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#### JOB DESCRIPTION

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| 1. JOB IDENTIFICATION |
| Job Title: Head of Public Health Intelligence  Responsible to: Lead Consultant for Population Health  Department: Public Health and Health Policy  Directorate: Public Health and Health Policy  Operating Division: Corporate  Job Reference: 160030  No of Job Holders: 1  Last Update: May 2023 |
| 2. JOB PURPOSE |
| To lead the management, long-term strategic planning, development and coordination of the Public Health Intelligence Team in the provision of highly complex and multifaceted specialist evidence-informed public health intelligence; relating to portfolios of work within the Directorate and informing policy and practice across NHS Lothian and its partners.  To lead the modernisation and delivery of NHS Lothian’s Public Health Intelligence Function, ensuring the development and delivery of intelligence systems and products are prioritised and aligned to the needs of other Directorate services and those of our key stakeholders.  To lead on the analysis, interpretation and communication of data to assist in planning, policymaking and service delivery related to Public Health and wider organisational priorities.  To act as an expert resource for NHS Lothian on public health intelligence, advising on appropriate action required by the NHS and Integrated Joint Boards in Lothian. Responsible for highly specialist expertise in the area of Public Health Intelligence and accountable for these areas, to the Director of Public Health, in ensuring professional standards; internal and external standards; talent management; day-to-day and long-term public health intelligence strategy and implementation; long-term strategic planning and overall development.  Responsible for leading and directing these areas of work and reporting to the Lead Consultant for Population Health (who has 1 day per week allocated to the Lead Consultant role), updating them on the correct course of action, analysis and interpretation required and ensuring these are implemented and any required resolutions are agreed and enacted.  Responsible for the operational management of the public health intelligence team. |
| 3. DIMENSIONS |
| **Strategic and Planning Responsibilities:**  Establishing a rolling programme of Public Health Intelligence modernisation informed by local needs, evidence and best practice. This will include strategic input towards advancing NHS Lothian as an intelligence-led organisation. Co-ordinating and planning the delivery of this programme against the short- and long-term objectives of the Directorate and the wider organisation. Bringing Public Health expertise to the assessment of need, interpretation of evidence and measurement of outcomes across NHS Lothian in a way which helps the organisation better understand the health, determinants of health and inequalities in Lothian’s population. Managing uncertainty (e.g. in data availability and policy focus) and monitoring and adapting strategy and implementation based on changing internal and external factors.  Provision of expert advice around complex issues across NHSL and key external stakeholders e.g. evaluation of the impact of complex place-based public health policy interventions on health inequalities within sub-populations.  Providing a wide range of Public Health Intelligence, through information systems, to inform NHS Lothian strategic direction and shape service redesign across NHS Lothian. Examples might include: inequalities analysis at neighbourhood level for Executive Directors and IJB Chief Officers; designing; developing and maintaining interactive web-based applications (e.g. R Shiny apps) which can provide timeous public health intelligence across the organisation and/or for external partners and the public (e.g. exploring characteristics of preventable hospital admissions).  Serving as NHS Lothian’s lead population health intelligence point of contact for each of our four councils – including leading public health intelligence input central to: Joint Strategic Needs Assessments (required by Integration Joint Boards under statute); Local Development Plans (required by local authorities under statute) and informing the work of Integration Joint Boards and Community Planning Partnerships (the formal partnership of local public services).  Assessing macro-environmental contributors to population health and wellbeing, in the context of the aims of NHS Lothian and its partners, to develop a long-term strategic approach to the creation, curation and maintenance of local public health intelligence. This intelligence will frequently be used by Public Health and other NHS Lothian Directorates and partners (e.g. triangulating best-available estimates of the size of Lothian’s population and sub-populations in order to provide denominator data which is essential for resource allocation and service planning across the organisation and beyond).  Developing and communicating comprehensive and evidence-informed population health intelligence, profiling and surveillance to inform the development, implementation and evaluation of both short- and long- term NHS Lothian strategy, policy, action plans and interventions (see Information System Responsibilities below, for examples).  Creating plans and strategies employing the wide range of public health expert intelligence across NHS Lothian and the public health aspects of the work of key partners and amending and adapting these in light of emerging evidence and service needs.  Developing and implementing the offer and approach of the Public Health Intelligence Team. Establishing systems and processes and nurturing a learning culture which ensures the service is evidence-based, follows best practice and has a strategic approach to prioritisation which considers the aims of NHS Lothian, the Directorate and the needs of the population.  Ensuring the work of the Public Health Intelligence Team reflects the need for both NHS Lothian and Partners to focus on tackling inequalities.  Leading collaborative partnerships with higher education partners to commission, interpret and critically appraise the external production of public health intelligence where it is prudent to do so (e.g. the NHS Lothian, University of Edinburgh, ScotCen Lothian Public Health Survey).  Establishing and maintaining a best practice operational framework for planning, producing, sharing and storing public health intelligence and related products – ensuring alignment with key organisational policy requirements (see Information System Responsibilities below, for examples).  **Staff Responsibilities:**  Oversight of the management of the Public Health Intelligence team which includes 4 WTE Senior Public Health Intelligence Analysts, 4 WTE Public Health Intelligence Analysts and 1.2 WTE Drug Related Deaths Coordinators. Direct line management of 4 WTE Senior Public Health Intelligence Analysts. Responsible for ensuring all relevant staff have appropriate, specialist training and that this is renewed timeously.  Leading the professional development of the Team and (as applicable) the wider Directorate and partners to ensure consistently high standards within the production and use of Public Health Intelligence. Member of Population Health Division Senior Leadership Team and the Directorate Senior Management Team.  **Financial Responsibilities:**  Responsible for management of a delegated service budget of circa £350,000  Responsible for delivering financial balance, delivering required efficiencies and implementing strong financial governance, including robust and auditable controls on financial governance.  Preparing and implementing business cases and research proposals.  Preparing and implementing business cases (e.g. for the modernisation of analytical tools/platforms) and commissioning intelligence services or products (e.g. appointing a social research company following a competitive tendering process).  Authorised signatory for £100k.  **Information System Responsibilities:**  Creation, maintenance and promotion of intelligence products e.g. themed public health dashboards (hosted in R Shiny or similar) which provide locally tailored population health intelligence to inform those conducting strategic needs assessments and those who are commissioning, delivering and evaluating health and care services and public health interventions). This intelligence will be integral in supporting the organisation to make high quality decisions and, through that, to achieve improvement.  Creating systems and processes within an operational framework which produce and quality-assure end-to-end Reproducible Analytical Pipelines (RAPs); employing distributed version control systems (e.g. Git or similar); curation of open data directories with available data etc; and horizon scanning to ensure intelligence systems are agile and forward looking. Aligning this framework across NHS Lothian’s approach to developing intelligence to ensure population health intelligence approaches are embedded across the organisation, as appropriate. |
| 4. ORGANISATIONAL POSITION |
| **Director of Public Health**  Lead Consultant in Public Health (1 day/week)  Head of Public Health Intelligence  Public Health Senior Intelligence Analyst x1wte  Public Health Senior Intelligence Analyst x1wte  Public Health  Intelligence Analyst x1wte  Drug-related-deaths  co-ordinator 1.2 wtewte  Deputy Director of Public Health  Public Health Senior Intelligence Analyst x1wte  Public Health Senior Intelligence Analyst x1wte  Public Health  Intelligence Analyst x1wte  Public Health  Intelligence Analyst x1wte  Public Health  Intelligence Analyst x1wte |
| 5. ROLE OF DIRECTORATE |
| The Department of Public Health and Health Policy aims to improve and protect the health of the people in Lothian as part of a whole system approach to public health in Scotland.  The department is organised around Population Health, Healthcare Public Health and Health Protection. The post-holder will join the Public Health Intelligence Team in the Population Health Division. All activity takes into account post-pandemic recovery and renewal demands.  There is a strong commitment to multi-disciplinary public health reflected in the range of staff within the department.  The Public Health Intelligence Team leads on creating and delivering expert Public Health Intelligence policy, advice and product (information and intelligence) to inform NHS Lothian policy and practice and that of key partners. |
| 6. KEY RESULT AREAS |
| Support NHS Lothian’s values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviours and attitudes.Lead on epidemiological advice for NHS Lothian, setting up and directing multi-agency working groups on public health intelligence and developing strategy in regard to needs assessment; provision of new services; emerging statistical evidence e.g. long-Covid; vaccine uptake and hesitancy.Responsible for leading and developing long-term public health intelligence policy and strategic plans to inform, shape and support strategy development across the organisation and with appropriate partners. This includes the surveillance, monitoring and assessment of population health, the determinants of health, and inequalities e.g. life expectancy in a geographical area; levels and types of morbidity over time; obesity levels in infants and children and investigations of changes in patterns.Responsible for evaluating and making recommendations to improve the quality, effectiveness and efficiency of policy, services and interventions as they relate to public health issues. For example: designing and developing information systems which will explore service or intervention performance and outcomes through evaluation, audit or research e.g. information systems for the quantitative analysis of infectious diseases across various geographies.Lead for the Directorate around matters of information governance, ethics and research and development providing direction and advice to teams to support them in complying with organisational policy and navigating processes and supports out-with the Directorate (e.g. linking with colleagues and pathways in Research and Development, Information Governance and IT Security).Track and critically appraise emerging policy, public health evidence, trends, new approaches and research methodologies within the public health arena to develop and maintain the credibility of Public Health Intelligence and to ensure continued influence on future policy and practice. Develop policy and practice guidance for analysis, use and interpretation of public health intelligence across NHS Lothian. To provide an expert intelligence function to provide similar input for the public health aspects of the work of key partners.Lead on identifying relevant research gaps, developing, and disseminating research projects accordingly, for example presenting to senior public health and IJB partners. Ensure the work of the Public Health Intelligence Team reflects the need for both NHS Lothian and partners to focus on tackling inequalities.Develop robust and relevant intelligence reports and presentations to inform decision-making – using best practice to continuously enhance existing intelligence and develop new intelligence to support the changing needs of the Directorate and our stakeholders (key stakeholders include: other Directorates across NHS Lothian; Integration Joint Boards; Community Planning Partnerships; Council directorates central to the broader determinants of health (e.g. Housing and Employability); Public Health Scotland and other national agencies).Lead, develop and mainstream information systems to support monitoring and reporting of public health intelligence. This includes reviewing the intelligence needs of all Directorate services and functions and developing innovative solutions to meet those needs. The post holder will manage the design, development, delivery and maintenance of a suite of information systems, e.g. the Core Population Health Indicators which are coded to import, clean, analyse, and interpret population health data from multiple external sources and are hosted in a curated set of interactive R-Shiny web applications. Personally developing and/or quality assuring often complex technical analyses.Lead the interpretation and development of health intelligence policy, practice and product. This will include building relationships, briefing and negotiating directly with senior managers and other leaders at an executive level within NHS Lothian and Partner organisations e.g. local authorities, Public Health Scotland and Scottish Government.Lead, manage and motivate the Public Health Intelligence Team, ensuring that clear objectives and performance management arrangements are in place to deliver against the Team’s objectives and ensure the appropriate support, appraisal, training and personal development of a multidisciplinary team. Responsible for ensuring all relevant staff have appropriate, specialist training and that this is renewed timeously.Responsible for overseeing the professional development and training of the Public Health Intelligence Team. Also liaising with the departmental lead for workforce development to identify opportunities for shared development or training across wider staff groups, as appropriate.Responsible for developing and sustaining relationships with key intelligence partners to identify, prioritise and scope intelligence needs and to provide highly specialist quality-assured public health intelligence outputs.Responsible for pay and non-pay finances including delegated programme budgets circa £350,000. Responsible for commissioning work where required. Authorised signatory for recruitment and resources up to £100,000. |
| 7a. EQUIPMENT AND MACHINERY |
| The following are examples of equipment which will be used when undertaking the role:  Telephone, computer, photocopier, printers, projectors, conference room equipment, video-conferencing and teleconferencing equipment.  Note: New equipment may be introduced as the organisation and technology develops. Appropriate training will be provided as required. |

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| 7b. SYSTEMS |
| The following are examples of systems which will be used when undertaking the role:   1. Typical office-based software e.g. for managing e-mails, documents, spreadsheets, and presentations (e.g. the Microsoft Office™ suite) and internet browsers (e.g. Microsoft Edge™). 2. Specialist knowledge and ability to write and review code in some (and familiarity/awareness of other) software for data extraction, manipulation, storage and analysis (e.g. for quantitative data, packages such as R™ and RStudio™ or similar and relational database management systems such as SQL™ and Oracle™; for qualitative data, packages such as: NVivo™ or similar). 3. A wide range of data assets (e.g. data from national agencies, local authorities and NHS systems – such as CHI Broadcast, Trak, Prescribing Information System); systems (e.g. Alteryx, SQL server, Oracle, Data Loch) and platforms (Business Objects, Discovery, Oracle etc). 4. Corporate NHS systems. At the time of writing these include: LearnPro (e-learning); TURAS (for Personal Development Planning and Appraisals); Datix (for adverse event reporting); Job Train; ePayroll; electronic Employee Support System (eESS); eExpenses. 5. New information or intelligence systems identified and/or developed by the post-holder and their team to meet the specific needs of stakeholders where off-the-shelf solutions are insufficient for the needs of the Directorate and organisation.   **Note:** New systems may be introduced as the organisation and technology develops, however training will be provided. |
| 8. ASSIGNMENT AND REVIEW OF WORK |
| Objectives will be agreed annually with the Lead Consultant for Public Health Intelligence in consultation with the Director of Public Health. The post holder is responsible for ensuring delivery of their objectives and contributing to wider Departmental objectives. Formal review will take place at mid-year and year-end. Update of objectives and review of progress will also take place through regular 1:1 meetings.  The nature of the work will be a mixture of routine, planned and unforeseen tasks and the post-holder will need to be adept at balancing scheduled work with more reactive or time-limited opportunities and challenges.  Beyond this the post holder’s work will be informed by emerging policy and issues arising across the organisation and beyond, e.g. new Scottish Government policy or developments, and the resulting identification of need as well as evolving best practice.  Workload management is the responsibility of the post holder. The post holder is required to deploy a high level of autonomy in prioritising workload across the team to ensure all the demands of the organisation are understood and all necessary deadlines are met. |

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| 9. DECISIONS AND JUDGEMENTS | |
| The post-holder is expected to use significant levels of autonomy and judgement as to the interpretation of matters regarding strategic opportunity, organisational reputation and performance. For example, producing population health updates for NHS Lothian Board and its committees which will identify key health trends and highlight areas of concern. Take decisions and judgements relating to the strategic planning, prioritisation and delivery of NHS Lothian’s Public Health Intelligence function. Adjust focus to meet changing and often-conflicting demands, usually self-managing such issues on a day-to-day basis but conferring with or escalating to the Lead Consultant for Population Health when appropriate. Ensuring that the public health agenda is focused on tackling health inequalities and that services and interventions are evidence based. Critically analyse and quality assure complex information and intelligence to inform policy and strategic direction. For example, in order to provide intelligence around population wellbeing, data sources from NHS and external sources would have to be compared and potentially combined to generate best available proxies or estimates. Considerations such as reliability, bias, representativeness and generalisability need to be weighed critically. The post-holder will ensure that robust systems (policies and guidance) are established for data collation and analysis and quality assurance processes are in place before analysis is published/disseminated.  The post holder is responsible for interpreting national health policy and emerging research evidence in order to provide specialist and evidence-based advice to influence and/or advise Director of Public Health, colleagues, partners and senior stakeholders in order to shape ideas the direction of work and policy. The work of the post holder and their team will often have impacts upon wider Directorates in NHS Lothian, Integration Joint Boards and Community Planning Partners.  Assisting direct reports to reconcile conflicting views within the team, wider department and stakeholders in order to deliver against objectives and maintain focus upon public health priorities.  Respond timeously and appropriately to unexpected and/or new developments such as changes in policy, funding streams, new organisational structures. | |
| 10. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB | |
| Developing and maintaining effective working relationships with senior stakeholders who have competing priorities, in order to inform the work of the team. Acting as the single point of contact between the Board and other partner organisations especially Health Intelligence partners within Public Health Scotland and Health and Social Care Partnerships. Ensuring the highest standards of communication with stakeholders to ensure the Team’s priority areas are clear and objectives are met.  Being pro-active in exploring the intelligence requirements of a range of colleagues and wider stakeholders whilst also delivering high quality outputs consistently across the Public Health Intelligence Team and supporting (as appropriate) the evolving needs of the department and wider partners.  Managing the often-conflicting demands and deadlines of multiple work streams both at an individual level and through negotiation and teamwork with others.  Modernising approaches to public health intelligence, in an often financially constrained environment, where key stakeholders may not see preventative approaches as an important priority. | |
| 11. COMMUNICATIONS AND RELATIONSHIPS | |
| Highly developed written and oral communication and influencing skills are required to develop and maintain focus on public health intelligence priorities in the face of the, often competing priorities of stakeholders. Represent the Public Health and Health Policy Directorate on key national and local groups within the scope and range of their role. Influencing and negotiating skills with partners around the health inequalities agenda and new ways of working, frequently on complex and sensitive issues.  In addition to regular meetings with their line manager to report on progress and discuss personal development, the post-holder will facilitate clear communication with Public Health Intelligence team members to maintain awareness of priority areas of work and team and organisational developments and to encourage support and collaboration with colleagues. They will also foster relationships with other professional peers (e.g. intelligence staff working in other local and national areas) to encourage peer support and innovation.  Frequent contact with a range of NHS Lothian senior clinical and management staff and senior leaders in partner organisations and personnel who commission, coordinate and/or use the intelligence produced will be essential. Navigating and maintaining relationships in complex partnership landscapes (e.g. relationships will need to be fostered with senior leaders in each of four local authorities in key areas such as Community Planning, Housing and Employability (to name a few), all of which are subject to frequent change). The ability to initiate, foster and maintain key relationships with partners and peers will ensure appropriate levels of co-development, transparency and shared understanding and will be vital. Essential to remain polite but persistent when working with senior NHS and multi-agency staff who hold strong views which they may express powerfully. This will often involve advocating for collaborative approaches to intelligence in areas where senior stakeholders, e.g. boards or their sub-committees committees or large audiences of stakeholders may have conflicting priorities (e.g. focussing on population level inequalities which prevent ill-health rather than the delivery of health and social care). Communication will need to be appropriate and flexible to meet the requirements of the recipient(s), including written reports, presentations, informal briefings, group discussions, and 1:1 meetings.  The information being communicated may often be complex including confidential or sensitive material. The Head of Intelligence may attend internal and multi-agency meetings where sensitive and contentious or complex matters are discussed and decisions are made. The post holder is expected to exercise discretion in these areas.  **Internal**  Director of Public Health  Public Health Senior Management  Senior Managers in other NHS Lothian Directorates such as Strategic Planning  Lead Clinicians  Finance Assistant Director of Healthcare Planning  Executive Directors  **External**  Heads of Service and Directors in Health and Social Care  Integration Joint Boards (IJBs)  Community Planning Partnerships  Executive and senior managers in Local Authorities  Public Health Scotland  Universities  Scottish Government  Voluntary sector organisations  Other NHS Boards | |
| 12. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB | |
| **Physical**  A combination of periods sitting at a desk in office-type settings and moving around the organisation. The role will sometimes require sitting/inputting at a computer for significant portions of the working day (e.g. employing advanced keyboard skills to write and manipulate complex code within analytical software).  Occasional lifting and carrying equipment required to provide presentations and demonstrations e.g. computers, projectors, screens, items of stationery.  **Mental**  Retention and communication of specialist knowledge and information.  Significant concentration required when analysing complex data, reading, interpreting and writing documents and reports, especially when working to tight deadlines and dealing with frequent and unpredictable interruptions.  Develop, deliver and debate presentations on an occasional basis with senior colleagues and stakeholders.  Ability to respond to specific urgent requests. Work will frequently necessitate pivoting from one activity to another as opportunities and challenges arise.  Use expert knowledge of public health intelligence to develop, deliver and debate approaches and outputs with senior colleagues and stakeholders.  Need to make sound judgements, deal with unpredictable interruptions and meet deadlines.  **Emotional**  Challenges associated with partnership working. This can relate to conflicting agendas between partner agencies and the need to work towards an agreed goal or outcome.  Making complex decisions and communicating with staff members and partners.  Emotional demands of proactively challenging discrimination both in the workplace and in communities.  Occasional exposure to distressing or emotional circumstances in relation to disciplinary or grievance procedures.  The team may work with topics and data of a distressing nature (e.g. working with people with experience of trauma or conducting surveillance of drug related deaths data and patient stories).  **Environmental**  Office conditions.  Travel across Lothian, between sites, two to three times a week. | |
| 13. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB | |
| **Qualifications**  Degree level in a health, intelligence or related subject or relevant experience  Educated to SCQF Level 11 e.g. Master’s degree in area such as: epidemiology, statistics, information analysis, research methods, or relevant experience.  Additional relevant experience in health related research or intelligence work, preferably in a specialist field related to the work of the department.  **Knowledge**  Proven analytical and presentation skills, including expert knowledge of software packages such as the Microsoft Office™ suite. In depth expert knowledge and experience in health intelligence which includes:  High-level skills in accessing and using a wide range of information/intelligence sources.  Proven qualitative and/or quantitative analytical skills including a strong working knowledge of relevant software and programming (as appropriate). See the examples of analytical and database software in section 7b above.  The ability to gather, analyse, interpret and present extensive and/or complex qualitative and quantitative data and information effectively and clearly.  The ability to oversee professional, clinical and administrative functions essential to good governance of the Public Health Intelligence function.  Understanding of health improvement principles and practice.  Understanding of topics, settings or subject areas and related issues and policy.  Understanding of inequalities in health.  **Experience**  Senior and significant specialty, leadership and management, staff and budget management skills and experience. These will include:  Evidence of understanding the Public Health Intelligence needs of a territorial Health Board and their partner organisations.  Highly developed communication skills with experience speaking to executive and senior management within and beyond the NHS (for examples see section 11).  Change, leadership and influencing skills, particularly with the ability to influence change beyond the limits of direct management authority.  Understanding the Public Health Intelligence needs of a territorial Health Board and their partner organisations.  Strategic planning, staff and project management skills.  Partnership, team working and negotiation. | |
| 14. JOB DESCRIPTION AGREEMENT | |
| A separate job description will need to be signed off by each job holder to whom the job description applies.  Job Holder’s Signature:  Head of Department Signature: | Date:  Date: |