GOSH profile

Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH) is a national centre of excellence in the provision of specialist children’s health care, currently delivering the widest range of specialist care of any children’s hospital in the UK. It is the only specialist Biomedical Research Centre for paediatrics, the largest centre in the UK for children with heart or brain problems, and the largest centre in Europe for children with cancer. It works in partnership with the UCL Institute of Child Health (ICH), part of University College London, and together they form the largest paediatric research and teaching centre in the UK.

The hospital at Great Ormond Street is the only exclusively specialist children's hospital in the UK. It does not have an Accident and Emergency department and only accepts specialist referrals from other hospitals and community services. The population of children served by the hospital is characterised by those with multiple disabilities and/or health problems and rare and congenital (present at birth) conditions. Many children need the help of different specialist teams. Improvements in health care and diagnosis mean that many children have dramatically improved survival rates and more therapeutic options than was the case 10 years ago. Sadly though, many of the children cared for at GOSH still have life-threatening or life-limiting conditions.

The hospital receives over 220,000 patient visits (inpatient admissions or outpatient appointments) a year, and carries our approximately 18,800 operations each year.

The hospital has 355 patient beds, including 36 intensive care beds. Many of the children and young people on our wards require high dependency care or are classed as ward intensive care, requiring one-to-one nursing.

Around 3,800 full-time and part-time staff work at the hospital. The ICH has around 600 staff. Many senior staff have roles in both organisations.

The hospital has approximately 50 paediatric specialties, the widest range of any hospital in the UK, which uniquely enables it to diagnose and pioneer treatments for children with highly complex, rare or multiple conditions. It has 19 highly specialised national services.
Trust Values and Expected Behaviours

Over 2000 of our staff, patients and parents have developed a set of Values – Our Always Values. These are the values that should characterise all that we do and our behaviours with our patients and families and each other. Our Always Values are that we are:

- Always Welcoming
- Always Helpful
- Always Expert
- Always One Team

These values are extremely important to us and we expect everyone who works at GOSH in any capacity, including employees, bank staff, contractors, agency staff, people who hold honorary contracts, students and volunteers to share and uphold Our Always Values. Each value is underpinned by behavioural standards and employees will be expected to display these behaviours at all times. You can find a full copy of Our Always Values on our intranet.

The Trust also expects that everyone who works here shall act in such a manner as to justify public trust and confidence and to uphold and enhance the good standing and reputation of Great Ormond Street for Children NHS Foundation Trust. Individuals must therefore at all times carry out their duties with due regard to the Trust’s Equality at Work Policy.

Scope of the role

The role of Deputy Chief Executive has been created specifically to lead and secure the Trust’s operational delivery and help develop and drive the Trust’s strategy with the rest of the executive team.
It is the most senior Executive role on the Trust Board after that of the CEO and, as such, will have the responsibility and authority to support the development and transformation of the Trust in addition to driving forward operational excellence.

The Deputy Chief Executive is responsible for bringing together the management of the core clinical operations of the hospital with the necessary planning, information and ICT functions to support the delivery of the frontline services.

The role will act as the senior accountable officer in terms of operational delivery of the Trust’s objectives, and be responsible for ensuring that required standards and targets are met.

In delivery of these functions, the post holder will line manage the following roles:
Director of Operations
Director of ICT
Director of Planning and Information

On behalf of the Chief Executive, you will have responsibility for the overall performance and operational management of the Trust, ensuring that a robust performance framework is in place and that our effectiveness to deliver high quality and lean services is enhanced. You will also ensure we give confidence to our commissioners, regulators and wider stakeholders around our operational performance whilst engaging staff in contributing to our ongoing development.

As a senior leader, the Deputy Chief Executive will be expected to act as a role model for the Trust’s Always Values and provide high quality and visible leadership to all staff.

As Deputy CEO, and on behalf of the CEO, you will work closely with other Executive and Corporate Directors in relation to key elements in our operational performance to ensure relevant and timely progress is achieved. The Deputy CEO will be adept at recognising the need for strategic influencing and developing powerful and sustainable relationships with key internal individuals across GOSH and senior external stakeholders.

As the Executive Lead for the delivery of our operational and strategic objectives, you will work closely with staff and senior leaders to motivate, support and offer challenge on delivery.

The post holder will also deputise for the Chief Executive as appropriate. They will be a member of the Executive Team and sit as a full voting member of the Trust Board.

**Key working relationships**

**Internal:**
- Executive Directors
- Non-Executive Directors
- Direct reports and their teams
- Divisional management teams (Divisional Directors, General Managers, Heads of Nursing)
- All clinical and non-clinical staff
- GOSH Children’s Charity

**External:**
- Patients, families and carers
- Commissioners
- UCL – especially the Institutes of Child Health and Cardio-Vascular Sciences
- Department of Health
- UCL Partners
- Referring hospitals
**Strategic & Operational Delivery**

- Ensure the creation and delivery of the Trust’s overall and integrated business strategy and clinical operating model.
- Ensure the strategic and operational running of the hospital is directed towards the delivery of high quality and cost effective patient care.
- Ensure coherence and synergy across frontline services, recognising the complexity of patients who are treated under multiple specialties.
- Work with the Medical Director and Chief Nurse in particular to ensure that clinical delivery, quality and safety are reflected at both strategic and operational levels of the organisation.
- Work with the ICT Director and EPR Programme Director to ensure the operational and strategic delivery of ICT is co-ordinated effectively.
- Work with the Director of Redevelopment to ensure short, medium and long term alignment between our physical redevelopment and delivery of clinical services.
- Ensure operational risks, opportunities and issues are represented at Trust Board level as appropriate, and outcomes communicated effectively to operational teams.
- Working with director colleagues, ensure a robust process is in place to deliver co-ordinated finance, activity and workforce plans.
- Ensure performance management systems, focused on the delivery of high quality patient care within financial targets, are in place across front line and strategic services.
- Initiate and support the development of local and Trust-wide productivity and efficiency savings.
- Via the Director of Operations, be accountable for the operational activity of the hospital, which includes the delivery of quality, efficiency and productivity targets.
- Via the Director of Planning and Information, be accountable for the delivery of pro-active clinical and commercial solutions that underpin the operational and strategic delivery of the hospital.
- Via the Director of ICT, be accountable for the IT infrastructure to the clinical and non-clinical functions of the hospital, ensuring quality and cost effectiveness requirements are balanced and delivered.

**Line Management**

- Responsible for the line management and personal development of:
  - The Director of Operations
  - The Director of Planning and Information
  - The Director of ICT
- Ensure these staff are led, developed and supported to deliver functions which underpin the clinical effectiveness of the hospital in a co-ordinated manner

**Improvement**

- Promote a service improvement culture in both front line and support services, continually identifying and encouraging others to identify improvements to safety, quality and efficiency of the provision of patient care.
- Promote a culture in which learning and development is encouraged at all levels and in all staff groups.
- Promote a culture of research and innovation for all levels and in all staff groups.
- Actively identifies, explores and promotes external sources of innovation and best practice in a way that engages GOSH staff
Relationships

• Engage with patients and families to understand their needs and experiences of GOSH and ensure these are translated into operational improvements.
• Participate as required in high level complaint resolution
• Promote and balance relationships with stakeholders such as Commissioners, UCL Partner organisations, Department of Health, regulators, referring trusts and external bodies to deliver effective outcomes for GOSH and child health more broadly.
• Work as an integral member of the Executive Team and Trust Board, providing advice, support and leadership to deliver the Trust’s strategic and operational objectives.
• Work in partnership with the Charity, providing input, meeting strategic partners and donors and attending events as required.

Leadership

• Provide high quality and visible leadership, promoting and acting as a role model for Our Always Values.
• Provide visible leadership for complex and cross-cutting change programmes.
• Communicate effectively and continually with clinical and non-clinical leaders and staff to ensure they understand and are engaged in the strategic and operational performance of the hospital.
• Promote the highest professional standards across the hospital.
• Actively promote and participate in team improvement, collegiate working and the resolution of disputes
• Deputise for the Chief Executive as required, both internally and externally to the hospital

This job description is intended as an outline of the areas of activity and can be amended in the light of the changing needs of the service and will be reviewed as necessary in conjunction with the post-holder.
### My Person Specification

#### In my job I will need to know

<table>
<thead>
<tr>
<th>Essential</th>
<th>Desirable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E</strong></td>
<td><strong>D</strong></td>
</tr>
</tbody>
</table>

#### My job needs me to be capable of

- **E** Engaging, inspiring and motivating staff, including senior clinicians, to enable them to deliver their best
- **E** Setting out a clear vision and translate it into operational deliverables
- **E** Consistently seeking and creating collaborative working relationships with internal and external stakeholders
- **E** Holding others to account
- **E** Demonstrating commitment to achieving consistently high standards of patient care
- **E** High quality negotiating and influencing, tailored to diverse internal and external audiences
- **E** Utilising data, analysis and written and spoken language, tailored to the need and the audience.

#### My job needs me to have experience in

- **E** Actively promoting the role of patients, families and staff in shaping services and improvements
- **E** Literate in information and communications and digital technologies
- **E** Evidencing personal and professional development as a result of feedback, reflection and experiential learning
- **E** Possessing a high level of financial and commercial acumen
- **E** Senior (board level) leadership and achievement in a large NHS provider organisation.
- **E** Identifying and delivering complex change and improvement
- **E** Identifying strategic risks and opportunities and acting on them appropriately
- **E** Making high quality decisions in complex environments
- **E** Managing conflict, displaying high levels of emotional intelligence and remaining calm and resilient under pressure
- **D** Personal and professional development as a result of feedback, reflection and experiential learning
- **E** private healthcare sector