



Welcome from Jann Gardner, Chief Executive, NHS Golden Jubilee

Dear candidate,

Thank you for your interest in applying for our Director of Operations post at NHS Golden Jubilee.

Please find enclosed this application pack, which will ensure you have all the relevant information and supporting materials needed to complete your application.

NHS Golden Jubilee is made up of a family of facilities, including the Golden Jubilee National Hospital, Research Institute and Conference Hotel. We are also host to the National Centre for Sustainable Delivery and the recently launched NHS Scotland Academy.

We are proud to provide a quality service delivering person-centred, safe and effective care for every patient. We take pride in caring for our patients and service users, taking into account their needs and wishes, with a key focus on living our values. To fill the post of Director of Operations, you will need to embody all of these principles and live them as part of your daily life.

You will be joining a world-leading hospital, specialising in heart and lung services, orthopaedics, ophthalmology and diagnostic imaging. As a Green (COVID light) site we have and continue to play a vital role in supporting NHS Scotland to deliver crucial to life cancer services, as well as taking on additional specialities to aid with the country's recovery from the Coronavirus pandemic.

With the current expansion of services, this is a very exciting time to join our team. The first phase of our expansion saw the opening of our new state-of-the-art Eye Centre, the first of the National Treatment Centres, which specialises in cataract surgery. Phase 2 of our expansion is currently underway with our new Surgical Centre. The Centre will help us carry out additional endoscopy, orthopaedic and other procedures.

Due to the retirement of the existing post holder, we are looking for a dynamic individual as our new Director of Operations to help us continue provide the innovative, high quality care NHS Golden Jubilee is known for. You should have the experience and capability to provide visible, clear and consistent leadership at Board level for the development, strategic vision and delivery of a wide range of clinical and non-clinical operational services across the organisation.

After reading this application pack, if you would like to discuss any aspects of the Director of Operations role further, please do not hesitate to contact me at Jann.Gardner@gjnh.scot.nhs.uk

I look forward to receiving your application.

Best regards,

Jann Gardner

1 Director of Operations Role

In your role as the Director of Operations you will provide strong, visible leadership across the organisation that supports an open, collaborative and positive, values based culture. Your leadership will be important in demonstrating that we live our organisational values, including leading a commitment to quality and effectively working together.

As a Board member you will be responsible for the development, strategic vision and delivery of a wide range of clinical and non-clinical operational services across the organisation. You will be accountable for the strategic planning, resource allocation, service quality, performance management and governance of NHS Golden Jubilee for all aspects of the organisation, with a specific focus on:

- Golden Jubilee National Hospital
- Major Capital Expansion Projects – Phase 1, Phase 2, Cardiac Cath Lab, Internal Refurbishment
- NHS Scotland National Treatment Centre leadership role
- Hotel and Conference Centre

You will also play a key role in the expansion of NHS Golden Jubilee's portfolio by working closely with the executive team to develop our role as a national health board including the following key strategic programmes:

- **NHS Scotland Centre for Sustainable Delivery**
- **NHS Scotland Academy**
- **NHS Scotland Elective Centre Development**
- **NHS Scotland Innovation Oversight Accelerator**

This will involve supporting executive colleagues leading on a range of strategic programmes including those listed above as well as executive leadership for assigned strategic programmes. This will require working effectively across the organisation using a matrix management approach where collaborative working is essential. In addition, you must have strong influencing and negotiating skills to gain support from executive colleagues and other key stakeholders across the organisation to achieve your strategic objectives.

You will work closely with executive colleagues and your team as well as senior managers and their teams to drive continuous improvement and ensure delivery of high quality care and services. You will ensure a quality improvement based approach is combined with effective performance management to optimise delivery of services and provide care that is safe, effective and person-centred.

Your role as an executive director extends to a responsibility as part of the executive team to ensure we have a motivated and engaged workforce and a positive, values based culture. This includes ensuring effective delivery of the staff governance standards and a focus on the health and well-being of our staff.

2 Job Description

1 Job Purpose

This role provides visible, clear and consistent leadership at Board level for the development, strategic vision and delivery of a wide range of clinical and non-clinical operational services across the organisation. In addition, the post holder has responsibility for leading the development of NHS Golden Jubilee to further support NHS Scotland with a range of national initiatives aligned with improved sustainability, outcomes and performance.

The postholder will deputise for the Chief Executive as required as part of a shared executive team responsibility. When deputising the postholder will represent the Chief Executive and exercise delegated authority to make strategic decisions on behalf of the Chief Executive.

To undertake a national leadership role for the development of NHS Scotland wide services the post holder is required to influence senior leaders across NHS Scotland, Scottish Government and other key stakeholders to optimise new initiatives to support short, medium and long term strategic delivery.

2 Dimensions

BUDGET/FINANCIAL RESPONSIBILITY

Overview:

NHS Golden Jubilee	£158million
NHS GJ Recovery Plan Additional	£12million
Centre for Sustainable Delivery Resource	£6.1million
Programme Budgets for CfSD indirect oversight	£177million
NHS Scotland Academy	£3-5m
NHS Scotland Innovation Accelerator	£3-5m
NHS Golden Jubilee Conference Hotel	£ 5.6m

NHS Golden Jubilee:

HCH Revenue: £158million (with a planned incremental shift to £208million)

In addition, the expansion programmes involve substantial incremental growth in revenue-

Phase I = additional £9.5m, Phase II = additional £40.5m

Capital: Core Capital c£3 million (Delegated Authority of £3m)

Phase I Expansion Programme Capital £15.8m

Phase II Expansion Programme Capital £80.9m

Capital Stimulus and Specific Allocations as defined (Previously c£5m)

Staff Resources NHS Golden Jubilee

Total Baseline Funded >2,100 WTE's

In addition, the expansion programmes involve substantial incremental growth on workforce-

Phase I = additional 115.64 wte's, Phase II = additional 469.69 wte's

As NHS Golden Jubilee's portfolio is expanding all members of the Executive Team are expected to support the change in strategic direction of the following:

The range of new portfolios are briefly described below – each requires influence, collaboration and has the potential to make a significant impact for health and care resilience and sustainability in Scotland. Collectively, this evolving portfolio plays a significant role in the next phase of NHS Scotland/Health and Care design and delivery.

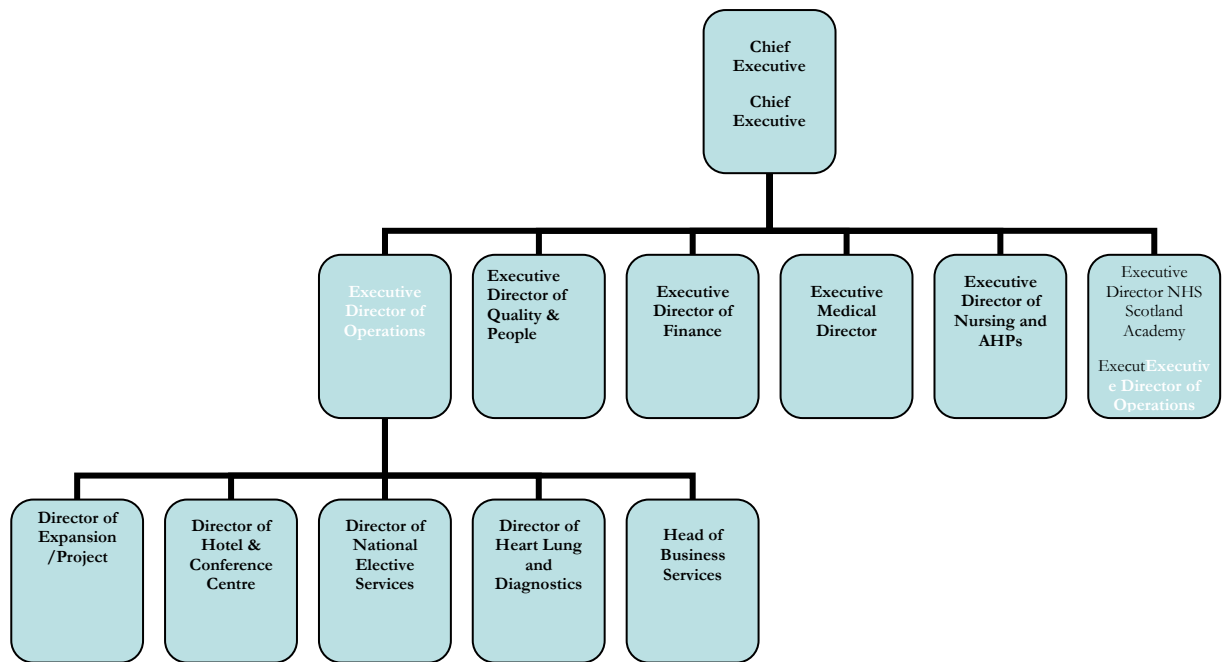
Expansion of Service

- NHS Golden Jubilee is a rapidly expanding facility that provides Regional and National services to elective, urgent and emergency patients from every Health Board in Scotland. On completion of the expansion project on the NHS Golden Jubilee site, at full capacity, patient in patient, day case and diagnostic activity is projected to have increased by 185% in comparison to activity carried out in 2014. The expansion project consists of 20 theatres, a Surgical Admission and Recovery Unit, Central Sterilisation Processing Unit and 72 ward beds. The increase from 2014 to the current year (while the expansion project is under development) is 138%. The post holder has a lead role in site developments to increase capacity on an ongoing basis eg building additional cardiac cath lab capacity, installation of additional MRI and CT scanners and increasing outpatient capacity to support the abovementioned patient activity
- **NHS Scotland Centre for Sustainable Delivery** – Through 20/21, in addition to the above, further departmental portfolio of c 75 wte's and £6.1m of direct budget together with specific programme budgets (circa £177m) as defined by Scottish Government. The CfSD will underpin the 3R's Reform agenda and will wrap around the four Care Programmes. The aspiration for this unit is to establish an internationally recognised Centre which is highly skilled in programme design and development, data analytics, driven by clinical leadership with significant stakeholder involvement to build will and enable success for a 'Once for Scotland', high performing public health system.
- **NHS Scotland Academy** (delivered in partnership with NES) – c£1m Revenue relative to course delivery, underpinned by collaboration with University and Industry Leaders. Capital infrastructure to deliver through internal funding and strategic partnerships. The NHS Scotland Academy will be a hub and spoke model. Phase 1 will be to establish with NES the initial digital/physical/simulation delivered NHS Scotland Academy at the NHS GJ facility. Within this a range of courses will be delivered aligned with the workforce challenges and aspirations to strengthen skill and recruitment. Phase 2 will be to harmonise Academy work across Health and Care in Scotland to ensure a consistent approach wherever and however it is delivered. This will require strong relationships with Academic partners and Royal Colleges etc.
- **NHS Scotland Elective Centre Development** – Commissioning model definition to be confirmed. (Relative to core Investment from National Waiting Times Improvement Programme, undertaking a key governance role). The aspiration is for NHS GJ to have a pivotal role National Elective Centres for Scotland holding a pivotal role in ensuring elective and diagnostic resources are effectively managed to optimise outcomes, experience and productivity.
- **NHS Scotland Innovation Oversight Accelerator** – aligned with the Accelerated National Innovation Adoption Pathway (ANIA), development of an NHS Scotland Innovation Accelerator to support the aspirations of the evolving NHS Scotland Innovation Strategy, with strategic alignment to the ISG (National Innovation Steering and Governance Group) providing a facility to house a core team who will support the process of innovation ideation, development, testing and onward role out with investment. Critically it will sit alongside the NHS Scotland Academy and be within a recognised National Centre for Excellence. This concept supports the objectives of

accelerating innovation from inception to implementation for health and social care products/services, aims to improve the resilience and sustainability for health and care through innovative solutions and supports the economic development of Scotland. Financials and governance will be both for core Gateway Process and link with inward collaborative investment.

To achieve effectiveness across the organisation a matrix management approach and collaborative working is essential. This will require explicit agreement between post holders to facilitate new ways of working and clarity of roles and expectations of staff.

3 Organisational Chart



4 Role of Department

As the Director of Operations the post holder has to work autonomously to:

- To lead in the development and transformation of services in NHS Golden Jubilee to further support NHS Scotland with a range of national initiatives aligned with improved sustainability, outcomes and performance.
- To be accountable, as an Executive Member of NHS Golden Jubilee Board, for the strategic planning, resource allocation, service quality, performance management and governance of NHS Golden Jubilee for all aspects of the organisation, with a specific focus on:
 - Golden Jubilee National Hospital
 - Major Capital Expansion Projects – Phase 1, Phase 2, Cardiac Cath Lab, Internal Refurb
 - NHS Scotland National Treatment Centre leadership role
 - Hotel and Conference Centre
- To support developments with Academia and Industry – specifically with key healthcare and business school partners to develop synergistic programmes of work to advance the skills, services and economy of Scotland.

- To actively engage in regional and national partnerships in order to improve services for patients and have a lead role in commissioning of services, with a specific focus on national treatment centres.
- To work with Regional Planning across Scotland and in particular with the West of Scotland as to ensure there is mutuality in terms of ways of working and shared objectives for achieving the best possible care. This includes strategic planning, operational delivery issues and workforce development.
- To support the NHS Golden Jubilee Chief Executive in relation to an evolving national portfolio including:
 - Expansion and service development
 - National Treatment Leadership Role
 - Centre for Sustainable Delivery
 - NHS Scotland Academy
 - Innovation/ Innovation Accelerator
- The postholder will deputise for the Chief Executive as required as part of a shared executive team responsibility. When deputising the postholder will represent the Chief Executive and exercise delegated authority to make strategic decisions on behalf of the Chief Executive.

5 Key Result Areas

Corporate Management/Strategic Planning

1. Provide strategic leadership to:
 1. National Elective Service Division consisting of: Orthopaedic Surgery, Ophthalmology, General/Cancer Surgery, Rehabilitation Services, Theatres, Anaesthesia, OPD and CSPD.
 2. Heart Lung and Diagnostics Division consisting of: Cardiac Surgery, Thoracic Surgery, Interventional Cardiology, Perfusion, Medical Physics, National Services (transplant, Scottish Adult Congenital Cardiac Services, Scottish Pulmonary Vascular Unit, Advanced Heart Failure), Critical Care, Laboratories and Diagnostic Imaging Services.
 3. Business Services consisting of: Patient Co-ordination Centre (Booking Office), Medical Secretaries, Unit Co-ordinators, Health Records/Coding, delivery of waiting times and performance targets.
 4. The Golden Jubilee Hotel and Conference Centre
 5. Senior Responsible Officer for Hospital Expansion Project Team
2. As an Executive Member of the NHS Golden Jubilee Board, to participate fully in the leadership and corporate management of NHS Golden Jubilee, providing professional expertise and direction
3. Achieve best value and optimum impact to provide national and regional services for NHS Scotland to improve service delivery and the patient experience and ensuring that all governance requirements are met
4. Engage with partner organisations, including all NHS Boards, Universities, other public sector organisations and commercial companies to ensure delivery of a range of programmes and activities to support the needs of NHS Scotland
5. Contribute to the development and agreement of the Operational Delivery Plan within the time-scales required, and in line with national NHS priorities, planning guidance and available resources to ensure that strategic objectives are delivered in line with the required timescales and available resources.
6. Provide leadership for the implementation of the NHS Golden Jubilee Board vision to improve the quality of services and ensure efficient utilisation of resources with a view to providing excellent quality care and positive patient experience.
7. Ensure planning, resource allocation, service delivery, performance management and governance reflects Board decisions and national direction.

Lead in the development of commissioning and service level agreements with other Health Boards and healthcare providers, ensuring a strong and effective performance accountability framework is in place to ensure that robust governance arrangements are in place

Ensure that NHS Golden Jubilee Divisions meet their financial targets and achieve savings in line with the strategic corporate objective incumbent on all Boards.

Functional Leadership

10. Ensure strong visible leadership and effective communication with involvement of staff and trade unions/professional organisations, partners organisations and Scottish Government Officials to develop understanding and shared commitment to the aims of NHS Golden Jubilee.
11. Create an open, supportive and positive values based culture to maximise the potential of individuals, achieve quality, efficiency and effectiveness in all aspects of service provision, both clinical and non-clinical.
12. Ensure continuous development and succession planning for the senior team in order to support their own personal development and support a talent management culture.
13. Provide dynamic, effective and visible leadership for NHS Golden Jubilee Senior Operations Teams and Hotel and Conference Centre, ensuring understanding and commitment to the Board vision and strategic objectives.
14. Ensure that services provided are integrated, high quality, patient and client-focused and that planned changes to develop and/or improve services are effectively communicated and implemented to achieve clinical/service excellence and health improvement.
15. Lead on the delivery of specific strategic projects e.g. new service developments, expansion projects and commissioning to ensure that these are delivered on time and within budget.
16. Promote strong collaboration and teamwork across organisational boundaries.
17. Lead and direct the implementation of strategic programmes and key developments to support the effective and timely delivery of the Board Strategy.
18. Provide overall leadership and direction to service redesign, ensuring appropriate commitment and organisational change to enable the delivery of the NHS Golden Jubilee Board strategy.
19. Undertake Out of hours Escalation Manager responsibilities.

Patient/Service User and Public Engagement

20. Ensure that services, systems and processes are consistent, equitable and of the highest quality and effectiveness from the perspective of the patient/service user.
21. Ensure communications and engagement with patients and staff is effective and consistent.
22. Ensure public engagement requirements are met in relation to major projects, building projects or in the event of significant service redesign.

Provide leadership and direction to the utilisation of improvement methodologies and service redesign, ensuring appropriate commitment and organisational change to enable the delivery of the NHS Golden Jubilee vision and strategic framework resulting in improved service delivery and patient experience.

Governance and Regulation

24. As an Executive Director provide overall leadership and accountability in operational, clinical, financial, staff and corporate governance.
25. Provide timely and accurate disclosure of information, including an escalation route for appropriate governance of issues.
26. Ensure a robust governance infrastructure is in place to provide effective scrutiny, transparency and accountability.

Hotel and Conference Centre

1. To provide Executive leadership to the Golden Jubilee Conference Hotel
2. Ensure that the Golden Jubilee Conference Hotel is managed as efficiently and effectively as possible in line with the investment made ensuring that it achieves the optimum level of financial return possible.

6 Assignment and Review Work

The post holder operates with a high level of autonomy and has significant scope to determine how objectives should be met and to plan and priorities work. Objectives are directly related to the delivery NHS Operational and Clinical Services including the Golden Jubilee Conference Hotel aims, objectives, targets and performance standards.

As the Executive Director for Operations the post holder leads take an ongoing overview of overall performance of their span of control by undertaking a formal annual review against personal objectives. Progress and performance is measured by the Board and its formal sub committees on a regular basis and as the accountable officer for Operations the post holder is expected to produce regular reports to ensure there is scrutiny of progress against the Board's Strategies and plans.

The post holder is required to be fully conversant with a range of corporate matters, broader strategies and policies to able sound judgement and decision making to ensure delivery of the organisation strategy.

The post holder has lead responsibility to make decisions which affect in regard to its ability to meet objectives, particularly with regards to key outcomes, budgets, and staff governance targets.

The post holder, through the agreed scheme of delegation and supporting the standing financial instructions, has delegated authority to utilize resources however they see fit to ensure the successful attainment of the Board's objectives.

The post holder is expected to anticipate and resolve problems independently and to initiate action to resolve situations at a strategic and operational level as appropriate.

7 Communications and Working Relationships

The post holder will communicate with a wide range of senior clinical and non-clinical staff in NHS Golden Jubilee; the wider NHS in Scotland and beyond; and with senior officials of external organisations. Excellent communication skills are required in order to persuade others and negotiate the implementation of change.

In addition to NHS Golden Jubilee direct reports, clinicians, managers and staff and staff partnership within NHS Golden Jubilee, the following are key working relationships, with examples of the purpose of these contacts:

With Board Executive and Non-Executive Directors of NHS Golden Jubilee – to ensure provision of information as required and at Committees of the Board as an Executive Director of the Board and Deputy Chief Executive.

With Senior Scottish Government Officials – to co-ordinate the allocation of NHS Golden Jubilee capacity to NHS Boards, monitor performance and lead and influence change on specific projects as they arise (e.g. commissioning, Independent Sector capacity and performance management)

With Directors and Chief Executives of all boards to engage and communicate NHS Golden Jubilee strategic plans e.g. for expansion planning, recovery planning or service development/delivery.

With National /Regional Directors of Planning – on specific projects being undertaken by or including NHS Golden Jubilee.

With staff, their representatives, the Partnership Forum - to ensure that the staff governance responsibilities of the Board are fully discharged and understood.

With Universities and Colleges – as a member of the Executive team to align projects of mutual interest (e.g. NHS Scotland Academy).

8 Most Challenging Part of the Job

1. Delivering change and embedding new, innovative and sometimes radically different ways of tackling complex health and service delivery issues, within the current challenging financial context.
2. Engaging with the wide range of stakeholders and achieving effective integrated and collaborative working through persuasion and the development of good working relationships.
3. The unique nature of NHS Golden Jubilee requires engagement with a wide range of stakeholders across every Health Board in Scotland on a continuous basis, ensuring equity of access and addressing the varied requirements of all.
4. Taking a lead role in dealing with intractable problems of matching available resources to competing NHS priorities and demands.
5. Developing robust working relationships with Independent Sector providers.
6. Nurturing and enabling a culture of continuous improvement both internally and externally with a range of stakeholders.
7. Being able to design and implement redesign of services that is supportive of sustainable new models of working and inclusive of clinicians, managers, workforce and patient's/ service users.
8. Developing a person centred culture that fully involves patient's/service users, carers, and staff.

9 Qualifications and/or Experience Specified for the Post by the Employing Authority

QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST BY THE EMPLOYING AUTHORITY

1. Educated to Masters level with relevant postgraduate qualification, or the equivalent experience.
Extensive senior management experience including strategic decision making
Experience of developing and operationalising strategy for staff, patients and other stakeholders.
Evidence-based track record of leading and delivering change within a complex organisational system with significant resource constraints and political high profile
Proven leadership capability in complex organisational structures
Proven experience of delivering on key performance targets
Emotional intelligence
High degree of influencing and negotiation skills and ability to deal with challenge.

The post holder will require a high level of interpersonal, persuasion, strategic and technical skills combined with a supportive and visible leadership style. He/she must have the necessary stature to earn the confidence and respect locally, regionally and nationally, to provide leadership to the organisation and deliver the agenda or major change.

He/she will be able to demonstrate significant experience working at a Director level and/or as a senior manager in the NHS or similarly complex organisation.

It will be essential to have the skills to develop a culture that encourages initiative, individual and team responsibility with open communication that motivates staff.

12. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each jobholder to whom the job description applies.

Job Holder's Signature:

Date:

Head of Department/ Line Manager Signature:

Date:

Person Specification
Post: Director of Operations

	Essential	Desirable
Qualifications and Training	<p>Educated to Masters level or equivalent</p> <p>Possess full relevant professional qualification or equivalent levels of professional and technical knowledge gained through extensive professional and managerial experience</p>	Evidence of Continued Personal Development
Experience	<p>Proven track record of relevant senior experience including strategic decision making as well as developing and operationalising strategy for staff, patients and other stakeholders.</p> <p>Senior leadership experience in operational management of large and complex organisations including delivering on key performance targets</p> <p>Evidence-based track record of leading and delivering change within a complex organisational system with significant resource constraints and political high profile</p> <p>Experience of corporate governance</p>	<p>Leadership at senior or executive level within NHS/Health and Social Care</p> <p>Leadership role as part of national NHS/Health and Social Care improvement or transformation programmes</p> <p>Experience of strategic planning</p>
Skills/Knowledge	<p>Possess high levels of interpersonal, communication and strategic skills, combined with a supportive and visible leadership style which demonstrates competencies in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland:</p> <ul style="list-style-type: none"> • Working in partnership • Learning and development • Caring for staff • Improving performance through team-working • Communicating effectively 	<p>Working effectively with board members including non-executive directors</p> <p>Working effectively with government ministers and/or government officials</p> <p>Working effectively with different policy teams within government</p> <p>Demonstrable understanding and skills in quality improvement</p>

	<ul style="list-style-type: none"> • Improving quality • Achieving innovative results. <p>Ability to operate with a high level of autonomy</p> <p>Ability to operate successfully within a highly complex political and high profile public environment</p> <p>Well developed influencing, persuading and negotiating skills</p> <p>Ability to deal with conflict situations or highly emotional situations for example in situations where challenge is not welcome or there is resistance to change</p>	
<p>Any other additional information</p>	<p>The post will include working from home as part of hybrid working practice but will require regular, weekly, on site working at the NHS Golden Jubilee National Hospital</p>	