

Paper 2 – PHR Programme Dashboard Report

Public Health Reform Programme Board – 23rd May 2018

Public Health Reform Programme
Date Produced: 16th May 2018

Programme RAG Status		Number of open risks				Number of open issues		
Amber		2	5	2	0	0	0	0
Programme Summary	The programme is progressing with the 9 commissions/ projects being initiated to date. Due diligence activities are being supported by the PHR programme team. Additional representatives to be involved in the commissions have been sought and names passed onto the leads. Legal advice around legislation options has been provided and a workshop with members of the PHOB to discuss the options is being arranged. Project Initiation documents for the corporate arrangement projects are being drafted and will be shared with the Programme Board for approval following the decision on the legislation. Comms and engagement continues with the launch of the PHR website and a local government event is being arranged for mid June. The PHR team have been undertaking considerable work to produce the final version of the Public Health priorities report.							
Commissions/ Projects	Leads	Public Health Scotland						
Improving Health Commission	Health Scotland / IJB Chief Officers' Group	Overall RAG	Number of open risks			Number of open issues		
Summary	Project Team established and deliverable 1 submitted 12th April 2018. Progress being made on deliverables 2 & 4. Revised PID with amended dates for deliverables 4, 5 & 6.							
Protecting Health Commission	NSS / Scottish Directors of Public Health Group	Overall RAG	Number of open risks			Number of open issues		
Summary	Project Team established and deliverable 1 submitted 12th April 2018. Progress being made on deliverables 2 & 3. Risk log to be established							
Ensuring appropriate, effective & high quality health and social care services Commission	NSS / IJB Chief Officers' Group / HIS	Overall RAG	Number of open risks			Number of open issues		
Summary	Commission issued end April, project team being established. Reporting to commence in June.							
Underpinning Data & Intelligence Commission	NSS / Improvement Service	Overall RAG	Number of open risks			Number of open issues		
Summary	Project Team established and deliverable 1 submitted 12th April 2018. Progress being made on deliverables 2 & 3 however deliverable 2 due date is now 22/5/18. Risk log to be established							
Leadership for public health workforce development	Health Scotland / Improvement Service	Overall RAG	Number of open risks			Number of open issues		
Summary	Commission issued end April, project team being established. Reporting to commence in June.							
Leadership for public health research, innovation and applied evidence	ScotPHN	Overall RAG	Number of open risks			Number of open issues		
Summary	Commission issued end April, project team being established. Reporting to commence in June.							
Optimising Public Health Workforce Arrangements	TBC	Overall RAG	Number of open risks			Number of open issues		
Summary	The PHR Co Directors are discussing the commission and co-chairmanship of the SLWG with NHS Scotland and Local Authority Chief Executives.							
Commissions/ Projects	Public Health Scotland - Corporate Arrangements							
Corporate IT	TBC	Overall RAG	Number of open risks			Number of open issues		
Summary	Project Initiation Document being drafted.							
Functions, Governance and Legislation	Public Health Reform Team	Overall RAG	Number of open risks			Number of open issues		
Summary	Legislation options identified, further discussion required to understand associated benefits and risks and identified best legislative option.							
Workforce – Organisational development	NSS / HS	Overall RAG	Number of open risks			Number of open issues		
Summary	Commission issued end April, discussions on best approach in progress.							
Commissions/ Projects	Whole System							
Public Health Priorities Project	Public Health Reform Team	Overall RAG	Number of open risks			Number of open issues		
Summary	Public Health Priorities publication being drafted. Agreed new publication date of 7th June 2018 (previously provisional date of 31st May 2018). Ministerial launch planned for 14th June. Project team now developing plans for next steps following publication.							

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Appendix A – Improving Health Commission Progress Report

Period covered:	17/04/18 – 09/05/18	Current Date:	09/05/18
Commission/ Project lead(s)	<p>Improving Health Commission</p> <p>Patricia Cassidy – Integrated Joint Boards Chief Officers Group</p> <p>Cath Denholm – NHS Health Scotland</p>	RAG Status:	Green
Project Manager:	Sharon Love – NHS Health Scotland		

SUMMARY OF PROGRESS:

Challenges:	<ul style="list-style-type: none"> • A key challenge is distinguishing between the requirement to make recommendations for the future landscape of health improvement in Scotland and the requirements of the health improvement function within Public Health Scotland. <ul style="list-style-type: none"> ○ <u>Causes</u> – lack of clarity within the Commission brief about the boundaries for making recommendations on the broader landscape and the new national body ○ <u>Corrective action</u> – agreement has been reached that the vision being prepared and documentation detailing the current state of health improvement, and what works/doesn't work should be about the whole system, then further work as the deliverables progress will be specifically on making recommendations for Public Health Scotland. • The Project Team are keen to detail what works and doesn't work about health improvement (both areas of focus and approaches taken to address health improvement), but also to detail what works and doesn't work about national and local infrastructure. The challenge will be the volume of work required to undertake this stage of the Commission within the timescales detailed. <ul style="list-style-type: none"> ○ <u>Causes</u> – breadth of the scope of the Commission ○ <u>Corrective action</u> – setting out clear expectations about what the Commission will be reporting on and creative use of different approaches (e.g. full day session) to develop thinking.
Achievements:	<ul style="list-style-type: none"> • The Project Team membership has been finalised • A Project Initiation Document is in development which has started to detail outputs of the Commission • A full day session has been planned to help shape documentation on what works and doesn't work about the current health improvement landscape in Scotland.

DELIVERABLES/ MILESTONES DUE FOR COMPLETION:

Target Date:	Description:	Comments:
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06/04/18	<p>Deliverable 1 Documentation containing:</p> <ul style="list-style-type: none"> • Project team with roles and responsibilities • Governance structure for the project team • A timeline for draft and final deliverables 	Completed by 09/04/18
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FUTURE DELIVERABLES/ MILESTONES:

Target Date:	Description:	Comments:
03/08/18	<p>Deliverable 2 Documentation containing:</p> <ul style="list-style-type: none"> • Approach to customer engagement • Stakeholder map 	
31/08/18	<p>Deliverable 3 Documentation containing customer requirements</p>	
03/08/18 for current state and 31/10/18 for future state	<p>Deliverable 4 Documentation containing the details listed below for both the current and future state of the health improvement function:</p> <ul style="list-style-type: none"> • Proposed benefits • Proposed benchmarks • Related organisational structures • Senior management roles and responsibilities • Staffing models and levels • Additional skills and training requirements • Additional IT systems required • Infrastructure required • Processes needed • Additional physical equipment and building requirements • Additional business processes needed • Financial requirements for any additions to the current state 	
30/11/18 and 21/12/18 for the draft and final transition plans respectively	<p>Deliverable 5 The following documentation for the transition of current and any proposed new health improvement functions from Health Scotland to the new public health body:</p> <ul style="list-style-type: none"> • A product list • A timeline • A risk register 	
21/12/18	<p>Deliverable 6 An updated and final due diligence</p>	

Activities over next Period:	<ul style="list-style-type: none"> • Project Initiation Document to be finalised • Full day session to be planned to agree overarching vision for health improvement in Scotland and to prepare the documentation detailing the current state of health improvement and what works/doesn't work in relation to the current state • Development of a broad stakeholder mapping for the Commission
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RISKS & ISSUES UPDATE:

RISKS be highlighting / escalating for resolution:

Risk No:	Description of Risk:	Corrective Action:	Owner:
1.	If the stakeholder group for this commission is not correctly identified but also well defined, there is a risk that stakeholders critical to the success of the future function are either less engaged and/or less positive in their relationships with the future function.	<p>The planned away day will help identify and reach clarity on stakeholder groups. This needs to include discussion on who to include, but also decisions about who not to include e.g. is it the role of this commission to engage with community groups, or should that be addressed differently?</p> <p>Close liaison through the PHR with other Commissions will help identify common stakeholders and support aligned and effective engagement across Commissions.</p>	Commission Project Team/PHR/Programme Board

ISSUES to be highlighted / escalated for decision:

Issue No:	Description of Issue:	Corrective Action:	Owner:
1.	The project team is very mindful that recommendations will be developed in a phased way and that the recommendations from different Commissions will interconnect. Therefore, we suggest that alignment between the thinking of different Commissions needs to be progressive (i.e. throughout the process). The issue otherwise is that recommendations could develop quite differently (e.g. with regards to local/national structures) and become very challenging to 'unpick' laterally.	The Programme Board's thoughts on and proposed approach to this would be welcome.	PHR/Programme Board

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Red	Status indicates that on current progress, against the proposed plan, activities will not be completed to schedule
Amber	Status indicates that, against the proposed plan, activities will only be completed to schedule if increased support is provided

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Green	Status indicates that the deliverable is currently meeting anticipated progress
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Appendix 2 – Protecting Health Commission Progress Report

Period covered:	23/04/2018 – 11/05/2018	Current Date:	11/05/2018
Commission/ Project Lead(s)	Kate Harley, Associate Director, HPS Andrew Fraser, Director of Public Health	RAG Status:	Green
Project Manager:	Gillian Burns		

SUMMARY OF PROGRESS:

Challenges:	<ul style="list-style-type: none"> • <i>Timescales and resources for completing the commission</i> • <i>Potential for variation in interpretation of deliverables</i>
Achievements:	<ul style="list-style-type: none"> • <i>Constitution of a representative Project Board and Strategic Advisory Group agreed at first Project Board meeting</i> • <i>Plan in place for deliverable 2</i>

DELIVERABLES/ MILESTONES DUE FOR COMPLETION:

Target Date:	Description:	Comments:
31/05/2018	Deliverable 2: Documentation outlining current Health Protection functions and how those functions support service delivery	On target
31/05/2018	Deliverable 3: Documentation outlining an approach to customer engagement, including stakeholder mapping	Timeline will be reviewed at next Project Board meeting

FUTURE DELIVERABLES/ MILESTONES:

Target Date:	Description:	Comments:
31/10/2018	Deliverable 4: Documentation outlining customer requirements	Timeline will be reviewed at next Project Board meeting
31/10/2018	Deliverable 5: Documentation setting out current and proposed future state for the health protection function	Timeline will be reviewed at next Project Board meeting
31/08/2018	Deliverable 6: Product list, timeline and risk register for the transition of current and any proposed new Health Protection functions from NSS to the new public health body	Timeline will be reviewed at next Project Board meeting
31/08/2018	Deliverable 7: Update and finalise the related due diligence intelligence	Timeline will be reviewed at next Project Board meeting

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Activities over next Period:	<ul style="list-style-type: none"> • <i>Finalise membership of Project Board and SAG</i> • <i>Agree chairmanship of SAG</i> • <i>Further work to finalise inputs to deliverable 2</i> • <i>Prepare final deliverable 2 summary for approval by project board on 11.06.18</i> • <i>Further work to agree inputs to deliverable 3 and develop approach</i> • <i>Review overall timeline for deliverables for discussion on 11.06.18, expectation is that end date will push out to December 2018</i> • <i>Set up risk register</i>
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RISKS & ISSUES UPDATE:

RISKS be highlighting / escalating for resolution:

Risk No:	Description of Risk:	Corrective Action:	Owner:
	Risk register to be established, but following risks identified by PB: <ul style="list-style-type: none"> - Lack of mission clarity and/or mission creep - Delay in delivery of commission - Groups working on commission are not representative - Lack of resource to complete commission 	Coordination at PHR team level	

ISSUES to be highlighted / escalated for decision:

Issue No:	Description of Issue:	Corrective Action:	Owner:
N/A			

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Appendix C – Public Health Priorities Progress Report

Period covered:	April 2018 – June 2018	Current Date:	23 May 2018
Project Manager:	Miriam Wallace	RAG Status:	Green
Project Sponsor:	Public Health Reform Programme Board		

SUMMARY OF PROGRESS:

Challenges:	<ul style="list-style-type: none"> • <i>Ensuring adequate opportunity for feedback to draft publication</i> • <i>Ensuring data requested for publication fits the ask</i> • <i>Tight timescales to get feedback into document and final draft to APS</i> • <i>Enabling endorsements</i>
Achievements:	<ul style="list-style-type: none"> • First draft of PH Priorities publication sent to PHR Team for comment. • Endorsements received from key organisations across the public and third sectors. • Set out initial thoughts on Implementation Plan.

MILESTONES DUE FOR COMPLETION:

Target Date:	Description:	Comments:
31 May 2018	Provide final approved text, data and infographics to APS	

FUTURE MILESTONES:

Target Date:	Description:	Comments:
7 June 2018	Publication of Public Health Priorities	
14 June 2018	Joint community launch event involving SG minister and COSLA leader	Target slipped due to availability of ministers to attend launch.

Activities over next Period:	<ul style="list-style-type: none"> • Create post-publication implementation plan • Continue communications and engagement with stakeholders to build support and endorsement.
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RISKS & ISSUES UPDATE:

RISKS to be highlighted/escalated for resolution:

Risk No:	Description of Risk:	Corrective Action:	Owner:
12	There is a risk of lack of effective planning towards implementation of the agreed priorities across the whole system.	Continuing effective engagement with whole system beyond publication of the priorities; and clear implementation plan that meets policy and programme objectives.	Asif Ishaq

ISSUES to be highlighted / escalated for decision:

Issue No:	Description of Issue:	Corrective Action:	Owner:
N/A			

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Appendix D – Underpinning Data & Intelligence Commission Progress Report

Period covered:	23/4/18 – 11/5/18	Current Date:	10/5/18
Commission/ Project lead(s)	Paul Dowie, IS Scott Heald, PHI Diane Stockton, HS	RAG Status:	green
Project Manager:	Gillian Burns		

SUMMARY OF PROGRESS:

Challenges:	<ul style="list-style-type: none"> • <i>Resources - releasing resource capacity to undertake the required work</i> • <i>potential for duplication of effort and confusion between the various commissions</i>
Achievements:	<ul style="list-style-type: none"> • <i>Good working relationships, structure and governance established</i> • <i>Good progress with deliverable 2</i>

DELIVERABLES/ MILESTONES DUE FOR COMPLETION:

Target Date:	Description:	Comments:
30.4.18	Current data & intelligence functions in NSS, HS & IS and how they support service delivery	Revised to 22.5.18

FUTURE DELIVERABLES/ MILESTONES:

Target Date:	Description:	Comments:
31 st May 2018	3. Approach to customer engagement, including stakeholder mapping.	On track
31 st Oct 2018	4. Outline of customer requirements.	On track
31 st Dec 2018	5. Current and proposed future state for the data and intelligence function,	On track
31 st Dec 2018	6. Product list, timeline and risk register for the transition of current and any proposed new data and intelligence functions from National Services Scotland and Health Scotland to the new public health body.	On track
31 st Oct 2018	7. due diligence intelligence (Annex C)	On track

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Activities over next period:	<ul style="list-style-type: none"> • <i>Further work by each organisation to finalise inputs to deliverable 2</i> • <i>Prepare final deliverable 2 summary for approval by project team on 22.5.18</i> • <i>Work to define a process for customer engagement</i> • <i>Review of stakeholder maps across the organisations</i>
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RISKS & ISSUES UPDATE:

RISKS be highlighting / escalating for resolution:

Risk No:	Description of Risk:	Corrective Action:	Owner:
	None at commission specific level. Share common risks across commissions eg lack of resource, challenging timelines, potential impact on April 2019 target, duplication of work between commissions, commissions taking different views	Coordination at PHR team level	SG PHR team

ISSUES to be highlighted / escalated for decision:

Issue No:	Description of Issue:	Corrective Action:	Owner:
1	A common definition of “public health intelligence” is required and should be shared across the commissions to ensure clarity around meaning, minimise use of assumptions and to provide clarity around the overlap and interface between commissions.	This commissioning group are working to the following definition, taken from the public health skills framework and ask the PHR team to approve and share across commissions. “the surveillance and monitoring of population health and the determinants of health and wellbeing; support for evidence-based practice; and assessment of the effectiveness of policies, programmes and services”.	SG PHR team
2	Clear from work to date on deliverable 2 (describing the current state) that the commissioning models between Scottish Government and PHI are very different to those between Scottish Government and Health Scotland. For example, PHI receives additional allocations for specific work (e.g. waiting times) – should this commission assume this type of arrangement will continue, or will there be move to a model more like the current arrangement between Scottish Government and Health Scotland where the new body will determine its own priorities, and not be constrained by additional funding streams.	Clarity is requested from the PHR team regarding the proposed strategic governance of PHS.	SG PHR team

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3	Lack of clarity around the proposed funding model for PHS may impact on thinking around potential organisational models. eg PHI is funded via a combination of baseline funding and commissioned funding.	Clarity is requested from the PHR team regarding the proposed funding model for PHS.	SG PHR team
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