

**Nursing and Midwifery Council  
Investigating Committee**

**Interim Order Review Meeting  
Friday 3 July 2026**

Virtual Meeting

<b>Name of Registrant:</b>	Debra Louise Salmon
<b>NMC PIN:</b>	13H2424E
<b>Part(s) of the register:</b>	Registered Nurse – Sub Part 1 Adult Nursing – (September 2016)
<b>Relevant Location:</b>	Central Bedfordshire
<b>Panel members:</b>	Renée Aleong (Chair, Lay member) Nicola Harvey (Registrant member) Emma Lynch (Lay member)
<b>Hearings Coordinator:</b>	Charis Benefo
<b>Interim order to be reviewed:</b>	Interim conditions of practice order (18 months)
<b>Outcome of review:</b>	<b>Interim conditions of practice order confirmed</b>

## Decision and reasons on interim order

The panel decided to confirm the current interim conditions of practice order

The panel 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 Miss Salmon's case has already been concluded or there has been a material change of circumstances, a panel will review the interim conditions of practice order at a review meeting within the next six months and every six months thereafter. A panel will be invited by the Nursing and Midwifery Council (NMC) to confirm the interim conditions of practice order at this meeting and Miss Salmon will be notified of the panel's decision in writing following that meeting.

Where there has been a material change of circumstances that might mean that the order should be varied, revoked or replaced, or there has been a request for an early review, a panel will review the interim order at a hearing which Miss Salmon will be invited to attend in person, send a representative on her behalf or submit written representations for the panel to consider. At any such review hearing the panel may revoke the interim order, it may confirm or vary the interim conditions of practice order, or it may replace it 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 Miss Salmon. The NMC will write to Miss Salmon when the case is ready for the next stage of the fitness to practise process.

This will be confirmed to Miss Salmon in writing.

That concludes this determination.