

Healthcare Improvement Scotland

Role Profile

Job title	Chief Executive
Executive Director	Yes
Location	Edinburgh / Glasgow
Immediate Line manager	Chairman of Healthcare Improvement Scotland

1. Job Purpose

To lead, direct and manage the work and ongoing development of a national organisation, Healthcare Improvement Scotland, a statutory body tasked with driving improvement in the quality of healthcare. It achieves this through a unique combination of producing evidence-based standards and guidelines, delivering improvement support, and carrying out scrutiny of healthcare services and public engagement.

2. Current Dimensions of Role

Healthcare Improvement Scotland is a public body that has brought together the functions of a number of organisations including the Scottish Health Council (SHC), the Scottish Medicines Consortium (SMC), the Scottish Intercollegiate Guidelines Network (SIGN) and the Healthcare Environment Inspectorate (HEI). The organisation works corporately across its major divisions of Scrutiny and Assurance, Clinical Directorate, Evidence and Improvement, and the Scottish Health Council. There has been significant growth in the past year of the organisation's scrutiny and safety portfolios and investigative reviews requested by Ministers in relation to the quality and safety of healthcare in Scotland.

Healthcare Improvement Scotland budget	£20M
Staff	304 WTE supported by additional clinical advisors, public partners and staff within NHS boards
Number of locations	2 main offices plus 14 Scottish Health Council local offices
Impact on NHSScotland budget	£10+billion

As a result of its scrutiny and assurance programmes and its evidence-based advice, including the work of Scottish Health Technologies Group (SHTG), SIGN and SMC, Healthcare Improvement Scotland has a major impact on NHSScotland.

3. Role and responsibilities of Healthcare Improvement Scotland

Healthcare Improvement Scotland was established as part of the Public Services Reform (Scotland) Act 2010 to improve the quality and safety of NHS and independently provided healthcare for the people of Scotland by:

- supporting innovation and improvement in the delivery of high quality person-centred healthcare and in the planning, designing and delivery of services
- providing assurance of the safety and quality of healthcare services for the population of Scotland
- providing authoritative, evidence-based advice and guidance on high quality treatment and care, as well as best practice in patient and public engagement
- influencing national policies to improve the quality of healthcare, and patient and public engagement, and
- delivering effective and rigorous scrutiny through an approach that commands the respect of and gives assurance to the NHS, the public, Scottish Ministers and other stakeholders.

In the pursuit of these objectives, Healthcare Improvement Scotland:

- targets the healthcare priorities of NHSScotland
- focuses on integrated improvement programmes in the areas which have most impact on clinical care and patient experience, for example older people, maternity services
- runs the Scottish Patient Safety Collaboratives in Acute Care, Primary Care, Maternity and Mental Health
- runs the NHSScotland Person-Centred Improvement Collaborative working with the Scottish Government and a range of other stakeholders
- provides advice both to local NHS boards and, where appropriate the Scottish Government, on areas of concern
- in relation to patient and public engagement, provides advice and support to local NHS boards on service change issues, and also monitors the effectiveness of NHS boards' activities
- runs national and international learning events in patient safety and improvement methodologies in conjunction with Scottish Government and Institute for Healthcare Improvement (IHI) (Boston)
- develops and implements scrutiny and quality assurance programmes to improve care
- undertakes specific ad hoc investigations and reviews under the direction of Scottish Ministers
- analyses information and data and shares it with partner agencies to ensure a systematic approach to scrutiny and improvement based on intelligence and to support partnership working with the Care Inspectorate in Scotland
- leads the delivery of the statutory functions laid out in the Public Services Reform (Scotland) Act 2010 including a legal duty of user focus, and
- leads the development and implementation of its strategy by effective delivery of the regulatory, improvement and evidence programmes.

As a leader in its field, Healthcare Improvement Scotland collaborates with UK and international bodies to share research and experience, regularly hosting visits from the UK and overseas, and provides training and support for international collaboration in guideline and improvement methodologies.

A key requirement underpinning the effectiveness of the organisation is to ensure access to a high standard of specialist expertise through clinical leaders who provide a knowledge base and resource for Healthcare Improvement Scotland.

The Scottish Health Council is a committee of Healthcare Improvement Scotland, with its own Chair, who is appointed from the Board of Healthcare Improvement Scotland, and has its own distinct identity and legal responsibilities.

The Scottish Medicines Consortium assists Healthcare Improvement Scotland in its statutory duties in relation to the assessment of new medicines.

4. Key Result Areas

Internal

1. Provide vision, leadership and motivation to Healthcare Improvement Scotland. Inspiring the whole organisation, creating momentum and enthusiasm for the delivery of the agreed strategic direction, aims and objectives of the organisation within budget and in line with agreed timelines.
2. Maintain an effective working relationship with the Chairman and Board of Healthcare Improvement Scotland to develop and keep under review the strategic direction, performance and the management of risk of the organisation.
3. Ensure the ongoing development of the scrutiny of NHSScotland healthcare services and the widening regulation and inspection of independent healthcare providers. Keeping under review the methodologies, the data requirements and reporting mechanisms to ensure an appropriate balance for all stakeholders as well as providing Ministerial and public assurance.
4. Secure the effective delivery of the Annual Scrutiny and Inspection Plan for Healthcare Improvement Scotland, with the focus on driving improvement in the quality of healthcare.
5. Build and sustain strategic alliances with other scrutiny bodies, consistent with the simplification of the scrutiny landscape, to ensure that the scrutiny of health and care is coherent, proportionate and aligns to the integrated pattern of service delivery.
6. Ensure the ongoing development and delivery of activities in respect of the quality and improvement agenda.
7. Support NHSScotland to implement the three quality ambitions set out in the Healthcare Quality Strategy, providing strategic input into the development of national improvement programmes and the delivery of these programmes working in partnership with Scottish Government.
8. Lead and develop a Senior Management Team, providing effective management and guidance for the team and individuals. Keeping performance under review through regular performance reviews aligned to key objectives, and ensuring that robust performance management arrangements are in place throughout Healthcare Improvement Scotland.

9. Develop an annual Local Delivery Plan, agreed by the Board and Scottish Government together with a programme of work that delivers the organisation's strategic objectives in line with national policy priorities and within available resources.
10. Manage the risks facing the organisation in carrying out the programmes of work and in responding to ad hoc, and sometimes urgent, requests for service reviews, effectively and efficiently managing the overall resources that are available.
11. Review and respond to the changing political, regulatory, assurance, safety and improvement environments.
12. With the Employee Director, lead partnership working within the organisation and set and lead a culture of involvement and openness, ensuring an effective system of communication with the staff of the organisation.

External

1. Ensure Healthcare Improvement Scotland is respected and presented in an appropriate and professional manner to stakeholders and the public. Ensuring an open and constructive working relationship with elected members in local councils, the Scottish Parliament and its Committees with the Scottish Parliament and its committees and other stakeholders including NHS boards.
2. Ensure Healthcare Improvement Scotland has effective internal and external communication mechanisms.
3. Ensure effective and inclusive involvement of members of the public, patients, carers and patient representatives in healthcare quality improvement and scrutiny, consistent with commitment to user focus in our work.
4. Ensure effective relationships to influence outcomes across NHSScotland at the highest levels, the Scottish Government and independent healthcare providers and contribute to the shaping and informing of national policy.
5. Work in partnership with the Care Inspectorate, Education Scotland, the Mental Welfare Commission for Scotland and other public services scrutiny bodies as required by the Duty of Cooperation set out in the Public Services Reform (Scotland) Act 2010.
6. Contribute as a senior public sector leader to the modernisation and reform of the public sector in Scotland and ensure that Healthcare Improvement Scotland plays a central role in the setting of priorities and the future design of public services.

5. Assignment and Review of Work

The postholder holds the highest level of autonomy within a framework of corporate governance and the strategic aims and performance objectives set by the Board. The postholder operates within statutory regulations, NHS and government policy.

The postholder reports to the Chairman of Healthcare Improvement Scotland. Performance objectives are agreed annually, in line with the strategic direction, the agreed Local Delivery Plan and performance review discussions. The postholder is expected to work autonomously within these objectives and performance is monitored on an ongoing basis by the Chairman and the Board and through the work of the governance committees (Audit, Remuneration,

Staff Governance, Evidence, Improvement and Scrutiny, Finance and Performance, and the Scottish Health Council).

The postholder is responsible for providing information and advice to the Board and executing its decisions, and also for ensuring that Healthcare Improvement Scotland meets Scottish Government's requirements. In particular, the Local Delivery Plan and meeting HEAT (health improvement, efficiency, access to services and treatment) targets.

The postholder is accountable for the performance of Healthcare Improvement Scotland Senior Management Team and Directors, agreeing their performance, development and personal objectives and reviewing these on an ongoing basis and formally once a year.

The postholder is required to ensure sound governance in the three statutory areas of clinical governance, staff governance and financial governance as well as meeting the requirements of the Duty of User Focus and Scottish Government requirements for reporting on performance.

As Accountable Officer, the Chief Executive of Healthcare Improvement Scotland reports to the Scottish Government through the Chief Executive of NHSScotland to ensure financial performance and best value use of all resources.

6. Communications and Working Relationships

A key focus of this role involves communication, building and maintaining effective working relationships at all levels, including the following.

- The Chairman and Board of Healthcare Improvement Scotland – Regular reporting, making recommendations and advising on strategic direction, business planning, changing external conditions, organisational priorities, governance, risks and performance.
- Senior Management Team – Leadership, management, motivation and assessment of performance.
- Ministers, senior civil servants from the Scottish Government Health and Social Care Directorates and the Chief Executive of NHSScotland – Providing authoritative advice, information and feedback on the work of Healthcare Improvement Scotland on specific aspects of NHS boards' performance, healthcare improvement generally, and influencing national policy to improve the quality of healthcare, and public and patient engagement.
- The Scottish Parliament and its Committees and other democratically elected individuals and bodies in Scotland.
- NHS boards – In particular, Chief Executives and healthcare staff at all levels of clinical care and management, to secure ongoing commitment to healthcare and quality improvement.
- Staff and representatives (including trade unions, professional organisations, and non-union representatives) – Lead, consult with and involve staff and their representatives in the work of the organisation.
- Heads of professional organisations (including the Royal (medical) Colleges and the Royal College of Nursing) and professional regulatory bodies (including the General

Medical Council and the Nursing and Midwifery Council) – Work with and advise professional organisations on issues of healthcare improvement such as clinical governance, patient safety and healthcare associated infection.

- Other performance assessment and scrutiny agencies including Audit Scotland and the Auditor General for Scotland, the Mental Welfare Commission for Scotland, Care Inspectorate and Education Scotland and other bodies – Liaise and consult regarding the work of Healthcare Improvement Scotland and develop collaborative working.
- National and international bodies from public, private and voluntary sectors (including Quality Alliance Board, Information Services Division, Health Protection Scotland, Health Facilities Scotland, the National Institute for Health and Care Excellence, the Care Quality Commission, National Patient Safety Agency, the Health Foundation, the Institute for Healthcare Improvement, the International Society for Quality in Health Care and the International Network of Agencies for Health Technology Assessment) – Collaborate on healthcare quality improvement, research, best practice, models and methodologies.
- General public – Consult and involve patients, carers and patient representatives in all aspects of Healthcare Improvement Scotland's work.
- Media – Inform and engage with the media (including press, journals, radio, television) to positively promote the work of Healthcare Improvement Scotland.

7. Most challenging parts of the role

- Act autonomously and demonstrate independence so that the organisation has the trust of the public in Scotland to be open, honest and fair as well as the respect of the healthcare organisations it scrutinises and their senior executives.
- Providing often difficult feedback on the performance of healthcare services to senior teams in NHS boards and the independent sector.
- Successfully combining scrutiny and quality improvement activities, whilst maintaining a high level of challenge and partnership working with NHSScotland.
- As a high profile improvement organisation, Healthcare Improvement Scotland needs to be adaptable to changing needs and priorities whilst delivering demonstrable impact on the quality of healthcare in Scotland. This requires dealing with multiple and sometimes competing objectives, changes in functions and environment and consequent uncertainties.
- Demonstrating the impact of Healthcare Improvement Scotland across all its areas of activity (for example improvement programmes, scrutiny and public engagement).
- Influencing major cultural change for continuous quality improvement and person-centred approaches within the NHS and social care environment in Scotland.
- Effective integration of the work of the medicines and non-medicines technology assessments to increase the capacity of NHSScotland to ensure best value and the best use of public funding.
- Ensuring Healthcare Improvement Scotland has the right level of resources to enable effective and efficient delivery in a complex environment.

8. Personal Profile

Qualifications and experience specified for the post

The job requires an inspirational leader with drive, vision, a high level of political awareness and significant experience of senior leadership and management at Board level.

The postholder requires high levels of business acumen and interpersonal skills, with a strong but open, supportive and visible management style to:

- motivate and command respect of staff, and
- deliver a culture that encourages initiative, individual and team responsibility, often in the face of intensive scrutiny of the services provided by the organisation.

The following specific qualifications and experience are specified for the post:

- degree plus postgraduate qualification in a relevant subject and/or management qualification or evidence of having reached a similar level of knowledge and skill through qualification, training and/or experience
- significant experience of senior leadership of a complex organisation including Board-level experience and national exposure
- demonstrable experience of leading, motivating and inspiring staff
- experience of delivering organisational visions and achieving change, with a track record of delivering complex, high profile, high impact projects that meet targets, remain within budget and are delivered on time
- the ability to simplify complexity
- the ability to command respect, to influence and to challenge whilst maintaining effective relationships with people at the highest levels in government, NHS or similar public bodies
- a knowledge and understanding of the principles of public service including development of policy and governance issues in the NHS
- the ability to demonstrate a significant level of political awareness
- the ability to work with and influence outcomes in a range of challenging senior stakeholder/partnership environments
- first-class communication and interpersonal skills, the ability to communicate clearly and confidently on complex subjects to staff within the organisation and diverse professional and public audiences, and to engage their enthusiasm and commitment to key agendas
- experience of appearing in media, broadcast and print in high profile situations
- knowledge and understanding of healthcare services
- a track record of establishing personal credibility and maintaining respect

- knowledge and understanding of quality improvement and assurance
- sound business judgement and ability to take calculated risks and make politically astute choices in uncertain and ambiguous situations to drive forward improvement
- strong skills in strategic planning, programme management, organisational design and resource management, and
- robust and resilient personality.

9. Organisational Chart

