

Director of Nursing and Integrated Care

Job Description

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Job title Director of Nursing and Integrated Care

Location Glasgow / Edinburgh

Immediate line manager Chief Executive, Healthcare Improvement Scotland

Grade: Executive Grade E

◆ Job purpose

- Provide executive clinical oversight for Nursing, Midwifery, and Allied Health Professionals (NMAHP) and offer specialist clinical and professional advice to the Healthcare Improvement Scotland Board, its Committees and the Executive Team.
- Collaborate with Directors to ensure credible and professional NMAHP input into work programmes.
- Lead national engagement with the NMAHP workforce in NHS Scotland, setting strategic direction and establishing effective engagement approaches to achieve our priorities.
- Offer executive leadership for improvement support for the priority areas of primary care, community health services, and maternal healthcare.
- Oversee public protection, complaints, person-centered care, clinical and care governance, and the implementation of the Health and Care Staffing Act.
- Develop and implement clinical and care governance in conjunction with the Medical Director.
- As a director and member of the Executive Team fully contribute to and participate in the corporate management and governance of the organisation and contribute to the effective operation of the Board of Healthcare Improvement Scotland.

◆ Dimensions

As a member of the Executive Team, the post-holder works across Healthcare Improvement Scotland to ensure professional leadership, professional support and wider clinical engagement for NMAHPs is achieved. The post-holder will also provide director level leadership for improvement support across a range of priority areas. There are approximately 73,000 nurses and 13,000 Allied Health Professionals in NHS Scotland. The post-holder has a critical role in ensuring that there is strong professional leadership across these staff groups.

The post-holder provides the national leadership for improvement in primary care and community health services. The post-holder will be required to work across a range of services and organisations, including health and social care partnerships, and with individual teams and independent contractors in advancing improvements. There are around 900 GP practices in Scotland, with around 5,000 GPs and over 5,000 community nurses as part of the wider primary care team.

The role acts in collaboration with the Medical Director, who has professional responsibility from a statutory and regulatory perspective for the medical, dental and pharmacy workforce, to support engagement across the wider clinical community both within Healthcare Improvement Scotland and with external organisations. Specifically, the post-holder will ensure specialist professional NMAHP advice is provided in support of our strategic and operational plans. The post-holder will also provide leadership on national programmes as delegated by the Chief Executive.

The post-holder has a contributory influence and impact on the overall budget and policy of NHS Scotland by supporting the translation and implementation of relevant strategic policy priorities. The post-holder is accountable to the Chief Executive and works with senior colleagues to deliver our goals and objectives

£21 billion	NHSScotland budget	50	WTE posts in directorate
£42 million	Healthcare Improvement Scotland budget	£5 million	Budget managed by job holder
570	Healthcare Improvement Scotland employees	£20k	Authorised signatory

Dimensions continued

The post-holder will lead the associate directors and business management resource, has oversight of programme budgets and teams and has professional responsibility from a statutory/regulatory perspective for all NMAHP colleagues within Healthcare Improvement Scotland who maintain their clinical registration. The post-holder is supported in providing leadership of the directorate by a senior team consisting of the associate directors.

The post-holder reports to the Chief Executive and is responsible for the translation of policy relating to professional NMAHP practice, clinical assurance, clinical engagement, quality of care and quality improvement and putting this into practice by working with external agencies such as the Scottish Government, Royal Colleges, territorial and special NHS boards, health and social care partnerships, regulatory bodies and other key national stakeholders.

The post-holder provides specialist clinical NMAHP advice and expert leadership across Healthcare Improvement Scotland relating to national clinical priorities and improvement and is expected to fulfill this role autonomously within the parameters of established priorities, policies and procedures, only seeking permission from the Chief Executive where necessary to proceed with any matters out with the scope of the post holder's delegated authority. The post-holder is expected to identify and implement achievable solutions to problems as they arise or are anticipated.

The post-holder operates within the organisation's strategic framework to which the post holder contributes as a member of the Executive Team. As a senior employee of Healthcare Improvement Scotland, this involves making decisions on behalf of the organisation, making finely balanced judgments, interpretation and analysis of complex information such as national policy; and acting in the organisation's best interests in a variety of situations.

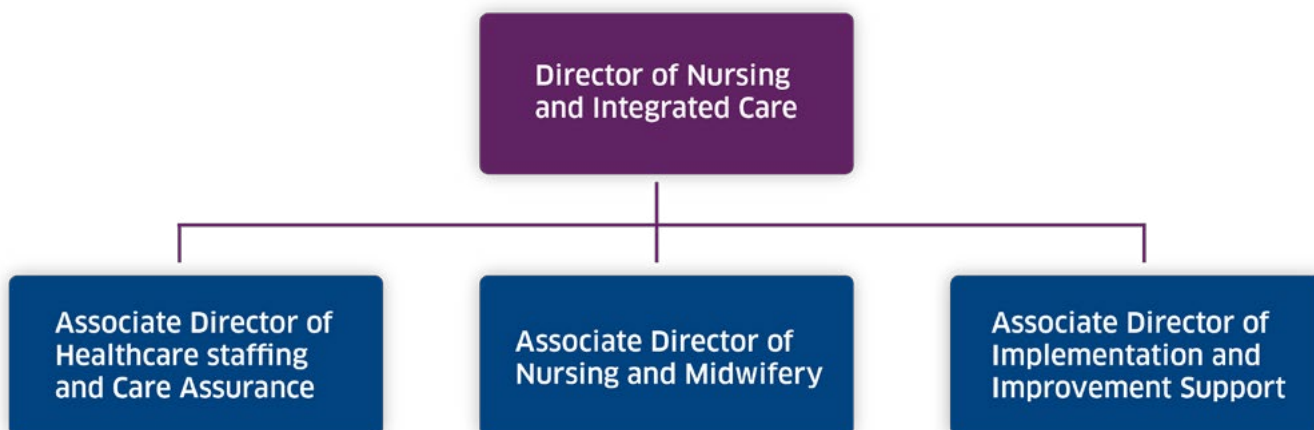
The post-holder is required to interpret and implement national and local policies and legislation as well as the Scottish Government's policy position with respect to health and social care in relation to their relevance and impact on the key result areas and tasks of the post, and the organisation.

The post-holder is supported by a designated Lead Allied Health Professionals Officer and lead Midwife to assist in taking forward specific professional activities relating to Allied Health Professionals and Midwifery in and out-with the organisation.

◆ Organisational charts



◆ Team structure



◆ Role of the Directorate

Healthcare Improvement Scotland is the national improvement body responsible for driving improvements in the quality of health and social care in Scotland.

The Directorate has a critical part to play in ensuring Scottish Government policy and clinical practice is understood and appropriately translated into the work programmes across our organisation. It also has a role to ensure a strong and effective approach to the application of clinical expertise and judgement across all of the organisation's work

Our engagement approach with NMAHP professionals and their leadership is of critical importance, and has increased significantly with the growth of our work in areas such as falls, frailty, delayed discharge, 'high resource individuals' and dementia where NMAHP service provision and leadership is predominant.

The Directorate also holds responsibility for the operational delivery of a wide range of national improvement programmes. These improvement programmes have grown in significance and are viewed as central to the mission to shift the balance of care and to reform of the system. The programmes include supporting the earlier identification of frailty, the expansion of care outside of hospitals settings such as Hospital at Home and in the strengthening of primary care and other community-based healthcare. The programmes also include key national priorities such as supporting people with dementia.

◆ Key result areas

Nursing, Midwifery & Allied Health Professionals leadership

1. Provide expert clinical advice and direction to the Board and ensure that clinically-focused inputs reflect, and are aligned with the strategy, and corporate management standards of the organisation.
2. Ensure the appropriate clinical and care advice and input is secured from NMAHP staff in the strategic development, planning, design and delivery of Healthcare Improvement Scotland's Corporate and Operational Plans and other strategic plans.
3. Collaborate with the Medical Director and the multi-disciplinary teams across Healthcare Improvement Scotland to lead and direct the clinical engagement strategy across all healthcare professions for the organisation, ensuring appropriate clinical assurance, leadership and engagement throughout the development and delivery of all Directorate work programmes.

4. Develop a robust approach to the monitoring of compliance with the Health and Care Staffing Act and ensure tools remain up-to-date and relevant with clinical practice.
5. Engage with the Chief Nursing Officer and other Chief Professional Officers in the Scottish Government Health and Social Care Directorates (SGHSD) to ensure they are kept informed of key developments in our work programme.
6. Engage with NHS boards and health and social care partnerships across Scotland to promote our work and ensure, through the development of robust professional networks, that the work of the organisation is relevant to, and informed by, a range of clinical advice both within and out with the organisation.
7. Recruit, develop and professionally support national clinical leads and other clinical advisers to ensure they have the right knowledge, skills and attitudes and are fully supported in their roles.

Improvement leadership

8. Ensure continued engagement with the health and care system and Scottish Government to horizon scan and identify priorities and ensure use of current methodologies for improvement across the system.
9. Ensure the close engagement of independent contractors in the design and delivery of improvement programmes, with a strong focus on building the improvement capability to support the sustainable improvements in the quality of care in local settings.
10. Provide executive leadership to the development and implementation of national improvement programmes which encompass key aspects of supporting individuals to lead independent lives for as long as possible, underpinned by effective primary care and community health services.
11. Working with other members of the Executive Team, ensure the organisation's effective approach in the reform of social care and community health services with a focus on addressing inequities in the provision of care.
12. Design and integrate improvement support with other parts of the organisation, consistent with the Quality Management System, ensuring a cohesive and coherent approach to driving improvement.
13. Ensure there is an agile and responsive approach to improvement, which meets the individual needs of NHS boards and health and social care partnerships in the context of primary care and community health services.

Corporate leadership

14. As a member of the Executive Team, participate fully in the corporate management, decision making, planning and strategy development of Healthcare Improvement Scotland, and provide strong advice and direction to the Board, contributing to the overall effectiveness of the organisation.
15. Provide effective support and development for staff, ensuring that the Directorate meets its obligations under the Staff Governance Standard, with a strong focus on partnership working with staff side.
16. In conjunction with the Medical Director, ensure there is an effective system of clinical and care governance embedded across the organisation
17. Establish and maintain strong working relationships with key senior Scottish Government colleagues, and ensure representation at major external bodies as appropriate in order to maximise the impact of Healthcare Improvement Scotland by influencing national strategy and identifying opportunities for positive collaboration across the spectrum of stakeholders.
18. Ensure appropriate, effective financial leadership and stewardship of all budget management responsibilities relating to both corporate organisation-wide activities as a member of the Executive Team, and for work programmes within the post-holder's areas of responsibility.

◆ Assignment and review work

The post-holder is directly accountable to the Chief Executive and works under broad direction within the parameters of Scottish Government health and workforce priorities. The post-holder also operates within the board's Strategic Framework and corporate plans which are significantly shaped and informed by the strategic input of the post-holder as a member of the board's Executive Team.

The post-holder operates autonomously within the board's Strategic Framework and is the highest source of strategic advice and expertise to the HIS Board for all aspects of health policy and practice affecting the NMAHP workforce, strategic education/training, and workforce implications. The post-holder has to provide leadership and effective engagement with bodies across the professions, colleges, the Scottish Government, social services, and further and higher education sectors in order to deliver on national workforce priorities.

The post-holder is required to work across all directorates co-ordinating, influencing and leading change outside of line management, especially in shaping strategy and in improving operational delivery. Individual objectives are agreed with the Chief Executive and reviewed by the Chair of the Board and the Executive Remuneration Committee.

Performance is appraised annually with an interim review at the six-month stage of the planning cycle. The Chief Executive and the Board undertake more frequent informal reviews throughout the year mandating the post-holder to take forward strategic priorities as they emerge from the Scottish Government, or as opportunities arise to take on new areas of responsibility which are out with the scope of delegated authority.

◆ Communications and working relationships

The post calls for the highest levels of interpersonal, communication and influencing skills to enable effective engagement with clinical and managerial leaders internally and across Scotland's health and care system. This is necessary to ensure the credibility and success of our work, particularly among clinical communities.

Excluding the Chief Executive, and the post-holder's immediate direct reports, the following are key working relationships, with examples of the purpose of these relationships:

Internal ◆

- With the Board non-executives at regular meetings to provide reports, make recommendations and advise on implementation of strategic direction, changing external environment, organisational priorities and clinical governance matters.
- With Executive Team members to discuss corporate strategy, business planning, operational performance and contribute to collective decision-making.
- With the Medical Director in Healthcare Improvement Scotland to ensure close collaboration and that all clinical support is of high quality and is underpinned by effective clinical and care governance arrangements across our programmes of work as directed by the Chief Executive.
- Support the Lead AHP Officer and Lead Midwife within Healthcare Improvement Scotland on specific clinical engagement and professional development work with AHP staff.
- With Directorates on an on-going basis to provide clinical advice, leadership and support.
- With Executive Team members responsible for improvement support to lead and further develop national improvements in care.
- Work with Corporate Services functions to ensure on-going financial, planning and staff governance related requirements are met.

External

The post-holder must establish effective working relationships and regular communication to influence and inform health policy and support improvement in NHS Scotland with the following stakeholders:

- Senior professional and administrative officers in Scottish Government on a regular basis to consult on the delivery of the organisation's work programme; to provide authoritative advice, information and feedback relating to our work; gain endorsement of proposed courses of action, and to raise awareness and discuss resolution of sensitive issues.
- Nursing, Midwifery and AHP Directors and other professional leadership groups throughout Scotland to share information on our work, to secure on-going support for our work, and to discuss/resolve sensitive issues.
- Heads of voluntary organisations as required to secure their awareness of, and involvement with our work programme as appropriate.
- Leaders of professional organisations including the Royal Colleges, the Nursing and Midwifery Council (NMC) and the Health and Care Professions Council (HCPC) to consult with and advise on issues of healthcare improvement such as clinical and care governance, patient safety and healthcare associated infection.
- Members of the Scottish Parliament (MSPs) and their researchers to explain the work of the organisation and respond to their queries.
- The media, to inform and engage with press, journals, radio and television as appropriate to promote our work, respond to interest in new studies and reports or other press enquiries, and advise on NHS boards' performance against standards.
- University Departments as required to develop effective partnerships and input to specific areas of the work programme.
- Senior representatives of other national and international healthcare improvement organisations to share best practice, identify potential strategic partnerships and areas of common interest, and further establish and develop our reputation.

The purpose of these contacts is to build the engagement of key stakeholders in strategy development; win support and approval for the allocation of resources. Ensuring our Board is fully informed on all strategy and policy issues which will impact on the education, training and development of the wider NMAHP and Quality Improvement workforces.

◆ Most challenging part of the job

This is a high profile national role, requiring the direct and active engagement with the most senior officials in health and social care in Scotland, with Ministers and elected members, public and the media.

- Demonstrating the necessary rigour and independence of the organisation's external assurance processes whilst visibly working with NHS boards and integrated health and social care partnerships to support improvements in the quality of care
- Ensuring a strong understanding of a broad and complex portfolio of work, whilst retaining an appropriately tight focus on detail and operational delivery
- Conveying sometimes very difficult messages to Ministers, senior Scottish Government officials, and to NHS and social care leaders regarding the quality of care
- Making sometimes finely balanced judgements about the quality of care which will be subject to intense political, media and public scrutiny
- Maintaining resilience and objectivity of self and the team on those occasions when judgement might be challenged

◆ Qualifications and/or experience specified for the post by the employing authority

The post requires an individual who demonstrates high levels of competency in the NHS Scotland leadership behaviours identified as crucial to achieving success, specifically:

- leading change
- capacity and capability building with partners
- setting future direction combined with high quality personal governance and management

The post-holder will require very high levels of strategic thinking, influencing, negotiating and partnership working skills combined with a visible and dynamic leadership style which is effective in a national context.

The post-holder must have the presence, credibility and stature to effectively lead a national agenda in support of our strategic goals.

Other requirements include:

- Registration as a nurse/midwife with the NMC for at least ten years
- Honours degree or Masters degree (or equivalent) in nursing and/or midwifery or relevant study
- Extensive leadership experience at a senior level in the NHS or related sector, for example; Director or Associate Director of Nursing, government policy advisor
- In-depth understanding of the context for healthcare in Scotland, the health and care workforce, and strong grasp of all aspects of workforce development
- In-depth knowledge of education training and development systems and processes in health and social care system, and how workforce development, learning and research underpin contemporary NMAHP clinical practice
- Experience and advanced training in using improvement methods in healthcare
- Experience and expertise in the influence, development, interpretation and review of policy and strategy at national and UK levels