



# Could you help lead the NHS in your area?

**Whittington Health NHS Trust**  
**Chair**

**Candidate information pack**

**Reference: L3553**



**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 Whittington Health 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.

Whittington Health NHS Trust is an integrated care organisation which provides hospital and community services to c. 500,000 people living in Islington, Haringey, Barnet, Enfield and Camden. From 1 April 2026, Whittington Health NHS Trust is part of the new West and North London Integrated Care Board (ICB). This new ICB brings together the former North Central London and North West London ICBs into a single organisation, which is the largest ICB in England, working in partnership with NHS providers, local authorities, GPs, voluntary and community organisations and local residents. The new ICB is responsible for around £12 billion of NHS investment each year.



NHS West and North London serves over 4.5 million people across 13 boroughs:

- Barnet
- Brent
- Camden
- Ealing



- Enfield
- Hammersmith and Fulham
- Haringey
- Harrow
- Hillingdon
- Hounslow
- Islington
- Kensington and Chelsea
- Westminster

## 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 North and West London 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 diagram overleaf 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 Whittington Health NHS Trust

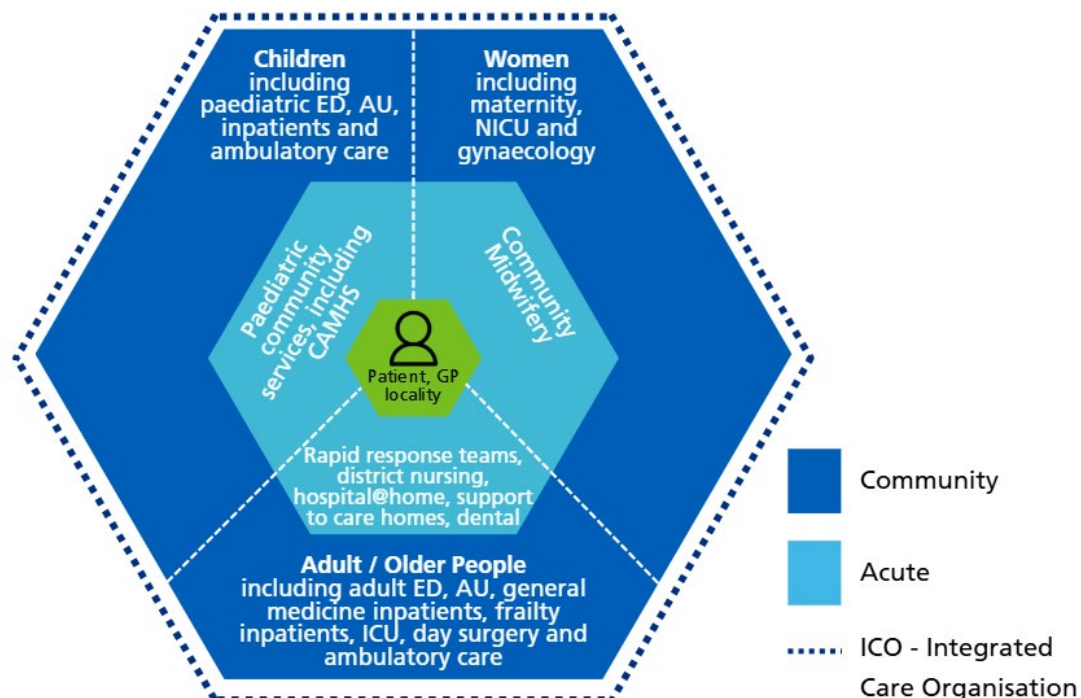
We provide a comprehensive range of acute and community health services, and we also provided dental services in ten London boroughs. Every day, we aim to provide high quality and safe healthcare to people either in our hospital, in their homes or in nearby clinics. We are here to support our patients throughout their healthcare journey – this is what makes us an integrated care organisation.

We aim to represent and value the diversity of our local communities through our workforce and service provision, operating in a way which values and supports individuals from all backgrounds and in line with our Trust values.

### Our services and our approach are driven by our vision

We have an excellent reputation for being innovative, flexible and responsive to the changing clinical needs of the local population, and for leading the way in the provision of integrated community and hospital services. We are treating more patients than ever before, and we are dedicated to improving services to deliver the best care for our patients, with a clear focus on integrating care for women, children, and the adult and frail.

### Whittington Health NHS Trust's service strategy as an integrated care organisation



## Our services

Our service priorities are focussed on our population needs: integrating care in all settings with an emphasis on women, children and frail adult patients and residents.

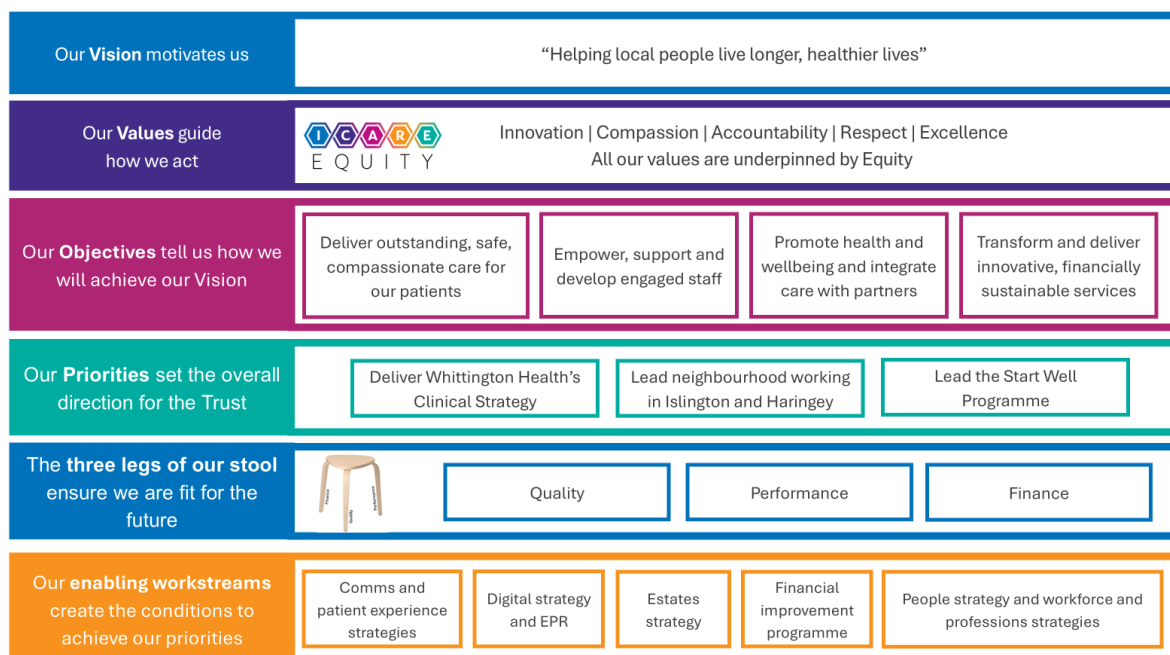
Our priority is to deliver the right care, at the right time, and in the right place for our patients. We provide an extensive range of services from our main hospital site and run services from over 30 community locations in Islington and Haringey, and our dental services are run from sites across ten London boroughs.

As an integrated care organisation, we bring safe and high-quality services closer to home and speed up communication between community and hospital services, improving our patients' experience reducing admissions and speeding up discharge. Key to our approach is partnering with patients, carers, GPs, social care, mental health and other healthcare providers.

Our organisation has a highly regarded educational role. We teach undergraduate medical students (as part of University College London Medical School) and nurses and therapists throughout the year, alongside providing a range of educational packages for postgraduate doctors and other healthcare professionals. We also have a growing research arm which is exceeding Clinical Research Network targets.

We are proud of our staff and their commitment to delivering safe and high-quality care every day of the year.

**Our vision, values, objectives and priorities are shown in the infographic below.**



## Strategic developments

### UCLH and Whittington Health Collaboration

Building on our long history of working together, Whittington Health and University College London Hospitals NHS Foundation Trust have agreed that there is a case for closer collaboration to improve clinical outcomes and ensure greater sustainability for local services. This collaboration is clinically and operationally driven while the organisations will remain separate.

We initially prioritised work on our clinical pathways. This included strengthening oncology services, building on our provision of UCLH@Home (nurse-led virtual ward), and developing a joint theatre plan to ensure theatre capacity is utilised across both sites for patients requiring elective treatment. We have also looked to improve resilience in services such as neurophysiology and rheumatology through joint working and have continued to work on establishing resilient women's health pathways. We will extend our joint focus to include both workforce and research.

### Start Well Programme

In March 2025, the North Central London Integrated Care Board approved the recommendations for the future of maternity and neonatal services. The decision came after a rigorous process, including a public consultation and extensive work with clinicians to develop recommendations to improve the quality of services to give babies and children the best start in life, support the best outcomes for pregnant women and people, and reduce health inequalities. There was agreement for:

- maternity and neonatal services to be consolidated onto four hospital sites: Whittington Health, Barnet Hospital, North Middlesex University Hospital and University College London Hospitals.
- all four hospitals to provide at least level two neonatal care, and both obstetric and midwifery led maternity care. Home births would also continue to be available across North Central London.

### Neighbourhood working

The 10-year plan for the NHS includes a significant focus on a neighbourhood health service which will “bring care into local communities; convene professionals into patient-centred teams; end fragmentation, transform access to general practice and prevent unnecessary hospital admissions [and] help reintegrate healthcare into the social fabric of space.” Whittington Health provides adult and children's community services in our integrated care system, and over the last six months, the Trust has worked closely with system partners to agree how it should best engage with the new arrangements and ensure that local people receive better access to excellent care regardless of where they live. In September 2025, Whittington Health was appointed as joint Integrator in Haringey, in partnership with the Haringey GP Federation and the local authority. In addition, Whittington Health is, in partnership



with the Islington GP Federation, the local authority and University College London Hospitals NHS Foundation Trust, a joint Integrator in Islington

## Organisational priorities

Our organisational priorities set the overall direction for the Trust, focusing on delivering our Clinical Strategy, and leading both the Neighbourhoods and Start Well programmes.

Neighbourhoods and the Start Well programme are funded and championed by the Integrated Care Board, are critical enablers that support the delivery of our strategic ambitions.

Underpinning these priorities, Whittington Health's Clinical Strategy sets out our five-year vision for providing high-quality, person-centred and value-driven care across our acute and community services, while ensuring we remain financially and environmentally sustainable in an increasingly complex healthcare landscape.

The Trust has an ambitious capital programme which is focussed on enhancing our estate, critical infrastructure, and digital capacity. Our capital programme invested £50m in 2025-26.

Health equity remains a core priority, underpinned by a trust-wide programme that coordinates initiatives to reduce inequalities. Our ongoing focus is on enabling people to stay well for longer through prevention, proactive models of care, and deeper partnership working across neighbourhood health.

Whittington Health also has a strategic vision to deliver on the four pillars of our people strategy (which are currently being consulted on): a well-led and inclusive culture, to retain, reward and support our people, develop, innovate and transform a workforce fit for the future, and to strengthen workforce planning and deliver improved performance.

We will deliver on the three shifts by having a workforce that are motivated and engaged through a positive workplace culture, feel valued and rewarded and able to engage in the transformation required to work differently and performance goals that not only deliver financial objectives but drive new ways of working.

## 6. Key challenges

Whittington Health enters the new financial year with refreshed strategic direction and strengthened leadership, delivering strong performance in cancer, outpatient and elective care, while addressing ongoing pressures in emergency flow, theatres and complaints. The Trust's Clinical Strategy sets a clear five-year vision for high-quality, value-driven and sustainable care with health equity embedded across prevention, proactive models and neighbourhood partnerships.

Financial recovery, workforce development and transformation remain central. The Trust is pursuing a multi-year financial recovery plan focused on improved productivity, tighter controls and strengthened governance, alongside workforce priorities that reinforce leadership culture, retention, adaptability and system-aligned planning. Transformation programmes continue to deliver improvements in patient flow, clinical pathways, workforce efficiency, non-pay value and digital capability.

Looking ahead, our priorities include operational efficiencies, advancing digital modernisation and delivering non-pay efficiencies. These are supported by key enablers such as the procurement of a new electronic patient record system, cloud migration, Start Well maternity integration and major estates development, underpinned by strong performance management and risk oversight across quality, elective recovery, finance, estates and digital resilience.



## 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 £49,500 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 at: <https://www.whittington.nhs.uk>

### 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:

- **Whittington Health NHS Trust** - for an informal and confidential discussion with Selina Douglas, Chief Executive Officer please contact Malbora Luka, Executive Assistant to the Chief Executive Officer on 020 7288 3939 or by emailing [malbora.luka@nhs.net](mailto:malbora.luka@nhs.net)
- **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 emailed to [england.chairsandneds@nhs.net](mailto:england.chairsandneds@nhs.net) quoting reference **L3553** in the subject line.

#### Appendix 4: Key dates

**Closing date for receipt of applications: 1 May 2026 at 12 noon**

**Stakeholder event:** the shortlisted candidates will be invited to the Trust to meet groups of its key stakeholders on **19 May 2026**

**Interview date: 22 May 2026 at Whittington Health**

**Proposed start date: 1 October 2026**

**NHS England**

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

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

