

Role Descriptor – Programme Director, Access QI

Key Result Areas and Responsibilities

Leadership and Management

- Provide leadership of Access QI to ensure it delivers the aim of demonstrating how Quality Improvement methods can be effectively deployed to deliver sustainable reduction in waiting times whilst maintaining or improving quality of care.
- 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.
- Effectively manage the setting up and development of the Access QI national team ensuring it is an effective team delivering high quality interventions and complies with all relevant organisational policies.
- 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, Health and Social Partnerships (HSCP), Local Authorities and Third and Independent Sector organisations to ensure they create the conditions for the effective redesign of services and pathways so as to deliver a sustainable reduction in waiting times whilst maintaining or improving quality of care.
- Ensure Access QI has direct engagement with patients, families and carers to co-design and co-deliver improvements.
- Ensure effective processes are in place within Access QI for clinical and care governance. As part of this work closely with the NMHAP and Medical Directorate and other professional groups and networks.
- Ensure effective management of contracts with organisation(s) commissioned to provide expert advice and support to Access QI including the Institute for Healthcare Improvement.

Expertise in QI

- Develop new and cutting edge models of improvement support that will enable sustained reduction in waiting times whilst maintaining or improving the quality of care.
- Ensure systems are in place across Access QI to ensure the selection of interventions and QI methodologies draws from an appropriate range of evidence on clinical and cost effectiveness. This will include ensuring effective engagement with evidence experts and effective involvement of clinical subject matter experts.

- Lead the design, development and implementation of a national learning system for improving access which includes sustainable and robust mechanisms for capturing, evaluating and sharing good practice and fosters a culture of learning through a range of activities that support safe, effective and person centred care.
- Ensure a process of ongoing evaluation is embedded into Access QI and that it adapts to the changing context and emerging learning across Scotland and internationally.
- Provide advice and guidance internally and externally on the design and development of data measurement systems to ensure effective evaluation and monitoring of Access QI.

Stakeholder and Relationship Management

- Ensure effective working relationships and interfaces are in place with:
 - Scottish Government sponsor providing regular and relevant information to enable effective management of the political interfaces and ensuring they are alerted to any key barriers to delivery and involved, where appropriate, in removing barriers.
 - Scottish Access Collaborative who are providing the funding for Access QI, ensuring their reporting requirements are met and effective interfaces are in place with their wider programmes of work.
 - NES who are providing the capacity building element of Access QI, ensuring effective joint working.
 - A range of existing national programmes which have a role around improving access including Modern Outpatients (SG), Scottish Access Collaborative, Trauma and Orthopaedics (SG), National Ophthalmology (SG), Whole System Patient Flow (SG), Realistic Medicine (SG), Access Support Team (SG), Primary Care Improvement (HIS), Mental Health Improvement (HIS).
 - Other national organisations and service delivery organisations (NHS Boards, HSCPs and LAs), developing and managing multilayer relationships in order to influence service improvements which lead to better outcomes for people in Scotland.
- Collaborate with leading national and international organisations in QI to develop new and innovative approaches to Access Improvement that will be tested and implemented in Scotland.
- Ensure alignment with other national improvement support interventions (both internally in HIS and externally), ensuring best value and efficiencies in so doing.

Person Specification

Qualifications

- Masters level (or equivalent knowledge and experience) in management.
- Masters level (or equivalent knowledge and experience) in quality improvement.

Experience, Knowledge and Skills

Leadership

- Ability to work in a fast moving politically complex environment with frequent requirement to re-prioritise work schedule at short notice.
- Experienced negotiator with highly developed communication and relational management skills that can influence local and national policy development.
- Demonstrates authentic leadership characterised by self-awareness, reflective practice, openness, honesty and the ability to build trusting long term relationships with a wider range of stakeholders.
- Demonstrates an awareness of key inequalities issues, an understanding of how these may manifest themselves in this programme of work and a commitment to taking action to address.

Operational Management

- Extensive senior management experience in public sector / large complex organisations.
- Experience of effectively managing multiple complex large scale change programmes within resources and on time.
- Experience of successfully developing and supporting high performing staff/teams.
- Effective financial management combined with experience of developing complex business cases and securing funding from external sources.

Strategic Management

- Ability to think strategically and analyse complex problems and interact in a complex, multi-disciplinary environment.
- 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.

Stakeholder and Relationship Management

- Track record in developing individuals outside direct management remit through a range of approaches from formal teaching to less formal methods such as coaching, mentoring and consulting.
- 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 improvement programmes.

Expertise in QI

- Expert in the design and implementation of large scale improvement programmes at regional or national level that deliver results including the development of measurement and evaluation plans.
- Expert in quality improvement with a clear grasp of concepts and their practical application to enable improvements in access to services. Ideally the individual will be experienced in applying concepts such as DCAQ, Theory of Constraints and Flow Management to deliver improvements in waiting times whilst maintaining or improving the quality of care.