

# Public health reform

A Scotland where everybody thrives



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

## First Look: Target Operating Model



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# The vision for public health reform

*A Scotland where everybody thrives*

## The ambition...

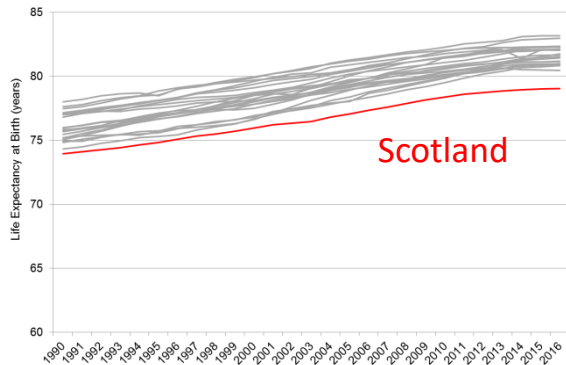
Scotland to be a **world leader** in improving the public's health, **using knowledge, data and intelligence in innovative ways**, creating a **culture for health** in Scotland, with an economic, social and physical **environment which drives, enables and sustains** healthy behaviours, and where **individuals take ownership of their health**.

*Public Health Scotland will be instrumental in supporting, enabling and driving change to achieve this vision, and supporting Scotland to have a public health system fit for the challenges of the 21st century*



# Why public health reform is needed.... and how success will be judged

## Scotland's poor relative health



## Significant & persistent inequalities



## NHS in Scotland 2018



## Unsustainable pressures on health and social care services



# Public Health Scotland

## - the intent

- **Strong public health leadership**
- **High quality, effective and supportive health improvement, health protection and health care public health functions**
- **Intelligence, data and evidence led**
- **Key role in enabling and supporting delivery at a local and regional level**
- **Strong leadership roles in relation to: public health research; innovation; public health workforce**



# Public Health Scotland

## - what the form needs to support

- **A visibly 'new and different' organisation**
- **A whole system approach**
- **Clear focus on supporting local systems**
- **Innovation**
- **External focus**
- **Strong partnering**



# The Emerging Target Operating Model

## PLEASE NOTE—

This document is a working draft. It will change significantly.

Throughout January, February and March 2019 we have a planned programme to shape future versions of this document.

It will engage the staff who will become Public Health Scotland, stakeholders who will work with or have an interest in the work of Public Health Scotland and those responsible for overseeing the new organisation.

This version is shared with the Public Health Reform Programme Board for the 22 January 2019 meeting for discussion and comment.

We are sharing alongside it several of the key commission deliverables which have shaped it. These are for reference so programme board members can see how the commission's thinking has shaped this document.

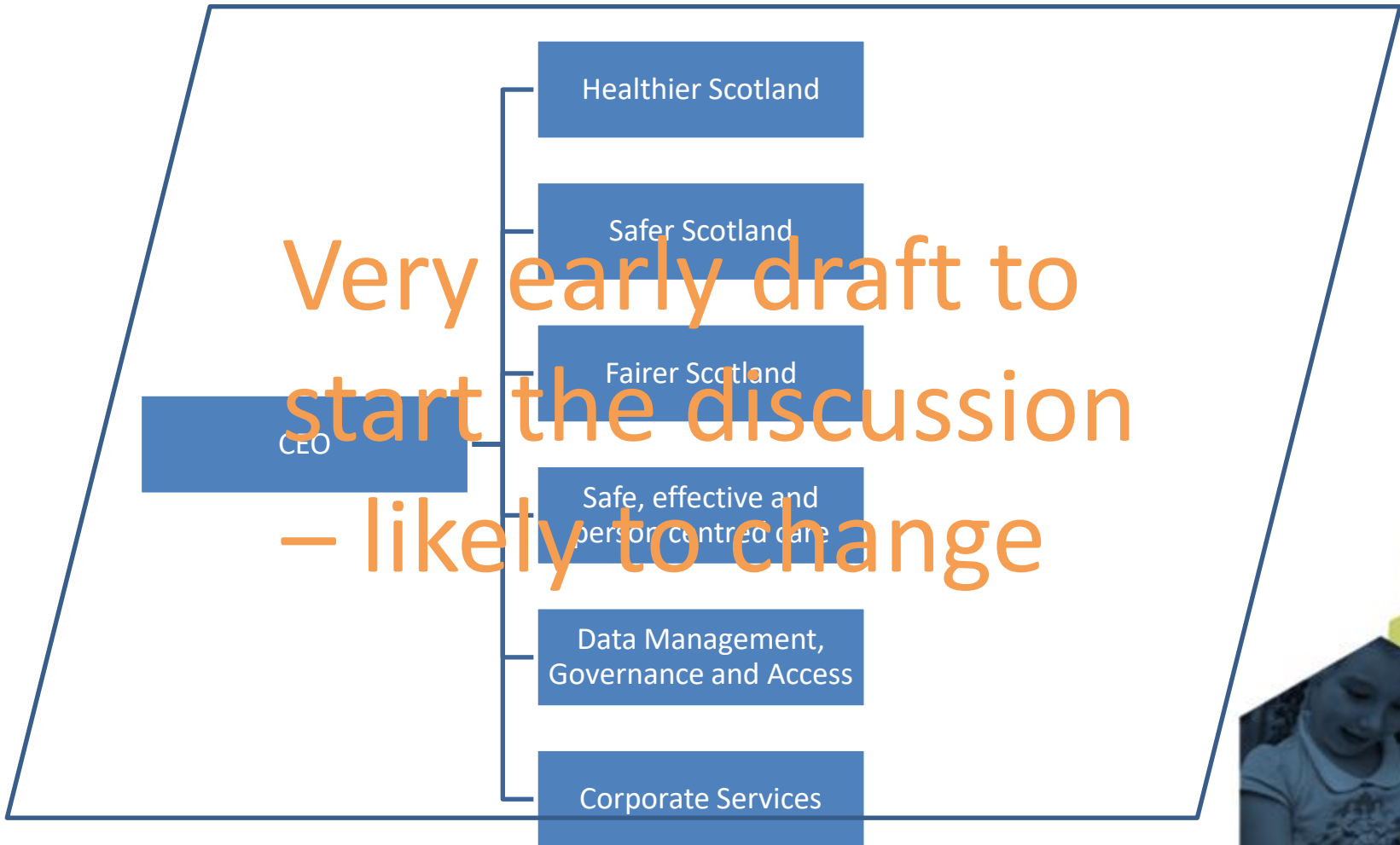


# TOM Status Summary

Element	Status
PH System	On track
Processes	On track
Organisation	On track
Location	Dependent on Accommodation Project
Information System	Dependent on IT & Digital Project
Suppliers	Dependent on Corporate Services Project
Partners	On track
Management Systems	Dependent on Governance Project
Finance & Revenue	Dependent on Finance Project



# Initial Structure





# Healthier Scotland

- Focuses on social determinants of health and health improvement strategy
- Helps national and local policy makers with knowledge and advice on policy development and evaluation
- Helps local practitioners and communities put health improvement strategy into practice



# Safer Scotland

- Focuses on protecting health, including alcohol, tobacco and drugs
- Helps national policy makers develop policy
- Helps national and local organisations coordinate and respond to health protection issues



# Fairer Scotland

- Focuses on creating an inclusive economy and ensuring good work for all
- Helps policy makers develop effective economic, employment and anti-poverty policy
- Helps employers improve employment practice



# Effective, Safe and Person Centred Health & Social Care Services

- Focuses on shifting the balance of care towards a population focus and prevention
- Helps health and social care service planners improve population health by providing analyses of population health needs and identifying areas for service improvement



# Data Management, Governance and Data Access

- Focuses on providing the data underpinning Public Health Scotland's work
- Helps Public Health Scotland support and enable others by providing timely, appropriately available, fit for purpose and well governed data
- Helps develop connections in data across the public health system
- Helps researchers access data



# Corporate Services

- Focuses on delivering the essential services required for Public Health Scotland to function (or manage those services)
- Helps Public Health Scotland to make the best use of its resources so that it meets and exceeds the needs and expectations of all its stakeholders
- Helps Public Health Scotland understand its own performance, identify where it wants to improve and make that change



# Office of Public Health Strategy, Partnerships, Innovation, Development and Research

- Focuses on taking the big picture, long term view of Scotland's public health
- Helps the whole public health system to monitor progress on the public health priorities and identify priorities for innovation
- Helps the public health workforce develop by leading on non-topic specific professional training and development
- Helps researchers by coordinating, encouraging and funding research in Scotland's public health



# Initial Structure

## Strengths

- Focus on impact
- Looks and feels different
- MDTs promote internal collaboration, innovation, and reduce bureaucracy

## Areas for Improvement

- Outcomes
  - not system-wide, comprehensive or mutually exclusive
  - already out of date nationally, may not match Public Health Scotland's future strategy
- External focus
  - external collaboration and partnering





# Questions

- Are you content with the general direction?
- Have you anything you wish us to consider on some of the gaps we have identified and are now filling?
- Are there gaps we have not thought of?
- What are your reflections on the structure proposals from the commissions?
- Should we continue to pursue the outcomes structure?
- What are your thoughts on the initial set of Directorates?
- Any additional requirements for the senior leadership team?
- Any specific feedback on any of the Commission deliverables you want us to explore/ challenge/seek further details on?
- Innovation – which of the four options should Public Health Scotland adopt?



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