

Delivering care through  
collaboration



*Director of National Elective Services*

Candidate Role Profile and Application Pack

# Welcome from the Chief Executive



Thank you for your interest in our Director of National Elective Services post. We pride ourselves as an organisation that is at the forefront of innovation whilst delivering truly person centred care services for our patients.

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 and 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.

I hope you find the information pack and supporting documents useful in deciding to make a formal application.

There is no doubt the agenda for the NHS continues to be ever more challenging as we face increasing demand and consider how to use our resources effectively and efficiently. As a key member of my Senior Management Team, the Director of National Elective Services is crucial in driving forward a large number of programmes already underway and in continuing to ensure our services continue to remain safe, effective and patient centred.

Our expansion programme has begun and this role will play a key part in supporting the continued development and delivery of our expanded services.

This role requires a dynamic individual who embraces change and is willing to take the Golden Jubilee Foundation to the next level. If you believe you have the skills, determination and drive we are seeking then I look forward to receiving your application which will be given careful consideration.

# About us

The Golden Jubilee Foundation is unique within the NHS. A National Health Board, 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](http://nhsgoldenjubilee.co.uk)



[goldenjubileehotel.com](http://goldenjubileehotel.com)



[goldenjubileefoundation.org/research-institute](http://goldenjubileefoundation.org/research-institute)



[goldenjubileefoundation.org/innovation-centre](http://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!

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](https://www.visitScotland.com) which contains more information about Glasgow and the rest of Scotland.

# Delivering care through collaboration

The Golden Jubilee Foundation has always aimed to ensure that we support the delivery of NHSScotland's national health priorities. Our focus since 2002 has been to meet NHS Board demands and deliver equity of access to high quality healthcare for as many patients as possible so that they benefit from our clinical expertise and excellent facilities.

As a national resource, the NHSScotland Quality Ambitions are at the heart of everything we do. Our primary focus is to deliver the best quality healthcare to the people of Scotland – care that is person centred, safe and effective.

As a West of Scotland regional planning partner, we firmly believe that working across traditional boundaries will be critical to building a person-centred and sustainable service that is fit for the 21st Century and this approach will be embedded within this strategy.

In addition, as a member of the National Planning Board, we will participate in planning for specialist services or where there is the requirement for services to be provided at a small number of designated sites with suitable skills, infrastructure and available workforce. This will ensure that services are sustainable, safe and meet the needs of the Scottish people.

## Board Strategy

We will continue to deliver high quality care through our existing regional and national services and our elective care provision.

We will improve outcomes for people using our services by further developing world class innovative models of care.

We will deliver the expansion of our elective care provision through new hospital facilities. This is fundamental to our future and the NHSScotland's Health and Social Care Delivery Plan.

We will work with NHS Boards to ensure effective management of the national elective centres and delivery of consistent high quality models of care across NHSScotland

We will build on existing training and education for the range of staff involved in delivering high quality healthcare including healthcare professionals. We will also continue to develop ourselves as a centre of excellence where people come to develop their skills and expertise and learn from our world leading service providers

We will build on our success in establishing a highly effective and well managed Research Institute by exploring new fields of research and growing the number of partnerships we have across academia, industry and healthcare.

We will continue to grow and develop our strategic partnerships to enhance our ability to fund and support Innovation.

We will develop a sustainable business model and investment strategy for the Hotel and Conference centre that balances our unique ability to provide patients and carers with accommodation with our opportunities to increase income through commercial and leisure activity.

## Expansion plans

As part of the Scottish Government's investment of £200 million to meet demand for elective procedures over the next 10 years, the Golden Jubilee Foundation is now focusing on creating a business plan to expand its services to treat more patients than ever before.

Our hospital expansion will be delivered in a phased approach subject to necessary Scottish Government approval.

Phase One will deliver an integrated Ophthalmology unit with its own outpatient consultation and pre-operative assessment areas which will be combined, cataract procedure rooms and an admin area. The current plan is then to refurbish the vacated theatres to create additional general surgery theatres and an additional Post Anaesthetic Care Unit (PACU).

Phase Two will deliver additional theatres for orthopaedic surgery, a day case/day surgery admission unit, supporting accommodation, an outpatient/pre-operative assessment area and diagnostic space.

The key objectives for our expansion are to:

- create sufficient additional elective care capacity for the West of Scotland region to meet the predicted need for elective care by 2035;
- provide innovative patient centred models of care that are both efficient and sustainable;
- provide sustainable workforce models that ensure the Golden Jubilee Foundation remains an exemplar employer and an attractive place for staff to work;
- reduce or eliminate routine use of the private sector;
- reduce the chances of cancellation of elective surgery and reduce cancellation rates;
- enable delivery of current and future Government guarantees on inpatient / day case waiting times on a sustainable basis; and
- deliver increased efficiency and productivity, adopting the principles of Better Care, Better Health and Better Value as set out in the Scottish Government "Health and Social Care Delivery Plan" published in December 2016.

## Golden Jubilee National Hospital

Scotland's flagship hospital specialising in heart, lung, orthopaedic and ophthalmic services 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:

- 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.
- Home to the Scottish National Advanced Heart Failure Service, including the heart transplant unit; the Scottish Pulmonary Vascular Unit; and Scottish Adult Congenital Cardiac Service.
- One of only two specialist centres in the West of Scotland that provides the Optimal Reperfusion service – patients having a heart attack 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. From 2018 we will carry out at least 20% of all cataract operations performed by the NHS in Scotland.

Following the announcement by the Scottish Government for further expansion plans, extensive planning is underway for a significant capital build of circa £70m over the next few years.

### **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**

Interventional Imaging  
and  
Research  
Magnetic Resonance  
Imaging  
Computer  
Tomography  
General X-ray  
Bone Densitometry  
Barium exams  
Ultrasound

### **Clinical Support**

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

The Golden Jubilee Research Institute has a current portfolio of around 110 research projects.

Currently hosting research projects relating to our clinical specialties, we deliver leading edge research ensuring it is taken from 'bench to bedside' to the benefit of the patients.

Our research is concentrated on 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 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.

## **Our 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.

## **Our 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.

## **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

For more information about the Golden Jubilee Foundation, visit [www.goldenjubileefoundation.org](http://www.goldenjubileefoundation.org). You can also follow us on Twitter (@JubileeHospital); like us on Facebook (Golden Jubilee National Hospital); or subscribe to our You Tube Channel (NHS Golden Jubilee).

# The Opportunity

The Golden Jubilee Foundation is committed to high performance and needs a Director of National Elective Service who has vision, role models the organisation's values, has demonstrable experience of collective, collegiate working and decision making and is able to develop positive relationships. The right person will play a key role in ensuring we continue to deliver safe, effective, person centred care for our patients. To be successful in the role you will be required to demonstrate in depth the following leadership competencies;

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



The GJF has been chosen by the Scottish Government as one of the new elective treatment centres to be built to meet demand for elective procedures, such as cataract operations and hip and knee replacement. The aim is to have the first phase of the expansion go live by spring 2020, with phase two operational in 2021. We also have responsibility for establishing and managing the expansion of national elective services in other hospital sites.

# 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.

All 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 shortlisted candidates who will undertake an online assessment.

## Team Fit and Role Play Exercise

Each candidate's fit with the existing Management team 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.

This role play 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.

For an informal discussion about the role please contact, in the first instance: **June Rogers, Director of Operations, on 0141 951 5052.**

For General Enquiries please contact:  
**Elaine Barr, Recruitment Manager on 0141 951 5012**

The closing date for this post is 11 <sup>th</sup> October 2019
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# General Information

## Salary

The Director of National Elective Services is paid on the Agenda for Change Band 8D. The current salary range for this grade is £76,083 - £88,132. Your salary will be paid into your bank account on the last Thursday of each month.

## 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.

## Pension

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

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

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## NHS GOLDEN JUBILEE

### JOB DESCRIPTION

#### 1. JOB IDENTIFICATION

**Job Title:** Director of National Elective Services

**Department(s):** National Elective Services Division

**Job Description Reference:**

**No of Job Holders:** 1

#### 2. JOB PURPOSE

The Director of National Elective Services will, under the direction of the Executive Director of Operations, lead the implementation and delivery of the Board's National, Regional and Local service strategies to benefit the whole of NHS Scotland (NHSS).

The post holder will from time to time act as a Deputy to the Executive Director of Operations with the specific responsibility of ensuring the supportive and responsive day-to-day operational management of the hospital. Additionally, the post holder will be expected to represent the Executive Director of Operations at internal and external meetings in their absence including Board meetings and Board committees. The post holder will be required therefore to have knowledge of cross divisional and corporate matters as the subject matter of these meetings may fall outside the post holder's normal area of expertise.

The post holder will have a unique role in that they will have responsibility for the delivery of the GJNH national elective services reporting to the Executive Director of Operations and will also have responsibility for establishing and managing pre-defined national elective services in a newly established Elective Centres across Scotland either on a 'direct management' or on a 'commissioning' basis.

The postholder will lead on the presentation of performance information to the Finance, Performance and Planning Committee which will be chaired by the Executive Directors of Operations and Finance.

The post holder will be accountable for the delivery of waiting times guarantees for patients across their areas of responsibility in the Golden Jubilee National Hospital and in the Elective Centres where GJNH has management or commissioning responsibility.

The post holder will be an integral member of the senior team working closely with the Executive Directors and they will play a key role in the delivery of safe, effective, integrated and person centered care and services. There will be a strong emphasis on the need to continuously develop a culture of performance management and delivery.

The post holder will be expected to develop positive relationships and work closely with clinical staff in the development of effective multidisciplinary services. They will be required to identify suitable benchmarking opportunities for improved productivity, efficiency and clinical quality.

The postholder, with delegated responsibility from the Executive Director of Operations, will provide strong, effective and visible strategic leadership and management to all components of the

National Board, to achieve the Board's Vision of 'Leading Quality, Research and Innovation' on behalf of NHSS, ensuring delivery of safe, effective and person centered care to patients from all over Scotland.

While still under review, it is anticipated that the Director of National Elective Services will provide strong, effective and visible operational leadership of:

- All GJNH elective services including Orthopaedic Surgery, General Surgery, Ophthalmology, Endoscopy, Plastic Surgery and any other surgical service that may be developed to support waiting time pressures across NHS Scotland.
- The associated wards or patient areas that support the flow of the above mentioned services.
- Elective theatres and (non-cardiac) anaesthetists
- Rehabilitation Services including Occupational Therapy and Physiotherapy
- Specific elective services located in the new Elective Centres across Scotland including those located in Stracathro and NHS Forth Valley

### **3. ORGANISATIONAL POSITION**

Organisation Chart attached.

### **4. SCOPE AND RANGE**

The post holder is responsible for approximately 730 whole time equivalent (806 headcount) staff and a budget of approximately £45million.

The NHS National Waiting Times Centre (NWTC) is a national resource for NHSS and is made up of 4 distinctive parts - the Golden Jubilee National Hospital, the Golden Jubilee Conference Hotel, the Golden Jubilee Foundation Research Centre and the Golden Jubilee Foundation Innovation Centre. The vision of the Board is to lead quality, research and innovation for NHSS.

The Board:

- Currently has an annual income and expenditure of £123m. This is planned to continue to increase significantly in light of additional investment in the expansion of clinical services.
- Have endowments currently in the region of £0.5m; however, this will increase significantly as the Board has been designated to receive and manage the new Innovation Fund for Scotland.
- Capital assets are circa £135m
- Research income is circa £5m
- Staff of 1611 wte (1793 headcount) as of 31st March 2019

The Golden Jubilee National Hospital serves the total Scottish Population 5.4m and is a national resource to provide a range of highly specialised National and Regional Services which includes emergency Cardio-thoracic admissions, Heart Transplantation, Congenital Cardiac Unit and a Pulmonary Vascular Unit. It also manages one of the UK's largest Orthopaedic and Cataract Surgery Units and along with a range of other specialties reduces elective patient waiting times across all of NHSS.

The hospital also has the largest Critical Care Unit in Scotland with 45 beds in ICU, High Dependency Unit (HDU) and Coronary Care Unit (CCU). In addition to meeting the demand of



the Board's own patients, the Diagnostic Imaging Centre with 4 MRI scanners, 2 CT scanners together with a number of other modalities provides 45,000 examinations per annum on behalf of NHS Scotland.

## **5. MAIN DUTIES/RESPONSIBILITIES**

### **Corporate Responsibilities:**

- Deputise for Executive Director of Operations, as required, across the full range of their duties including representation at Board meetings and committees.
- Contribute to Board policies and strategy and implement relevant aspects e.g. service review, as they relate to areas of responsibility covered by the post holder.
- Manage specialty budgets in line with standing financial instructions, ensuring best use of resources to maximise patient care.
- Support the Executive Director of Operations in identifying new opportunities for individual services within the Board, arising from the changes in the external environment or internal innovation. Identify any potential threats along with potential mitigation.
- Work closely with the Executive team to actively contribute to the successful overall performance of the Board.
- Act as an advocate for the Board by creating and maintaining effective partnerships and relationships with internal and external stakeholders.
- Under the direction of the Executive Director of Operations, develop a culture of collaboration and commitment to delivering high quality services and outcomes.
- Work with sensitivity and demonstrate an understanding of the issues facing those working to deliver care to our patients.
- Ensure the National Elective Services Division delivers the Board Values, is supporting the Board to meet the requirements of the Public Sector Equality Duties.

### **Operational Delivery:**

- Maintain an overview of service delivery across the post holder's areas of responsibility, taking corrective action and influencing change as and when appropriate.
- Represent the interest of the Board by interacting with NHS Boards across Scotland, attendance at regional/national meetings and where appropriate, chairing regional/national meetings.
- Lead teams to ensure highly effective operational management of areas of responsibility resulting in achievement of the Board's key performance indicators.
- Work collaboratively and constructively across the boundaries of the post holder's areas of responsibility i.e. across divisions, across staffing groups and with external partners.
- Develop effective working relationships both within GJNH and externally to ensure appropriate communication and escalation mechanisms are in place at all times.
- Ensure that the high standards of corporate, clinical and staff governance commensurate with public accountability are delivered throughout the Golden Jubilee National Hospital.
- Be accountable for ensuring the delivery of the national waiting time guarantees.
- Gain a detailed working knowledge of corporate priorities and the work of other Divisions.
- Work collaboratively with the Medical Director and key members of the senior team within the Division to ensure that medical job planning is aligned to service delivery and demands across the Division. This will involve taking a strategic view of service requirements to inform job planning discussions.
- Ensure the continuous development and delivery of a range of elective services
- Lead on the development, implementation and monitoring of new services for the benefit of NHSS patients by influencing strategy through membership/ chairing of regional and national planning committees.
- Provide strong, effective and visible leadership for the operational management of all clinical

and non-clinical patient services provided by the Golden Jubilee National Hospital 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 continuous development in an organisation which encourages and supports innovation, team working and creative partnerships on a national basis for the benefit of NHSS.
- Take a lead role internally and externally to drive service developments, quality improvement and deliver services across NHSS.
- Ensure effective monitoring and management of facilities and resources under the 'direct management' model in Elective Centres.
- Ensure effective monitoring and management of activity carried out in facilities where a 'commissioning' model is in place.
- Lead in the identification and agreement of efficiency savings and best value to ensure that services are developed and managed within the available budgetary framework.
- Recruit, develop and manage high quality, skilled staff to create an open, supportive and positive values based culture to achieve quality, efficiency and effectiveness in all aspects of service provision, both clinical and non-clinical.
- Contribute to the development of the Annual Operational Plan and strategy development within the time-scales required, and in line with national NHS priorities.
- Ensure the development of appropriate business case cases to support the development of services.
- Create a supporting organisational culture across the division in which people feel empowered and committed to the high standards of care within the context of the Board's values and aspirations.
- Participate in the duty manager on call rotas
- Support ad hoc projects as defined by the Executive team to support delivery of the Board Strategy.
- Lead the way in working flexibly and demonstrating a "can do" attitude.

## **6. SYSTEMS AND EQUIPMENT**

The postholder is required to develop systems both manually and by the use of complex databases and provide management information. The following equipment is used on a frequent basis in the execution of duties:

- Personal computer
- Laptop
- Printers etc
- Audio equipment
- Hands free telecommunications equipment
- Video conferencing equipment
- Standard Microsoft Office packages e.g. Word, Excel, and Powerpoint to manipulate information and produce reports to aid decision making and insight into the Elective Services operational/ strategic matters.
- National data systems which utilise and provide information on the key determinants of health etc, Discovery, in order to ensure effective benchmarking.
- Email for routine communication on a daily basis.
- Understand and can apply the concepts of clinical governance, quality systems, benchmarking and best practice.
- Regular utilisation of patient and activity centered data at both national/ board levels.
- IT literate and competent in the use of IT in-house and related packages to analyse various activity, waiting lists, risk and financial data and turn this into management information to aid decision making.
- An understanding of project, patient data and operating systems is also required

## **7. DECISIONS AND JUDGEMENTS**

The post holder operates with a high level of autonomy and has significant scope to determine how objectives should be met and to plan and prioritise work. Objectives are directly related to the delivery of the National Elective Service Division's aims, objectives, targets and performance standards.

Performance is largely assessed through service and project outcomes and the Divisions achievements on the objectives and targets. The Executive Director of Operations takes an ongoing overview of overall performance, undertaking a formal annual review against personal objectives. Progress and performance is also measured against formal monthly reports to the Finance and Performance Committee.

The post holder is expected to lead formal Annual Performance Reviews of the Division whereby the management team is held to account for the performance by the Chief Executive and Executive Directors. Review of performance is through the agreement of performance objectives and individual appraisal by the Executive Director of Operations.

Under the direction of the Executive Director of Operations, the post holder is required to make decisions which affect the National Elective Service Division, in regard to its ability to meet their objectives, particularly with regards to waiting lists, budgets, complaints and staff governance targets.

The post holder is an authorised signatory of the Division with authority to order goods and services within the standing financial instructions to budget limits.

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

The post holder is expected to anticipate and resolve problems independently and to initiate action to resolve situations. Typical judgments include decisions around priorities for divisional priorities for the service and capital developments, actions to ensure delivery of challenging targets and operational actions in response to service delivery/ staffing/ waiting time issues.

## **8. COMMUNICATIONS AND RELATIONSHIPS**

The effectiveness of the post holder's contribution is dependent on knowledge and relationships, the ability to communicate clearly and consistently, and to negotiate and influence, particularly in relationships with other NHS colleagues. The post holder is therefore required to have particular skills in managing both internal and external relationships and good communication skills to ensure the effective development of working relationships.

The post holder is expected to communicate with a wide range of senior clinical and non-clinical staff across the Board and with external organisations.

Excellent communication skills are required to persuade others and negotiate the implementation of change.

The post holder is expected to have strong interpersonal skills and be able to express a view convincingly and coherently.

Maintain excellent working relationships with colleagues ensuring maximum co-operation and willingness to work together in improving services for patients/ relatives and staff.

Strong presentation skills are required as is the ability to express views convincingly and coherently using a variety of media e.g. presentation of business plans to senior management and Board members.

As a member of the Partnership Forum, work collaboratively with staff representatives fostering a relationship of trust and mutual respect.

#### **Internal relationships:**

- The Chair of the Board
- Non-executive Directors of the Board
- The Chief Executive, Executive Directors and Senior Management Team
- Senior Medical Leads across the Board
- Senior Clinical Leads across the Board
- Clinical and Non-clinical staff of all levels across the Board

#### **External relationships:**

- All Senior Managers and Directors from NHS Boards throughout Scotland - to influence decisions, discuss issues of common interest and ensure effective utilisation of the Golden Jubilee National Hospital.
- Medical Consultants from Board areas across the region who refer patients or operate at the Golden Jubilee National Hospital on a visiting capacity.
- Directors of Planning, to influence healthcare delivery and to plan and review delivery of services.
- The Scottish Government and NSD on a regular basis, to influence and deliver plans to achieve maximum effect in improving services and reducing waiting times across the Region.
- Trade Unions/ Professional Organisations, for communication and/ or consultation on major issues affecting staff, and to develop maintain effective partnership working and staff governance.

### **9. PHYSICAL DEMANDS OF THE JOB**

#### **Mental Effort:**

- Strong analytical and numerical ability, and be able to quickly digest and retain information and take action on complex issues.
- Effective time management skills with the ability to prioritise and meet tight deadlines.
- Adaptable and able to respond to often unpredictable demands.
- Able to deal with very frequent interruptions which often change priorities, require immediate decisions and require a rapid change in the focus of the task being undertaken at that time.
- Periods of intense concentration required associated with decision making.
- Ability to think laterally to aid problem solving

#### **Physical Skills:**

- Able to use PC and associated equipment
- Considerable driving/travel commitment

#### **Physical Effort:**



- Able to work across a number of locations - other NHS Boards & SG sites - within the same day

#### Emotional Effort:

- Ability to relate to staff and the general public in an understanding and sympathetic manner.
- Able to deal with conflict situations, for example chairing disciplinary panels and formal grievances.
- Dealing with complaints on a regular basis and meeting with patients/ relatives who are dissatisfied with the level of service.
- Maintaining composure and focus on business priorities in times of uncertainty/ organisational change and role modeling

### **10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**

Under the direction of the Executive Director of Operations, managing and leading the development of the National Elective Service Division, whilst retaining clear individual accountability for statutory functions and responsibilities for NHS resources.

Managing the significant and complex workload, balancing the constant and varied demands to meet key national targets in relation to throughput, patient waiting times and other key areas.

Balancing the long-term strategic issues with the day to day operational demands of the role.

To develop and deliver high quality person centred services which make a significant impact on patient care and waiting times across Scotland.

Working across a broad range of professionals and disciplines to develop, enhance and provide a range of National and Regional services for the benefit of patients across NHS Scotland.

To provide leadership in an environment that is continuously evolving and expanding.

To find practical solutions to wide ranging complex issues within a demanding and diverse stakeholder environment.

To effectively manage significant resources and budgets to deliver sustainability, value for money and excellent patient care.

To deliver change and embed new and sometimes radically different ways of providing services through engagement, persuasion and facilitation in order to meet the demands of NHS Scotland.

To manage conflict or complex staffing issues to ensure there is no detrimental effect on service delivery.

To maintain high staff moral and develop clinical services in a challenging financial environment.

To provide leadership to enable a culture of continuous improvement that is supportive of sustainable new models of working inclusive of clinicians, managers, a wide ranging workforce and the wider NHS.

To provide leadership to ensure an ethos of enthusiasm and motivation is embedded throughout the organisation in order to respond positively to a continuously changing and rapidly growing

environment.

## 11. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

The post holder must:

- Be educated to Masters level or equivalent with evidence of continued personal development.
- Possess full relevant professional qualification or equivalent levels of professional and technical knowledge through extensive professional and managerial experience.
- Have a demonstrable track record of success in a senior leadership role within a complex environment.
- Have a portfolio of successful leadership and delivery of quality improvement and innovative initiatives.
- Have highly effective influencing and interpersonal skills.
- Have behaviours that fulfill the Board's organisational values.
- Possess drive, enthusiasm and confidence to deliver safe, effective and person centred services leading on patient safety, quality improvement and innovation.
- Possess ability to contribute to and influence the strategic agenda and translate strategy into operational deliverables and evidence of strategic working in a complex environment.
- Have demonstrable success in managing significant change/development strategies.
- Be able to demonstrate inspirational and innovative leadership and foster a culture of entrepreneurship, innovation and quality improvement.
- Must have the stature to earn the confidence and respect of senior clinicians, academics and executives across NHS Scotland to effectively contribute to a national agenda that has a high political and public profile.
- Possess high levels of interpersonal and strategic skills, combined with a supportive and visible leadership style which demonstrates competencies in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland:
  - Working in partnership
  - Learning and development
  - Caring for staff
  - Improving performance through team-working
  - Communicating effectively
  - Improving quality
  - Achieving innovative result.

## 12. JOB DESCRIPTION AGREEMENT

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

**Job Holder's Signature:**

**Head of Department Signature:**

**Date:**

**Date:**