# Public Health England's Operating Model



### Mission and values



From its establishment in April 2013, Public Health England will be the authoritative national voice and expert service provider for public health.

### Mission

Public Health England's overall mission will be to protect and improve the health and wellbeing of the population, and to reduce inequalities in health and wellbeing outcomes.

It will do this in concert with the wider health and social care and public health system, and with key delivery partners including local government, the NHS, and Police and Crime Commissioners, providing expert advice and services and showing national leadership for the public health system.

### **Purpose**

Public Health England will work with partners across the public health system and in wider society to:

- deliver, support and enable improvements in health and wellbeing in the areas set out in the Public Health Outcomes Framework
- lead on the design, delivery and maintenance of systems to protect the population against existing and future threats to health.

#### Role

Public Health England will work with its partners to provide expert evidence and

intelligence, and the cost-benefit analysis that will enable local government, the NHS, and the voluntary, community and social enterprise sector, among others, to:

- invest effectively in prevention and health promotion so that people can live healthier lives and there is reduced demand on health and social care services, as well as on the criminal justice system
- protect the public by providing a comprehensive range of health protection services
- commission and deliver safe and effective healthcare services and public health programmes across the whole lifecourse and across care pathways; from prevention through to treatment, from children's services to mental health and wellbeing, substance misuse services, screening programmes and older people's services
- ensure interventions and services are designed and implemented in ways that meet the needs of different groups in society advancing equality of opportunity between protected groups<sup>1</sup> and others, and reducing inequalities.

A transformed public health system will rely on a strong and capable workforce, building on the core professionalism and high standards of current practice while working in new ways and with new partners. Public Health England will work with partners to ensure the effective supply and deployment of a qualified and expert workforce across the system and to provide professional support for those working in public health specialisms.





The organisation will harness its experience, intelligence and evidence base to promote transparency and improvement in performance across the public health system, and to provide impartial and expert advice to policy makers across Government on the best operational means to achieve public health goals.

### Ways of working

### Working with local government

The transformed public health system will be built on local action. Local authorities, supported by their Directors of Public Health, are the local leaders for public health. Public Health England will not duplicate the work that they do. Instead, Public Health England will be the expert body with the specialist skills to support the system as a whole. Public Health England will carry out functions and activities that would not be practicable to replicate in each local authority. Public Health England will support local authorities in their new role by providing services, expertise, information and advice in a way that is responsive to local needs. It will support local authorities to ensure action taken is on the basis of best available evidence of what works.

## Working with the NHS Commissioning Board

Public Health England will provide a public health service to the NHS Commissioning Board to support the commissioning and delivery of health and wellbeing services and programmes. Public Health England will be providing public health and population healthcare advice to the NHS Commissioning Board. It will work with the NHS Commissioning Board to ensure that

the prevention of ill health and promotion of good physical and mental health and wellbeing are addressed systematically across services and care pathways.

As recommended by the NHS Future Forum in its November 2011 interim letter, further work will be done in 2012 to establish and publish the arrangements of how Public Health England and the NHS Commissioning Board will work together. This will set out how NHS commissioners can obtain population health advice from Public Heath England and how both organisations will be accountable for performing their roles effectively and in partnership.

### Working with Government

Public Health England will be an executive agency of the Department of Health, and its Chief Executive will be accountable, both to the Permanent Secretary and the Secretary of State for Health, for its performance and strategic development. This operational independence will allow Public Health England to provide impartial, evidence-based information to Government departments, and support the Chief Medical Officer in providing cross-Government public health advice.

### Working with the devolved administrations

Public Health England will be able to coordinate nationwide action where necessary, including working with the devolved administrations to tackle nationwide threats to health from infectious disease, radiation, chemicals and other health hazards, and to enable effective UK-wide emergency preparedness, resilience and response arrangements.





### Working with expert partners worldwide

Existing and emerging challenges to health need innovation and an increasingly global approach. Public Health England will:

- work with partners in academia and across the public health system in the UK and internationally to identify, understand and develop approaches to tackling new and emerging threats to health
- have a strong practical focus on fostering innovation, and on evaluating and disseminating effective practice from learning across the system to protect and improve health
- develop and draw on new behavioural science techniques, and use these to implement new approaches to support the public to make healthier choices
- work in strong partnership with the public health workforce.

### **Functions**

Public Health England will achieve its aims through a wide range of activities, working with partners across and beyond the public health system. Public Health England will have three main business functions:

- 1. Delivering services to national and local government, the NHS and the public.
- 2. Leading for public health.
- 3. Supporting the development of the specialist and wider public health workforce.

### **Culture and values**

Public Health England will need to develop its culture and values, and the Chief Executive designate and senior team

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© Crown copyright 2011 Produced by the Department of Health www.dh.gov.uk/publications will lead this process during the transition to the new organisation in 2012/13.

Public Health England will demonstrate:

- advocacy for public health, across all of its work for quality improvements and greater positive population health effects of healthcare and social care services
- a culture of subsidiarity, focused on support for local accountability and action and commitment to adding genuine value through its nationwide activity
- clear focus on its goals of improving and protecting health and wellbeing, and reducing inequalities
- commitment to open, respectful and constructive partnership working across the public health system, recognising and valuing the roles and expertise of others
- scientific and analytical rigour, dedicated to providing impartial and objective advice, evidence and expert judgement and taking action on the basis of the best available evidence
- a forward-looking, flexible and innovative approach, constantly seeking to develop new ways of tackling challenges, and harnessing learning from different sectors and countries
- transparency and accountability in the way it delivers all its functions
- valuing its people, with an inclusive culture and commitment to equality and to fair opportunities for all to progress
- strong financial discipline, with value for money and cost-benefit analysis at the heart of its services and operations, and commercial expertise to enable generation of income from its activities where appropriate, to offset the costs of its operations.

<sup>&</sup>lt;sup>1</sup> There are nine protected groups in Equalities and Human Rights Legislation. These are age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation.