

Public Health Reform Programme Specialist Public Health Workforce Commission

Summary of high level, initial appraisal of the 6 options against agreed criteria



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Date Published: 18th February 2019
Version: 0.2
Commission/ Project ID: PHR06

Options considered:

- Option 1 - Move staff in public health departments to local authorities
- Option 2 - Move staff to health and social care partnerships (IJBs)
- Option 3 - Staff remain in NHS Boards (+ PHS)
- Option 4 - All staff from Public Health Departments move to PHS and deployed from there
- Option 5 - Regional public health hubs
- Option 6 - Hybrid model with national, regional and local elements

The group were asked to consider the 6 options against the following criteria and to provide comments prior to scoring against the options:

- **Efficient**
 - Best use of resource
- **Effective**
 - Maximum impact on population health
- **Dynamic Public Health leadership**
 - presence across the public and third sector system to mobilise and deliver
- **Resilient**
 - Capacity to maintain delivery
- **Ease of establishing this model (Practicalities)**
 - presence across the public and third sector system to mobilise and deliver

1 (least likely to achieve) – 4 (most likely to achieve)

Results across options:

Figure 1 shows that options 1 and 2 scored lower than all other options across all criteria. Options 3, 4 and 6 scored better than the other options in general, but differed on the criteria on which they did best. Option 3 scored best on practicalities, option 4 scored best on resilient and option 6 best on efficiency (Figure 2).

Figure 1 – Mean scores across dimensions for each option

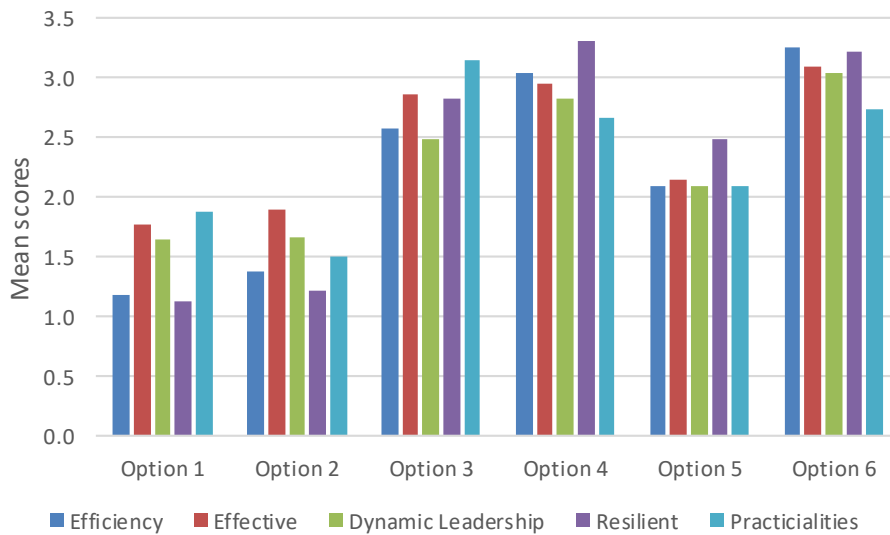
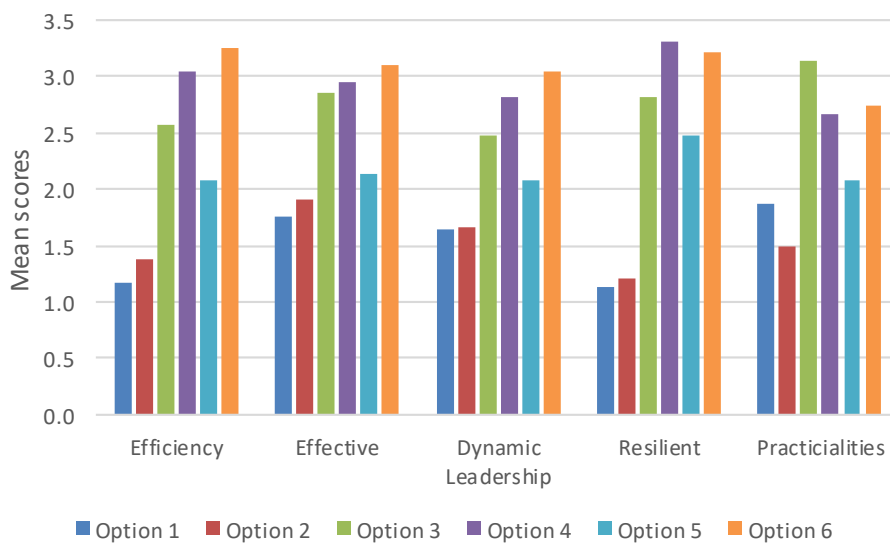


Figure 2 – Mean scores across options for each dimension



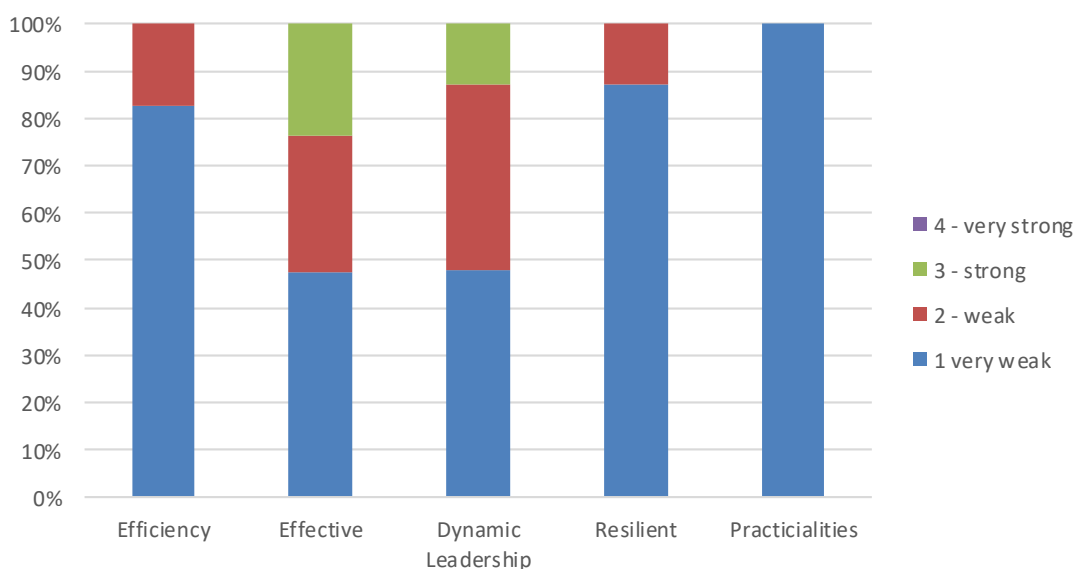
Results – option 1

The most common score given across all dimensions of option 1 was ‘Unlikely to achieve’ (the mode in Table 1 below). The mean was higher, especially for the effective and dynamic leadership dimensions. The scoring for option 1 was remarkably consistent across voters with small standard deviations and a narrow interquartile range, with some more variation in voting patterns for the effective and dynamic leadership dimensions (Table 1 and Figure 3). Option 1 consistently scored lowest amongst all of the options available.

Table 1 – Summary statistics for scoring of option 1

	Efficiency	Effective	Dynamic Leadership	Resilient	Practicalities
Number of votes	23	21	23	23	23
Mean	1.2	1.8	1.7	1.1	1.9
Standard deviation	0.4	0.8	0.7	0.3	1.7
Median	1	2	2	1	1
Interquartile range	1 to 1	1 to 2	1 to 2	1 to 1	1 to 1
Mode	1	1	1	1	1

Figure 3 – Scoring for option 1



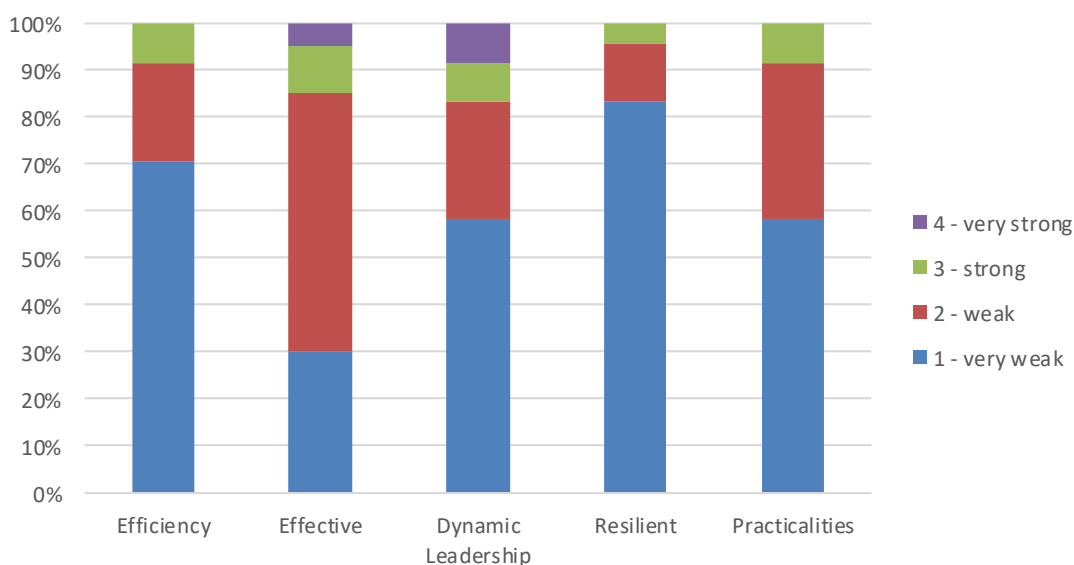
Results – option 2

The most common score given across four of the five dimensions for option 2 was ‘Unlikely to achieve’, the exception being the ‘effective’ dimension in which the most common score was ‘Possible to achieve’. Option 2 scored better in the effective and dynamic leadership dimensions, with some more polarised voting on those aspects. The voting for efficiency, practicalities and, especially, resilient, was consistently low (Table 2 and Figure 4). Overall the scoring for option 2 was better than for option 1, but still substantially lower than the other options.

Table 2 – Summary statistics for scoring of option 2

	Efficiency	Effective	Dynamic Leadership	Resilient	Practicalities
Number of votes	24	20	24	24	24
Mean	1.4	1.9	1.7	1.2	1.5
Standard deviation	0.6	0.8	1.0	0.5	0.7
Median	1	2	1	1	1
Interquartile range	1 to 2	1 to 2	1 to 2	1 to 1	1 to 2
Mode	1	2	1	1	1

Figure 4 – Scoring for option 2



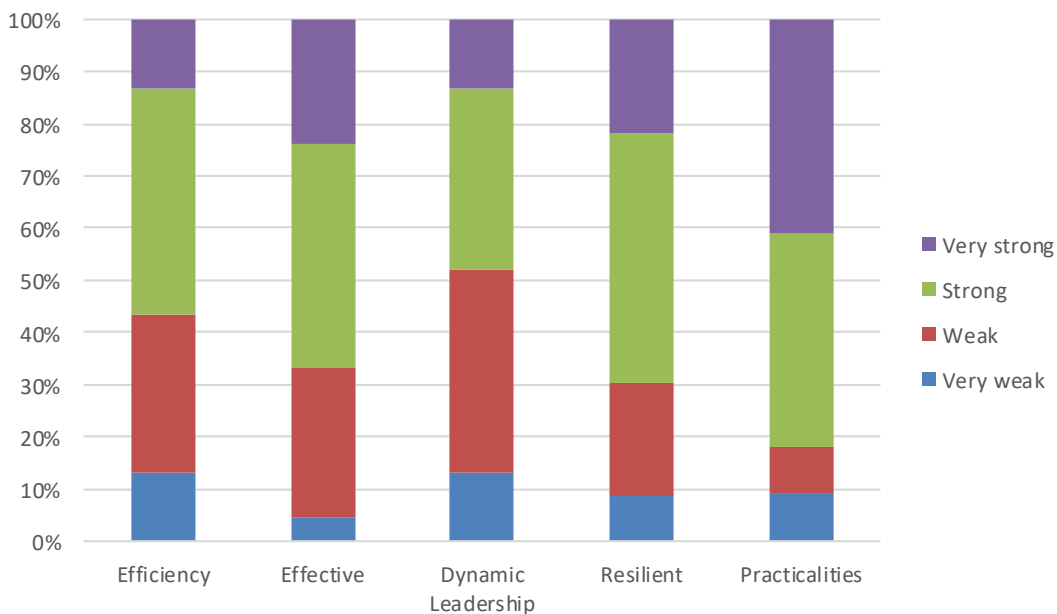
Results – option 3

The most common scores across all dimensions for option 3 was ‘Likely to achieve’, with the exception of dynamic leadership in which the most common score was ‘Possible to achieve’. Scoring on option 3 was more polarised than options 1 and 2, with several people scoring ‘Unlikely to achieve’ and ‘Almost certain to achieve’ for the same dimension (Table 3 and Figure 5). Overall, the scoring of option 3 was higher than for options 1, 2 or 5, but lower than for 4 or 6. The key reason for the lower scores than options 4 or 6 was the polarised voting, with some very high and some very low votes.

Table 3 – Summary statistics for option 3

	Efficiency	Effective	Dynamic Leadership	Resilient	Practicalities
Number of votes	23	21	23	23	22
Mean	2.6	2.9	2.5	2.8	3.1
Standard deviation	0.9	0.9	0.9	0.9	0.9
Median	3	3	2	3	3
Interquartile range	2 to 3	2 to 3	2 to 3	2 to 3	3 to 4
Mode	3	3	2	3	3

Figure 5 – Scoring for option 3



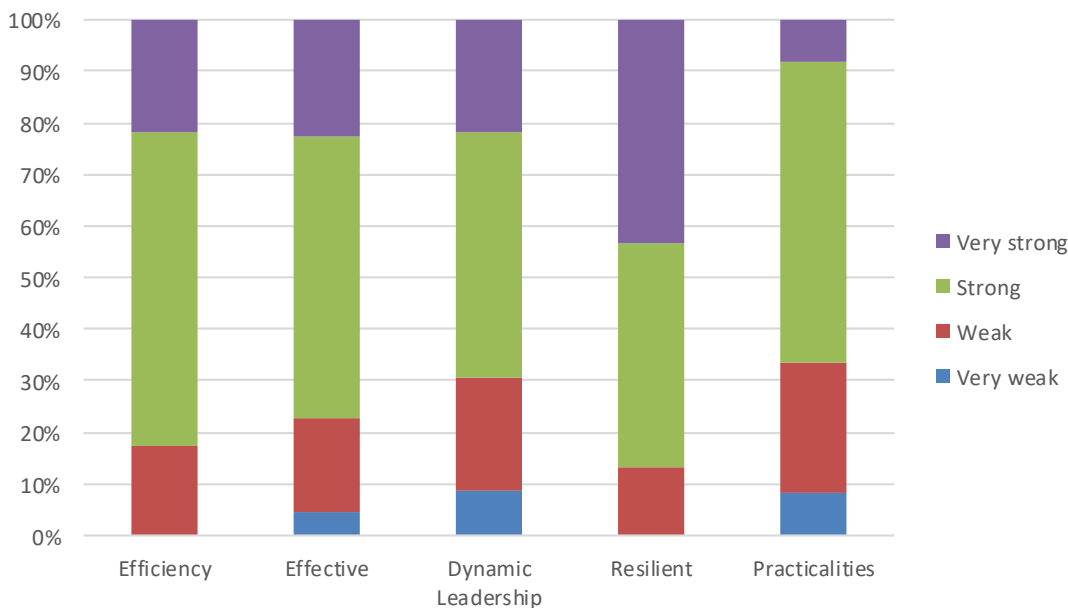
Results – option 4

The most common score across all dimensions for option 4 was ‘Likely to achieve’. This option scored consistently higher than options 1, 2, 3 or 5; and was similar to option 6. It scored best for the resilient and efficiency dimensions but was more polarised for dynamic leadership and practicalities with some people voting those as ‘Almost certain to achieve’ and ‘Unlikely to achieve’ (Table 4 and Figure 6).

Table 4 – Summary statistics for option 4

	Efficiency	Effective	Dynamic Leadership	Resilient	Practicalities
Number of votes	23	22	23	23	24
Mean	3.0	3.0	2.8	3.3	2.7
Standard deviation	0.6	0.8	0.9	0.7	0.8
Median	3	3	3	3	3
Interquartile range	3 to 3	3 to 3	2 to 3	3 to 4	2 to 3
Mode	3	3	3	3	3

Figure 6 – Scoring for option 4



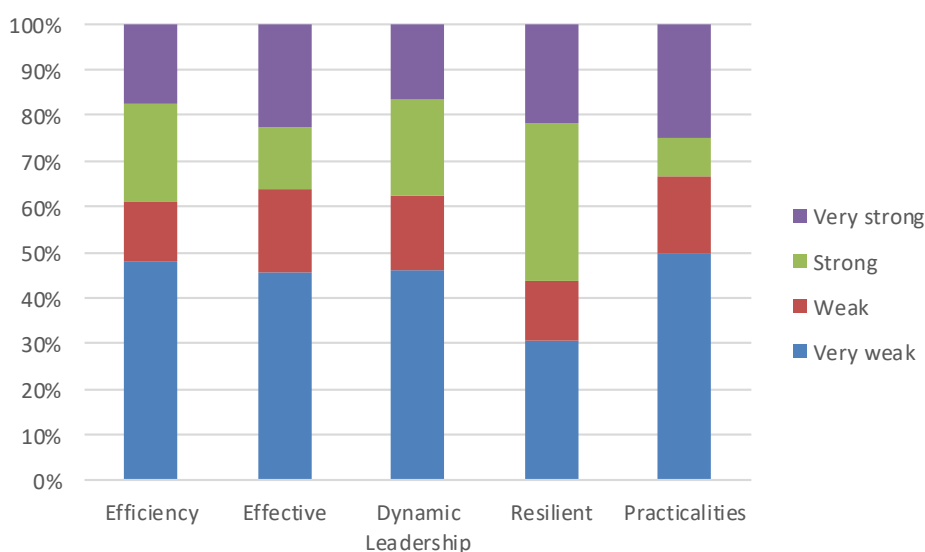
Results – option 5

Option 5 was the most ‘marmite’ of options, with people very polarised on whether this was a strong or weak option. Relatively few people, compared to the other options, ranked this as simply ‘Possible to achieve’ or ‘Likely to achieve’ across the dimensions. As a result, the standard deviations and interquartile ranges for all dimensions in this option are the greatest of all the options (Table 5 and Figure 6).

Table 5 – Summary statistics for option 5

	Efficiency	Effective	Dynamic Leadership	Resilient	Practicalities
Number of votes	23	22	24	23	24
Mean	2.1	2.1	2.1	2.5	2.1
Standard deviation	1.2	1.2	1.2	1.2	1.3
Median	2	2	2	3	1.5
Interquartile range	1 to 3	1 to 3	1 to 3	3 to 3	1 to 3.5
Mode	1	1	1	3	1

Figure 6 – Scoring for option 5



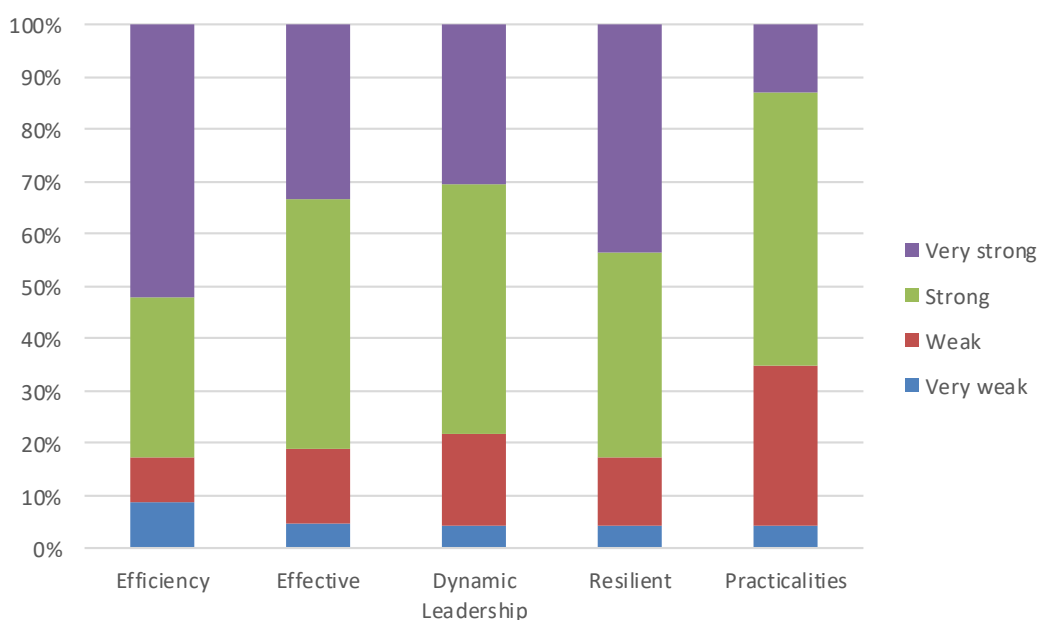
Results – option 6

Option 6 scored highly across all domains, but particularly efficiency and resilient. Options 4 and 6 scored similarly across domains although there were votes identifying this option as ‘Unlikely to achieve’ in all domains. Despite this, the standard deviation and interquartile ranges were relatively small as most people identified this option as Likely to achieve or Almost certain to achieve in all areas (Table 6 and Figure 7).

Table 6 – Summary statistics for option 6

	Efficiency	Effective	Dynamic Leadership	Resilient	Practicalities
Number of votes	23	22	23	23	23
Mean	3.3	3.1	3.0	3.2	2.7
Standard deviation	1.0	0.8	0.8	0.9	0.8
Median	4	3	3	3	3
Interquartile range	3 to 4	3 to 4	3 to 4	3 to 4	2 to 3
Mode	4	3	3	4	3

Figure 7 - Scoring for option 6



Notes:

- Caitlin collated the spreadsheet with all the individual scoring for me.
- The data available are not linked to individual voters, and so no attempt to look at inter-rater scoring differences or systematic differences between voters can be undertaken.
- There were between 20 and 24 votes cast across the criteria and options. This means that not everybody voted for all options. The denominator for each criterion/option has been adjusted to account for the missing votes.
- Six options were scored.
- People were invited to score 1, 2, 3 or 4, with 1 being low/poor and 4 being high/good. I have coded this as Unlikely to achieve, Possible to achieve, Likely to achieve, Almost certain to achieve.
- Neither median nor modal summary measures are particularly good for this form of data. The visual summaries of the results are probably the most reliable way of communicating the results fairly. However, to identify the issues to look at and to provide summary measures, both are provided (alongside their appropriate measures of precision).

Summary

- Options 1 and 2 scored low across all domains with substantial consistency in the voting pattern. This suggests that the group were clear that these options were not favourable.
- Option 5 was a very polarising option with the group voting this Almost certain to achieve and Unlikely to achieve, with few people expressing a 'middling' view. This suggests that this option doesn't have a shared understanding across the group, or people have very different views on the strengths and weaknesses of this option. Overall, this scored third lowest of the options.
- Option 3 scored higher than option 5 (and was the third highest ranked option overall), but also generated polarised views with people expressing Almost certain to achieve or Unlikely to achieve preferences.
- Options 4 and 6 came out similarly with consistently high scores across domains. Notably they both scored lower for practicalities but highly for efficiency and resilience.