

The NHS logo, consisting of the letters 'NHS' in a bold, white, sans-serif font inside a white square.

Professionals



# Enterprise COO

Candidate Application Pack

# Background

## ABOUT NHS PROFESSIONALS

NHS Professionals (NHSP) run the largest NHS flexible staff bank, placing highly skilled healthcare workers (Bank Members) in NHS Trusts and healthcare organisations across the country, meeting short, medium and long-term staffing needs.

Uniquely, NHSP is owned by the Department of Health and Social Care (DHSC) and therefore reinvests any surplus we make directly back into the wider healthcare economy.

Originally formed in 2001, we are a multi-award-winning business delivering over 40 million hours of patient care and 5 million shifts, working with 140+ NHS Trusts and healthcare organisations across the country. The below shows some of our achievements in 2024/25 and industry awards we have received:



# Background

At NHSP we work flexibly to NHS-assured standards in a wide range of roles including nurses and midwives, doctors, allied health professionals, healthcare scientists, personal social services and non-clinical. We align our vision and objectives with those of the NHS and our teams use their specialist knowledge to deliver bespoke recruitment solutions to Bank Members, NHS Trusts and healthcare organisations.

These can range from local shift cover at short notice, through to national and international workforce campaigns such as their Covid-19 programmes, where NHSP recruited an additional 50,000 people nationwide into the NHS.

Driven by a passion for the NHS and the goal to become its workforce partner of choice, at NHSP we are continuously evolving our services to meet the demand for high quality flexible staff right across the healthcare sector.

## OUR PRIORITIES

NHSP is focused on developing our core business, whilst remaining agile enough to capitalise on changing market dynamics and new opportunities. This can be summarised based in four main priorities:

1. Strengthen our core business and continue to expand our market presence, challenging the traditional agency sector and delivering productivity gains for the NHS
2. Retain our customers by consistently providing excellent service and value to our clients and bank members
3. Deliver our plans to deliver continuous innovation in recruitment, development and deployment services
4. Drive down cost to serve, ensuring the NHS receives exceptional value for money from our services

These priorities are built into our Business Plan which is focussed around our 5 missions to: build better banks, enable collaboration, improve workforce capability, increase staffing capacity and increase productivity and efficiencies across the NHS.

The Company is currently led by **Nicola McQueen, CEO**. Nicola took up the position of CEO in September 2019, having been the interim Chief Operating Officer since January 2019. Before working with NHSP, Nicola had a career as a Chief Executive delivering flexible staffing solutions to a variety of private and public sector clients, including the DWP, BBC and the healthcare and nuclear sectors.

For a full overview of the Board members, including Non-Executive and Executive profiles please visit: <https://www.nhsprofessionals.nhs.uk/meet-the-directors>



# Our Values

Our company values were refreshed in 2023, following extensive consultation with teams throughout the business. We believe they perfectly sum up our strengths, as well as our aspirations as a business that is committed to Putting People in Places to Care.



## We care, it's personal

For us, this isn't just a job. We are proud of our purpose in putting people into places to care. We care, because the positive impact we make is good for everyone.



## Be bold, make change

We seek opportunities to challenge, evolve, improve and grow. We always find smarter, simpler and faster ways to deliver.



## Smart solutions, expertly delivered

Our experience and expertise set us apart. With a can-do attitude and a collaborative approach, we make "yes" happen.



## One team, 100% together

By working collaboratively, we know we can achieve anything. We are committed to being inclusive and authentic in everything we do.

### **Equality, Diversity & Inclusion (EDI)**

As part of our commitment to EDI, as well as having a number of related staff support networks and calendar of activities, NHS Professionals is also working to the following aims:

- To ensure we become an inclusive recruiter of choice, encompassing a fully diverse workforce, which truly reflects society
- To proactively embed the EDI agenda, in a meaningful way, in all that it does
- To ensure we create a psychologically safe environment in which everyone can thrive and be at their best

We particularly welcome applications from people from minority groups and will provide support to ensure an equitable process.

# Our Journey

## A history of SERVICE EXCELLENCE

1 November 2001  
**NHSP launched**

2004 NHSP is established as a **SpHA\***  
\* Special Health Authority: a nationally branded managed service for temporary staff in the NHS

2009 During 2009, we assisted in filling  
**18m hours**

2010 NHSP becomes:  
**NHS Ltd**  
A company wholly owned by the Secretary of State for Health

2011 **FIRST EVER DIVIDENDS delivered**

2012 During 2012, NHSP launches:  
**EU Nursing Programme**  
**Springboard**

2013 NHSP launches:  
**nhsp:mobile**  
**50,000 members on the bank**

2014 During 2014, we assisted in filling:  
**30m hours**

2015 NHSP launches:  
**and.a**  
**24hr SERVICE CENTRE**

2016 During 2016, NHSP launches:  
**DOCTORS 24/DIRECT**  
**NHS Connect**  
**My.Bank**  
**NHS International**

2017 NHSP launches:  
**Our.Bank**  
**100,000 members on the bank**

2017 NHSP launches its:  
**first collaborative bank**

2018 During 2018 NHSP launches:  
**The 5 Day way**  
**for its bank members**

2018 During 2018 NHSP launches:  
**- the - Modular Services**

2018 During 2018, we assisted in filling  
**36m hours**

2019 **130,000 members on the bank**  
including AHP, AAC, CSW, Medical & Dental

2020 Pandemic Support:  
**Rapid Response**  
**20,000 workers stepped forward**

2020 **Test & Trace 10,000**  
 Contact Tracers recruited

2020 **Nightingale 4 hospitals supported**

2020 **National Vaccination Programme 20,000**  
 vaccinators supplied to the NHS

2021 Post Pandemic Partnerships:  
**Mobile Vaccination Programme**

2021 **NHS Staffing Pool**

2021 **National Bank**

2022 **190,000 members on the bank**  
including AHP, AAC, CSW, Medical & Dental

2023 **won 5 industry awards**  
 across healthcare and staffing

2024 **Displaced £688M** of external agency spend across the NHS



# Job Description

Salary in region of £185,000 plus 20% bonus with pension up to 10% matched contribution  
 Our working arrangements are hybrid, and you can be based anywhere in the UK. However, your contractual base for the purposes of travel and expenses will be the closest NHSP location. You will be expected to travel as part of your role.

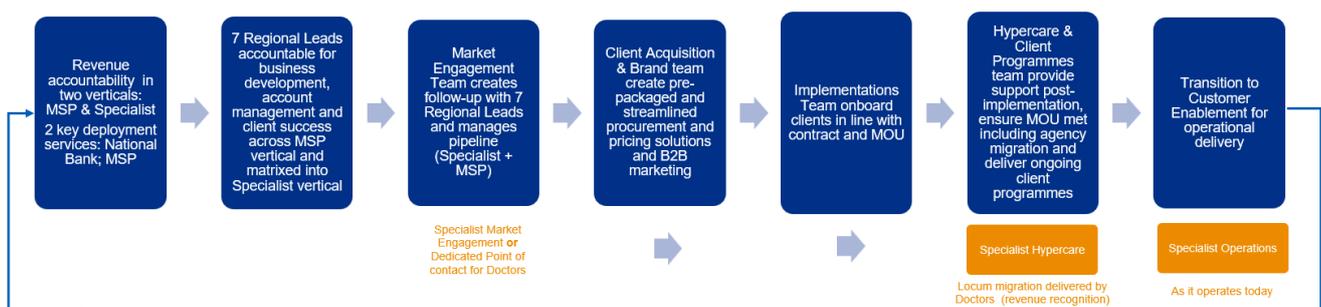
## Role Summary

The Chief Operating Officer (COO) is responsible for driving operational excellence, efficiency, and scalable growth across the organisation. As a key member of the Executive Committee, the COO oversees end-to-end business revenue and operations to ensure the organisation delivers profitable and high-quality staffing solutions to clients.

The role will work closely with the CEO to develop and implement a high-performing, data-driven, and customer-centric revenue delivery model that supports sustainable growth, strengthens commercial performance, and embeds a culture of continuous improvement.

## Revised Revenue Delivery Model

Streamlined Accountability, Decision Rights, Roles and Responsibilities in end-to-end operating model  
 Standardised for MSP and underpinned by thin layer of Specialists for Doctors/AHPs



## Responsibilities

Oversee the day-to-day operations and effective functioning of the business, ensuring NHSP remains the provider of choice for NHS Trusts and flexible workers

- Partner with the CEO to shape the business strategy, translating the vision into actionable plans
- Optimise performance and drive overall growth and profitability
- Accelerate the use of technology to deliver continued improvement and client satisfaction
- Lead innovation in client acquisition and retention, revenue and margin delivery



# Job Description

- Build a strong external image for NHS Professionals and create opportunities to enhance the profile of its services
- Anticipate, review and evaluate opportunities and threats in the external environment and maintain the competitiveness and adaptability of the company
- Develop and maintain constructive relationships with a variety of partners in the health system and central government, including NHS Trusts, Department of Health & Social Care, and NHS England

## Key Values

In addition to undertaking the duties as outlined above, the job holder will be expected to fully adhere to the following:

### Equality and Diversity

- To act in accordance with the Special Health Authority's Equality and Diversity Policy, which is designed to prevent discrimination of any kind.

### Health and Safety

- Ensure that all duties are carried out in line with the Special Health Authority's Health and Safety Policy.

### Corporate Image

- Adopt a professional image at all times.

### Risk Management

- Responsibility for reporting complaints, incidents and near misses through the Complaints and Incidents Management System (CIMS)
- Responsibility for attending health and safety training as required.
- Responsibility for assisting in risk assessments.

### Scheme of Delegation

- To comply with the Scheme of Delegation - this requires any employee to declare an interest, direct or in-direct, with contracts involving the organisation.

This job description outlines the role and responsibilities of the post. It is not intended to detail all specific tasks.



# Person Specification

Criteria:	<b>ESSENTIAL</b>  <i>(When applying for this job it is important you fulfill all these essential requirements. If you do not you are unlikely to be interviewed)</i>	<b>DESIRABLE</b>  <i>(When applying for this job it is desirable you fulfill these requirements. However, if you do not you may still apply and may be interviewed)</i>
<b>Qualifications and Knowledge:</b>	<ul style="list-style-type: none"> <li>▪ Masters Degree level or equivalent professional qualification and/or work experience</li> </ul>	
<b>Experience:</b>	<ul style="list-style-type: none"> <li>▪ Proven experience as a Chief Operations Officer or in a similarly senior role</li> <li>▪ Strong understanding of digital and business operations functions</li> <li>▪ Experience in operational delivery at scale</li> <li>▪ Demonstrable competency in strategic planning and digital business development</li> <li>▪ Experience in managing complex programmes and leading cross-functional teams</li> <li>▪ Significant experience of directing and influencing functions across an enterprise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Experience at Board Level</li> <li>▪ Experience of staffing/ recruitment industry</li> <li>▪ Experience of healthcare</li> <li>▪ Experience of Government landscape and an understanding of policy implications</li> </ul>
<b>Skills:</b>	<ul style="list-style-type: none"> <li>▪ Technological Proficiency: understanding of technologies and business processes</li> <li>▪ Strategic vision and the ability to align initiatives, business objectives and long-term goals</li> <li>▪ Change and portfolio management</li> <li>▪ Customer Experience focus</li> <li>▪ Knowledge of industry regulations and compliance requirements</li> <li>▪ Excellent interpersonal and communication skills</li> <li>▪ Strong problem-solving and decision-making abilities</li> <li>▪ High drive with the ability to work cohesively / collaboratively within the Executive Committee</li> <li>▪ Agility and adaptability</li> </ul>	



# How to apply

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We are working with a retained search partner. Please contact Matt Newman:  
[matt@caminopartners.co.uk](mailto:matt@caminopartners.co.uk)

