**JOB DESCRIPTION**

**Job description reference:** JD 601

**Title of post:** Chief Inspector / Associate Director (Regulation)

**Band:**  8D

**Reporting to:**  Director of Quality Assurance and Regulation

**Location:** Glasgow or Edinburghon a hybrid basis.

**1 Job purpose**

A unique, significant and high-profile national post, providing senior leadership and strategic direction for the range of national inspection and regulatory activities undertaken by Healthcare Improvement Scotland, ensuring independent, robust and proportionate external quality assurance in order to secure measurable improvements in the quality of health and social care in Scotland.

The post-holder will lead and direct effective regulation and inspection of independent healthcare services and oversight of compliance with the Ionising Radiation (Medical Exposure) Regulations (IR(ME)R) across NHS and independent healthcare services in Scotland. The post holder will plan and deliver effective regulation of a diverse range of services in a complex and rapidly evolving environment, taking account of changing service delivery models, risk considerations and legislative requirements, ensuring effective alignment of the organisation’s regulatory duties with wider assurance imperatives and public health priorities.

The post holder will be jointly responsible, in conjunction with the Director. and other Associate Directors of the Quality Assurance and Regulation Directorate, for the ongoing delivery of transformational change activity in relation to the organisation’s assurance functions, including any new structure and service redesign and change management.

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 independent and third sector organisations, thereby influencing and informing policy development and strategic direction at national and local level.

The post holder will be a credible leader at a national level with significant experience of managing complex relationships between stakeholders with competing priorities, while demonstrating a strong values base and focus on the quality of care for patients and service users.

The post holder actively contributes to the development and delivery of the organisation’s strategic and corporate objectives, working closely with senior leaders from across Healthcare Improvement Scotland to drive improvements in care for the people of Scotland.

1. **Job dimensions**

Healthcare Improvement Scotland has a statutory duty to support, ensure and monitor the quality of healthcare in Scotland. The Quality Assurance and Regulation Directorate has a major role in the delivery of this function by providing robust, objective and independent quality assurance of all healthcare services provided in Scotland. It works with a range of other statutory bodies such as the Care Inspectorate, HM Inspector of Prisons and NHS Education for Scotland. The Quality Assurance and Regulation Directorate is also responsible for the independent regulation and inspection of all independently provided healthcare services in private hospitals and clinics.

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

The post holder has a contributory influence and impact on the overall budget and policy for NHS Scotland by identifying and supporting improvements in the safety and quality of care.

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

* + Impacts upon the total NHS Scotland budget: £14bn (approx.)
  + Healthcare Improvement Scotland budget: £36m (approx.)
  + Directorate Budget: £7m (approx.)
  + WTE Posts in directorate: 100 (approx.)
  + Authorised signatory: up to £5000

The post holder is a designated budget holder responsible for holding and the budgets for Independent Healthcare Regulation and IR(ME)R (approx. 2million in total) and is accountable to the Director of Quality Assurance and Regulation for contributing to the development and monitoring of the Directorate budget.

The post holder leads the organisation’s national regulatory assurance activities. They lead inspections of direct patient care and safety of the clinical environment and are responsible for ensuring the delivery of robust, effective and efficient quality assurance that has the trust and confidence of service users and supports improvements in the safety and quality of care at a local and national level. The post holder will directly manage 1 Head of Function, with management responsibility for teams totalling approximately 20 WTE (subject to review as part of ongoing transformational change).

The post holder will have the authority and autonomy to act within the terms of Healthcare Improvement Scotland’s legislative powers in order to protect patients, services users and maintain public safety. This includes taking enforcement action against independent healthcare service to restrict or stop service provision where there is a serious risk to the health and wellbeing of people using the service, up to and including the closure of services.

The post holder will provide strategic leadership to increase the visibility and understanding of the work of HIS. They will be required to establish and maintain effective working relationships with a broad range of internal and external stakeholders to develop shared agreement and understanding of the evolving approach of the organisation’s quality assurance activities. This will include Directorate staff and the Directorate Management Team; senior leaders from across the organisation, including Executive Team and Board members; Scottish Government; partner scrutiny and assurance organisations; health and care providers; and patients and the public.

Working with the Directorate’s other Associate Directors, the post holder will ensure a cohesive approach to the delivery of a broad range of complex quality assurance activities that is consistent with the Quality Assurance System and aligned to the organisation’s strategic priorities. They will be responsible for the strategic development, business planning and the operational delivery of statutory assurance functions, ensuring the achievement of agreed performance targets and strategic objectives. They lead the planning and efficient and effective 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, the post holder recruits, leads, motivates and developed staff in line with the Staff Governance Standards to ensure staff have the necessary knowledge, skills and attitude to achieve personal and organisational objectives.

The post holder also provides senior clinical leadership for the Quality Assurance and Regulation Directorate and is responsible for embedding and overseeing effective clinical care governance processes across directorate work programs, ensuring decision making and assurance outcomes are informed by relevant, up-to-date clinical advice and guidance. The post-holder will provide cross cover senior leadership and clinical oversight of the organisation’s NHS and Multi-agency inspection work in the absence of the Chief Inspector for these assurance programmes.

The post holder operates within the organisation’s strategic framework and contributes as a member of the senior directorate management team. They also operate on behalf of the Director of Quality Assurance and Regulation internally and externally as required, ensuring continuity of leadership and synergy of decision making in relation to assurance activities at a local and national level.

**3. Key result areas**

1. Provide strategic direction (including subject matter expertise) and senior leadership for a range of high-profile national inspection and regulation activities which support better quality health and care services ensuring:
   * 1. quality assurance work is intelligence-led, risk-based, proportionate and focused on key strategic priorities for improving the safety and quality of care across Scotland
     2. effective co-design of inspection and regulatory approaches with all key stakeholders including people needing, using and delivering health and cares services
     3. relevant adaptations are made to inspection and regulation approaches in response to changing contexts and emergent learning across Scotland and internationally, to ensure an integrated and coherent approach that maximises the impact of external quality assurance on improving quality and safety of care
     4. clear evaluation and measurement strategies are in place to evidence impact of assurance interventions
     5. effective alignment and interfaces of quality assurance activities with the work of other directorates across HIS to maximise Healthcare Improvement Scotland’s contribution to health and wellbeing outcomes across Scotland.
2. Provide expert advice and guidance to senior leaders across NHS Boards Third and Independent Sectors on key considerations in relation to safe, effective person-centred care, with the aim of sharing learning from assurance activities to secure improvements in health and well-being outcomes for individuals and communities, as well as improving service efficiencies.
3. Lead and input to the planning, delivery and implementation of national programmes of work, ensuring external quality assurance informs national decision making on quality and safety of care.
4. Operate within the organisation’s strategic framework, contributing significantly to the development and delivery of the organisation’s strategic direction and key corporate objectives as part of the Directorate Management Team, and other senior management groups across Healthcare Improvement Scotland.
5. Work closely with the fellow Associate Director colleagues across Healthcare Improvement Scotland to ensure inspection and regulatory work aligns with the quality management system, to deliver an integrated and cohesive improvement approach that maximises Healthcare Improvement Scotland’s impact on the health and wellbeing outcomes of people in Scotland.
6. Provide strategic and senior operational management support to the Director of Quality Assurance and Regulation to deliver the Directorate’s objectives, assuming a lead role for directorate wide responsibilities as agreed with the Director and ensuring effective integration and management of interfaces between Directorate priorities and wider programmes of work.
7. Regularly deputise for the Director of Quality Assurance and Regulation, working closely with equivalent external key officers, ensuring development and implementation of effective quality assurance synergies/ joint working and national assurance approaches.
8. Provide professional clinical leadership to all areas of work across the Quality Assurance and Regulation Directorate, embedding and overseeing effective clinical care governance processes across directorate work programs and working with the Medical and NMAP leads to ensure appropriate clinical input informs all assurance activities.
9. Represent the Quality Assurance and Regulation Directorate and wider organisation at a senior management level in a variety of situations. 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 health and care policy, to identify and respond to strategic assurance imperatives for Healthcare Improvement Scotland.
10. Provide leadership to all staff in the Quality Assurance and Regulation Directorate and oversee the operational management of an assigned cohort of staff, to ensure they are effectively developed, organised and managed, and are able to support the strategic aims of the Directorate and the wider organisation.
11. Develop, implement and monitor the delivery of Directorate plans and cross-organisational activities, providing subject matter expertise/professional leadership and guidance to the planning, prioritisation and allocation of resources to support effective delivery of activity across the Directorate and wider organisation.
12. Direct and provide strategic and operational leadership for the ongoing development of assurance methodologies and delivery of inspections across NHS Scotland and the Independent Healthcare Sector, ensuring alignment with the Quality Assurance System, to deliver credible independent assurance that positively impact service provision and service user health and wellbeing outcomes.
13. Ensure effective systems are in place across inspection and regulation programmes to enable effective judgement calls relating to the identification and interpretation of potential safety and quality of care issues, including key risks to direct patient/service user care, the safety of the clinical environment or wider public health and wellbeing, in order to minimise and manage present and future risks to patients and the service users. Where necessary, take robust and timely action to protect patients, service users and the wider public, up to and including the closure or restriction of independent healthcare service provision, and provide highly specialist evidence based advice on requirements for safe and effective treatment and care to support improvements to clinical services across in NHS Boards and independent healthcare.
14. Provide senior leadership, strategic direction and clinical expertise in undertaking major reviews and investigations of the safety and quality of healthcare, as commissioned and directed by Healthcare Improvement Scotland or the Scottish Government, ensuring clearly defined aims and objectives; robust and independent assurance interventions; and clear recommendations and outputs that support improvements in the safety and quality of care individual or groups of patients and service users receive at a local and national level.
15. Provide clinical leadership for the development of inspection and regulation programmes, providing a credible leadership presence with clinical communities, professional bodies, service providers and service users, ensuring systems are in place across all the programmes to enable highly specialist assurance clinical expertise and evidence to be appropriately utilised to maximise improvements in the delivery of safer treatments and care for patients and service users at a local service provider and national level.
16. Lead the design, development and implementation of national learning systems for inspection and regulation programmes which includes sustainable and robust mechanisms for the sharing of good practice and fosters a culture of learning through a range of activities that support safe, effective and person-centred care.
17. Provide strategic leadership for regulatory activities, developing and embedding effective working relationships with key partner organisations, including the Care Inspectorate, Care Quality Commission, Health Inspectorate Wales and others to ensure an integrated assurance approach that makes best use of respective skills and expertise and identifies opportunities for improvements in safety and quality of care.
18. Continuously improve the organisation’s approach to assurance activity, providing oversight of systems and processes to ensure a consistency of approach and focus on the best outcomes for people using health and care services.
19. Ensure the planning and delivery of assurance activities and development of directorate priorities take promote human rights, informed by the experiences and views of people accessing and using health and care services by embedding mechanisms to enable the voices of people and communities to directly inform and shape work programmes and ensuring all assurance activities are underpinned by equality impact assessments.
20. Manage multiple professional sensitivities that are driven by differences in political will and direction, and competing national and local priorities. Deliver sensitive solution-focused management of complex and emotional situations.
21. Frequently lead negotiations with a range of commissioners across Scottish Government on areas for national quality assurance development and investment (for example in response to new or emergent concerns about the safety and quality of care, changes to service delivery models that require consideration of alternative assurance approaches, or identified assurance gaps), ensuring appropriate involvement of wider stakeholders and alignment to Healthcare Improvement Scotland’s statutory functions and strategic priorities.
22. Commission research for assurance methodologies and quality management frameworks (supported by the organisation’s Knowledge and Information function) which contributes to the wider body of knowledge, nationally and internationally, on key determinants for assuring safe and effective care.
23. Provide expert subject matter/professional leadership to ensure Healthcare Improvement Scotland is at the leading edge nationally and internationally of thinking and in relation to external quality assurance of health and care services.
24. Present and promote the work of Healthcare Improvement Scotland at local, national and international, meetings in format appropriate to the audience to enhance understanding of functions and continue to build strategic alliances.
25. As part of the senior management team, ensure effective financial governance, staff governance and information governance is in place across the assigned range of inspection and regulation programmes. Specifically in relation to directorate staff, recruit, lead, motivate and develop staff to ensure they have the necessary knowledge, skills and attitude to achieve personal and organisational objectives.
26. Demonstrate effective and efficient working practises to ensure the organisation operates within available resources and demonstrate best value in relation to the use of public money.
27. Manage contracts with individuals and organisations(s) commissioned to provide expert advice and support to inspection and regulation programmes.
28. Maintain individual professional competence and registration, this may involve direct contributions to the work of other directorate across Healthcare Improvement Scotland or working with external organisations.

**4. Equipment and Machinery**

Use of the following electronic equipment and software:

* Personal laptop computer
* Intranet and internet
* Office equipment – photocopier, printer, telephone
* Audio-visual equipment for presentations and training
* Mobile phone

**5. Systems**

The post-holder participates in systems as follows as part of day-to-day duties:

* + Microsoft Office Suite software
  + Corporate administration systems including eESS workforce information system, SSTS and PECOS financial system
  + TURAS and Learnpro
  + Incident and risk management systems
  + Complying with audit requirements
  + Meeting the requirements of partnership working

1. **Decisions and Judgements**
2. The post holder will be required to provide professional and authoritative strategic advice on quality assurance considerations to the Directorate Management Team, Director and Executive Team members, based on interpretation and analysis of highly complex matters of legislation, policy and national guidance.
3. The post holder operates within the organisation’s strategic framework and contributes as a member of the Directorate Management team. The role also operates on behalf of the Director of Quality Assurance and Regulation, working closely with a wide range of stakeholders and partner organisations including NHS Boards, third and independent sector organisations, Scottish Government, the Care Inspectorate and other scrutiny and assurance bodies, 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/ relevant Unit Heads across Healthcare Improvement Scotland to ensure effective integration and interfaces between Quality Assurance and Regulation Directorate priorities and the organisations’ wider multidisciplinary programmes.
5. The post holder will be expected to deputise for the Director of Quality Assurance and Regulation as required and represent the Directorate and wider organisation at a senior management level in a variety of situations. This involves making decisions on behalf of the Director and involves judgements, interpretation and analysis of complex information such as UK and Scottish legislation and national policy.
6. The post holder is required to make decisions and has the authority and autonomy to act within the terms of Healthcare Improvement Scotland’s legislative powers in order to protect patients, services users and maintain public safety. This includes making decisions on when concerns about the safety and quality of care may need to be escalated to Scottish Government or other authorities and taking enforcement action against independent healthcare service to restrict or stop service provision (including emergency restriction or closure or services and permanent removal of services from the register) where there is a serious risk to the health and wellbeing of people using the service. This includes independent healthcare services providing inpatient services such as hospices and private hospitals. This will require excellent judgement and the highest levels of political acumen to make robust, transparent and fair decision that can withstand intense public and political scrutiny.
7. The post holder is required to interpret and implement organisational and national strategies/ frameworks/ policies or legislation in relation to their relevance and impact on the Quality Assurance and Regulation Directorate in order to contribute to the setting of goals for the Directorate.
8. The post holder reports to the Director of Quality Assurance and Regulation and performance is subject to informal and formal appraisal. The post holder will work within a framework of agreed objectives but will have a broad remit and will be responsible for planning the delivery of a wide range of objectives and targets. Much of the work is self-directed and requires a high level of initiative and self-motivation.
9. The post holder has significant freedom to act and exercise expert judgement in the development and delivery of the programmes of work and is expected to fulfil this role within the parameters of established priorities, policies and procedures, only seeking permission from the Director of Quality Assurance and Regulation where necessary. The post holder is expected to identify and implement achievable solutions to problems as they arise or are anticipated.
10. The post holder will be informed by the organisation’s strategic aims and national policy drivers and must be able to provide a range of quality assurance solutions and interventions to reflect the effective delivery of these.
11. The post holder is required to select appropriate assurance methodologies based on rigorous evidence-based principles and make decisions regarding the optimum strategy to deploy for specific situations, for example in response to emerging intelligence or identified failures in quality and safety of care for service users. Intelligence and evidence sources may be complex and conflicting, requiring careful consideration of a range of factors to ensure a robust and proportionate assurance response that supports improvements in safety and quality of care, maintains the independence, impartiality and integrity of Healthcare Improvement Scotland, and ensure assurance outputs that withstand intense public, political and media scrutiny.
12. The post holder is required to identify and interpret potential safety and quality of care risks for individuals, or groups of patients and service users at a local and national level arising from national reports and other publications, or sources of date, analysing the key implications for Scotland and clarifying the respective quality assurance responsibilities of Healthcare Improvement Scotland and partner organisations to minimise and manage present and future risk to patients and the public.
13. The post holder is responsible for ensuring effective processes are in place to identify and actively manage potential risks to delivery of assurance activities by ensuring regular risk analysis. Where there may be an impact on successful delivery of inspection programme/s or other assurance activity, the post holder is expected to actively identify and implement solutions to ensure successful delivery.
14. **Communications and Working Relationships**
    1. The post holder will be required to convey extremely difficult and contentious messages at the frontline and to the highest levels of senior management in the NHS and the independent sector. They will also be required to convey messages about the safety and quality of care, and any assurance actions taken in response to these concerns, to patients and the public, Scottish Government officials, Ministers, other members of Parliament and the media.
    2. The post holder will be required to make finely balanced, and sensitive decisions, often at speed, to protect patients, service users, and to maintain public safety. They will have the authority and autonomy to act within the terms of Healthcare Improvement Scotland’s statutory powers and will be required to take and communicate decisions to refer individuals to employers and other statutory organisations where there are significant concerns regarding clinical practice or professional conduct and take enforcement action in the regulation of independent healthcare to restrict or stop service provision where there is a serious risk to service user’s health and wellbeing.
    3. The post holder in exercising their duties will be met with opposition, hostility and antagonism. They will be required to explain the rationale for their decisions. This may require them to defend their actions, decisions and professional judgements under judicial processes (such as Sherriff Courts) and to the Cabinet Secretary and Scottish Parliament.
    4. The post holder will be required to communicate, sensitive, highly complex, contentious and emotive information. Often this will be in a hostile and unreceptive environment where significant barriers to acceptance need to be overcome. They will be required to escalate concerns irrespective of behaviours of others who may seek to deter them or influence them to take an alternative course of action.  The post holder will therefore be required to be confident and resilient in holding the line and maintaining a persistent stance even under duress.
    5. The post holder will be required to sustain positive and open working relationships through the most difficult interactions to achieve better outcomes for patients, service users and the public.
    6. The post calls for significant levels of interpersonal, influencing, negotiating, persuasion and communication skills to achieve the necessary levels of engagement and co-operation in order to establish a high degree of credibility and to successfully manage conflicting priorities and views amongst senior leaders from health and care, the third and independent sectors, patients and the public, civil servants, politicians and trade unions.
    7. The post holder will be a credible leader at a national level, with significant experience in managing complex relationships between stakeholders with competing priorities and opposing views in order to identify agreed ways forward to maximise improvements in the safety and quality of care people receive at a local and national level.
    8. The post holder must ensure the highest level of communication is achieved and maintained internally and externally, particularly where complex issues are identified, and Healthcare Improvement Scotland’s expert assurance input is required to ensure safety and quality of care complexities are fully explored and effective solutions developed. This includes using assurance findings to provide specialist advice on, and make recommendations for, improvements to the safety and quality of care individuals or groups of patient’s/service users receive.
    9. The post holder will provide an interface between government policy, other national organisations and service delivery organisations (NHS Boards, third sector and independent healthcare organisations), developing and managing multilayer relationships in order to influence policy and ensure relevant, impactful and co-ordinated quality assurance that influences improvements in safety and quality of care at a local and national level and leads to better health and wellbeing outcomes for people in Scotland.
    10. The ability to communicate in a way which inspires, motivates and engages directorate staff and colleagues from across the organisation is also critical to the success of this role. The post holder will be expected to promote and support the development of an organisational culture that embeds effective ways of working and positive behaviours, and to show leadership and a behavioural approach which will promote the principles of dignity and respect for all.
    11. The post holder will be required to communicate effectively and build collaborative working relationships with a wide range of internal and external stakeholders at all levels, recognising that they are representing the organisation and reflecting its culture and values.

**Internal**

* Directors and Chief Executive and Healthcare Improvement Scotland Board members as appropriate to report, make recommendations and advise on quality assurance considerations.
* Executive Team and Directorate Management Teams to ensure all aspects of assurance work programmes are developed and aligned with corporate strategy and key organisational priorities.
* Senior colleagues in other directorates, influencing and ensuring the cohesive and coherent delivery of the organisation’s objectives.
* Colleagues within the Medicine and Safety and Nursing and Systems Improvement directorates to ensure there are effective systems of clinical governance related to the work of the Directorate.
* Programme teams and senior managers to provide leadership advice and effectively manage a range of complex and sensitive issues to achieve successful delivery of inspection and regulation programmes.
* Staff and representatives (including trade unions, professional organisations, and non-union representatives) to consult with and involve staff and their representatives in the organisation’s activity.

**External**

* Ministers and senior officials within Scottish Government to raise awareness, inform policy developments and discuss sensitive issues.
* Chief Executives, Directors and senior leaders, including senior clinicians, in NHS Boards, and independent healthcare providers to convey the findings from inspections/regulatory activities and the resultant required improvement actions.
* Senior executives and leaders in NHS Boards and independent healthcare providers to consult, involve and advise on quality assurance approaches and provide specialist advice in relation to the quality and safety of care if individual or groups of patients/service users based on the evidence from assurance activities.
* National scrutiny bodies, including professional regulators, to share intelligence, learning and assurance practice, and take forward co-ordinated assurance activities as required.
* Senior leaders in partner organisations, including the Care Inspectorate and other regulators from across the UK and internationally to ensure an integrated and cohesive joint inspection activity.
* Public and patient interest groups to hear their views on the quality of care, ensure understanding of Healthcare Improvement Scotland’s quality assurance functions and promote key findings from assurance activities.
* The media to communicate the findings from inspections and regulatory activity and explain the work of the Directorate.

Communication will be face to face, electronic, or in writing and range from individual to large groups.

1. **Assignment and Review of Work**

The post-holder is expected to exercise high levels of autonomy and judgement as to the interpretation of matters regarding strategic opportunity, organisational reputation and performance with respect to their designated functions.

There are monthly review meetings with the Director of Quality Assurance and Regulation, and regular directorate management team meetings to plan and review strategy and work plans, with more regular or *ad hoc* updates as necessary.

Annual performance review is carried out, objectives set, and personal development plan agreed with the Director of Quality Assurance and Regulation as part of appraisal and on-going development review.

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

The post holder will be required to work flexibly and be agile. There will be a requirement for travel across Scotland. The post holder will use a computer/laptop for the production of documents, emails and for research.

Physical effort

* Inputting at keyboard to respond to email, write reports, prepare presentations and enter data (can be for extended periods of time, and on a daily basis).
* Occasional continuous use of laptop computer and mobile communications equipment when preparing written reports or responding to a series of detailed emails.
* Regular travel between Delta House and Gyle Square offices and occasional travel other meeting locations across Scotland.
* Such travel necessitates use of road, rail and occasionally air transportation, depending on the meeting location.

Mental effort

* Requires intense concentration for varying periods of time on a daily basis, for example to interpret complex policy or legislative documents, or prepare papers and reports required for internal and / or external professional audiences when required.
* Regularly presenting complex information to diverse audiences.
* The postholder will frequently be required to use computer software systems and other sources of data to produce a number of different reports to present to a wide range of internal and external stakeholders, up to and including Executive and Board level. This will involve analysis of a range of complex data on assurance findings from inspections and other regulatory activity, as well as analysis of multifaceted data on independent health care services to inform a considerations such as regulatory resource requirements and decisions about registration fees. High levels of concentration will be required over a sustained period of time.
* The postholder will frequently analyse a range of complex assurance data, including statistical information from electronic case management systems and other inspection and intelligence software information systems to inform assurance activities and provide advice on safety and quality of care at a local and national level. The post holder will regularly be required to use computer software to generate the required data sets held across various distinct information systems, analyse and interrogate the data and formulate into written reports. This requires high levels of concentration to review and handle data in order to produce clear and easily digestible written reports and presentations on key performance and assurance findings for a range in internal and external stakeholders.
* Responding to unpredictable demands on a daily basis; dealing with frequent interruptions; meeting tight deadlines; being alert for long periods; frequently changing from one activity to another; managing complex workloads; dealing with rapidly emerging and often conflicting priorities.
* Prioritising the completing demands of inspection and regulatory work programmes from both internal and external stakeholders and the requirement to frequently reprioritise workload to meet changing demands.
* Balancing Directorate and wider organisational activity to meet differing external and internal pressures.
* The post holder will be involved in meetings where intense concentration and significant attention to detail is required to provide advice, guidance and direction on quality assurance considerations. Typically, this will occur at least weekly.
* Chair or present at internal or external meetings and other types of events on at least a weekly basis.
* Regularly liaise directly with Board members, senior policy leads in Scottish Government, and a very broad range of other external agencies to advise, influence, and to account for the delivery of agreed objectives.

Emotional effort

* Be sensitive to and juggle a wide range of differing viewpoints and agendas from different stakeholders within a climate of limited resource, conflicting priorities and change.
* Manage complex and politically sensitive relationships with senior leaders from across health and care, requiring diplomacy to lead change, manage resistance and challenge, whilst maintaining perspective in the face of strongly held and competing points of view.
* The post holder is required to be resilient to meet the range of demands.
* Feedback to others (not within line management responsibility) on quality of work such as reports for business performance and to ask for work from others, often within tight timeframes.
* Give responses to internal colleagues and external agencies (e.g. deliver responses to consultations on policies) who have an equally strong sense of their own priority or business need.
* Operating with awareness and sensitivity, anticipating stakeholder expectations and resolving conflict.
* Motivate and engage colleagues across the organisation with respect to the post-holder’s designated functions, encountering and proposing solutions and compromises to conflicting priorities and differing viewpoints.
* Provide leadership and support at a senior level with more challenging situations involving upset and emotional employees.
* Deal with complex and sensitive employment issues, including attendance, grievance, discipline and performance.

**10 Most Challenging Parts of the Job**

* Identifying and ensuring provision of solutions which meet the current and future quality assurance needs across the diverse and complex health and care services. This is in the context of changing delivery systems, increasing resource and system pressures and rising public and patient expectation.
* The role requires constant assessment and re-assessment of priorities while managing a wide range of activities that present considerable demands on time management, problem solving and decision-making skills.
* Ensuring that quality assurance strategies, policies, processes and services effectively support the delivery of the organisation’s strategic and operational objectives over the short, medium and longer terms.
* In particular, implementing an organisational approach that ensures we have the right people with the right skills in the right place to continue to deliver robust and effective quality assurance.
* Providing credible and consistent leadership within the organisation and across national bodies in a complex and challenging environment, where there is ongoing uncertainty and change.
* Confident engagement with Scottish Government Officials, senior leaders across NHS Boards and independent healthcare, and other senior leaders on high profile, contentious and sensitive assurance decisions and findings.
* Balancing the differing views of stakeholders while maintaining a robust and transparent approach in delivery of inspection and regulatory activities.
* Frequently making finely balanced judgements about the quality of care which will be subject to intense political and media scrutiny.

**11 Knowledge, Training and Experience required to do the Job**

1. Masters level qualification in a relevant area e.g. clinical, legal, financial or public policy, or equivalent level of knowledge acquired through previous experience and further training/development, together with practical application.
2. Masters level qualification or equivalent level of knowledge and experience in management.
3. Registered healthcare professional.
4. Extensive experience of working in a senior clinical management role.
5. Advanced and highly developed knowledge and experience of successfully delivering high quality and robust quality assurance, either internally in services or at a national level.
6. Highly developed and detailed understanding of the existing complexities and future challenges of health and social care systems.
7. Proven senior leadership experience of leading and developing NHS and/or Independent Healthcare Inspection programmes, with a detailed understanding the existing risks and complexities and future challenges of independent health and care systems.
8. Excellent motivational, leadership and inter-personal skills with the ability to work constructively with a wide range of internal and external stakeholders to deliver strategic and operational objectives.
9. Extensive senior leadership/ management experience in the NHS or another complex multi-disciplinary public or private sector organisation. This must include a proven track record in operational and staff development.
10. Experience of developing corporate and/or functional strategies for an organisation and facilitating their delivery.
11. Demonstrable ability to represent organisational strategic objectives when working in partnership with external bodies, including use of influencing and negotiating skills.
12. Significant and demonstrable track record of success in service improvement and related evidence of change management.
13. Experience of financial management and risk management acquired through senior operational management experience.
14. Experience of utilising research findings to inform assurance methodologies, drive service improvements and support decisions about the safety and quality of health and care services.
15. Ability to think critically and strategically.
16. An ability to work on own initiative, establish priorities, manage conflicting demands and to multi-task to deadlines.
17. Able to demonstrate high levels of integrity and commitment to teamwork, demonstrating the values of Healthcare Improvement Scotland.
18. Demonstrates authentic leadership, characterised by self-awareness, reflective practice, openness, honesty and the ability to build trusting long term relationships with a wide range of stakeholders.
19. Excellent written and oral presentation and communication skills, including the ability to adapt communication style to suit the audience, and to work with staff at all levels up to and including Executive Team and Board level.
20. Ability to respond constructively to challenging feedback from stakeholders and deal with this in a sensitive and professional manner.
21. Ability to deliver work of a high standard with conflicting and demanding deadlines.
22. An understanding and commitment to equality and diversity.