



Harrogate and District
NHS Foundation Trust

Chief Operating Officer

March 2026

Welcome from the Chief Executive



Hello, my name is Jonathan, and thank you for your interest in joining Harrogate and District NHS Foundation Trust (HDFT) as our next Chief Operating Officer.

I have been with the Trust for twenty years, serving as Finance Director, Deputy Chief Executive, and, since February 2022, Chief Executive. During this time, I have seen first-hand the dedication and professionalism of our 5,600 colleagues, who work together to deliver high-quality care and support to our communities.

HDFT is a warm and inclusive organisation, providing services across both acute and community settings. Our approach is rooted in strong values: we believe that high-quality care is delivered by talented people working collaboratively, maintaining high standards, treating others fairly, and showing kindness. This ensures that patients and communities remain at the centre of everything we do.

The Trust has a well-established reputation as a great place to work, supported by positive feedback from our staff. We are building on this through the introduction of our continuous improvement programme, HDFT Impact, which empowers colleagues to identify and implement improvements in their day-to-day work.

While we perform strongly across many areas, we remain ambitious and focused on further improvement. We are strengthening partnerships with neighbouring acute providers, particularly Leeds Teaching Hospitals Trust, to enhance resilience and service quality. We are also developing our integrated approach to care, delivering secondary, community, and domiciliary services, and working closely with primary care, social care, and mental health partners. In addition, we continue to expand our children's public health services, working with twelve local authorities across the North of England.

This is an important and exciting period for the Trust, with the added benefit this year of implementing a new electronic patient record system and delivering a significant capital programme to improve our estate.

To help us deliver what our patients and population deserve, we are seeking an outstanding individual who shares our values and ambition. The Chief Operating Officer will play a critical leadership role across the Trust to ensure we deliver high quality care and create the environment for our great people to perform at their best.

I hope you will consider HDFT as a place where you can continue to develop your career while contributing to our ambition to be an exceptional provider of healthcare and a first-class employer. I look forward to welcoming you.

Best wishes

Jonathan

About Harrogate and District NHS Foundation Trust

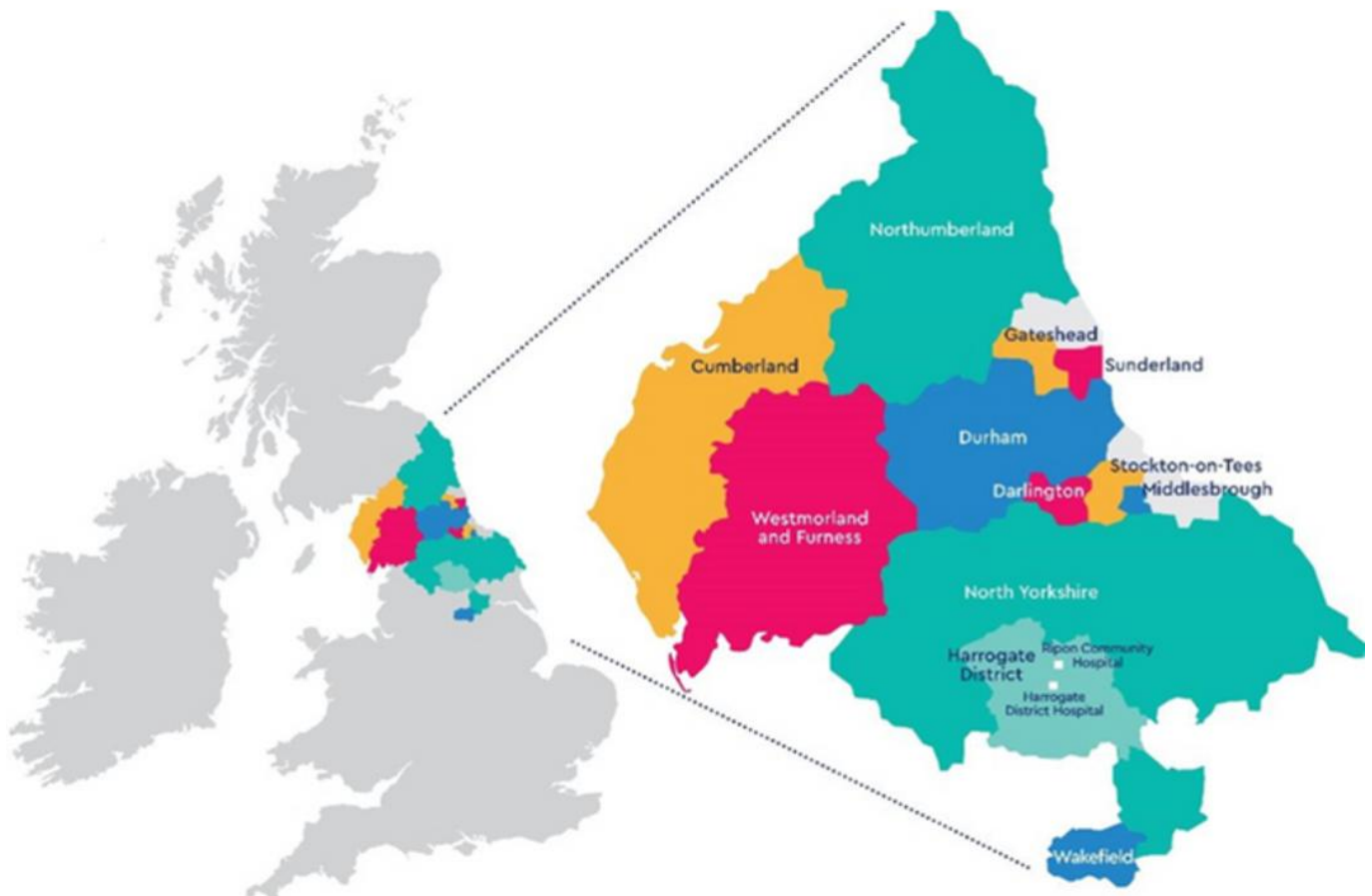
Harrogate and District NHS Foundation Trust (HDFT) is a high-performing organisation, rated 'Good' overall and 'Outstanding' for caring by the Care Quality Commission.

Our purpose is to improve the health and wellbeing of our patients, children, and communities. As a values-driven organisation, we are committed to delivering high-quality, clinically and financially sustainable services by enabling our 5,600 colleagues to thrive.

HDFT is an integrated provider of acute, community, and children and young people's public health services. We serve a core population of approximately 316,000 across Harrogate, the surrounding district, and parts of Leeds, alongside delivering community services across North Yorkshire (c.621,000 population).

We are also one of the largest providers of children's public health services in England, supporting over 700,000 children and young people across the North of England, working in partnership with multiple local authorities.

The map below illustrates the geographic spread of our services



Our Strategic Priorities

Underpinning our strategic aims, we have a clinical services strategy and a strategy to develop Children and Young People's Public Health services.

We are committed to continuous improvement and long-term sustainability. Through *HDFT Impact*, our Trust-wide improvement programme, we are empowering colleagues to lead change and enhance quality in their day-to-day work.

Digital transformation is a key priority. We are implementing a new Electronic Patient Record (EPR), one of the most significant programmes in the Trust's history, which will improve patient safety, integration, and access to clinical information.

We are also strengthening our research and innovation capability. Following the launch of our Innovation Hub in 2024, we are developing a dedicated Clinical Research Facility to expand access to clinical trials and new therapies for our population.

Alongside this, we are delivering a significant capital programme, including a new Day Case Surgery and Imaging Centre, building on recent investments in our Emergency Department and community diagnostic services.

Partnership Working

Collaboration is central to our approach. As a member of the West Yorkshire Association of Acute Trusts (WYAAT), we work closely with partners, including Leeds Teaching Hospitals NHS Trust, to deliver high-quality, efficient, and sustainable acute services.

We are an active partner with our North Yorkshire Place and Harrogate Local Care Partnership, working across organisational boundaries to improve outcomes and deliver integrated care and we work with twelve local authorities across the North of England to deliver the Healthy Child Programme and provide support to over 700,000 children and young people (CYP).

Our Services

Acute Services – Harrogate District Hospital

Our hospital provides a comprehensive range of District General Hospital (DGH) services, including:

- A consultant-led Emergency Department.
- Extensive outpatient and diagnostic services.
- Intensive care and high-dependency units.
- A Coronary Care Unit and a Medically Enhanced Care Unit (MECU).
- Five main theatres and a Day Surgery Unit with three further theatres and a new build in progress for 2 theatres and supporting 23 hour bedded unit.

- Obstetric led maternity services, including a special care baby unit.
- The Sir Robert Ogden Macmillan Centre (SROMC) provides assessment, diagnosis and treatment for patients with cancer.
- Dedicated purpose-built facilities are also provided on site for Cardiology, Endoscopy, Pathology, Pharmacy, Imaging and Therapy Services, as well as a Child Development Centre, Acute Stroke Ward and Women's Unit.

Community and Integrated Services

We deliver a broad range of community services across Harrogate and North Yorkshire, including:

- Community nursing, therapy, and rehabilitation
- GP out-of-hours services
- Services for older people and vulnerable adults
- Infection prevention and specialist services
- Domiciliary care to support people at home

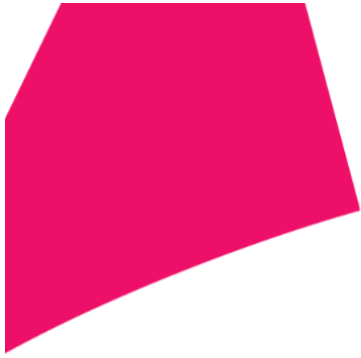
Ripon Community Hospital provides in-patient rehabilitation, an urgent treatment centre, and a community diagnostic centre, alongside integrated health and social care teams.

Children and Young People's Public Health Services

We deliver large-scale children's public health services across multiple regions, supporting over 700,000 children, young people, and families. Our multidisciplinary teams work closely with local authorities and partners to provide preventative and early intervention services from birth through adolescence.

Primary Care

In 2025, we entered the primary care sector after taking on a Ripon GP practice as the Trust seeks to work even closer with local Primary Care services to reduce barriers to patient care.



Our Year in Numbers

3
INTEGRATED
CARE SYSTEMS

£401
MILLION
TURNOVER

c320,000
HOSPITAL
CATCHMENT
AREA

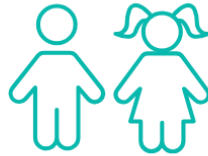


**LARGEST EMPLOYER
IN HARROGATE AND
DISTRICT**

**OVER
5,600
COLLEAGUES**



**c700,000
CHILDREN
SUPPORTED**



**120,000
HOME VISITS**



**c180,000
COMMUNITY
SERVICES
POPULATION**



**22,000
EMERGENCY
ADMISSIONS FOR
HOSPITAL**

**<10
PATIENTS
WAITING OVER
52 WEEKS**



**Over
16,500
Patients
Assessed for
Cancer Concerns**



**63,000
EMERGENCY
DEPARTMENT
ATTENDANCES**



**45,000
Day Case Treatments**



**c3,000
Operations requiring
an inpatient stay**

**90,000
Scans Performed**

Harrogate Integrated Facilities

In 2018, the Trust established Harrogate Healthcare Facilities Management Ltd, trading as Harrogate Integrated Facilities. This subsidiary provides estates and facilities services, supporting Trust operations and offering services to external organisations such as private hospitals and dental practices.



Looking Ahead

HDFT has a strong track record and a clear ambition to do more. Through continued investment, innovation, and partnership working, we aim to further improve outcomes, enhance patient and staff experience, and strengthen our position as a leading provider of integrated healthcare.

Our KITE values

Our values of Kindness, Integrity, Teamwork and Equality are a key component of what makes HDFT the organisation it is today and underpin our Strategy – it is not only important what we do, but also how we do it so our Values are underpinned with a values based behavioural framework – which is the expectation for the standards of behaviour of every colleague in HDFT



Trust Strategy

Setting the direction of our Trust to further improve on the high quality healthcare service we provide

Purpose



THE PATIENT AND CHILD FIRST

Improving the health and wellbeing of our patients, children and communities

True North Ambitions



BEST QUALITY, SAFEST CARE

TRUE NORTH METRICS

- Moderate & Above Harm Events
- Patient Experience



PERSON CENTRED, INTEGRATED CARE; STRONG PARTNERSHIPS

TRUE NORTH METRICS

- ED 4 Hour Standard
- 18 Week Referral to Treatment
- Cancer - 62 Day Treatment Standard
- Admissions of People with Frailty



GREAT START IN LIFE

TRUE NORTH METRICS

- Children at Risk of Vulnerability
- Maternity Harm Events
- Children's Patient Experience



AT OUR BEST: MAKING HDFT THE BEST PLACE TO WORK

TRUE NORTH METRICS

- Staff Engagement
- Staff Availability

Our KITE Behaviours

KINDNESS

INTEGRITY

TEAMWORK

EQUALITY

Enabling Ambitions



AN ENVIRONMENT THAT PROMOTES WELLBEING



DIGITAL TRANSFORMATION

to integrate care and improve patient, child and staff experience



HEALTHCARE INNOVATION TO IMPROVE QUALITY



Our Purpose and Strategy

Our purpose is to improve the health and wellbeing of our patients, children, and communities. Alongside providing high-quality care when people are unwell, we play an important role in supporting healthier lives and contributing to the overall wellbeing of the populations we serve through the way we deliver services and use our resources.

Our strategy underpins how we make decisions and prioritise our work. It ensures that our day-to-day activities remain aligned to our long-term ambitions, while providing a clear framework for delivery.

At the heart of our strategy are our *True North Ambitions*—the outcomes we aspire to achieve for our patients, communities, and colleagues. These are supported by defined metrics, enabling us to track progress and measure impact over time.

We translate these ambitions into clear priorities and objectives, which are monitored through robust governance arrangements, including our Board Assurance Framework and wider performance management processes.

Our Strategic Objectives

Our strategic objectives set out our priorities for delivering high-quality, sustainable services and improving outcomes for our patients, children, communities, and colleagues.



Best Quality, Safest Care

- Strengthen safety within our theatres
- Reduce the incidence of pressure ulcers and patient falls
- Embed learning from clinical investigations
- Minimise medication errors
- Enhance patient communication and experience

Person-Centred, Integrated Care and Strong Partnerships

- Increase elective capacity through improved theatre productivity and outpatient transformation, ensuring no patient waits over 65 weeks for treatment
- Develop additional theatre capacity at Wharfedale and Harrogate District Hospitals
- Reduce Emergency Department waiting times, with over 76% of patients seen within four hours
- Improve patient flow across the system, including strengthening out-of-hospital services to support timely discharge

Great Start in Life

- Develop and implement a Children's Public Health Services strategy and operating model
- Progress *Hopes for Healthcare*, our approach to supporting children and young people
- Deliver the actions arising from the Ockenden Review within our maternity services

At Our Best – Making HDFT the Best Place to Work

- Support the health and wellbeing of our people
- Foster a culture of inclusion and belonging
- Embrace new and flexible ways of working
- Invest in workforce development for the future

HDFT Impact – Our Approach to Continuous Improvement

Continuous improvement is central to how we deliver our strategy. Building on over a decade of experience using lean methodologies, we launched *HDFT Impact* in 2023 to embed improvement into everyday practice across the organisation.

HDFT Impact aligns directly with our strategic priorities and provides colleagues with the tools, coaching, and support needed to deliver meaningful and sustainable improvements. Through structured systems, routines, and methodologies, teams are empowered to improve quality as part of their daily work.

The programme engages all 5,600 colleagues across TeamHDFT, fostering a culture where improvement is everyone's responsibility. We actively recognise and celebrate innovation and progress across the Trust.

HDFT Impact is underpinned by our KITE values—Kindness, Integrity, Teamwork, and Equality—and supports our shared ambition to deliver the highest quality and safest care for our patients and communities.

Introducing Our Chair and Executive Leadership Team

Sarah Armstrong, Chair

Sarah Armstrong is an experienced leader in the charity sector, having also been a senior manager for a national charity leading in volunteering policy and practice and a regional lead for a charity raising aspirations for young people with a disability. In a previous role, she was Chief Executive of York CVS, an ambitious social action organisation.

Sarah is passionate about the value of volunteering and the unique contribution volunteers can make, especially within a healthcare setting.

Sarah was appointed to the Trust's Board of Directors in October 2018 and became Chair of HDFT in April 2022.

To contact Sarah, please email s.armstrong6@nhs.net



Jonathan Coulter, Chief Executive



Jonathan has contributed significantly to the success of the Trust, both within his role as Finance Director, and Deputy Chief Executive. Jonathan took on the role of Chief Executive in February 2022.

Jonathan is a member of the Chartered Institute of Public Finance and Accountancy (CIPFA) having qualified as an accountant in 1993. Since qualifying, he has taken on a number of roles in the NHS, working in various hospital trusts and commissioning organisations across Yorkshire, including being the Director of Finance for North Bradford PCT. During this time, Jonathan also obtained a postgraduate qualification in Health and Social Care Management.

Jonathan was appointed as Finance Director at the Trust in March 2006. Since arriving at Harrogate, Jonathan has contributed significantly to the success of the organisation, both within his role as Finance Director, and Deputy Chief Executive.

Jonathan took on the role of Chief Executive at the end of February 2022 on an interim basis, and was appointed permanently in May 2023.

To contact Jonathan, please email jonathan.coulter@nhs.net

Dr Jacqueline Andrews, Medical Director and Executive Lead for Digital



Jackie has a focus on helping to improve the safety culture of the organisation and also a culture of innovation, to ensure we are continuously improving, every day, everywhere and led by everyone.

Jacqueline joined HDFT in June 2020, having been Associate Medical Director, Director for Research and Innovation and a Consultant Rheumatologist at Leeds Teaching Hospitals since 2008.

She oversees a broad executive portfolio which includes Clinical Strategy, Professional Standards, Clinical Effectiveness, Clinical Safety, Compliance, Research and Innovation. Jacqueline is also our Director of Infection Prevention and Control.

Jacqueline also oversees our digital services and teams, who work closely with our research, innovation and improvement teams to ensure we deliver our Trust ambition to be a leading organisation for inventing, testing and adopting the best healthcare innovation.

Jacqueline has extensive experience of leading quality improvement programmes and is passionate about developing a safety culture in the NHS, to ensure we all learn when things do not go as we had planned, in a blame free and transparent way.

Breeda Columb, Director of Nursing, Midwifery, and Allied Health Professionals (AHPs)

Breeda provides professional leadership of nurses, midwives and allied health professionals at the Trust. She works in conjunction with the chief medical officer in ensuring high quality, safe and effective care.

An experienced nurse and clinical leader Breeda completed her RN training in Essex. A Coronary Care nurse by background she has however worked in a variety of specialities in her nursing career, including medical, elderly, surgical and Emergency Medicine. She has worked in several Trusts in England and also has international healthcare experience working for two years in California in a senior nurse management position.



Breeda joined Harrogate and District NHS Foundation Trust from Leeds Teaching Hospitals where she was Deputy Chief Nurse for over two years, working as a Director of Nursing prior to this alongside other senior management roles at Leeds.

She holds a BSc in Specialist Nursing Practice, a Post Graduate Diploma in Management and a Masters Degree. She is also holds the Nye Bevan Award in Executive Healthcare Management. She is currently undertaking the national CNO Safer Staffing Fellowship.

Breeda is passionate about nursing, midwifery and allied health professionals, the impact these professions have on the outcomes for patients and the development of people to deliver outstanding services.

Matt Graham, Director of Strategy (Seconded to County Durham and Darlington Foundation Trust for 12 months from 1st May 2026)

Matt joined the Trust in September 2021 after four years as Director of the West Yorkshire Association of Acute Trusts (WYAAT). Matt enjoys supporting teams to solve problems and to seek improvement and innovation. He is passionate about building a culture of continuous improvement throughout the organisation.



Matt joined the Trust in September 2021 after four years as Director of the West Yorkshire Association of Acute Trusts (WYAAT), nationally recognised as one of the leading provider collaboratives.

During the Covid-19 pandemic, alongside his WYAAT role, Matt was Chief of Staff for the Nightingale Hospital in Harrogate and led the West Yorkshire vaccination programme. Prior to joining the NHS in 2010, Matt served as an army officer in the Royal Signals for 17 years, including on operations in Northern Ireland, Bosnia and Afghanistan.

Matt enjoys supporting teams to solve problems and to seek improvement and innovation. He is passionate about building a culture of continuous improvement throughout the organisation.

Jordan McKie, Director of Finance



Jordan was appointed as Director of Finance in July 2023. He brings a breadth of experience from across both finance and operational roles within the Trust.

He began his NHS career in 2006 as part of the Graduate Management Training Scheme, gaining valuable experience across a range of financial and operational positions in York and Leeds, before joining Harrogate and District NHS Foundation Trust. Over the course of his career, Jordan has developed a strong track record in financial leadership, operational delivery, and service improvement, supporting the organisation in achieving its strategic and financial objectives.

Jordan qualified as an accountant in 2009 and is a member of the Chartered Institute of Management Accountants (CIMA). His combined financial expertise and operational insight provide a well-rounded perspective in his role as Director of Finance, contributing to the Trust's ongoing development and sustainability.

Job Description

The Chief Operating Officer plays a significant leadership role, as an Executive Director and a voting member of the Board of Directors. You will make a very significant contribution to the strategic leadership and direction of the Trust overall, whilst leading and being responsible for the Trust's operational delivery.

As a senior leader and an Executive Director of the Trust, you will inspire confidence through your knowledge and expertise. You will lead and are responsible for the delivery of high quality, cost effective services that are innovative and responsive to the needs of patients and service users, as well as ensuring delivery of all national and local targets.

You will work as part of the Executive team to promote and continually improve the quality, safety, experience of patients and ensuring good use of resources by optimising productivity and reducing waste.

You will be part of our team of Executive Directors who demonstrate highly visible collective leadership and will embrace our values and lead by example to support the development of a positive culture across the Trust.

Job Title: Chief Operating Officer
Accountable to: Chief Executive Officer

Principal responsibilities

- Provide leadership into the development and delivery of the Trust's strategic aims and ambitions.
- Provide visible leadership that supports an open and inclusive culture.
- Work as part of the Executive team to foster a culture of continuous improvement.
- Drive service development, modernisation and transformation of services, supporting all colleagues to lead change.
- Advise the Board on matters relating to the operational delivery of our services.
- Support the CEO to discharge our statutory duties and meet agreed standards in relation to quality, people, finance, and performance.
- Work with partners to deliver improved care for our population, in particular across the local care partnership, across West Yorkshire Association of Acute Trusts (WYAAT), and across all of our local authorities in relation to our 0-19 services.

- Ensure there are appropriate systems in place to effectively lead, support and develop our clinical directorates.
- Work with Executive Director colleagues to ensure we have deliverable and sustainable plans each year that support delivery of our strategic aims and ambitions.
- Be the Senior Information Risk Owner (SIRO) for the Trust.
- Act as the Trust's Accountable Emergency Officer and ensure the Trust has appropriate plans and procedures in place to respond to incidents.
- Participate in the Director on-call rota.



This job description is not intended to be exhaustive and it is likely that duties may be altered from time to time in the light of changing circumstances in discussion with the post holder. This role profile is intended to provide a broad outline of the main responsibilities only. The post holder will need to be flexible in developing the role with initial and on-going discussions with the designated manager.

Person Specification

Criteria 1 – Qualifications

- Master level qualification or equivalent
- Evidence of continued personal and professional development

Criteria 2 – Experience and attributes

- A successful track record of leadership and senior management within an NHS Trust or a complex organisation relevant to an NHS Trust
- Proven track record of partnership working to improve services
- Knowledge of current issues, challenges, and opportunities within the NHS
- Exceptional communication, interpersonal, negotiating and influencing skills
- Evidence of improving performance and building and leading successful teams
- Able to analyse and interpret information to inform decision-making
- Commitment to listening to the voices of patients, service users, and colleagues to shape strategy, operational activity and decision-making
- Evidence of leading and supporting improvement and successful change
- Personal credibility and evidence of building relationships internally and externally
- Commitment to upholding and demonstrating the HDFT KITE values
- Evidence of leading to create a just and positive culture

Useful Links

[Annual Report](#)

[Quality Account](#)

[Friends and Family Test](#)

[HDFT People Plan](#)

[The Trust Strategy](#)

[CQC Report](#)

[HDFT Impact](#)

How to Apply

Key Dates

Closing date for applications 19th April 2026

Following the shortlist, successful candidates will be invited to attend a selection process which may include an internal focus group, external focus group and a final interview panel which is currently planned to be held on 7th and/or 8th May 2026

How to apply

The method of application is online at: [Chief Operating Officer Advert](#)

If you are unable to apply online please email: lee-anne.hutchison@nhs.net

Successful applicants will be subject to Occupational Health and Disclosure, and Barring Service checks. All organisations regulated by the Care Quality Commission also need to ensure that successful candidates meet the Fit and Proper Persons Requirement (FPPR). This means that the care provider must not appoint a director unless:

- the individual is of good character;
- the individual has the qualifications, competence, skills and experience which are necessary for the relevant office or position or the work for which they are employed;
- the individual is able by reason of their health, after reasonable adjustments are made, to properly perform tasks which are intrinsic to the office or position for which they are appointed or to the work for which they are employed;
- the individual has not been responsible for, been privy to, contributed to or facilitated any serious misconduct or mismanagement (whether lawful or not) in the course of carrying on a regulated activity or providing a service elsewhere which, if provided in England, would be a regulated activity; and
- none of the grounds of unfitness specified in Part 1 of Schedule 4 apply to the individual (e.g. bankruptcy, sequestration and insolvency, appearing on barred lists and being prohibited from holding directorships under other laws).

Good character is measured by the criteria set out in Part 2 of Schedule 4 of the Regulations:

- whether the person has been convicted in the UK of any offence or been convicted elsewhere of any offence which if committed in any part of the UK would constitute an offence; and
- whether the person has been erased, removed, or struck off a register maintained by a regulator of a health or social work professional body.
- In order for your application to be considered you will need to complete a declaration in respect of FPPR.

Diversity and Equality of Opportunity

Harrogate and District NHS Foundation Trust is committed to building a workforce that reflects the diverse communities we serve. We welcome applications from all individuals, regardless of background or personal characteristics.

We are dedicated to equality of opportunity, with all appointments made on merit, based on skills, experience, and the ability to meet the role requirements.

To ensure fairness, we monitor diversity throughout the recruitment process. Applicants are invited to complete a diversity monitoring form and political activity questionnaire; this is optional and helps us improve our processes.

All information provided is treated as strictly confidential, used for monitoring purposes only, and is not shared with those involved in selection.

Contact details

To arrange a conversation in confidence, please contact: Jayne Taylor, Business Manager
jayne.taylor73@nhs.net 01423 554459 or:-
Jonathan Coulter on jonathan.coulter@nhs.net