



## **NHS GREATER GLASGOW AND CLYDE**

### **POST: CHIEF OPERATING OFFICER – ACUTE SERVICES**

**JOB DESCRIPTION  
PERSON SPECIFICATION  
EMPLOYMENT PACKAGE  
NHS SCOTLAND LEADERSHIP CAPABILITIES  
NHS SCOTLAND VALUES**

**Closing Date: Sunday, 28th November 2021**

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## Job Description

Job Details	
<b>Job Title</b>	Chief Operating Officer – Acute Services
<b>Immediate Line Manager:</b>	Chief Executive, NHS Greater Glasgow and Clyde
<b>Date:</b>	October, 2021

Job Purpose
<p>To lead, direct and manage the Acute Services of NHS Greater Glasgow &amp; Clyde through an extensive programme of service change, recovery and remobilisation ensuring cross service coherence for the effective and efficient delivery of all clinical and non-clinical services in line with the Board’s strategic priorities.</p> <p>To deliver the Unscheduled Care target across NHS Greater Glasgow &amp; Clyde acute sites.</p> <p>To deliver the Scheduled Care programme including delivery of cancer targets locally within NHS Greater Glasgow &amp; Clyde and coordination of West of Scotland cancer services.</p> <p>To deliver high quality care for emergency and elective care to patients</p> <p>To ensure governance responsibilities are effectively discharged and that there are clear arrangements in place for scrutiny and assurance at each level within Acute Services including clinical and care governance, performance and quality, finance and staff governance.</p> <p>As a member of the Corporate Management Team, fully contribute to, and participate in, the management and governance of NHS Greater Glasgow &amp; Clyde, working closely with the corporate Directors of the NHS Board and the HSCP Chief Officers.</p>

Dimensions
<p>NHS Greater Glasgow &amp; Clyde - Total Population - 1.2 million            Total Budget - £3.6 billion            Total Staff – 41,260 headcount (35,660 wte)            Annual Capital Spend 21/22 - £72.8m</p> <p>Acute Services - Total Budget -- £1.5 billion            Total Staff – 21,457(wte)</p>

## Dimensions contd./

Acute Services provide a full range of secondary and tertiary clinical services to a population of 1.2 million and works with 6 local Health and Social care Partnerships (HSCPs) within its local area (covering Inverclyde, Renfrewshire, East Renfrewshire, the City of Glasgow, East Dunbartonshire and West Dunbartonshire) and 6 other neighbouring HSCPs.

The NHS Board is responsible for improving the health of its local population and delivering the health care it requires. Glasgow and Clyde have areas of great social need, deprivation and also an increasing diversity of ethnic minority groups. NHS Greater Glasgow & Clyde works in close partnership with other NHS organisations, local authorities and other agencies to ensure that services work effectively and efficiently in tackling inequalities and underlying health needs in our local communities.

Acute care is provided across NHS Glasgow and Clyde on a range of main sites, including the Queen Elizabeth University Hospital, the Royal Hospital for Children, Glasgow Royal Infirmary, Gartnavel General Hospital, the Royal Alexandra Hospital, Inverclyde Royal Hospital, the Vale of Leven Hospital and the Beatson West of Scotland cancer centre. Two ambulatory care hospitals, the Victoria and Stobhill, also provide ambulatory care services, along with an element of clinical service from the West Glasgow ambulatory care site. There are also other sites such as Lightburn that also support the patient journey.

Acute services are organised across 3 geographical sectors, North Glasgow, South Glasgow and Clyde. In addition, there are 3 Directorates providing services across the whole of Glasgow and Clyde and beyond, Diagnostics, Women and Children and Regional services.

The dimensions of the Directorates/Sectors are:

<b>Sector / Directorate</b>	<b>Budget (£m)</b>	<b>Staff numbers</b>
South	£411m	5,191
Regional	£296m	3,504
North	£212m	3,464
W&C	£213m	3,205
Diagnostics	£196m	2,797
Clyde	£195m	3,240
Acute corporate	£3m	56
<b>TOTAL</b>	<b>£1,526M</b>	<b>21,457</b>

Acute Services are supported by the Board-wide Estates and Facilities Directorate and the e-Health Directorate, as well as corporate teams in Finance and Human Resources.

## Organisational Chart

See Appendix 1

## Role of the Department

- To lead the provision of the full range of secondary and tertiary acute services for the population of Glasgow and Clyde, in addition to a range of regional and national services.
- To deliver safe, high quality, responsive, effective, person centred acute care to the population of Glasgow and Clyde.

## Key Result Areas

1. As a member of the Board's Corporate Management Team, participate in the corporate management of NHS Greater Glasgow & Clyde and work closely with the corporate Directors of the Board and the Chief Officers of the HSCPs.
2. Lead and direct the strategic development of Acute Services through an extensive programme of service change, working as appropriate with strategic partners to ensure the efficient and effective use of resources. In particular, participate fully in the Board's clinical transformation programme "Moving Forward Together" and the pandemic recovery and remobilisation plan, leading key elements of this work.
3. In conjunction with the corporate public involvement and engagement team, lead the Acute Services approach to patient and public engagement, ensuring that the views of service users are central to service delivery and the transformational process.
4. Provide strong, effective leadership to managers, staff and the wider health community to deliver safe, integrated, high quality patient focused health services, promoting a culture of partnership and inclusion within the local health system, and, in particular, further develop relationships with the six local Health and Social Care Partnerships and the six other surrounding HSCPs that the NHS Board works in partnership with to provide services.
5. Lead and direct the Scheduled Care programme ensuring trajectories are met and appropriate monitoring and performance management processes are in place and provide regular updates to the Board on performance against plan.
6. Lead the delivery of cancer targets locally within NHS Greater Glasgow & Clyde and coordinate West of Scotland cancer services.
7. Deliver the Unscheduled Care programme across NHS Greater Glasgow & Clyde acute sites, ensuring on-going collaborative work across the health system to manage patients in the most appropriate setting.
8. Ensure appropriate systems and processes are in place to meet the requirements of financial governance, staff governance and clinical governance and that agreed codes of conduct and accountability are complied with and the principles of good corporate governance are promoted throughout Acute Services.
9. In conjunction with the Director of Public Health, lead key initiatives within Acute Services to implement the Public Health strategy and ensure health promotion and prevention are afforded a high priority.
10. Ensure effective partnership arrangements with staff organisations are embedded across Acute Services and that effective processes and structures exist to involve staff in decision-making, and supporting their effective contribution to the achievement of acute service objectives, including co-chairing the Acute Services Partnership Forum.
11. Lead and direct the operational planning and management of all clinical and non-clinical acute services, ensuring agreed standards are achieved and that service plans and strategies are in line with the strategic objectives of NHS Greater Glasgow and Clyde, including equity of service delivery across the Board. Work with the HSCP Directors and corporate planning team to ensure a whole system approach is taken to planning for acute services.

## Key Result Areas contd./

12. Lead the operational delivery and implementation of the Board's objectives in relation to Acute Services, ensuring appropriate targets and objectives are set for individual services and that progress is regularly and effectively monitored and corrective action taken as necessary through a robust performance management model.
13. Ensure the delivery of services within allocated resources, achieving appropriate efficiency savings in line with the financial plan and that effective systems are in place for good financial management at all levels throughout Acute Services. In conjunction with the Director of Estates and Facilities, identify key capital projects across Acute Services and prioritise the Division's annual capital plan, ensuring full project management and governance arrangements for delivering key project milestones and annual financial spend targets within the NHS Board's approved capital plan.
14. Develop and build relationships with other parts of NHS Greater Glasgow & Clyde, other Health Boards, Universities, Local Authorities, Commercial Partners, Health Council and voluntary organisations, working collaboratively to progress national and regional policies and plans.
15. In conjunction with the communications team, take responsibility for the corporate image of Acute Services, including internal communications and public relations.
16. Ensure compliance with national and local complaints procedures with all appropriate action being taken within the required timescales.
17. Ensure effective systems and procedures are in place to meet statutory and other Requirements relating to Health and Safety at Work to ensure a safe and healthy environment for patients and staff.
18. To participate in regional and national working as required

## Assignment and Review of Work

The post is directly accountable to the Chief Executive, NHS Greater Glasgow & Clyde and is responsible for providing high-level leadership and coordination at corporate and strategic levels.

The post holder is accountable for leading and driving progress in identified areas of responsibility within the parameters of national, regional and local priorities and will work autonomously within this framework.

Review of performance is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Executive, reviewed by the Board Chairman. Formal appraisal is annual but informal reviews will take place between the post holder and the Chief Executive.

## Communications and Working Relationships

The post holder will develop working relationships and communicate regularly with a wide range of individuals, clinical and non-clinical, internal and external to NHS Greater Glasgow & Clyde. These will include:

### Internal:

NHS Board Members  
Executive and Corporate Directors

### External:

Scottish Government  
Elected Members

## Communications and Working Relationships contd./

### Internal

Chief Officers, HSCPs  
Senior Clinical and Non-Clinical staff  
Trade Union Representatives

### External

Local Authority Partners  
Universities  
Trade Unions / Professional Organisations  
Voluntary Organisations  
Other NHS Boards  
Members of the Public  
Press/Media  
Elected Members, MSPs and MPs

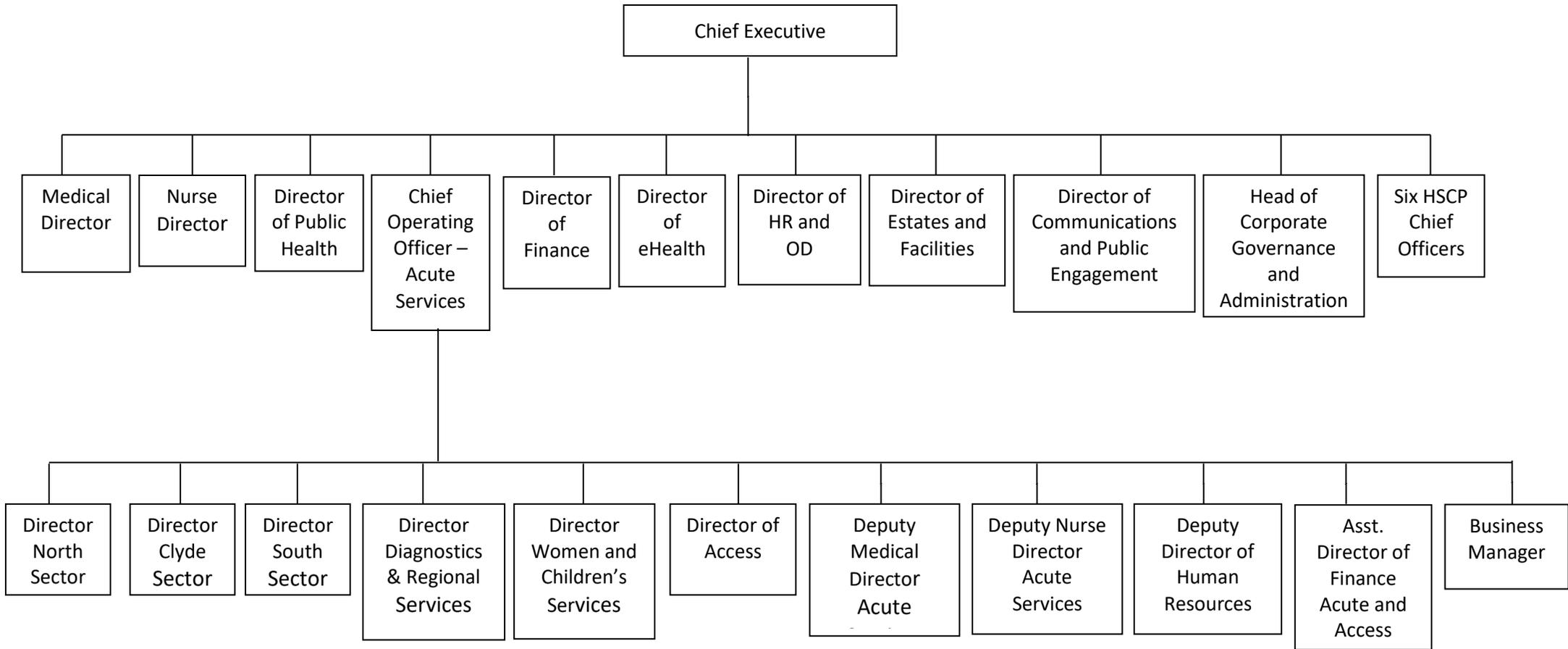
## Most Challenging Parts of the Job

Leading an extensive programme of recovery and remobilisation involving service change and modernisation across a large number of sites involving a significant number of stakeholders to improve clinical services to the population of Glasgow and Clyde, and more widely, while continuing to deliver safe and effective patient services and meet national and local targets.

Working within a financial position whilst balancing service demand.

## Qualifications and/or Experience Specified for the post by the Board

- Educated to degree level or equivalent. Post-graduate or equivalent qualification desirable.
- Significant senior management experience including experience at Chief Executive/Chief Operating Officer/Director level, preferably within the NHS, and with a demonstrable track record of success.
- A high level of interpersonal, strategic and technical skills with a visible leadership style. Must be able to earn the confidence and respect necessary to lead and deliver major service change. The post holder must also demonstrate the ability to develop a culture that embeds the values of the NHS in Scotland and NHS Greater Glasgow & Clyde, encouraging initiative, individual and team responsibility, and open communication.



PERSON SPECIFICATION

Post: CHIEF OPERATING OFFICER – ACUTE SERVICES

EDUCATION, TRAINING AND QUALIFICATION	
<b>Essential:</b>	<ul style="list-style-type: none"> <li>• Educated to degree level or equivalent</li> <li>• Evidence of continuing, relevant professional and personal development</li> </ul>
<b>Desirable:</b>	<ul style="list-style-type: none"> <li>• Post graduate/Masters or equivalent management qualification</li> </ul>

EXPERIENCE	
<b>Essential:</b>	<ul style="list-style-type: none"> <li>• Substantial senior management experience including experience of working at Board or Executive/Director level preferably within the NHS and with a demonstrable track record of success.</li> <li>• Proven track record of highly developed strategic decision making and operational leadership skills within a complex organisation.</li> <li>• Direct management and development of senior professional staff, including the establishment of a positive performance culture and continuous service improvement.</li> <li>• Demonstrate experience of working successfully across functional and organisational boundaries at a strategic level.</li> <li>• Thorough experience demonstrate a high level of strategic planning and organisational skills.</li> <li>• Demonstrate knowledge and understanding of corporate risk management systems and processes.</li> <li>• Demonstrable experience of successful leadership and delivering measurable improvements in organisational performance.</li> <li>• Experience of direct management of a range of NHS service areas and working across multidisciplinary functions.</li> <li>• Experience of implementing operational efficiency programmes relevant to the professional discipline of the role.</li> <li>• Evidence –based track record of leading and delivering change within a complex organisational system with significant resource constraints and, in particular, a track record of delivery financial governance.</li> <li>• Experience of how the complex inter-relationships and partnerships which exist in an organisation such as the NHS can be managed in order to achieve change.</li> <li>• Strong leadership qualities and evidence of ability to motivate and inspire professional teams to be successful and high performing.</li> <li>• Experience of influencing policy at national/senior level.</li> <li>• A record of success in communicating and engaging with a wide range of internal and external interests and bodies.</li> <li>• Commitment to creating a working environment where staff are valued and their well-being is promoted and improved.</li> </ul>

	<ul style="list-style-type: none"> <li>• Commitment to developing self and others by systematically reviewing performance and promoting individual/team and organisational development.</li> <li>• Experience of inequalities and the diversity of health and healthcare with evidence of a track record in interpreting and responding to policy initiatives; with an understanding of, and interest in, health policies and the ability to identify and understand the needs of local communities.</li> </ul>
<b>SKILLS, COMPETENCY AND DISPOSITION</b>	
<b>Essential:</b>	<ul style="list-style-type: none"> <li>• Strong persuasive, influencing and interpersonal skills and ability to put across complex issues to both clinical and non-clinical colleagues across all staffing grades.</li> <li>• Ability to operate at Board level and externally e.g. Scottish Government Health directorate to provide clear advice in respect of Acute Service issues.</li> <li>• Well developed political awareness in influencing, negotiating and conflict resolution skills.</li> <li>• Personable and professional approach to all staff levels.</li> <li>• Comfortable communicating on complex subjects and ideas to diverse professional and public audiences including corporate management level and to engage their enthusiasm and commitment to key service agendas.</li> <li>• Can evidence ability to develop a culture that encourages initiative, individual and team responsibility and open communication.</li> <li>• Able to make sense of conflicting priorities and reach effective and speedy solutions whilst acting upon and assimilating a high throughput of information requests on a daily basis.</li> <li>• The intellectual capacity to interpret and shape complex issues and awareness of current issues.</li> <li>• Ability to demonstrate success in change management in a way that has successfully improved services to more creative, modern and collaborative ways of working.</li> <li>• Excellent presentation skills and the ability to present well-reasoned and structured argument orally and in writing.</li> <li>• Proficiency in the use of ICT applications to support efficient work activity, including the analysis, interpretation and presentation of complex data</li> <li>• Strong decision making skills with the ability to make decisions and recommendations based on the analysis of options.</li> <li>• Capacity to work under pressure to meet deadlines and organisational priorities.</li> <li>• Experience of operating and communicating in an exposed environment i.e. in a high profile position that commands high levels of public interest and media attention; with strong interpersonal and listening skills.</li> <li>• Able to demonstrate the ability and resilience to operate effectively in a challenging environment.</li> <li>• Thoughtful, calm and constructive under pressure.</li> </ul>
<b>Desirable:</b>	<ul style="list-style-type: none"> <li>• Good understanding of the future of relevant areas of Scottish policy agenda in Health and Social care.</li> <li>• Knowledge/Awareness of the Adult Health and Social Care integration agenda in Scotland.</li> </ul>

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|--|---|
|  | <ul style="list-style-type: none"><li>• Peer recognition through membership on professional board/regional or national groups</li><li>• Programme and Project Management experience delivering complex and large capital projects in an NHS/Healthcare environment.</li></ul> |
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**Employment Package  
NHS Greater Glasgow and Clyde  
Chief Operating Officer – Acute Services**



The following section outlines the employment package applicable to NHS Greater Glasgow and Clyde

**NHS Greater Glasgow and Clyde Executive & Senior Manager Terms and Conditions**

This is a full time appointment. A package commensurate with the responsibilities of the post and the level of seniority of the successful candidate will be available to the appointed candidate.

Confirmation of appointment will be subject to satisfactory completion of Pre-Employment Checks including; Satisfactory References, Occupational Health Check, Evidence of Professional Qualifications, Eligibility to legally work in the UK and a Disclosure Scotland Criminal Record Check/Protection of Vulnerable Groups (PVG) Scheme Record Membership check.

**1. General**

The terms and conditions for this post are set by direction of Scottish Ministers under the arrangements in place for Executive and Senior Managers Pay within NHS Scotland.

**2. Salary**

The grade and salary range for this post is Executive and Senior Managers Pay Level H: £120,469 - £162,445 per annum. Placing on the range will be determined by a range of factors, taking into account current salary.

The starting salary will be part of the formal offer of employment.

Progression through the pay range is on the basis of an annual assessment of performance in a year beginning 1st April and ending 31st March. A pay uplift determined by performance rating is applied in line with national circulars.

**3. Hours of Duty**

The set hours of work are 37.5 hours per week; however, the number and pattern of hours will reflect the demands of the post. There is no contractual right to additional pay or time off in lieu for additional hours. This will not affect individual rights under the Working Time Directive.

**4. Tenure**

This is a full time permanent position.

## **5. Pension Arrangements**

New entrants to NHS Greater Glasgow and Clyde who are aged sixteen but under seventy five will be enrolled automatically into membership of the NHS Pension Scheme.

Our pension scheme is provided by Scottish Public Pensions Agency. This scheme is a qualifying pension scheme, which means it meets or exceeds the government's new standards. All benefits including life insurance and family benefits are explained on the SPPA website <http://www.sppa.gov.uk/>. Once a year, (following 2 years qualifying service) a statement is available online (<http://www.sppa.gov.uk/>) showing how much service has built up in your pension.

You can increase the amount you put in if you want by buying additional pension. For full details please see the Factsheet "Additional Pension" available on the SPPA website <http://www.sppa.gov.uk/> The amount contributed by the government in the form of tax relief would also increase.

Superannuation benefits accrued in the NHS Scheme elsewhere in the UK can be transferred to the Scottish scheme by arrangement with the Scottish Public Pensions Agency. The transferability of other public sector pension schemes entitlements may be possible and may be explored on appointment.

## **6. Motor Vehicle Provision**

Where there is a job requirement, a vehicle may be offered. The arrangements will be determined by the Remuneration Sub-Committee in accordance with the leased car provisions for staff on Executive Managers' pay arrangements.

## **7. Location**

For employment purposes, your initial base is likely to be Board Headquarters, JB Russell House, Gartnavel Royal Hospital, 1055 Great Western Road, Glasgow G12 0XH or a location within NHS Greater Glasgow and Clyde.

The post will inevitably require you to travel regularly throughout the Board's area and within Scotland. Less frequently you will require travelling further outwith Scotland. Home to work expenses will be met by the post holder but all other travel expenses incurred as a result of your employment will be reimbursed by the Board.

## **8. Removal Expenses**

Reasonable removal expenses in line with the Board's policy will be payable, should the Board require you to move home. This will be discussed with you, as part of an offer of employment.

## **9. Annual Leave**

The annual leave entitlement is 27 days rising to 29 days after 5 years' service and 33 days after 10 years' service. Public Holidays (8 days) are allocated in addition for all Board employees.

## **10. Performance Appraisal and Personal Development**

The annual performance cycle is from 1st April to 31st March.

Performance is assessed against a performance plan, which contains individual service objectives relating to the Board's corporate objectives and individual behavioural objectives based on the NHS Scotland Leadership Competency Framework. The performance plan is agreed with the Chief Executive.

Performance against the plan is assessed by the Chief Executive (s) and performance is rated on a five point rating scale:-

1. Unacceptable – misses most targets
2. Incomplete – misses most targets without counterbalancing over-achievements
3. Fully Acceptable – balances shortfalls with over-achievements
4. Superior – meets all targets and exceeds most
5. Outstanding – substantially exceeds all targets

## **11. Other Terms and Conditions of Service**

Terms and Conditions of Service which are not set down in the arrangements for Executive and Senior Managers Pay, are those contained within the Agenda for Change Terms and Conditions Handbook, and the Board's Human Resources Policies.

**NHS SCOTLAND**  
**LEADERSHIP CAPABILITY COMPETENCIES**



NHS Scotland has a 2020 Workforce Vision and Values. The vision makes a commitment to putting people at the centre of everything we do, and using our shared values to guide the work we do, the decisions we take and the way we treat each other. The values span: ***care and compassion; dignity and respect; openness, honesty and responsibility; and quality and teamwork.***

NHS Scotland values are at the foundation of our senior appointments Value Based Recruitment process. The following outlines the NHS Scotland Leadership Capability Competencies aligned to NHS Scotland values and will be used to evaluate candidates at each stage of the selection process for this post.

 <p style="text-align: center;"><b>VISION</b></p>	<p>Successful leadership starts with a clear vision. It focuses our attention so we can prioritise what matters most, enabling us to solve current problems, set goals and implement plans that take our organisation forwards into the future.</p> <p>The leadership elements relating to the vision quality are:</p> <ul style="list-style-type: none"> <li>• Seeing how best to make a difference</li> <li>• Communication and promoting the ownership of the vision</li> <li>• Promoting a public service ethos</li> <li>• Thinking and Planning strategically</li> </ul>
 <p style="text-align: center;"><b>EMPOWERING</b></p>	<p>Empowering means enabling others to develop and use their leadership potential. Empowerment involves action. Those in leadership positions can play a large part in creating the culture within which empowerment can flourish. To empower people, you need to recognise that they can be leaders regardless of their position or role within the organisation.</p> <p>The leadership elements relating to the empowering quality are:-</p> <ul style="list-style-type: none"> <li>• Enabling leadership at all levels</li> <li>• Driving a knowledge sharing culture</li> <li>• Promoting professional autonomy</li> <li>• Involving people in development and Improvement</li> </ul>



### **SELF-LEADERSHIP**

Self-Leadership means recognising, exercising and improving your own leadership. Self-Leadership is about you, and your qualities – and your willingness to examine and change these.

The leadership qualities relating to self-leadership are:

- Demonstrating and adapting leadership
- Improving own leadership
- Enabling intelligent risk-taking
- Demonstrating and promoting resilience
- Challenging discrimination and inequality



### **COLLABORATING AND INFLUENCING**

Collaborating and influencing means leading together for better outcomes. The world we work in is complex, requiring input from numerous individuals. Working together effectively is what collaborating and influencing is all about.

Effective collaboration requires the ability to influence others to see things differently or open up to alternative courses of action.

The leadership elements relating to the collaborating and influencing quality are:

- Leading partnership working
- Influencing People
- Understanding and valuing the perspectives of others



### **MOTIVATING AND INSPIRING**

What is motivating and inspiring about? Inspiring individuals set the standard by appreciating others, investing in colleagues and focussing on quality. By doing so, they motivate and inspire others to develop their own positive leadership style.

The leadership elements relating to the motivating and inspiring quality are:

- Inspiring people by personal example
- Recognising and valuing the contribution of others
- Driving the creation of a learning and performance culture



## **CREATIVITY AND INNOVATION**

Creativity is about opening up the mind to new possibilities, while innovation is finding new ways to improve the current ways of working. Creative people are prepared to take risks that move their work or organisation forward – they like to solve problems and have an open mindset.

The leadership elements relating to creativity and innovation are:-

- Seeing opportunities to do things differently
- Promoting and supporting creativity and innovation
- Leading and managing change

Thank you again for your interest in the Chief Operating Officer – Acute Services, NHS Greater Glasgow and Clyde role. We wish you the best of luck with your application.

## NHS SCOTLAND VALUES



Our values are:

- Care and Compassion
- Dignity and respect
- Openness, honesty and responsibility
- Quality and teamwork

Embedding these values in everything we do will help to make our vision a reality. In practice, we need to:

- Demonstrate our values in the way we work and treat each other.
- Use our values to guide the decisions we take
- Identify and deal with behaviours that don't live up to our expectations.
- Be responsible for the way we work and not just the work we do.