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1: Welcome from Ruth Glassborow, Director of Improvement Support and ihub

Dear Candidate

We are delighted that you are interested in working for Healthcare Improvement Scotland in this key leadership role within our Improvement Hub.

Healthcare Improvement Scotland has a strong track record in the field of quality improvement and is probably best known for the Scottish Patient Safety Programme which is now working across acute hospitals, mental health, neonatal, maternity services, paediatrics, general medical services, dentistry, community pharmacy and, most recently, the care home sector.

A commitment for improvement is at the heart of everything we do in Healthcare Improvement Scotland. As the lead organisation in Scotland for improving the quality of health and care we provide a unique combination of support to health and care providers which includes independent quality assurance, improvement support and evidence based guidelines and standards.

Building on this strong reputation, in April 2016 we launched a new improvement resource, called the Improvement Hub (or ihub for short). This resource provides support for the redesign and continuous improvement of Health and Social Care Services across Scotland (which include health, social care, third sector, independent sector and housing organisations). With an impressive range of national improvement support programmes, we aspire to be at the leading edge of both thinking and practice in the application of quality improvement in health and social care.

I believe this really is an exciting post which will lead our Quality Improvement Unit which leads our work to develop quality improvement infrastructures across Scotland's Health and Social Care system. The Unit also leads work across the ihub on the development of our QI approaches including the development of our spread and scale-up mechanisms and our approaches to evaluating our national improvement programmes.

This is a new unit following an internal restructure based on our learnings from the first 18 months of our operations. Part of what makes our work both interesting and exciting is the evolving nature of both our context and offerings.

As head of the new unit you will work with your teams and key stakeholders to develop the Unit's overall offering further ensuring the best use of our resources to deliver world class support for the development of Quality Improvement Infrastructures across Scotland.

We are looking for someone with strong knowledge of Quality Improvement Methodologies/Improvement Science coupled with excellent relationship management and interpersonal skills and recognition that whilst developing strong QI infrastructures in organisations is a necessary part of the conditions for success, it is not on its own sufficient.

All things considered, this is an exciting time to join Healthcare Improvement Scotland. The health and social care landscape in Scotland will change dramatically over the next few years and this role will **offer you the opportunity to play your part in building safe high quality health and social care services for people in Scotland.**

I wish you well with your application



Ruth Glassborow
Director of Improvement Support and ihub

2: About Healthcare Improvement Scotland

Healthcare Improvement (HIS) is a health body created by the Public Services Reform (Scotland) Act 2010 and drives improvement in the quality of health and social care for all people in Scotland. Their work supports the 2020 vision for Scotland where people are able to live longer healthier lives at home, or in a homely setting.

They work with health and social care providers to drive improvement in the care people receive by:

- Empowering people to have an informed voice in managing their own care and shaping how services are designed and delivered
- Using the best available evidence to provide national standards, guidance and advice for health and social care providers to use.
- Providing programmes of world-class improvement support to help services improve
- Delivering independent assurance activity which is fair but challenging and leads to improvements in the care that people receive

We work in partnership with those delivering care to make improvements in health and care services which are cost effective and sustainable.

Dimensions

- Healthcare Improvement Scotland budget: £30m
- Healthcare Improvement Scotland employees (WTE): 490
- Directorate employees (WTE): 120
- Quality Improvement Unit employees: 17 + 19 associates
- Budget managed by job holder: £2.2m

About the ihub Directorate

The ihub directorate is focused on encouraging and supporting both the redesign and continuous improvement of health and care services, against the national Health and Wellbeing outcomes and related policy imperatives

They do this through:

- Supporting services and systems to understand their high impact opportunities for improvement
 - Assisting in the design of processes, care models and systems which will improve outcomes
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- Providing practical support to enable organisations to implement changes that will lead to improvement
 - Supporting services and systems to evaluate the impact of their changes, embed successful change and spread the learning about what has and hasn't worked

All their work is underpinned by a focus on:

- Putting people at the heart of everything they do
- Collaboration with their delivery partners and national and international organisations
- Recognising that high quality care happens when we have people with the right skills and attitudes working in systems and with processes that are designed to support them to do the right thing
- Applying systems thinking through recognising that any individual or team is embedded as part of a wider system and the hence the need, when undertaking change, to consider the wider system factors
- Recognising the vital importance of local context
- Outcomes using quantitative and qualitative data to demonstrate impact
- A commitment to continually improving the quality of their offerings

The focus of their work is driven by a combination of

- Key Scottish Government policy initiatives
- Requests from the health and social care system for improvement support
- Priorities for improvement highlighted within inspection reports

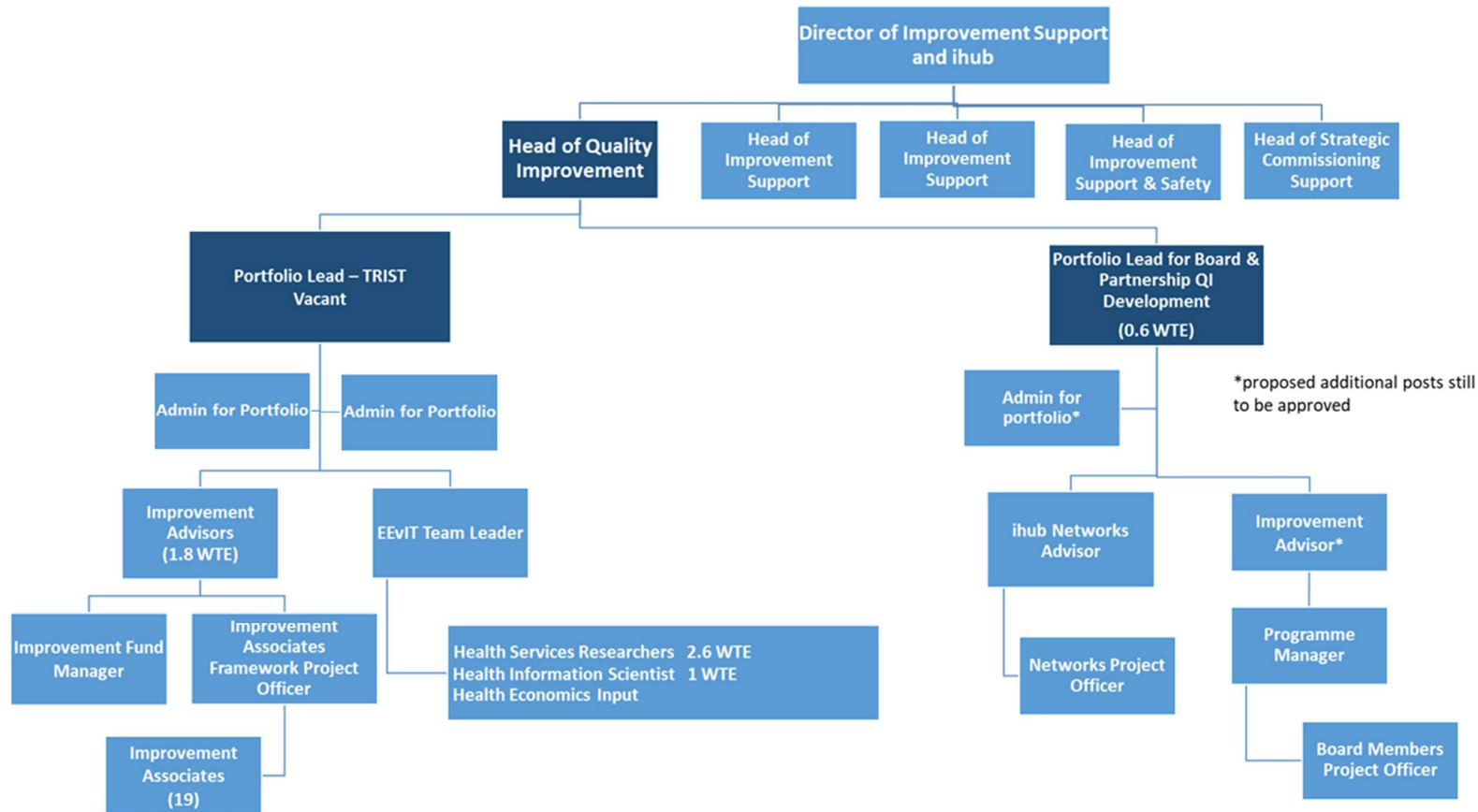
Working collaboratively with the staff of health and care providers, partner organisations and the public, Healthcare Improvement Scotland looks to drive improvements which can be sustained and measured.

3: The Role & Opportunity

Job Title: Head of Quality Improvement
Reports to: Director of Improvement Support and ihub
Location: Edinburgh or Glasgow*

*Healthcare Improvement Scotland have offices in both Edinburgh (South Gyle Crescent) and Glasgow (Delta House- West Nile Street) and travel will be required throughout the course of your employment.

Organisational Structure chart



Role overview

You will provide senior leadership for a national portfolio of quality improvement programmes that will support the Scottish Health and Social Care system to strategically embed quality improvement as a key mechanism for delivering improvements against the health and wellbeing outcomes for Scotland.

Ensuring the organisation delivers a step change in the development and application of quality improvement methodologies across Scotland you will oversee the scoping, design, management and co-ordination of a broad range of programmes that drive the pursuit of excellence in health and social care. This will require interface between a range of partners and national organisations including NHS Boards, Integration Authorities, third and independent sector, housing sector, Local Authorities and the Scottish Government.

With a strong understanding of the interdependencies between national policies/initiatives and local priorities, you will ensure a focus is based on the priority challenges across health and social care, the risk of duplication with other national programmes is minimised, and that the approach taken enables a step change in the quality and efficiency of health and social care services.

As part of the directorate's Senior Management Team, you will also:

- Lead on behalf of the ihub the development of strategic relationships with a subset of NHS Boards and Health and Social Care Partnership. This will include providing constructive challenge to the status quo with the confidence to question the way things are done, and the resilience to keep challenging others to consider different approaches
- Provide, on behalf of the ihub, strategic relationship management with a named subset of key partner national and international organisations. This will include responsibility for leading and developing strategic alliances on the unit's work as appropriate to co-create developments in improvement science, sharing best practice and avoiding unnecessary duplication of effort
- Contribute to the development and delivery of the organisation's strategic and key corporate objectives working closely with other members of the Corporate Management team and the ihub Senior Management Team

Key Responsibilities

- Develop and maintain an overall strategic plan for the unit's work which maximizes Healthcare Improvement Scotland's impact on the development of quality improvement infrastructures across the health and social care system. This includes securing appropriate resources in order to ensure delivery

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- Steer the development and design of new and leading-edge models for quality improvement support in relation to health and social care services; collaborating with leading national and international organisations in this field. Working closely with NHS Boards and Health and Social Care Partners, you will directly support delivery of key local strategic improvement priorities. This involves:
 - Leading the development, design and delivery of new models of bespoke and responsive quality improvement support
 - Providing active leadership in the scoping of more complex requests for bespoke quality improvement support and share “lessons learned” to influence and inform national policy and, more broadly, ensuring resources are focused strategically and prioritised appropriately
 - Overseeing the planning, procurement, operation, management and ongoing development of a Framework Agreement for independent contractors which provides a flexible pool of Improvement Associates from a range of backgrounds
 - The strategic leadership and development of the Improvement Fund. Providing grant awards that support improvement innovation and spread across Health and Social Care Partners, this mechanism is a developing function of HIS that will require ongoing evaluation and evolution. Working with Scottish Government colleagues, you will assess the potential to further develop the Improvement Fund as a delivery mechanism for allocating time-limited funding for prototyping new models of care associated with key government policy priorities
 - Lead the development of approaches to capturing and disseminating learning from the improvement fund, working with national leaders and key policy makers to ensure the learning influences national policy development as well as the development of approaches to the spread of learning across the health and social care system
 - Strategic overview and line management of the Evidence and Evaluation for Improvement Team (EEvIT) which is a relatively new and developing resource focused on supporting the ihub’s work. Ensuring clarity on the key strategic priorities across the ihub for the focus of this resource, you will ensure the team delivers against these
 - Ensure a process of ongoing evaluation is embedded across all aspects of the unit’s work that enables ongoing adaptation to the changing context and emerging learning at local, national and international level
 - Negotiate funding and resource from multiple sources including Scottish Government and external bodies to support the design, testing and implementation of tailored and responsive projects and portfolios of work
 - Maintain the highest levels of communication both internally and externally, particularly where complex, tailored improvement support issues are identified and Healthcare Improvement Scotland’s expert input is required to ensure the clinical and care complexities are fully explored
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- Ensure alignment with the other national improvement support interventions (both internally and externally) delivering both Best Value and efficiencies. Manage contracts with organisation(s) commissioned to provide expert advice and support to the improvement programmes as well as managing contracts and grant awards agreed with NHS and Health and Social Care partners from the unit and ihub
 - Identify and deliver, in collaboration with organisations such as NHS Education for Scotland, the Academy of Royal Colleges and the Scottish Government, approaches for disseminating best practice and the sharing of experience across Scotland. This will include ensuring relevant mechanisms are in place to deliver accessible evidence, direction, guidance and advice to educate and inform those responsible for leading and delivering improvements that ensure the best possible quality of care is delivered in the most efficient way
 - Act as an ambassador for the unit's improvement offerings, the ihub and Healthcare Improvement Scotland; promoting the wide-reaching benefits at a local, national and international level
 - Manage the delivery of the unit's work and report to the Healthcare Improvement Scotland Board regularly on issues, risks and progress in order to ensure that the portfolio remains focused, is delivered on time and against budget, and meets its agreed objectives
 - Work closely with the Executive Clinical Director and Nurse Director to ensure alignment with Healthcare Improvement Scotland's Clinical Engagement Strategy and that mechanisms are in place to ensure appropriate professional advice, professional engagement and clinical/care quality assurance of the bespoke QI support
 - Work closely with the Director of Quality Assurance to ensure that processes are in place for bespoke quality improvement support to be made available when high profile and sensitive inspection reports are published
 - Work closely with the Director of Finance to ensure that all new processes, management and reporting of the units work is carried out to the required corporate standards. This includes the design and delivery of mechanisms to procure and access flexible improvement support through Improvement Associates and provide grant award mechanisms for Health and Social Care Partners seeking to innovate and/or spread an improvement idea
 - Ensure that appropriate data collection and data sharing systems are developed to ensure that the right data is collected to inform the development and delivery of the unit's work
 - Commission and quality assure research that is supported by the organisation's Evidence Directorate and identify opportunities for positive and innovative collaboration with national and international quality improvement bodies / researchers with the aim of contributing to the wider body of quality improvement knowledge
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Most challenging parts of the job

- Leading and delivering a high profile, politically sensitive and highly complex improvement portfolio whilst balancing the needs of a wide range of health, social care, independent care, housing and third sector stakeholders and interested parties, with at times competing objectives
- Providing recognised expertise in leading the development and delivery of a portfolio of bespoke and responsive improvement support across the full spectrum of issues from individual service challenges to supporting whole system approaches to quality improvement infrastructures
- Directly supporting major transformation and sustainable change across the evolving health and social care system adapting to the changing political landscape and supporting organisations to embed Quality Improvement as a key part of their strategic approach to change
- Managing effective working relationships and operational complexity nationally and internationally to secure and deliver the breadth of health and care objectives
- Providing and receiving complex, sensitive and contentious information to senior health and social care leaders which will be hard to receive, whilst maintaining productive ongoing relationships
- Ensuring that Health and Social Care staff (including clinicians, professionals, practitioners and volunteers) are widely engaged in the work of Healthcare Improvement Scotland and universally have good knowledge and understanding of improvement methods
- Successfully negotiating and leveraging collaboration in the implementation of quality improvement initiatives with a range of stakeholders who have budgetary constraints and other priorities to deliver

Communications and working relationships

The role calls for significant influencing, negotiating and persuasion skills coupled with professionalism to establish a high degree of credibility on delivering bespoke QI support. In these situations, there are likely to be conflicting priorities and views amongst senior leaders from health, social care, third sector, independent care sector, housing sector and trade unions.

Excluding the line manager and immediate direct reports, the following are key working relationships.

External:

- NHS Board and Health and Social Care Partnership members, clinicians/practitioners, managers, Royal Colleges, national Health and Social Care organisations and professional bodies
- Senior policy leads and professional advisers from the Scottish Government Health and Social Care Directorates, Local Government councilors, and MSPs and their researchers
- National working groups and committees as necessary
- International health and care improvement organisations
- Professionals and experts from clinical, scientific, practitioner, service user and public backgrounds
- The media as and when required

Internal

- Healthcare Improvement Scotland Board members (executive and non-executive directors)
- Directorate Management Teams
- Staff and representatives (including trade unions, professional organisations, and non-union representatives)
- Corporate support services including planning, finance, HR and communications
- Public Involvement Unit / Scottish Health Council

4: Candidate Profile

A credible leader at either a national or regional level, you will be able to demonstrate a proven track record of delivering tangible quality improvement outcomes ideally within the health and social care environment.

An accomplished communicator and expert in your field, you will also be able to build strong working relationships with a range of stakeholders in driving improvement in health and social care.

Qualifications

- Masters level or equivalent knowledge and experience in management
- Masters level or equivalent knowledge and experience in quality improvement

Skills and Experience

- Extensive management experience at a senior level in public services
- Strong exposure in a field of quality improvement with a clear grasp of concepts and their practical application ideally within the health and social care environment
- Experience of designing and delivering complex quality improvement programmes at regional or national level that have delivered tangible results
- Direct involvement in both the strategic and operational planning process
- Experience of successfully managing a range of complex issues within a political and demanding stakeholder environment
- Sound financial and project management skills combined with experience of developing effective specifications and using procurement to develop flexible contracts of work
- Experience of working flexibly across a diverse range of programmes and priorities and managing staff and resources to meet emerging and changing demands
- Confident in the commissioning and quality assurance of research
- Good understanding of the interdependencies between national policies, initiatives and local priorities

Personal Attributes

- Demonstrable authentic leadership characterised by self-awareness, reflective practice, openness and honesty, coupled with the ability to deliver high performance
- Track record in developing others through a range of approaches from formal teaching to less formal methods such as coaching, mentoring and consulting
- High level analytical skills and the ability to draw qualitative and quantitative data from a wide range of sources and present in a clear and concise manner
- A commitment to, and previous experience of, involving service users in discussions regarding the design and delivery of improvement
- The ability to think on their feet and respond to challenges from senior managers and stakeholders and present complex information to both internal and external groups of varying size
- Excellent written and oral presentation and communication skills
- The ability to influence and “challenging the status quo”
- The ability to deliver against conflicting and demanding deadlines
- Significant personal drive and resilience
- A commitment to personal and professional development

5: Remuneration

Salary: £57,232 – 70,559

Pension: NHS Pension Scheme (Defined Benefit)

Holidays: 27 Days (rising to 29 after 5 years and 33 after 10 years) + 8 public holidays

6: The Recruitment Process

For more information interested candidates should contact Douglas Adam, Head of Public and Not for Profit Practice, at Livingston James on 0131 220 2209

Interested candidates should provide a tailored CV and covering letter to douglasadam@livingstonjames.com
