



# Could you help lead the NHS in your area?

**North West Ambulance Service NHS  
Trust**

**Non-executive Director and  
Associate Non-executive Director**

**Candidate information pack**

**Reference: N2311**



**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.**

## Contents

1. The opportunity	4
2. The person specification	4
3. About the Trust	6

Appendix 1: More information

Appendix 2: Making an application

Appendix 3: Key dates

---

## 1. The opportunity

There are vacancies for a Non-executive Director (NED) and an Associate NED at North West Ambulance Service NHS Trust (NWAS). This is an exceptional opportunity to share your talents and expertise to make a positive difference to the lives of people served by the Trust.

### Non-Executive Director – Clinical

In addition to being a member of the Board, the successful applicant will play a key role on the Trust's Quality and Performance Committee, ensuring the highest standards of clinical governance, which includes the scrutiny of clinical audits and performance. The role will challenge and support the Executive in relation to all clinical matters and champion the development of policy and process relating to the trusts central role in Urgent and Emergency Care and its interface with the primary and acute sectors.

### Associated Non-Executive Director – Digital

The successful applicant will be a member of the Board and also a member of the Resources Committee, having a key role in the advancement of the Trust's digital transformation journey and supporting the Trust in its continued implementation of major digital programmes. They will use their significant leadership and operational experience to support the Trust on how to effectively use digital information to improve effectiveness and efficiency as well as further enhancing patient centred care.

The Associate NED role is used successfully in the NHS to support Board succession strategy and achieving a balance of Board level skills. Associate NEDs cannot participate in any formal vote at Board.

The successful candidate for the Associate role will be appointed by the Trust but may also be considered for appointment as a NED of the Board in future, should a vacancy arise and they have the appropriate skills.

## 2. The person specification

### Lived experience

As a regional organisation that delivers services to many communities across the North West, we are keen to attract applicants that have a personal interest in equality, diversity and inclusion, and can demonstrate a track record on this important issue. We are actively working towards a diverse and representative workforce and welcome and encourage applications from all parts of our communities. The Trust is working hard on a range of diversity issues and is making great progress, however we acknowledge that there is still much to do and the

successful applicant together with the Board will provide senior leadership and support to the Trust to address the challenges faced by the sector.

### Essential criteria

You will need to have a genuine commitment to patients and the promotion of excellent health care services. You will have senior level experience in one of the following areas:

**NED post (clinical):** A practicing clinician (or very recently), could be a doctor or senior nurse, with experience of urgent and emergency care.

**Desirable (NED post):** Experience of working within a primary and/or acute setting and involvement in the interface between primary/acute care and the ambulance service. Strategic involvement in developing and working in local systems to build non emergency pathways.

**Associate NED post (digital):** Commercial or public sector strategic experience of developing and implementing digital systems to transform geographically wide spread organisations. This includes knowledge of the use of data and information to support business development and engaging customer/patients and staff voice to support collaboratively change. Experience of working within a highly regulated sector where the balance between innovation and safety is essential.

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

- work alongside other non-executives and executive colleagues as an equal 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 a healthy culture for the trust

All non-executive directors must **champion the standards of public life** – by upholding the highest standards of conduct and displaying the principles of selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

As a future NHS leader, the successful candidate will be able to demonstrate the range of behaviours required to contribute effectively in this board level role. These are outlined in the NHS Leadership Academy's [Healthcare Leadership Model](#).

Applicants should live in or have strong connections with the North West.

- On average this role will require the equivalent to 2 to 3 days a month, however the time commitment may vary and a flexible approach should be taken.
- The remuneration payable for this role is £11,500 per annum. Thereafter the remuneration will be applied in line with the framework for chairs and NEDs. On this basis the successful candidate will receive an increase on 1 April 2021 to £13,000 (standard rate for all NEDs) per annum.

Given the significant public profile and responsibility members of NHS Boards hold, it is vital that those appointed inspire confidence of the public, patients and NHS staff at all times. NHS England / NHS Improvement 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](#).

### **3. About North West Ambulance Service NHS Trust**

North West Ambulance Service NHS Trust (NWAS) serves more than seven million people across approximately 5,400 square miles – the communities of Cumbria, Lancashire, Greater Manchester, Merseyside, Cheshire and a small part of Derbyshire (Glossop).

The trust’s vision is to be the best ambulance service in the UK, providing the right care, at the right time, in the right place; every time for patients accessing its urgent and emergency (999) care service, non-emergency patient transport service (PTS) and NHS 111 service.

The trust employs around 6,300 staff in over 300 different roles and is supported by over 1,000 volunteers as members of its patient and public panel, volunteer car driver network and community first responder network.

The trust is part of a complex health and care system, working collaboratively with 4 sustainability and transformation partnerships/integrated care systems, 31 clinical commissioning groups, 1,190 general practices, 23 Healthwatch organisations, 23 acute trusts, 4 specialist trusts, 6 community trusts, 7 mental health trusts and 2 air ambulance charities across the region.

Blackpool Clinical Commissioning Group is the coordinating commissioner for ambulance services on behalf of the 31 clinical commissioning groups in the region. Commissioning activities are overseen by a Strategic Partnership Board comprised of CCGs, NHSE/I and trust representatives at chief executive and director level, supported in the governance arrangements by five county-based groups led by local commissioners to consider local issues.

Along with North East, Yorkshire and East Midlands ambulance services, NWAS forms part of the Northern Ambulance Alliance, which aims to identify efficiencies by working closely on matters such as fleet management, procurement and workforce.

Population health and life expectancy in the North West is generally poorer than the rest of the country, with higher rates of deprivation, alcohol use, smoking related illnesses, cardiovascular and respiratory diseases.

## Strategy, Vision and Values

NWAS' vision is to be the best ambulance service in the UK by delivering the right care, at the right time, in the right place; every time.

Achieving this vision will mean that the service:

- achieves the highest standards of safe, effective and patient-centred care
- achieves all operational performance standards for 999, NHS 111 and PTS
- ensures care is delivered in the most appropriate setting for the patient and the system, safely reducing unnecessary conveyance to emergency departments
- provides the appropriate workforce, resources and infrastructure enabling the achievement of our priorities every time to all patients

## Priority areas:

### Urgent and emergency care (integrated)

Increasing service integration and leading improvements across the healthcare system in the North West.

### Quality (right care)

Delivering appropriate care, which is safe, effective and patient-centred for each individual.

### Digital

Radically improving how we meet the needs of patients and staff every time they interact with our digital services.

### Business and commercial development

Developing skills and capability to explore business opportunities for current and new viable contracts, services or products.

### Workforce

Engaging and empowering our leaders and staff to develop adapt

and embrace new ways of delivering the right care.

### Stakeholder relationships

Building and strengthening relationships that enable us to achieve our vision.

### Infrastructure

Reviewing our estates and fleet to reflect the needs of the future service model.

### Environment

Committing to reduce emissions by embracing new technology including electric vehicles.

Delivery of the strategy is described in detail in the Integrated Business Plan (IBP), which brings together a number of supporting strategies and was developed with input from all departments in the organisation.

Elements of the strategy will be delivered regionally, while others will be tailored to a sustainability and transformation partnership (STP) / integrated care system (ICS), or locally at a neighbourhood level.

The trust's values form the foundation of the whole organisation; create the right culture and conditions for patients to receive the right care every time.



### Urgent and Emergency Care

The trust's 999 emergency service responds to over 1.1 million emergency incidents each year; with a highly skilled workforce providing the best possible pre-hospital care to patients in remote-rural and urban environments.

Emergency responses are measured through the national Ambulance Response Programme (ARP), which allows for early recognition of life-threatening conditions and ensures patients are responded to in a timeframe suitable for their clinical need.

Demand for the emergency service increases each year, but the number of immediately life-threatening cases remains at approximately 10 percent of incidents. For patients whose conditions are not serious or life threatening, the trust seeks to minimise hospital attendances by developing alternative pathways of care.

NWAS collaborates with healthcare partners to develop a range of solutions and optimise opportunities to treat more patients by telephone, at scene and in community settings to help to reduce unnecessary conveyance to hospital - a better outcome for patients and the whole of the NHS system.

The trust has a central role to play in the development of urgent and emergency care as it is uniquely placed as a region-wide service, giving it an opportunity to influence and improve urgent and emergency care delivery across the whole area.

A renowned clinical leadership and supervision structure, enabling career, skills and educational progression for clinicians up to the level of chief consultant paramedic, underpin the service.

### **Complementary Resources**

The Complementary Resources team aims to improve clinical outcomes for patients in emergency situations through collaboration with communities, volunteers and partner organisations on basic life support training, defibrillator placement and partnership response schemes.

Defibrillators that are accessible to communities and the public, such as those in airports, railway stations, shopping malls and sports centres, are registered with the trust so that they can be used in the event of a nearby cardiac arrest.

The trust celebrated 20 years since the introduction of its community first responder (CFR) scheme in 2019. Responders are ordinary members of the public who are trained by the service to attend life-threatening emergencies in their communities to provide help and reassurance whilst the ambulance is en-route.

Many CFRs and members of frontline staff have signed up to GoodSAM – a system which integrates with the trust’s emergency operations centres and alerts approved responders to emergencies occurring close to them, where they may be able to provide life-saving intervention.

### **Resilience**

The Resilience team is responsible for the development of effective and valid emergency and contingency plans, which allow the trust to mitigate and respond to risks and hazards alongside multi-agency partners, such as the fire and rescue service.

Such plans include mass gathering events at fixed sporting or entertainment venues and those that occur in town centres or other open venues.

The Resilience team works alongside wider NHS partners in particular, supporting and driving the NHS Emergency Preparedness, Resilience and Response (EPRR)

Programme. It achieves this through close working with health partners in the Local Health Resilience Partnership (LHRP) structures.

A great deal of emphasis is placed on education and training by the Resilience team and in addition to ensuring that the team itself is sufficiently well trained to conduct its complex and diverse role, this includes the training of ambulance commanders and operational staff too. Regular training includes that mandated through the Joint Emergency Service Interoperability Programme (JESIP), in partnership with police, fire and rescue and other responding agencies under the banner of 'Working together – Saving lives – Reducing harm'.

Two of the country's Hazardous Area Response Teams (HART) form part of the trust's Resilience department. HART is made up of specially trained paramedics who attend incidents that have the potential to be more dangerous, those which require a more specialised set of skills, or incidents that are declared a major incident such as those involving chemicals, explosions, unsafe structures, heights, water, accessibility issues and so on.

### **Emergency Operations Centres**

NWAS handles approximately 1.3 million 999 calls every year from the public and healthcare professionals in its emergency operations centres located in Preston, Manchester and Liverpool.

Emergency medical dispatchers (EMDs) are the first contact with the ambulance service for 999 callers. They use an internationally recognised system to ask questions about the patient's condition and provide helpful instructions such as how to do CPR to assist a patient in cardiac arrest.

Based on the nature of the illness or injury, patients are prioritised into one of four categories to determine the type of response and the speed at which it will be provided.

Based within the EOC, the trust's Clinical Hub is staffed by a range of clinicians such as paramedics, nurses, pharmacists, mental health practitioners and so on, who support staff on the road with clinical advice and decision making, and triage patients who call 999 or 111 to determine the best course of action. Following a telephone assessment with the patient, the clinician will direct the patient to the most appropriate service for treatment. For example, if a patient is experiencing a mental health problem, a mental health practitioner will call them back to conduct an assessment, if they have a medication query, a pharmacist will be in touch, or if they have a chest infection then a GP may call them back. If an ambulance is required, Clinical Hub will arrange this.

EOCs also handle requests from healthcare professionals whose patients urgently need taking into hospital, or transferring from one hospital to another.

## **NHS 111**

The trust delivers the NHS 111 service across the region for people who need medical help or advice, handling more than 1.5 million calls every year. NWS is the largest provider of 111 in the country.

People who call 111 speak to a specially trained health advisor who asks a series of questions about the patient's health concern or condition to determine what clinical help they need and where to get it. When appropriate, these calls can be referred to a nurse or paramedic for assessment.

111 can help patients access the most appropriate care; which could come from out of hours' doctors, pharmacies, community nurses, emergency dentists, walk-in centres, minor injuries units and emergency departments.

The NHS Service Finder used by 111 provides quick access to the Directory of Service (Dos) for healthcare professionals to enable them to signpost patients to the most appropriate service.

Calls from patients who have originally contacted 111, that require an emergency response, go automatically into the ambulance dispatch system for a response.

111.nhs.uk is available for patients online – the service is provided nationally but patients using the online service who live in the North West, that need a clinical assessment over the phone, are referred to the NWS 111 team for a response.

## **Patient Transport Service**

NWS is the largest provider of non-emergency patient transport across the country, undertaking 1.5 million journeys annually. PTS crews assist eligible patients in getting to and from their healthcare appointments.

The trust currently provides patient transport services (PTS) in the counties of Cumbria, Lancashire, Greater Manchester and Merseyside – another provider operates within the Cheshire area.

PTS is a contracted service awarded following a competitive tendering process.

The criteria for entitlement to transport is set nationally and depends on specific requirements, medical conditions and mobility, therefore patients must meet the eligibility criteria as defined by local commissioners before using the service.

PTS crews play a vital role in health promotion and prevention by sharing health information and advice to patients, and raising concerns to other support services if necessary.

## Support Services

Core service delivery is supported by a number of support service functions:

- Finance directorate, which consists of Finance, Procurement, Commissioning, and Fleet and Estates Management.
- Organisational Development directorate, which consists of Human Resources, Recruitment, Payroll, Leadership and Workforce Development.
- Quality directorate, which consists of Innovation, Quality Improvement, Safety & Security, Patient Safety and IT & Health Informatics.
- Corporate Affairs directorate, which consists of Corporate Governance; Risk Management; Legal Services; Regulatory Compliance and the NWS Charity
- Strategy & Planning directorate, which consists of Communications and Engagement, Strategic Planning, Service Development and Project Management Office.
- Medical directorate, which includes the Caldicott Guardian, Research, Medicines Management, Clinical Governance and Clinical Audit.

## Patient and Public Engagement

Through active listening, recording feedback and acting on patients' insights, the trust implements change to reflect patients' needs. It does this through a range of methods including postal surveys, community engagement events, focus groups, comments cards and the national Friends and Family Test; resulting in 18,600 pieces of feedback in 2018/19.

To improve patient and public engagement, the trust set about establishing a Patient and Public Panel in 2019. The panel gives a voice to the public, enabling them to influence service design, and has flexible levels of involvement requirements:

- **Consult** - responding to surveys, giving feedback on strategies, initiatives and publications and providing thoughts on events and campaigns on an occasional basis, often virtually.
- **Co-produce** - contributing to meetings or discussion groups by providing opinions, experience and expectations to help inform improvements and review how services are planned and provided on a task and finish basis.
- **Influence** - Taking an ongoing, active role in high-level meetings and committees to enhance decision making and discussions.

As part of this improved engagement offering, the trust delivered five public engagement events during summer 2019 to start a conversation with the public, in particular hard to reach groups, and provide information about the service.

A total of 248 people from 108 community groups and organisations attended the five events, held at community venues in each of the counties of the North West.

Feedback from all events was analysed, themes identified and recommendations shared with the organisation to take forward to influence work plans for the next year.

## Workforce

The trust's Workforce Strategy puts staff engagement, development, Equality and Inclusion, safety and wellbeing at its heart, recognising that the combination of culture and leadership can enable and motivate staff to deliver the trust's vision.

The strategy is centred around three themes: Develop, Engage and Empower, incorporating six key priorities each with core foundations of success and key improvement areas.

A focus of the workforce vision remains the development of leaders who are able to inspire people to act, embody the values of the organisation and who are able to challenge, innovate and improve.

The trust works with Health Education England and its higher education partners to improve paramedic supply – a challenge for all ambulance services across the country. The Department of Health and Social Care announced a new £5,000 a year bursary for those studying to become a paramedic from September 2020.

The NHS continues to face challenging targets to reduce its agency spend and NWAS has worked hard to maintain the improvements made in this area.

The trust places great emphasis on employee health and wellbeing and is committed to enhancing physical, emotional and mental health support through its offer to staff, leadership and development and specific initiatives/interventions. *'Invest in Yourself'* is the ethos the service has adopted which aims to support staff in improving health and wellbeing both in and out of the workplace.

## Appendix 1: 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 Non-executive Appointments Team**

*NHS England / NHS Improvement 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 2: 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
- 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 3: Key dates

- **closing date for receipt of applications: 8 January 2021 at 11am.** Please forward your completed application to [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)
- **interview date: 29 January 2021**
- **proposed start dates: to be confirmed**

## Getting in touch

- We strongly recommend an informal and confidential discussion with Peter White, the Chair of the Trust. Please contact Pamela Ward on 01204 498404.
- **NHS England / NHS Improvement** – for general enquiries contact Miriam Walker on 0300 123 2059 or by emailing [miriam.walker@nhs.net](mailto:miriam.walker@nhs.net)

### **NHS England / NHS Improvement**

Non-executive Appointments Team  
Room 1W06  
Quarry House  
Leeds LS2 7UE

E: [NHSI.Chairsandneds@nhs.net](mailto:NHSI.Chairsandneds@nhs.net)

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



North West Ambulance Service   
NHS Trust

**NHS England**  
**NHS Improvement**

