

UPDATE ON PROGRESS AND NEXT STEPS ON PUBLIC HEALTH SCOTLAND'S 2020-2023 STRATEGIC PLAN

PHS Paper No: 03/20

Agenda item 5

20 May 2020

Purpose

This paper updates the Board on the work to date on Public Health Scotland's strategic plan, the challenges and impact of COVID-19 on that, and proposes a way forward.

Recommendation

We recommend the Board

- **Notes** the updates the Board on progress on and the planned next steps on Public Health Scotland's strategic plan
- **Endorses** the proposed approach to the 2020-23 strategic plan
- **Agrees** to consider it further at the June 2020 board development session

Lead Officer: Vicki Bibby, Head of Strategy, Governance and Performance

Paper author: Tim Andrew, Organisational Lead for Strategy, Planning & Change

Update on Progress and Next Steps on Public Health Scotland's 2020-23 Strategy

1. Background

Public Health Scotland's strategic plan builds on years of extensive engagement and evidence gathering.

The Public Health Reform programme was formed in 2017/18 to deliver the actions for public health set out in the 2016 Health and Social Care Delivery Plan. The reform programme engaged extensively and widely across Scotland to develop Scotland's first shared public health priorities – a key recommendation from the 2015 Review of Public Health. It convened an expert panel that interrogated the broadest range of evidence and data sources to inform the development of the priorities with evidence on the scale and depth of the impact on Scotland's health and wellbeing.

The reform programme also created a series of 'Commissions' co-led by Public Health Scotland's legacy bodies and stakeholders from the public health system. These were to advise in the set-up of Public Health Scotland and its future focus. The commissions covered the domains of public health, how Scotland's public health and specialist workforces should work, and the values Public Health Scotland should adopt. These commissions in turn engaged widely too. Each commission produced a series of reports on what Public Health Scotland could do in the future.

Much of the work of these commissions was aggregated into Public Health Scotland's Target Operating Model 2.0 (TOM). The TOM went through three months of extensive engagement including receiving formal written feedback was approved by the Public Health Reform programme board in May 2019. It committed Public Health Scotland to produce

- a strategic plan by the end of September 2020
- an organisational change plan by the end of December 2020

In anticipation of this, we started this work in December 2019. We engaged with 477 staff through a series of 10 staff events in February and March. Feedback from other stakeholders was that they felt engaged on the 'big picture' of Public Health Scotland and wanted to engage on the

specifics of what we will deliver. Given this strong foundation, further engagement will be tailored around more specific options on future public health activity.

The emerging strategic plan builds on existing evidence and on the engagement with stakeholders and staff throughout public health reform.

- It posed Scotland's health and wellbeing challenge as the key one for Public Health Scotland (our relatively poor health, inequalities in health outcomes, and the impact of these on public services)
- Its key message was that by working together, within Public Health Scotland and across the wider system, we can address these challenges – it's working title was Together, We Can
- It explicitly positioned Public Health Scotland's contribution to the National Performance Framework – especially to the health outcomes of healthy life expectancy and premature mortality – and towards COSLA's strategic priorities of inclusive growth, tackling child poverty, wellbeing and climate change
- We engaged on the public health reform vision as the one Public Health Scotland would adopt ('a Scotland where everybody thrives')
- It said to meet this challenge and achieve this vision Public Health Scotland had to build on the best of our legacy bodies by (1) doing different things and (2) doing things differently

The feedback from staff was very positive. They engaged with the aim and purpose of the organisation. They liked the vision and recognised the values which had been developed by a cross organisational group of staff.

We have started a further evidence review pulling together the most recent intelligence about the scale, impact and what can work to address Scotland's health and wellbeing challenge. This was structured around Scotland's public health priorities, plus quality and sustainable health care and health protection.

From the start of April to the start of May much of our work has been focused on the response to CoVid19 and this activity in itself will support the future direction of the work of Public health Scotland.

2. Current Situation

COVID-19 clearly presents an enormous challenge to Scotland's health and wellbeing, and responding to it a major strategic and operational

challenge to Public Health Scotland. COVID-19's challenge goes beyond health. It affects the quality and sustainability of health, social care and other public services. Its impact on social care emphasises the importance of effective partnering with local government. Its social and economic impact exacerbates the underlying issues in Scotland's health and wellbeing: poverty and inequality. While there has never been a more challenging time to create a national public health body, there has never been a time when we have needed one more.

As well as collaborating closely on an immediate effective clinical response to this situation, we are already engaging with others on how we can help social and system recovery.

Our next steps in developing the plan are to complete our recent refresh of the evidence base and reset our engagement plans. We will use this evidence to identify and target the most important partners we need to work with to make the greatest impact. These partners will be national, regional and local. We will work with our sponsors to find ways to appropriately engage with stakeholders in this different environment. We will also prepare a draft of the strategic to focus our discussion by July.

3. Approach

We are proposing

- We continue to work to publish our strategic intent for the end of September. This means we will have an ambitious prospectus based on evidence and engagement to direct the organisation's future a planning and change, and to inform future resource allocations through the Spending Review for our ongoing support for Scotland's response to and recovery from COVID-19 and addressing other public health priorities.
- Our 2020-23 strategy is a rolling strategic plan, i.e. we will refresh it annually. This will help us plan over these three years and measure the impact of our work and interventions.
- The plan will define the challenge, the opportunities, the values, they key objectives and the direction of our work for 2020-23.

4. Board Involvement

It is important to have the Board's input to the strategic plan, recognising and building on the extensive evidence gathering and engagement that has been undertaken. We have summarised the Board's input at its induction session (see Appendix A).

We therefore recommend the Board allocates some of the June Board development session to this subject.

5. Financial and resource implications

There are no direct financial implications arising from the recommendations in this paper. The plan adopted will be supported by a financial plan that works within the budget allocations.

6. Risk assessment and management

We have been monitoring and addressing risks related to Public Health Scotland's strategic plan throughout its development process.

7. Recommendation

We recommend the Board

- Notes the updates the Board on progress on and the planned next steps
- Endorses the proposed approach to the 2020-23 strategic plan
- Agrees to consider at the plan at the June 2020 Board development session

APPENDIX A: NOTES OF BOARD INPUT ON STRATEGY AT BOARD INDUCTION

The Board met on 7 May 2020 for the first time.

Regarding Public Health Scotland's strategy, they commented that:

- We must be clear what our role is in the strategy and how we influence other organisations to ensure they have a public health lens. This will include the public, private and third sectors.
- We will have to work through other organisations – particularly health boards, directors of public health and local government.
- Local government will have a significant role to play.
- Public Health Scotland will play a central role in prevention and intervention agenda.
- Society will not accept no change – there are huge public health challenges and opportunities.
- The challenge is creating an economy around wellbeing – but we are seeing economic voices and pressures to take us back to the model of pre-COVID-19.
- We will have more people having an insight into poverty etc and we need to discuss that with society.
- The pandemic allows us to challenge the assumptions that we cannot do things. We need to talk about what we can do. Public Health Scotland needs to occupy the positive space.
- Stakeholders are willing to have a more collaborative approach
- Public Health Scotland needs to hold onto the urgency created by COVID-19 because many of the issues existed beforehand. We need to harness the positive results of change (including behavioural) and apply learning to stimulate rapid change.