



Healthcare  
Improvement  
Scotland

# Director of Workforce

## Job Pack

## Welcome

Healthcare Improvement Scotland has set out an ambitious and forward-thinking strategy—one that places people at the heart of everything we do. As a successful and growing organisation, a key part of our vision is to be recognised as an exemplar employer.

Following the promotion of our current postholder, we are now seeking an exceptional leader to join us as Director of Workforce.

At our core are our people. We are an organisation that thrives on the knowledge, skills, and dedication of individuals and teams who are passionate about making a difference. As Director of Workforce, you will play a vital role in creating the conditions where everyone feels heard, valued, and respected. You will promote the development and mainstreaming of a diverse and inclusive culture which meets equality legislation in spirit and in practice, creating a diverse workforce and providing equality of opportunity for all in our workforce.

We are looking for a confident, credible, and compassionate professional—someone who can influence and lead change in a complex environment. You will be a strategic thinker and collaborative leader, with a deep understanding of how to support and develop a motivated, engaged, and high-performing workforce. As a Director you will enthusiastically embrace new challenges and have responsibility for the continued development, modernisation and progress in staff governance, staff engagement, workforce planning, staff wellbeing and staff development.

As a member of our senior leadership team, you will contribute to the overall direction and success of Healthcare Improvement Scotland, helping to shape a culture of excellence, inclusion, and innovation.

This role is ideal for someone who thrives on partnership working. You will understand the importance of working constructively with staff and trade unions to foster a positive, open, and supportive working environment—one where the NHS Scotland values are lived every day.

We look forward to receiving your application and learning more about the passion, experience, and leadership you can bring to this vital role.

**Robbie Pearson**  
Chief Executive

## ◆ About Healthcare Improvement Scotland

As Scotland's national improvement agency, our aim is to secure lasting, positive and sustainable change across the health and care system in Scotland. We provide independent scrutiny and assurance of the quality and safety of the care provided by Scotland's health and care system. We also measure how outcomes for people are improving and how inequalities are reducing. We are uniquely placed to identify the connections and opportunities created by system-wide working and to collaborate with all NHS boards and other national organisations to deliver a relentless focus on the safe delivery of effective care.

To do this, we draw on the significant experience, knowledge and skills we have across the organisation and target our resources where they have most impact. We:

- enable people to make informed choices about their care and treatment
- help health and social care organisations to improve their services
- provide evidence and share knowledge with services to help them improve
- enable people to get the best out of the services they use
- provide quality assurance that gives people confidence in Scotland's NHS services
- make the best use of resources to add value to the care people receive

As an evidence-based organisation, we are transparent in evaluating our effectiveness.

We are committed to being a visible, dependable, trustworthy partner, proactively supporting both the recovery and renewal of our post-pandemic health and social care system and our frontline colleagues who do amazing things every day.

With partner organisations, we consider how services are working together as an integrated system to bring about improvements. To help ensure everyone in Scotland receives the same standard of care and is able to thrive, we provide national leadership and insight.

Our five-year strategy sets out the bold actions we will take to secure positive and sustainable improvement in the health and care system and how, by providing practical support to design and implement change, we will improve health outcomes.

We are committed to reducing care inequalities by acting upon the views of diverse and seldom-heard groups to devise evidence-based actions that support the delivery of safe, effective and person-centred health and care services.

So, while there is no one single step to achieving higher quality care, we will continue to support the whole system. In particular, we will support those providing care to make evidence based choices and decisions about how to tackle the problems and challenges that confront them, and to improve the experience of everyone using health and care services in Scotland.

## ◆ The Executive Team



**Chief Executive**  
Robbie Pearson

Robbie Pearson has been the Chief Executive of Healthcare Improvement Scotland since 2016. Before becoming Chief Executive, Robbie held several senior positions within Healthcare Improvement Scotland, including Deputy Chief Executive and Director of Scrutiny and Assurance. He has also held senior posts in a territorial NHS Board and in Scottish Government.

In addition to his role at Healthcare Improvement Scotland, Robbie currently serves as the Chair of the NHS Board Chief Executives Group, representing all 22 NHS Boards in Scotland. He previously served as Vice Chair of the group from 2021 to 2023. He has also recently been appointed a Non Executive Director of Wheatley Care which is a subsidiary of the Wheatley Group, Scotland's largest social landlord.

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**Deputy Chief Executive**  
Ann Gow

Ann joined Healthcare Improvement Scotland in May 2017. She was our first Nursing, Midwifery and Allied Health Professions (NMAHP) Director. Prior to this Ann held various senior nurse leadership posts in NHS Ayrshire and Arran. She then moved to NHS 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 was Scotland's first Nurse Consultant in Public Health in NHS Greater Glasgow and Clyde. Ann was awarded an OBE in the 2025 New Year Honours.

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**Interim Director of Finance, Planning, Governance and Communications**  
Janet Napthine

Janet Napthine is our interim Director of Finance, Planning, Governance and Communications who joined Healthcare Improvement Scotland at the start of June. Janet has been Vice Principal at Glasgow Clyde College and has extensive experience in the further and higher education sector as well as the wider public sector.

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◆ The Executive Team (continued)



**Medical Director and  
Director of Safety**  
Simon Watson

Simon Watson, Medical Director is also our Director of Safety. He is the professional lead for our Quality Improvement Advisers. Simon joined us in April 2020. Prior to this, he was part of NHS Lothian's Executive Leadership Team for four years as Chief Quality Officer and Executive Lead for Analytical Services. He is our professional lead for medical doctors, pharmacists and dentists and co-leads clinical and care governance with the Nurse 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. Simon continues to practice clinically.

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**Interim Director  
of Nursing and  
Integrated Care**  
Mhairi Hastings

Mhairi joined Healthcare Improvement Scotland in September 2023 as our Associate Director of Nursing and Midwifery. Mhairi has had a long and varied career with her nursing career beginning in 1989, completing her training in 1994 and gaining entry to the NMC register. Since then, her career has seen her working in various cities across England and Scotland in many fields of practice. Including being a Professional Nurse Advisor in the Chief Nursing Officers Directorate (CNOD) at Scottish Government. During the pandemic, her work focussed on vaccinations as part of the national Flu and Covid Vaccination Team. She then worked across policy areas of health and social care.

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## ◆ The Executive Team (continued)



**Director of Evidence  
and Digital**  
Safia Qureshi

Safia Qureshi is our Director of Evidence and Digital. She also has leadership responsibility for innovation. This includes our contribution to the Accelerated National Innovation Adoption (ANIA) pathway.

As Director of Evidence, Safia leads Healthcare Improvement Scotland's work on:

- the development of national evidence-based advice, guidance and standards
- the assessment of new technologies and newly-licensed medicines

Safia is also the Digital Lead for Healthcare Improvement Scotland. She is committed to increasing the use of technology across the organisation. This is to make it easier to do what we do and to make what we do more accessible to all. Before joining us, Safia held a number of senior roles in NHS Scotland. This included:

- Programme Director at NSS
- Director of Quality, Innovation and People at the Golden Jubilee National Hospital

She also worked at the Scottish National Blood Transfusion Service (SNBTS). While there she was responsible for delivering the Jack Copland Centre. The centre is a state of the art manufacturing facility and headquarters for SNBTS.

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**Director of Quality  
Assurance and  
Regulation**  
Eddie Docherty

Eddie has worked in the NHS since 1988 in predominantly nursing roles. Initially working in critical care in NHS Lanarkshire, he became a Nurse Consultant in NHS Ayrshire and Arran. He became involved in the Patient Safety Programme in his role at NHS Ayrshire and Arran, becoming an SPSP Fellow. Moving through a variety of senior posts, he became an Executive Nurse Director in NHS Dumfries and Galloway in 2016, with joint work in Scottish Government. He then became Executive Nurse Director in both NHS Dumfries and Galloway and NHS24. In 2020 he joined NHS Lanarkshire as Executive Nurse Director, commencing in Healthcare Improvement Scotland as Director of Quality Assurance and Regulation in February 2025.

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## ◆ The Executive Team (continued)



**Director of  
Engagement and  
Change**  
Clare Morrison

Clare Morrison is our Director of Engagement and Change. Her focus is to enable meaningful, quality assured community engagement and innovative system change.

Clare joined Healthcare Improvement Scotland in January 2023. Prior to this, she held various senior pharmacist posts in NHS Highland. She was also the Director for Scotland at the Royal Pharmaceutical Society. This is pharmacists' professional leadership body. During the COVID pandemic, Clare was the National Lead for the Near Me service in the Scottish Government's Technology Enabled Care Team.

Clare completed the Scottish Quality & Safety Fellowship in 2016 and studied quality improvement in the US. She was awarded an MBE for services to health care in 2018. She received an honorary doctorate from the University of the Highlands and Islands in November 2022. This was for her contribution to enhancing access to health care services.

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**Employee Director**  
Duncan Service

Duncan was Employee Director with NHS Quality Improvement Scotland from April 2009 and has subsequently been appointed as Employee Director of Healthcare Improvement Scotland from April 2011.

In his role as Employee Director and lead UNISON steward, Duncan represents UNISON on the Partnership Forum. He has been a steward since 1998 and has represented staff in both the public and private sector. He represents staff throughout the organisation on many issues and presents their views at the Partnership Forum and other working groups such as the Board subgroups, policy development, and health and safety.

Duncan became involved in the work of NHS Quality Improvement Scotland after representing staff during the negotiations around the transfer of the Scottish Intercollegiate Guidelines Network (SIGN) from the Royal College of Physicians to NHS Quality Improvement Scotland in January 2005.

He is the Evidence Manager at 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.

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## The role

### Director of Workforce

**Location:** Glasgow or Edinburgh base with hybrid working

**Grade:** Executive Level D

**Salary:** £86,094 – £110,296

Healthcare Improvement Scotland is seeking an exceptional leader for the role of Director of Workforce. The postholder will be a vital member of the Executive Team, actively contributing to and participating in the governance, strategic development and corporate management of Healthcare Improvement Scotland.

As the strategic lead for all workforce related matters, the Director will develop, drive and manage all aspects of the organisational development and workforce strategies. The post holder will also provide corporate management and governance of the People and Workplace Directorate and provide expert professional leadership and advice to provide leadership at Board level for people management and development matters founded on the principles of Staff Governance.

As a strategic leader, the Director of Workforce will work collaboratively across the health and care system, especially with other national NHS boards, to ensure there is an efficient and effective approach to HR management and workforce planning.

## ◆ Person specification

### Qualifications

- Educated to degree, or equivalent
- Corporate membership of the Chartered Institute of Personnel and Development (MCIPD)

### Knowledge and experience

- Demonstrable senior level experience
- Proven leadership experience and demonstrable success in a senior HR management role in either the NHS, social care, government agency, or voluntary sector
- Significant and successful senior management and leadership of change

### Personal attributes and skills

- Excellent verbal and numerical reasoning skills
- Inclusive and highly effective leadership which inspires staff
- Excellent influencing, interpersonal and communication skills
- Ability to lead, motivate and inspire people to continuously improve
- Sound judgement and political acumen
- A commitment to personal development
- High degree of personal resilience, with the ability to work with competing priorities and under pressure
- Personal integrity, transparency, and honesty
- Commitment to promoting equality and equality

## ◆ Timetable and applying for the role

**Deadline for applications:** 28 July 2025

**Chemistry session:** 13 August 2025

**Successful candidates:** will participate in a psychometric assessment, skills deployment inventory and stakeholder engagement exercise

**Full panel interview:** 29 August 2025 at Gyle Square, Edinburgh

If you are interested in a discussion about the role or further information please contact **Aspen People** on **0141 212 7555**.