

# Could you help lead the NHS in your area?

**Mersey and West Lancashire  
Teaching Hospitals NHS Trust**

**Non-executive Director and  
Associate Non-executive Director**

**Candidate information pack**

**Reference: N3282**

**We value and promote diversity and are committed to equality of opportunity for all and appointments made on merit. We believe that the best boards are those that reflect the communities they serve.**

**We particularly welcome applications from women, people from the local black and minority ethnic communities, and disabled people who we know are under-represented in chair and non-executive roles.**

**Our recruitment processes are conducted in accordance with the Code of Governance to ensure that they are made on merit after a fair and open process so that the best people, from the widest possible pool of candidates, are appointed.**



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## 1. The opportunity

There is a vacancy for a Non-executive Director (NED) and Associate Non-executive Director at Mersey and West Lancashire Teaching Hospitals NHS Trust. This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Associate NEDs cannot participate in any formal vote at Board. The successful candidate for the Associate role will be appointed by the Trust but may also be considered for appointment as a NED of the Board in future, should a vacancy arise, and they have the appropriate skills.

## 2. The person specification

### Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior NHS, or board level experience as follows:

#### **Non-executive Director post:**

- clinical experience gained in either a medical, nursing or allied discipline with a strong service delivery background ideally with experience of Chairing a Quality Committee

#### **Associate Non-executive Director post:**

- Experience engaging with the diverse social, economic, and cultural groups served by and working within the organisation, particularly the black and minority ethnic communities. This may have been gained through links with the voluntary, charity or not for profit sectors, community involvement or business initiatives.

### NHS leadership competency framework for board members

Leaders in the NHS help deliver better health and care for patients by setting the tone for their organisation, team culture and performance. We have worked with a wide range of leaders from across the NHS to help describe what we do when we operate at our best.

The competency domains reflect the [NHS values](#) and the following diagram shows how they are aligned:





<b>Working together for patients*</b>	<b>Compassion</b>
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
<b>Respect and dignity</b>	<b>Improving lives</b>
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
<b>Commitment to quality of care</b>	<b>Everyone counts</b>
Driving high quality and sustainable outcomes Setting strategy and delivering long term transformation	Promoting equality and inclusion and reducing health and workforce inequalities Creating a compassionate, just and positive culture
Providing robust governance and assurance	

The competency domains are aligned to [Our NHS People Promise](#), [Our Leadership Way](#) and the [Seven Principles of Public Life](#) (Nolan Principles).



## **The six NHS leadership competency domains:**

### **Driving high-quality and sustainable outcomes**

The skills, knowledge and behaviours needed to deliver and bring about high quality and safe care and lasting change and improvement – from ensuring all staff are trained and well led, to fostering improvement and innovation which leads to better health and care outcomes.

### **Setting strategy and delivering long-term transformation**

The skills that need to be employed in strategy development and planning, and ensuring a system wide view, along with using intelligence from quality, performance, finance and workforce measures to feed into strategy development.

### **Promoting equality and inclusion, and reducing health and workforce inequalities**

The importance of continually reviewing plans and strategies to ensure their delivery leads to improved services and outcomes for all communities, narrows health and workforce inequalities, and promotes inclusion.

### **Providing robust governance and assurance**

The system of leadership accountability and the behaviours, values and standards that underpin our work as leaders. This domain also covers the principles of evaluation, the significance of evidence and assurance in decision making and ensuring patient safety, and the vital importance of collaboration on the board to drive delivery and improvement.

### **Creating a compassionate, just and positive culture**

The skills and behaviours needed to develop great team and organisation cultures. This includes ensuring all staff and service users are listened to and heard, being respectful and challenging inappropriate behaviours.

### **Building a trusted relationship with partners and communities**

The need to collaborate, consult and co-produce with colleagues in neighbouring teams, providers and systems, people using services, our communities, and our workforce. Strengthening relationships and developing collaborative behaviours are key to the integrated care environment.

The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from women, people from local black, Asian and minority ethnic communities, and people with disabilities, who we know are all under-represented in these important roles.

- Applicants should ideally live in or have strong connections with the area served by the trust.



- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary, and a flexible approach should be taken.
- The remuneration payable for the roles is £13,000 (standard rate for all NEDs) per annum.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England and the Trust make a number of specific background checks to ensure that those we appoint are “**fit and proper**” people to hold these important roles. More information can be found on our [website](#).

### 3. About Mersey and West Lancashire Teaching Hospitals NHS Trust

Mersey and West Lancashire Teaching Hospitals NHS Trust (MWL) is one of the largest NHS organisations and employers in Cheshire and Merseyside. MWL was formed in July 2023 when St Helens and Knowsley Teaching Hospitals NHS Trust and Southport and Ormskirk Hospital NHS Trust came together formally following two years of working closely as partners. The Trust is rated as Outstanding by the CQC and has some of the best staff and patient survey results in England.

MWL provides acute hospital care, intermediate care, community, and primary care services to a population of over 600,000 people with a combined workforce of around 9000 FTE dedicated and skilled staff, from 19 locations including Whiston, Southport & Formby, St Helens, Ormskirk and Newton hospitals. The Trust spans two Integrated Care Boards; Cheshire and Merseyside and Lancashire and South Cumbria and works as part of six Place based partnerships in St Helens, Sefton, Lancashire, Knowsley, Halton and Liverpool. MWL provides regional services for burns and plastic surgery and spinal injuries to more than 4 million people across Cheshire and Merseyside, as well as parts of Lancashire, the Isle of Man and North Wales.

The Trust also provides payroll services for a significant number of other local trusts and acts as the lead employer for Resident Doctors in training supporting Health Education England, with the employment services for over 11,000 doctors across the country. MWL has a vision to deliver “five-star patient care” to all its patients and works with patients and local populations to realise this vision.

A key aim of the new Trust is to ensure that local people continue to have access to local services, wherever possible. This aim is supported by plans to:

- Improve clinical sustainability of key services so they remain available to the local population.



- Take forward the essential clinical reconfiguration via the Shaping Care Together Programme of services between the Southport and Ormskirk hospitals.
- Workforce development and growth.
- Estate optimisation and investment in the quality of the estate at the Southport and Formby and Ormskirk Hospitals.
- Realise the benefits of economy of scale to create efficiencies and allow the trust to use a greater percentage of their funds to deliver patient care.
- Improved digital services and integration.



★ Care

We will deliver care that is consistently high quality, well organised, meets best practice standards and provides the best possible experience of healthcare for our patients and their families

- Continue to improve the experience for women and their families using the Trust's Maternity Services
- Ensure patients in hospital remain hydrated, to improve recovery times and reduce the risk of deterioration, kidney injury, delirium or falls
- Implement and deliver a new Trust-wide Nursing Pride quality programme to support consistently high-quality compassionate care

★ Safety

We will embed a culture of safety improvement that reduces harm, improves outcomes, and enhances patient experience. We will learn from mistakes and near-misses and use patient feedback to enhance delivery of care

- Continue to ensure the timely and effective assessment and care of patients in the Emergency Departments
- Maintain high levels of compliance with infection prevention policies to reduce avoidable healthcare associated infections
- Reduce avoidable harm by preventing falls

★ Pathways

As far as is practical and appropriate, we will reduce variations in care pathways to improve outcomes, whilst recognising the specific individual needs of every patient

- Continue to improve the effectiveness of the discharge process for patients and carers
- Ensure all diagnostic and treatment targets for cancer referrals are met
- Implement unified clinical pathways across MWL aligned to best practice

★ Communication

We will respect the privacy, dignity and individuality of every patient. We will be open and inclusive with patients and provide them with more information about their care. We will seek the views of patients, relatives and visitors, and use this feedback to help us improve services

- Implement a new speech recognition system to improve the turnaround times for clinic letters
- Complete the roll-out of the patient engagement portal (PEP)
- Develop innovative digital communications channels to ensure patients and staff can access clear information

★ Systems

We will improve Trust arrangements and processes, drawing upon best practice to deliver systems that are efficient, patient-centred, reliable and fit for their purposes

- Review clinical digital systems and develop a programme to unify systems to ensure collaborative working across the Trust
- Improve access to patient information for clinicians and reduce repetition in records
- Ensure staff across the Trust can access technology systems from any site and from any device

**DEVELOPING ORGANISATIONAL CULTURE AND SUPPORTING OUR WORKFORCE**

We will use an open management style that encourages staff to speak up, in an environment that values, recognises and nurtures talent through learning and development. We will maintain a committed workforce where our people feel valued and supported to care for our patients.

- Launch the new Trust values and promote a positive culture across MWL
- Continue to provide accessible and proactive wellbeing support services to meet the needs of staff and managers
- Improve mandatory training compliance, so that staff are equipped with the core skills and knowledge they need to perform effectively
- Develop workforce plans to support with the delivery of the Trust's Clinical Strategy
- Empower staff to feel confident to suggest new ways of working in order to improve care, outcomes for patients and reduce health inequalities

**OPERATIONAL PERFORMANCE**

We will meet and sustain national and local performance standards

- Maximise the capacity and efficiency of the Trust's resources to reduce waiting times for elective and diagnostic activity
- Continue to improve ways that we deliver timely and effective assessment of patients requiring urgent or emergency care
- Deliver activity targets assigned to the Trust by NHS England

**FINANCIAL PERFORMANCE, EFFICIENCY AND PRODUCTIVITY**

We will achieve statutory and other financial duties set by regulators within a robust financial governance framework, delivering improved productivity and value for money

- Deliver the agreed financial plans for 2024/25
- Deliver the agreed capital schemes to increase capacity and improve clinical facilities for patients
- Work with healthcare organisations across Cheshire and Merseyside to develop and deliver opportunities for collaboration to increase efficiency

**STRATEGIC PLANS**

We will work closely with NHS improvement, and commissioning, local authority, and provider partners to develop proposals to improve the clinical and financial sustainability of services

- Continue to deliver plans to fully integrate services and systems across MWL
- Work with place-based partners to improve the health of the local population
- Provide leadership and direction for the future of health and care services
- Deliver plans as part of the Shaping Care Together programme that will deliver sustainable clinical services at the Southport & Ormskirk hospital sites

## Our Values

Underpinning our vision are the norms, rituals and expected behaviours within the Trust. Or in other words, our behaviours and values at work.

Following extensive engagement with staff across the Trust, our Trust values were developed and embedded into the organisation. They are the essence of what Team MWL stands for:



**We are  
KIND**

**We:**

- Treat every individual with respect
- Are compassionate in our support of patients and colleagues
- Are friendly and welcoming and always introduce ourselves
- Care for each other as we care for our patients
- Are polite and value each other's thoughts and ideas



**We are  
OPEN**

**We:**

- Are always listening and learning
- Encourage and support two-way communication
- Are honest, fair and open with others
- Take responsibility for our actions and always aim to improve
- Develop our services in the best interests of our communities



**We are  
INCLUSIVE**

**We:**

- Value everyone's cultural, social and personal needs
- Celebrate our differences and support each other
- Listen to all voices
- Work as a team and learn from each other
- Challenge prejudice and promote acceptance

## Appendix 1: Values and concepts from NHS Leadership Competency Framework

### Our people promise:

- We are compassionate and inclusive
- We are recognised and rewarded
- We each have a voice that counts
- We are safe and healthy
- We are always learning
- We work flexibly
- We are a team

### NHS values

- Working together for patients
- Respect and dignity
- Commitment to quality of care
- Compassion
- Improving lives
- Everyone counts

### Our leadership way

#### We are compassionate

- We are inclusive, promote equality and diversity, and challenge discrimination
- We are kind and treat people with compassion, courtesy and respect.

#### We are curious

- We aim for the highest standards and seek to continually improve, harnessing our ingenuity
- We can be trusted to do what we promise

#### We are collaborative

- We collaborate, forming effective partnerships to achieve our common goals
- We celebrate success and support our people to be the best they can be

### Health and Care Act 2022

- Collaborate with partners to address our shared priorities and have the core aim and duty to improve the health and wellbeing of the people of England.



- Improve the quality, including safety, of services provided.
- Ensure the sustainable, efficient use of resources for the wider system and communities

### Seven principles of public life

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

### Appendix 2: More information

For information about the Trust, such as business plans, annual reports, and services, visit their [website](#). Follow the links for more information about:

- **Support to prepare candidates to apply for a non-executive vacancy including:**
  - Building your application
  - Sources of information and useful reading
  - Eligibility and disqualification criteria
  - Terms and conditions of chair and non-executive director appointments
  - How we will handle your application and information
- **View all current chair and non-executive vacancies**
- **Sign up to receive email alerts on the latest vacancies**
- **Contact details for the Senior Appointments and Assessment Team**

*NHS England respects your privacy and is committed to protecting your personal data. We will only use personal data where we have your consent or where we need to comply with a legal or statutory obligation. It is important that you read [this information](#) together with our [privacy notice](#) so that you are fully aware of how and why we are using your data.*

### Appendix 3: Making an application

If you wish to be considered for this role please provide:

- a CV that includes your address and contact details, highlighting and explaining any gaps in your employment history



- a supporting statement that highlights your motivation for applying and your understanding of the NHS and the role. You should outline your personal responsibility and achievement within previous roles and how your experience matches the person specification
- the names, positions, organisations and contact details for three referees. Your referees should be individuals in a line management capacity, and cover your most recent employer, any regulated health or social care activity or where roles involved children or vulnerable adults. Your references may be taken prior to interview and may be shared with the selection panel. In accordance with [NHSE's FPPT framework](#) if appointed your references and other background checks will be shared with the Trust.
- please complete and return the monitoring information form which accompanies this pack and is available for download
- tell us about any dates when you will not be available

#### Appendix 4: Key dates

- **closing date for receipt of applications: 10 January 2025 at 11am.** Please forward your completed application to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **N3282**
- **interview date: week commencing 10 February 2025 or week commencing 17 February 2025**
- **proposed start date: March/April 2025**

#### Getting in touch

- We strongly recommend an informal and confidential discussion with Richard Fraser, the Chair of the trust. Please contact Juanita Wallace, via [Juanita.wallace@merseywestlancs.nhs.uk](mailto:Juanita.wallace@merseywestlancs.nhs.uk) or telephone: 01704 704 783
- **NHS England** – for general process enquiries contact Helen Barlow by emailing [helen.barlow2@nhs.net](mailto:helen.barlow2@nhs.net)

#### NHS England

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