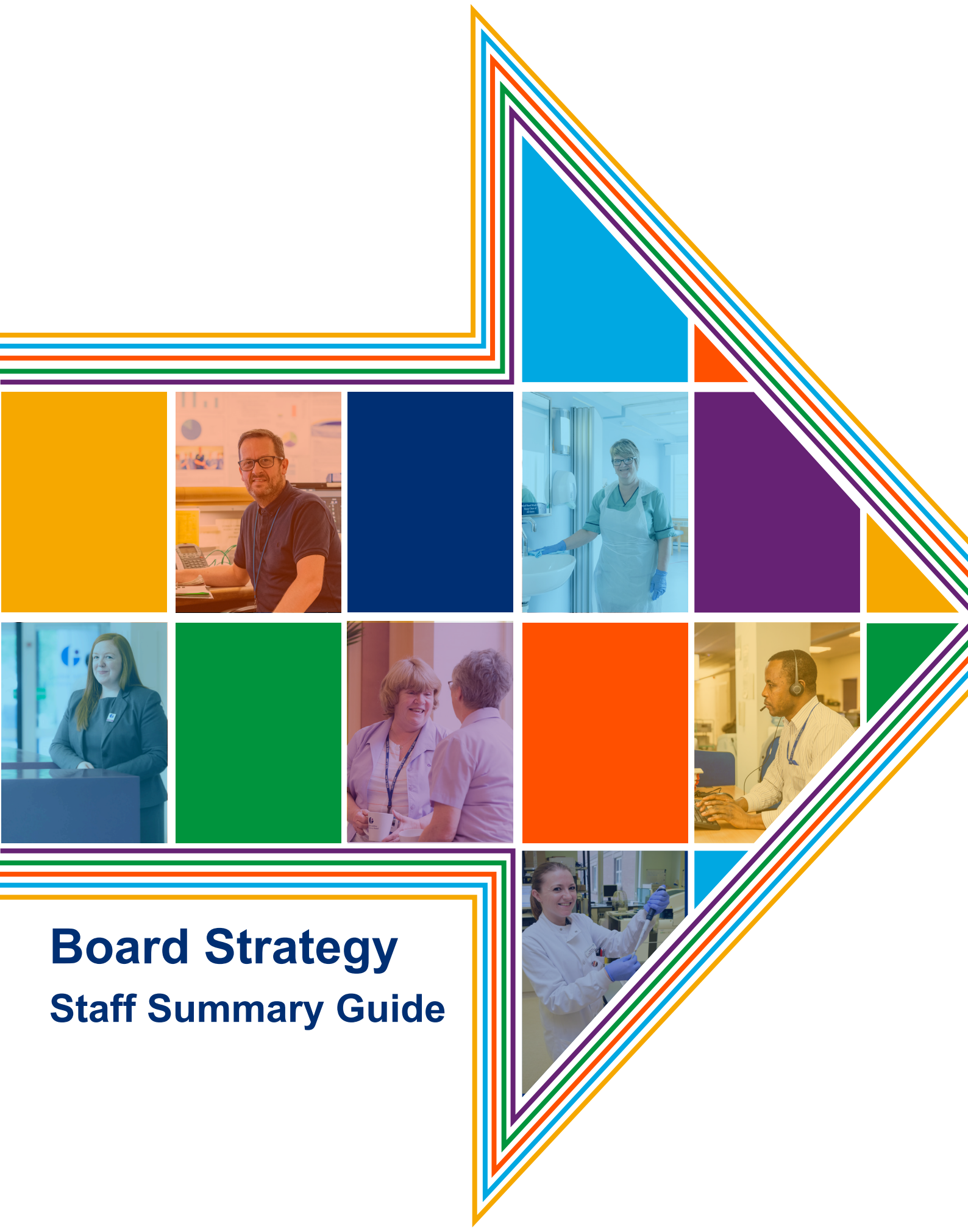
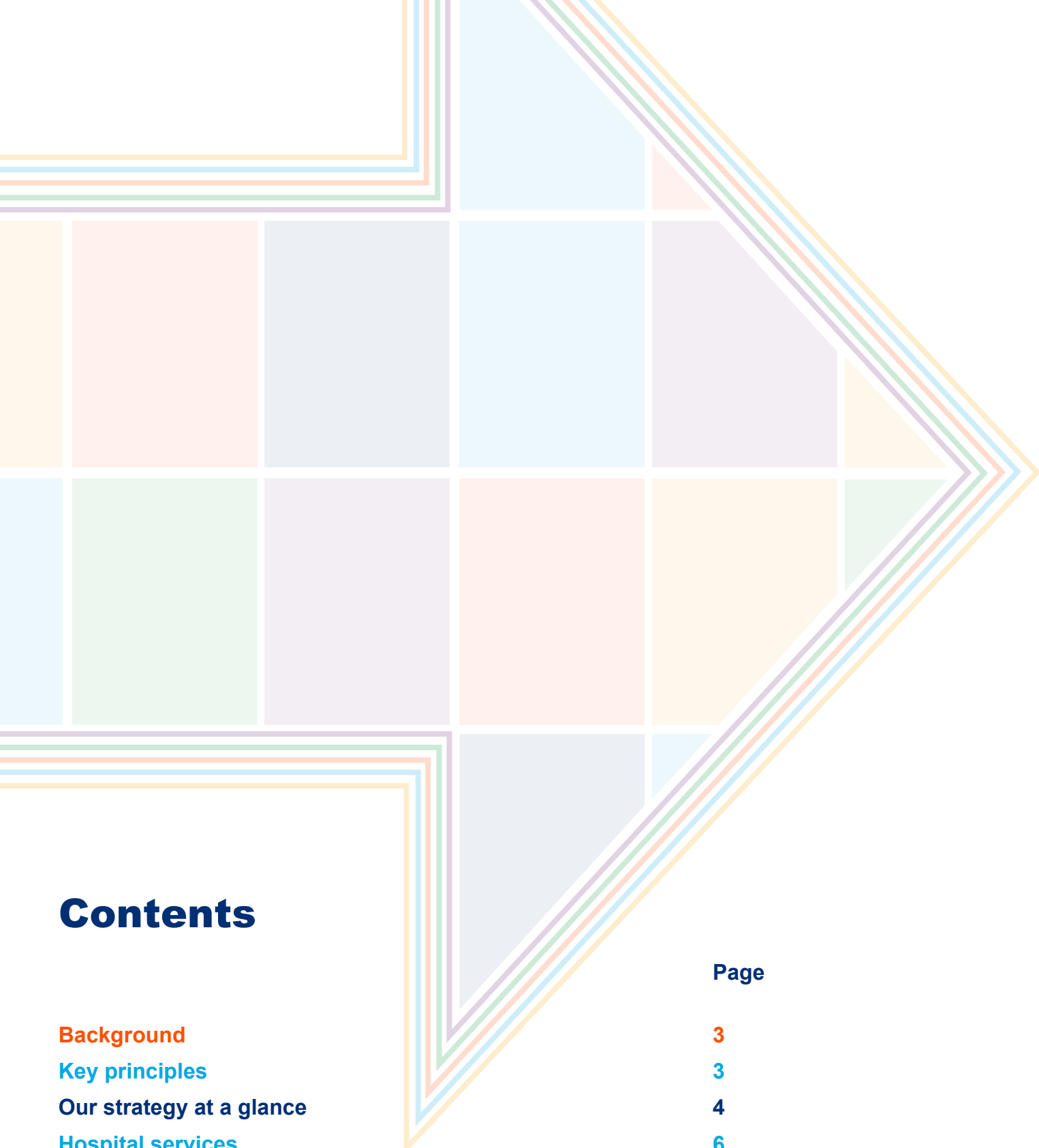


# Board Strategy Staff Summary Guide





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**This booklet tells you about our draft Board Strategy and how you can comment and influence the future direction of the Golden Jubilee Foundation.**

## Background

Golden Jubilee Foundation has always aimed to ensure that we support the delivery of NHS Scotland'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 NHS Scotland 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.

## Key principles

A set of key principles have been proposed which will shape the direction of our Board Strategy developments:

- Our strategic developments will evolve over the years with the specific aim of meeting the needs of the population;
- We will plan our services to improve patient access to elective care, supporting patient rights in line with the Treatment Time Guarantee and reduce of waiting times;
- We have a specific role in collaborating across Scotland to deliver high quality standardised elective care;
- Through our specialised regional and national services we will improve outcomes for patients;
- Our focus on improvement and innovation will enable us to test, demonstrate and lead best practice in technology, services and new models of care;
- We will support the NHS in Scotland to encourage external investment and innovation in patient related services;
- Our impactful research benefits patients and will influence future generations.
- We will continue to foster a 'Once for NHSScotland' approach, where appropriate; and
- Our Conference Hotel will continue to support Golden Jubilee services as well as being a high quality national NHS and public sector conference facility.

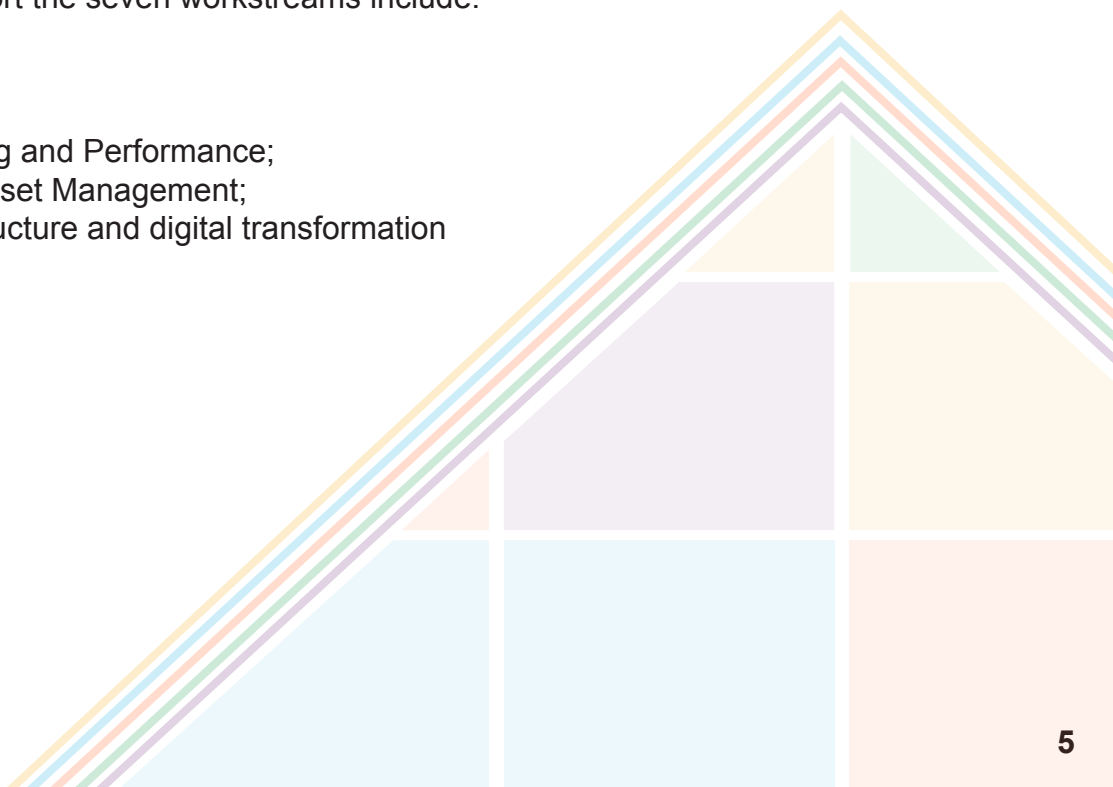
## Our strategy at a glance

Stakeholder workstream	Overview
1. Hospital Services	<p>We will continue to deliver high quality care through our existing regional and national services and our elective care provision.</p> <p>In addition we will develop our hospitals services to meet increasing demand and continually improve how they are delivered.</p>
2. Golden Jubilee Expansion and new developments	<p>Expansion of our elective care provision through new hospital facilities is fundamental to our future and the NHS Scotland's Health and Social Care Delivery Plan.</p> <p>In addition we will explore opportunities for expanding the range of clinical treatments and services we are able to provide through both our elective care and regional and national services</p>
3. National Elective Centres Collaboration	<p>The success of the Golden Jubilee model of care and our track record of delivering high volume elective care that is safe, effective and person-centred, means we are well placed to collaborate with other national elective care centres.</p> <p>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.</p> <p>We will work with NHS Boards to effectively manage the use of private sector healthcare provision across Scotland. This will ensure that national elective capacity is fully utilised and private sector healthcare utilisation is minimised and where needed is managed carefully</p>
4. Teaching Hospital Status and Centre of Excellence	<p>We will build on existing training and education for the range of staff involved in delivering high quality healthcare including healthcare professionals. This will include becoming a teaching hospital with an undergraduate and postgraduate prospectus.</p> <p>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.</p>

<p>5 Innovation and Investment</p>	<p>We will continue grow and develop our strategic partnerships to enhance our ability to fund and support Innovation.</p> <p>We will also ensure global development of the Golden Jubilee Foundation brand and expand our opportunities to market our ideas, products and models of care across the world. This will drive further investment in the Golden Jubilee Foundation, NHS Scotland and the wider Scottish economy. It will also strengthen our ability to drive innovation internally and across NHSScotland.</p>
<p>6 Research and Development</p>	<p>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.</p> <p>We will also seek further investment and funding opportunities to enhance our portfolio and support development of our capacity and capability for Research, including our staff.</p>
<p>7 Hotel and Conference Centre</p>	<p>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.</p> <p>We will also ensure that the conference centre is at the heart of providing services for NHS Scotland and the wider public sector.</p>

Other areas that support the seven workstreams include:

- Workforce;
- Financial plan;
- Quality, Planning and Performance;
- Property and Asset Management;
- eHealth infrastructure and digital transformation



# 1 Hospital Services

Our hospital services are diverse and the strategy plans for each service will be driven by the key priorities for each. These priorities can be grouped into four distinct themes:

Service growth- our elective specialities:

**Orthopaedics** – current expansion phase two plans for hip and knee replacements and minor/intermediate surgery. We will also further develop our model of care in the sub-specialties of foot and ankle surgery and revision arthroplasty.

**Ophthalmology** – current phase one expansion plans will be delivered in our new integrated Ophthalmology unit scheduled to open in Summer 2020.

**General Surgery, Endoscopy and Diagnostic Imaging** – to help expansion in General Surgery and Endoscopy activity to support West of Scotland demand, we will explore joint appointments to achieve a sustainable workforce. We will also explore extended roles such as Nurse Endoscopists, which will be supported by our NHS Training Academy.

## Investment

In delivering our future strategy for Interventional Cardiology we will plan and deliver additional capacity to meet predicted demand and improve access to timely treatment and early intervention.

We will build on our investment in Robot Assisted Surgery in Thoracic Surgery by extending its use into Orthopaedics, with a primary focus on robot assisted total and uni-compartmental knee replacement surgery.

## Developing models of care

- Recognising the changes in patient urgency and acuity, we are developing a Cardiac Strategy to inform our future care models for Regional Cardiac Services. This will also influence our plans for developments in anaesthetics and critical care.
- Cardiac Surgical Strategy will describe to aim to move towards a 'Minimally Invasive First' strategy for isolated aortic valve disease and isolated mitral valve disease in need of intervention. Minimally invasive surgery, in general, will be key growth area for the department.
- For multiple or complex procedures such as aortic, mitral and tricuspid valve surgery with coronary artery bypass grafting, the focus will be on continuous achievement of improved surgical outcomes. A range of other specialist developments ranging from sutureless valves and increasing the numbers of bypass surgery procedures carried out without the use of heart/lung machines will be explored. Subject to National Planning decisions, we will also plan to develop our Surgical Aortic Valve Implantation programme.

- We will continue to develop as a UK leader in minimally invasive care this field. We are already delivering increased numbers of endobronchial valve procedures to reduce lung volume in patients with emphysema and it is our goal to further develop this service for patients in the West of Scotland.
- We will further increase the scope of our Enhanced Recovery programme in Orthopaedics, Cardiac and Thoracic Surgery, aiming to achieve effective optimisation of patients before surgery and safely reduce post operative length of stay.

In line with these speciality developments, our clinical services will take forward their delivery plans:

Allied Health Professions Strategy key themes:

- Developing our AHP workforce
- Health and wellbeing of staff and patients
- Access and awareness of AHP services
- Delivering excellence through Research, Innovation and Quality Improvement

Healthcare Science Delivery Plan priorities:

- Demand Optimisation
- Streamlining health technology management
- Point of care testing
- Developing sustainable services and integrated models of clinical physiology delivery

Pharmacy Strategy themes:

- Development of the future Pharmacy Strategy aligned to digital transformation
- Embedding realistic medicine and practice-based research in the future service model.

## **Maintaining sustainability**

The Golden Jubilee is home to three National Services delivered on behalf of NHS Scotland. In addition to the opportunity to introduce new developments in our Scottish Pulmonary Vascular Unit (SPVU), a key focus will be the implementation of the standards for specialist adult congenital heart disease (ACHD) care in NHS Scotland.

Our key priorities for our Scottish Adult Congenital Cardiac Service (SACCS) will be:

- Recruitment and retention of our specialist workforce to extend and improve service provision;
- Reviews of our surgical and interventional care pathways to meet population demand and sustainable care;
- Undertake and respond to analysis of diagnostic provision and outreach requirement to ensure that the shared care model meets future requirements.

Within the Scottish Advanced Heart Failure Service (SNAHFS), our main focus will be:

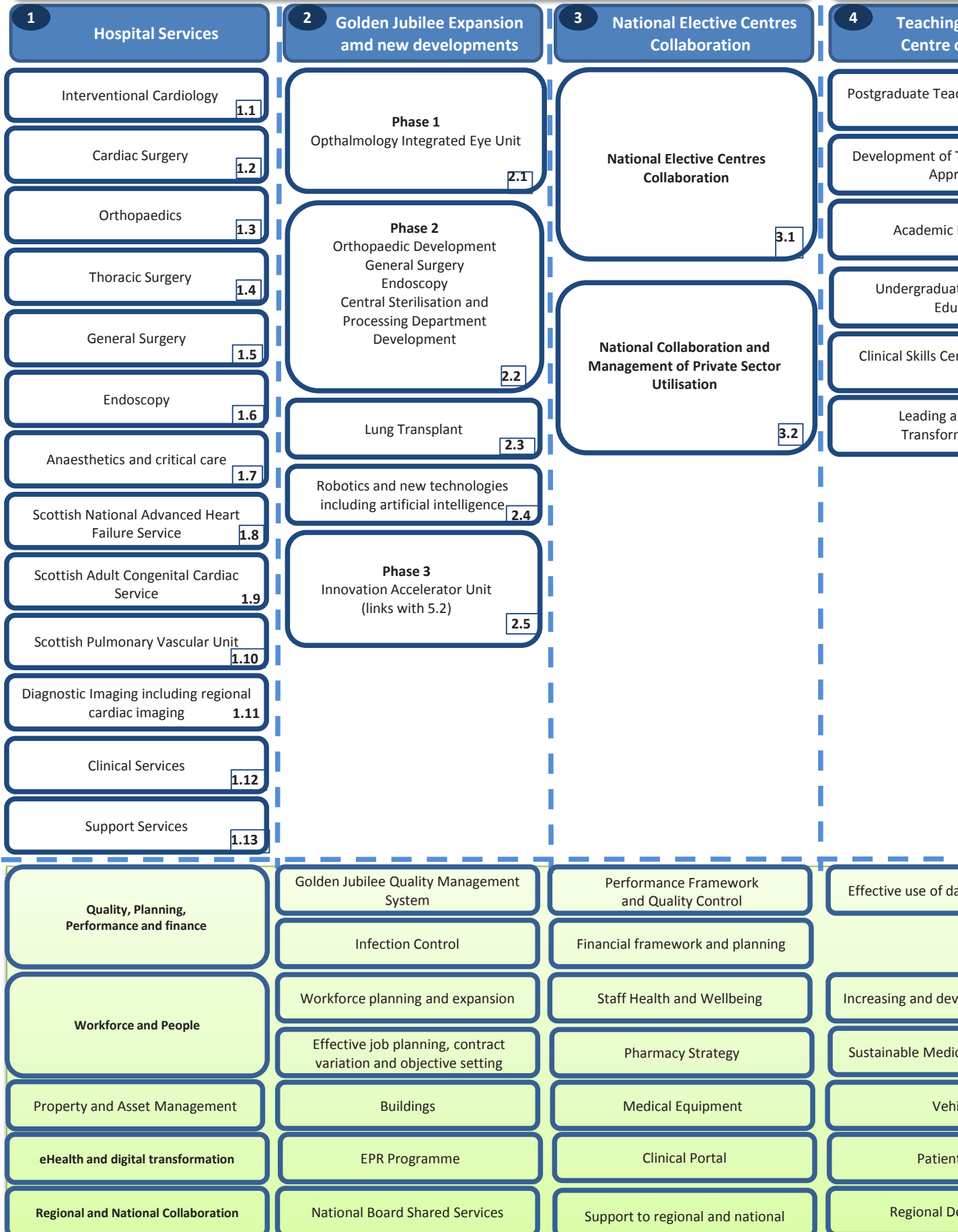
- Continuing to deliver the SNAHFS Strategy and planned heart transplant activity; and
- Expand the use of the Organ Care System to deliver improved transplantation rates for donation after circulatory death (DCD).

# Board Strategic Development Map

Our strategic priorities align with the

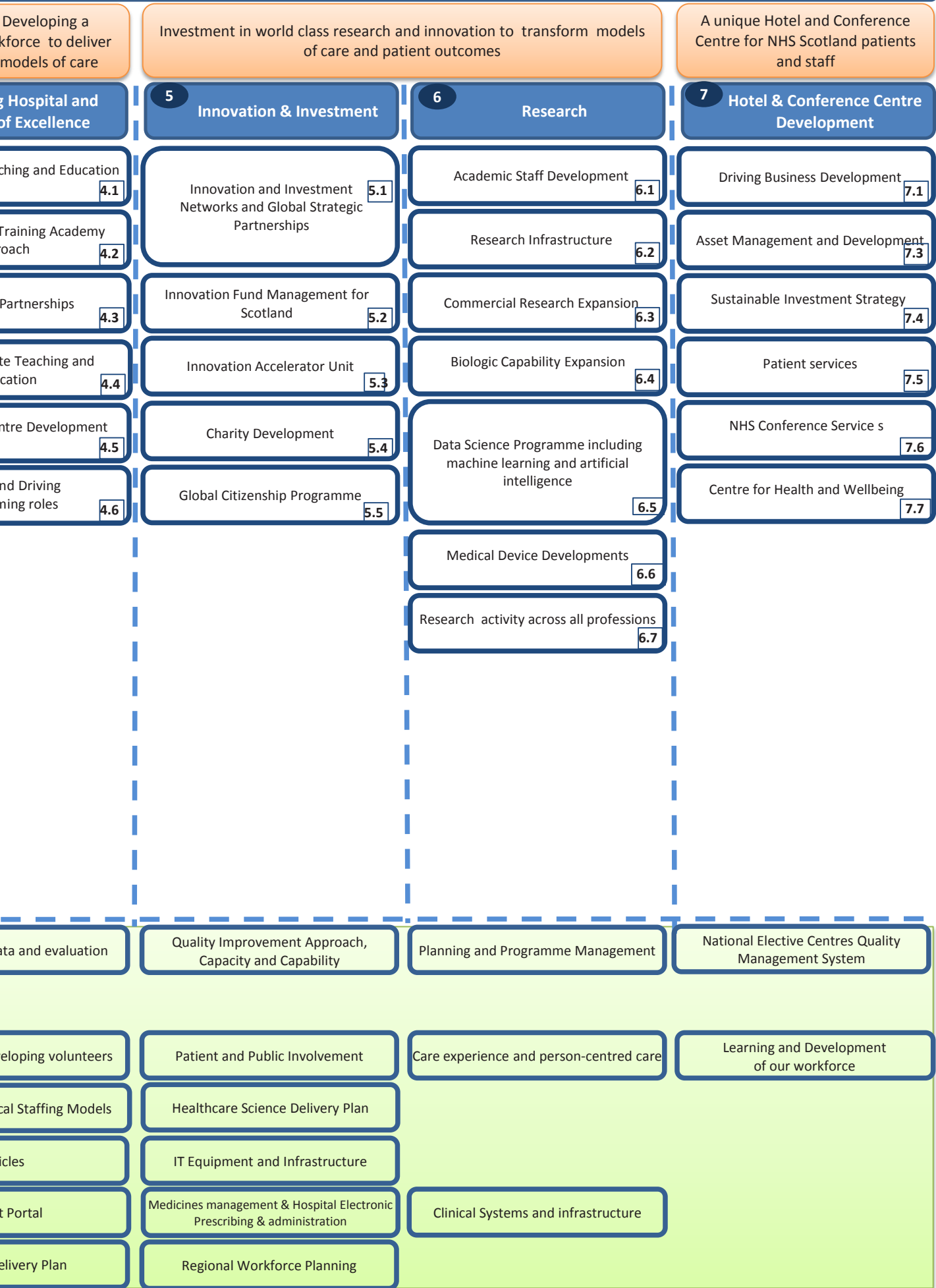
Developing our health services through effective investment and collaboration to deliver world class models of care and patient outcomes for NHS Scotland

Training and Healthcare Workforce for NHS Scotland





Overarching values of our organisation



## 2 Golden Jubilee Expansion

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 an expansion programme to treat more patients than ever before. Our hospital expansion will be delivered in a phased approach subject to necessary Scottish Government approval:

- Phase 1 will deliver a new integrated eye unit which will be open in Summer 2020.
- Phase 2 will deliver new surgical capacity across orthopaedics and general surgery and increased capacity for endoscopy procedures.

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".

## 3 National Elective Centres Collaboration

The success of the Golden Jubilee model of care and our track record of delivering high volume elective care that is safe, effective and person-centred, means we are well placed to collaborate with other national elective care centres.

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 NHS Scotland

We will work with NHS Boards to effectively manage the use of private sector healthcare provision across Scotland. This will ensure that national elective capacity is fully utilised and private sector healthcare utilisation is minimised and where needed is managed carefully

## 4 Teaching Hospital Status and Centre of Excellence

A number of strategic objectives have been established under this workstream which can be grouped into the following themes:

### **Development of the NHS Training Academy**

We will work with NHS Education for Scotland and other boards to scope development of the Training Academy. This will be shaped and defined by the needs within NHS Scotland. It is assumed that a fully developed Training Academy programme would be capable of delivering:

- The projected workforce for the Elective Treatment Centres;
- The future workforce requirements to support the wider needs within NHS Scotland; and
- The skills and capacity to address specific key pressure areas or scarce roles, such as Advanced Practice.

### **Medical teaching and education and clinical skills**

Building on existing medical postgraduate teaching arrangements, we will work to ensure that GJF is fully integrated within national training programmes to ensure that our capacity to support postgraduate medical teaching and education is effectively utilised. We currently offer undergraduate teaching and education through the cardiology element of the neurology placement and will look to further expand our involvement with undergraduate medical education, ensuring that it continues to be coordinated and delivered to a high standard.

### **Academic partnerships**

In addition to the academic partnerships that will be developed as part of the NHS training academy described above, GJF will progress the work with the University of Glasgow to be recognised as a University Hospital. This will support our strategic plans to develop further strategic partnerships and will support our vision of leading on research and innovation. Through designation and accreditation, we will also be well-placed to attract sponsorship and investment to our training academies and clinical education programmes.

### **Transforming roles and sustainable staffing**

In looking to embed sustainable staffing, we will continue to explore opportunities to extend the use of Advanced Practice roles across the GJF clinical specialties. Our delivery approach will continue to be aligned to our Advanced Practice strategy, with its four key pillars of:

- Clinical practice
- Leadership
- Facilitation of Learning
- Evidence, research and development

### **Medical contracts and effective job planning**

In order to ensure that our consultant and specialty doctor job plans meet best practice and support future service planning and delivery, we will carry out an in-depth analysis of our current job plans, review our range of non-consultant roles and work to develop a job planning framework capable of delivering five over seven and extended day working.

## 5 Innovation and Investment

Following the launch of the new and ambitious national health and social care innovation fund to develop original and pioneering treatments for Scotland's patients, the fund was established within the GJF.

The vision was to apply a 'broad based' approach to securing additional income and investment from research bodies, commercial partnerships, industrial sponsorships and philanthropists; income generating activity.

GJF has also been assigned the objectives of identifying world-wide commercial and strategic partnerships to support the marketing and selling of successful GJF and NHSS innovations globally.

Our strategic vision for innovation and investment over the period 2019-22 will focus on the following areas:

- Strategic Partnerships
- Income Generation
- Innovation Fund Management
- Open Innovation
- Global Development
- Managing Innovation
- Charity Development



## 6 Research and Development

Our strategic objectives will be delivered within these broad themes:

Research Capacity and Capability – We will continue the expansion of our capacity and capability to lead and support research through the following:

- **Academic Staff Development** – In order to grow our research portfolio substantially we will increase the amount time available to tenured senior researchers. This may be through the creation of new posts or through funding research sessions for existing NHS staff. We will also continue to develop our links with academic partners, explore joint lectureships and develop a critical mass of research focussed staff in key specialties.
- **Research and clinical staff** – We will increase research skills and engagement in research across all staff groups to promote a research culture across the organisation enabling research within a wide range of clinical disciplines and expanding of the research portfolio across all specialties.
- **Research Support** – This relates to staff who are employed solely for the purpose of supporting research activity. Our aim is to grow this staff group thereby facilitating the growth of the research portfolio as described in the sections above.
- **Expansion of Golden Jubilee Research Institute** – We will develop a business case with a range of partners including commercial, academic and public sector bodies to attract and secure funding to expand:
  - the physical infrastructure of the Research Institute, including the clinical skills centre;
  - the staff available to support research and innovation; and
  - the portfolio of commercial, non-commercial and academic research.

Programme expansion and new developments include:

- Biologic Capability Expansion
- Data Science Programme
- Clinical Trials of Investigational Medicinal Products (CTIMPs)
- Medical Device Developments

## 7 Golden Jubilee Hotel and Conference Centre

The priorities for the next three-five years have been grouped into six distinct themes:

Driving Business Development – capitalising on the unique links with the Hospital and Research Institute providing a crucible for innovation, collaboration and education, nationally and internationally.

Asset Management and Development – our Hotel requires significant asset management and development. Building on recent strategic infrastructure the Hotel will aim to complete and develop further such as the remaining bedroom upgrades.

Sustainable Investment Strategy – recognise and seek to overcome challenges associated with the unique operating environment of the hotel as part of the Foundation family.

Patient Services – playing a key role in the Golden Jubilee model of care and contributing positively to the patient journey, detailed planning of future patient/relative room capacity will be carried out to ensure hospital expansion and regional priorities can be accommodated.

NHS Conference Services – remains the recognised NHS and public centre conference venue and continues to evolve its service to provide excellent meeting and conference facilities and support.

Centre for Health and Wellbeing – building on the transformation of the Hotel Health Club to a Centre of Health and Wellbeing supporting staff, delegates and guests.

### Tell us what you think...

We want to hear your views. If you would like to comment on our Board strategy, you can email [board@gjnh.scot.nhs.uk](mailto:board@gjnh.scot.nhs.uk) or use the tear off sheet at the back of the staff bulletin. Hard copies should be sent by internal mail to the Communications department.

You can also contact our Senior Management Team to discuss any aspect of our Board Strategy.

Speak to the team at our drop in sessions:

- **Dates: Monday 29 April – Friday 3 May 2019**
- **Venue: Innovation Hub**
- **Time: 12-2pm**

## Your role – tell us what you think

We need you to consider the following questions and let us know what you think about the Golden Jubilee Foundation draft strategy.

1. Do you think the strategy is understandable?

2. Does this strategy reflect your view of the way forward for our organisation and within your area?

3. Our draft strategy has seven workstreams. Have we missed any?

4. Is there any workstreams you disagree with or think should be changed?



**5. Have we captured the right priorities within the workstreams?**

**6. Have we missed any key pieces of work within the individual workstreams?**

**7. Do you have any concerns about the success of this strategy?**

**Name and department (optional):**

**Please send your completed question sheet to the Communications Team, Golden Jubilee Foundation.**

