

Proud winners

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2025

NHS Trust of the Year
and
Performance Recovery

Candidate brief for

West Hertfordshire Teaching Hospitals NHS Trust

**For the position of Non-Executive Director
Chair of the Finance and Performance
Committee**

July 2026





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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Welcome

Thank you for your interest in joining West Hertfordshire Teaching Hospitals NHS Trust as a Non-Executive Director and Chair of the Finance and Performance Committee.



This is an exciting opportunity to contribute to the leadership of a forward-thinking, values-driven organisation that is committed to delivering excellent patient care, together. Serving a population across West Hertfordshire and beyond, we are one of the region's largest employers, with more than 5,000 staff and over 650,000 patient interactions each year. As an anchor institution in our communities, we play a vital role in improving health outcomes, supporting local people and shaping the future of healthcare.

At the heart of everything we do is the experience of our patients and their families. Every day, our teams deliver care with professionalism, compassion and respect, supporting people at the moments when it matters most. Equally important is the way our colleagues support one another. The strength of engagement across our workforce reflects a culture that is committed, inclusive and focused on continuous improvement, where staff are empowered to help shape the services we provide and take ownership of improving outcomes.

I am immensely proud of the progress we have made in recent years in transforming services, improving patient experience and strengthening organisational performance. These achievements have been delivered against a backdrop of sustained operational pressures, including rising demand for urgent and emergency care and increasing demand across all our services. What stands out most is the way our people have responded—with professionalism, innovation and unwavering commitment to delivering the highest standards of care.

Through strong clinical and operational leadership, a focus on accountability and the effective use of data, we have successfully eliminated corridor care from our wards and consistently ranked among the top-performing trusts nationally for A&E waiting times despite record levels of demand. We have also achieved all three national cancer standards throughout the year, ensuring more patients receive timely treatment and improved outcomes. These successes reflect a culture that combines compassion with performance and a relentless focus on delivering what matters most to our patients.

Our pioneering Virtual Hospital model has gained national and international recognition, while the introduction of our Electronic Patient Record is helping us deliver safer, more integrated care. In recognition of the dedication, innovation and passion of our teams, we were named NHS Trust of the Year and received the Performance Recovery Award at the 2025 Health Service Journal Awards.

Partnership working is central to our success. We continue to strengthen collaboration across the health and care system, as well as with voluntary, community and faith organisations, to develop more joined-up models of care that better meet the needs of local people. Through our neighbourhood approach and partnerships, including our work with Macmillan Cancer Support, we are supporting a more preventative and personalised approach to care while addressing health inequalities across our communities.

We are also investing in the long-term future of our services through a transformational programme of redevelopment across our hospital sites. This includes enabling works at Watford General Hospital to prepare for the new hospital, significant investment in state-of-the-art facilities at St Albans City Hospital and plans for a new health campus in Hemel Hempstead. Together, these developments will create modern environments for patients and staff, support innovation and enable new models of care.

Alongside these achievements, we have demonstrated our commitment to strong financial stewardship, successfully returning the Trust to a balanced financial position after many years in deficit. This milestone reflects a sustained focus on productivity, efficiency and responsible use of resources, providing a strong platform for the future and enabling continued investment in our services and infrastructure.

As Chair of the Finance and Performance Committee, you will play a pivotal role in helping the Trust continue this journey. We are seeking an experienced and principled leader who can provide independent oversight, constructive challenge and strategic insight, supporting the Board to deliver strong financial performance, operational excellence and effective governance. This is a unique opportunity to contribute to the future direction of an ambitious organisation that is proud of its achievements but remains firmly focused on delivering outstanding care, working in partnership to improve outcomes and building a healthier future for the communities we serve.

Catherine Dugmore

Chair, West Hertfordshire Teaching Hospitals NHS Trust



The Opportunity

This is a significant opportunity to play a central role in shaping the financial and operational performance of a high-performing and ambitious organisation. high-profile and strategically important Board role at a time of significant opportunity and transformation. The successful candidate will provide visible, independent leadership of the Finance and Performance Committee, supporting the Board in maintaining strong financial stewardship, driving operational excellence, and ensuring effective oversight of performance against the Trust's strategic objectives.

The role requires a collaborative and constructive approach, working closely with Executive Directors, fellow Non-Executive Directors and system partners to support informed decision-making and continuous improvement across the organisation.

This is a highly impactful role suited to an experienced leader who is motivated by making a tangible difference, bringing independent judgement, and supporting the Trust to continue its journey of improvement and excellence.

The Finance and Performance Committee meets monthly to:

- Monitor the Trust's financial performance, financial planning and delivery of efficiency and productivity programmes
- Provide assurance to the Board regarding the Trust's long-term financial sustainability and stewardship of public resources
- Oversee operational performance against national, regional and local objectives, including access, waiting time and quality standards
- Scrutinise delivery of key strategic and transformation programmes to ensure benefits are realised and value for money is achieved
- Monitor performance risks and support the development of effective mitigation and recovery plans where required
- Promote a culture of accountability, transparency and continuous improvement across the organisation

The Person Specification

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have recent, relevant and senior level finance and performance experience in a large and complex organisation, ideally with a finance qualification.

Please see appendix 1 for the NHS leadership competency framework for Board members.

Key responsibilities

Leadership and Governance

- Provide effective leadership to the Finance and Performance Committee, ensuring meetings are well-structured, focused, and productive.
- Set clear agendas in collaboration with executives and committee members, aligning with organisational priorities.
- Foster a culture of openness, constructive challenge, and accountability.
- Ensure the Committee operates in accordance with its Terms of Reference and best practice governance standards.

Financial Oversight

- Lead scrutiny of the organisation's financial strategy, plans, and performance.
- Ensure robust review of budgets, forecasts, financial risks, and cost improvement programmes.
- Seek assurance on financial controls, sustainability, and value for money.
- Provide assurance to the Board on financial integrity and resilience.

Performance Oversight

- Oversee organisational performance against key operational, clinical (if applicable), and strategic objectives.
- Ensure performance data is accurate, timely, and effectively analysed.
- Challenge underperformance and ensure appropriate actions and recovery plans are in place.
- Monitor delivery of key programmes and transformation initiatives.

Risk and Assurance

- Ensure key financial and performance risks are identified, managed, and escalated appropriately.
- Seek assurance on the effectiveness of internal controls and governance processes.
- Work closely with other committees to avoid duplication and ensure comprehensive oversight.

Stakeholder Engagement

- Act as a key point of contact between the Committee and the Board.
- Build constructive relationships with executive leads (e.g., CFO, COO).
- Support transparent communication of financial and performance issues.

You will need to be able to demonstrate you can use your experience to:

- work alongside other NEDs and executive colleagues as a member of the Board.
- bring independence, external perspectives, skills and challenge to strategy development.
- hold the executive to account by providing purposeful, constructive scrutiny and challenge.
- shape and actively support the values and strategy for the Trust.

Commitment to Equality, Diversity and Inclusion

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.

Key details at a glance

Remuneration: £13,000 per annum (standard NED rate)

Time commitment: Approximately 2–5 days per month (flexible approach required)

Term of office: Standard NHS non-executive term (subject to appointment process)

Location: Watford General Hospital and other Trust sites, with hybrid working as appropriate

Eligibility: Applicants should live in or have strong connections with the area served by the Trust

Fit and Proper Person Requirement

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 NHS England’s website.

About West Hertfordshire Teaching Hospitals NHS Trust

The Trust was established on 1 April 2000, following the merger of Mount Vernon and Watford Hospitals NHS Trust with St Albans and Hemel Hempstead NHS Trust. In December 2021, the Trust was formally designated as a teaching hospital, reflecting its commitment to education, research, and the development of future healthcare professionals.

The Trust provides emergency and planned care across more than 50 specialties. A range of more specialist services also support people living in North London, Bedfordshire, Buckinghamshire and East Hertfordshire.

With a dedicated workforce of nearly 6,000 staff, the Trust operates across three main hospital sites and an outpatient physiotherapy hub making it one of the largest employers in the region. Its people are at the heart of delivering high-quality care and improving health outcomes for the communities it serves.

The Trust is part of a wider Integrated Care system in Hertfordshire and West Essex covering around 1.6 million people. Over 90% of the services provided by the Trust are for a local catchment population of 600,000 which broadly sits within the Dacorum, Hertsmere, St Albans, Three Rivers and Watford district boundaries.

Partnership working is fundamental to the Trust’s success. It is continuing to strengthen collaboration across the health and care system, alongside voluntary, community and faith sector organisations, to deliver more integrated and responsive models of care. Through a neighbourhood-based approach and strategic partnerships, including work with Macmillan Cancer Support, the Trust is helping to provide more personalised

and preventative care, while tackling health inequalities and improving outcomes for the diverse communities we serve.

There has never been a more exciting time to join West Hertfordshire Teaching Hospitals NHS Trust. Major redevelopment works are due for completion by 2030 or soon after. These will be most dramatic at Watford General Hospital where up to 90% of buildings will be new.

They have implemented their Electronic Patient Records (EPR) programme and have further plans for a digital transformation and new models of care. They have built a new multi-storey car park to enhance their staff and visitors' environment. As well as this, the Trust has teaching hospital status in recognition of its wide and well-renowned role in educating doctors, nurses, and other healthcare professionals.

The Trust's Hospitals

Watford General Hospital

Watford is the main site for emergency and specialist care. The clinical services include:

- Women's and children's services, including a consultant-led delivery unit, midwife-led birthing unit, antenatal and postnatal clinics
- Emergency care, including accident and emergency, acute admissions unit
- Ambulatory care unit, acute wards, intensive care unit and emergency surgery
- Planned care, including outpatients and complex surgery
- Medical care, including cardiology, care of the elderly, dermatology, endocrinology-diabetes, gastroenterology, haematology, neurology, respiratory, rheumatology and stroke
- Clinical support, including X-ray, CT, MRI, ultrasound, pathology, pharmacy, radiology, physiotherapy, occupational therapy and dietetic services

Hemel Hempstead Hospital

The clinical services offered at Hemel Hempstead include:

- Antenatal and community midwifery
- Outpatients
- Step-down beds for patients
- Urgent care centre
- Medical care, including endoscopy and cardiac lung function testing
- Diagnostic support, including X-ray, CT, MRI, ultrasound and non-urgent pathology

St Albans City Hospital

St Albans is their elective, i.e. pre-arranged and non-emergency, care centre. The clinical services offered include:

- Antenatal and community midwifery
- Outpatients
- Minor injuries unit
- Elective and day surgery
- Clinical support, including X-ray, ultrasound, mammography and blood and specimen collection

Values and aims

Empowered



We are all listened to and accountable for what we do. We achieve our potential through continuous learning, teaching and education.

Compassionate



We care about patients and colleagues. We always support each other and show kindness by considering the impact of our actions and decisions.

Professional



We set high standards for ourselves and others, delivering brilliant basics every day. We are calm, measured, fair and respectful, and commit to continuous improvement.

Inclusive



We value diversity and individuality in all its forms. We actively seek contributions from patients, partners and colleagues. We speak out against discrimination.

Aims of 2024 - 2029 Strategy

1. Provide safe, high-quality, timely, and sustainable care.
2. Redevelop our hospitals for patients and staff.
3. Design and deliver services with our local partners.

Delivery priorities

1. Embed improvement in everything we do.
2. Clinical and wider collaboration across teams and organisations.
3. Maximise data and technology opportunities.

Opportunities for development

As a Trust, they offer excellent educational and development opportunities for all staff. With strong links to the local universities, they offer an extensive portfolio of courses and programmes ranging from personal development through to leadership and management skills.

Their Leadership Academy develops leaders for the future, and their induction introduces new recruits to the values of the organisation and provides important information about the benefits offered to their staff.

Staff health and wellbeing

The Trust believes in supporting staff and promoting a positive work and life balance. Their Balance4Life programme offers staff a wide range of regular health and wellbeing events and activities, including fitness classes, health checks, talks and seminars.

Local information

The Trust's hospitals are a great place to live and work. They are close to the beautiful Hertfordshire countryside and historical places of interest, with great shopping, excellent restaurants and a vibrant night life. There is a wide variety of leisure, cultural and recreation facilities within the locality and there are excellent schools with a variety of primary, secondary, grammar schools and sixth form colleges available.

They have first rate transport links with central London, which is easily reached within 30 minutes by rail travel. Bus services run between the train stations and Watford Hospital. The M25 is approximately 15 minutes due north, and all three towns are within easy reach of London and Heathrow and Luton airports.

Hemel Hempstead is close to London and served by the M1, M10 and M25 motorways. There is a rail link from London (Euston) to Hemel Hempstead that takes approximately 25 minutes.

St Albans is 25 minutes from London, close to the M25 and M1 and only 17 minutes by rail from London via the Thames Link.

Appendix 1:

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 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.

Appendix 2: NHS England's 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

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

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	

Appendix 3: More Information

For information about the Trust, such as business plans, annual reports, and services, visit the Trust's [website: West Hertfordshire Teaching Hospitals NHS Trust](#)

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](#)

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Appendix 4: Making an application

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

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

Appendix 5: Key Dates

Closing date for receipt of applications: 11 August 2026

Interview date: To be confirmed

Getting in touch

- We strongly recommend an informal and confidential discussion with the Chair of the Trust. Please contact Debbie Elliott, diary manager to the Chair on 01923 436336 or debbie.elliott4@nhs.net.
- For general process enquiries please contact NHS England, Helen Barlow by emailing helen.barlow2@nhs.net or england.chairsandneds@nhs.net
- Please send your application to england.chairsandneds@nhs.net, quoting reference M3727.

