



THE QUEEN ELIZABETH HOSPITAL

JOB DESCRIPTION

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| JOB TITLE: | Chief Operations Officer |
| SALARY SCALE: | Contract |
| DEPARTMENT: | Administration Department |
| REPORTS TO: | Chief Executive Officer |
| DIRECT REPORTS: | Executive Secretary/Secretary, Director Nursing Services, Director Medical Services, Executive Director Clinical and Diagnostic Services, Bed Manager, Clinical Governance Manager, Service Improvement Manager |

JOB SUMMARY

The Chief Operations Officer (COO) role is pivotal to the Queen Elizabeth Hospital Strategy, with direct accountability for the Service Delivery domain. The COO will deliver against the Balanced Scorecard pillars of Safe, Effective, Responsive, Caring, and Well-Led by focusing on patient flow, waiting times, quality of care, and staff engagement in clinical services.

The COO is responsible for the smooth and efficient operations and clinical service delivery of the hospital, including the management of the hospital's business functions and related operational resources. Reporting directly to the Chief Executive Officer (CEO) and serving as a key member of the senior leadership team, the COO ensures that all operational and clinical activities

are aligned with the hospital's strategic direction, including the QEH 2025–2028 Strategy (Service Delivery Domain) and the Balanced Scorecard pillars.

The COO's primary mandate is to ensure that clinical and operational services are safe, effective, responsive, caring, and well-led, with a strong emphasis on patient flow, reduced waiting times, enhanced service quality, and an improved patient and family experience.

The COO provides executive management oversight for the development and implementation of high-quality, cost-effective, and integrated clinical programmes across the hospital. Working in conjunction with the CEO, the COO ensures full fiscal and statutory compliance, efficient utilization of resources, and operational excellence in support of the organization's strategic objectives.

This role carries a diverse and complex management portfolio, encompassing broad organizational implications and requiring strong leadership, innovation, and strategic execution. The COO is responsible for integrating the hospital's strategic plan with daily operations, ensuring that systems, processes, and teams function cohesively to deliver exceptional patient care and sustainable performance outcomes.

In the absence of the Chief Executive Officer, the COO acts on the CEO's behalf, exercising overall management responsibility for the hospital. The COO ensures that services are designed and delivered efficiently to meet the evolving needs of patients, physicians, staff, and the public, either directly or through delegated management responsibility.

MAJOR DUTIES AND RESPONSIBILITIES

The duties listed below are intended only as an illustration of the various types of work that may be performed:

Leadership and Strategy

1. In partnership with the CEO, develops operational plans and budgets for clinical services aligned to the hospital's strategic direction;
2. Leads the implementation of service delivery improvements that reduce waiting times and improve patient outcomes;
3. Acts as a change agent for the QEH's Service Delivery Strategy, embedding Balanced Scorecard principles into operations;
4. Collaborates with medical and nursing leadership to design and implement clinical pathways (e.g., urgent care, planned care, cancer);
5. Promotes a culture of accountability, innovation, staff engagement, and ethical practice within clinical operations.

Operations and Performance Management

9. Manages day-to-day clinical operations of the hospital to optimize patient flow and access to care;
10. Establishes, monitors, and reports on key performance indicators (KPIs) including: A&E waiting times, inpatient length of stay, outpatient backlog reduction, theatre utilisation, diagnostic turnaround times, and readmission rates;
11. Implements Lean and continuous improvement methods across clinical services to reduce waste and improve the patient experience;
12. Ensures compliance with regulatory and accreditation requirements for all clinical departments;
13. Prepares and reports on service delivery performance to the CEO and Board, highlighting progress against Balanced Scorecard targets;

Quality, Patient Safety, and Risk Management

14. Establishes robust clinical governance and risk management systems;
15. Promotes best practice in patient safety, reducing risks and improving outcomes;
16. Leads initiatives to improve patient satisfaction and ensures responses to patient feedback;

17. Oversees service improvement managers in embedding quality improvement cycles across clinical departments;

Patient Care and Service Delivery

18. Ensures clinical services are patient-centred, compassionate, and efficient;
19. Works with Directors of Nursing, Medicine, and Diagnostics to deliver timely, high-quality care;
20. Leads initiatives to reduce waiting times and cancellations, improve discharge planning, and streamline cancer and other care pathways;
21. Monitors patient satisfaction, clinical outcomes, and service delivery KPIs, ensuring alignment to strategic objectives;

Staff and Human Resources Management

22. Works with HR to support clinical workforce planning, recruitment, and retention strategies;
23. Leads engagement of clinical staff to build teamwork, morale, and professional development;
24. Supports succession planning and leadership development within clinical divisions;
25. Promotes staff wellness and resilience, particularly in high-stress clinical environments.

Regulatory Compliance and Governance

26. Ensures compliance with all healthcare laws, licensing, accreditation, and ethical standards in clinical operations;
27. Coordinates with legal, regulatory, and government agencies on clinical service delivery issues;
28. Develops policies and procedures aligned with patient safety and service delivery standards;

General

29. Conducts all of the above consistent with established ideals, standards and policies of the corporation and the ethics of the profession of hospital administration;
30. Keeps abreast of new technologies and trends in the health care industry to inform decision-making and strategic planning;
31. Observes health and safety protocols in the execution of duties;
32. Using customer service skills establishes and maintains effective working relationships with other employees, officials and members of the general public.

Knowledge, Skills, and Abilities

33. Comprehensive knowledge of healthcare operations and practice management, particularly in cost-constrained environments.
34. In-depth understanding of regulatory compliance and healthcare accreditation.
35. Strong interpersonal and communication skills with demonstrated empathy and professionalism.
36. Excellent critical thinking, problem-solving, and decision-making abilities.
37. Advanced process improvement skills and understanding of departmental interdependencies.
38. Proven ability to lead diverse teams and manage professionals across multiple disciplines.
39. Competence in financial analysis, budget interpretation, and vendor relationship management.
40. Skill in adapting process improvement methods to achieve organizational objectives.
41. Strong analytical ability to synthesize complex data and translate it into actionable insights.
42. Expertise in clinical operations, patient flow optimisation, and waiting list management.

43. Strong skills in performance management and use of clinical KPIs.
44. Knowledge of regulatory compliance and clinical governance frameworks.
45. Excellent communication, leadership, and change management skills.
46. Ability to collaborate effectively with clinicians and staff at all levels.

REQUIRED TRAITS

- Emotional Intelligence
- Empathy
- Accountability
- Collaboration
- Flexibility and Adaptability
- Initiative
- Dedication
- Dependability
- Integrity
- Co-operation

EDUCATION AND EXPERIENCE

A Master's Degree in Management, Public Health Management, Strategic Management, Business Administration or related field.

Extensive experience in operational leadership within a complex acute healthcare setting, with a proven track record of delivering clinical service improvements.