

Director of Quality Assurance and Regulation

Job Description

◆ Job Description

Job Ref: JD565

Job Title Director of Quality Assurance and Regulation

Location Glasgow / Edinburgh

Immediate line manager Chief Executive, Healthcare Improvement Scotland

Grade: Executive Grade E

Effective from May 2024

◆ Job Purpose

To lead, direct and provide strategic oversight for the external assurance of health care in Scotland, in order to secure measurable improvements in the quality of health and social care.

To provide national leadership, innovation and strategic direction in the development of independent, robust and proportionate assurance in healthcare, working in partnership with a range of bodies including the Care Inspectorate and NHS Education for Scotland.

To focus on delivering the best possible outcomes for people using services by continually improving and developing the quality of care framework to guide inspection and review.

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

The Quality Assurance Directorate has a major role in providing robust, objective and independent quality assurance of all health services provided in Scotland. It also works with a range of other statutory bodies such as the Care Inspectorate, HM Inspector of Prisons and NHS Education for Scotland. The Quality Assurance Directorate is also responsible for the independent regulation and inspection of all independently provided healthcare services in private hospitals and clinics.

£19 billion	NHSScotland budget
£45 million	Healthcare Improvement Scotland budget
500	Healthcare Improvement Scotland employees
97	WTE posts in directorate
£5 million	Budget managed by job holder

◆ Organisational Plan



◆ Role of the Directorate

The Directorate has responsibility for the quality assurance, inspection and appropriate regulation of healthcare in Scotland. In leading the principal scrutiny function of health services in Scotland and in the wider integration of health and social care, the Director occupies a high-profile national leadership role.

The Directorate covers a range of functions including:

- assurance of the quality of health services, through standards and the Quality Assurance Framework;
- inspections of direct patient care and the safety of the clinical environment;
- regulation of independent healthcare;
- national reporting and learning systems;
- Death Certification Review Service (DCRS);
- joint inspections of adult health and social care services with the Care Inspectorate;
- ad hoc reviews of services.

The Death Certification Review Service is part of the Directorate and the Senior Medical Reviewer (SMR) reports to the Associate Director of Quality Assurance. The SMR has though a range of responsibilities vested in themselves through primary legislation under the Death Certification (Scotland) Act 2011. The Directorate is required to collaborate with other directorates of Healthcare Improvement Scotland and with a wide range of external agencies.

◆ Key Result Areas

1. 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.
2. Lead an integrated and cohesive approach to the design and implementation of quality assurance activities, in order to provide a coherent and integrated approach to the delivery of the wider strategy of the organisation and transparent assurance of services for the public in Scotland.
3. Lead and direct effective and appropriate inspection activity across NHS Scotland and the Independent Health Care sector, to provide ongoing and robust scrutiny of the provision of health and social care in all relevant service areas and thereby ensure a high standard of service delivery for all patients and service users.

4. Lead and direct the effective and efficient operation of the directorate, developing strategies, resources and capability and oversight of operational activities in order to secure directorate goals and the wider corporate objectives of Healthcare Improvement Scotland.
5. Provide strong and effective leadership in undertaking major reviews and investigations of the quality of healthcare, ensuring a robust and independent approach to the inspection and scrutiny of the quality of care, in order to publicly and transparently identify good practice and areas for improvement.
6. Provide national leadership in the development of intelligence and learning systems in order to develop a systematic approach to the early identification of concerns and the sharing of learning, which promotes improvement and better outcomes.
7. Continuously improve the organisations approach to assurance activity in particular to the quality of care reviews, provide oversight of systems to ensure that all assessments are consistent and focus on the best outcomes for people using health and care services.
8. Provide leadership to the integrated external assurance of health and social care services provided through Integration Joint Boards in Scotland, in order to build a joined-up approach to assurance which identifies opportunities for improvement along the journey of care.
9. Ensure the robust, fair and proportionate regulation and inspection of all independently provided health services in Scotland as set out in the Public Services Reform Act, in order to protect service users and to identify opportunities for improvement.
10. Provide a national focal point for the external assurance of healthcare, providing sound advice, guidance, materials and general support in order to support healthcare professionals achieve and sustain measurable improvements in the quality of care.
11. Lead the establishment and fostering of strategic alliances with other bodies across the United Kingdom, focused on sharing good practice, skills and expertise to create a streamlined, efficient and cohesive approach to the external assurance of public services.
12. Promote dialogue and proactive relationship management with a wide range of external stakeholders (such as Ministers, Scottish Government and the Scottish Parliament) so that the objectives and priorities of the directorate and findings from reviews are understood and disseminated, and used - as appropriate - to inform the development of national policy.
13. Build a continuous quality assurance approach to the design of assurance activities to ensure that performance is optimised, good practice is identified and appropriate change is sensitively implemented.
14. Ensure effective and efficient use of resources in order to deliver a well-motivated workforce and the delivery of financial targets.

◆ Assignment and Review Work

The post holder is accountable to the Chief Executive for providing strategic leadership and the effective operational management of the Quality Assurance Directorate of Healthcare Improvement Scotland.

The post holder provides specialist advice to the Chief Executive, Executive Team and the Board. The post holder also undertakes a range of corporate and national priorities as directed by the Chief Executive. The post holder is required to provide visible national leadership in carrying out their role and in the development of the function.

The post holder is expected to fulfil the role autonomously within the parameters of established national and organisational priorities, policies and procedures. The post operates within Healthcare Improvement Scotland's own strategic framework to which the post holder contributes as a member of the Executive Team and in contributing to the operation of the Board.

Work is generated by the strategic objectives of the organisation and the identification of new risks requiring independent and objective external assurance by the directorate. In respect of the latter point, the director is required to carefully weigh and balance a range of factors and intelligence ahead of committing resources to new activities. The director is required throughout to ensure the independence, impartiality and integrity of Healthcare Improvement Scotland's Quality Assurance function is protected and enhanced.

This role will also ensure a significant focus on strong governance arrangements, both internally within Healthcare Improvement Scotland but also externally as part of the inspection and assurance elements of the role.

The post holder will be required to deal directly with a range of scenarios and issues attracting very high profile national interest and public controversy. The director will be required to sensitively manage the sometimes conflicting - yet entirely legitimate - perspectives of different stakeholders, whilst keeping the interests of patients, service users and their families central.

The constraints within which the post must operate are mostly defined by high level policy and legislation.

Review of performance in the post is undertaken through the agreement of performance objectives and individual performance appraisal by the Chief Executive, reviewed by the Board Chair. Formal annual appraisal is undertaken on an annual cycle with mid-year reviews, but the Chief Executive will undertake more frequent informal reviews of current developments and progress on significant issues on an on-going basis, giving authority where necessary for the post holder to proceed with matters beyond the scope of his/her delegated authority.

◆ Communications and Working Relationships

The post calls for the highest level interpersonal, influencing, negotiating and communication skills. These are required to achieve the necessary levels of engagement and co-operation in developing the external assurance of healthcare in Scotland.

Excluding the Chief Executive and the post holder's immediate direct reports, the following are key working relationships.

Internal ◆

- With the Chair and the Board at regular meetings to provide input to strategy formulation, governance and contribute to executive decision making;
- With Executive Team members at regular meetings to discuss corporate strategy, business planning, risk management, operational performance and contribute to collective thinking and decision making;
- Work with the Medical Director and Director of Safety, and the Director of System Improvement, as senior colleagues, to ensure that there are effective systems of clinical assurance related to the work of the Directorate;
- With senior colleagues in other Directorates in the ensuring the cohesive and coherent delivery of the organisation's objectives.

External ◆

The post holder will be required to establish and nurture close working relationships and regular communication, to influence and inform health policy and support improvements in health and social care in Scotland, with the following:

- With Ministers and senior officials (including Director-General and directors) within the Scottish Government on a regular basis to raise awareness and discuss sensitive issues;
- With Chairs, Chief Executives and Directors of NHS boards in conveying the findings from reviews, and in follow up activities;
- With Chief Officers and members of Integration Joint Boards in the design of integrated scrutiny with the Care Inspectorate and in the sharing of findings from joint inspections;
- Senior executives and leaders of independent healthcare providers in conveying findings from inspections and in the regulation of the sector;

- With non executives and executives of NHS boards and members of Integration Joint Boards in the design and quality assurance of clinical and care governance arrangements;
- With public and patient interest groups to hear their views on the quality of care and to ensure that there is understanding of the work of the function and Healthcare Improvement Scotland more broadly;
- With the media in communicating the findings from reviews and inspections of the service and in explaining the work of the function;
- With senior officials of other UK scrutiny bodies, including professional regulators, in sharing intelligence about health and social care bodies and in the design and implementation of follow up actions;
- With MSPs and the Committees of the Scottish Parliament, to explain the work of the Directorate and the findings/recommendations from specific reviews and inspections.

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.

The most challenging parts of the job are:

- 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 and which will 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 can establish and maintain a high level of credibility as a national expert in his/her field, not only within Healthcare Improvement Scotland, but also among service providers, clinical leaders with whom they will be required to interact and influence across all health and social care systems in Scotland.

The post therefore requires mature levels of professional and managerial knowledge reflected by the following:

- managerial knowledge at least equivalent to a post-graduate qualification
- Sound judgement and political acumen
- having contributed fully at board and/or senior management team level within the NHS, Social care or equivalent complex public sector organisations
- have experience of leadership and oversight of assurance of services either internally in services or at national level
- have demonstrated effective senior operational management team delivery within the NHS, social care or equivalent complex public sector organisations
- having developed corporate or functional strategies for an organisation and facilitated their delivery
- having effectively led and managed multi-professional team(s)
- having wide and varied networks with experience in building highly constructive working relationships and establishing credibility as a professional
- highly-developed interpersonal skills and the capacity to promote the organisation and assert influence on external bodies
- able to demonstrate high levels of integrity and commitment to teamwork, demonstrating the values of Healthcare Improvement Scotland
- excellent written and oral presentation and communication skills
- commitment to continuing personal and professional development
- Requesting and receiving clinical and professional expert advice when it is required