

**Executive briefing pack**

**Director of Finance, Planning & Governance**

**September 2020**

**Contents**

1. Welcome & overview from the Chief Executive, Healthcare Improvement Scotland
2. Job description, person specification and NHS core leadership competencies
3. Meet our Executive Team
4. Our organisation’s priorities
5. Conditions of service
6. Advertisement

Further information about our organisation and corporate strategy can be found here:

* [www.healthcareimprovementscotland.org](http://www.healthcareimprovementscotland.org)
* <http://www.healthcareimprovementscotland.org/previous_resources/policy_and_strategy/strategy_2017-2022.aspx>

Interested parties should contact Donogh O’Brien at our recruitment partners, Aspen People, for a confidential discussion - **0141 212 7555** or visit<https://jobs.aspenpeople.co.uk/vacancies.aspx>

**Welcome & overview from Robbie Pearson, Chief Executive of Healthcare Improvement Scotland**

I want to thank you for your interest in the post of Director of Finance, Planning & Governance at Healthcare Improvement Scotland.

The purpose of our organisation is to ensure the people of Scotland experience the best possible quality health and social care. This aim unifies our many and diverse functions and areas of expertise, and places our Quality Management System approach at the front and centre of everything we do.

As a key member of our Executive Team you will be a visible and confident leader, bringing considerable interpersonal skills and experience. You will command the respect of your peers, your teams and the wider organisation in seeking to contribute to an open and positive working environment where individuals are valued and respected.

You will contribute to ensuring the effective leadership, corporate management and governance of the organisation as a strong team player with an ability to foster positive working relationships within and beyond the organisation.

You will have credibility with our Board, providing appropriate levels of assurance on key strategic issues. In addition you will be able to communicate effectively with a range of audiences and have a strong track record in creating and motivating high performing teams.

The health and social care landscape in Scotland has changed considerably through our experience of a global health crisis. As an organisation we are also on a pathway of change, retaining the best of what we have learned from our response to COVID-19 for the future, and evolving our strategy to anticipate the future needs of the whole health and care system. This post offers the opportunity for you to play your part in the successful leadership of the Healthcare Improvement Scotland of the future.

I look forward to receiving your application.



**Robbie Pearson**

**Chief Executive**

**Healthcare Improvement Scotland**



**Job Description**

**Job Title** Director of Finance, Planning & Governance

**Location** Glasgow / Edinburgh

**Immediate line manager** Chief Executive, Healthcare Improvement Scotland

**Effective from** September 2020

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| **1** | **Job Purpose**As a member of the Executive Team of HIS contribute to the strategic direction and overall performance management of the organisation. As a Director, accountable to the Chief Executive, the post-holder is expected to manage, lead and direct the finance, procurement, corporate governance and planning/performance management functions. They are expected to ensure the highest professional standards are maintained in aspects of all financial management and corporate governance.The post-holder provides the core financial accountability role within HIS supporting the Chief Executive as Accountable Officer. They also ensure the organisation has a robust financial strategy for the short, medium and long-term which enables the delivery of the organisation’s strategic objectives.The Director of Finance, Planning and Governance is responsible for ensuring effective management arrangements are in place for the corporate governance of the organisation, including support to the Chair and the Board. The role also includes the development and oversight of the risk management system. The post-holder also has leadership for the development and co-ordination of the planning and performance management function within HIS.  |

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| **2** | **Dimensions**As a member of the Executive Team, the post-holder provides leadership for the Finance, Planning and Governance function’s contribution to achieving the organisation’s strategic and operational objectives. The post-holder provides leadership in ensuring a coherent and co-ordinated approach to financial and strategic planning across all aspects of Healthcare Improvement Scotland’s work.The post-holder is accountable to the Chief Executive of Healthcare Improvement Scotland. As a member of the Executive Team, the post-holder works closely with senior colleagues to deliver the organisation’s goals and objectives.Organisational budget £35m approx.Directorate budget £1.2mDirectorate Headcount approx. 20 WTEEmployees approx. 500Authorised signatory up to £0.5m and with the CEO up to £1m.The post-holder is a designated budget holder responsible for contributing to the development and monitoring of the Directorate budget.The post-holder directly line manages the Head of Finance and Procurement, the Head of Planning and Performance, the Policy and Governance Manager and a Personal Assistant  |

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| **3** |  **Organisational position**  Quality AssuranceInspectionsReviewsQuality Assurance Programmesihub and Improvement Support Tailored and responsive improvement supportGrants and allocationsNational Improvement Programmes(including the Scottish Patient Safety Programme (SPSP))EvidenceScottish Medicines Consortium (SMC)Scottish Intercollegiate Guidelines Network (SIGN)Scottish Health Technologies Group (SHTG)Scottish Antimicrobial Prescribing group (SAPG) Knowledge ManagementDigital including ICTHealth EconomistsStandards and IndicatorsHealth Services ResearchCommunity EngagementPromoting public participation, community engagement & equalitiesPublic PartnersOur VoiceService ChangeParticipation NetworkMedicalSafetyMedicinesNursing, Midwifery AHP/Deputy Chief ExecutiveSupport and ProgrammesFinance and GovernanceFinancePlanning and PerformanceProcurementCorporate GovernanceCommunicationsInternal CommunicationsProgramme Communications SupportCorporate Communications ManagementPeople & WorkplaceHuman ResourcesFacilities Organisational Development and Learning |
| **4** | **Role of the Directorate**Healthcare Improvement Scotland is the national body responsible for leading on healthcare improvement in Scotland. Its remit and responsibilities are evolving according to the needs of the Scottish Government and advances in improving health and social care. The Directorate has responsibility for financial management, planning and performance measurement, procurement, corporate governance and risk management.   |

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| **5** | **Key Result Areas** *[principal outcomes in italics]** As a Director of HIS, participate fully in *corporate decision making*, assisting members to discharge their responsibilities for the financial performance of the organisation, providing *advice on all financial and performance outcome matters* and to assist the effective working of the Audit and Risk Committee.
* Ensure the organisation *meets all its financial targets* as required by Scottish Government.
* Ensure that *all financial transactions are processed accurately and on time*. This includes processing services that are subcontracted to other parts of the health and care system which include Payroll processing and some financial services.
* Ensure the organisation has *robust performance management and reporting systems in place* to enable the organisation to *monitor, report and* *deliver its corporate accountability requirements*.
* As a member of the Executive Team, work with the Chief Executive and to support him and other members of the team in *providing direction and leadership* for the organisation.
* Lead and manage delivery of internal audit activity across the organisation, to support robust governance and management across all parts of Healthcare Improvement Scotland, and maintain a positive working relationship with external audit. In managing this work and these relationships, the post holder *will ensure all audit actions and recommendations are implemented in a complete and timely way*.
* As Lead Officer for the Audit and Risk Committee, ensure the *effective operation of the Committee* including its oversight of the Annual Accounts process.
* Lead the development of the Board’s 5 Year Financial Strategy and annual operating Plans to ensure that HIS’s operational plans are *underpinned by robust financial plans* within the time-scales required, and in line with national priorities and planning guidance and available resources, in order to *set out organisational priorities and action plans and to provide a means of monitoring progress to allow for review.*
* To ensure the organisation *achieves best value for money* from all its activities, including through a robust procurement system.
* To ensure financial systems and controls are in place *to maintain financial control* *and probity* and *ensure corporate governance requirements are met* in accordance with the requirements of the public sector.
* Lead a co-ordinated approach to strategic planning across HIS, which ensures an *alignment of effort and resources* across Directorates.
* To lead on the organisation’s strategic approach to *risk management* and ensure that it is embedded across the work of the organisation
* To lead and manage the negotiations with Scottish Government over *the supporting financial framework and future resourcing* of the organisation’s activities.
* To effectively represent HIS and its activities and interests at a National level, through involvement with wider groups and local NHS systems.
* To operate as the Lead Officer and initial single liaison officer for Healthcare Improvement Scotland with the Counter Fraud Service for NHS Scotland.
* Lead, direct, develop and manage the directorate staff and services to *create an open, supportive and productive organisational culture* and to ensure *efficiency and effectiveness in achieving all aspects of HIS’s role*

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| **6** | **Assignment and Review Work**The post-holder is directly accountable to the Chief Executive and works under broad direction within the parameters of Scottish Government priorities. The post also operates within the Board’s Strategic Framework and corporate plans which are significantly shaped and informed by the strategic input of the post-holder as a member of the Board’s executive team. The post-holder operates autonomously within the Healthcare Improvement Scotland Strategic Framework and is the highest source of strategic advice and expertise to the Healthcare Improvement Scotland Board for all aspects of the finance, planning and governance function. The post-holder has to provide leadership and win commitment from resources and bodies across a wide and diverse range of stakeholders. The post-holder also has to direct resources across Healthcare Improvement Scotland and is fully accountable for leading and driving progress on strategy, policy development, internal controls and implementation.Individual objectives are agreed with the Chief Executive and reviewed by the Chair of the Healthcare Improvement Scotland Board and the Executive Remuneration Committee. Performance is appraised annually with an interim review at the six month stage of the planning cycle. The Chief Executive and the Healthcare Improvement Scotland Board undertake more frequent informal reviews throughout the year mandating the post-holder to take forward strategic priorities as they emerge or as opportunities arise to take on new areas of responsibility which are out with the scope of delegated authority.  |

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| **7** | **Communications and Working Relationships** |
|  | The post calls for the highest levels of interpersonal, communication and influencing skills to enable effective engagement with a wide range of interested stakeholders. In addition to the Chief Executive and the post-holder’s immediate direct report, the following are key working relationships, with examples of the purposes of these contacts:**Internal**The main internal contacts of the post are:The HIS Executive Team, to influence strategy formulation and contribute to executive decision-making.Members of the Board at Board meetings, to deliver and discuss finance and performance reports on a regular basis.The Chair and members of the Audit and Risk Committee to ensure the effective governance of matters pertaining to the committee.**External**The main external contacts of the post are:* + The Director of Finance within Scottish Government Health and Social Care Directorates to report on the financial performance of Healthcare Improvement Scotland.
	+ Finance Directors within the NHS and Directors of Planning within the NHS,
	+ Senior staff within Scottish Government and colleagues within professional Institutes on an occasional basis for mutual sharing of information.
	+ Audit firms who supply internal and external audit services
	+ Providers of financial services (eg consultants, outsourced finance providers, health and safety contractors, agencies) on a regular basis to negotiate contracts, review performance or to resolve issues.
	+ Members of national working groups to represent the interests of Healthcare Improvement Scotland.
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| **8** | **Most Challenging Part of the Job**As a member of the Executive Team, the post-holder will be required to bring both a corporate leadership perspective and direction for the finance function. They will be required to adjust to fast pace change in a high-profile complex environment and where there are often multiple and sometimes competing objectives and at a time of fiscal constraint.The post-holder will be required to gain commitment to a financial strategy that achieves a balance of meeting internally competing demands; that support the long- term goals of Healthcare Improvement Scotland; and seeks to meet the expectations of the wider NHS andMinisters. All of this has to be achieved within a framework that maintains the highest standards of probity and control and demonstrates best value.At times there will be competing demands for limited resources and the post holder will be expected to work with others to identify options to facilitate a good outcome. This may require the post holder to make a judgement that is unpopular with others.  |

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| **9** | **Qualifications and/or Experience Specified for the Post by the Employing Authority** The post-holder will be a fully qualified accountant, holding CCAB membership with significant post qualifying experienceThe post requires an individual who demonstrates high levels of competency in the NHSScotland leadership behaviours identified as crucial to achieving success, specifically – leading change, capacity and capability building with partners, and setting future direction combined with high quality personal governance and management.The post-holder will require very high levels of strategic thinking, influencing, negotiating and partnership working skills combined with a visible and dynamic leadership which is exercised in a national context. As a key member of the Executive Team, the post-holder will require integrity, exemplary interpersonal and team development skills, and the ability to readily role model the organisation’s values to a variety of audiences of differing backgrounds – both internal and external to the organisation.Other requirements are:* Educated to degree level or equivalent
* Substantial, proven leadership experience and demonstrable success in a senior financial management role within either the health service, social care, government agency, or voluntary sector
* Expert leadership skills
* Highly developed communications skills, presence and ability to rapidly establish personal credibility
* Politically astute, visionary, and tactful/diplomatic
* Effective influencing skills at all levels, combined with resilience and optimism
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**Person Specification**

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|  | **ESSENTIAL** | **DESIRABLE** | **MEASURE** |
| **Experience** | Significant experience in senior management roles, having contributed fully at board or senior management team level within the NHS, Social Care or equivalent complex organisation.Significant experience and expertise in managing and leading a strategic service and its governance arrangements, including development of financial strategy, alignment of resource with delivery of operational plans and workforce plans and oversight of operational activity | Previous NHS/ Social Care/Public Sector Experience operating at a Strategic level | Application Form/Interview/Assessment exercises |
| **Qualifications/****Training** | Educated to degree level with postgraduate or equivalent qualifications.A fully qualified and current CCAB member with significant post qualifying experience at a senior levelRobust evidence of continuous professional development. | Previous NHS/ Social Care/Public Sector Experience operating at a senior and Strategic level | Application Form and Qualifications Evidence |
| **Knowledge** | Demonstrate the knowledge areas required to operate successfully at this senior level. Demonstrate the necessary skills and experience to develop and lead sustainable financial strategies within a changing environment. Demonstrate knowledge of public sector financial reporting and finance allocation eg SPFM and Frem in addition to international financial reporting standards | Current and best practice theories in relation to financial management and control of health and social care services.Experience of current and best practice theories with regard to development of strategic plans and effective organisational performance management  | Application Form/Interview/ Assessment exercises |
| **Skills** | Demonstrate competencies in the critical leadership behaviours identified as crucial to achieving success within NHS Scotland:• Working in partnership• Learning and development• Caring for staff• Improving performance through team-working• Communicating effectively• Improving quality• Achieving resultsExcellent communication, interpersonal and influencing skills A high level of political awareness. Very strong presentation skills and be able to express a view convincingly and coherently, verbally and in writing. Provide inspirational and visionary leadership to the Directorate through a period of significant workforce change and opportunityThe ability to influence decision making at the highest level and implement complex change which will require actively challenging existing practice. | Ability to integrate thinking across an organisation | Application Form/Interview/ Assessment exercises  |
| **Other**  | There is a requirement to work across the NHS Directors of Finance and Directors of Planning networks to promote the work of HIS and to contribute to national work |  |  |

**Summary of NHS Scotland Core Leadership Competencies**

| **Core Competency** | **Examples Performance Criteria / related Behaviours** |
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| 1. **Strategic Focus**
 | * Understands the vision of the organisation and their role in achieving this.
* Sets longer terms plans and develops contingencies.
* Understands external environment and its potential impact.
* Is aware of relevant National and Local initiatives, imperatives and factors influencing local health service provision.
* Translates broad strategies into specific objectives and action plans.
* Aligns resources, processes and systems to support strategic priorities.
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| 1. **Collaborative / Partnership Approach**
 | * Promotes collaboration and teamwork across organisational boundaries.
* Creates an open, team environment where differences can be discussed constructively.
* A balanced view of conflicting perspectives is established.
* Cultivates an active network of relationships inside and outside the organisation.
* Understands current power and political relationships.
* Recognises and responds to the concerns of others and takes a systematic approach to the development and maintenance of effective partnership working.
* Has a sound understanding of multi-agency influencing and decision making protocols.
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| 1. **Achieving results and making decision**
 | * Key accountabilities, judgement and decisions are accepted and acted upon.
* Sets and pursues appropriate goals for self and service.
* Is committed to achieving results and demonstrates a strong commitment to organisation success.
* Manages stakeholder expectations to achieve results.
* Reviews key indicators and uses management systems to monitor progress.
* Demonstrates a creative approach to problem solving.
* Able to work effectively under pressure.
* Important issues in a complex situation and their implications are identified.
 |
| 1. **Managing Resources**
 | * Recognises and capitalises on staff strengths and abilities.
* Develops financial plans and operational plans that are aligned and ensure the future financial sustainability of the organisation
* Aligns available resources to agreed service priorities
* Delivers financial responsibilities and develops contingencies
* Manages resources based on the balance of risk
* Engages staff in understanding all decisions affecting them.
* Establishes clear objectives and results for all staff.
* Develops staff to achieve.
* Assigns clear authority and accountability.
* Aware of employee issues and responds appropriately.
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| 1. **Interpersonal approach**
 | * Promotes ideas and proposals persuasively; provides compelling rationales.
* Shapes stakeholder opinions and negotiates win / win solutions.
* Builds a broad base of support among key decision makers and influencers.
* A balanced approach which demonstrates both empathy and a focus on facts, problems and solutions is maintained when handling emotional situations.
 |
| 1. **Change and Improvement**
 | * Champions new initiatives and service redesign.
* Stimulates and develops innovative ideas and improvements based on accurate data.
* Challenges status quo and resistance.
* Prepares others to understand and accept change by being collaborative, open and transparent.
* Is proactive, utilising intelligence to support proposals.
* Is recognised as an enabler of change.
* Demonstrates resilience to continuous / concurrent change.
* Able to follow through hard decisions when implementing change.
* Works well with ambiguity or impartial data and can model data to support future decisions.
* Is flexible and adaptable.
 |
| 1. **Professional Development**
 | * Areas for development are identified through reflection and appropriate strategies pursued to improve performance.
* CPD is maintained and proactively planned
* Area of strength are recognised and consistently applied.
* Constructive feedback is sought and acted upon to improve professional performance.
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| 1. **Respects Diversity**
 | * Supports and enables fair treatment and equal opportunity for all.
* Establishes an environment where staff are comfortable raising issues or concerns.
* Challenges inappropriate behaviour and prejudice effectively.
* Managing people on an individual basis.
* Fostering relationships with people who have different views.
* Actively mentors and coach’s staff and colleagues.
* Recruits and develops talent from all backgrounds.
* Actively seeks and applies diverse views and perspectives
* Applies employee’s policies in a constructive way for all staff.
* Uses inclusive language.
* Applies inequalities sensitive approach to service delivery.
 |
| 1. **Governance**
 | * Maintains focus on strategic issues and priorities to ensure required organisational performance is achieved.
* Monitors organisational performance and exercises accountability for results.
* Makes and supports decisions that support effective financial, clinical and employee results.
* Ensures organisation fulfils its financial, clinical and staff responsibilities.
* Examines and defines factors that could adversely affect performance or delivery of committed activities.
* Ensures compliance with statutory or policy obligations.
* Quantified and assigns probabilities to risks and opportunities (level and likelihood).
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**Organisational Structure**

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**Meet our Executive Team**Led by Chief Executive, Robbie Pearson, the team is a collection of highly skilled individuals who each bring their unique combination of expertise and experience. We are looking for the right Director of Quality Assurance to add to our collective strength. For more information go to our website; http://www.healthcareimprovementscotland.org/about\_us/our\_executive\_team Robbie Pearson**Robbie Pearson** has been Chief Executive at Healthcare Improvement Scotland since 2016 and prior to that was the organisation's Deputy Chief Executive/Director of Scrutiny and Assurance.  Robbie has worked in the NHS for nearly thirty years and been a director in a territorial health board. Prior to joining Healthcare Improvement Scotland he served for two years as the Head of Healthcare Planning in the Scottish Government.  He is a graduate of the University of St Andrews and Strathclyde Graduate Business School.  He has also served as a trustee of Penumbra and been a lay member of the General Teaching Council for Scotland.  Married with two very busy children, he enjoys walking the family dog, Willow.Ann Gow**Ann Gow** joined Healthcare Improvement Scotland in May 2017 as their first Nursing, Midwifery and Allied Health Professions (NMAHP) Director and latterly has also been appointed Deputy Chief Executive. Prior to this Ann held various senior nurse leadership posts as Interim Executive Nurse Director Associate, Associate Nurse Director for Primary Care, and IJB lead Nurse in NHS Ayrshire and Arran before moving to Greater Glasgow and Clyde as Chief Nurse for Regional services. Ann has worked at Scottish Government contributing to the development of policy on early years and on public health nursing. She secured the post as Scotland’s first Nurse Consultant in Public Health in NHS Greater Glasgow and Clyde in 2000 and was alternate member for public health for Scotland at the inception of the NMC. Core to all of these roles has been a drive to improve the quality of care for those receiving services and a desire to improve experience for staff. Sandra McDougallhttp://www.healthcareimprovementscotland.org/images/lynsey-c-thumb.jpg**Lynsey Cleland** is Director of Community Engagement and leads our work on supporting the engagement of people and communities in shaping health and care in Scotland. Lynsey qualified as a pharmacist and has spent much of her career in health professional regulation. She has undertaken a range of roles, including leading a quality assurance programme for registered pharmacies and developing standards and guidance for pharmacy professionals. Latterly Lynsey was Director for Scotland at the General Pharmaceutical Council where she was responsible for ensuring the organisation’s work reflected and responded to the health and care landscape in Scotland. Lynsey is also a lay member for the General Teaching Council for Scotland.**Sandra McDougall** is Interim Director of Quality Assurance.  She leads a wide range of work programmes which provide external quality assurance of health and care services in Scotland.  Previous roles include: Acting Director of the Scottish Health Council (now HIS: Community Engagement); working with Independent Scrutiny Panels; promoting patient rights and campaigning for a national mental health organisation; and working in private practice as a solicitor. Sandra has three cats, enjoys gardening and can be found at the occasional Greenock Morton football gamehttp://www.healthcareimprovementscotland.org/images/sjww_photo-executive-page1.jpg**Simon Watson** is our Medical Director and joined in April 2020, during the lockdown. Prior to this, he was part of NHS Lothian's Executive Leadership Team for four years as Chief Quality Officer and Exec Lead for Analytical Services. He is our professional lead for medical doctors, pharmacists and dentists and co-leads clinical and care governance with the NMAHP Director in Healthcare Improvement Scotland. Simon qualified as a medical doctor in 1996 and became a Consultant in 2007. He previously held various local and national leadership roles in clinical quality management. Simon continues to practice clinically in addition to his other duties for HIS.http://www.healthcareimprovementscotland.org/images/sq-123.jpg**Safia Qureshi** is Director of Evidence and leads Healthcare Improvement Scotland’s work on the development of national evidence-based advice, guidance and standards and the assessment of new technologies and newly licensed medicines. Safia is the Digital Lead for Healthcare Improvement Scotland and is committed to increasing the use of technology across the organisation, both to make it easier to do what we do and to make what we do more accessible to all. Before joining Healthcare Improvement Scotland, Safia held a number of senior roles in NHS Scotland including Programme Director at NSS and Director of Quality, Innovation and People at the Golden Jubilee National Hospital. At the Scottish National Blood Transfusion Service she was responsible for delivering the Jack Copland Centre, the state of the art manufacturing facility and headquarters for SNBTS. Outside of work Safia is kept busy with family commitments and supporting Liverpool Football Club.Duncan Service**Duncan Service** is Healthcare Improvement Scotland’s Employee Director, and as such is the Staff Side Chair of the Partnership Forum. He is the UNISON Lead Steward, and a Non-Executive Board Member. His substantive role is Evidence Manager (SIGN) and is responsible for carrying out literature searches for clinical guidelines and helping guideline development group members with evaluation of the literature. He is responsible for the SIGN website and databases.Maggie**Maggie Waterston** is Director of Finance and Corporate Services. Maggie directs our corporate services functions including Planning and Performance, Finance, Corporate Governance and Policy, ICT, Organisational Development & Learning and our Internal Improvement programme.Maggie is due to retire in early 2021, and recruitment is currently underway to find the right person to lead her high performing teams. http://www.healthcareimprovementscotland.org/images/sybil-6-preferred-pic.png**Sybil Canavan** is Director of Workforce. Sybil graduated with an Honours degree in HR and an MSc in HR Management. She is also a Chartered Member of the CIPD. She has spent most of her working life in a variety of HR roles within NHS Greater Glasgow and Clyde (GG&C), predominantly within Primary Care and Community Health. More recently she has worked as Head of People and Change for Glasgow City Health and Social Care Partnership, and Acting Deputy Director of HR for NHS GG&C. Sybil is also leading the Workforce and Training Sub-Group for the Chief Medical Officer’s Taskforce on Rape and Sexual Assault.Ruth Glassborow**Ruth Glassborow** is Director of Improvement and leads our work to support health and social care organisations across Scotland to redesign and continuously improve. She previously led mental health improvement programmes in Scottish Government and prior to this held a range of senior management positions in health and social care around the UK. She has a Masters in Public Administration from Warwick Business School and a Masters in Leadership (Quality Improvement) from Ashridge Business School. Ruth is also a Health Foundation Generation Q fellow and a member of the Sciana Network, an initiative which brings together leaders in health and healthcare policy and innovation across Europe. In her spare time she loves walking and talking with close friends in the amazing Scottish countryside, is an avid reader of fiction and non-fiction, and also enjoys gardening (when sunny!). Lynda Nicholson**Lynda Nicholson**, Head of Communications, is also a member of the Executive Team.  Joined HIS in February 2019.  Lynda has spent most of her career in public sector communications, covering health and housing, and spent a number of years as a civil servant in a range of portfolio areas including health, resilience, and in constitutional/UK relations.  Along the way she spent 12 years as an officer in the Royal Auxiliary Air Force, delivering media relations support to the Royal Air Force, and serving on operational deployment to Iraq.  Lynda lives on a farm in the Borders, and spends a lot of time in the summer sitting on tractors. |

**About our organisation**

### **The purpose of Healthcare Improvement Scotland is to enable the people of Scotland to experience the best quality of health and social care.**

We are working in an increasingly connected way across our organisation, with the aim of combining our resources and expertise to maximise the impact we can make in improving the quality of health and social care across Scotland. This way we can better tailor our response to the needs of stakeholders.

We believe that how we work with others to deliver our work programme is as important as what we focus our delivery on. As such, all of our work has our organisational values embedded within its development and delivery.

Our values are:

* Care and compassion
* Dignity and respect
* Openness, honesty and responsibility, and
* Quality and teamwork

Our operational priorities will promote improvement in, and provide assurance of, the delivery of high quality care across the country. Our work will be person-centred and evidence-based.

We aim to inspire and innovate; to lead and collaborate; and to robustly and clearly demonstrate our impact.

The people of Scotland continue to benefit enormously from a wide range of excellent health and social care services that can be accessed freely at the point of delivery. These are provided by a committed workforce that continues to deliver high quality care in often challenging circumstances.

Changes to demography including our growing, ageing, population – together with unprecedented financial and workforce challenges – require Scotland’s health and social care system to continue to improve, adapt and evolve.

We believe that a greater scale and pace of change is required throughout Scotland to ensure that people’s health and social care needs are met in future. There are numerous examples of excellent practice around the country, and we need to find ways to ensure these are implemented more widely.

As an organisation we draw from a broad range of skills and experience in quality improvement, service redesign, assurance and scrutiny, community engagement, intelligence gathering and evidence-based knowledge and research. The way in which we combine these is a critical factor in how we play our part in improving the quality of care for people in Scotland.

We will maintain our focus on strengthening collaborative working across our different teams and functions, ensuring we deliver support in a way that is greater than the sum of our individual parts.

But we also have difficult decisions to make about how we rebalance our own overall programme of work, ensuring the best possible value to the public purse and that our work does deliver results on each of the priorities.

We will do all this in line with Scottish Government priorities and policy.

**The arrival of the global health crisis in early 2020 meant that we have reviewed our delivery priorities for 2020-21, and we are renewing our longer term strategy.**

Our priorities to the end of March 2021 are that we will continue to deliver our core statutory functions, with a focus on areas key to remobilisation, in support of **our duty to improve the quality of health and care**, including but not limited to:

• Undertake Healthcare Environment Inspectorate and Older People in Acute Care inspections, initially with an intelligence-led focus on older peoples units and on units/hospitals where nosocomial Covid 19 appears to be a factor;

• Undertake other Covid-related inspections and monitoring activity including: prisoner healthcare, IRMER, and in particular the joint working with the Care Inspectorate on care home inspections;

• Undertake regulation of Independent Healthcare services;

• Through the Death Certification Review Service, review a sample of death certificates to ensure accuracy, increasing the percentage we review to return to the standard level of service;

• Through the SMC, assess new medicines submissions and provide a horizon scanning function related to COVID-19 outbreak;

• Support the enactment of the Health and Care (Staffing) (Scotland) Act, including continued support for NHS Boards to deliver Nursing and Midwifery Workforce and Workload tools;

• Provide practical implementation support that enables the redesign and continuous improvement of services to deliver better health and wellbeing outcomes for people in Scotland;

• Provide rapid evidence reviews to support aims of the Mobilisation Programme for Scotland, ensuring policy and clinical decisions are informed by the best evidence available.

We will focus our work around **seven key delivery areas** which support national priorities as the health and social care system recovers and continues to redesign how services are delivered:

• Safety

• Older people

• Mental health

• Primary and community care

• Unscheduled / urgent care

• Access

• Children and young people

Our work in these areas will be based on the Quality Management approach to ensure that our work has impact and garners expertise from across the whole organisation.

**Conditions of service**

**General**

Pay arrangements are currently under review and subject to change.

**Remuneration**

Executive Grade D (£73,443 - £95,714)

**Hours of work**

The post is full-time. Staff holding executive office are expected to work such hours as are necessary for the full performance of their duties and responsibilities. For pay purposes, the remunerated working week will be 37.5 hours per week.

**Annual leave**

Annual leave entitlement is 33 days per year on commencement. In addition there are eight public holidays per year, four of which are fixed.

**Pension scheme**

The appointment is superannuable under the NHS (Scotland) Superannuation Scheme, unless you opt out in favour of some other scheme or are ineligible to join. Your remuneration will be subject to deduction of superannuation contributions in accordance with the scheme. Details of costs and contributions as well as benefits are available on the SPPA website: sppa.gov.uk

**Sick pay**

Sickness allowance depends on the individual’s length of continuous service and is on a scale ranging from one month’s full pay plus two months half pay during the first year of service, up to six months’ full pay plus six months half pay after completing five years’ service.

**Relocation**

Relocation expenses may be payable to the successful candidate and will be discussed on an individual basis.

**Induction**

Healthcare improvement Scotland will work in conjunction with national, regional and local colleagues to provide an induction package for the successful candidate.

**Advertisement**



**Director of Finance, Planning and Governance**

**Permanent (37.5 hours per week)**

**£73,443 - £95,714 (Executive Grade D)**

**Edinburgh or Glasgow (\*remote working)**

Healthcare Improvement Scotland (HIS) is responsible for supporting improvements in health and social care in Scotland. We have a broad portfolio of responsibilities from sharing the most up-to-date evidence of best practice, offering improvement support, providing rigorous external quality assurance, and supporting people to have a greater say in the design and delivery of health and social care services.

You will support the Chief Executive, as Accountable Officer, and ensure our financial strategy is robust over for the short, medium and long-term to meet our strategic objectives. In addition to managing a high performing finance function, you will also lead on planning and performance management, and corporate governance with close interaction with the Chair and Board. You will also have oversight of the organisation’s risk management system.

The possession of strong, visible and engaging leadership skills are pre-requisites, as well as a commitment to ensuring the highest professional standards are maintained. You will have the skills and experience to bring out the very best in your team. The role requires a natural team player who can work collaboratively with other members of the Executive Team, in developing and growing a successful organisation. You will also have a natural ability to foster alliances with a range of stakeholders and senior colleagues within NHSScotland and Scottish Government.

Educated to degree level or equivalent, you must be a fully qualified Accountant, holding CCAB membership, and with significant post qualifying experience in a similarly complex environment. You will have developed a high level of political acumen, resilience and vision to understand the collective overview required to perform at your best in this high profile corporate role.

This is a rare opportunity to shape and support the delivery of higher quality health and social care in Scotland, within a national organisation.

Interested parties should contact Donogh O’Brien at our recruitment partners, Aspen People, for a confidential discussion - **0141 212 7555** or visit<https://jobs.aspenpeople.co.uk/vacancies.aspx>

**Closing date for applications: Midnight on Sunday 31 January 2021**

**\*Remote working will be required until March 2021 at the earliest. Further details will be given at interview.**

**Healthcare Improvement Scotland is not licensed to sponsor working Visas under the current UK Tier system. As a result, we can only progress applications from those who can legally work in the UK.**