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**Healthcare Improvement Scotland**

**Job Description Reference: JD541**

**Title of Post: Senior Programme Advisor**

**Band: AfC Band 8a**

**Reporting to: Head of Healthcare Staffing Programme Planning**

**Location: Base: Edinburgh or Glasgow**

**Job Purpose**

To provide strong senior leadership for the Healthcare Staffing Programme (HSP), under the guidance of the Associate Director of EIC and HSP.

The programme’s mission is to support health and social care services to build workforce planning capacity and capability to ensure services have the right people with the right skills in the right place at the right time. This is in response to the Scottish Government committing to enshrining safe staffing in law through the Health & Care (Staffing) (Scotland) Act. A key requirement within this role will be the ability to develop and maintain effective relationships and networks with a range of stakeholders and senior leaders to provide the necessary support and challenge to ensure effective workforce planning supports the transformation of health and social care services. In addition the post holder will possess the ability to manage complex interactions and interfaces across a broad range of partners including local, national and international organizations such as 31 Health and Social Care Partnerships, third sector, independent care sector, housing, NHS boards, Local Authorities, Scottish Government policy leads and international Strategic Partners.

The post holder is expected to lead on the operational delivery of the Healthcare Staffing Programme’s work and the efficient deployment of resources to support Health Boards to meet the statutory duties placed upon them, through the development of multi-professional staffing tools, the provision of education and support to boards around staffing and through the monitoring of Board compliance with the legislation.

Working closely with the Associate Director of EIC and HSP and the Programme Manager they will ensure that the programme delivers the expert level advice and technical support required and that this function (as part of HIS) develops and maintains a credible position in regards to workforce planning, staffing tool development, quality improvement and training across health and care sectors.

**2. Job Dimensions**

Impacts upon the total NHS Scotland budget £11b (approx.)

HIS budget £28m (approx.)

Team budget £2m (approx.)

Team WTE 14

The post holder is responsible for:

* Leading and overseeing the operational elements of the programme (including deployment of resources), ensuring alignment to the current policy environment and commissioned Scottish Government priorities
* Contributing to the NMAHP directorate objectives with delegated responsibility to progress professional developments across the organisation
* Managing and directing the work of the Programme Advisors, Assistant Programme Advisors and Data Analysts for the HSP, ensuring a consistent approach to workforce planning, staffing tool development, quality improvement, training and the delivery of appropriate education and support across NHS Boards
* The post holder is accountable to the Associate Director of EIC and HSP, within NMAHP for the management of the HSP budget of approximately £2m.

**3. Organisational Position**

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| NMAHP Director |
| Associate Director of EIC and HSPProgramme ManagerSenior Programme AdvisorScottish GovernmentSafe Staffing Policy TeamProgramme Advisors5wteWorkforce AnalystsAssistant Programme Advisors4wte |
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**4. Role of Healthcare Improvement Scotland**

Healthcare Improvement Scotland drives improvement in the quality of health and social care for all people in Scotland.  Our work supports the 2020 vision for Scotland where people are able to live longer healthier lives at home, or in a homely setting.

We work with health and social care providers to drive improvement in the care people receive by:

* empowering people to have an informed voice in managing their own care and shaping how services are designed and delivered
* use of the best available evidence to provide national standards, guidance and advice for health and social care providers to use.
* providing programmes of world-class improvement support to help services improve, and
* delivering independent assurance activity which is fair but challenging and leads to improvements in the care that people receive.

We work in partnership with those delivering care to make improvements in health and care services which are cost effective and sustainable.

**5. Key Result Areas, or Main Tasks, Duties and Responsibilities**

1. Provide senior leadership and management of multiple programme elements within a defined portfolio providing advice guidance and support for both the delivery and overarching programme management/governance. To line manage and direct the work of the Programme Advisors, data analysts and digital developers to ensure effective deployment of resources and the achievement of programme objectives. This involves leading and co-ordinating senior professionals across different organisations in the NHS.
2. To lead, oversee and co-ordinate an approach which ensures the provision of consistent expert advice to Executive Workforce leads and Workforce leads in all NHS Boards. This will include providing specialist expert advice and leadership to Programme Advisors enabling them to provide expert advice on application of workforce planning methodologies, staffing tool development and application, quality improvement methodology, data analysis and predictive analytics and mitigation and programme management.
3. Analyse and interpret highly complex and sensitive data and information, identify and assess the options, impact and risk of reporting the information, make judgements and present appropriate reports that guide and advise strategic decision-making in preparation for Health Board’s delivery of their new legal obligations as well as identifying specific support requirements on a local, regional and national basis and to lead and co-ordinate an appropriate response from the HSP team.
4. Determine the strategic planning of the department work plan & projects which impact across multiple professional disciplines across NHS Scotland, identifying and connecting with other national initiatives, recognising potential impact, resource requirements and building in contingency and adjustments as necessary.
5. Ensure a process of ongoing evaluation is embedded into all elements of the programme within the portfolio and that existing programmes adapt to the changing context and emerging learning at programme, national and international level. Where necessary, highlight when the approach is not delivering the results expected and identify and negotiate adjustments with key stakeholders.
6. To identify areas of service improvement through the use of working knowledge of improvement methodologies proposing changes and make recommendations.
7. To lead, co-ordinate and develop a national approach to education and training to healthcare professionals, senior professional leaders and managers across all NHS Boards to ensure there is a common understanding of workforce tools and methodology across NHS Boards in Scotland in preparation for safe staffing legislation.
8. Lead on the commissioning of support from NHS for data analyst and digital developer support.
9. The post holder will lead and co-ordinate the development and implementation of appropriate policies, guidance and procedures required for the on-going development of the HSP, ensuring best practice is shared across NHS Scotland. This involves coordinating clinical expertise from a broad range of directorates, engaging with stakeholders including senior professional leaders, partnership representatives, ISD, software developers and Scottish Government.
10. The post holder will be required to influence senior staff across health and social care, independent, third and housing sectors requiring a skill set that is respectful, collaborative and motivational with an ability to provide honest feedback.
11. Lead, oversee and co-ordinate the provision of written reports regarding NHS Board performance for Chief Nursing Office Department and Performance Management team in Scottish Government. These reports include judgements on board performance relating to application of workforce tools, analysis of data, governance and escalation, and transparency of decision making relating nursing and midwifery workforce requirements.
12. Deliver presentations relating to the work of the HSP at national conferences, regional and local events.
13. Influence HSP governance groups regarding decisions about prioritisation of programme workload, development of new tools and revision of existing tools by providing expert advice, national intelligence about common themes and issues, and assessment and implementation of changes to national policy which may impact on existing tools.
14. Provide expert opinion to national and regional work streams that may impact on workforce requirements. This involves ability to understand a variety of specialty specific areas and to identify potential impacts on workforce and to relate this to potential requirements for new tools or revision of existing tools, thus enabling the group to understand the impact of decisions from a workforce sense.
15. Provide expert advice to NHS Boards in the delivery of the Education Toolkit and contribute to the delivery of education programmes in the Board and regions as necessary.
16. Lead and direct academic partners in undertaking research and lead on the development of academic papers relating to HSP. To provide clinical leadership and workforce planning expertise to the EiC/HSP academic advisory group
17. Undertake analysis of national information available on local implementation of workforce tools to assess and monitor progress in preparation for legislation, to identify specific support requirements on a local, regional and national basis and to lead and co-ordinate an appropriate response from the HSP team.
18. To lead, oversee and advise the Programme Advisors in the development and maintenance of a suite of HSP workload tools for use across NHS Scotland. These tools are an essential element of the proposed staffing legislation.
19. Provide expert professional advice to software developers and data analysts at the twice annual technical review of the electronic platform from which the workforce tools are delivered. The purpose of this is to ensure that feedback from users, developments required to enhance user acceptance and all opportunities for reducing data burden on clinicians when entering information on to the platform are maximised.
20. The post holder will have delegated responsibility to lead specific elements of the wider NMAHP objectives including professional developments across the organisation and the provision of clinical/professional advice to improvement/assurance/evidence programmes
21. Lead the development, implementation and evaluation of a service level agreement with NHS Education regarding the provision of data analyst and digital development services
22. Lead the national development of workforce information systems providing expert technical and clinical advice to ensure the delivery of digital workforce systems in accordance with stakeholder specifications (this will include professional responsibility for the maintenance and improvement of a number of national workforce information systems and workload tools).

**6. Equipment and Machinery**

Use of the following electronic equipment and software:

* Hardware: PC, printers, photocopier, laptops, data projector, video-conferencing equipment
* Software: Microsoft Office 2016, Word, Outlook, Excel, PowerPoint, Access, Internet Explorer, Endnote, OneNote and MS Teams

**7. Systems**

* In addition to office based systems (such as Word, Excel, etc.) the post holder is responsible for the utilisation of several types of information systems employed in the HSP such as SSTS roster system, SSTS workload tools platform, BOXI reports, statistical analysis packages.
* Regular use of internet and intranet to access relevant data to inform specific projects
* Analysing the reviews and reports to plan project delivery
* Risk management systems
* Project management systems in order to monitor Project Initiation Documents, project progress and assess the effectiveness of development and dissemination strategies for all practice development activity
* Manage, monitor and authorise time management and leave systems, such as sickness and absence, annual leave and flexible working practices.
* Organisational performance review system.
* Performance management programme including e-ksf
* Electronic authorisation of purchase orders through the PECOS financial management system

**8. Decisions and Judgements**

1. The post holder will be expected to work autonomously, within the parameters of established priorities, policies and proceed, by setting their own work agenda and providing expert advice and leadership to the HSP staff relating to national workforce improvement priorities. This will require decision making from both a national portfolio perspective, working across all health boards, health and social care partnership and independent, third and housing sectors but also balancing a responsive and tailored approaches to support the needs at local level.
2. A high degree of self-directed independence and expertise is required in relation to managing the workload and demands of the post, with the post holder expected to use independent judgement to anticipate and respond to the fluctuating and diverse demands inherent to the post.

1. The post holder will support the translation and implementation of policy and for the delivery of a portfolio of improvement programmes across health and social care. A significant part of the post holders’ role will be to support the Associate Director of EIC and HSP in the negotiation, design and delivery of new programmes of work.

1. Formal review of performance will be in accordance with local and national policy. The post holder will participate in annual appraisal and PDWP with formal review of performance by the Associate Director of EIC and HSP.
2. The post holder has individual responsibility for leading and managing the professional advisors in the development, review and maintenance of national workforce tools ensuring they meet the requirement to ensure safe and effective nursing and midwifery staffing across NHS Scotland and co-ordinating and leading the work of the HSP Team.
3. The post holder will provide, expert professional knowledge of workforce tool development methodologies, ability to analyse large amounts of highly complex and highly sensitive data from a number of sources, with the ability to identify irregularities and to make judgements to cleanse data and a knowledge of statistical analysis used in development of workload tools. This can involve sensitive conversations with senior professional leaders.
4. The post-holder is expected to drive and deliver agreed work streams autonomously, working under own initiative making all necessary decisions and judgments as required in order that objectives, goals & outcomes are successfully achieved.
5. The post holder is required to work autonomously within the parameters of local and national priorities, policies and procedures. The post involves frequent autonomous judgements that involve highly complex and often highly sensitive factors against a background of competing health priorities and agendas.
6. The post holder will provide professional supervision, management and advice to professional advisors and data analysts in the HSP. This can involve performance management and sensitive conversations.
7. The post holder will be responsible for the provision of regular written reports and guidance relating to nursing and midwifery workload workforce planning tools and application of the triangulation process.
8. Interprets and advises on policies, procedures, and professional and managerial matters.

**9. Communications and Working Relationships**

The post holder is required to communicate and interact at many different levels within and out with the organisation. There will be significant interactions with senior professional leaders across all NHS Boards and IJBs across NHS Scotland and in Scottish Government .The post holder will be required to develop robust links with NHS Education Scotland, colleagues in academic institutions and external agencies.

The nature of the post will result in many challenging situations that will require the presentation of highly complex, sensitive and contentious information to senior leaders in NHS Boards. These situations can be controversial and will involve engaging in difficult conversations regarding performance in relation to workload and workforce planning.

There could be significant resistance which may at times be highly emotive with differing opinions and it will be essential that the post holder applies highly developed communication skills in persuasion, negotiation, empathy, sensitivity, tact and diplomacy and re-assurance when feeding back information.

The post holder will be expected to give formal presentations to large audiences and present information and training and education on a regular basis and is therefore required to have well developed presentation skills.

Training and information solutions must be provided in a format and content which is compatible with audience requirements requiring the post holder to be reactive adaptable in communication style.

Regularly analyses & interprets highly complex workforce data from across the organisation and nationally to develop papers/reports to make recommendations to senior professional leaders across Scotland

Regular and frequent contact will occur with:

**Internal**

* HIS Directors
* HIS Heads of Service/ Portfolio Leads
* Head of Programme HSP
* Data Analyst Team HIS
* Legislation policy team CNOD

**External**

* Legislation policy team CNOD
* CNO / Deputy CNO
* Medical Directors
* AHP Directors
* Pharmacy Directors
* HR Directors
* NES education/digital and analyst teams
* Workforce Analysts
* Senior Professional leaders in NHS Boards and IJBs
* Workforce leads in NHS Boards and IJBs
* Regional Groups and Committees
* Specialty specific national professional groups
* Partnership organisations regionally and at Board level
* HSP Programme Board
* Professional Organisations: RCN, RCM, GMC, HCPC and UNISON

**10. Physical, Mental and Emotional Demands of the Job**

 **Physical**

* The post will be office/home based with frequent travel to NHS sites across Scotland.
* The post requires onerous physical effort to ensuring coverage of all appropriate stakeholders, involving frequent driving between NHS sites across Scotland and potentially the UK, at times necessitating overnight stays and flexibility in working hours. There may also be a requirement for occasional travel abroad.
* Requirement to use VDU equipment more or less continuously most days in analysing data, writing reports, checking documents etc.

 **Mental**

* The post holder requires to manage and lead a team which involves on occasion dealing with team performance and personal sensitive information.
* The post requires frequent autonomous judgements that involve complex and often sensitive factors. This often involves analysis and interpretation to allow appropriate expert advice to be given. Prioritisation of workload within complex competing demands necessitates frequent re prioritisation.
* High levels of concentration required to accurately undertake statistical and analytical work, problem solving and attention to detail for preparation of reports.
* Prolonged concentration is required for attending and contributing to operational meetings and local/national project groups.
* The post holder is required to provide written and other materials in accordance with targeted timescales and deadlines.
* The post involves intense periods of concentration to analyse data required for tool development and more general nursing and midwifery staffing data to provide expert advice to local NHS Boards.
* The post holder must be able to balance priorities in order to best meet demands, and is required to analyse complex information, using personal knowledge, expertise and judgement skills.

**Emotional**

* The mental demands of the post are challenging as the position requires a skilful balancing of competing priorities to achieve agreed goals and targets within given timescales.
* There will be weekly engagement and discussion with staff and stakeholders in relation to goals and targets which have and have not been met.
* This post challenges long held beliefs and traditional hierarchies and as such will demand very significant emotional stamina from the post holder.
* Motivating and supporting staff to achieve agreed objectives and personal development as identified through the performance review system
* Dealing with complex and sensitive employment issues, including attendance, discipline, grievance and performance.

**11. Most Challenging/Difficult Parts of the Job**

1. Managing a high profile, politically sensitive and highly complex portfolio whilst balancing the needs of a wide range of health, social care, independent care, housing and third sector stakeholders and interested parties, with at times competing objectives
2. Support the delivery of major transformational change across the health and social care system through effective workforce planning as part of the testing, design and implementation of new pathways of care. A key element of this work will be to work with the Associate Director of EIC and HSP in partnership with senior leaders to build an understanding of the key factors that influence transformational change including, attitude and beliefs, relationship, systems theory, and local context.
3. Provide and receive complex, sensitive and contentious information to/from senior health and social care leaders which will be hard to receive whilst maintaining productive ongoing relationships
4. Physical and emotional effort of dealing with a complex portfolio of work and a wide range of issues and activities simultaneously making this a demanding and active role
5. Managing effective working relationships and operational complexity nationally and internationally to secure and deliver the HSP objectives.
6. Providing/developing recognised expertise in leading a large scale improvement portfolio
7. Successfully negotiating and leveraging collaboration in the implementation of quality improvement initiatives with a range of stakeholders who have budgetary constraints and other priorities to deliver
8. Ensuring that health and social care staff (including clinicians, professionals, practitioners and volunteers) working in health and social care are widely engaged in the work of Healthcare Improvement Scotland and universally have good knowledge and understanding of improvement methods.
9. Demonstrate effective and efficient working practices to support the unit head and NMAHP to its annual savings targets and demonstrates best value in relation to the use of public money.

**12. Knowledge, Training and Experience required to do the job**

1. Registered Healthcare Professional (or ability to demonstrate registration with an appropriate professional body) with significant experience of senior leadership and management
2. Educated to Masters level or ability to demonstrate equivalent level of knowledge and skills in a workforce related discipline (such as leadership, quality improvement, business administration)
3. Significant experience in developing and using workforce staffing tools and workforce planning methodologies
4. Skills in the use of predictive data analytics
5. Skills and experience in using quality improvement methodologies
6. Ability to prioritise and work to competing demands.
7. Track record of sound financial management combined with experience of developing effective business cases and securing funding from external sources
8. Track record in developing others through a range of approaches from formal teaching to less formal methods such as coaching, mentoring and consulting
9. Track record of enabling and facilitating a wide range of health and social care stakeholders to contribute views, expertise and ideas to support the development and implementation of workforce planning improvement programmes
10. Commitment to and experience of involving individuals who use health and social care services and their carers in the design and delivery of workforce planning improvement
11. Experience in the commissioning and testing of new workforce planning approaches (building a new evidence base) to improve outcomes in health and social care including the monitoring, measuring and evaluation of work and sharing outcomes and learning with stakeholders across Scotland and internationally
12. Ability to think on their feet and respond to challenges from senior managers and stakeholders and present complex information to both internal and external groups of varying size.
13. Ability to deliver work of a high standard with conflicting and demanding deadlines
14. Ability to think and act strategically and assist in the development of an organisational strategy
15. Excellent written and oral presentation and communication skills
16. Commitment to personal and professional development