

Director of NHS 111 Services

DHU Healthcare C.I.C.

With us, every moment matters.

At DHU Healthcare, our NHS 111 service is more than a number on the end of a phone – it's the first point of contact for millions of people seeking urgent care, reassurance, and advice. It is the gateway to the wider health and care system, and the quality of experience patients have with us can shape their whole journey.

Our story has always been about people and purpose. From our beginnings to where we stand today, we've embraced change with compassion, resilience, and ambition. We've grown our 111 services to become a trusted partner across multiple regions, delivering safe, responsive, and high-quality care to the communities we serve.

As a values-led social enterprise, we measure success in the difference we make – to patients, colleagues, and communities. Every surplus we generate is reinvested to support patient care and colleague wellbeing. This ensures that our focus is always on what matters most: quality, safety, and compassion.

The urgent care landscape is changing. Demand is rising, patient expectations are shifting, and the need for integrated, collaborative approaches has never been greater. For DHU, this is a time of opportunity: to strengthen our role as a system leader, to innovate in how care is accessed and delivered, and to ensure that every caller receives the right care, first time.

We are therefore seeking a Director of NHS 111 Services who shares our vision, our values, and our commitment to making every moment matter. Reporting directly to me as Chief Operating Officer, this role will provide visible and strategic leadership for our 111 service – ensuring it continues to deliver excellence today, while adapting for the future.

This is a role for a leader who understands both the operational and strategic challenges of urgent care, who can inspire teams, build strong partnerships, and drive improvement and innovation at scale. With us, every person and every moment matters – and as Director of NHS 111 Services, you will be at the very heart of making that difference.

Paul Tilson
Chief Operating Officer





Who We Are

For you: A purposeful leadership role at the heart of a respected healthcare social enterprise.

For them: Better access, better outcomes, better experiences for every patient who reaches out to us.

With us: A place where compassion, excellence, and collaboration come together to make a difference.


DHU Healthcare is a not-for-profit social enterprise with a clear purpose: to deliver outstanding, accessible healthcare for the communities we serve. Each year, our services touch the lives of more than 11 million people across the UK, spanning urgent, primary, and community care. With around 3,000 dedicated colleagues and an annual turnover of approximately £150 million, we combine the scale of a major healthcare provider with the values and integrity of a mission-driven organisation.

Our NHS 111 service is one of the largest and most trusted in the country, providing urgent care support for millions of patients every year. Operating 24/7, our highly skilled call handlers, clinicians, and managers ensure that every patient receives the right advice, guidance, and onward care - often in moments of greatest need. As the first point of contact for many, NHS 111 is not just a service, but a lifeline, and it sits at the heart of our urgent and integrated care model.

As a Community Interest Company, every surplus we generate is reinvested directly into patient care, our people, and the communities we support. This ensures that social value is at the heart of everything we do - enabling us to prioritise quality, compassion, and sustainability over profit. We are proud to deliver a diverse portfolio of services in partnership with the NHS, including NHS 111, urgent care centres, GP out-of-hours, primary care, and community health services. Our reputation for quality and reliability is underpinned by strong financial stewardship, a dedicated workforce, and a culture rooted in our CARE values.

We are also an organisation that looks forward. Innovation is part of our DNA - whether through new clinical models, digital tools, or empowering colleagues to shape change. Our financial outlook is both stable and ambitious: long-term NHS contracts provide a secure foundation, while our track record positions us as a trusted partner for future opportunities.

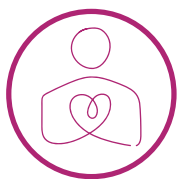
With us, every person and every moment matters. As Director of NHS 111 Services, you will join a leadership team that is ambitious for patients, committed to colleagues, and determined to shape urgent care for the future.



Our CARE Values & Behaviours in Action

Our CARE values aren't just words - they guide how we work, how we support each other, and how we grow together. They shape our culture, influence our decisions, and set the standard for how we deliver care every single day.

When you become part of DHU, you join an organisation where these values are lived every day by our people, for our patients, and within our communities.



Compassionate

I will:

- Demonstrate kindness and understanding when I interact with colleagues and patients.
- Show consideration and treat my colleagues the way I'd like my closest friends to be treated in the workplace.
- Be mindful of non-verbal communication and the impact it can have on others.
- Look out for and support my colleagues.

I will not:

- Use unkind words or actions towards others.
- Gossip or talk about people in ways I wouldn't do directly to them.
- Bully, discriminate, exclude or turn a blind eye to bullying, discrimination or exclusion.
- Deflect responsibility or apportion blame on others unfairly.



Accomplished

I will:

- Be open to others making suggestions and ideas about how things could have been done better.
- Show courage and respectfully call out behaviour or words that don't align with our values.
- Use our procedures supportively, consistently and respectfully.
- Ask for help before things become problematic.
- Learn from mistakes.

I will not:

- Be dismissive about new ways of working.
- Reject ideas or constructive feedback without considering them fully.
- Escalate matters inappropriately.
- Copy others into emails unless they really need to know.
- Delay or avoid a difficult conversation or response to a difficult situation.
- Hold onto expertise, I will share it with others.



Respectful

I will:

- Be polite and respectful with my tone of voice and choice of words.
- Take time to actively listen to others.
- Be considerate of others and seek a constructive outcome.
- Understand that others' values and opinions may differ from my own; and be respectful of them.
- Acknowledge colleagues' contributions and give praise.

I will not:

- Act in a way that could humiliate others or diminish their dignity.
- Dismiss others' feelings and perceptions.
- Judge or look down on people who have different opinions, are vulnerable or unwell.
- Copy others into emails for any reason other than their information.
- Forget that others need to be able to communicate with me (so will check my emails/Teams messages).



Encouraging

I will:

- Genuinely offer help and support to others.
- Encourage those who may not feel able to share or contribute.
- Celebrate diversity, enabling everyone to feel they 'belong'.
- Give constructive feedback directly, respectfully and in a timely way.
- Celebrate individual and team successes.

I will not:

- View questions or requests for help as a sign of weakness.
- Look out for myself and my own personal interest.
- Forget that it takes a team to succeed.
- Demonstrate favouritism, exclusion or isolation of others.

Our Purpose

At DHU Healthcare, we believe that urgent care should be safe, accessible, and responsive for every patient, every time. Our services are designed to meet people where they are, providing the right care, in the right place, at the right time.


NHS 111 is central to this mission. It is often the first step for patients when they are unwell, anxious, or uncertain where to turn. Each year, millions of people contact us for support - from worried parents seeking advice for a sick child, to vulnerable patients in need of urgent care pathways. Every one of those calls matters, and every response we provide makes a difference.

As one of the largest providers of NHS 111 services nationally, we are proud of the scale, quality, and reliability of what we deliver. But our ambition is greater still:

- ◆ To ensure seamless patient journeys, where 111 acts as a trusted guide into the wider urgent and integrated care system.
- ◆ To empower our colleagues with the tools, confidence, and environment they need to deliver excellence under pressure.
- ◆ To work as a partner across Integrated Care Systems (ICSs), shaping pathways that improve patient experience, reduce health inequalities, and strengthen system resilience.
- ◆ To innovate - embracing new technology, workforce models, and ways of working that make care more responsive, efficient, and sustainable.

The Director of NHS 111 Services will play a pivotal role in this journey. You will provide strategic and operational leadership that ensures patients receive the very best care while shaping the service to meet future challenges.

With us, NHS 111 is not just a call centre service. It is a vital part of our communities, a partner to health and care systems, and a foundation of urgent care for millions.

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Executive Summary

With us, every person and every moment matters.

With us, every person and every moment matters. As Director of NHS 111 Services, you will lead one of DHU's flagship services, ensuring patients receive safe, timely, and compassionate care while shaping the future of urgent and integrated care.

This is a senior leadership role that reports directly to the Chief Operating Officer and carries accountability for the delivery, performance, and strategic development of our NHS 111 service. You will provide visible leadership to thousands of colleagues working across our call centres, including call handlers, clinicians, managers, and support teams. You will be responsible for making sure our services meet national standards, exceed patient expectations, and remain resilient, efficient, and sustainable.

Your influence will extend across every aspect of the service. You will guide operational delivery day-to-day, balancing the demands of a 24/7 service with long-term system transformation. You will work closely with clinical leaders to design safe, effective, and joined-up pathways for patients, while also ensuring we meet the contractual, financial, and quality obligations that underpin our reputation as a trusted partner.

At the same time, you will act as a system leader, building strong relationships with commissioners, Integrated Care Systems, regulators, and other providers. You will represent DHU at local, regional, and national levels, ensuring our 111 services are recognised as models of quality, safety, and innovation. Through this, you will play a pivotal role in shaping the wider urgent and integrated care agenda.

This role demands a leader who brings both ambition and rigour. You will need resilience under pressure, the foresight to shape long-term change, and the ability to inspire confidence in colleagues, patients, and partners. Above all, you will embody our CARE values, creating a culture where colleagues feel supported, patients feel heard, and every caller receives the right care, first time.

For you: Purpose, responsibility, and the opportunity to lead one of the largest 111 services in the country.

For them: Better journeys, better care, and the confidence that every call matters.

With us: A future where urgent care is safe, accessible, and compassionate for all.



Our Vision

With us, success will mean more than answering calls - it will mean transforming urgent and integrated care, empowering colleagues, and delivering sustainable impact for patients and communities.

- ◆ **Seamless Patient Journeys** – callers experience joined-up, accessible, and responsive pathways that connect them swiftly to the right care.
- ◆ **Empowered Colleagues** – our workforce is supported, skilled, and motivated, with the tools and environment to perform at their best.
- ◆ **Innovation in Urgent Care** – we embrace new models, digital tools, and workforce approaches that improve access, quality, and sustainability.
- ◆ **Operational Excellence** – technology reduces duplication, strengthens resilience, and frees time for patient care.
- ◆ **Inclusive Access** – NHS 111 is equitable and accessible for all, meeting the diverse needs of our patients and communities.
- ◆ **Collaboration Across Systems** – we work with commissioners, ICSs, and providers to strengthen urgent care pathways and reduce system pressure.
- ◆ **Sustainable Services** – our services are financially robust, environmentally responsible, and resilient for the future.

To find out more about our vision and life at DHU, you can review our [Quality Accounts](#)

Our Critical Success Factors

Delivering critical patient safety isn't just about the call centre, it's about accelerating DHU's broader success. As Director of NHS 111 Services, you will drive enterprise level initiatives that reinforce and deliver on DHU's five Critical Success Factors:

1

Patients

You will ensure every caller receives safe, timely, and compassionate care, improving outcomes and experiences that matter most to the people we serve.

2

People

You will lead and inspire a large, diverse workforce, empowering colleagues to perform at their best while embedding wellbeing, inclusion, and professional development.

3

Innovation

You will embrace new models of care, digital solutions, and service improvements that enhance access, resilience, and quality across NHS 111.

4

Collaboration

You will build trusted partnerships externally with commissioners, ICSs, and providers, and internally across DHU, ensuring integrated pathways, collective impact, and alignment across services.

5

Citizenship

You will act as a visible ambassador for DHU, ensuring NHS 111 delivers social value, reduces inequalities, and strengthens the communities we serve.

Through these contributions, you will not only deliver our NHS 111 operations but also reinforce DHU's mission that with us, every person and every moment truly matter.

Typical Accountabilities

As Director of NHS 111 Services you will be accountable for:

- ◆ **Leadership and Strategy** – provide visible leadership, set strategic direction, ensure compliance, and inspire accountability through consistent mentoring, coaching and empowerment.
- ◆ **Service Delivery** – deliver safe, effective, responsive 24/7 services, meeting standards and optimising patient outcomes.
- ◆ **Workforce Leadership and Engagement** – lead a diverse workforce, embedding CARE values, driving engagement, wellbeing, and development.
- ◆ **People and Culture** – build an inclusive culture where colleagues feel valued, respected, supported, and inspired; empowering others through our coaching-led leadership.
- ◆ **Clinical and Operational Partnership** – work closely with clinicians and service leaders to co-design solutions that enhance patient outcomes and staff workflows.
- ◆ **Service Development and Innovation** – drive improvement, digital innovation, and safe mobilisation of new and enhanced services.
- ◆ **Financial and Contracting Accountability** – manage budgets, deliver efficiencies, and maintain strong commissioner relationships with assurance.
- ◆ **Governance and Assurance** – embed governance, risk, and clinical assurance, ensuring safe, resilient, high-quality services.
- ◆ **Business Continuity and EPRR** – maintain robust resilience and emergency plans, ensuring continuity during pressures and incidents.
- ◆ **System Leadership and Collaboration** – represent DHU nationally, build partnerships, and influence urgent care policy and pathways.

The Type of Person it Would Suit

The role will suit a leader who is:

- ◆ **Visionary and Strategic** – able to set clear direction and inspire colleagues across a large, complex service.
- ◆ **Operationally Excellent** – experienced in leading 24/7 services at scale, delivering consistently against demanding targets
- ◆ **Clinically Curious, Patient-Centred** – engages with frontline colleagues and patients, ensuring digital solutions are designed around real needs and experiences.
- ◆ **Commercially Astute, Socially Driven** – balances strong financial acumen with a commitment to social value and community impact.
- ◆ **Resilient and Adaptable** – able to navigate complexity, ambiguity, and change with optimism and pragmatism.
- ◆ **Authentic and Values-Led** – leads with integrity, compassion, and respect, embodying DHU's CARE values.
- ◆ **Innovative and Curious** – constantly scanning the horizon for opportunities, technologies, and ways of working that will give DHU an edge in service delivery.
- ◆ **Collaborative Partner** – skilled at building trusted relationships with commissioners, regulators, and system leaders.
- ◆ **Assurance Focused** – committed to governance, risk management, and safe, high-quality service delivery.
- ◆ **Emotionally Intelligent** – excellent insight into their own behaviours, drivers and impact, and understands how to work with others to help them thrive.

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Experience, Skills & Knowledge

To be successful in this role:

Essential

Experience & Skills

- Proven senior leadership in urgent, unscheduled, or integrated healthcare services.
- Demonstrable record of delivering large, complex 24/7 operations in regulated environments.
- Strong track record of financial and contractual accountability at scale.
- Evidence of service redesign, innovation, and successful change leadership.
- Excellent communication, stakeholder engagement, and influencing skills.
- Ability to lead, inspire, and develop a large, diverse workforce.
- Resilience and adaptability under pressure, with calm leadership in high-stakes situations.

Knowledge


- NHS urgent and integrated care models, including system-wide pathways.
- Governance, risk management, regulation, and assurance frameworks in healthcare.
- Workforce planning, talent development, and employee wellbeing.
- Financial and contractual frameworks within the NHS.

Desirable

Experience & Skills

- Senior leadership experience within or alongside NHS 111 or urgent care contact centre services.
- Engagement with Integrated Care Systems and national urgent care initiatives.
- Contribution to policy development at regional or national level.
- Recognised management or leadership qualification (e.g. MBA, MSc, ILM).

Knowledge

- NHS 111 national standards and performance frameworks.
 - Digital innovation and workforce transformation in urgent and integrated care.
 - Understanding of sustainability, resilience, and the NHS Green Plan agenda.
 - NHS/public-sector procurement and commissioning processes.
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Leading by Example

Behaviours


- Acts as a visible ambassador for DHU values and behaviours.
- Advocates for inclusion, accessibility, and equity in service design.
- Demonstrates curiosity, creativity, and resilience.
- Values-driven, collaborative, and inclusive leadership.
- Inspires confidence through vision and integrity.
- Adaptable, resilient, and comfortable in ambiguity.
- Patient- and colleague-centred in decision making.
- Champions continuous learning and development.
- Builds networks to extend DHU's influence in the healthcare sector.

Wellbeing

- Create a positive, inclusive, and psychologically safe workplace.
- Check in regularly with teams, addressing early signs of stress or burnout.
- Manage workloads fairly and support work-life balance.
- Promote and signpost wellbeing resources (EAP, Hapi, counselling, etc.).
- Support colleagues returning to work with reasonable adjustments.
- Provide empathy and guidance during change or personal challenges.
- Seek advice from People & Culture or Wellbeing as appropriate.
- Build own skills through training in wellbeing, mental health, and supportive management

Join us in shaping the future of healthcare.

At DHU Healthcare, you'll find more than a job - you'll find purpose, people, and the power to make a difference as you lead our NHS 111 journey, and help us deliver outstanding care to every patient and community we serve.



Key policies and what we expect from each other

Belonging: At DHU, we want everyone to feel like they truly belong. We believe our team should be just as diverse as the people and communities we care for. Whoever you are, wherever you're from - you're welcome here.

Diversity: We're proud of the different backgrounds, experiences and perspectives our people bring. That's what makes us strong. We treat everyone fairly and respectfully, and we're committed to creating a workplace that celebrates what makes each of us unique. No one should ever feel left out, left behind, or treated differently.

Safeguarding: Keeping people safe is at the heart of what we do. Whether it's patients or colleagues, children or adults - we all share a responsibility to look out for one another and speak up if something doesn't feel right.

Health & safety: Everyone has a part to play in staying safe at work. Be mindful how your actions affect others and follow our health and safety guidance. If you see something that's not safe, speak up.

Infection prevention and control: A clean and safe space is everyone's responsibility. Stick to our infection prevention guidance - it helps protect you, your team, and the people we care for.

Looking after our planet: We all have a part to play in protecting the environment. At DHU, we do our bit by using resources wisely and keeping waste to a minimum. That means recycling and sorting waste properly, switching off lights and equipment when we're not using them, reporting heating or cooling issues as soon as they happen, and cutting down on unnecessary travel. Small actions, big difference - especially when we do them together.

Teamwork: As part of our DHU team, you might be asked to take on different tasks now and then to help us meet our goals. We all pitch in where we can, support each other, and stay flexible to keep things running smoothly.

Postholder acknowledgement

I acknowledge receipt and confirm my understanding and acceptance of the responsibilities specified in my Job Description.

Please Note: If you are unclear of any requirement in the document obtain clarification from your line manager.

First name:

Surname:

Signature:

Date:

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