant conflict and tension between the roles of Chief Nurse and that of Director of Governance for all of Health & Social Care. This, in my view and that of other senior colleagues was damaging to the role of Chief Nurse and makes it difficult for the postholder to secure the necessary level of confidence from the profession they lead and the associated standards that need to be upheld. Immediate changes were therefore made following the departure of the previous postholder to address and remove this conflict by separating away the function of Director of Governance from the role of Chief Nurse.

Mr Dermot Mullin, the Director of Hospital and Adult Community Care Services has been requested to act as the senior and single point of contact in respect of nursing across the Bailiwick on an interim basis while the work I describe earlier is advanced. Mr Mullin has a monthly call with your representatives to ensure any issues that remain unresolved within the nursing line management are quickly highlighted and addressed. Mr Mullin commands considerable respect and confidence across the nursing profession and will ensure it is fully represented at the most senior of levels within the Government of Guernsey in the interim.

Mr Jones will keep you informed and consult with you as soon as he is able in respect of the more detailed work on the organisational target operating model including the role of the Chief Nurse.

Yours sincerely



**M C de Garis**  
**Strategic Lead for People Policy**

CC. Mr M Jones, Director of Operations, Office of the Committee *for* Health & Social Care  
Mr D Mullin, Director of Hospital and Adult Community Care Services,  
Office of the Committee *for* Health & Social Care