



**Golden Jubilee
Foundation**

Patients at the heart of progress

Chief Executive

Candidate Role Profile
and Application Pack



Golden Jubilee
National Hospital



Golden Jubilee
Research Institute



Golden Jubilee
Innovation Centre



Golden Jubilee
Conference Hotel

Welcome from the Chair



Susan Douglas-Scott



Hello and thank you for your interest in our Chief Executive post. Here at the Golden Jubilee Foundation, we pride ourselves as an organisation that is at the forefront of innovation and at the same time delivering truly person centred care services for the people who use our services.

The Golden Jubilee Foundation is proud to employ approximately 1800 staff. We recognise that people who work in our teams are central to ensuring that we deliver the highest quality of safe, effective, person centred care. This can only be achieved when our staff feel valued and are fully engaged with the organisation and our senior leadership is critical to delivering this.

As you are reading our candidate information then I trust that you can demonstrate that you have reached a level within your career where you can deliver compassionate values based leadership, technical expertise and the ability to deliver improvement across large organisations. Importantly, I expect our Chief Executive to role model our organisational values, which are:



Valuing dignity and respect

A can do attitude

Leading commitment to quality

Understanding our responsibilities

Effectively working together

This role requires a dynamic individual who embraces change and is willing to take the Golden Jubilee Foundation to the next level. If that person is you I would be delighted to hear from you.

About us

The Golden Jubilee Foundation is unique within NHSScotland. A National institution, independently run by its own NHS Board, the Golden Jubilee Foundation is helping to re-define the concept of the public hospital, with a vision of “Leading Quality, Research and Innovation” for NHSScotland.

Set in a modern, purpose built environment the facility combines a top quality hospital with hotel, and conference facilities and centre’s for research, clinical skills and innovation. This integrated approach, with a focus on continuous learning and strong links to academia and industry, creates a crucible for innovation and a vibrant network for the spread of learning and best practice.

The Foundation is the family of facilities which includes the Golden Jubilee National Hospital, Conference Hotel, Research Institute and Innovation Centre.

Our patient-led approach to healthcare encourages an ethos that is open, questioning and participative; everyone is encouraged to speak out and be actively involved in the quest for continuous improvement and innovation.

Further Information can be viewed at the links below:



nhsgoldenjubilee.co.uk



goldenjubileehotel.com



goldenjubileefoundation.org/research-institute



goldenjubileefoundation.org/innovation-centre

Where are we based



We are based on the banks of the River Clyde adjacent to the Erskine Bridge, in close proximity to Glasgow International Airport and within 30 minutes of the centre of Glasgow by road and rail links. A direct overnight sleeper rail service to Euston, London is available at the local station 5 minutes from the hospital. It is effectively situated west of Glasgow City and is minutes away from the countryside of the West of Scotland and Loch Lomond.

Glasgow and the immediate surroundings have a population of around 580,000. It's officially the world's friendliest city, you know you'll be guaranteed a warm welcome in Glasgow, and there is so much to explore and enjoy in this beautiful, vibrant city. No matter when you visit, you'll find world-class visitor attractions, diverse neighbourhood's, stunning architecture, an ever-evolving food and drink scene and legendary nightlife. The city also has a year-round calendar bursting at the seams with amazing events and festivals and 2018 is set to be bigger and busier than ever!

In 2018 there's a full programme of events planned throughout the year to mark the 150th anniversary of pioneering architect Charles Rennie Mackintosh. The city has a summer jam-packed with culture and music festivals including the Merchant City Festival, West End Festival and Trnsmt, and as a great sporting city, it's fitting that this year Glasgow will host the inaugural European Championships. The New York Times has named Glasgow as one of the top 52 places in the world to visit.

For further information please visit VisitScotland.com which contains more information about Glasgow and the rest of Scotland.



Scotland's National Tourism Organisation

Vision

The Golden Jubilee National Hospital's vision is to be a world leader in quality, research and innovation for healthcare. We have a strong track record in the delivery of safe, effective and person-centred health care and work in partnership with all NHS Boards to provide essential services to patients.

- Home to regional and national heart and lung services, we are the only site in Scotland to undertake heart transplantation;
- Our interventional cardiology service has been recognised as the largest Coronary Intervention service in the UK;
- The largest single-site elective Orthopaedic Centre in Scotland, we perform over 25% of all Scottish hip and knee replacements; and
- Following the most recent expansion in Ophthalmology, we will perform over 20% of all cataracts in Scotland.

Strategic Direction

- We will improve outcomes for people using our services by further developing world class innovative models of care.
- We will deliver the new elective centres at the Golden Jubilee Foundation and ensure the Golden Jubilee Model is rolled out in other centres across Scotland.
- We will deliver world class research that will improve outcomes of care and introduce new methods of healthcare and treatment.
- We will improve the health and wellbeing of our staff and people using our services and reduce health inequalities.



Role of the Health Board

The NHS Golden Jubilee Foundation (GJF) is a national resource for NHSScotland made up of four distinct parts:

1. Golden Jubilee National Hospital

Based in Clydebank, near Glasgow, the GJF is Scotland's flagship hospital specialising in heart, lung, orthopaedic and ophthalmic services. The hospital also carries out a number of emergency procedures in Cardiothoracic, interventional, diagnostics, cardiology and a range of elective surgical specialties to help reduce patient waiting times across the country.

The Golden Jubilee National Hospital manages regional and national heart and lung services such as:

- all heart and lung surgery for the West of Scotland, including all bypasses, thoracic surgery, heart valve surgery and other complex procedures;
- Interventional cardiology services, including emergency PCI, angioplasty, angiography, TAVI, electrophysiology and complex pacemakers;
- the Scottish National Advanced Heart Failure Service, including the heart transplant unit;
- the Scottish Pulmonary Vascular Unit; and
- Scottish Adult Congenital Cardiac Service.

The hospital is also one of only two specialist centres in the West of Scotland that provides the Optimal Reperfusion service. This service means that patients, whose heart attack is due to a blocked artery, will be transferred directly to a specialist centre leading to significantly improved outcomes.

The Golden Jubilee is also the flagship hospital for reducing waiting times in key elective specialties.

The largest elective orthopaedic centre in Europe carries out 25% of all Scottish hip and knee replacements and revisions. Our Orthopaedic team pioneered the Caledonian enhanced recovery programme, leading its roll out on a Once for Scotland basis. Our new Motion Analysis Laboratory is the next step in taking orthopaedic research from bench to bedside for patients across Scotland.

The Ophthalmology Unit has continued to expand to meet demand of NHSScotland is now one of the largest in Scotland. Due to changes in practice, the unit has increased the number of cataract procedures by 700% since 2012, from 951 to 7,600 per year. From 2018 will carry out at least 20% of all cataract operations performed by the NHS in Scotland. Following the announcement by Scottish government for further expansion plans, extensive planning is underway for a significant capital build of circa £70m over the next few years.

Summary of services:

Clinical Services

Cardiac Surgery
Thoracic Surgery
Advanced Heart Failure
Heart Transplantation
Congenital Cardiac
Pulmonary Vascular
Diagnostic Cardiology
Interventional Cardiology
Orthopaedic Surgery
General Surgery
Endoscopy
Ophthalmology
Plastic Surgery

Diagnostic Imaging Services

Interventional Imaging and Research
Magnetic Resonance Imaging (MRI)
Computer Tomography (CT) scanning
General X-ray Department
Bone Densitometry
Barium exams
Ultrasound

Clinical Support Services

Sterile Processing Unit
Laboratory
Physiotherapy
Cardiac Physiology
Occupational Therapy
Health and Safety Unit
Pharmacy Department

2. Golden Jubilee Conference Hotel

The multi award-winning Conference Hotel is a four-star facility that is managed and run by the Board and is part of the Golden Jubilee Foundation campus.

The Hotel is recognised as the national NHS and public sector conference venue and is the only venue in Scotland to be accredited as a 'Venue of Excellence'. It combines the standards of a four-star hotel with the facilities and first class service required for successful conferences, training and meetings. The Conference Hotel has 168 bedrooms and 15 meeting spaces including a 174 seat auditorium and the Central Plaza, a versatile meeting, mingling and exhibition area.

The unique status of the centre not only allows them to offer preferential rates for NHS and public sector colleagues booking conferences or events, but also to cater for commercial business and keep at the heart of the local community by continuing to provide a facility for family celebrations and local events.

It supports the hospital by using its accommodation to assist with access for patients and their relatives from all over Scotland before and after admission. This includes: 8,500+ patient nights; 3,000+ patient related nights (additional nights paid for by the patient or their relatives); transplant family rooms; and sleep rooms for essential clinicians and healthcare workers.

Recent accolades include:

- AA Four Star commendation
- Visit Scotland Four Star
- Venue Verdict Gold Standard 2014, 2015, 2016
- Conference Hotel of the Year 2018 Scottish Hotel Awards
- Healthcare Compliant Venue accredited 2017
- UK Business Hotel of the Year 2018, (Small Business Awards)
- Work Life Balance Organisation of the Year (Scottish Diversity Awards)
- Success through Sustainability Award, WDC Working4Business Awards 2017
- Events Hotel of the Year 2017, regional, Scottish Hotel Awards
- Conference Hotel UK 2016, Small Business Awards
- Conference Centre of Excellence accredited 2008, now known as 'Venues of Excellence'
- Member of IACC, International Association of Conference Centres, accredited 2014
- Green Tourism Gold Award, Green Tourism Business Scheme 2014, 2015, 2016, 2017



3. Golden Jubilee Research Institute

The GJRI is NHSScotland's newest clinical skills and research centre and has a current portfolio of 110 research projects, it comprises two distinct centres described below.

The Clinical Skills Centre

Specifically designed to address all your clinical and surgical training requirements, the Clinical Skills Centre includes facilities not readily available in other hospital environments, such as:

- a patient simulator;
- live audio visual links to cardiac cath labs, theatre and imaging suites; and
- an area designed for surgical skills training.

The Clinical Research Facility

Purpose-built to provide researchers with all the space, equipment and resources necessary to conduct high quality research in an environment designed to respect the patient's safety, wellbeing and privacy, our Clinical Research Facility offers:

- a dedicated patient waiting area;
- a research support office used by research project auditors/ monitors;
- four fully equipped outpatient consulting rooms that can be organised to suit individual project requirements;
- secure storage room for project files and project-specific consumables;
- sample preparation room; and
- a new state of the art Motion Analysis Lab.

How we help NHSScotland

We deliver leading edge research ensuring it is taken from 'bench to bedside' to the benefit of the patients.

We currently host research projects relating to our clinical specialties, including interventional cardiology, electrophysiology, pulmonary vascular disease, advanced heart failure, orthopaedics and anaesthetics.

Core research funding is allocated from the Chief Scientist Office in Scotland, reflecting research activity done in collaboration with the academic research sector.

We also support an increasing number of clinical trials enabling patients to access state of the art drugs and devices. The portfolio currently stands at 110 projects and ranges from drug and device trials to studies examining different treatment options and projects that use tissue and/or data. All projects are peer reviewed and have NHS Research Ethics Committee approval. Income is generated from commercial studies, and the Chief Scientist Office provides core research funding based on the growing grant funded research portfolio.

We are part of the team of scientists, cardiologists and heart surgeons participating in a £3.9m study into how to prevent the failure of heart bypass grafts.

We carried out a delayed stenting trial with the University of Glasgow which suggested that waiting for a period of time before putting in a stent may improve clinical outcomes for patients experiencing a STEMI heart attack.

We are part of the UK's first gene therapy trial for heart failure patients. The study will assess whether cardiac gene therapy to increase a protein called SERCA2a – which is involved in calcium signalling in heart cells – is safe and can improve both quality and length of life for patients.

We have played a major role in the 'PRAMI trial' over the past five years. Two of our leading cardiologists made significant contributions to this groundbreaking research study, which found evidence to suggest that preventative angioplasty following a heart attack has the potential to save the lives of thousands of patients every year.

We began our participation in the UK's first gene therapy trial for advanced heart failure in 2012. As one of only two UK centres to be running the CUPID 2 trial, we aim to help establish the effectiveness of the MYDICAR treatment, a genetically targeted enzyme replacement therapy. In an earlier phase of the trial, evidence was found that MYDICAR has the potential to dramatically reduce frequency of death, hospitalisations, transplants, the need for a mechanical heart and worsening condition in end stage heart failure patients.

We published our research into Computer Assisted Hip Arthroplasty, which revealed that this technique could increase accuracy of the surgery by over 20 per cent. A cross section of 229 post-operative x-rays of patients from across Scotland between 2008 and 2012 shows that computer assisted navigation could improve the accuracy of Total Hip Arthroplasty from 70 per cent to over 90 per cent. As this is not standard practice in the UK, further research is necessary to determine the long term advantages of this approach to patients.

4. Golden Jubilee Innovation Centre

The Golden Jubilee Innovation Centre is our focal point for driving forward innovations. Both, a physical space and a source of passion and energy, the Golden Jubilee Innovation Centre ensures we continue to meet expectations and provide quality care for patients across Scotland.

The Golden Jubilee has a track record for getting things done. This success can be attributed to a committed and entrepreneurial staff working alongside an accessible and imaginative management team, where aspirational thinking is encouraged. This 'can do' attitude enables Golden Jubilee to be a catalyst for change and innovation.

What is NHSScotland and what does it do?

NHSScotland currently employs approximately 160,000 staff who work across 14 regional NHS Boards, seven Special NHS Boards and one public health body.

Each NHS Board is accountable to Scottish Ministers, supported by the Scottish Government Health and Social Care Directorates. Paul Gray is Director-General Health and Social Care and Chief Executive of NHSScotland.

Regional NHS Boards are responsible for the protection and the improvement of their population's health and for the delivery of frontline healthcare services. Special NHS Boards support the regional NHS Boards by providing a range of important specialist and national services.

All NHS Boards work together for the benefit of the people of Scotland. They also work closely with partners in other parts of the public sector to fulfil the Scottish Government's Purpose and National Outcomes.

Quality Healthcare

The Healthcare Quality Strategy for Scotland was launched by the Cabinet Secretary for Health, Wellbeing and Cities Strategy in May 2010. This provides the basis for the people who deliver healthcare services in Scotland to work with partners and the public towards our three Quality Ambitions and shared vision of world-leading safe, effective and person-centred healthcare. This vision and the focus on quality healthcare is the context for all strategic and operational decision-making across NHSScotland.

2020 Vision for NHSScotland

Since the launch of the Quality Strategy, the Scottish Government announced its ambitious plan for integrated health and social care and set out the 2020 Vision and Strategic Narrative for achieving sustainable quality in the delivery of health and social care across Scotland.

The 2020 Vision and the Strategic Narrative describe the challenges for health and social care for the future and provides a commonly agreed narrative about the direction we are working towards. The Quality Strategy provides the approach and the required actions to improve both quality and efficiency in order to achieve financial sustainability.

Everyone involved in the delivery of healthcare in Scotland is now asked to play their part in turning the vision into a reality.

Performance Management in NHSScotland

Each year, the Scottish Government sets performance targets for NHS Boards to ensure that the resources made available to them are directed to priority areas for improvement and are consistent with the Scottish Government's Purpose and National Outcomes.

These targets are focused on Health Improvement, Efficiency, Access and Treatment, and are known collectively as HEAT targets.

Working in Partnership with Local Authorities and the Third Sector

NHSScotland is committed to working closely with partners in local authorities and the third sector. This is crucial to achieving our ambitions for a healthier Scotland and to meeting the challenges of the years ahead.

The Quality Strategy provides a basis for NHSScotland to work with partners, through Community Planning Partnerships, to secure progress towards our three Quality Ambitions, and the outcomes agreed locally and nationally through the Single Outcome Agreements and the National Performance Framework.

History of NHSScotland

There is not a single person in Scotland today who has not come into contact with our NHSScotland.

The National Health Service (Scotland) Act 1947 came into effect on 5 July 1948 and created the National Health Service in Scotland. Many sections of the Act were repealed by the National Health Service (Scotland) Act 1972 and the remaining provisions were repealed by the National Health Service (Scotland) Act 1978:

legislation.gov.uk/ukpga/1972/58/schedule/7/enacted

legislation.gov.uk/ukpga/1978/29/contents

The achievements of the NHS in Scotland are best brought to life by the stories of the people whose lives it has touched. If you visit the Our NHSScotland website at ournhsscotland.com you can learn about the stories of 65 people whose lives have been transformed by NHSScotland. You'll also discover how the NHS came into being in Scotland – a story that isn't widely known.

The Opportunity

The Golden Jubilee Foundation is committed to high performance and needs a Chief Executive who has vision and who role models our values. We need a Chief Executive who is effective through collective, collegiate working and decision making, and who empowers accountable leaders and staff throughout the organisation to deliver safe effective person centred care and services for our patients and customers. To be successful in the role you will have to demonstrate in depth the following leadership competencies:

- Collaborating and Influencing
- Vision
- Self Leadership
- Motivating and Inspiring
- Empowering
- Creativity and Innovation



Values Based Recruitment

The NHSScotland Everyone Matters: 2020 Workforce Vision outlines our commitment to putting people at the centre of everything we do and to working to a common set of values to guide the work we do, the decisions we take and the way we treat each other. The values at the core of Scotland's Health Service are: care and compassion; dignity and respect; openness, honesty and responsibility; and quality and teamwork.

From 1 June 2018 all Chief Executive and Executive team posts will be filled using the new NHSScotland Executive Team appointment process.

This process incorporates the following:

Insight Driven Behavioural Assessment

Invitations will be emailed to candidates and the assessment requires to be completed online.

Executive Team Fit and Stakeholder Exercise

Each candidate's fit with the existing Executive team and Board is assessed to give an initial insight into their leadership and managerial competencies and skills. Further detail will be shared with candidates if they are shortlisted.

Role Play Exercise

This exercise will take place on the day prior to the candidate's interview. It has been designed to assess their values under pressure. In particular, how they work as part of a team, their respect for other team member's roles and responsibilities, strong leadership and their views of those that they engage with. It will be scored against all of the NHSScotland values, which have been aligned with the core competencies.

Presentation

Candidates will be asked to present on a role-specific subject to explore current issues of importance to the Board and/or NHSScotland. This element assesses the candidate's degree of preparation and their vision, communication skills, creativity and innovation and values.

Values Based Competency Interview

The final part of the assessment process is a Values Based Competency Interview. This approach to interviewing looks at the interviewee as a "whole person" and maximises opportunities for discovering both their strengths and areas for future development.

Further details on each stage of the process will be shared with shortlisted candidates.

Expressions of interest or requests for further information should be directed to our retained advisors, Livingston James, in the first instance. All third party introductions will be forwarded to Livingston James.



Livingston James

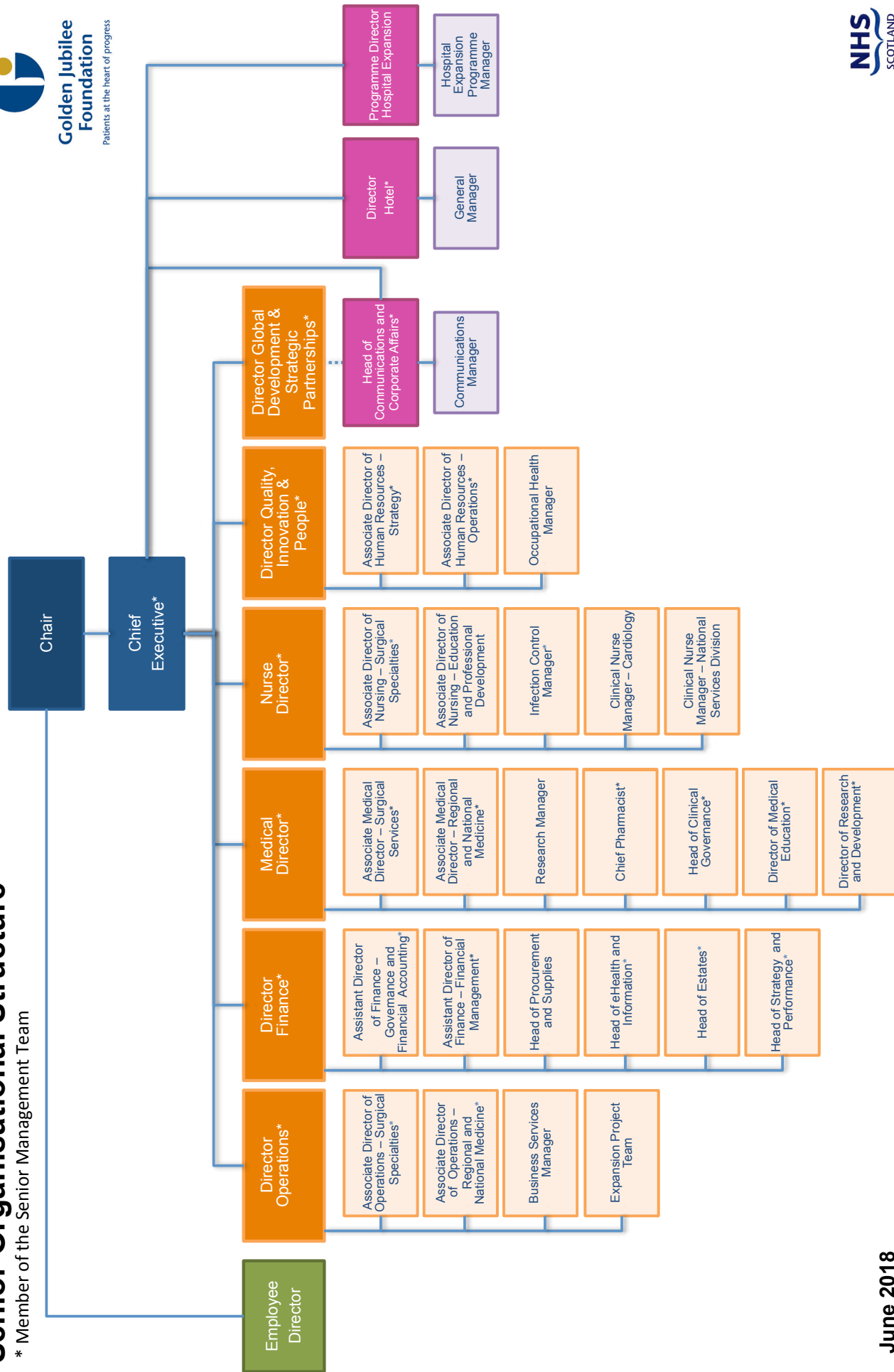
- Douglas Adam, 0141 375 7333, douglasadam@livingstonjames.com

Further information and a full job description can be found at:
www.ljg-jobs.com/golden-jubilee-foundation/

The closing date for applications is **Tuesday 21 August 2018**.

Senior Organisational Structure

* Member of the Senior Management Team



June 2018

General Information

Salary

Executive Level Grade F which is £87,840 to £119,718 per annum. Entry point on the salary scale will take account of previous experience. Your salary will be paid into your bank account on the last Thursday of each month. Performance management arrangements and pay progression will be subject to Direction by the Scottish Ministers as set out in NHS HDL (2007) 15 and guidance from the Scottish Government Health Directorates.

Hours of Work

The post is full-time. For pay purposes, the working week will be deemed to be 37.5 hours. You will be expected to work the hours required to do the job including evening and weekend work.

Annual Leave

Annual leave entitlement including Public Holidays on appointment will be 35 days; upon completion of five years NHS Service 37 days; and after 10 years NHS Service 41 days. The leave year is from 1 April to 31 March.

Leased Car

There is provision for a leased car.

Pension

Employees are automatically opted into the NHS (Scotland) Superannuation Scheme. Contributions are between 12.3% and 13.3% dependent on salary.

Relocation

Relocation expenses may be payable to the successful candidate in accordance with the Board's Policy. This is available on request from the Human Resources Department. Candidates who require to relocate to take up post should discuss this with the interview panel.

All of our Publications are available in different languages, larger print, Braille (English only), audio tape or another format of your choice.

كافة منشوراتنا متوفرة بلغات مختلفة؛ بطبعة كبيرة أو بلغة البريل (الإنجليزية فقط) أو مسجلة على شريط أو متوفرة بصيغة أخرى حسب إختيارك.

আমাদের যাবতীয় প্রকাশনা বিভিন্ন ভাষায়, বড় হরফে, ব্রেইল (শুধু ইংরেজীতে), কানে শোনার টেপে অথবা আপনার পছন্দের ফরম্যাটে পাওয়া যায়।

हमारे सभी प्रकाशन विभिन्न भाषाओं, बड़े अक्षरों, ब्रेल (केवल अंग्रेजी), ऑडियो टेप अथवा आपकी पसंद के किसी अन्य रूप में उपलब्ध हैं।

Visi mūsų leidiniai yra prieinami įvairiomis kalbomis, taip pat stambiu šriftu arba Breilio šriftu (angliška versija), garso įrašo pavidalu arba kitu jūsų pageidaujamo formatu.

Toutes nos publications sont disponibles en différentes langues, en gros caractères, en Braille (anglais seulement), sur cassette audio ou tout autre format de votre choix.

Wszystkie nasze publikacje są dostępne w różnych językach, w większym druku, w Braille'u (tylko teksty angielskie), na taśmie magnetofonowej lub w innym wybranym formacie.

Все наши издания доступны на других языках, крупным шрифтом, шрифтом Брайля (только на английском языке), в виде аудиокассет или в любом другом формате по вашему выбору.

Tha na foillseachaidhean againn air fad rim faotainn ann an diofar chàinain, ann an clò nas motha, ann am Brèill (Beurla a-mhàin), teip èisteachd no ann an cruth eile a roghnaicheas tu fhèin.

我們所有的印刷品均有不同語言版本、大字體版本、盲文（僅有英文）、錄音帶版本或你想要的其他形式的版本，可供選擇。

ہمارے تمام کاغذات (اشارات) مختلف زبانوں، بڑی حروف، بریل (صرف انگلیش میں)، ٹیپ پر ریکارڈ شدہ یا آپ کی پسند کی کسی بھی صورت میں دستیاب ہیں۔

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