

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

Professionals



Chief Executive Officer

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 up to £235,000 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 with frequent stakeholder meetings in London.

Role Summary

This is a rare opportunity to lead a nationally significant organisation at the intersection of NHS workforce, technology and public service reform.

The incoming CEO will build on strong foundations - commercial growth, national scale and proven cost savings - to scale the flexible workforce model, accelerate digital workforce transformation, strengthening NHSP's role in delivering the long-term workforce strategy, and driving systemic value for money.

The role requires a bold commercial leader who can operate confidently across government, the NHS and commercial markets, balancing policy alignment with delivery at pace, and with an unwavering commitment to social purpose and service excellence.

The CEO is appointed as a statutory director of the Company and carries the associated legal duties and responsibilities.

Responsibilities

Strategic Leadership

- Set and deliver a clear, compelling strategy aligned to DHSC and NHS England priorities
- Position NHSP as a core enabler of the NHS workforce model of the future

Operational & Commercial Delivery

- Deliver sustainable financial performance and continued revenue growth
- Expand NHSP's footprint across NHS Trusts and systems
- Drive productivity, efficiency, and cost competitiveness

Digital Operating Model

- Oversee delivery of NHSP's digital strategy (including workforce platforms and digital staff solutions)
- Embed a digitally enabled, scalable operating model

Stakeholder Leadership

- Build trusted relationships with DHSC, NHS England, and system leaders
- Influence national policy and workforce strategy
- Represent NHSP externally with credibility and authority



Job Description

Organisational Leadership

- Lead, develop and inspire a high-performing executive team
- Drive an inclusive culture which delivers accountability, pace, and continuous improvement
- Ensure strong governance, risk management, and compliance

Critical Success Factors

- Strategic alignment with DHSC and NHS England
- Confidence from Board and key stakeholders, including Trust leaders and policymakers
- Strengthen commercial pipeline and market penetration
- Sustainable digital operating model and strategic plan for business optimisation
- Strong financial performance and value for money, with clear ROI and tight budget control

Duties

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

Equality and Diversity

- To act in accordance with the Equity, Diversity and Inclusion Policy, which is designed to prevent discrimination of any kind.

Health and Safety

- Ensure that all duties are carried out in line with 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.
- Responsibility for assisting in risk assessments.
- Undertake Statutory & Mandatory and Essential training.

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: | ESSENTIAL <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> | DESIRABLE <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> |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Qualifications and Knowledge: | <ul style="list-style-type: none"> ■ Masters Degree level or equivalent professional qualification and/or work experience | |
| Experience: | <ul style="list-style-type: none"> ■ Proven CEO or senior executive leadership experience in a complex, multi-stakeholder environment ■ Strong track record of delivering commercial growth and operational performance ■ Experience leading data driven, digitally enabled operating models that improve workforce deployment, insight and decision making at scale. | <ul style="list-style-type: none"> ■ Experience of staffing/ recruitment industry ■ Experience of healthcare ■ Experience of Government landscape and an understanding of policy implications |
| Skills: | <ul style="list-style-type: none"> ■ Demonstrated ability to balance pace of delivery with public service governance and scrutiny. ■ Strategic vision and the ability to align initiatives, business objectives and long-term goals ■ Proven commercial judgement underpinned by a strong grasp of financial management, affordability controls, transparency and assurance requirements ■ Highly credible stakeholder leader—able to influence at Board and government level ■ Values led leadership consistent with NHS and public sector principles. ■ Collaborative and politically astute with the ability to lead through ambiguity and complexity ■ Agile, adaptable, and outcomes-focused ■ Compelling public speaker and ability to network in the market and balance competitive risks and opportunities ■ Resilience and judgement to operate under sustained political, media and stakeholder scrutiny. | |



How to Apply

KEY DATES

Closing date for applications: **Friday 15th May 2026**

Following a long list meeting of the Selection Panel, successful candidates will be invited to attend preliminary interviews with Odgers. A shortlist meeting will then follow to agree those shortlisted candidates to proceed to final stages interviews on a date to be confirmed.

HOW TO APPLY

In order to apply, please submit a comprehensive CV along with a covering letter which sets out your interest in the role and encapsulates the aspects of your experience relevant to the required criteria. Please include current salary details and the names and addresses of three referees. Referees will not be approached until the final stages and not without prior permission from candidates.

The preferred method of application is online at: www.odgers.com/96030

If you are unable to apply online please email: 96030@odgers.com

All applications will receive an automated response.

Any postal applications should be sent direct to Peter Mason at Odgers, 20 Cannon Street, London, EC4M 6XD. All candidates are also requested to complete an online Diversity Monitoring Form which will be found at the end of the application process. This will assist NHS Professionals Ltd in monitoring selection decisions to assess whether equality of opportunity is being achieved. Any information collated from the Diversity Monitoring Forms will not be used as part of the selection process and will be treated as strictly confidential.

The successful applicant will be subject to Occupational Health, qualifications and Disclosure and Barring Service checks and is subject to the Fit and Proper Persons Requirement (FPPR). All organisations regulated by the Care Quality Commission need to ensure that successful candidates meet the Fit and Proper Persons Requirement. Please see this link for more information on NHS England's fit and proper person test framework for board members:

<https://www.england.nhs.uk/publication/nhs-england-fit-and-proper-person-test-framework-for-board-members/>

PERSONA DATA

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and / or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

CONTACT DETAILS

For a conversation in confidence, please contact:

Peter Mason, Partner in the Healthcare Practice via isobel.dacombe@odgers.com

We are committed to ensuring everyone can access our website and application processes. This includes people with sight loss, hearing, mobility and cognitive impairments. Should you require access to these documents in alternative formats, please contact isobel.dacombe@odgers.com

Also, if you have any comments and/or suggestions about improving access to our application processes please don't hesitate to contact us response.manager@odgers.com