

**NHS NATIONAL SERVICES SCOTLAND
JOB DESCRIPTION**

1. JOB DETAILS

Job Title	Deputy Quality Manager
Immediate Senior Officer/ Line Manager	Quality Manager
Department	Quality
Directorate	National Procurement / National Services Directorate / NHSScotland Assure
Location	Canderside
CAJE Reference	NPPCFSS314

2. JOB PURPOSE

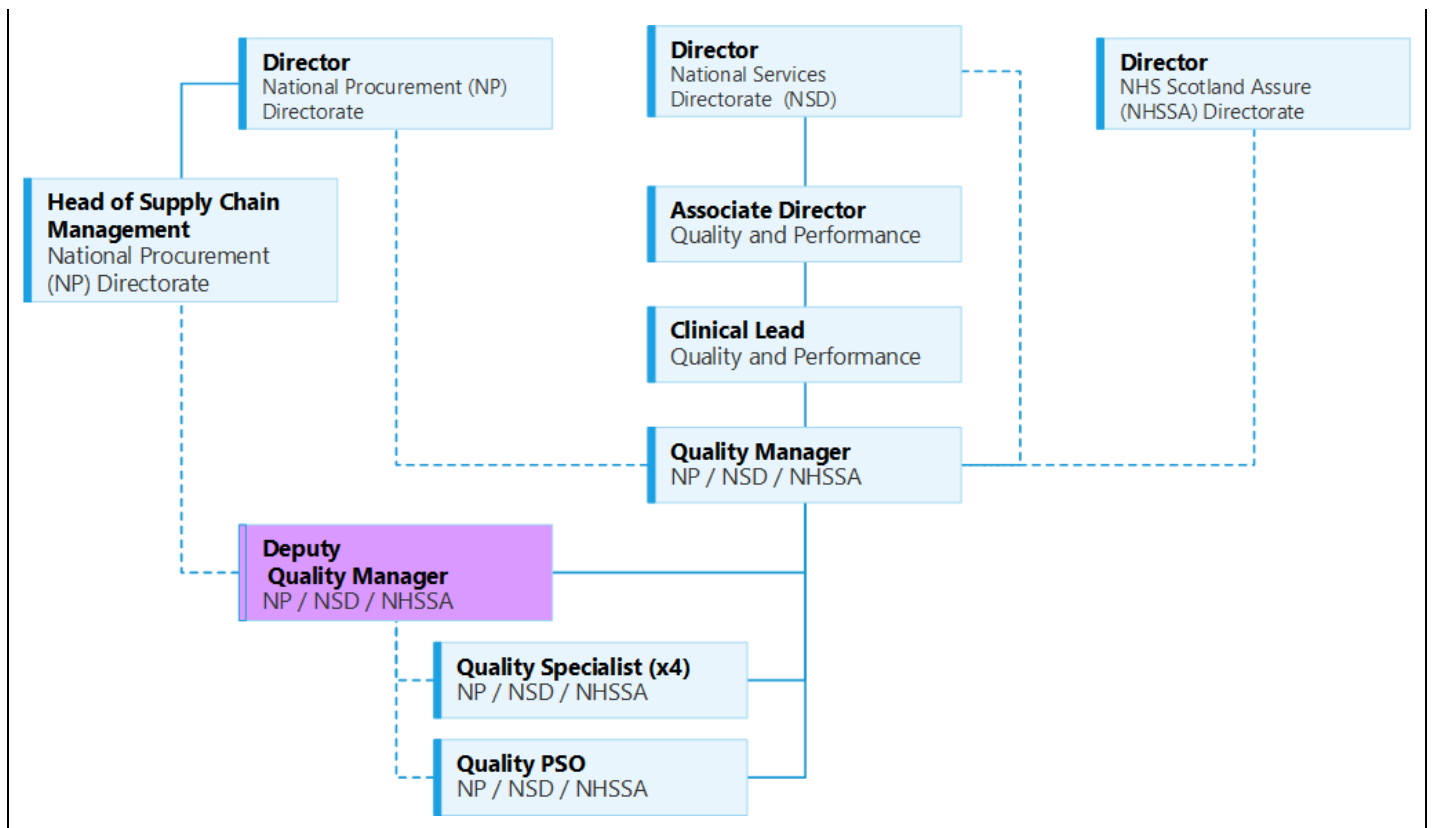
To identify, influence, lead, plan and deliver improvements in service provision within National Procurement (NP), National Services Directorate (NSD) and NHSScotland Assure (NHSSA) for the benefit of customers, staff and stakeholders.

To ensure business processes and activities within NP, NSD and NHSSA are fully compliant with regulatory and statutory requirements, ISO and IEC standards, customers and stakeholders benefit from the most effective, efficient and economic service by promoting and delivering service and process improvement across the three Directorates, specifically within NP Supply Chain and Logistics.

3. DIMENSIONS

- The post holder will be the deputy for the Quality Manager, in all aspects of service delivery and the management of the Quality Specialists and Quality PSO.
- The post holder is responsible for leading on advice and guidance on quality management, assurance, improvement, evaluation and performance enhancement
- The post holder will manage external third-party suppliers and internal solution providers and support teams across NP, NSD and NHSSA, ensuring compliance with ISO 9001, ISO 17025 and Wholesalers Distribution Licence.
- The post holder has specific responsibility to lead and deliver improvements informing NP's Supply Chain and Logistics services on Good Distribution Practice, ISO 13485, complaints management, product recall/alerts

4. ORGANISATION CHART



5. ROLE OF THE DEPARTMENT

The three Directorates, National Procurement (NP), National Services Directorate and NHSScotland Assure (NHSSA) provide a complete range of procurement, commissioning and facilities services to a range of stakeholders including Health Boards, Scottish Government and the wider public sector.

The three Directorates will provide specific services and expert advice across its portfolio of activity.

For further information on our service provision go to: www.nss.nhs.scot and click the links for the following services:

- Antimicrobial Resistance and Healthcare Associated infection
- Health facilities
- NHSScotland Assure
- Procurement and logistics
- Specialist healthcare

Outputs include specialist services, commissioning, national contracting, logistics, procurement systems and professional advice and expertise about property, facilities, construction, equipment and infection.

The Quality function is responsible for leading, managing and directing the implementation of improvement across Directorates, providing assurance that standards of service delivery are met and improvement supported and reported as required. We support the Directorates to achieve health, safety and wellbeing objectives, best practice identified and implemented.

The Directorates have circa 700 staff, spread over sites across Scotland.

6. KEY RESULT AREAS

The post holder will be responsible for and required to:

1. Play a leading role in the management of quality and improvement to ensure satisfactory patient care is provided through planning, organising, leading engaging, negotiating and motivating Management and staff across the Directorates to participate and own improvements within their business area / service provision.
2. Provide lead quality role in critical business support during adverse events, supporting Scottish Government, Health Boards and other key stakeholders.
3. Present and effectively communicate complex issues such as audit findings and process reviews to groups and individuals both locally and nationally where there are significant barriers to acceptance. Interpersonal and communication skills will be required in challenging atmospheres. They will be required to negotiate, motivate and persuade individuals and groups in potentially emotive atmospheres where proposals may have direct consequences on existing service provision.
4. Maintain registrations (ISO 9001, ISO17025, GDP Wholesalers licence) identifying areas of service improvement, inconsistent practices, adoption of best practice and playing a leading role in the planning, management and implementation of improvement across the Directorates through tools such as lean, six sigma, NSS quality and improvement frameworks and total quality management.
5. Plan, implement and manage internal audits to ensure that services meet legal and regulatory requirements. Ensure that non-conformances are identified, timely effective corrective action implemented, process improvements embedded into business-as-usual practice through engagement with Directors, senior managers and staff.
6. Measure, analyse and report key process information to assess the organisation's performance. This includes complaint information from patients / customers, ensuring that they are resolved in a timely manner and meet patient/ customer / stakeholder expectations.
7. Manage quality and performance of 400 plus suppliers / vendors in conjunction with National Procurement staff, using the information to engage with suppliers and work together on improvement through engagement and leadership, using motivational and influencing skills enabling and encouraging participation and ownership of business and service improvement.
8. Lead on the planning and organising of management review meetings for NP ensuring quality management systems are suitable, adequate and effective.

9. Establish, develop, lead and co-ordinate training and awareness sessions for ISO9001, Q-Pulse, Complaints and other quality related subjects for management and staff across the three Directorate and Health Boards using NSS systems such as Complaints Portal, ensuring that content is aligned to NHSS and NSS priorities.
10. Support customer service fulfilment and continuous satisfaction improvement through analysis of feedback results, findings, identifying and making recommendations across multi levels including Senior Management Teams within Directorates.
11. Undertake research through literature reviews, internet searches, engagement with regulatory bodies to identify changes that impact the quality management system across the Directorates, new regulatory or standard requirements, providing guidance and identifying industry best practice.
12. Work in partnership with Directors, NSS and third-party auditors to ensure that external audit activity is appropriately targeted in high-risk business areas and audit findings agreed and acted upon.
13. Responsible for overseeing the management of complaints, product recalls and alert processes to ensure that complaints and issues are resolved in a timely effective manner to meet patient, customer and stakeholder expectations, through training, development, data analysis and using information for factual decision making and improvements.
14. Support the Quality Manager with management of team members during periods of absence (holidays, sickness), lead, motivate and develop team members to ensure that they are ready to meet new challenges and adapt to change taking place across NSS and NHSScotland.

7. ASSIGNMENT AND REVIEW OF WORK/ DECISIONS AND JUDGEMENTS

The post holder is subject to managerial direction from the Quality Manager, mid-year and annual appraisal, objective setting aligned to achieving NSS strategic objectives and will manage the quality team in the absence of the Quality Manager

The post holder will have significant authority and autonomy, working on own initiative in a dynamic and in some cases time critical events, ensuring plans and objectives are achieved. Proactively addressing issues as they arise, identifying and making recommendations for further service improvement

A significant part of the work in this post is self-generated for example, through highly developed analytical skills and expert analysis of information from many varied sources such as customer feedback, product and supplier issues, internal and supplier audit findings, risk analysis, identifying, collaborating and implementing structured solutions, service and process improvement enabling Directorate services to be delivered efficiently and effectively. This involves making

complex judgements in situations of ambiguity such as the interpretation of legislation and standards.

The post holder will be required to work and make decisions independently, requiring self-motivation for problem solving, creating and promoting ideas and initiatives designed to improve service provision, productivity and reduce waste, through provision of option appraisals and recommendations.

Service provision, impacting on staff and patient care, for example, provision of critical products and services from suppliers, product qualification / validation of Health Board equipment which is prioritised based on risk through supplier audits and internal audit programme having the autonomy to resolve and the judgement of when to escalate.

The post holder is required to undertake regular research on topics such as customer perception of service delivery, evaluation of supplier performance, regulatory and standard requirements and benchmarking with external organisations.

The post holder provides analysis and recommendations through business performance reports (oral and written) for Directorates on performance of the quality management system, productivity, complaints, improvement at least monthly and as required by business areas.

8. COMMUNICATIONS AND WORKING RELATIONSHIPS

The post holder will be required to present and effectively communicate complex issues to groups and individuals where there are significant barriers to acceptance. Interpersonal skills and communication skills will be required in challenging atmospheres. They will be required to listen, empathise, negotiate, motivate and persuade individuals and groups in potential emotive atmospheres where proposals may have direct consequences on current service provision. For example, internal / external audit findings, process reviews, supplier issues and critical incidents.

The post holder is required to develop and maintain relationships within and outwith the organisation, adopting appropriate communication techniques including oral, written, reports and presentations as required.

Excellent communication skills are required to persuade and negotiate with stakeholders. Strong presentation skills, ability to express views/ perspectives convincingly and coherently both verbally and in writing.

Internal

- Directors, Senior Management and functional leads, ensuring efficient and effective engagement and communication to enable a co-operative and integrated approach to service delivery
- Engage with other NSS Corporate and Directorate leads working groups, training and sharing knowledge, experience and developing best practice (for example complaints, quality, improvement, Q-Pulse)
- Provides reports on quality related issues requiring action to Senior Management, these can be about performance issues and delivered in a hostile or highly emotive atmosphere.

- Leads and promotes cross organisational working and communication with the Directorates through activities such as forming and leading improvement teams, meetings, published communications, articles, presentations, staff training sessions and participation in working groups.
- Designing and delivering training to Directorate staff on quality specialisms such as document lifecycle, ISO 9001 awareness, complaints, quality management induction training to new members of staff.

External

- Manages highly effective relationships with external registration / audit bodies for ISO 9001 registration, ISO 17025 accreditation (external audits are typically 8-10 days per year), KPMG and regulatory bodies as required.
- Manages complex and timebound activities with external suppliers across a wide and varied sector / product portfolio (for example, 9000 plus products within National Distribution Service).
- Manages conflicts that occur during external audits and challenges inappropriate findings.
- Communicates with NHSScotland Health Boards and other stakeholders regarding complaints, satisfaction and implementation of corrective action.
- Actively participates with other NSS Directorates and NSS Corporate to implement national / NSS initiatives ensuring that Directorate staff are informed, consulted and their views taken into consideration.

9. MOST CHALLENGING PART OF THE JOB

1. To maintain positive and constructive relationships with suppliers, customers and colleagues whilst working through conflicting and contentious issues, challenging existing ways of working and breaking down barriers to arrive at balanced, practical and realistic outcomes, while remaining mindful of stakeholder and staff needs during periods of significant change.
2. Managing sensitive and confidential information that is sometimes complex and communicating effectively to achieve outcomes
3. Managing, facilitating and leading improvement projects with clarity and skill to ensure that participants are active and motivated and all actions and outcomes are achieved timely and effectively.
4. Ability of be flexible and manage resources and capacity in response to often conflicting demands through prioritisation / negotiation of workload and resources.
5. Keeping up to date with a rapidly changing environment where the needs of different customers may place conflicting demands on the service and developing innovative solutions that manage customer expectations.

6. Tailoring communication to convey complex information or concepts to stakeholders that may not have experience in specialist areas (eg ISO standards, Q-Pulse, document lifecycle, complaints)

10. SYSTEMS

The post holder requires advanced knowledge and use of:

1. Microsoft Office suite that includes Outlook, Word, Excel, PowerPoint, SharePoint, Teams, Visio, Adobe and other bespoke software tools (see below), used for drafting regular reports, compiling spreadsheets, training materials, communication
2. Formatting and administration of Q-Pulse, software system, supporting the quality management system which holds documents, records, audit plans and reports, corrective action findings and asset records ensuring data accuracy for regular quality reports
3. Administration of NP Model Complaints ServiceNow Portal (Enables Health Boards to submit complaints and feedback requiring investigation and response in relation to service and product issues), devising automated customised reporting
4. NSS Systems, electronic and paper based such as Red Prairie, e-Financials, PCS tender, Crown, eESS, BCS, Tableau, Turas
5. Sound awareness and understanding of IT systems to keep up to date with innovative technology which may impact on Directorate business processes and services.

11. WORKING ENVIRONMENT AND EFFORT

Physical Effort

- Frequent requirement for sitting at desk and keyboard for 4-6 hours at a time requiring speed and accuracy (with appropriate breaks) daily
- Regularly sitting for long periods on Teams for meetings and conducting remote internal audits (at least once per week)
- Occasionally standing for 4-6 hours conducting warehouse / supplier audits
- Higher degree of working on site within operational activity across the National Distribution Service
- Occasional travel for periods of 2-3 hours to attend meetings and conduct audits at supplier site / warehouses (Variation depending on demand)
- Requirement to carry equipment to internal and external meetings (eg laptop and course materials)
- Occasional carrying of light loads (up to 5kgs) supporting calibration activities

Mental Effort

- Frequently required to work to tight deadlines, with a substantial mental effort required for problem solving, juggling demands, negotiating and influencing stakeholders and setting their expectations.
- Prioritising workload often with conflicting demands, ensuring sound judgements are made.
- Frequent unpredictable workflow and interruptions that requires regularly changing from one task to another through stakeholder and customer demands, whilst working to tight deadlines.
- Frequently required to concentrate for prolonged periods (3-5 hours auditing, report writing, data reporting, process and document reviews, improvement projects, meetings, training delivery)
- Understanding services provision and workflow whilst auditing suppliers and business areas not known to the post holder.
- Occasionally required to concentrate for prolonged periods analysing regulatory, legal and standard information and tailoring information to different audiences.

Emotional Effort

- Frequently provide advice, guidance and support to staff and colleagues to maintain emotional stability through times of change and conflict.
- The post holder is required to maintain composure and emotional resilience to ensure efficient and effective service delivery, which can be challenging when influencing colleagues to prioritise quality requirements when they have demanding service delivery priorities.
- Occasional exposure to distressing or emotional circumstances in relation to conflict, challenging behaviours, resistance to change, matters of personal sensitivity, whilst conducting process reviews, audits and supporting change programmes.
- Post holder has access to confidential information / situations impacting employees that they engage with before staff are informed
- Occasional exposure to challenging behaviours from external auditors, staff and customers through differences of opinion, audit findings and changes to working practices.
- Occasional instances of reporting staff performance issues which have a negative impact on the effectiveness of the management system that need to be addressed.

12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT

1. On rare occasions, the postholder may experience exposure to unpleasant working conditions during site audits of suppliers, this may include unpleasant smells, high levels of noise, extreme heat / cold

2. Duty of care in relation to IT equipment and office resources used in course of work.
3. Everyday use – laptop, desktop, headset on Teams calls, mobile
4. Regular use – photocopiers, printers, meeting room IT equipment

13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST

Qualifications

Educated to degree level with an appropriate post graduate qualification in quality / business related discipline or extensive demonstrable experience in a quality profession.

Experience

- Highly developed comprehensive and specialist knowledge and a subject matter expert on quality management, quality assurance and quality improvement. This will be supplemented by further training, attendance at specialised courses and continual professional development.
- Extensive demonstrable experience and specialist knowledge in the application of techniques and systems to recognised British Standards or International Standards such as ISO 9001(Quality Management Systems), ISO 17025 (Requirements for the competence of testing and calibration laboratories), Good Distribution Practice, ISO 13485 (Medical Devices – Quality Management Systems)
- Specialist knowledge on quality tools such as EFQM Excellence Model, Lean, Six Sigma, Total Quality Management.
- Significant experience implementing a quality management system and driving continuous improvement within a medium/large diversified / complex organisation preferably within the NHS or wider public sector
- Experience in/or knowledge of relevant NHS systems and processes
- Ability to persuade and influence others, in particular senior managers and professionals, over whom the post holder has no line management authority
- Proven experience in managing service delivery, improvement, and process engineering, providing evidenced outcome in a fast-paced environment (for example supply / manufacturing)
- Experience in forging effective relationships with internal and external customers, stakeholders and suppliers
- Experience in managing and collaborating with external suppliers on product and service improvement and incident management

Skills and Knowledge

- The post holder needs to demonstrate the following:
- Excellent interpersonal skills, networking and relationship building

- Proven skills in the management and development of staff
- Excellent planning and organisational ability
- Effective listening, communication, influencing and facilitating skills
- Problem solving abilities
- Evidence based decision making
- Understanding of the potential impact to service and staff during periods of significant business re-engineering and change
- Excellent analytical and reporting skills
- Formulation and delivery of training programmes and awareness sessions
- The ability to combine complex logical and analytical thinking with excellent presentation skills
- Skills in successful process re-engineering and/or change management
- Knowledge of project planning and management
- Initiative, excellent leadership, tact and diplomacy

Behaviours

The post holder is expected to always lead by example, demonstrate the highest standards of personal and professional conduct that supports the NSS Values, behaviours and respect the diversity that makes up a complex multi-disciplinary workforce.

A driving licence is desirable

14. JOB DESCRIPTION AGREEMENT

A separate job description will need to be signed off by each postholder to whom the job description applies.

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Postholder Print:	<input type="text"/>		
Manager Signature:	<input type="text"/>	Date:	<input type="text"/>
Manager Print:	<input type="text"/>		
Manager Title:	<input type="text"/>		