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## 1: Welcome from Director of Improvement Support and ihub

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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 national improvement programmes in mental health, primary care and prisoner healthcare. Building on the success of the Scottish Patient Safety Programme, you will lead work to support local redesign and continuous improvement of services with the aim of delivering a more holistic and joined up approach to mental health and well-being. Ensuring the effective use of quality improvement methodologies across primary care, you will also lead the development of a national support programme which enables the design and delivery of new models of primary care delivery.

Following the establishment of the health and justice collaboration board within the last year, you will work with key stakeholders to strengthen quality improvement work in prison healthcare.

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To help us deliver against our key objectives, we are looking for someone with experience in designing and delivering large scale complex improvement programmes at regional or national level coupled with excellent relationship management and interpersonal skills.

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

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## 2: About Healthcare Improvement Scotland

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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.

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## Dimensions

- Healthcare Improvement Scotland budget: £30m
- Healthcare Improvement Scotland employees (WTE): 490
- Directorate employees (WTE): 120
- Improvement Support Unit employees: 43 (32.5 WTE)
- Budget managed by job holder: £3.5 million

## 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
- 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

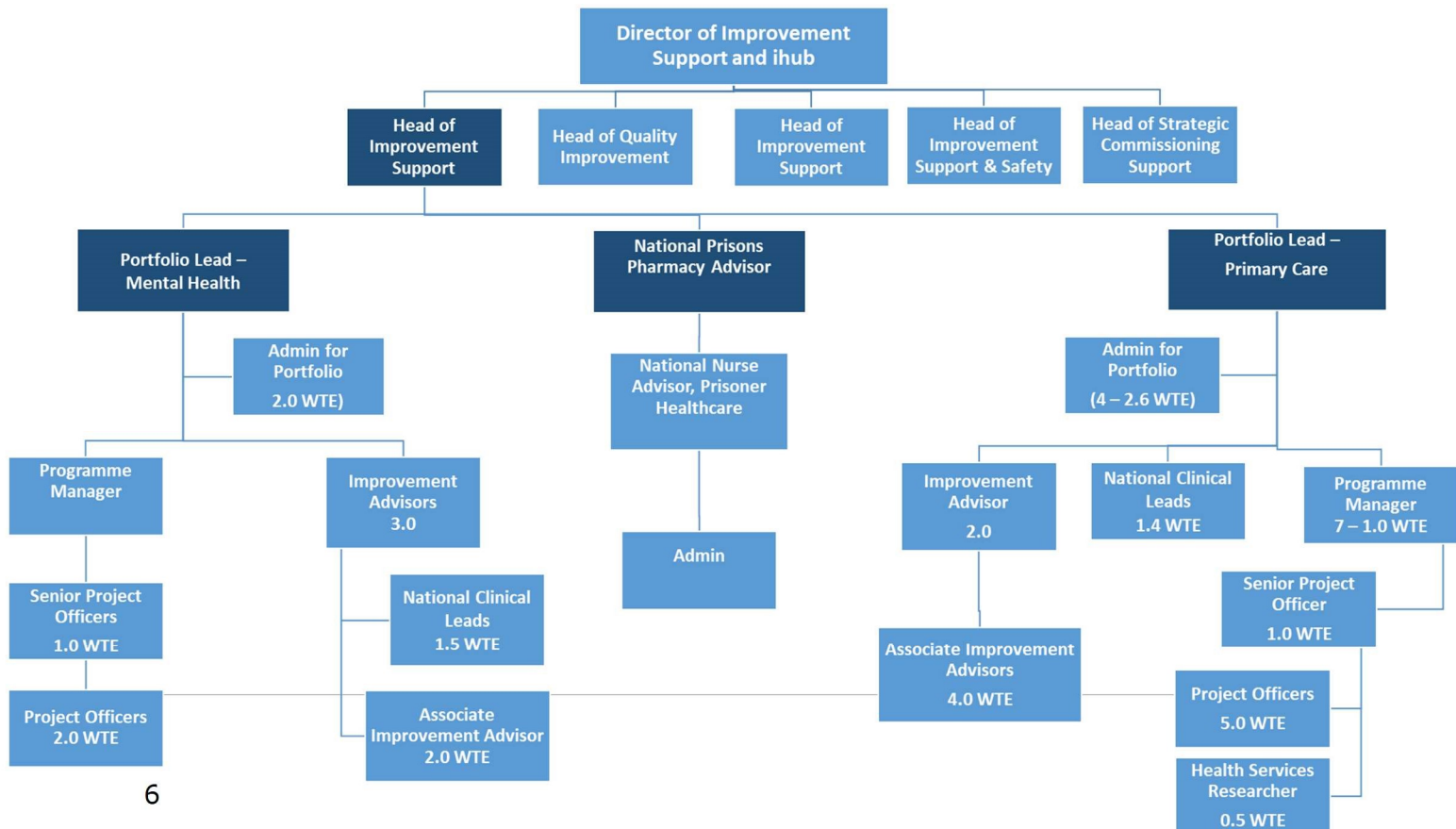
Working collaboratively with the staff of health and care providers, partner organisations and the public, Healthcare Improvement Scotland looks to drive improvements which can be sustained and measured.

### 3: The Role & Opportunity

Job Title: Head of Improvement Support  
 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



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## Role overview

Operating in a senior leadership role responsible for a national portfolio of improvement programmes, you will support the health and social care system to deliver improvements against the health and wellbeing outcomes for Scotland.

Overseeing the scoping, design, management and co-ordination of a broad range of programmes you will manage the interface between a range of partners and national organisations including Integration Authorities, third sector, independent care sector, housing, NHS boards, Local Authorities and the Scottish Government.

You will play a critical role in ensuring the organisation delivers a step change in the development and application of improvement programmes that drive the pursuit of excellence in health and social care across Scotland.

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

- Provide direct advice and support to NHS Boards and Health and Social Care Partnerships leadership teams and, where appropriate, provide constructive challenge to the status quo through having the confidence to question the way things are done, and the resilience to keep challenging others to consider different approaches
- 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 Management Team

## Key Responsibilities

- Develop and maintain an overall strategic plan for the unit's portfolio ensuring it effectively contributes to improvements against the National Health and Wellbeing Outcomes and secure appropriate, timely resources in order to ensure delivery
- Lead the development and design of new and leading-edge models for improvement across health and social care services; collaborating with leading national and international organisations in this field and working closely with NHS Boards and Health and Social Care Partners to support implementation of change
- Provide overall leadership for the design of new programmes and portfolios of work, ensuring the work is co-designed with key stakeholders and informed by a wide and evolving evidence base and expert opinion
- Ensure a process of ongoing evaluation is embedded into all programmes and that existing programmes adapt to the changing context and emerging learning at programme, national and international level. Where necessary, highlight when the approach is not delivering the results expected and identify and negotiate adjustments with key stakeholders

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- Deliver the highest levels of communication both internally and externally, and particularly where complex implementation and improvement support issues are identified and Healthcare Improvement Scotland's expert input is required to ensure the clinical and care complexities are fully explored; that professional sensitivities are addressed appropriately; and hostilities / emotions are effectively managed over the period of action planning and engagement
  - Negotiate funding requirements from multiple sources within Scottish Government and external bodies to support the design, testing and implementation of projects and portfolios of work ensuring that all resources including staff are managed effectively and meet required standards
  - Ensure alignment with the other national improvement support interventions (both internally and externally) ensuring *Best Value* and efficiencies in so doing. Manage contracts with organisation(s) commissioned to provide expert advice and support to the multiple component programmes.
  - Ensure appropriate data collection systems are developed to allow informed programme development and outcomes. Provide advice and guidance to improvement advisors and data measurement staff and external staff in ISD and other bodies on the design and development of data measurement systems
  - 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 professional quality assurance of the portfolios activities and interventions
  - Identify and deliver, in collaboration with such organisations as NHS Education for Scotland, Scottish Social Services Council, the Academy of Royal Colleges and the Scottish Government, approaches for disseminating best practice and the sharing of experience across Scotland. As part of this, ensure mechanisms are in place to deliver accessible evidence, direction, guidance and advice to educate and inform all those responsible for leading and delivering improvements that ensure individuals accessing health and social care services receive the best possible quality of care in the most efficient way
  - Act as an ambassador for the improvement programmes, the ihub and Healthcare Improvement Scotland; promoting the wide-reaching benefits at a local, national and international level
  - Commission and quality assure research, supported by the organisations Knowledge and Information function, 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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- Manage the delivery of the improvement portfolio and report to the Healthcare Improvement Scotland Board regularly on issues, risks and progress to ensure that the portfolio remains focused, is delivered on time and against budget, and meets its agreed objectives
  - Maintain strong working relationships with Scottish Government Directors and senior policy advisors ensuring representation at major external bodies as appropriate, in order to maximise the impact of the organisation by influencing national strategy and identifying opportunities for positive collaboration
  - Develop and maintain key strategic relationships with relevant stakeholders within NHS Boards, Health and Social Care Partnerships and key partner organisations, both nationally and internationally
  - As a member of the Senior Management Team, you will assume directorate wide responsibilities for areas such as developing the overall process for new programme design; continuous professional development for improvement practitioners and data.

### **Most challenging parts of the job**

- Leading and delivering a high profile, politically sensitive and highly complex portfolio of national improvement programmes 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
- Directly supporting major transformation and sustainable change across the evolving health and social care system ensuring programmes constantly change and adapt to meet national and local priorities and the changing political landscape
- Managing effective working relationships and operational complexity nationally and internationally to secure and deliver improvements against health and wellbeing outcomes
- 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
- 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 managing multiple and complex programmes that incorporate a wide range of issues and activities simultaneously

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## Communications and working relationships

This role calls for significant influencing, negotiating and persuasion skills coupled with professionalism to establish a high degree of credibility around designing and delivering complex national improvement programmes. 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, MSPs and their researchers
- Patients/Service Users, families and carers
- 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

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## 4: Candidate Profile

You will be a credible leader at a national level with significant experience and understanding of interdependencies between national policies and initiatives to ensure that the focus of the work is based on the priority improvement challenges across health and social care, the risk of duplication with other national programmes is minimised, and the approach taken enables a step change in the quality and efficiency of health and social care services.

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An accomplished communicator you will be able to develop and maintain effective relationships and networks with a range of stakeholders and senior leaders, providing the necessary support and challenge as services strive to transform the quality and efficiency of care.

### **Qualifications**

- Masters level or equivalent knowledge and experience in management
- Masters level or equivalent knowledge and experience in quality improvement
- Registered health or social care practitioner (desirable)

### **Skills and Experience**

- Extensive management experience at a senior level in public services
- Experience in the design and implementation of large/complex improvement programmes at regional or national level that deliver results including the development of measurement and evaluation plans
- Expertise in a field of improvement with a clear grasp of concepts and their practical application in health and social care settings
- Previous experience of both enabling and facilitating a wide range of health and social care stakeholders (including individuals who use health and social care services, carers and communities) to engage as equal partners in the work of designing and implementing improvement programmes
- A track record of sound financial management combined with experience of developing effective business cases and securing funding from external sources
- Relevant experience in the commissioning and quality assurance of research.
- A track record in developing others through a range of approaches from formal teaching to less formal methods such as coaching, mentoring and consulting
- Experience of developing and maintaining effective relationships with a wide range of stakeholders, ideally across sectors at national level
- Experience of successfully managing a range of complex issues within a political and demanding stakeholder environment

### **Personal Attributes**

- Demonstrable authentic leadership characterised by self-awareness, reflective practice, openness and honesty, coupled with the ability to deliver high performance
  - The ability to think and act strategically and assist in the development of an organisational strategy
  - 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
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- 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 “challenge the status quo”
  - Significant personal drive and resilience
  - The ability to deliver against conflicting and demanding deadlines
  - A commitment to personal and professional development
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## 5: Remuneration

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**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

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## 6: The Recruitment Process

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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](mailto:douglasadam@livingstonjames.com)

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