

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: N3473

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 NED at Mersey and West Lancashire Teaching Hospitals NHS Trust (MWL). 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 strategies and in achieving a balance of Board level skills. Whilst the Associate NEDs cannot participate in any formal vote at Board, they are very much involved with the Board discussions and other activities of the Board.

The successful candidate for the Associate role will be appointed to the Trust and may also be considered for appointment as a NED of the Board in future (within **two years** from initial appointment), 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 on one of the following areas:

- **NED post:** Clinical experience gained in either a medical, nursing or allied discipline with a strong service delivery background. It is likely the post holder will be required to chair a board committee and previous experience in a similar role would be beneficial.
- **Associate NED post:** Legal and/or IT knowledge and expertise ideally gained working in a corporate or commercial 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.

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:



Working together for patients*	Compassion
Building a trusted relationship with partners and communities	Creating a compassionate, just and positive culture
Respect and dignity	Improving lives
Promoting equality and inclusion and reducing health and workforce inequalities	Setting strategy and delivering long term transformation Driving high quality sustainable outcomes
Commitment to quality of care	Everyone counts
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 live in or have strong connections with the area served by the Trust.
- On average this role will require the equivalent to 2 to 5 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role 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 21 locations including Whiston, Southport & Formby, St Helens, Ormskirk and Newton hospitals and other community settings. 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 NHS England, with 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 the 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, which is currently at the stage of public consultation about the proposals for Urgent and Emergency Care Services. More information is available at <https://yoursayshapingcaretogether.co.uk>
- 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 funds to deliver patient care
- Improved digital services and integration



Trust Objectives 2025-2026

DELIVERING 5 STAR PATIENT CARE

NHS
Mersey and West Lancashire
Teaching Hospitals
NHS Trust



★ 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

- Further improve the experience of patients across inpatient and urgent care services, with a focus on pain management and improved waiting time information
- Ensure patients in hospital have their nutritional needs met, are assessed, monitored and have timely referral to appropriate services
- Continue to improve the experience for women and their families receiving antenatal care through the Trust's Maternity Services

★ 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
- Improve levels of compliance with Trust infection prevention policies to reduce avoidable healthcare associated infections
- Ensure all patients with a working diagnosis of sepsis receive appropriate timely antibiotics in line with NICE guidance

★ 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 to provide a better experience for patients and carers
- Further improve cancer pathways to ensure all national cancer performance standards are met
- Continue to implement and embed standardised clinical pathways across MWL

★ 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

- Complete the roll-out of a new speech recognition system to improve the turnaround times for clinic letters
- Reduce missed appointments by improving digital patient communications and expanding waiting list management solutions
- Improve efficiency of internal communications by delivering a single telephone operating system across MWL

★ 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

- Move forward with plans to secure a single Electronic Patient Record (EPR) system to ensure alignment of clinical and operational processes across MWL
- Encourage a culture of improvement across MWL by embedding best practice service improvement methodologies
- Implement the Electronic Prescribing and Medicines Administration (EPMA) system across the Southport and Ormskirk sites

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.

- Complete the harmonisation of all workforce policies across MWL
- Promote a positive culture that enables staff to lead healthy lives and supports them to work flexibly
- Foster a workplace that champions equality, diversity, and inclusion to create a culture of belonging, respect, and opportunity for all
- Strengthen core management and leadership skills within our workforce to ensure our leaders are equipped with the required skills and techniques

OPERATIONAL PERFORMANCE

We will meet and sustain national and local performance standards

- Deliver all national cancer improvement targets
- Improve urgent and emergency care performance, delivering timely and effective assessment of patients on attendance
- Achieve all elective / outpatient activity targets assigned to the Trust

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 2025/26
- Work with healthcare organisations across the MWL footprint to develop and deliver opportunities for collaboration to increase efficiency
- Deliver the agreed capital schemes to increase capacity and improve clinical facilities for patients

STRATEGIC PLANS

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

- Work with system partners to develop a long-term plan for financial and clinical sustainability
- Develop a Community Services Strategy to support improved outcomes for patients
- Work with place-based partners to improve patient flow and increase timely discharge from hospital to appropriate community settings
- Support improvement in health inequalities across our local communities, working with local health and social care partners
- 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:

- 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 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:

- 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:**
 - About the NED role
 - 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

For more information, you can get in touch with:

- We strongly recommend an informal and confidential discussion with Steve Rumbelow, the Chair of the Trust. Please contact Juanita Wallace on 01704 704 783, or by emailing Juanita.wallace@merseywestlancs.nhs.uk
- **NHS England** – for general process enquiries contact Miriam Walker by emailing miriam.walker@nhs.net

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: 14 October 2025 at 11am.** Please forward your completed application to england.chairsandneds@nhs.net quoting reference **N3473**
- **Interview date: w/c 3 November 2025 (tbc)**
- **proposed start date: 1 January 2026**



NHS England

E: england.chairsandneds@nhs.net

W: england.nhs.uk

