

# Appointment of the Chair of the North West London Acute Provider Group

## Candidate information pack

**Reference: L3689/9**

**NHS England has a specific role in appointing and supporting NHS Trust Chairs and Non-Executives.**

**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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## The Opportunity for North West London

We are looking for an exceptional leader to chair the North West London Acute Provider Group (APG), comprising of Chelsea and Westminster NHS Foundation Trust, The Hillingdon Hospitals NHS Foundation Trust, Imperial College Healthcare NHS Trust and London North West University Healthcare NHS Trust. This is a unique opportunity to help shape the future of local services in north west London, and to make a positive difference to staff, patients and local communities. Your talents and expertise will be instrumental in leading the Board to transform the services delivered by and across the four trusts.

This is a rare opportunity to direct and shape the future of acute care for a diverse population of 2.4 million people across north west London. Overall, we run 12 hospitals, employ 37,000 staff. As Chair of the newly established North West London Acute Provider Group (APG), a formal alliance of four major NHS trusts, you will take on one of the largest and most complex leadership roles in the NHS. The Board has a unique mandate to improve health outcomes and reduce inequalities as a key partner in the West and North London Integrated Care System.

### **We have made good progress:**

In April 2026, the four trusts formally transitioned from the Acute Provider Collaborative to the Acute Provider Group, marking a new chapter of even closer partnership and unified governance.

The move builds on existing collaboration and reflects a shared commitment to working more closely together, simplifying decision-making, making the best use of combined resources and expertise, and improving care for patients and local communities.

The Group is a natural evolution of the North West London Acute Provider Collaborative that was established in September 2022. The trusts have been working together increasingly closely for several years, from teams sharing best practice and innovation to making the most of our collective skills and resources.

As part of this change, Professor Tim Orchard has taken on the role of Group Chief Executive and accountable officer across all four trusts. Additionally, a revised group governance model, including a single Board in Common and integrated group committees has been established to streamline decision-making and accountability across the trusts.

Each organisation continues to have its own Chief Executive and leadership team, responsible for the day-to-day running of services. Each organisation and hospital also continues to play its own important role, with its identity and strengths remaining central to how care is delivered across the Group.

The latest NHS league tables show improved performance across all four trusts. Three are now rated among the top-performing acute trusts nationally, while the fourth has delivered the fastest improvement of any acute hospital in England. These

achievements reflect a strong culture of collaboration, with teams sharing expertise across organisational boundaries and putting the needs of the whole community first demonstrating the power of working as a Group.

### What we need now:

We are looking for an exceptional chair who can bring outstanding board-level leadership to one of the NHS's most complex and ambitious provider groups. The successful candidate will be a person of integrity, gravitas and vision. This role requires a leader who can inspire confidence and unite others around a bold agenda of transformation and collaboration across north west London's acute trusts and the wider health and care system. You will understand the distinction between executive management and non-executive leadership, excelling as a strategic influencer, steward and assurance provider.

## About the North West London Acute Provider Group

### Our numbers: size, scale, and activity:

	Chelsea and Westminster NHS Foundation Trust	The Hillingdon Hospitals NHS Foundation Trust	Imperial College Healthcare NHS Trust	London North West University Hospitals NHS Trust
Trust turnover	£1,024m	£408m	£1,848m	1.179m
Population	1,500,000	350,000	1,500,000	1,000,000
Outpatients	859,639	376,525	1,475,017*	906,853
Babies delivered	9,839	4,065	9,843	4000
Patients seen in A&E	314,005	144,461	314,925	348,633
Staffing numbers	7,168 WTE	3,914 WTE	15,987 WTE	8,808 WTE

2024-25 data

\* Patient contacts (including inpatients, outpatients and day cases)

### About our trusts:

**Chelsea and Westminster Hospital NHS Foundation Trust** is recognised as one of the top-performing and safest trusts in England. It employs over 7,500 staff across its two main sites, Chelsea and Westminster Hospital and West Middlesex University Hospital, as well as its award-winning community-based clinics within north west London. It prides itself on delivering outstanding care to a community of more than 1.5 million people. Both hospitals include major A&E departments that treat approximately 270,000 patients each year.

The Trust runs the second-largest maternity service in England, delivering almost 10,500 babies annually. Its specialist services include a world-renowned burns service, the leading centre in London and the south east, along with extensive children's inpatient and outpatient services and specialist HIV and award-winning sexual health care services.

**The Hillingdon Hospitals NHS Foundation Trust** is an acute and specialist services provider in north west London and is the closest emergency hospital to Heathrow Airport. It delivers the majority of its services from Hillingdon Hospital, the only acute hospital in the borough, which has a busy A&E department along with inpatient wards, day surgery and outpatient clinics.

The Trust also provides a range of services at Mount Vernon Hospital in partnership with East and North Hertfordshire NHS Trust. The Trust has a turnover of around £408 million and serves a catchment population of more than 350,000 people across Hillingdon and the surrounding areas of Ealing, Harrow, Buckinghamshire and Hertfordshire.

**Imperial College Healthcare NHS Trust** is the leading teaching hospital in the country and has five hospitals in Central and West London: Charing Cross, Hammersmith, Queen Charlotte's & Chelsea, St Mary's and The Western Eye. It is one of the largest NHS trusts in the country, with more than 15,500 staff.

The Trust provides a wide range of acute, specialist and community services across several major hospital sites in north west London, supporting a large and diverse population, for over two million people every year. It plays a leading role in research, education and innovation influencing care and treatment nationally and worldwide. It also offers private healthcare across dedicated facilities on all sites, including the Lindo Wing at St Mary's Hospital.

**London North West University Healthcare NHS Trust** provides acute hospital services to a diverse population of around one million people in Brent, Ealing and Harrow, and increasingly from further across north west London.

Services are provided across three main sites, Ealing Hospital, Central Middlesex Hospital, and Northwick Park Hospital. St. Mark's Hospital, the international bowel hospital, is also on the Central Middlesex site. The Trust is also home to the North West London Elective Orthopaedic Centre, Ealing Community Diagnostic Centre, and Meadow House Hospice. The Trust also runs the Willesden Eyecare Centre in Brent.

London North West is a university teaching hospital, and one of the leading research centres in the UK. In addition to its clinical services, the Trust is a significant provider of education, training and research, supporting the development of the future healthcare workforce.

## Challenges and opportunities for the Group

The Group faces a range of challenges. Over time the governance of the Group will continue to evolve and will need to adapt to be fit for purpose. Alongside this, the Group is now one of the largest providers in the NHS and will need to drive both financial and operational transformation to deliver increased efficiency and productivity, together with constitutional standards and consistent outcomes across all four trusts.

As Chair, you will take forward the Group's ambitious strategic agenda, including restoring elective, emergency and diagnostic services, delivering financial efficiency and driving productivity, tackling health inequalities, attracting and developing the NHS's best talent, and accelerating the spread of innovation and research across our hospitals. You join at a pivotal moment to embed new integrated governance arrangements that enable collective oversight of quality, performance and transformation across all four trusts.

Working in close partnership with the Group Chief Executive and with system partners across north west London, you will champion collaborative system leadership and integrated governance, ensuring the Group's unified voice in the health system translates into tangible improvements for patients, staff and communities and that our combined impact is greater than the sum of its parts.

## The 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, and 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.

## Role description

The Chair in Common of the Group is a non-executive leadership role of exceptional scale and complexity. As Chair, you will lead the Board in Common governing four acute NHS trusts, providing unifying strategic oversight across these organisations. You will not be involved in day-to-day executive management; rather, you will ensure that the Group's governance and leadership arrangements enable the Group Chief Executive and each trust's executive team to deliver effectively.

You will work in close partnership with the Group Chief Executive, but with clear separation of roles, serving as an independent leader of the Board who offers guidance, challenge and support to the executive. This role is about influence, assurance and stewardship: setting the tone and direction, holding the organisation to account, and representing the Group to stakeholders. It offers the opportunity to make a profound impact on healthcare for 2.4 million people in north west London by harnessing the combined strength of four major hospital trusts.

## Responsibilities of the Chair in Common for the four acute trusts

The Chair has a unique role in leading the NHS trust boards. 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, providing oversight and ensuring the Executives are held to account. 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.

Key responsibilities: as Chair in Common, you will:

- **Provide strategic leadership and board governance**

Chair the Board in Common meetings, setting a clear vision and keeping the Board focused on strategic priorities. Lead the board governance across the four trusts, creating the conditions for effective collective decision-making and high performance. You are responsible for ensuring the Board operates to the highest standards of integrity, transparency and accountability, in line with NHS values and governance principles. This involves overseeing integrated governance structures, so that the single Board in Common and unified committee system function smoothly and add value across all trusts. You will cultivate a one-team ethos among Non-

Executive and Executive Directors from each trust, aligning them to the Group's shared purpose, while being considerate of each trust's individual values.

- **Oversight of strategy and transformation**

In partnership with the Group Chief Executive, guide the development and implementation of the Group's long-term strategy. Ensure that each trust's plans and objectives are well-aligned to a coherent Group vision and to the wider health system's goals. Rather than managing operations, your role is to oversee and assure progress on strategic initiatives by asking the right questions, removing obstacles and enabling the Executive to succeed. A key focus will be on the Group's major transformation programmes, including complex change initiatives that span multiple organisations (e.g. clinical service reconfigurations, large-scale digital or estates investments, workforce and culture transformation). You will use your experience to challenge, support and hold the Executives to account for delivering these transformations, ensuring benefits are realised for patients and communities.

- **Ensure effective board performance and accountability**

Take ultimate responsibility for the effectiveness of the Board in Common. This includes evaluating and improving board performance, leading on board development and succession planning for Non-Executive Directors (to ensure the Board has the right blend of skills and diversity), and upholding sound governance practices in clinical safety and financial and risk management and regulatory compliance. You will also make sure the Board has effective assurance in areas of quality, safety, performance and people management, so that the Group consistently delivers on its promises to patients and stakeholders.

- **System leadership and partnership engagement**

Serve as a key system leader within the West and North London Integrated Health and Care System, London region and beyond. You will represent the Group in regional and national forums, forging strong partnerships with other NHS organisations, local authorities, commissioners and community stakeholders. A core part of your role is to ensure the Group contributes effectively to broader health system goals, for instance, working with system partners on improving population health outcomes, tackling health inequalities, and integrating services across organisational boundaries. You will navigate the complex political environment of the NHS, working constructively with national bodies (NHSE, regulators and the Department of Health and Social Care) and ensuring the Group's voice is influential in shaping health policy and priorities. At all times, you will balance local needs with system-wide responsibilities, advocating for north west London at the national level while remaining responsive to the communities served by each trust.

- **Champion culture, values and inclusion**

Set the tone at the top for a positive, inclusive organisational culture. As Chair, you are the custodian of the Group's values and are expected to embody the principles of compassion, inclusion and integrity in all you do. You will work with fellow Board members to ensure a just and open culture where staff feel valued and patients are at the centre of decisions. You will champion initiatives that promote equality,



diversity and inclusion, both at board level and through the wider workforce, fostering a culture where diverse perspectives are sought and celebrated. Moreover, you will encourage a learning environment where everyone is willing to listen, adapt and continuously improve. By visibly demonstrating empathy, respect and fairness, you will inspire the entire organisation to live up to its values and put patients and communities first.

In all these responsibilities, the Chair in Common will uphold the NHS's core values and Nolan principles, ensuring that the Group's unified leadership remains accountable to the public and focused on delivering outstanding, equitable healthcare for the 2.4 million people of North West London.

## 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 west London, and the wider region.

**Required skills, experience and attributes are described in the NHS Leadership Competency Framework for Board Members (outlined in Appendix 1):**

### Values

- A clear commitment to the NHS and the trusts' values and principles.

### Experience

- Experience of leading and delivering against a long-term vision and strategy, delivering a step change in performance.
- Strong financial stewardship with a track record of delivering improved outcomes within tight budgets, achieving 'more for less' through productivity gains, cost reduction, and astute prioritisation at board level.
- Experience working across multiple organisations.
- Extensive experience of board-level governance, either as a chair or senior non-executive, in a large, complex organisation. An understanding of the distinct role of a chair in providing effective oversight, scrutiny and guidance.
- Outstanding track record of partnership working and influencing skills.
- Proven experience of leading and overseeing major organisational change at scale, for example, successfully steering mergers, acquisitions or strategic alliances and resulting in transformational improvements.
- Prior experience as a Chair (any sector) (desirable).



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

## **Knowledge**

- A broad understanding of the NHS's landscape, including its constitutional principles, regulatory standards, the health system structure (e.g. NHSE, DHSC, Integrated Care Systems) and the public accountability and political environment.

## **Skills and abilities**

- Evidence of successful leadership and of holding senior management teams to account, scrutinising and challenging information effectively for assurance while driving continuous improvement in quality and managing change, prioritising competing requests in a politically charged and uncertain environment.
- An enabling style with first class chairing skills, the ability to engender respect from others at all levels of the organisation, fostering an inclusive culture, and successfully demonstrating the NHS provider chair competencies in other leadership roles.
- An ability to influence and persuade at the highest levels in private and public sector contexts, along with experience of building strong alliances and productive working relationships with a range of stakeholders, securing high quality outcomes for public benefit.
- A demonstrable skill in holding senior executives to account and assuring performance and risk management through probing questioning and support. Ensure that decision-making is robust and transparent, and that high standards of integrity and accountability are maintained.
- Able to represent and elevate a large organisation's reputation on the national stage, engaging confidently with senior national leaders and partners while also connecting with local communities.
- A desire to engage with the local population and to collaborate with senior stakeholders across the health and care system – including external stakeholders and the executive, non-executive (including governors for the foundation trusts), and clinical leadership of the organisations they will chair.
- Sound knowledge of governance, including strategic planning, financial management, risk, performance management and service development.



- Evidence of a commitment to inclusion, diversity and equality of opportunity.
- 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.
- An appreciation of constitutional and regulatory NHS standards.

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 women, people from Black, Asian and minority ethnic communities, and people with disabilities.

## Terms of appointment

- The remuneration will be £75k and may include a complexity addition up to £10k, with any complexity addition to be reviewed annually.
- You will have considerable flexibility to decide how you manage the time needed to undertake this role. This time commitment of 2 to 3 days a week includes preparation time away from the trusts, 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 Group.

Given the significant public profile and responsibility members of NHS boards hold, it is vital that those appointed inspire confidence in 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](#).

## Further information

For information about the Group, such as business plans, annual reports, and services, visit the [website](#).

For information about each Trust, please visit their individual websites:

- [Chelsea and Westminster Hospital NHS Foundation Trust](#)
- [The Hillingdon Hospitals NHS Foundation Trust](#)
- [Imperial College Healthcare NHS Trust](#)
- [London North West University Healthcare NHS Trust](#)

## 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.*

## Making an application

The preferred method of application is online at: [www.odgers.com/96111](http://www.odgers.com/96111)

If you are unable to apply online please email: [96111@odgers.com](mailto:96111@odgers.com)

All applications will receive an automated response.

For more information, you can get in touch with:

- **Odgers** - are helping us to identify potential candidates, if you would like a confidential discussion about the role contact Carmel Gibbons, Partner and Head of the Healthcare Practice via [vicky.graham@odgers.com](mailto:vicky.graham@odgers.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.
- living in north west London is not an essential criteria, however we are looking for candidates with an interest in the hospitals and the health outcomes of the north west London population. You may have a connection from previously living or working in the area, or some other professional or academic connection.
- 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.



## Key dates

**Closing date for receipt of applications: Monday 8<sup>th</sup> June 2026 at 12 noon**

**Preliminary interviews:** Long-listed candidates will be invited for a preliminary interview with Carmel Gibbons, Partner and Head of the Healthcare Practice from Odgers. To facilitate this, we will share your application with Odgers. 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 on a date to be confirmed during **w/c 13 July 2026**.

**Interview date: TBC – during w/c 13 July 2026**

**Proposed start date: TBC 2026**

## Appendices

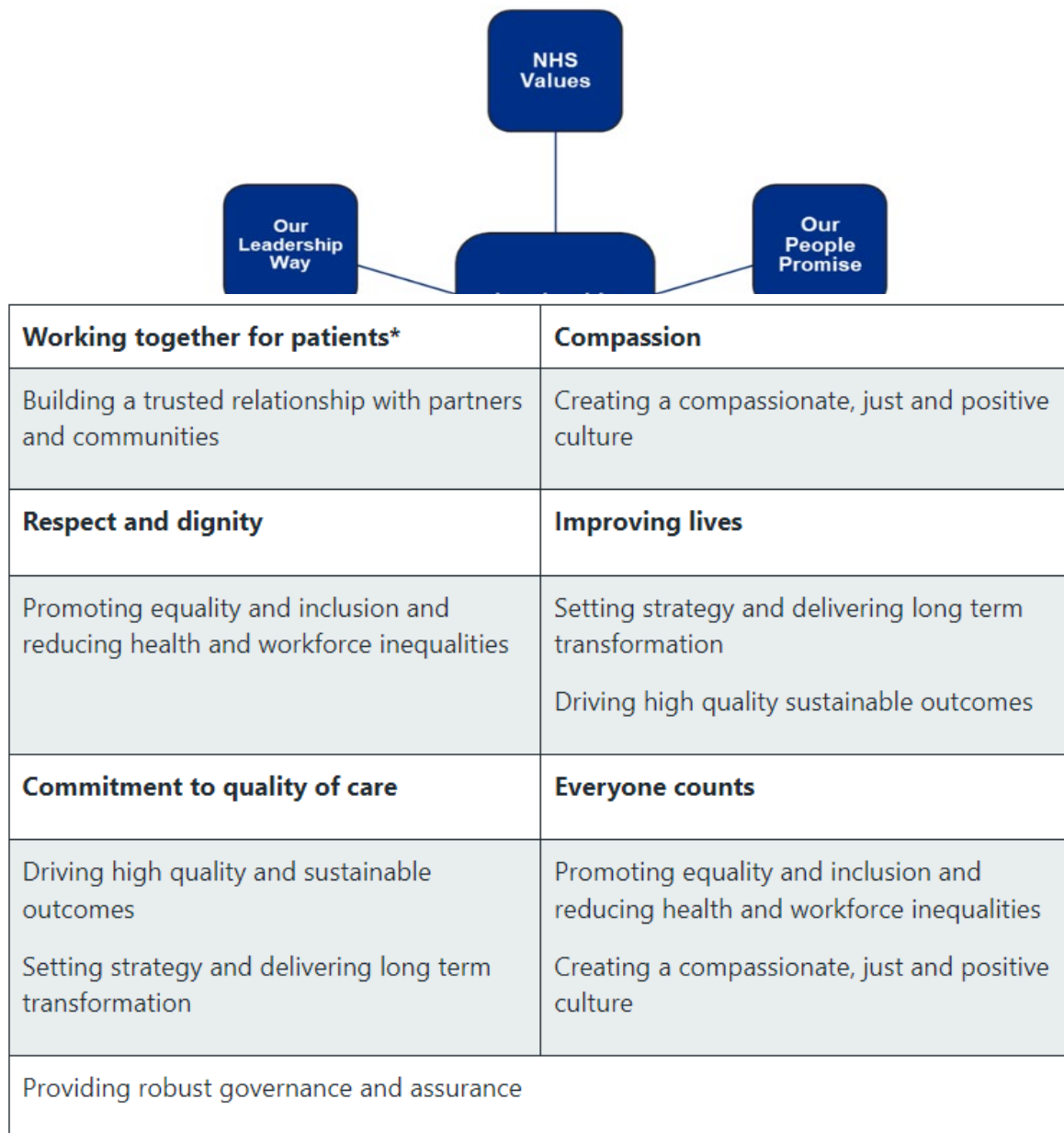
### Appendix 1: Values and concepts from NHS Leadership Competency Framework

#### 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:

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
- A strong focus 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

### **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: North West London Acute Provider Group - Group staff engagement outcomes and a new Group staff commitment

**How we work together as a Group – from our shared goals and staff commitment to our priorities for 2026/27.**

### Priorities

The five priority developments for 2026/27 are:

- Establish new ways of working to enable clinical and operational staff to drive service developments across the Group that reflect best practice, research advances and patient views and needs.



- Develop a high quality and sustainable corporate services model that best supports the delivery of Group goals and priorities
- Re-design our approach to patient information and communications across care pathways to meet the needs and views of patients and care teams
- Establish transparent, reliable and standardised business intelligence to support clinical service developments and wider Group goals
- Progress the delivery of our Group commitment to staff as part of a Group-wide people plan
- Improve opportunities for staff to develop their skills and progress their careers, with a particular focus on inclusivity and fairness.
- Reduce the incidence and impact of negative behaviours in the workplace
- Widen access to quality work through local recruitment, career progression and inclusive employment.

### **Our commitment to staff**

Each trust will continue to be guided by its own locally co-designed values. Alongside this, as a Group, we are collectively committed to:

- fairness in all that we do, recognising that different trusts, hospitals, services and staff groups have different but equally important roles to play
- openness and honesty in what we are doing, how well we are doing and the decisions we make
- promoting diversity and inclusion and addressing poor behaviours
- seeking, listening and responding to views, needs and feedback.

For our staff, we will ensure these principles are reflected in their ability to:

- shape the Group's goals, priorities and actions
- have safe, happy and productive working lives
- develop their skills and progress their careers
- be part of improvement, research and innovation.

### **NHS England**

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

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

