NHS EDUCATION FOR SCOTLAND
JOB DESCRIPTION

Job Title
EXECUTIVE MEDICAL DIRECTOR

Immediate Line Manager
CHIEF EXECUTIVE

2 Job Purpose

The Executive Medical Director is a senior executive role responsible to the Chief Executive leading nationally on the strategic direction, development and delivery of postgraduate medical education and training to GMC standards for the medical workforce in NHS Scotland. As a member of the NES Board and Executive Team, this role contributes to improved health outcomes and the quality of services across Scotland by reshaping the health and social care workforce through education, workforce development and training, technology enhanced learning and practice, and workforce analysis and planning to support service design and innovation including new approaches, models and locations of care.

The Executive Medical Director will:

- Work in partnership with the Scottish Government, the NHS, Scottish Funding Council further and higher Education, Royal Colleges, national professional organisations, BMA and trade unions, regulatory bodies and a wide range of strategic partners across Scotland, and at UK and international levels to influence and inform medical education, training, revalidation and clinical practice and governance.

- Influence at strategic and policy levels, engaging, enabling and collaborating to ensure NES leads the way in educational design, delivery and quality assurance to deliver a medical workforce that meets the needs of citizens in Scotland while contributing to broader objectives to improve wellbeing and societal outcomes.

- At corporate level in NES, lead substantive change programmes to secure best value, efficiency, effectiveness and improved outcomes.

- Have a substantive role in driving strategic change and direction in the development of and planning for the medical workforce in Scotland, taking into account redesign of services, innovation and technological advances, shifting locus of care and developments in skill mix and development of new roles and responsibilities.

- Recognise the opportunities for using data and intelligence for workforce planning, service redesign, transformation and innovation to inform and address population needs and reduce inequalities.

- Have the credibility, rigour and integrity to operate effectively at the highest level in clinical, policy and strategic environments, demonstrating acumen and acuity.
- Demonstrate an ambition to secure beneficial change by supporting and developing people from a variety of backgrounds to overcome barriers to entering medical careers, underlining the importance attached to attraction strategy, retention, new career pathways and models and new routes into medicine. Central to this will be demonstrating a commitment to the wellbeing of those entering and progressing in the medical profession.

- Be collaborative, outward focused, ambitious for change and adept at working in partnership with key stakeholders.

- Understand the importance of innovative approaches for ensuring equitable access to high quality, sustainable services across urban, remote and rural settings.

- Have knowledge of emerging practices in artificial intelligence, automation and technology including how they will inform clinical practice and the future of medical education and training.

- Have credibility in demonstrating the values and behaviours championed by NES and in addressing issues of equality and diversity.

3 Dimensions

NES is focused on supporting the health and social workforce to be equipped with the knowledge, skills and understanding to respond to a range of post-pandemic scenarios while reshaping the future of health and social care practice, service redesign and innovation necessary to deliver improved outcomes. Delivery of education, workforce development and training are changing to meet this challenge.

The post holder, working nationally in a Scottish and UK wide context, will make a significant contribution to the delivery of Scottish Government Policy, in educating and training the medical workforce. This will include a focus on current medical career pathways as well as developing new career routes to support the NHS Remobilisation and Renewal Plans across 4 care programme areas such as effective planned and unscheduled care; contribute to shifting the balance of care from in-patient, residential and day care settings towards community based services delivered by multi-disciplinary clinical and care teams; using technology to inform better outcomes and clinical care and practices; and, focusing on preventative and proactive care.

This requires creative thinking and approaches to education and training to ensure that the medical workforce and doctors in training have access to the highest standard of learning and support in their clinical practice and that their wellbeing is promoted and protected. This ensures that high quality, safe and compassionate services are provided by trained doctors with the right skills in the right place and reduces the reliance on doctors in training for front line service delivery.
The delivery of postgraduate medical education is a complex challenge and the Medical Directorate works closely with Scottish Government and many partners with diverse interests, who together, contribute to the work of postgraduate education. NES also provides education for pre-registration pharmacy trainees, registered pharmacists and pharmacy technicians across Scotland. This is delivered through organisation, development, delivery and quality management of educational programmes and professional development courses and resources.

Through the strategic leadership provided by the Medical Directorate, NES recruits and manages postgraduate training of around 6000 doctors in training across foundation, general practice, core and specialty training programmes.

The Medical Directorate currently has a staffing complement of circa 240 permanent and fixed term A4C staff and is supported by 325 sessional staff providing education across Scotland, with a total budget of £434 million. The Directorate work closely with the Director of Finance to ensure the best use of funding for delivery of Postgraduate and Additional Costs of Teaching (ACT) funding.

The Medical Director provides strategic and operational leadership to the senior cohort of Postgraduate Deans, GP director and Associate Postgraduate Deans. Strategic educational leadership is also provided to a network of Training Programme Directors, Lay Representatives, Educational Supervisors, Clinical Supervisors, Local Training Quality Lead and the eight Specialty and Foundation Training Boards.

The role of Medical Director is significant in developing robust workforce planning nationally while shaping and contributing to UK wide initiatives so that there is a highly skilled medical workforce with the right skills, in the right place at the right time. Working UK wide and through regular engagement with senior officials and Ministers in Scottish Government, you will work with key partners to influence national policy, develop high quality education and training initiatives and strategies for international recruitment and retention. You will work with regulators and inspection bodies to ensure that issues around education and training are shared at a strategic level to influence the design and delivery of learning.

Further detail around the scope of training provided by the Directorate can be found on the Scotland Deanery website https://www.scotlanddeanery.nhs.scot/about-us/
5 Role of Directorate

The Medical Directorate, also known as the ‘Scotland Deanery’, is responsible to the NES Board and through the Board to Scottish Government for the commissioning and delivery of postgraduate medical education in Scotland. This training is delivered primarily in NHS Boards including hospitals and General Practices to standards set by the General Medical Council (GMC). The Directorate ensures that management of recruitment to medical training and progression through programmes deliver a high-quality training experience. Furthermore, as NES directly employs c.33% of doctors in training, including all Scotland’s GPs in training and those in national specialty training programmes, the Medical Directorate has an active management role in delivery of a high-quality employment experiences for doctors in training placed in NHS boards.

In addition to undergraduate placements and postgraduate programmes across health and care professions, NES provides a wide range of educational and training resources and has dedicated training staff in every NHSS Board, supporting training both face to face and online. A major focus is the provision of technology enhanced, flexible, efficient training including use of advanced technologies such as virtual reality and simulation. This requires upskilling the extensive network of sessional trainers working across the NHS so that they can confidently deliver education and training. It also means ensuring the digital capability of learners.

The Directorate has several roles encompassing the following specific areas:
• Operates all approved foundation and specialty (including GP) training programmes through a robust system of educational governance.
• Recruits to and manages the postgraduate training of doctors in Foundation, Core and Specialty (including GP) programmes.
• Supports the education of undergraduate medical students through the distribution and performance management of the Medical Additional Costs of Teaching (ACT funding).
• Ensures the effective delivery of the Quality Improvement Framework for medical education and training as laid down by the General Medical Council.
• Manages study leave, clinical academic training, flexible training, careers guidance, trainer development and trainee support and wellbeing services.
• Supports and manages the work of the Remote and Rural Health Education Alliance (RRHEAL) and the Community Hospital Improvement Network (CHIN).
• Supports and manages with others Quality Improvement, Clinical Skills, Patient Safety and Human Factors training across NES.
• Responsibility for education and training in Pharmacy.
• Medical revalidation and the ‘responsible officer’ for the license to practice.
• Development of multi-professional education.

NES has five regional offices hosting internal staff, educators and teaching facilities, 20 Teach and Treat Centres, 2 Clinical Skills Training Centres and a Mobile skills and simulation Unit. These are an integral part of the NES Medical Directorate and staff contribute to various aspects of training management, quality and professional development activity. This also facilitates close working relationships with the wider NHS through regional workforce and local Health Board structures, and with the five Scottish Medical Schools.

Educational delivery is undertaken in partnership with key stakeholders across Scotland. The Medical Directorate has strong links to the NHS Scotland Academy, a joint venture between NHS Education for Scotland and NHS Golden Jubilee which will support development of specialist skills incorporating a wide range of development for the Health and Social Care sector based on physical, blended and virtual approaches. It also works closely with the Centre for Sustainable Delivery (CfSD) to support service redesign, innovation and transformation across the NHS.

6 Key Result Areas

Executive leadership

1. Executive Team fulfilment of duties and responsibilities.
2. Role model NES values.
3. Contribute to the development and delivery of a rolling five-year integrated strategic plan that reflects Scottish Government strategic direction and the National Performance Framework and is aligned to workforce demand across health and social care, informed by close working with the education sector, ensuring achievement following the approval of the NES Board.
4. Provide executive strategic leadership across NES to ensure the delivery of integrated educational and workforce development solutions for the medical workforce providing
corporate leadership for the development of innovative solutions that maximises the potential of the educational resources and technology across NES.

5. Resources are used effectively and ensure value for money.

6. Workforce planning across all staff groups so that NHS Scotland and Integration Joint Boards have both the workforce to deliver for the here and now but has a workforce which is agile and flexible to respond to future models of care. This includes working with Scottish Funding Council on student numbers and planning.

7. Participate fully in corporate decision-making processes across NES to contribute to effective compliance, corporate accountability and assurance to the NES Board.

8. Work constructively and openly with senior colleagues, Scottish Government and representatives from NHS Boards, academia and research bodies, Royal Colleges, BMA and trade unions, health and social care partnerships and the broader social care sector to identify and develop opportunities for NES to respond proactively and innovatively to support NHS Scotland, integrated health and social care and key partners.

9. As a member of the Board and Executive Team, promote and embody NHS Scotland leadership values and NES Ways of Working, including championing equality, diversity and inclusion.

Providing clear corporate management and strategic leadership to the Medical Directorate

1. Working closely with the Medical Directorate Management Team, provide strategic and professional leadership, horizon scanning for trends and anticipating those policy issues that will impact upon the strategic direction of the system.

2. Educational resources are targeted to specific needs (e.g. remote and rural) and are responsive to more specific demands as need arises.

3. Ensuring the highest standards of education, research, financial and staff governance.

4. Directorate functions are effectively integrated and aligned with national, organisational and service objectives.

5. All statutory and corporate duties are discharged, with appropriate controls in place.

6. Performance reviews are undertaken regularly and appraisals annually, individuals are held to account for delivery.

7. Key performance standards and measures are monitored and reported appropriately.

8. To provide strategic leadership for the postgraduate medical education and workforce development agenda at Scottish, UK, European and wider international levels through contribution to world leading postgraduate medical education conferences.

9. Bringing challenge to executive and board level thinking and effecting change as a consequence.

10. Clearly assess situations ensuring sufficient focus on strategic thinking so that NES has the financial strategies, risk appetite and controls, and systems to enable delivery of NES’s strategy.

Strategic Delivery

1. Lead nationally on developing a strategic direction for the education and training of the postgraduate medical workforce in Scotland (fully aligned with national developments) contributing to the delivery of Scottish Government policy and NHS Board workforce plans supporting safe, effective, digitally enabled and patient centred care; to deliver
this through innovative and close working relationships with Government, Scottish Funding Council, NHS Boards, Education Providers, research bodies, Royal Colleges, and national professional and regulatory bodies.

2. Delivery of recruitment and high-quality training for trainee doctors to deliver good quality clinical care and safe and compassionate services.

3. Determining with counterparts in England (Health Education England), Wales (Health Education & Improvement Wales) and Northern Ireland (Northern Ireland Medical & Dental Training Agency) the numbers of medical vacancies and their fill rates, initiating, developing, deciding and implementing strategies, policies and processes to provide the required capacity and quality of the UK's health and care workforce as well as discussing 4 nations approaches to medical education and training. This includes initiating policy discussions with Scottish Government, regulators etc.

4. The Additional Cost of Teaching (£99m) is managed to ensure NHS Boards provide the educational infrastructure necessary to support undergraduate education and training in medicine and pharmacy and monitor its use to ensure effectiveness of training placements.

5. Provide strategic professional leadership for the development of high-quality data evaluation and research in collaboration with colleagues in Scottish Funding Council, research and Higher Education institutions, to provide a strong evidence base for improvements in medical education; ensure that training environments are of high quality and that trainees effectively contribute to the highest standards of patient care.

6. Provide leadership for Clinical Academic training, research opportunities, leadership development and quality improvement, equipping doctors and dentists in training to improve the quality of patient care through leadership, scholarly activity, multi-professional teamwork and skills development.

7. Act as ‘responsible officer’ (RO) for the license to practice, the appraisal and revalidation of c. 6,000 doctors in Scotland, delivered through a network of postgraduate deans and a supporting IT infrastructure.

8. Ensure the provision of Faculty development for and engagement with Recognised Trainers in line with GMC requirements and promote the educational development of educators to enable them to promote and deliver high standards of training.

9. Effective support and training programmes for staff returning to practice, such as the GP retainers and returners schemes.

10. Supply of Pharmacists through effective education and training to meet service needs.

11. Regulatory standards are met, concerns identified are addressed - NES has responsibility, on behalf of the UK regulators, for the inspection and reconfiguration of the delivery of medical service, by doctors in training, in each of the NHS Boards and has a requirement to issue directions to Boards as part of this role. In conjunction with the Regulators NES may have to consider the potential withdrawal of training places from a Board where circumstances merit this.

12. Leadership to the delivery of Quality Improvement and safety programmes providing a cohort of improvement leaders and champions across NHS and social care organisations.

13. Introduction of a credentialing process for doctors across a range of disciplines.

Promoting and recognising the importance of people in delivering culture change

1. Enhancement of the doctor in training experience, including wellbeing.

2. Using relationships with Royal Colleges, education providers, regulators, educators and those entities comprising the health and care sector to lead and support change in how
health and care professionals behave and work together, shaping culture through integrating the values of the NHS through medical education and critically influencing those entering the sector through multiple routes as well as those continuing their development.

3. Embodiment of the NHS Scotland leadership values and NES Ways of Working.
4. Working in partnership and championing equality, diversity and inclusion, removing inequalities for the positive benefit of the wider economy. Actively promoting dialogue, engagement and involvement
5. Widening access to career pathways across health and social care.
6. Harmonious and productive working relationships with the recognised trade unions, professional bodies and staff representatives.
7. Education and development programmes which support the reduction in health inequalities and focus on people who have complex needs or who need extra support and protection.

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<th>Assignment and Review Work</th>
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<td>The post is directly accountable to the NES Chief Executive and works under broad direction in accordance with Scottish Government policies and priorities. The post 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 senior executive team. Within this framework the post holder is required to:</td>
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<td>• Plan on a 3 – 5 year planning horizon.</td>
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<td>• Operate within the NES strategic framework and national policy, providing strategic advice and expertise to the NES Board for all aspects of health policy affecting the medical workforce and strategic education/ training and workforce implications.</td>
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<td>• Participate in direction of the use of resources across NES and be fully accountable for leading and driving progress on strategy and policy development and implementation.</td>
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Individual objectives are agreed with the Chief Executive and reviewed by the Chair of the Board and the Remuneration Committee. Performance is appraised annually, and there is an annual job plan review, with an interim review at the six-month stage of the planning cycle.

The Chief Executive and the Board will undertake more frequent informal reviews throughout the year mandating the post holder to take forward strategic priorities as they emerge from government or as opportunities arise to take on new areas of responsibility which are out with the scope of delegated authority.

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<th>Communications and Working Relationships</th>
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<td>The post requires authentic leadership; an enabling, engaging and collaborative mindset; expert negotiation skills and the ability to anticipate and innovatively resolve problems.</td>
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The role operates at a level of strategic complexity. This requires interpretation and implementation of guidance as it applies to multiple stakeholders to achieve success in the role. The postholder will need to successfully influence those accountable for issuing decision-making guidance to the good of the system overall.

The postholder must also work with Scottish Government and colleagues across the sector to identify and implement new areas in which NES can support the delivery of services across health and social care. The following are key working relationships:

- With NHS Board Chairs, Chief Executives and Directors.
- With Chief Executives and Directors of the healthcare professional regulators.
- With Scottish Government, with the Director General Health and Social Care/Chief Executive NHS Scotland and the Health and Social Care Management Board and senior officials in the Health and Social Care, Education and Digital Directorates of the Scottish Government.
- University Deans of Medical Schools
- Scottish Funding Council
- Scottish Association of Medical Directors
- Conference of UK Postgraduate Deans
- Health Education England, Health Education & Improvement Wales and Northern Ireland Medical & Dental Training Agency
- Royal Colleges and the Scottish Academy of Medical Royal Colleges and Faculties
- General Medical Council
- BMA and its relevant Committees
- With leaders and key stakeholders in the social care sector.
- MPs/MSPs
- Voluntary sector
- Other independent organisations
- Others with interest in medical education

9 Most Challenging Part of the Job

Problem-solving and decision-making extend to a broad and extensive range of senior stakeholders beyond health and social care, notably to education and regulation; and beyond Scotland to UK level. The postholder must think innovatively, exercise mature leadership, and be highly personally resilient in operating within multiple strategic contexts and frameworks. The accountability of the postholder to exercise mature decision-making, having considered all relevant factors, is critical. The most challenging parts of the role are:

1. Leading the design of postgraduate medical education, including technology enhanced learning, and workforce development within a complex and financially constrained environment in such a way that professional, regulatory and workforce redesign requirements are met.

2. Influencing and maintaining excellent relations in a time of significant change, including recovery, within postgraduate medical education and ensuring through quality
3. Embedding a culture of excellence in medical training through innovation and development within the Directorate and organisation, to ensure recognition of NES as a leader in medical education and training.

4. Working with Regulators and Universities across the UK to provide appropriate undergraduate and graduate training places for the medical workforce, including partnership engagement with the Scottish Funding Council in allocating funding for appropriate training places in the various clinical disciplines to meet the complete workforce requirement for Scotland.

5. Managing the complexities of recruitment to hard to fill specialties at both a national and local level including the assurance of equitably filled training programmes in remote and rural settings.

6. Ensuring that equality, diversity and inclusion is embedded into the education and training system ensuring equitable access to trainees from all backgrounds.

7. Leading the Directorate to drive innovation and to challenge traditional approaches to delivery of education and training.

### 10 Qualifications and/or Experience Specified for the Post by the Employing Authority

**Qualifications**

- Medically qualified with a background on Primary or Secondary care or Public Health
- Full specialist or GP registration with the General Medical Council,
- Licence to practise
- Evidence of regular successful participation in appraisal
- Relevant Postgraduate medical qualifications, including membership / fellowship of a Royal College
- Further evidence of a commitment to ongoing professional development.

**Experience**

- Significant experience of leadership and strategic management at a senior level.
- Demonstrable experience of operating at senior strategic decision-making level within complex systems and with a wide variety of partner bodies.
- Demonstrable experience of leading and delivering transformational change.
- Experience of dealing with a range of complex issues within a politically sensitive and multi stakeholder environment.
- Experience of influencing strategy and policy at national level.
- Understanding the complexities of health policy development at national level and how it translates to delivery at national, regional and local levels
• A track-record of bringing challenge to executive and board level thinking and effecting change as a consequence.
• An ability to demonstrate clarity of thinking to ensure focus on critical issues
• Applying recognised methodologies in, for example, quality improvement, health service leadership and health services research
• Recognised contributions to undergraduate and postgraduate education and training at both regional and national levels is desirable

Knowledge, Behaviours and Values

Knowledge:
• Strategic and policy understanding of the ambitions and drivers for health and social care, advocating the strategic importance of education, training and workforce development in achieving this agenda.
• Exceptional ability in strategic thinking, influencing and collaborating within a national context (Scotland and UK).
• Understanding of strategic workforce planning and how to use this to deliver service change.
• Strong intellect, commercial acumen and business management skills.
• Confident and skilled decision-maker, able to operate at the highest levels of autonomy with credibility.
• Evidence of widening access to careers in healthcare
• In-depth knowledge of postgraduate medical education training systems and processes
• Understanding medical education in Scotland in the context of UK and international developments

Behaviours:
• With a growth mindset, role models positive behaviours and attitudes in line with NES values.
• Strong advocate of building highly inclusive, diverse, workforces with equality for all.
• Exceptional commitment to improving patient experiences and social care, population health and reducing inequalities.
• Exceptional commitment to education, training and workforce development.
• Open, visible and dynamic leadership commanding the confidence and respect necessary to engage an extensive range of senior stakeholders, across health, education, regulation and government.

Values:
• Demonstrable record of being an effective change agent for innovation.
• Innovative and collaborative problem-solving skills involved in dealing with a broad and extensive range of senior stakeholders with different priorities and agendas.
• Expert listening, influencing and negotiation skills with the ability to anticipate and resolve problems inherent in dealing with an extensive range of senior stakeholders.
• Highly personally resilient in operating within complex environments with multiple stakeholders.
- Builds and sustains effective, inclusive, high performing teams and develops staff.
- Advanced communication skills congruent with a high-profile leadership role, with the ability to engage with individuals at all levels in local, regional and national setting, the public, politicians and the media.
- Have worked with a diverse range of stakeholders both internal and external to achieve successful outcomes.