



Livingston James

Position Profile

The Golden Jubilee Foundation

Chief Executive



**Golden Jubilee
Foundation**

Patients at the heart of progress

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1. The Organisation

The Golden Jubilee Foundation (GJF) 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 centres 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.

Their 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.

The Golden Jubilee National Hospital’s vision is to be a world leader in quality, research and innovation for healthcare. They 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, they are the only site in Scotland to undertake heart transplantation;
- Their interventional cardiology service has been recognised as the largest Coronary Intervention service in the UK;
- The largest single-site elective Orthopaedic Centre in Scotland, they perform over 25% of all Scottish hip and knee replacements; and
- Following the most recent expansion in Ophthalmology, they will perform over 20% of all cataracts in Scotland.

Further information on the Golden Jubilee Foundation can be found in the Golden Jubilee Foundation Information Pack at www.ljg-jobs.com/golden-jubilee-foundation.

2. Background to the Current Opportunity

Due to the retirement of the current Chief Executive, The Golden Jubilee Foundation is committed to high performance and requires a new Chief Executive who has vision and who role models their values.

The GJF are looking for someone 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 their patients and customers.

- Continue to support all NHSS territorial Boards in the delivery of a significant range of elective services and treatment time guarantees
- Develop, deliver and enhance emergency and elective highly specialist Heart and Lung services and deliver them on a National and Regional basis
- Responsibility for clinical governance and standards of clinical care to ensure appropriate assurance and management processes are in place to fully comply with regulatory requirements
- Lead the organisations core values and behavioural expectations to secure a positive and engaged culture between the organisation, its patients, staff and external partners
- Drive and develop the Golden Jubilee Foundation's approach to quality and ensure continuous improvement of all services to provide the highest standards of care to actively support the delivery of the 2020 Vision for Health and Care in Scotland
- Develop and ensure robust governance of the new Health and Social Care Innovation Fund on behalf of NHSScotland
- Establish strategic partnerships, global development and international profile of the Golden Jubilee Foundation and NHSS
- Lead, seek and secure additional investment, business and donations from National and International sources for the ongoing development of NHSScotland innovation and development
- Continue the business expansion and deliver the Golden Jubilee Conference Hotel 2020 Strategy and support NHSS and the wider Public Sector in high quality training, skills and education events
- Maximise the potential of the Innovation Centre and the Golden Jubilee Research Institute to deliver a leading edge international portfolio, increased funding and to ensure a research & innovation active NHS workforce
- Responsibility as a Trustee of the Golden Jubilee Foundation Charity
- Responsibility as an Elected Board Director of Scottish Health Innovation Limited, the Board is currently a shareholder of Scottish Health Innovation Limited

Dimensions

The NHSS Golden Jubilee Foundation is a national resource for NHSScotland made up of four interconnected dimensions - the Golden Jubilee National Hospital, the Golden Jubilee Conference Hotel, the Golden Jubilee Research Institute and the Golden Jubilee Innovation Centre. The 2020 vision of the Board is to lead quality, research and innovation for NHSScotland.

- Annual income and expenditure is currently c£140m, this is planned to increase significantly in light of additional investment in the expansion of clinical services
- Endowments are currently in the region of £2m however this will increase significantly as the Board have been designated to receive and manage the new Innovation fund
- Capital assets are circa £135m
- Research income is circa £5m

The Golden Jubilee National Hospital serves the total Scottish population of c6m and is a national resource to provide a range of highly specialised National and Regional Services which include emergency Cardio-thoracic admissions, Thoracic Surgery, Interventional Cardiology, Heart Transplantation, Congenital Cardiac Unit, and

Pulmonary Vascular Centre. It also manages one of the UK's largest Orthopaedic Units and Cataract centres along with a range of other specialities to reduce elective patient waiting times across all of NHSS.

The hospital also has one of the largest Intensive Care Units with 45 beds in ICU, HDU, and CCU, a major Diagnostic and Interventional Imaging Centre with 4 MRI's, and a large Interventional & Diagnostic Cardiology Unit.

The post holder is responsible to develop and lead the management of the NHS Health and Social Care Innovation Fund and its allocation across NHSS. They are also responsible to seek and secure additional investment funds for NHSScotland.

As at March 2018, the Board employs c1800 staff.

Key Results Areas

As the Chief Executive, and Accountable Officer of the GJF Board, on behalf of NHSScotland, you will:

- Lead accountability for the corporate management of the GJF Board so that high level expertise and understanding of strategic and operational service issues are brought to the Board's attention
- Ensure that the high standards of corporate, clinical and staff governance commensurate with public accountability are delivered throughout the GJF Board
- Ensure the delivery of the 2020 Vision for Health and Social Care through engagement with all NHSS Boards to deliver a range of programmes and activities to support the needs of NHSScotland and to improve healthcare services. This will involve actively working with partners across NHSS, Local Authorities, Universities and other Public Sector Organisations to ensure delivery of Integration of health and social Care
- Lead the continuous development of an organisation which encourages and supports innovation, values based team working and creative partnerships on a national and international basis for the benefit of NHSScotland
- Lead and ensure implementation of NHSS Quality Strategy and Ambitions to deliver measurable improvements in the key indicators of healthcare quality
- Take a lead role in Regional and National planning to drive service developments, quality improvement and service delivery across NHSScotland
- In support of delivering the Health and Social Care Delivery Plan both a key Member of the National Boards' Collaboration and the West Region Delivery Board
- Be responsible for the leadership, development and delivery of a range of highly specialised National services on behalf of NHSScotland i.e. Heart Transplantation, Scottish Pulmonary Vascular Unit, and the Scottish Adult Congenital Cardiac Service
- Be responsible for the leadership, development and delivery of a range of highly specialist Regional services i.e. Thoracic surgery, Interventional Cardiology and Emergency Optimal Reperfusion for the West of Scotland
- Be responsible for the leadership, development and delivery of their Centres of Excellence - Orthopaedic Unit, Ophthalmology Unit and Interventional Radiology and Diagnostic Centre

- Be responsible for developing new regional and national services for the benefit of NHSScotland patients through influencing and setting Strategy through membership/chairmanship of a range of regional and national planning committees
- Lead and deliver the major Expansion Programme for the Foundation (c£70m) and key member of the National Expansion programme and of the National Access Collaborative. Responsible for the GJF Senior Responsible Officer, Programme Director and Project team and act as Chair of the Foundation Programme Board
- Ensure leadership, management and delivery of the National Health and Social Care Innovation fund on behalf of all NHSScotland Boards to seek and secure investment to develop original and pioneering treatments for Scotland's patients
- Source and create an Alumni (applying strict GDPR regulations) which will include Philanthropists, Investors and Enterprise companies to support Innovation in NHSS and create business partnerships and the opportunity for major donations
- Explore new opportunities with individuals and companies who have an affinity to NHSS and innovation and who have the capacity to contribute to investment and/or a fundraising campaign
- Ensure success in securing funds from a range of sources including charitable trusts and other statutory funds from the UK and worldwide
- Provide strong, effective and visible leadership for the operational management of all clinical and non-clinical patient, client and support services provided by the GJF ensuring that integrated, high quality, patient and client-focused services are provided and that planned changes to develop and/or improve services are effectively implemented
- Lead the development and agreement of the Operational Delivery Plan and 2020 Strategy for the Board within the time-scales required, and in line with national NHS priorities, planning guidance and available resources
- Continue to develop and implement the Golden Jubilee Quality Framework to deliver the highest level of robust quality and performance management arrangements across clinical and non-clinical services to ensure that realistic targets and objectives (including those required within national targets) are set for individual services, that progress against these is regularly and effectively monitored, and that corrective action is taken when necessary to achieve acceptable outcomes
- Ensure that services, systems and processes are of the highest quality and effectiveness from the perspectives of risk, patient/service-user focus and continuous improvement, and facilitate and support changes to improve service effectiveness and/or the quality of the patient/user experience
- Provide timely and accurate disclosure of information, including an escalation route for appropriate governance of issues
- Develop the GJF as an exemplary employer and establish highly effective recognition and partnership arrangements with trade unions and other staff organisations in the Board and around Scotland to ensure, through effective communication and consultation, that the interests of staff are understood and appropriately reflected in patient care and the management processes of the GJF Board

- Ensure robust and functional process of appraisal and revalidation of medical staff in accordance with GMC / NHS Legislation is in place. Continue to develop the education and training programmes for students and doctors, linking closely with Royal Colleges, Universities and NHS NES. Ensure that medical staff undertakes their duties in line with statutory and mandatory training requirements. Regularly review the organisation structure and recommend changes as required
- Negotiate and secure appropriate financial resources to be allocated for existing and future planned services, including the identification and agreement of efficiency savings and best value to ensure that services are developed and managed within the available budgetary framework
- Ensure strong visible leadership and effective communication with involvement of staff, the general public, partner organisations, national and local politicians, and the media to develop understanding and shared commitment to the aims of the Foundation
- Demonstrate an accessible, visible presence in the GJF's contribution to delivering the Health and Social Care priorities and improving the health of the population of Scotland
- Ensure the development of high quality effective Business Intelligence and eHealth strategies to support new innovations and evidence-based decision-making within the Foundation and with all NHS Boards and partners around Scotland
- As the appointed NHS Accountable Officer responsible for all funds entrusted to the National Health Board, ensure that the Board's resources are allocated and managed to achieve best value and optimum impact on the health of the population of Scotland, whilst meeting the governance requirements of public accountability
- Recruit, develop, and manage the highest quality of skilled staff to 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. Ensure continuous development and succession planning for the executive and senior team
- Lead the implementation of a Property and Asset Management Strategy which ensures that the maximum value is released from the physical resources of the Foundation, whilst ensuring optimum alignment with, and no prejudice to, the overall strategic aims of the GJF Board and NHSS
- Lead the Transformation business strategy of the Golden Jubilee Conference Hotel to ensure alignment and delivery of NHSScotland priorities and to deliver the Hotel 2020 Strategy in line with the Board 2020 Vision
- Lead the transformation of the Conference Hotel Health Club to a centre for Health and Wellbeing, a resource to support and improve staff and the community's health and wellbeing
- Develop the Golden Jubilee Research Institute to increase the number of high quality international research projects undertaken with associated increased funding. Develop and foster a research active workforce that delivers leading edge research ensuring it is taken from 'bench to bedside' for the benefit of patients. Continually enhance the clinical skills and training opportunities for the benefit of NHSS staff and patients

Assignment and Review of Work

The post holder has the highest level of autonomy within the Golden Jubilee Foundation and NHSScotland. They will work very closely and on a regular basis with Ministers and the most senior levels of personnel within Scottish Government.

The post holder will deliver all aspects of the role within Government policies and priorities for health, and the GJF Board's strategic and corporate framework to which the postholder contributes as Accountable Executive Officer.

The post holder will offer leadership for the interpretation and implementation of the central guidance, and ultimately the delivery of health services. Impact upon national waiting times, comes primarily from the post holder who is responsible for ensuring the provision of appropriate information, analysis and advice to the GJF Board and NHSS, and for executing its decisions.

Assessment of the performance of the GJF Board is by a range of measures within the NHSS Performance Management Framework. This includes The Board's Operational Delivery Plan which is the performance agreement between Boards and the Scottish Government Health and Social Care Directorate, the Quality Strategy, the Board's 2020 Strategy and the Financial Accounts.

The Chief Executive and GJF Board are held to account directly by the CEO of NHSS, the Cabinet Secretary for Health and Sport and through the Annual Review process.

Formal appraisal is undertaken on an annual cycle, but more frequent ongoing reviews of current developments and progress on major issues will be undertaken on an ongoing basis with the Chair of the GJF Board.

Communications and Working Relationships

Excluding the post holder's immediate Manager (the Board Chair) and his/her direct reports within the Golden Jubilee Foundation, the following are indicative key working relationships, with examples of the purposes of these contacts:

- With non-Executive Directors of the GJF Board – to ensure the provision of information and support to enable them to effectively fulfil their roles as non-Executives
- With the Cabinet Secretary for Health and Sport and their office on a frequent basis – to address and action urgent priorities and/or brief them personally on political or media-sensitive issues relating to the contribution of any part of the Golden Jubilee Foundation and in particular to achievement of waiting times or delivery of national specialist Heart and Lung services
- With the Chief Executive and other members of the Management Board of Scottish Government – to agree the performance objectives of the Board and to participate in the Annual Review process. To contribute, influence, lead and discuss national policy and decisions or difficult/controversial issues relating to national policy or issues of potentially high political or media interest. To respond to Parliamentary Questions and to give evidence to Parliamentary Committees as required

- With worldwide global investors to secure investment in the development of original and pioneering treatments for Scotland's patients, through the Health and Social Care Innovation Fund
- With a range of stakeholders including industry leaders and academics, and through chairing or membership of various Committees/Boards i.e. Innovation Partnership Board, SHIL, Innovation Assessment Committee
- With representatives of Local Government, economic development agencies, and private sector organisations – to develop opportunities for establishing appropriate new national or local services
- With MPs/MSPs/ Local Council, Health Council Chairs/Public Pressure Groups/Patient Representatives/etc – to impart information about/consult upon/seek support for/respond to questions or concerns about health issues within the remit of the Board
- With the media on a regular basis – to respond to questions about high profile issues or developments; to proactively involve the media to impart information to the community at large on the work of the Foundation and of the services delivered to all of Scotland
- With national and local representatives of Trade Unions and Professional Organisations – for communication and/or consultation on major issues affecting staff, and to develop and maintain effective partnership working and staff governance
- With representatives of Glasgow, Edinburgh, Strathclyde and West Scotland Universities, the Royal Colleges of Surgeons and Physicians and other academic bodies internationally – to develop academic links to support NHSS and the Board's aims as a centre of medical excellence and research
- With all other Chief Executives of NHSS Boards – to influence decisions, represent on national groups/committees, discuss issues of common interest and concern and ensure effective networking, understanding and utilisation of the Golden Jubilee Foundation
- As a full member of the West of Scotland Programme Board to work closely in collaboration to improve quality and value of services provided
- As a full member of the National Boards Programme Board to collaborate and share services for the benefit of NHSS
- With the Scottish Government – to advise on, influence and deliver plans to achieve most effect in reducing waiting times across the whole of Scotland

Challenging Aspects of the Role

- Delivering the significant clinical, research and innovation campus model to underpin the successful achievement of the NHSS 2020 Vision and that of the Foundation's 2020 Vision of Leading Quality, Research and Innovation
- Continuously providing the highest quality of services through innovation and the development of a values based workforce
- Leading a programme of global engagement to secure major investment commitments to the NHSS National Innovation Fund and raise the profile of NHSScotland internationally
- Continuing to develop and deliver high quality person centred services which make a significant impact on patient care and waiting times nationally
- Continuing to provide, develop and enhance a range of National and Regional services for the benefit of patients across NHSScotland

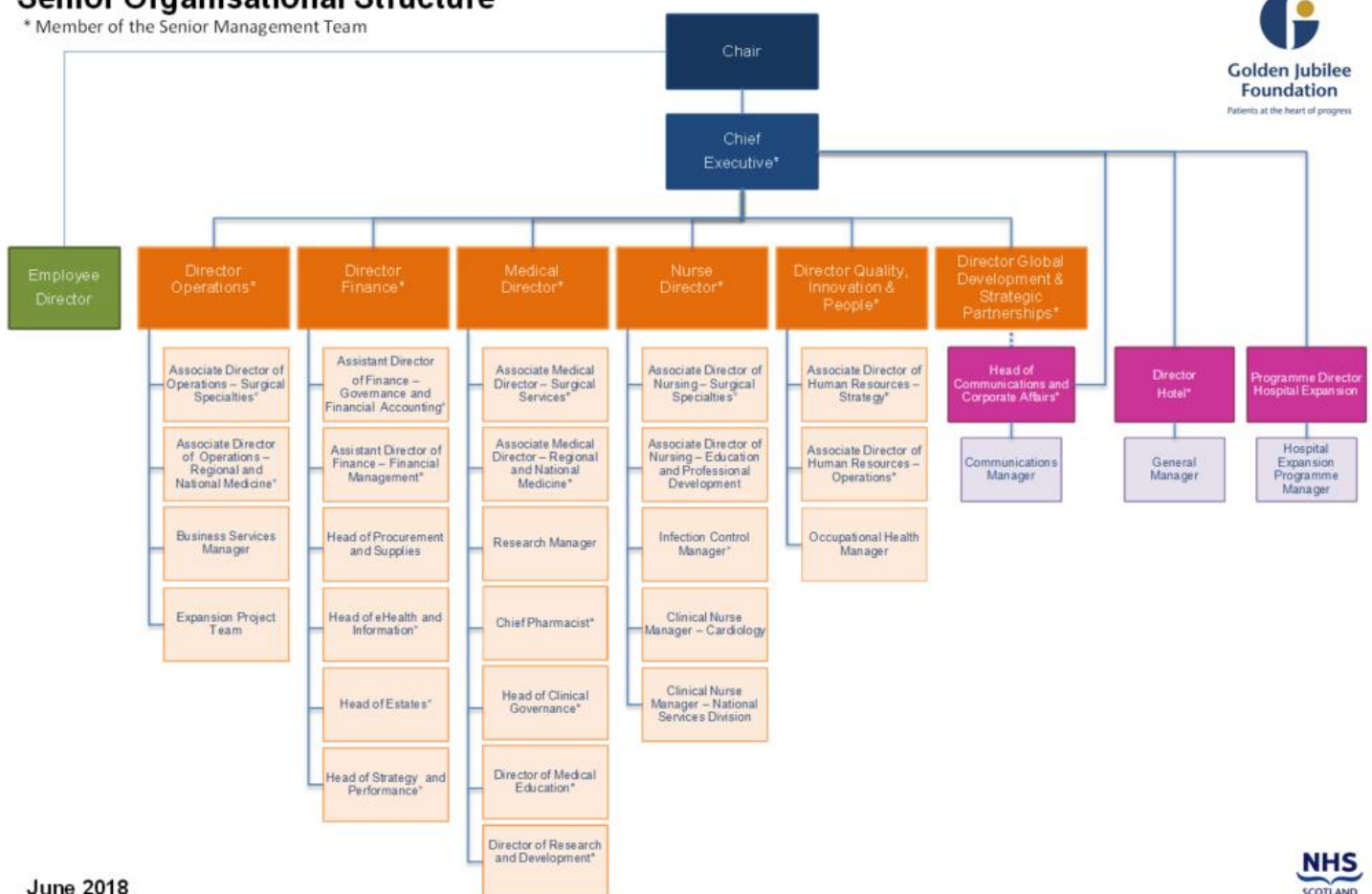
- Ensuring continued development and expansion of Research, Clinical Skills and the Hospitality aspects of the Foundation in order to support the delivery of NHSScotland priorities
- Developing and implementing NHSScotland's National Health and Social Care Innovation fund, secure significant investment and deliver benefits to patients and staff in respect of pioneering innovative approaches
- Developing and implementing a high performing Governance infrastructure to ensure effective scrutiny, transparency and accountability

The post holder holds additional positions on the following:

- Trustee of the Golden Jubilee Foundation Charity
- Board Director of Scottish Health Innovations Limited (SHIL)
- Innovation Assessment Committee on behalf of NHSScotland
- Member of the Innovation Partnership Board
- Member of the National HAI Policy Group
- Member of the National Leadership Group
- Member of the National Chief Executive Group
- Member of the National Boards Programme Board
- Member of the West of Scotland Programme Board

Senior Organisational Structure

* Member of the Senior Management Team



June 2018

4. Candidate Background

This post requires an individual with extensive NHS senior management experience with demonstrable success in senior executive leadership roles, including at Executive Board level.

The post holder must be able to demonstrate inspirational and innovative leadership and foster a culture of entrepreneurship, innovation and quality improvement.

The post holder must demonstrate the capacity to lead global engagement with leading investors, philanthropists and funders. They must have the demonstrable capacity to understand investors, motivational perspectives and to present the NHSS innovation opportunities in a manner which maximises investment potential to the NHSS National Innovation Fund.

The post requires high levels of interpersonal, strategic and technical skills, combined with a supportive and visible leadership style which demonstrates competencies in the critical leadership behaviours identified as crucial to achieving success within NHSScotland:

- Working in partnership
- Learning and development
- Caring for staff
- Improving performance through team-working
- Communicating effectively
- Improving quality
- Achieving innovative results

The post holder must have the stature to operate in a highly political and public profile. They must be highly capable of earning the confidence and respect of senior clinicians, academics, politicians and executives across Scotland and beyond to effectively contribute to both the national agenda and the global health community.

In addition to the above requirements, the following are required:

Degree level or equivalent and full relevant professional qualification or equivalent levels of professional and technical knowledge through extensive professional and managerial experience and development.

- Demonstrable success in senior executive leadership roles, including at Board level
- A proven capacity to engage and influence a range of stakeholders at a senior level, across the globe to provide investment into the Innovation Fund covering diverse fields and including healthcare, financial investment, and entrepreneurships
- Significant evidence based portfolio of successful leadership and delivery of quality improvement and innovative initiatives
- High levels of business acumen including track record in strategic planning
- Highly effective influencing, interpersonal and political skills
- Behaviours that embrace the GJF Board and NHSS values

- Drive, enthusiasm and confidence to deliver safe, effective and person-centred services leading on patient safety, quality improvement and innovation
 - Demonstrable success in managing significant change/development strategies
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5. Remuneration

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. 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. The working week is 37.5 hours although 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 increasing to 37 days, after 5 years' service and 41 days after 10 years' service.

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.

6. The Recruitment Process

The recruitment process is being handled by our retained advisors, Livingston James. Expressions of interest or requests for further information should be directed to Douglas Adam in the first instance. He can be reached on 0141 375 7333 or douglasadam@livingstonjames.com.

Recruitment timetable:

Closing Date for applications: Tuesday 21st August

Shortlist meeting with Golden Jubilee Foundation: 13th or 14th September

Final Panel Assessment: 26th and 27th September

First stage interviews will be held with Douglas and the process from there will follow the Values Based Recruitment model as detailed below.

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 from (insert date) and the assessment requires to be completed online by (insert date).

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.

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.
