

Joanne Ellender

Expert Witness

Nurse

Liability: Nursing / Primary Care / Clinical Governance



Professional Background

Joanne Ellender is a Registered Nurse with 27 years' clinical experience, predominantly within primary care and community healthcare, supported by earlier hospital-based nursing across medical, surgical, oncology, haematology and emergency admissions. Her professional background includes extensive senior responsibility within general practice, GP federations and multi-site primary care organisations, encompassing clinical delivery, governance oversight, workforce management and regulatory compliance.

Joanne has over 15 years' experience as a Practice Nurse, delivering care aligned with NICE guidance and national primary care frameworks, including chronic disease management, immunisation programmes, cervical screening, wound care, infection prevention and control, and safeguarding. Her work has involved direct accountability for standards of care delivered within GP settings and supervision of nursing teams to ensure compliance with professional and organisational requirements.

Joanne has held senior leadership roles, including Group Nurse Manager, leading nursing and HCA teams across multiple GP practices serving a combined patient population of approximately 27,000. In this role, she exercised responsibility for clinical governance, staff supervision, infection control leadership, HR processes, workforce planning, and CQC inspection readiness. She acted as site lead during CQC inspection activity, chaired clinical governance meetings, and represented services at PCN and training hub level. Her liability expertise is grounded in hands-on investigation of clinical incidents, adverse events and complaints within primary care. She has undertaken root cause analysis of incidents, produced written investigation reports, identified deviations from expected standards, and implemented learning through staff training and process change. This includes assessing compliance with local policies, internal Standard Operating Procedures and the NMC Code, and evaluating staff competence and system safeguards. A clear example of breach-of-duty analysis includes investigation of a cold-chain failure affecting vaccine storage, where Joanne identified failure to maintain temperature control in line with expected standards, determined that vaccinations were compromised, and concluded that revaccination was required. This demonstrates application of standards-based reasoning to determine whether care fell below acceptable professional thresholds.

Joanne's governance experience includes distinguishing between individual clinical error and organisational or systemic failure, assessing whether policies were in place, accessible and followed, and determining accountability accordingly. Her prior roles as Clinical Supervisor (Occupational Health) and Quality Assurance Nurse evidence structured review of clinical decision-making, audit design, complaint investigation and standards assurance, across healthcare delivery and insurance assurance contexts respectively. She maintains professional registration with the Nursing and Midwifery Council (NMC) and membership of the Royal College of Nursing (RCN). She is a trained cervical smear assessor, contributing to competency assessment and quality assurance within primary care services.

Joanne is fully trained in the Civil Procedure Rules, including relevant revisions as they arise.



Specialisms

- Primary care nursing standards and breach-of-duty analysis
- Clinical governance within general practice and community services
- Investigation of clinical incidents, adverse events and complaints in primary care
- Root cause analysis and standards-based review of care delivery
- Infection prevention and control failures, including vaccination and cold-chain management
- Immunisation programmes and vaccination safety standards
- Cervical screening services and competency assurance
- Chronic disease management within primary care (standards, monitoring, follow-up)
- Documentation quality, record-keeping and audit in GP settings
- Safeguarding processes and escalation in community healthcare
- CQC readiness, inspection response and regulatory compliance
- Workforce supervision, competency assessment and professional accountability
- Differentiation of individual clinical error versus systemic or organisational failure
- Policy, SOP adherence and implementation in primary care environments

Career history

- Practice Nurse 2025 – Present
LMA, West London GP Federation
 - Administering childhood and adult immunisations and vaccinations.
 - Performing cervical screening as part of the NHS Cervical Screening Programme.
 - Providing wound care, including dressings and suture removal.
 - Delivering contraceptive advice, sexual health guidance, and lifestyle support (smoking cessation, weight management).
 - Undertaking routine nursing care in line with NICE guidelines and NSF standards.
 - Participating in safeguarding procedures in line with local and national policy.
 - Supporting the team in responding to clinical emergencies.
 - Recognising, assessing, and referring patients presenting with mental health needs.
 - Maintaining infection prevention and control (IPC) standards. • Performing phlebotomy.
- Group Nurse Manager 2025
The Groves Group – New Malden, Wimbledon, Richmond & Hinchley Wood
 - Led the nursing and HCA workforce across 4 GP sites (15 staff total).
 - Extensive knowledge of CQC requirements. Oversaw CQC re-inspection preparation; acted as site lead on inspection day March 2025.
 - Delivered clinical governance, staff training, IPC standards, and building/equipment compliance.
 - Managed recruitment, staff inductions, HR matters, and workforce planning.
 - Controlled clinical consumables budget; collaborated on payroll and finance.
 - Chaired clinical and governance meetings; represented practice at PCN and training hub level.



Career history

- Built relationships and liaised with GP, Pharmacy and Finance Partners across the business.
- Investigated complaints and significant events; ensured learning fed into QI initiatives.
- Led on QOF call and recall processes, use of forward planning to ensure targets are met.
- Practice Nurse 2024 - 2025
Stanhope Mews West Surgery – Kensington
 - Led chronic disease management (Asthma, COPD, Diabetes, Hypertension) and QOF delivery.
 - Infection Control Lead and mentor to student nurses.
 - Provided cervical screening, immunisations, travel health and wound care.
- Nurse 2022 - 2024
Stroud Green Medical Clinic – Islington
 - Sole nurse at the practice, responsible for full scope of Practice Nurse duties and IPC Lead.
 - Ran chronic disease clinics and served as point of contact for clinical operations.
 - Support, training and line management of more junior nursing staff.
 - Supported Practice Manager in dealing with significant events and complaints.
- Locum Practice Nurse 2013 - 2022
Various Agencies (Eligo, Chase Medical, Direct Bookings)
 - Long-term placements across NHS GP practices; known for adaptability and QOF expertise.
- Practice Nurse 2010 - 2013
Wandsworth Medical Centre
 - Managed nurse-led clinics, particularly for diabetes, COPD, and hypertension.
 - Organised and delivered structured diabetes care in line with NICE guidance, including insulin initiation support and patient lifestyle education.
 - Led seasonal flu vaccination campaigns, ensuring high uptake in at-risk groups.
 - Provided cervical cytology, travel health consultations, wound care, childhood immunisations, and family planning advice.
 - Supported QOF achievement by maintaining meticulous patient recall systems and documentation.
- Immunisation Nurse / Community Staff Nurse 2009 - 2013
Pulse Staffing
 - Delivered district nursing care to housebound patients, including wound care, insulin administration, palliative care, and catheter management.
 - Participated in large-scale flu vaccination campaigns across GP surgeries and local health centres.
 - Supported health screening days for corporate clients—providing BP checks, cholesterol tests, and lifestyle coaching.
 - Maintained detailed clinical records and ensured care aligned with NHS protocols.



Career history

- Clinical Supervisor (Occupational Health) 2008 - 2009
First Assist
 - Led on all clinical governance responsibilities across a multidisciplinary occupational health team.
 - Developed induction materials, delivered in-house training, and maintained ongoing competency assessments for over 30 clinicians.
 - Investigated complaints and adverse incidents, generating action plans for improvement.
 - Delivered sickness absence reviews and supported return-to-work strategies with corporate partners.
- Clinical Analyst – E-Health Project 2008
Guy's and St Thomas' NHS Foundation Trust
 - Played a key role in the implementation of the Trust's new electronic patient record (EPR) system.
 - Provided front-line training to clinical staff and adapted software modules based on departmental needs.
 - Acted as liaison between IT and clinical teams to ensure the system supported safe patient care.
- Staff Nurse 2008
Marie Stopes International
 - Supported patients undergoing day-case procedures for reproductive health services.
 - Conducted pre-op assessments, assisted in theatre, and monitored recovery.
 - Provided post-procedure counselling and family planning education.
- Quality Assurance Nurse 2007 - 2008
PruHealth
 - Designed and implemented a quality assurance framework for clinical telephone triage and insurance claims review.
 - Conducted audits of clinical interactions and created monthly dashboards for leadership.
 - Participated in decision-making panels assessing medical claims and treatment authorisation.
- Senior Case Manager / Project Manager 2004 - 2007
Kynixa Ltd
 - Oversaw rehabilitation of patients with acquired brain injury, polytrauma, and chronic disability.
 - Completed in-depth home and workplace assessments and coordinated multi-agency support.
 - Produced medico-legal reports and consulted with legal, healthcare, and occupational partners to support client recovery.
- Recruitment Specialist Nurse 2003
BUPA Healthcare Professionals



Career history

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| • Agency Nurse (Australia)
Drake Medox | 2002 |
| • Senior ICU Staff Nurse
Royal Hallamshire Hospital | 2000 |
| • Staff Nurse, Diabetes & General Medicine
Ipswich Hospital | 1999 |
| • Staff Nurse, Haematology/Oncology
Royal Hallamshire Hospital | 1997 |

Qualifications, Professional Development & Registration

- BSc (Hons) Nursing Studies – University of Derby (Online, Part-time), Current
- Diploma in Diabetes - 2009
- Diploma in Nursing Studies (RGN) – University of Sheffield, 1997
- NMC Registered

Professional Development

- 2 Day NHS Leadership Programme – Moonraker Innovation, Apr 2025
- HR & Employment Law – Practice Index, Jun 2025
- CQC Update – SWL Training Hub, May 2025
- Cervical Screening Update & Assessor Training – May 2024
- Standards for Student Supervision and Assessment (Mentor Training) – Sep 2024
- Infection Prevention for IPC Leads – Nov 2024
- COPD & Clinical Assessment – May 2024
- Foundations of Counselling & Psychotherapy – CCPE, 2006