

# Public Health Scotland

# Target Operating Model

## Stakeholder Briefing

February 2019



# Creating Public Health Scotland

## Target Operating Model 1.0

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

One of the aims of reform and a commitment in the Health and Social Care Delivery Plan was to create a new national body for public health in Scotland. This body will be called Public Health Scotland.

Public Health Scotland will bring together NHS Health Scotland, with Information Services Division and Health Protection Scotland, currently part of National Services Scotland.

But we know that to meet Scotland's public health challenges, Public Health Scotland needs to be more than the sum of its parts.

### **Ambition for Public Health Scotland**

The ambition for Public Health Scotland is to deliver an organisation equipped to meet Scotland's future public health challenges

- Focus on improving healthy life expectancy and reducing health inequalities
- Support a whole system approach focused on working together to make the biggest difference to people's health
- Integral to a public health function in Scotland that is high profile, informed by high quality evidence, professional expertise, and provides authoritative leadership
- Focused on delivering improvements in the public's health across Scotland at the local level on issues that matter to local communities

Throughout 2018 more than a dozen pieces of commissioned work and projects 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.

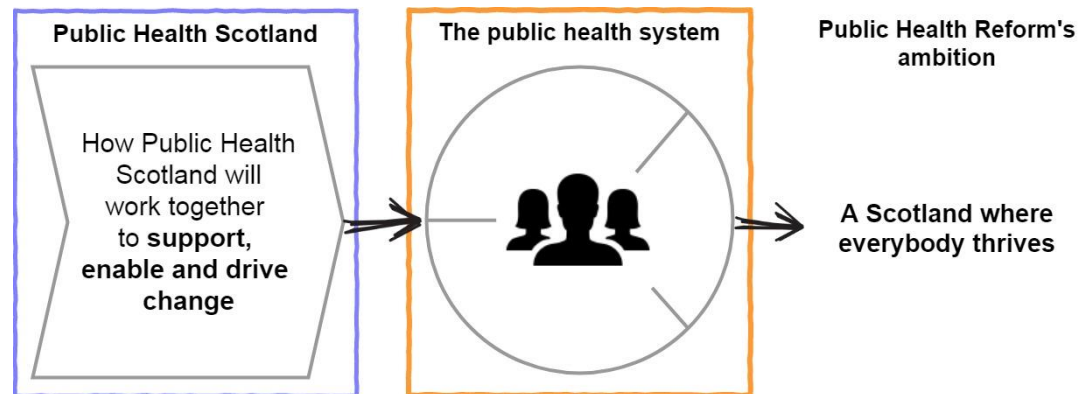
We are now bringing all that thinking together into a target operating model (TOM) for Public Health Scotland.

### **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 programme's ambition for the new body.



Public Health Scotland's TOM will cover both how the new organisation will work on 1 December 2019, which will be its first day in operation, and how it will work in the medium term, in a three to five year timescale.

## How are we developing the target operating model

Stakeholders and staff said they want Public Health Scotland to feel collaborative, inclusive and innovative to work with and in. We aim to emulate that in the process of developing the TOM.

The TOM is based on the work of the commissions and projects in 2018. They have engaged hundreds of stakeholders at events and through surveys. They have also been listening to staff. More than 450 staff took part in a survey about the future values and culture of Public Health Scotland and around 350 have attended events run by the commissions.

Now we are sharing TOM 1.0 – the first full draft of the TOM – with staff and stakeholders to hear what people think. It isn't fully worked out. There are still a lot we need to work through. But we want stakeholders and staff to be part of that process, to join the train of thought and share their perspective.

Based on your feedback and the feedback from staff and other external stakeholders, we will be developing a new iteration of the TOM which will go to the programme board.

## What's in TOM 1.0?

Based on the work of the commissions and projects, TOM 1.0 describes the contribution that Public Health Scotland will make to the wider public health system – how we will support and enable it to meet Scotland's public health challenges.

It goes on to talk about the ways in which our work will change to help us to do that better. Staff and stakeholders both said they want the culture of Public Health Scotland to be **collaborative, inclusive and innovative**. Staff said they want the values of the new body to be **respect, integrity, collaboration, innovation and excellence**.

Building on the work of the commissions, it proposes we organise Public Health Scotland based on the outcomes for how the organisation will support the public health system in Scotland. It sets out seven sets of draft outcomes for the wider system and Public Health Scotland.

- National policy is well informed and takes every chance to improve and protect Scotland's health and reduce health inequalities
- The whole system collaborates on Once For Scotland strategies and networks
- Local policies and planning improve population health
- The public health community is competent and works together
- The public health system is supported to respond to public health challenges
- Public Health Scotland's data is appropriately managed and local areas are supported to build their data linkages and capability
- Public Health Scotland meets and exceeds the needs and expectations of its stakeholders

It also outlines the core responsibilities Public Health Scotland will have in its executive management team to enable it to deliver.

## **How you can shape Public Health Scotland**

Right now there are gaps in the TOM. Some might find that unsettling but there is no way to be inclusive and collaborative without sharing your working.

So we want to hear from you about how you see Public Health Scotland shaping up.

- Does the offer to the wider system from Public Health Scotland match what you understand is needed?
- How do you see Public Health Scotland's work needing to change to better enable and support the wider system than it does now?
- Have we got the outcomes for organising the organisation right?
- What responsibilities do you see as essential in Public Health Scotland?

Please take time to read TOM 1.0, think about the questions above and send us your feedback to [publichealthreform@gov.scot](mailto:publichealthreform@gov.scot) – include TOM 1.0 in the subject line so we don't miss your feedback.

## **Our commitment**

The TOM will bring together the perspectives of hundreds of different people all across public health in Scotland. Because of the diversity of perspectives, in some areas it will have to make a choice about which one perspective best meets the ambitions of public health reform.

Nevertheless, in developing the TOM we want everyone who will move into Public Health Scotland to feel

- You have been able to share your view
- You were listened to carefully
- Your views were taken seriously

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**February 2019**

**For further information:**

**Visit [www.publichealthreform.scot](http://www.publichealthreform.scot) or follow [@phrscot](https://twitter.com/phrscot)**