



Job Description

Job Title	Director of Quality, Innovation and People
Band:	Board Executive Level D (£66,707 - £90,014)
Responsible to:	Chief Executive
Responsible for:	Quality and Innovation Human Resources Education, Learning and Development Organisational Development and Improvement Occupational Health and Health and Safety Equalities, Volunteers and Spiritual Care

1 About the Golden Jubilee Foundation

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

Set in a modern, purpose built environment, the GJF comprises the top quality Golden Jubilee National Hospital, The Golden Jubilee Conference Hotel, The Golden Jubilee Research Institute, and the Golden Jubilee Innovation Centre. 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 Golden Jubilee National Hospital is home to regional and national Heart and Lung services, is a major centre for Orthopaedics and Ophthalmology, and is Scotland’s flagship hospital for reducing waiting times in key elective specialties. The GJF also has one of the largest Intensive Care Units in Scotland and is a major diagnostic and interventional imaging centre.

Our Research Institute offers state of the art technology, a Gait and Motion Analysis Lab, a surgical skills training centre and clinical exam space. This dedicated resource is able to investigate and develop responses to the fast changing world of healthcare, providing a higher standard of care and improved performance.

The Golden Jubilee Conference Hotel leads the way in combining the specialist services of an international Conference Centre of Excellence with the high standards and comfort of a four star Hotel. It also aims to inspire events and encourage innovation and collaboration.

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

As at April 2016, the Golden Jubilee Foundation employs approximately 1700 staff.

More information can be found on the following web pages:

Golden Jubilee Foundation www.goldenjubileefoundation.org

Golden Jubilee National Hospital www.nhsgoldenjubilee.co.uk

Golden Jubilee Research Institute www.goldenjubileefoundation.org/research-institute

Golden Jubilee Innovation Centre www.goldenjubileefoundation.org/innovation-centre

Golden Jubilee Conference Hotel www.goldenjubileehotel.com

2 Job Purpose

This is a key role, central to our ambition to be a dynamic, effective, flexible, and continuously improving organisation.

The post holder will lead at executive level on all aspects of aligning and developing our Quality & Innovation framework and ensuring capacity, capability & skills in our workforce to deliver our 2020 Vision to 'Lead Quality, Research and Innovation' for NHS Scotland. In particular this will require:

- exceptional leadership to champion, review and continuously develop our Quality Framework;
- inspirational character to encourage and support our Innovation responsibilities, projects and aspirations;
- excellent interpersonal skills for partnership working and staff governance; and
- substantial experience and success in Human Resource management.

3 Key responsibilities

- The post holder is an Executive Director and full member of the National Waiting Times Centre (NWTC) Board, now known as the Golden Jubilee Foundation (GJF). The post holder will be a trustee of the NWTC Board Endowment Fund whose charitable purpose is 'the advancement of Health'.
- To participate in the creation, implementation and delivery of the significant range of the Board's national, regional and local service strategies and to deliver the Board's strategic 2020 Vision and objectives.
- To fully participate in the operational management of all aspects of the GJF, this incorporates the Golden Jubilee National Hospital (GJNH), the Golden Jubilee Conference Hotel, the Golden Jubilee Research Institute and the Golden Jubilee Innovation Centre.
- Working closely with the Chief Executive, Executive Team, Senior Management and the Board, the post holder will be accountable for Quality and Innovation, Human Resources and in particular the successful development and delivery of the GJF's workforce transformation programmes to ensure achievement of the organisation's strategic aims.
- Contribute fully as an Executive Director to the GJF Board's overall strategy and direction, the effective corporate governance of the Board and executive team to ensure that the GJF meets its statutory and legislative obligations.
- Promote strong partnerships within and outside the health community, and act as a role model at all times to demonstrate and further instil the values and behaviours of the organisation. Act as an advocate and spokesperson for the GJF internally, externally and in the media.
- Responsible as part of the Executive team to contribute to the achievement of the Board Local Delivery Plan, Workforce Plan and Financial Plan, in particular ensuring that the workforce is deployed as productively and efficiently as possible within the overall pay budget.

- Provide exceptional leadership qualities to drive the Quality and Innovation aspirations of the GJF, creating and supporting new ideas and service models in order to ensure an enduring culture of change and innovation.
- Ensure we have an appropriate, well motivated, highly skilled, high performing workforce and build additional functionality and capability within the organisation to enable transformation and change programmes.
- Responsible with the Employee Director to lead Staff Governance, Employee relations, health and wellbeing and productive partnership working with staff and trade unions.

4 Key Result Areas

4.1 Quality and Innovation

- Provide executive level expertise in service redesign and change, lead on Quality and Innovation and the delivery of a comprehensive transformational programme to ensure achievement of the strategic aims of the GJF.
- As responsible executive, review as a priority the current position of Quality and Innovation work and resources within the GJF and present proposals to ensure effective and efficient continuation and expansion.
- Ensure sufficient functionality and capability within the organisation to deliver Quality Improvement, and in particular, lead and deliver the organisational wide Human Factors and Quality Improvement training programme.
- Lead on further developing our Values and organisational culture to be person centric, open, trusting, transparent and inclusive with a focus on Human Factors.
- Work closely with the new Director of Fundraising and Strategic Partnerships to maximize opportunities for investment in Innovation.
- Provide exceptional qualities to represent the GJF at Regional, National and International levels seeking to secure and maximize all Quality and Innovation opportunities. Work closely with Scottish Government and other external partners in all aspects of Innovation in NHS Scotland.

4.2 Human Resources and People Management

- Executive accountability to lead all aspects of Human Resource management, Occupational Health, Health and Safety, Volunteers, and Spiritual Care services
- Executive responsibility with appropriate input from other executives and in particular the Medical and Nursing Directors, for Staff Governance and Employee relations, health and wellbeing and productive partnership working with staff and trade unions.
- Continue to develop the GJF as an exemplary employer with highly effective recognition and partnership arrangements with trade unions and other staff organisations in the GJF and around all 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.
- Develop and embed workforce policies and procedures, appropriate to the needs of the organisation, consistent with our values and compliant with legislative and regulatory requirements, ensuring that we operate fair and responsible employee relations which support effective and efficient management of staff.

- Provide strategic HR leadership and expert advice to all levels of the GJF, ensuring that it has the necessary capacity, capability, systems and processes in place, to achieve a smooth and effective service to both staff and customers. This will include taking executive responsibility for the following functions:
 - Transactional Human Resources services such as (but not limited to) recruitment, payroll, terms and conditions of service etc.
 - Employment relations and business partnering.
 - Employee Health and Wellbeing.
 - Policy and practice development in relation to areas such as flexible working practices, absence management, performance management, equality and diversity etc.
 - Promotion of Equality, Diversity and Inclusion.
 - Professional HR advice and guidance to the Board, Committees and Senior Management Team.
 - Developing and promoting productive partnership working with staff and trade unions, involving them in strategic and operational planning.
 - Compliance with employment legislation and adoption of best practice, including those aspects relevant to equality and diversity.
 - Effective recruitment and retention strategies, to ensure a sustainable organisation.
- Provide leadership and management of the Volunteer pool to clarify and strengthen this role in terms of our capability to meet staff and patient needs, and build links with the wider community.
- Ensure a highly effective Occupational Health and Safety service and provide robust assurance to the Board about the health and safety of staff, systems, processes, and practices in the Board.
- Provide leadership and strategic direction to our Spiritual care service and ensure that we are committed to providing holistic healthcare which is responsive to the physical, psychological, emotional and spiritual needs of our patients and staff.

4.3 Workforce Planning and Performance

- Ensure a robust 2020 workforce plan is in place that meets operational needs and can be delivered within the agreed deadline and financial envelope.
- Ensure the provision of excellent workforce information to the Board and managers to facilitate improved individual and organisational performance. Give assurance in relation to existing and future workforce requirements and provide expert analytical skills in presenting performance indicators.
- Develop and maintain appropriate succession planning and the development of talent management frameworks to adequately address future skill requirements.
- Ensure there is a clear and transparent framework in place for appraisal and performance management of individuals, supporting delivery of the Board's workforce objectives. Ensure that line managers are trained to use it robustly and held accountable for people management and performance at local level.
- In collaboration with the Director of Finance ensure workforce costs are managed and, where reductions or changes are necessary, develop and implement appropriate partnership plans accordingly.
- Ensure that robust systems are in place for the Board to receive assurance in relation to existing and future workforce matters.

4.4 Organisational Development, Learning and Education

- Strategic responsibility for the systematic development of organisational capacity and capability for change management and quality improvement.
- Develop and implement programmes to support a structure of strong and effective distributed leadership throughout the organisation
- Executive responsibility for the development and implementation of an overarching Board Education Strategy, to secure our position as an excellent educational facility and to meet our obligations to commissioners of education and training services, the needs of our academic partners, and the training needs of all GJF staff.
- Work closely with the Medical and Nurse Director to provide leadership in the development and delivery of the training and development of clinical professional staff.
- Develop and implement an integrated talent management and succession planning strategy, including appropriate career development programmes.
- Proactively seek and introduce new, flexible roles and ways of working, putting workforce redesign at the heart of service transformation.
- Establish development plans to meet the ongoing needs of Senior Management Team, Executive and Non-Executive Directors.
- Ensure delivery of mandatory and other essential training for all staff, ensuring that responsibilities of staff and line managers are clear and effectively communicated. Evaluate the current training to ensure high quality and economical in terms of staff time and outcomes
- Supporting and developing a consistent and resilient organisational culture, which:
 - aligns to the organisation's values
 - promotes Equality and Diversity
 - empowers, supports and is attractive to work in.
 - fosters innovation and supports development of individuals.
 - is motivating and promotes sustained high performance.

4.5 Strategy and Policy

- Take the executive lead role in ensuring that the GJF is equipped to respond to the challenges of the continuously changing Healthcare environment. In particular, develop effective capability and capacity to implement new and emerging policies and strategies.
- Ensure the GJF has the necessary strategies, people, systems and processes in place for the organisation to thrive, including working with executive colleagues to ensure a cutting-edge eHealth, digital and information infrastructure.
- Lead specific agreed aspects of the development of Board strategy and the efficient and effective management of all aspects of our services, as well as contributing HR expertise to the corporate decision making processes.
- Influence, interpret and anticipate relevant national, regional and local policy to ensure the GJF's strategic plans support effective recruitment, retention, leadership and management of staff.
- Ensure all workforce and organisational development strategies and plans support the GJF's strategic objectives and are properly aligned to wider corporate and Government plans.

- Work with the Scottish Government Health and Social Care Directorate colleagues and other Human Resource and change leaders to interpret and develop policy and share learning. Actively contribute to influencing NHSS strategic decisions and policy development
- Keep up to date with relevant legislation, regulations, national and international standards, developments and good practice in relation to all areas of responsibility.

5 Assignment and Review of Work

This post reports directly to the Chief Executive and is responsible for providing professional leadership and management for the functions outlined above. The post holder is expected to fulfil this role autonomously within the parameters of established national and local priorities, policies and procedures.

The post operates within the GJF Board's own strategic framework to which the post holder contributes as a member of the Board. They must also take account of national regulatory requirements such as all legal and professional frameworks governing practice. The responsibility for providing specialist professional HR and Workforce advice to the Chief Executive and the Board rests with the post holder.

Review of performance in the post is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Executive, reviewed by the Board Chairman. Formal appraisal is undertaken on an annual cycle, but the Chief Executive will undertake more frequent, informal reviews of current developments and progress on major issues on an ongoing basis, giving authority where necessary for the post holder to progress matters out with the scope of his/her delegated authority.

6 Communications and Key Relationships

The post holder is expected to communicate with and influence a wide range of senior clinical and non-clinical staff within the GJF, and with senior officials of external organisations. Excluding the post holder's immediate line manager and his/her subordinates within the Golden Jubilee Foundation, the following are key working relationships, with examples of the purposes of these contacts:

- With Non-Executive Directors of the NHS Board (including the Employee Director) to ensure the provision of information and support to enable them to effectively fulfil their roles as non-executives.
- With other executive directors, senior managers and staff within the hospital – working closely with them in the planning, delivery, evaluation and development of clinical and non clinical services managed by the post holder.
- With officials of the Scottish Government Health and Social Care Department, such as the Human Resource Director for NHS Scotland – to influence national policy relating to workforce governance; to participate in national working groups or planning groups and to respond to parliamentary questions.
- With lead individuals responsible for Innovation on behalf of Scottish Government, NHS Scotland and partner organisations.
- With national NHS advisory, support and regulatory bodies such as Scottish Workforce Advisory Group, Central Legal Office, ISD – to provide information, seek advice, generally progress issues in relation to the ongoing interactions between these specialist bodies and the GJF.

- With national and local representatives of Trades Unions and Professional Organisations – proactively for communication and/or consultation on issues relating to workforce governance within the GJF or to address employee relations matters such as grievance or disciplinary issues.
- With peer executives/senior colleagues in NHS boards around Scotland through regular national meetings and working groups

7 Knowledge, Training and experience required

- The post requires an individual with extensive senior management experience, a high level of professional knowledge and skills in Human Resources and Quality improvement with demonstrable success in these leadership roles. They should inspire and motivate staff and create energy and momentum which drives excellence and improvement.
- Combined with excellent well-developed interpersonal and strategic skills and a supportive and visible leadership style which demonstrates competencies in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland.
- They should demonstrate skills that engage others, influence practice and behaviour and enable others to act through empowering, respecting and valuing diversity while cultivating strong partnerships with Trade Unions, Colleges and other key stakeholders.
- The post-holder must demonstrate that they have continuously maintained and expanded their own area of technical and professional expertise and competence, and continuously shares and distributes knowledge and expertise.
- The post-holder must have the stature to earn the confidence and respect of senior clinicians, academics and executives across NHS Scotland and beyond to effectively contribute to a national as well as a local and regional agenda.
- They should have extensive experience in a senior Human Resource management role and a Quality Improvement role, within a complex NHS setting is desirable but not essential. This should include at least several years as a head of function or equivalent.
- Degree level or equivalent, and relevant professional qualification or equivalent levels of professional and technical knowledge through extensive experience.
- Evidence of successful implementation and alignment of HR strategies and practices to achieve change in culture and support new ways of working. Knowledge of Regulatory and Professional requirements.