

Public health reform

Target Operating Model

December 2018



Creating Public Health Scotland – Target Operating Model

Public health reform has set a vision for 'a Scotland where everybody thrives'.

Throughout 2018 more than a dozen pieces of work have been thinking and engaging on how we can create a Public Health Scotland that will **support, enable and drive change** to achieve this vision.

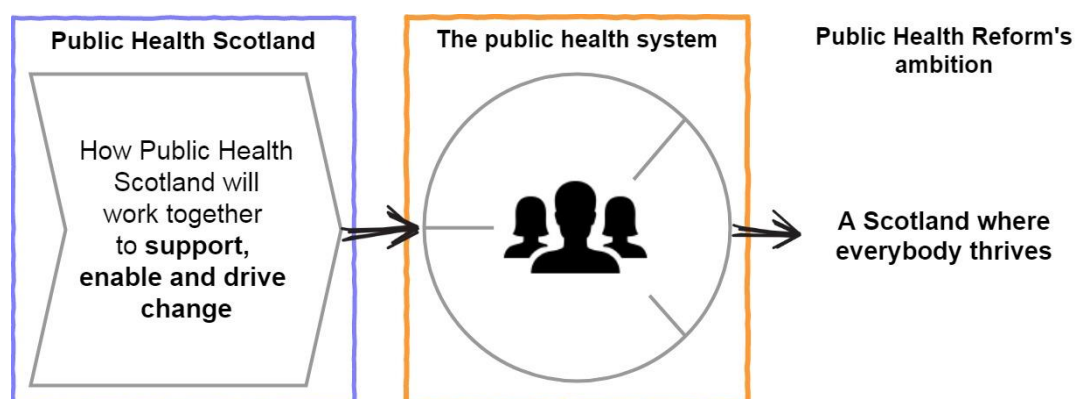
In early 2019 we are bringing all that thinking together into a target operating model (TOM) for Public Health Scotland.

What is a target operating model?

An operating model describes how an organisation currently works and delivers for others. It does this by breaking the organisation into smaller parts.

A target operating model describes how we want the organisation to work in the future.

Public Health Scotland's target operating model is about how all the parts of the new organisation will work together to support and enable the wider public health system to deliver the reform programmes ambition for the new body.



For Public Health Scotland our aim is to have two target operating models, the

- **Day One Target Operating Model** will say how Public Health Scotland will work on 1 December 2019, its first day in operation
- **Future Target Operating Model** will describe how we want Public Health Scotland to work in the medium term, in a three to five year timescale.

How are we developing the target operating model?

Developing the target operating models is part of the process that takes us from understanding what Public Health Scotland needs to do through to creating Public Health Scotland on 1 December 2019 and beyond.

Commissions and projects engage on and imagine the future

- **April-December 2018**
- Commissions and project engage with stakeholders on what they need from PHS in the future
- Commissions propose how PHS can best deliver that

Drawing together the TOM

- **January 2019**
- Bringing together the work of the commissions and projects into a first draft TOM

Shaping the TOM

- **February and March 2019**
- Sharing the first TOM with stakeholders and staff to help shape it up

Finalising the TOM

- **March 2019**
- Based on what stakeholders and staff have said, finalising the TOM

Start working towards the day one of Public Health Scotland

- **April-November 2019**
- Start implementing transition plans to create Public Health Scotland
- Sharing the final proposed TOM with stakeholders and staff

Who will we involve in shaping the target operating model?

Through the commissions and the projects there has already been a lot of engagement with stakeholders and staff. We want to continue that as we shape the target operating model.

- We will be producing a summary of the first draft target operating model in January for commissions to share with their stakeholders. This will also be shared with staff.
- In February we will be meeting with key professional groups and also be running a series of focus groups with stakeholders to share the target operating model with them and hear their reactions
- In February we will create opportunities for staff to provide feedback and shape the emerging target operating model
- In March we will be running a series of staff events for everyone who will be transferring in to Public Health Scotland to share the proposed target operating model with them and listen to their perspectives

What happens after the proposed target operating model is finalised in March?

The Public Health Reform Programme Board will then sign off the final proposed target operating model.

After that

- We will share the final proposed target operating model with staff and stakeholders
- Work will begin on preparing for day one of Public Health Scotland on 1 December 2019

For further information:

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