NHS
Great Ormond Street Hospital for Children
NHS Foundation Trust

# Chief Operating Officer

Great Ormond Street Hospital for Children NHS Foundation Trust

Prepared by The MBS Group

# Welcome letter

Thank you for your interest in the role of Chief Operating Officer at Great Ormond Street Hospital for Children NHS Foundation Trust (GOSH).

GOSH exists to advance care for children and young people with rare and complex conditions so they can fulfil their potential. For more than 170 years, we have brought together outstanding clinical expertise, research and innovation to improve lives. We are now at a pivotal moment in our history, and our new Chief Operating Officer will play a central role in shaping the next chapter of our story.

As a core member of our executive leadership team, you will be a critical convenor across the organisation: bringing colleagues together to shape and drive the delivery, performance and productivity of our services, and to develop our operating model through a period of significant change. Your influence will reach every part of GOSH, including NHS services, research, private care, education and our corporate teams. Working in close partnership with our Chief Medical Officer and Chief Nurse, you will provide the leadership needed to ensure the consistent delivery of safe, high-quality and efficient care.

We work every day to ensure that advances in research and innovation reach our patients as quickly as possible. Our new £360m Children's Cancer Centre, due to open in 2029, will transform our cancer services, providing enhanced facilities for theatres, imaging, critical care and our hospital school. As Senior Responsible Officer for the cancer and broader transformation programme, you will play a central part in the service redesign, operational planning and delivery of this programme, as well as our wider capital plans.

You will build on our successes, strengthen our partnership with GOSH Charity and deepen collaboration across the wider health and care system. As we develop a more distributed model of leadership, you will invest in the clinical and operational leaders of the future. You will also champion holistic care, ensuring that we continue to value and respond to the mental as well as the physical health needs of the children and young people in our care.

GOSH continues to be a pioneer in transforming care for children and young people with rare and complex conditions. We are looking for a leader who can enable that change while transforming our operating model, ensuring we deliver efficient, seamless services for patients across every care setting.

Alongside these opportunities, we face significant challenges. We are responding to a growing emphasis on community-based care that does not always align neatly with our role as a specialist tertiary children's hospital. Like Trusts across the country, we must also continue to place ourselves on a sustainable financial footing, ensuring we are strong now and stronger in the future.

At GOSH, we believe that improving outcomes for patients begins with improving how we work together. You will contribute actively to our work to build an inclusive culture where everyone feels valued, seen and heard. You will demonstrate our organisational values of Collaboration, Respect and Curiosity, and celebrate the commitment, dedication and expertise of our exceptional staff.

The GOSH name, reputation and brand bring considerable prestige, but also significant responsibility and scrutiny. You will therefore be an outstanding communicator: comfortable operating in the spotlight and fully aware of the unique place GOSH holds in the hearts and minds of our patients, families and supporters.

Above all, you will share our commitment to delivering the best possible care for the children we see at GOSH today, and for the children we will care for in the future, both within our hospital and beyond its walls.

I hope this pack gives you a strong sense of the scale, purpose and opportunity of this role, and I wish you every success with your application.

Yours faithfully,

Karl Munslow Ong
Chief Executive Officer

# About GOSH

Founded in 1852 as the first hospital in the United Kingdom dedicated solely to the care of children, Great Ormond Street Hospital for Children NHS Foundation Trust was built on a simple but radical principle: that children need healthcare designed around them. Today GOSH is one of the world's leading centres for babies, children and young people with rare, complex and life-limiting conditions.

**1852**
opened as the first UK hospital dedicated to children

**400**
beds

**67 +**
specialist and sub-specialist services

**22**
Highly specialisied nationally commissioned services

**800 +**
active research studies

GOSH provides over 67 specialist and sub-specialist paediatric services, the widest range available on any single site in the UK, including 22 highly specialised national services that cannot be found elsewhere in the country. It is home to the UK's only National Institute for Health and Care Research Biomedical Research Centre dedicated solely to child health and works in close partnership with the UCL Great Ormond Street Institute of Child Health and Great Ormond Street Hospital Children's Charity. Although its home is in London, half of GOSH's patients are referred from elsewhere in the country, and children travel from around the world for treatment available nowhere else.

Collaboration underpins all of it. Clinical, research, operational, educational and corporate teams work across disciplines to provide seamless, integrated care for children and families. That collective endeavour is reflected in the Trust's purpose:

> ***Together, we advance care for children and young people with rare and complex conditions so they can fulfil their potential.***

It is a purpose that reflects both the hospital's remarkable heritage and its unwavering commitment to improving outcomes for future generations, ensuring that innovation, compassion and excellence remain at the heart of everything it does.

# The Trust's five-year direction | "Together We Power Care"

The strategy is built around three pillars, each representing a key way we will transform care. These pillars are interconnected and mutually reinforcing. Every pillar has a big move, our vision for delivery, and is supported by flagship programmes that ensure these ideas become a reality for the children and families who rely on us.

## Together We Shape How We Care

Focuses on building culture, connection, and collaboration. It is about creating the workforce, systems, and ways of working that power safer, more consistent care across our hospital, for our patients, with our partners, and beyond.

**Big Move:** Together we build a culture of connection and collaboration to deliver brilliant safer care, in our hospital, in partnership and out into the world.

## Together We Advance Discovery, Innovation and Impact

Ensures that scientific breakthroughs, technology, and new treatments reach babies, children, and young people faster. It is about translating discovery into care and accelerating progress so that more families benefit sooner.

**Big Move:** Together we turn GOSH into the fastest path from discovery to care.

## Together We Embrace the Whole

Recognise every child is more than a diagnosis. Care must be seamless, connected, and holistic, supporting the child, their family, and their journey across age, stage, and space.

**Big Move:** Together we make care seamless and connect age, stage, and space.

*For more information, click on the image below for a video on GOSH's website:*

# Our values

## Collaboration

**We work together to deliver safe, consistent, patient-centred care.**

## Respect

**We treat everyone with respect, kindness and equity.**

## Curiosity

**We stay curious to drive innovation that delivers exceptional patient outcomes.**

# The role

**Summary**

**Position |** Chief Operating Officer
**Organisation |** Great Ormond Street Hospital for Children NHS Foundation Trust
**Reporting Line |** Karl Munslow Ong, Chief Executive
**Location |** Great Ormond Street Hospital for Children
**Website |** https://www.gosh.nhs.uk/

World class care requires world class leadership: this is an exceptional opportunity to join GOSH and lead our operational delivery at one of the most stretching, and most exciting, periods in our evolution.

Our new Chief Operating Officer will set the direction for how GOSH operates, now and for the decade ahead. This is a role for a leader who builds capability rather than control, who trusts directorate teams to deliver and gives them the systems, data and confidence to do so. Partnering with clinicians and leaders across the organisation, the COO will co-create operational foundations that are resilient, adaptable and genuinely owned by the teams who use them. As an integral member of the Board, they will bring an outward, horizon-scanning perspective and an openness to innovation and adaptation, anticipating how changes in demand, technology (including AI), workforce and the wider system will shape children's healthcare, and positioning GOSH to meet that future rather than react to it.

The COO is the senior accountable officer for operational delivery of the Trust's strategic plans and performance, and for ensuring required standards and targets are met. They will integrate the management of core clinical operations with the planning, information, systems and data needed to drive transformation across clinical and operational frontline services. Central to the role is the development of our three clinical directorates: growing leadership capacity and capability, devolving real decision-making, and creating the conditions in which directorate leaders can take accountability for improvement themselves. In collaboration with the Chief Medical Officer and Chief Nurse, the COO will play a key part in the wider transformation of the Trust.

The post holder will ensure a robust performance framework is in place, one that informs and empowers rather than simply polices, and that our ability to deliver high quality, efficient services continues to strengthen, giving confidence and assurance to commissioners, regulators and wider stakeholders. The COO will be adept at strategic influencing and at building powerful, sustainable relationships internally and with senior external stakeholders across the system. Above all, they will galvanise colleagues at every level to contribute to the transformation of the hospital and the achievement of GOSH's ambitions, leading in a way that leaves the organisation more capable, more confident and better prepared for whatever comes next.

# Key responsibilities

## The Chief Operating Officer will:

- Be the Executive Lead for the delivery of GOSH's operational objectives, working closely with colleagues and senior leaders to motivate, support and offer challenge to delivery and drive operational excellence and continuous improvement, and taking accountability for the quality of our operational performance;
- Work collaboratively with other Executive and Corporate Directors to ensure relevant and timely progress is achieved in relation to GOSH's clinical operational performance, that change and innovation are implemented appropriately, and that the organisation's operations are high quality and sustainable
- Contribute to the collective decision making of the Trust Board and take shared responsibility for the overall success and future direction of the Trust;
- Lead the development of the care group leadership teams, managing the delivery of efficient, high quality patient services with accountability for the achievement of the key clinical and operational performance activity standards;
- Be the Lead Director for Emergency Planning Resilience and Response;
- Be the Lead Director for operational planning and preparation for the Trust's new cancer centre – Senior Responsible Officer for the cancer transformation programme and executive lead for planning and deployment of operational services into the new building;
- Ensure that GOSH implements national policy relating to operational performance and follows yearly planning guidance;
- Bring colleagues together, support and challenge constructively the thinking of colleagues around decisions, and then support delivery of agreed objectives;
- Work closely with the Managing Director for International and Private Care, to grow capacity for private patients, whilst maintaining excellent and timely care for all patients;
- Ensure the PMO provides leadership and support to secure successful delivery of the Trust's operational and cost improvement activities, working with colleagues across the organisation to drive sustainable and impactful change;
- As a senior leader, and voting board member, the Chief Operating Officer will be expected to act as a role model for the Trust's values and provide high quality, compassionate and visible leadership to all staff.

## Corporate / Board Responsibilities

- Be an integral part of the leadership of the Trust, in developing strategic direction, culture and ways of working, as a member of the Trust Board and executive team;
- Act as Senior Information Risk Owner (SIRO) holding overall corporate responsibility for managing information security, data protection, and information risk policy for the Trust;
- Share the collective responsibility, as a member of the executive management team, for the consideration of key issues facing the Trust;
- Contribute to forming, embedding and reinforcing the Trust's values and standards of conduct, ensuring our obligations to patients, their families, colleagues, members and stakeholders are understood and met;
- Contribute to the Trust's effectiveness, efficiency, and economy and quality of healthcare delivery, and the effective reporting thereof;
- Within a framework of effective and prudent controls, ensure key risks are assessed and managed;
- Participate in the Trust's Executive on-call system.

# Key responsibilities

## Operational & Performance Management

- Manage the day-to-day operations of the Trust, working with clinicians and executive colleagues to ensure cohesive working and optimum performance, and the delivery of all operational performance standards, overseen through effective operational structures;
- Lead, shape and develop the directorate structure to coordinate operational capacity across the Trust, developing operational leadership across clinical areas;
- Ensure that the Trust's performance meets and exceeds the expectations of the Care Quality Commission;
- Work closely with the other members of the Executive Team to ensure a Trust wide approach to issues as necessary, especially as relates to use of capacity, management of operational pressures, quality improvement, and the delivery of performance standards;
- Champion operational leadership as a strategic discipline, develop operational capability and approaches, and serve as a role model for operational teams;
- Ensure consistent application of clinical and managerial protocols and procedures with the aim of achieving the highest levels of performance and outcomes for the benefit of patients;
- Ensure that the necessary performance management systems and controls are in place to assure that agreed operational performance standards and targets are met;
- Ensure that the Trust maximises its potential to meet the growing, changing, needs of patients and commissioners, contributing to London-wide objectives around child health;
- Contribute to the Trust's efficiency targets by the effective use of resources and the improvement of productivity;
- Be curious and open to innovation or adaptations that can take GOSH forward, actively review new ways of working and processes, to ensure the Trust has the ability to respond positively to system change.

## Leadership & Line Management

- Line management of three Chiefs of Service, Chief Digital Information Officer, the Managing Director of International & Private Care, PMO Programme Director, Director of Performance, Business Manager;
- Lead and manage the teams within the post's remit, as a visible, inspiring, head of profession for operational colleagues across the Trust, providing clarity of vision and purpose, role modelling excellence and championing the development of capability at all levels, building our internal leadership capacity;
- Establish, embed and deliver a high performance, professional, delivery focused culture with clear goals within all of the COO's teams;
- Create a culture of personal accountability through operating a clear system of appraisal, supervision and support to staff, ensuring that key success factors are understood and delivered;
- Ensure on-going improvement in staff satisfaction, engagement and morale for staff within the portfolio and embed the principles and culture of diversity, inclusion, safety, and investing in people;
- Build relationships and partnerships across and beyond the organisation, bringing together expertise and ideas to ensure GOSH develops its operating model and approach in the best way possible;
- Strengthen the capabilities of leadership, management and staff, ensuring effective succession planning is in place and empowering colleagues to develop knowledge, skills and competencies relevant to their roles.

# Key responsibilities

## Trust Lead for Emergency Preparedness

- Take board responsibility for all emergency planning and business continuity plans across clinical and corporate departments, ensuring that effective and up to date plans are in place to comply with national, regional and local guidance, along with ensuring that the organisation meets its legal requirements as described in the Civil Contingencies Act 2004;
- Hold executive responsibility for emergency preparedness matters within the organisation, ensuring advice, guidance, training and support is available to the organisation and that there are coordinated processes for resilience testing
- Manage the Emergency Planning Process ensuring robust and responsive plans are in place for major internal and external incidents Additionally, manage the business continuity process for the Trust as appropriate;
- Implement a comprehensive testing programme to ensure plans are fit for purpose and remain valid when service reconfiguration or service improvements are implemented;
- Provide regular updates to the board on the level of control and compliance within the organisation;
- Advise the board on its statutory responsibilities, ensuring any changes are effectively communicated.

# Person specification

## Qualifications & Experience

### *ESSENTIAL:*

- Significant senior management experience in a complex service-providing NHS Trust;
- Track record leading improvement and change in operational health services of real complexity, under operational pressure;
- Track record of leading through influence, partnership, and authority, collaborating with world class clinical colleagues to deliver operational excellence and outstanding patient care by bringing colleagues together;
- A nuanced leadership approach, and the demonstrable ability to flex style to different circumstances;
- Successful leadership of complex change and transformation programmes around operational delivery;
- A demonstrable track record of nurturing and developing clinical operations leadership teams
- The ability to lead consistent improvement through periods of significant disruption, for example around a major capital project, innovation and development;
- Strong performance focus and determination to deliver the best possible services for patients, with excellent operational grip, and the ability to inspire excellence in others, including colleagues across the organisation, beyond operational teams;
- Understanding of, and commitment to, continuous improvement, and proven ability to pursue a range of approaches to utilise new technologies, products, services and processes;

### *DESIRABLE:*

- Experience in settings delivering tertiary and speciality services;
- Master's degree or equivalent postgraduate qualification in a relevant discipline;
- Additional leadership or executive-level development qualifications;
- Experience of contributing to system-wide transformation and collaborative healthcare partnerships.

## Personal Attributes

- Resilience, agility, and personal integrity, including a commitment to transparency, and a track record of demonstrable positive impact on equality, diversity and inclusion;
- Excellent interpersonal, communication and leadership skills;
- A convening, partnership-building approach to leadership; a collaborator;
- A team player with a flexible approach;
- Ability to lead and motivate others, strong relationship building, influencing and negotiation skills;
- Ability to cope with complex organisational issues and to relate to a wide spectrum of NHS professionals;
- Proficiency in leading and stimulating change through clinicians and other professionals.

# Other Information

Great Ormond Street Hospital for Children NHS Foundation Trust is a dynamic organisation; therefore, changes in the core duties and responsibilities of this role may be required from time to time. This job description is intended as an outline of the areas of activity and can be amended in the light of changing needs and will be reviewed as necessary in conjunction with the post-holder.

## Confidentiality

On appointment you may be given access to confidential information which must only be disclosed to parties entitled to receive it. Information obtained during the course of employment should not be used for any purpose other than that intended.

Unauthorised disclosure of information is a disciplinary offence.

## Risk Management

You will be required to ensure that you implement systems and procedures at a local level to fulfil the requirements of the organisation's Risk Management Strategy, including local management and resolution of complaints, concerns, and management of incidents and near misses. Your specific responsibility for risk management will be clarified at local induction.

## Emergency Planning

In accordance with the organisation's responsibilities under the Civil Contingencies Act 2004, you may be required to undertake alternative duties as is reasonable, directed at alternative locations in the event of, and for the duration of, a significant internal incident, major incident or flu pandemic.

## Human Rights

You are required to comply with the regulations of the Human Rights Act 1998 during the course of your employment.

## Sustainable Development

You will be required to demonstrate a personal commitment to the Trust's Sustainable Development Plan and to take personal responsibility for carrying out your work duties in a way which is compliant with this Plan.

## Fit and Proper Person

As an executive director with significant control of resources and accountabilities, the post-holder will be subject to the requirements of the Health and Social Care Act 2008 {Regulated Activities) Regulations 2014 Section 5 and in particular Schedule 4 {fit and proper person test) to hold an NHS Director level appointment.

# How to apply

To apply, please submit your application via email with the subject line "Application for the role of Chief Operating Officer" to GOSH@thembsgroup.co.uk by midnight on Monday 19th October, 2026.

If you are unable to apply online, or have any accessibility requirements please contact the Project Manager overseeing this recruitment, Tori Birkenshaw at: tori.birkenshaw@thembsgroup.co.uk.

All applications should include:

- A short covering letter, of no more than two A4 pages, your interest in the appointment, how you meet the appointment criteria and what you specifically will bring to the post;
- Your current CV including educational and professional qualifications and full employment history. Please explain any gaps in your employment history and give details (where applicable) of budgets and people management responsibilities, highlighting relevant achievements;
- A completed Diversity Monitoring Form, a link to which can be found here.

**Key dates to diary:**

- Closing Date: **midnight, Monday 19th October, 2026**
- Stakeholder Sessions (in-person, at GOSH): **w/c 23rd November (specific date TBC)**
- Selection Panel (in-person, at GOSH): **Wednesday 2nd December, 2026**

Please note, it is unlikely we can accept any late applications nor change the date of the Selection Panel; therefore, we ask that applicants take note of these key dates and diary these in the event you are shortlisted.

## Diversity, Equity & Inclusion

The MBS Group believes that the most successful organisations are led by diverse teams that bring a wealth of different lived experiences to their strategic decision making. We positively encourage applications from people from all sections of the community, across all four countries of the Union, from all backgrounds and with a broad range of experience. We undertake that your application will be dealt with fairly and that all decisions we make about it will be based on merit and your ability to meet the person specification.

To ensure we hold ourselves accountable in conducting inclusive recruitment processes, we monitor diversity at all stages of the appointments process. To this end we ask all applicants to compete a diversity monitoring form. Providing this information is optional, but we would be grateful for your co-operation. Information provided in the diversity monitoring form will be treated as strictly confidential and will be used for monitoring purposes only. Forms are collated and saved separately to other documents with no reference to personal details. They will not be seen by anyone directly involved in the selection process, and will not be treated as part of your application. No information will be published or used in any way which allows any individuals to be identified.

## Personal Data

In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward.

Please also remember to not mention anyone's information or details (e.g. referees) who have not previously agreed to their inclusion.

## Contact Details

If you would like to discuss the opportunity in more detail prior to making an application, please contact Tom Field, Associate, at: tom.field@thembsgroup.co.uk.

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Chief Operating Officer | Great Ormond Street Hospital for Children NHS Foundation Trust