



# Could you help lead the NHS in your area?

**The Princess Alexandra Hospital  
NHS Trust**

**Chair**

**Candidate information pack**

**Reference: A041701**



**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 actively encourage applications from individuals of all backgrounds, including those from underrepresented groups and people living with disabilities.**

**We value the unique perspectives that come from different life experiences, cultures, and identities. Whether you bring lived experience of using health services, professional expertise, or community insight, your voice matters.**

**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

NHS England has a specific role in appointing and supporting NHS trust chairs and non-executives. We are looking for an exceptional leader to chair The Princess Alexandra Hospital NHS Trust. This is an unique opportunity to help shape the future of local services by sharing your talents and expertise to help transform the hospital and make a positive difference to your community.

## 2. The person specification

We are looking for candidates who want to use their energy, skills and experience to help drive the delivery of sustainable healthcare services for the people of Harlow, and some surrounding areas.

**Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members set out below:**

### Desirable experience

- Prior experience as a non-executive director (any sector)
- Prior experience on an NHS board (executive, non-executive or associate role)
- Professional qualification or equivalent experience
- Prior senior experience of complex organisations outside the NHS, i.e. private, voluntary or other public sector providers of similar scale

### 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. Candidates will have:

- A demonstrable interest in health and social care and a strong desire to achieve the best sustainable outcomes for all patients and service users through encouraging continuous improvement, clinical excellence and value for money
- Strong understanding of financial management, with the ability to balance the competing objectives of quality, operational performance and finance
- An appreciation of constitutional and regulatory NHS standards

### **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. Candidates will have:

- Experience of leading and delivering against long-term vision and strategy
- Experience leading transformational change, managing complex organisations, budgets and people

### **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. Candidates will have:

- A clear commitment towards issues of equality, diversity and inclusion
- Significant experience of engaging with the diverse social, economic and cultural groups served by the organisation



## **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. Candidates will have:

- Prior board experience (any sector, executive or non-executive role)
- Evidence of successfully demonstrating the NHS Leadership competencies in other leadership roles
- An ability to identify and address issues, including underperformance, and to scrutinise and challenge information effectively for assurance

## **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. Candidates will have:

- A clear commitment to the NHS and the trust's values and principles
- Experience of building effective teams, encouraging change and innovation and shaping an open, inclusive and compassionate culture through setting the right tone at the top and championing diversity at, and across, all levels
- Strongly focused on the experience of all staff and patients
- Experience managing conflict, finding compromise and building consensus across varied stakeholder groups with potentially conflicting priorities

## **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. Candidates will have:

- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system
- Strong interpersonal, communication and leadership skills

Applications will be assessed on merit, as part of a fair and open process, from the widest possible pool of candidates. The information provided by applicants will be relied on to assess whether sufficient personal responsibility and achievement have been demonstrated in previous/other roles, to satisfy the experience being sought.



The best boards are those that reflect the workforce and communities they serve. We particularly welcome applications from individuals of all backgrounds, including those from underrepresented groups and people living with disabilities, who we know are all under-represented in these important roles.

### **3. Role of the NHS Board and Chair**

NHS boards play a key role in shaping the strategy, vision and purpose of an organisation. They hold the organisation to account for the delivery of strategy and ensure value for money. They are also responsible for assuring that risks to the organisation and the public are managed and mitigated effectively. Led by an independent chair and composed of a mixture of both executive and independent non-executive members, the board has a collective responsibility for the performance of the organisation. The Chair also ensures the Board is focused on improving outcomes in population health and healthcare, and fosters a culture of learning and continuous improvement, with a particular focus on quality, safety, access, patient experience.

The purpose of NHS boards is to govern effectively, and in so doing build patient, public and stakeholder confidence that their health and healthcare is in safe hands. This fundamental accountability to the public and stakeholders is delivered by building confidence:

- in the quality and safety of health services
- that resources are invested in a way that delivers optimal health outcomes
- in the accessibility and responsiveness of health services
- that patients and the public can help to shape health services to meet their needs
- that public money is spent in a way that is fair, efficient, effective and economic.

### **4. Role description**

To carry out their role effectively, the chair must cultivate a strong, collaborative relationship with the chief executive. Many responsibilities in this role description will be discharged in partnership with the chief executive. It is important the chair and the chief executive are clear about their individual and shared roles, and their respective responsibilities towards the unitary board.

Together, the chair and the chief executive set the tone for the whole organisation. They are ultimately responsible for ensuring that the population the trust serves and the wider system in which the organisation sits receive the best possible care in a sustainable way.



## Responsibilities of the chair

**The Chair has a unique role in leading the NHS trust board.** The role combines the duty to lead effective governance, consistent with the Nolan principles and NHS values, with securing a long-term vision and strategy for the organisation.

Fundamentally, the chair is responsible for the effective leadership of the board. They are pivotal in creating the conditions necessary for overall board and individual director effectiveness. Central to the chair's role are **the six NHS leadership competency domains**.

## 5. About The Princess Alexandra Hospital NHS Trust

The Princess Alexandra Hospital NHS Trust (PAHT), provides a full range of general acute, outpatient and diagnostic services at The Princess Alexandra Hospital in Harlow, the Herts and Essex Hospital in Bishop's Stortford, and St Margaret's Hospital in Epping.

The Trust employs around 4,000 staff and serves a local population of about 350,000 people living in West Essex and East Hertfordshire, centred on the M11 corridor and the towns of Harlow, Bishop's Stortford and Epping. The extended catchment area incorporates a population of up to 500,000 and includes the areas of Hoddesdon, Cheshunt and Broxbourne in Hertfordshire.

The Trust is currently part of the Hertfordshire and West Essex Integrated Care Board (ICB), but from 1 April will come under the new NHS Essex ICB, with east Hertfordshire covered by the new Central East ICB.

### Stakeholders

The Chair will be expected to support and enhance the following key working relationships as appropriate:

- Both ICBs
- NHS England, East of England
- East of England Ambulance Service
- Primary Care Networks
- Anglia Ruskin University
- Neighbouring acute and community/mental health Trusts
- Local Members of Parliament



- CEOs of Harlow, Epping Forest, Uttlesford and Broxbourne District Councils and their successor organisation/s as part of the Essex local government reorganisation
- Key members and councillors at Essex and Hertfordshire County Councils
- Harlow College.

## Strategy

Our current strategy, 'PAHT 2030', can be found on the Trust's website. The Trust is in the process of creating a new strategy, prompted by the three shifts in the NHS 10 Year Plan, local plans and the need to address operational performance.

The core themes of the strategy, 'RISE', match those of the 10 Year Plan:

- **Hospital** → **Community**: moving more care into neighbourhoods and primary care.
- **Analogue** → **Digital**: accelerating digital tools, AI, remote monitoring and a Single Patient Record.
- **Sickness** → **Prevention**: tackling long-term conditions, obesity, smoking and widening early intervention.

This is translated into a PAHT approach of:

- **Rising hope** – creating an environment where our people thrive, where wellbeing is prioritised, and where clinical ambition and innovation are enabled.
- **Rising communities** – reshaped care, closer to home, better integrated with our partners.
- **Rising standards** – higher quality, more consistent and better coordinated acute care.

The sense of 'rising' is intended to encompass both the turnaround that is underway and the further improvements needed.

The new strategy will be completed in the summer of 2026. Nonetheless, the Trust has begun engaging with staff on its contents, including in-depth work with all clinical services, to agree headline plans to deliver against it.

## Vision and values

The vision and values are listed [on the Trust website](#) as part of PAHT 2030. It is important to note that they are changing: the vision through the imminent new Strategy and the values will be refreshed afterwards.

## 6. Key challenges

### Performance

The [NHS Oversight Framework](#), introduced by NHS England ('NOF'), placed the Trust in segment four. This confirmed that significant change was necessary.

Positive improvements have been made in Cancer, Diagnostics and Elective performance. Another key performance indicator, four-hour waits in the Emergency Department, is also improving and the Trust has recently been ranked 11th best in the country for this standard.

In addition, PAHT working with partners, is leading the charge to answer the government's call for the three shifts on a place basis, driving significant transformational change to deliver care closer to home. West Essex, with PAHT as host provider, is in the first wave of NHS England's National Neighbourhood Health Implementation Programme, 'NNHIP'. The Trust has also been put forward as a potential national pilot for the new multi-neighbourhood provider contract arrangements.

### Staff and Patient Surveys

Historically, the Trust has not benefited from strong inpatient survey results, but recent trajectories of our Friends and Family test show significantly improved scores.

A significant effort was made in 2025 to ask staff to respond to the staff survey and a record response rate of 64% was achieved.

The Board and the senior leadership team are committed to listening to the concerns raised by staff and patients and acting on them.

### Clinical Operational Restructure

In February 2026, the Trust implemented a new clinical operational structure, consolidating five clinical divisions into three and strengthening clinical leadership. One division now has a dedicated community-focused remit aligned with the Trust's strategic direction. As these structures embed, priority will be given to supporting the new leadership teams and improving staff morale.

### New Hospital

The current hospital site is no longer fit for purpose, constraining patient flow, productivity, efficiency, and impacting on patient and staff experience.

The Trust's new hospital, planned for a greenfield site at junction 7a of the M11, is unlikely to open before 2040. As a result, options to re-develop the current site are also being investigated alongside the existing plan to build a new hospital. This option can now be considered as services are being moved closer to patients, reducing the size of site needed.



## Care Quality Commission ('CQC') inspection

The Trust's current CQC rating is Requires Improvement. This dates from an [inspection in 2021](#).

The most recent CQC inspection began on 11 November 2025. The inspection team assessed Urgent & Emergency Care, Surgical and Medical Services. The Well-Led aspect of the inspection took place during January 2026, and the formal inspection reports are awaited.

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: Terms of Appointment

- The current remuneration for this role is £47,100 per annum.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. On average, it will require 2 to 3 days a week, including preparation time away from the Trust, the occasional evening engagement and events designed to support your continuous development.
- Applicants should live in or have strong connections with the area served by the Trust.

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 makes 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](#).

### 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**

For more information, you can get in touch with:

- **Alumni Global** - are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Thomas Patterson, UK Managing Director on +44 7970 339 151 or email [thomas.patterson@alumniglobal.com](mailto:thomas.patterson@alumniglobal.com)
- **NHS England** – for general process enquiries contact Miriam Walker by emailing [miriam.walker@nhs.net](mailto: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 as well as previous employer(s) from the past six consecutive years. They should also cover 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

- If you have previously held a Director, Chair or Non-executive Director position in an NHS funded organisation or a regulated services organisation (see list below), a Board Member Reference (BMR) will also be requested from your former organisation(s), for posts ending after September 2023:
  - NHS Trusts and Foundation Trusts
  - Integrated Care Boards
  - NHS England (national and regional teams)
  - Arm's Length Bodies if they deliver regulated services
  - Independent providers commissioned by the NHS (e.g. private hospitals, social enterprises)
  - Community Interest Companies (CICs) delivering NHS-funded care
  - Joint ventures or partnerships involving NHS statutory bodies
- 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
- tell us about any dates when you will not be available.

This information should be completed via the microsite [www.alumniglobal.com/job/chair-paht](http://www.alumniglobal.com/job/chair-paht) quoting reference **A041701**.

#### **Appendix 4: Key dates**

**Closing date for receipt of applications: 20<sup>th</sup> March 2026 at 12 noon**

**Preliminary interviews:** Long-listed candidates will be invited for a preliminary interview with Thomas Patterson, UK Managing Director from Alumni Global. To facilitate this, we will share your application with Alumni Global. Feedback from these interviews will be given to the panel

**Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders before the interviews in April, the exact date can be found under "key dates" on the microsite.

**Interview date: 9<sup>th</sup> April 2026**



**NHS England**

E: [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net)

W: [england.nhs.uk](http://england.nhs.uk)



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