**Job Description**

**Job reference:** **JD562**

**Title of Post: Associate Director of Evidence**

**Band: 8D**

**Reporting to: Director of Evidence**

**Location: As detailed in conditions of service**

1. Job Purpose

The Associate Director of Evidence will provide senior strategic leadership and specialist expert subject matter leadership for a range of high profile national portfolios and direct the organisation’s research and information activity. They will provide the leadership and strategic direction required to ensure provision of high quality research and information services to support the development of evidence to inform decision making at national level and the production of evidence based guidelines and health technology appraisals. They will lead work that will be used nationally to shape the decisions made, and care provided, across NHS Scotland, to ensure safe and consistent delivery of healthcare across Scotland.

The post-holder will direct the organisation’s research and information activity, providing the leadership and strategic direction required to ensure provision of high quality research and information services to the organisation to support the development of evidence based guidance, including guidelines and health technology appraisals, that will be used nationally to shape decisions made by NHS Scotland. The postholder will lead the knowledge management, information and health service research teams in providing the service required to support national decision making.

The post holder will provide strategic leadership to increase the visibility of the work of HIS with the general public and service users by shaping the patient involvement services provided by the evidence directorate and will lead the planning and delivery of those services.

The post-holder will be a member of the Evidence Directorate Senior Management Team and acts as deputy for the Director of Evidence.

A key requirement for this post is the ability to work in a complex, emergent environment providing advice, guidance and constructive challenge to Scottish Government policy leads and senior leaders (including executives) across NHS Boards, IJBs, academic partners, and third and independent sector organisations, thereby influencing and informing policy development and strategic direction at national and local level.

The post holder will be a credible research leader at a national level with significant experience in managing complex relationships between stakeholders with competing priorities and in a context where they are often responsible for identifying agreed ways forward.

The post-holder will provide strategic direction and professional leadership in ensuring appropriate contribution to the formulation and delivery of HIS corporate objectives, research redevelopment, transformational change and service delivery in line with national policy.

The post-holder will provide professional expertise and advice, as required to the organisation. They will undertake a portfolio of corporate responsibilities as required, and will lead on the development of policy and strategy, optimising health care professional contributions to the formulation and delivery of Healthcare Improvement Scotland corporate objectives.

1. Job Dimensions

As part of the senior management team the post holder will work on a national remit from Healthcare Improvement Scotland.

The post holder has a contributory influence and impact on the overall budget and policy for NHSScotland through supporting the development of knowledge & information activity within the organisation, which in turn, acts as a critical reference point for the improvement of clinical practice and better patient care.

The post holder also contributes to the development and delivery of the organisation’s strategic and key corporate objectives.

* Impacts upon the total NHS Scotland budget £11b (approx)
* HIS budget £36m (approx)
* Directorate budget £7m (approx)
* Directorate WTE 110 (approx)
* Authorised signatory for purchase orders up to the value of £10,000.

The post holder is a designated budget holder responsible for the budgets of the information governance team and research and information service teams. The postholder deputises for the Director of Evidence including the development, setting, and monitoring of all directorate budgets and is authorised to vire monies within this budget.

The post holder is the head of the Research and Information service for the organisation, which includes the knowledge management teams (health service researchers and information scientists) and the information governance team. The postholder directly lines manages the three leads of these teams with management responsibility for teams totalling approximately 20 WTE (subject to review as part of the ongoing organisational restructuring).

The post holder will provide strategic leadership beyond the organisation to increase the visibility of the work of HIS with the general public and service users, promoting the use of the evidence based guidance provided by the evidence directorate in the planning and delivery of services.

The post holder provides senior leadership for the Directorate and is responsible for embedding and overseeing effective clinical care governance processes across directorate work programmes, ensuring decision making and assurance outcomes are informed by relevant, up-to-date clinical advice and guidance.

The post holder will oversee the planning and delivery of a national programme of clinical and non-clinical standards and quality measures development to identify leading practice and facilitate and accelerate the adoption of best practice nationally

The post holder will oversee a strategic portfolio which involves leading on specific health professional / managerial issues across HIS, representing the organisation at a national level, as well as leading national groups.

Deputise for the Director of Evidence in all aspects of the role within Healthcare Improvement Scotland and externally as required.

1. Key Result Areas, or Main Tasks Duties and Responsibilities
2. Provide leadership to the knowledge management staff to ensure they are effectively developed, organised and managed, and are able to support the strategic aims of the Directorate.
3. Provide strategic leadership and operational management support to the Director of Evidence to deliver the Directorate’s objectives, assuming a lead role for a core portfolio of work as agreed by the Directorate’s Senior Management Team.
4. To lead in the development and implementation of corporate behaviours, processes, infrastructure and information resources to facilitate the creation and use of corporate knowledge to increase the effectiveness and impact of Healthcare Improvement Scotland outputs.
5. Contribute significantly as a senior leader, to the planning and strategic direction of the organisation as part of the Directorate’s Senior Management Team and other senior management groups across the organisation.
6. Provide expert professional leadership for the development of the national evidence based guidance, providing a credible leadership presence with clinical and academic communities and ensuring systems and policies are in place across all the programmes to enable specialist expertise and evidence to be appropriately utilised to maximise impact.
7. Provide professional input to all areas of work across the Directorate and work across Healthcare Improvement Scotland to ensure the work of the Evidence Directorate is appropriately embedded into wider programmes of work.
8. Lead the development and implementation of the Evidence Directorate’s strategy relevant to the requirements of Healthcare Improvement Scotland. This will include development of operational plans for all aspect of directorate activity and fostering appropriate links beyond Healthcare Improvement Scotland to other organisations including NHS Education for Scotland and the Care Inspectorate.
9. Lead national and international research and development programmes or activities, to support the place of HIS as a world leader in methodological developments relating to evidence based appraisals, evaluation and guidance relating to health and care medicines, technologies and services.
10. Develop methodology or subject related R&D programmes, which support the work of the organisation and NHS priorities. Lead work on the organisation’s contribution to the analysis, evaluation and development of national approaches to knowledge and information management within NHSScotland.
11. Ensure effective and sustainable knowledge management for the organisation through the development and embedding staff culture and behaviours within Healthcare Improvement Scotland, in collaboration with organisational development and learning.
12. Lead the Information Governance team in the implementation of the IG Strategy and service to the organisation, including appropriate policies, records management schemes and retention schedules and work with the SIRO and Caldicott Guardian to ensure compliance with all NHS Information Governance requirements.
13. Leadership of the patient involvement services provided by the evidence directorate, including overseeing the planning and delivery of those services and ensuring a cross-directorate approach that meets the evolving needs of this group of stakeholders.
14. Undertake strategic planning for the development and implementation of the research and information service, monitoring capacity and demands of the service, and developing collaborations and external partnerships to achieve its aims
15. As part of the senior management team lead the planning and effective and efficient management of the financial and human resources of the directorate within the policies and procedures of the organisation and all relevant legislative provisions. Specifically in relation to human resources, recruit, lead, motivate and develop the staff in line with the Staff Governance Standards to ensure staff have the necessary knowledge, skills and attitude to achieve personal and organisational objectives. This may involve chairing panels for conduct, capability, grievance etc to address any employee relations matters that may arise.
16. Direct the technical input to the development of methodologically sound, evidence-based products across the organisation in collaboration with the Head of the Scottish Health Technologies Group (SHTG) and Head of the Scottish Intercollegiate Guidelines Network (SIGN).
17. Provide a range of corporate knowledge support activities including a current awareness service; effective use of electronic systems to support the organisational memory and knowledge sharing; support development of communities of practice and cross organisational networks to promote effective use and re-use of knowledge; and provide a central source of advice.
18. Work with, Establish and improve links with external partners including academia, NES and other public sector organisations to explore and test new techniques and methodologies which support collaborative learning and knowledge generation, capture, deployment and application.
19. Strategic lead for knowledge and information activities across the directorate.
20. Provide methodological and research leadership as the organisational lead and first source of advice on the range of research and evaluation policies and methods required of the organisation, leading an organisational knowledge management service that includes commissioning research and evaluation from third parties; questionnaire design, development and analysis; synthesis of evidence, and qualitative research methods.
21. Present and promote the work of Healthcare Improvement Scotland at local, national and international meetings and conferences in formats appropriate to the audience
22. Support Healthcare Improvement Scotland compliance with relevant information governance and information rights legislation eg Data Protection Act, Freedom of Information, copyright and intellectual property
23. The post holder will be expected to maintain their individual professional clinical or research competence, and if appropriate, maintain registration with their relevant professional body, which may involve direct contributions to the outputs of other Healthcare Improvement Scotland units or working with external organisations.
24. Provide professional research leadership to all areas of work across the Directorate, embedding and overseeing effective clinical care governance processes across directorate work programmes, and working with the Medical and NMAP directorates to ensure appropriate clinical input informs all assurance activities.
25. Equipment and Machinery
* Personal computer
* Office equipment eg telephones, printers, photocopiers, fax

Systems

* Microsoft Office Suite software
* Specialist information databases and analytical software packages including eg Reference Manager, SPSS
* Online bibliographic databases, eg MEDLINE, Cochrane Library, JBI
* Corporate administrative systems including PECOS financial system, eKSF, SSTS, eESS, risk management system etc.
1. Decisions and Judgments
2. A signficant part of the postholders role will be in the negotiation, design and delivery of new programmes of work where research reviews and health technology appraisal will shape the redesign and continuous improvement of health and care services across Scotland.
3. The post holder operates within the organisation’s strategic framework and contributes as a member of the directorate’s senior management team. The role also operates on behalf of the Director of Evidence, working closely with national and international organisations and stakeholders such as health boards, Scottish Government, the National Institute of Health and Care Excellence (NICE), Royal Colleges, academic partners, Health Technology Wales (HTW), the Medicines & Healthcare products Regulatory Agency (MHRA), the Guidelines International Network (GIN), The International Network of Agencies for Health Technology Assessment (INAHTA) etc , ensuring development and implementation of effective synergies/ joint working and national approaches.
4. The post holder will work closely with the fellow Associate Director colleagues/Unit Heads across Healthcare Improvement Scotland to ensure effective integration and interfaces between Evidence Directorate priorities and the organisations’ wider multidisciplinary programmes.
5. The post holder will be responsible for the quality of the research output of the directorate, and using the Quality Management System, will work closely with the senior management team in the Evidence Directorate to ensure a consistent quality of service and output across the multidisciplinary programmes within the directorate.
6. The postholder will deputise for the Director as required and represent the Directorate and wider organisation at a senior management level in a variety of situations, including advising on research and evidence methodology. This involves making decisions on behalf of the Director and judgements, interpretation and analysis of complex information such as UK and Scottish legislation and national policy.
7. Required to interpret and implement organisational and national strategies/ frameworks/ policies or legislation in relation to their relevance and impact on the Evidence Directorate, in order to contribute to the setting of goals for the Directorate.
8. Responsible for identifying and actively managing potential risks to delivery of the work of the portfolio by carrying out regular risk analysis. Where there may be an impact on successful delivery of the programme, the post holder is expected to actively identify and implement solutions to ensure successful delivery.
9. The post holder reports to the Director of Evidence. Performance objectives will be agreed annually and updated as necessary. The post holder is expected to work autonomously with performance being monitored on an on-going basis and formally once a year by the Director.
10. The post holder will be responsible for decisions regarding methodological approaches to guidance, HTA, and S&I development, organisation wide research and development initiatives and for ensuring systems and processes are established to support the information needs of the organisation and impacting on national programmes.
11. The postholder will be expected to establish from current thinking how best information management and wider knowledge management tools and techniques should be configured to support Healthcare Improvement Scotland. This will require reference to the international literature on knowledge management and the judgment of the postholder as this is an area with few well established models and the Healthcare Improvement Scotland context is unique.
12. The post holder is required to interpret and implement national and local policies and legislation as well as the Government policy position for standards and indicator development and use of knowledge and evidence in relation to their relevance and impact on the key result areas and tasks of the post, the Evidence Directorate and the wider Healthcare Improvement Scotland.
13. Communications and Working Relationships

The post holder will be a credible research leader with significant experience in managing complex relationships between stakeholders with competing priorities and in a context where they are often responsible for identifying agreed ways forward.

The post holder will have significant influencing, negotiating and persuasion skills to establish a high degree of credibility and manage conflicting priorities and views amongst senior leaders from health, social care, third and independent care sector, housing sector, civil servants, politicians and trade unions.

The post holder must ensure the highest level of communication is achieved and maintained internally and externally, particularly where complex evidence interpretation or analytical support issues are identified and Healthcare Improvement Scotland’s expert input is required to ensure the clinical and care consequences are fully explored.

The post holder will provide an interface between government policy, other national organisations and service delivery and research organisations (NHS Boards, HSCPs and academic partners), developing and managing multilayer relationships in order to influence service improvements which lead to better outcomes for people in Scotland.

A key focus of this role involves communicating and building effective working relationships at all levels. This includes:

* Directors and Chief Executive and Healthcare Improvement Scotland Board members as appropriate - report, make recommendations and advise on knowledge management issues;
* Executive Team and Directorate Management Teams – work closely with colleagues to influence development of all aspects of the work programme;
* NHS Boards – Consult, involve, assist and collaborate with other NHSScotland organisations to ensure that knowledge is effectively identified, shared and used;
* Staff and representatives (including trade unions, professional organisations, and non-union representatives) - Consult with and involve staff and their representatives in the organizations activity;
* Liaising with other standard setting bodies, nationally and internationally, to ensure appropriate use of information and methodologies;
* National and international academic and research organisations to bring intelligence on innovation and approaches to effective knowledge management in its widest sense, particularly establishing a strong working relationship with organisations such as the Cochrane Collaboration, GRADE, NICE, higher education institutions, and health service research units to ensure the directorate remains at the cutting edge of methodological developments;
* Partner organisations to collaborate on knowledge management initiatives, research, best practice, models and methodologies, examples as above.
1. Physical, Mental and Emotional Demands of the Job

Physical demands

* Keyboard skills required

Mental demands

* Evidence synthesis, research, and analytical skills to assess appropriate approaches to generation and application of information and knowledge appropriate to topic or issue; research and assess how best knowledge management initiatives might be applied in Healthcare Improvement Scotland; review and synthesis information; technical editing and reviewing of reports
* Prioritising and re-prioritising workload in response to demands for input of the directorate, both across the directorate and within directly managed teams.

Emotional demands

Dealing with sensitive staffing issues, eg performance management and attendance, this may include imparting outcomes at formal hearings which may be unwelcome and upsetting for individuals involved.

* Presenting evidence at national forums which does not support, or may contradict, the expectations, or preferred outcome of the group.
1. Most Challenging/Difficult Parts of the Job
* Delivering change across the organisation to ensure that there is efficient and effective use and management of knowledge and information both internally and in the ways we interact with stakeholders to ensure that the organisation meets its stated purpose
* Ensuring that all aspects of knowledge and information, relevant to Healthcare Improvement Scotland are applied in a manner proportionate to the purpose and functions of the organisation
* Responding to the requirements for information in a policy and organisational landscape that is subject to high levels of change.
* Creating a strategy for knowledge and information for Healthcare Improvement Scotland and the wider NHSScotland which is comprehensive and fit for purpose.
* Ensuring the knowledge & information approach for Healthcare Improvement Scotland in terms of the development of clinical and non-clinical standards is reliable and consistent to draw out the critical evidence required from an ever-expanding number of relevant fields and sources of research.
* Ensuring knowledge & information has a key role as support for improvement of services for patients.
1. Knowledge, Training and Experience Required to do the Job
2. A doctorate in a relevant area in a health research-related discipline or equivalent level of knowledge acquired through experience and further training/development. Equivalent experience would need to comprise specialist knowledge in two or more relevant areas obtained through a combination of short courses and self-study, together with practical application.
3. BSc, BA or equivalent degree level qualification, preferably in health sciences, life sciences, social science or a numerate discipline
4. Experience in a senior organisational leadership post covering multi clinical professional leadership
5. Highly developed specialist knowledge and professional experience of providing knowledge services support for healthcare and/or health services research.
6. Experience of a senior leadership role, preferably in the delivery of an information/ knowledge/ research function or service within a healthcare environment. This experience must include function and staff development in addition to line management duties.
7. Expert knowledge of the processes for the identification (literature searching) and use of evidence (including critical appraisal) in the development of standards, guidelines, systematic reviews, health technology assessments etc.
8. Demonstrable ability to represent organisational strategic objectives when working in partnership with external bodies including use of influencing and negotiating skills.
9. A very well developed understanding of knowledge management across complex organisations including, for example, an understanding of the principles of records management and the development of communities of practice.
10. A very well developed understanding of the challenges of and approaches to getting evidence into practice and of the management of change processes required to ensure successful delivery of complex initiatives.
11. Excellent communication, interpersonal, teamwork presentation and organisational skills and ability to generate trust in individuals at all levels both internal and external to the organisation.
12. Ability to deliver work of a high standard with conflicting and demanding deadlines
13. A very well developed understanding of team working
14. An understanding and commitment to equality and diversity