



Healthcare
Improvement
Scotland

Director of Quality Assurance and Regulation

Job Pack

Welcome

This is a significant time to lead the external assurance of the National Health Service in Scotland.

The NHS has a budget of over £19 billion and 165,000 staff, and the people of Scotland rely on it to provide safe, effective and person-centred care.

Healthcare Improvement Scotland has set out an ambitious strategy for the next four years. Ensuring a safe NHS is at the heart of that mission.

As Director of Quality Assurance and Regulation you will provide the necessary assurance to the public and the Scottish Government that the NHS and independent healthcare are meeting their obligations to provide the safest and highest quality care.

This is a high profile, national role. You will ensure a strong focus on improvement, recognising the major contribution that external assurance brings to raising standards in the provision of healthcare. You will also have the confidence and resilience to take tough decisions and to convey difficult messages.

The post requires someone with an eye for the operational detail whilst energetically pursuing the longer-term goals in our strategy. You will also be an inspirational leader and have the skills to bring out the very best in a committed team.

We also need a leader who can foster positive working relationships and partnerships with a range of external agencies.

As an accomplished team player, you will recognise your contribution to the effective corporate leadership of our organisation. Working with an excellent leadership team, you will make a visible impact on the overall success of Healthcare Improvement Scotland.

This is a role that requires personal courage, stamina and good judgement. However, it is one of the most rewarding leadership roles in the public sector in the UK.

I wish you well in your application.

Robbie Pearson

Chief Executive

About Healthcare Improvement Scotland

As Scotland's national improvement agency, our aim is to secure lasting, positive and sustainable change across the health and care system in Scotland. We provide independent scrutiny and assurance of the quality and safety of the care provided by Scotland's health and care system. We also measure how outcomes for people are improving and how inequalities are reducing. We are uniquely placed to identify the connections and opportunities created by system-wide working and to collaborate with all NHS boards and other national organisations to deliver a relentless focus on the safe delivery of effective care.

To do this, we draw on the significant experience, knowledge and skills we have across the organisation and target our resources where they have most impact. We:

- enable people to make informed choices about their care and treatment
- help health and social care organisations to improve their services
- provide evidence and share knowledge with services to help them improve
- enable people to get the best out of the services they use
- provide quality assurance that gives people confidence in Scotland's NHS services
- make the best use of resources to add value to the care people receive

As an evidence-based organisation, we are transparent in evaluating our effectiveness.

We are committed to being a visible, dependable, trustworthy partner, proactively supporting both the recovery and renewal of our post-pandemic health and social care system and our frontline colleagues who do amazing things every day.

With partner organisations, we consider how services are working together as an integrated system to bring about improvements. To help ensure everyone in Scotland receives the same standard of care and is able to thrive, we provide national leadership and insight.

Our five-year strategy, published in March last year, sets out the bold actions we will take to secure positive and sustainable improvement in the health and care system and how, by providing practical support to design and implement change, we will improve health outcomes.

We are committed to reducing care inequalities by acting upon the views of diverse and seldom-heard groups to devise evidence-based actions that support the delivery of safe, effective and person-centred health and care services.

So, while there is no one single step to achieving higher quality care, we will continue to support the whole system. In particular, we will support those providing care to make evidence-based choices and decisions about how to tackle the problems and challenges that confront them, and to improve the experience of everyone using health and care services in Scotland.

◆ The Executive Team



Chief Executive
Robbie Pearson

Robbie Pearson is the Chief Executive for Healthcare Improvement Scotland and was appointed on 1st December 2016.

Before joining Healthcare Improvement Scotland, Robbie was Director of Planning with NHS Borders and Deputy Director/Head of Healthcare Planning with Scottish Government. Robbie had previously been Deputy Chief Executive, Director of Scrutiny and Assurance, and Acting Chief Executive with Healthcare Improvement Scotland.

Robbie is also currently Chair of the NHS Board Chief Executives Group, which represents all 22 NHS Boards in Scotland. He served as Vice Chair between 2021-23.



**Director of Nursing
and System
Improvement**
Ann Gow

Ann Gow is our Director of Nursing and System Improvement. She has responsibility for quality improvement in priority areas. This includes primary care, and our work in supporting improvement in the integration of health and social care.

Ann joined Healthcare Improvement Scotland in May 2017. She was our first Nursing, Midwifery and Allied Health Professions (NMAHP) Director. She is also Deputy Chief Executive. Prior to this Ann held various senior nurse leadership posts in NHS Ayrshire and Arran:

- Interim Associate Nurse Director
- Associate Nurse Director for Primary Care
- IJB Lead Nurse

She then moved to NHS Greater Glasgow and Clyde as Chief Nurse for Regional Services. Ann has worked at Scottish Government. While there, she contributed to the development of policy on early years and on public health nursing. She secured the post as Scotland's first Nurse Consultant in Public Health in NHS Greater Glasgow and Clyde in 2000. She was alternate member for public health for Scotland at the inception of the Nursing and Midwifery Council.



Director of Workforce
Sybil Canavan

Sybil Canavan is our Director of Workforce. Sybil graduated with an Honours degree in HR and an MSc in HR Management. She is also a Chartered Member of the CIPD. She has spent most of her working life in a variety of HR roles within NHS Greater Glasgow and Clyde (GG&C). She predominantly worked within Primary Care and Community Health. More recently she has worked as Head of People and Change for Glasgow City Health and Social Care Partnership, and Acting Deputy Director of HR for NHS GG&C.



Director of Regulation and Quality Assurance
Lynsey Cleland

Lynsey Cleland is our Director of Regulation and Quality Assurance. This reflects the growing role we play as the statutory regulator of the independent healthcare sector.

Lynsey has been Director of Quality Assurance since 2021. Prior to that, she was Director of Community Engagement. Lynsey qualified as a pharmacist. She has spent much of her career in health professional regulation. She has undertaken a range of roles. This includes:

- leading a quality assurance programme for registered pharmacies
- developing standards and guidance for pharmacy professionals

Latterly Lynsey was Director for Scotland at the General Pharmaceutical Council. She ensured the organisation's work reflected and responded to the health and care landscape in Scotland.



Medical Director and Director of Safety
Simon Watson

Simon Watson, Medical Director is also our Director of Safety. He is the professional lead for our Quality Improvement Advisers.

Simon joined us in April 2020. Prior to this, he was part of NHS Lothian's Executive Leadership Team for four years as Chief Quality Officer and Executive Lead for Analytical Services. He is our professional lead for medical doctors, pharmacists and dentists and co-leads clinical and care governance with the Nurse Director in Healthcare Improvement Scotland. Simon qualified as a medical doctor in 1996 and became a Consultant in 2007. He previously held various local and national leadership roles in clinical quality. Simon continues to practice clinically.



**Director of Finance,
Planning, Governance
and Communications**
Angela Moodie

Angela Moodie is our Director of Finance, Planning and Governance.

Angela is a chartered accountant with varied experience in:

- operations
- finance
- change environments

She has a strong track record of implementing innovative cost-saving solutions and delivering successful transformation programmes. She was the Finance Director at House of Gods, an expanding chain of private equity backed hotels. She has previously held senior roles at Scottish Water Business Stream. She helped to transform it from a public sector monopoly into a commercial, dynamic, award-winning retail business.



**Director of Evidence
and Digital**
Safia Qureshi

Safia Qureshi is our Director of Evidence and Digital. She also has leadership responsibility for innovation. This includes our contribution to the Accelerated National Innovation Adoption (ANIA) pathway.

As Director of Evidence, Safia leads Healthcare Improvement Scotland's work on:

- the development of national evidence-based advice, guidance and standards
- the assessment of new technologies and newly-licensed medicines

Safia is also the Digital Lead for Healthcare Improvement Scotland. She is committed to increasing the use of technology across the organisation. This is to make it easier to do what we do and to make what we do more accessible to all. Before joining us, Safia held a number of senior roles in NHS Scotland. This included:

- Programme Director at NSS
- Director of Quality, Innovation and People at the Golden Jubilee National Hospital

She also worked at the Scottish National Blood Transfusion Service (SNBTS). While there she was responsible for delivering the Jack Copland Centre. The centre is a state of the art manufacturing facility and headquarters for SNBTS.



**Director of Community
Engagement and
System Redesign**
Clare Morrison

Clare Morrison is our Director of Community Engagement and Redesign. Her role will build on the ihub's work in strategic planning and people led care. Clare will integrate this with the work of the Community Engagement Directorate.

Clare began her career 25 years ago working as a pharmacist in NHS Highland. She completed the Scottish Quality & Safety Fellowship and studied quality improvement in the US. She joined the Scottish Government's Technology Enabled Care Team in 2020. She supported the national response to the pandemic as National Lead for Near Me. This was a service providing health and social care appointments from home.

Later in 2020, Clare was appointed Director for Scotland at the Royal Pharmaceutical Society. This is the pharmacists' professional leadership body. She was awarded an MBE for services to health care in 2018. She has also received an honorary doctorate from the University of the Highlands and Islands in November 2022. This was for her contribution to enhancing access to health services.



Employee Director
Duncan Service

Duncan was Employee Director with NHS Quality Improvement Scotland from April 2009 and has subsequently been appointed as Employee Director of Healthcare Improvement Scotland from April 2011.

In his role as Employee Director and lead UNISON steward, Duncan represents UNISON on the Partnership Forum. He has been a steward since 1998 and has represented staff in both the public and private sector. He represents staff throughout the organisation on many issues and presents their views at the Partnership Forum and other working groups such as the Board subgroups, policy development, and health and safety.

Duncan became involved in the work of NHS Quality Improvement Scotland after representing staff during the negotiations around the transfer of the Scottish Intercollegiate Guidelines Network (SIGN) from the Royal College of Physicians to NHS Quality Improvement Scotland in January 2005.

He is the Evidence Manager at SIGN and is responsible for carrying out literature searches for clinical guidelines and helping guideline development group members with evaluation of the literature. He is responsible for the SIGN website and databases.

The Role

Director of Quality Assurance and Regulation

Location: Glasgow or Edinburgh base with hybrid working

Salary: £91,926 - £118,361

Healthcare Improvement Scotland is seeking an exceptional leader to be the next Director of Quality Assurance and Regulation.

The postholder is a crucial member of the Executive Team of Healthcare Improvement Scotland and plays a key role in the corporate governance, performance management and ultimately the overall success of our organisation.

The Director will ensure the robust and proactive external assurance of care provided by the NHS and ensure the effective regulation of the independent healthcare sector.

The Director will ensure a systematic approach to the inspection of frontline NHS services covering a range of priority areas with a strong focus on patient safety. They will also ensure that intelligence is brought to bear in determining our priorities for external assurance, whilst working within the broad parameters of our strategy.

The Director will provide leadership for high profile and sensitive reviews covering a wide range of significant priorities.

The postholder will maintain the momentum in taking forward new priorities such as the external assurance of maternal healthcare and foster a collaborative approach to improvement with other Directors.

The Director will also ensure a robust regulatory framework for over 500 independent healthcare providers, including registration and inspection.

Working alongside a range of other partners such as the Care Inspectorate, the Director will ensure we play an active part in assuring the provision of public protection by a range of agencies.

The Directorate of Quality Assurance also has responsibility for the national Death Certification Review Service.

◆ Person Specification

Qualifications ◆

- Educated to degree level or equivalent
- Evidence of continuing and relevant professional development

Knowledge and Experience ◆

- Demonstrable senior level experience in health or social care
- Proven experience of establishing positive external relationships and working with a wide range of strategic external stakeholders
- Significant and successful senior management and leadership of change
- Experience of leadership and oversight of assurance of services either internally within services or at a national level

Personal Attributes and Skills ◆

- Excellent verbal and numerical reasoning skills
- Inclusive and highly effective leadership which inspires staff
- Excellent influencing, interpersonal and communication skills
- Ability to lead, motivate and inspire people to continuously improve
- Sound judgement and political acumen
- A commitment to personal development
- High degree of personal resilience, with the ability to work with competing priorities and under pressure
- Personal integrity, transparency, and honesty
- Commitment to promoting equality and equality

Timetable and Applying for the Role

Deadline for applications: 7 June 2024

Short listing of applications: week commencing 10 June 2024

Assessment centre: week commencing 24 June 2024

Interviews: week commencing 29 July 2024

Informal discussions can be held with Sarah Gracie, Eden Scott Recruitment Agency by emailing sarah.gracie@edenscott.com