

Board Meeting: 23 November 2018

We are working towards all our publications being available in an accessible format. In the meantime if you require this paper in a more accessible format, please contact us using this email address nhs.healthscotland-ceo@nhs.net

MANAGING NHS HEALTH SCOTLAND'S LEGACY

Recommendation/action required:

The Board is invited to note the plans and progress around managing the legacy of NHS Health Scotland as we transition into Public Health Scotland over the coming year.

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MANAGING NHS HEALTH SCOTLAND'S LEGACY

Purpose

1. This paper provides the Board with an update on plans to manage the legacy of NHS Health Scotland as we transition into Public Health Scotland over the coming year.
2. This work has two broad outcomes:
 - The contribution NHS Health Scotland has made to improving the health of the people of Scotland and reducing health inequalities has been clearly articulated to key stakeholders
 - The learning of what works in fairer health improvement and what has worked about our organisation is synthesised and shared with decision makers and key contributors to the success of Public Health Scotland, including the staff of the new body.

Background

2. As a result of the Board's steer that we take a proactive approach to managing the legacy of NHS Health Scotland, this paper summarises the work to date and planned, including:
 - One or more outputs that capture our achievements and learning as an organisation and presents it in an engaging way
 - An event with key invited stakeholders to celebrate our legacy
 - Internal briefing papers (e.g. on our intangible assets, our leadership approach) that support staff influencing aspects of public health reform through the Commissions, Projects, formal board meetings and so on.
3. At the Board Seminar on 5 October, the Board affirmed that:
 - The focus of all our legacy work should be the future
 - We should focus on strategic highlights and pieces of work that have significantly impacted on our vision and mission and/or will have an important and lasting role in the new organisation
 - There is enthusiasm for the work across the organisation. We have set up a working group to develop the programme, including representatives from Public Health Science and Health Equity, including staff with expertise in marketing and design.

4. We are exploring options that will:
 - Ensure that outputs from the programme are engaging and accessible, and efficient to produce
 - Employ creative use of visuals in programme outputs, including infographics and short films
 - Ensure a modern forward-looking look and feel.
5. Our Sponsor Team is supportive of this approach and has agreed that the formal written outputs from this work will take the place of a 2018/19 Impact Assessment Report.

Finance and Resource Implications

6. With the lead coming from the Strategy Directorate, a large number of staff from across the organisation are contributing to legacy work in a variety of ways and will continue to do so. While working to keep the time spent on this proportionate to the impacts expected, it should also be noted that for many staff, opportunities to be involved in some aspect of legacy work is in itself affirming though this period of change. The Strategic Development team will keep an overview of all outputs and capacity requirements identified
7. A small financial investment will be required – this is likely to be no more than £5,000 to cover any printing and events costs.

Staff Partnership

8. Our approach to managing our legacy was discussed with the Partnership Forum on 15 November. As above, it is hoped that proportionate involvement in legacy work will be useful in supporting staff through change and transition by celebrating and acknowledging the huge impact our workforce has made to the public health improvement agenda.

Communication and Engagement

9. We will be engaging extensively with staff and stakeholders over this year, with management of our legacy being a theme throughout all of that. There will be opportunities for staff from all across the organisation to make a contribution to the outputs and attend the event.
10. An external communications and engagement plan will be developed to support our attendance at the NHSScotland event in June and the planned Stakeholder Event in the Autumn. The plan is likely to focus on social media, supported by short film clips of key stakeholders and staff.

Corporate Risk

11. There is a risk that, as a result of a well-prepared report, there are internal or external perceptions that NHS Health Scotland is unwisely diverting resources

into looking backwards rather than forwards. This risk will be mitigated by ensuring that all work in this regard is positioned as taking what we know works and what we have learnt with us into the future. We will also take care over the choice of report format, event venues etc.

12. There is a risk, as a result of drawing on contribution analysis for some of this work, that we are seen to be claiming credit for impact that was not solely a result of our work. This risk will be mitigated against by being very clear in our messages that we share our ambition for a fairer, healthier Scotland with many others and work in partnership and/or in parallel with many other organisations with a stake in fairer health improvement. The inclusion of some stakeholder reflection in our outputs and events will also support this aim.

Issues Associated With Transition

13. Our work to manage our legacy is already playing an important role in the transition of NHS Health Scotland into Public Health Scotland. Our aim is to demonstrate our legacy, ensure that the learning from NHS Health Scotland is being synthesised and disseminated to inform the planning and operation of Public Health Scotland and acknowledge the role of our workforce in furthering fairer health improvement in Scotland.

Promoting Fairness

14. A central element of this work is to tell the story of how we have changed our strategic direction from improving health across the board, to fairer health improvement and how we believe that direction needs to be sustained. One of the key messages will be around our learning in relation to fairness, social justice and taking a human rights based approach to health. It is hoped that the report will help embed this approach in the planning and operation of Public Health Scotland.

Sustainability and Environmental Management

15. We will take a Digital First approach where this meets the aims of the individual outputs. However, it is suggested that some outputs may be in hard copy to support face-to-face engagement and for staff.
16. If printed materials and products are developed we will follow our normal sustainable procurement practice. We ensure that raw materials are produced ethically, manufactured under ISO:14001 and Carbon Balanced approved. Our work in this area has been recognised by the World Land Trust and Woodland Trust, from which the organisation has received certifications.

Action / Recommendations

17. The Board is invited to note the plans and progress around managing the legacy of NHS Health Scotland over the coming year.