# Chief Executive – NHSS Golden Jubilee Foundation

# (Legally known as- National Waiting Times Centre Health Board)

# Responsible for: The Golden Jubilee National Hospital,

# The Golden Jubilee Conference Hotel

# The Golden Jubilee Research Institute

# The Golden Jubilee Innovation Centre

(**Known collectively as** **-** The Golden Jubilee Foundation)

**Job Description**

1. **Title of Post** Chief Executive
2. **Reporting Relationships**
   1. Responsible to the NHSS Golden Jubilee Foundation National Board (GJF Board) Chair for the creation, implementation and delivery of the significant range of Board’s National, Regional and Local strategies and for the effective management of the Board’s clinical and non-clinical services to benefit the whole of NHS Scotland (NHSS).
   2. Accountable to the Scottish Parliament through the Chief Executive of NHS Scotland for ensuring proper stewardship of the public money and assets allocated to the GJF Board.

## Job Purpose

To provide strong, effective and visible strategic leadership and management to all components of the GJF Board, to achieve the Board’s 2020 Vision of ‘Leading Quality, Research and Innovation’ on behalf of NHSS, ensuring delivery of safe, effective, person centred care to patients from all over Scotland.

To continue to develop the Golden Jubilee National Hospital as a national centre of medical and clinical excellence accessible to patients from all areas of Scotland,

To continue to support all NHSS territorial Boards in the delivery of a significant range of elective services and treatment time guarantees.

To 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.

To lead the organisations core values and behavioural expectations to secure a positive and engaged culture between the organisation, its patients, staff and external partners.

To 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.

To be responsible for, develop and ensure robust governance of the new Health and Social Care Innovation Fund on behalf of NHS Scotland.

Responsibility to establish strategic partnerships, global development and international profile of the Golden Jubilee Foundation and NHSS.

To lead, seek and secure additional investment, business and donations from National and International sources for the ongoing development of NHS Scotland innovation and development.

To 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.

To 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 an Elected Board Director of Scottish Health Innovation Limited, the Board is currently a shareholder of Scottish Health Innovation Limited.

1. **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 NHS Scotland.

* 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 UKs 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 NHS Scotland.

As at March 2018, the Board employs c1800 staff.

### Role of Golden Jubilee Foundation

This is described in appendix 1.

### Organisational Chart

This is described in appendix 2.

1. **Key Results Areas**

As the Chief Executive, and Accountable Officer of the GJF Board, on behalf of NHS Scotland, 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.
* Ensurethe **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 NHS Scotland** 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 NHS Scotland.
* **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 NHS Scotland.
* **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 NHS Scotland** ie 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** ie Thoracic surgery, Interventional Cardiology and Emergency Optimal Reperfusion for the West of Scotland.
* Be responsible for developing new **regional and national services** for the benefit of NHS Scotland 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 NHS Scotland 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 NHS Scotland 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.

**8 Assignment and Review of Work**

The post holder has the highest level of autonomy within the Golden Jubilee Foundation and NHS Scotland. 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 Wellbeing 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.

**9 Communications and Working Relationships**

Excluding the postholder’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 Heath and Wellbeing 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 ie 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.

**10 Other Challenging Aspect of this role within GJF include**

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 NHS Scotland 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 NHS Scotland.

Ensuring continued development and expansion of **Research, Clinical Skills and the Hospitality** aspects of the Foundation in order to support the delivery of NHS Scotland priorities.

Developing and implementing **NHS Scotland’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 implementinga **high performing Governance infrastructure** to ensure effective scrutiny, transparency and accountability.

**11 Qualifications and Experience Required**

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 NHS Scotland:

* 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 earn 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.

The postholder holds additional positions on the following Committees:

Board Director of Scottish Health Innovations Limited (SHIL)

Innovation Assessment Committee on behalf of NHS Scotland

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

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 corporate 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.

June 2018

**Appendix1**

**NHS Golden Jubilee Foundation**

1. **BACKGROUND**

## Role of the Health Board

The NHS Golden Jubilee Foundation (GJF) is a national resource for NHSScotland made up of four distinct parts - the Golden Jubilee - National Hospital, the Conference Hotel, the Research Institute and the Innovation Centre. The Board 2020 Vision is to lead Quality, Research and Innovation for NHSScotland.

**2 The 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 the
* 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.

It is also a major centre for orthopaedics carrying our 25% of all Scottish hip and knee replacements and revisions. The Ophthalmology Unit is now one of the largest and has continued to expand to meet demand of NHSScotland and from 2018 will carry out at least 18% 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.

**3 Summary of our services**

|  |  |
| --- | --- |
| **Clinical Services** | **Diagnostic Imaging Services** |
| * Cardiac surgery | * Interventional Imaging & research |
| * Thoracic surgery | * Magnetic Resonance Imaging (MRI) |
| * Advanced Heart Failure * Heart Transplantation * Congenital Cardiac * Pulmonary Vascular | * Computer Tomography (CT) scanning * General X-ray department * Bone Densitometry * Barium exams |
| * Diagnostic cardiology | * Ultrasound |
| * Interventional cardiology |  |
| * Orthopaedic surgery | **Clinical Support Services** |
| * General surgery * Endoscopy * Ophthalmic Unit * Plastic Surgery | * Sterile Processing Unit * Laboratory * Physiotherapy * Cardiac Physiology * Occupational Therapy * Health & Safety Unit * Pharmacy Dept |

**4 The 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. It supports the hospital by using its accommodation to assist with access for patients and their relatives from all over Scotland.

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 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.

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 Conference Hotel provides a range of services to enable national elective services including 8500+ patient related bedrooms plus 3000 plus self pay patient related rooms, 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 17
* 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 2014, 2015, 2016, 2017, GTBS

**5 Golden Jubilee Research Institute (GJRI)**

The GJRI is NHS Scotland’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; and
* sample preparation room.
* A new state of the art Motion Analysis Lab

**6 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.



**Appendix 2 – Governance Structure**



**Appendix 3 – Senior Organisational Structure**