

**Nursing and Midwifery Council
Investigating Committee**

**New Interim Order Hearing
Thursday, 29 January 2026**

Virtual Hearing

Name of Registrant:	Debra Louise Salmon
NMC PIN	13H2424E
Part(s) of the register:	Registered Nurse Adult – RNA – September 2016
Relevant Location:	London
Panel members:	Judith Ebrell (Chair, registrant member) Lynn Bayes (Registrant member) Michaela Higgins (Lay member)
Legal Assessor:	Natalie Amey-Smith
Hearings Coordinator:	Rim Zambour
Nursing and Midwifery Council:	Represented by Mary Kyriacou, Case Presenter
Miss Salmon:	Present and not represented
Interim order directed:	Interim conditions of practice order (18 months)

Decision and reasons on interim order

The panel decided to make an interim conditions of practice order for a period of 18 months.

The panel has determined that the following conditions are proportionate and appropriate:

'For the purposes of these conditions, 'employment' and 'work' mean any paid or unpaid post in a nursing, midwifery or nursing associate role. Also, 'course of study' and 'course' mean any course of educational study connected to nursing, midwifery or nursing associates.'

1. You must restrict your nursing practice to one substantive employer. This may be through an agency, but any post you take should be for a minimum of 3 months.
2. You must not be the nurse in charge or the sole nurse on duty on any shift.
3. You must ensure that you are indirectly supervised anytime you are working. Your supervision must consist of working at all times on the same shift as, but not always directly observed by, a registered nurse. If lone working, this may include telephone supervision.
4. You must have fortnightly meetings with your line manager or supervisor to discuss your practice and performance with specific reference to:
 - a) Communication,
 - b) Documentation,
 - c) Escalating concerns, and
 - d) Assessing risk and patient safety.

5. Prior to any review hearing, you must send to your NMC case officer a report from your line manager or supervisor, commenting on your:
 - a) Communication,
 - b) Documentation,
 - c) Escalating concerns, and
 - d) Assessing risk and patient safety.
6. You must keep the NMC informed about anywhere you are working by:
 - a) Telling your case officer within seven days of accepting or leaving any employment.
 - b) Giving your case officer your employer's contact details.
7. You must keep the NMC informed about anywhere you are studying by:
 - a) Telling your case officer within seven days of accepting any course of study.
 - b) Giving your case officer the name and contact details of the organisation offering that course of study.
8. You must immediately give a copy of these conditions to:
 - a) Any organisation or person you work for.
 - b) Any agency you apply to or are registered with for work.
 - c) Any employers you apply to for work (at the time of application).
 - d) Any establishment you apply to (at the time of application), or with which you are already enrolled, for a course of study.

9. You must tell your case officer, within seven days of your becoming aware of:
 - a) Any clinical incident you are involved in.
 - b) Any investigation started against you.
 - c) Any disciplinary proceedings taken against you.
10. You must allow your case officer to share, as necessary, details about your performance, your compliance with and / or progress under these conditions with:
 - a) Any current or future employer.
 - b) Any educational establishment.
 - c) Any other person(s) involved in your retraining and/or supervision required by these conditions

Unless your case has already been concluded, this interim order must be reviewed before the end of the next six months and every six months thereafter. Additionally, you or the Nursing and Midwifery Council (NMC) may ask for the interim order to be reviewed if any new evidence becomes available that may be relevant to the interim order.

At any review the reviewing panel may revoke the interim order or any condition of it, it may confirm the interim order, or vary any condition of it, or it may replace the interim conditions of practice order with an interim suspension order.

The NMC Case Examiners are yet to decide whether there is a case to answer in relation to the allegations made against you. The NMC will write to you when the case is ready for the next stage of the fitness to practise process.

This will be confirmed to you in writing.

That concludes this determination.