

**PUBLIC HEALTH SCOTLAND**

**JOB DESCRIPTION**

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| 1. **JOB DETAILS**
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| Job Title: **Health Improvement Manager** |
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| Immediate Senior Officer/ Line Manager Organisational Lead |
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| Department: Departments across Population Health & WellbeingDirectorate: Population Health & WellbeingLocation: Edinburgh or Glasgow |
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| CAJE Reference |

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| 1. **JOB PURPOSE**
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| To develop and manage complex projects within a range of portfolios to deliver a range of collaborative work streams that will ensure a cohesive and coordinated approach to the reduction of health inequalities and improve population health and health equity, in order to support the organisation in the delivery of corporate outcomes.To display the Public Health Scotland values of: collaboration, integrity, respect, innovation and excellence in delivering all aspects of the role. |
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| 1. **DIMENSIONS**
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| * This is a national post which works closely with colleagues in Public Health Scotland and key external stakeholders in the public sector - Scottish Government, the NHS and local government - and with the voluntary, community and private sectors.
* The portfolio of the team has a major impact on improving how Public Health Scotland contributes to the reduction of health inequalities and improves the health and wellbeing of the most marginalised and excluded people in our communities.
* The postholder is responsible for the management and development of staff within the team.
* Delegated budget authority up to £25,000.
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| 1. **ORGANISATION CHART**
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| Head of Place and Equity/Service Manager/Public Health PrincipalOrganisational Lead **Health Improvement Manager**Health Improvement Officer 1.0 FTESenior Health Improvement Officer 1.0 FTE |

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| 1. **ROLE OF ORGANISATION AND TEAM**

Public Health Scotland is responsible for leading and enabling the drive to improve health and wellbeing and reduce health inequalities across Scotland.We deliver:* strong public health leadership across the whole public health system in Scotland
* high quality, effective and supportive health improvement, health protection and healthcare public health functions.

We :* are intelligence, data and evidence led;
* have a key role in enabling and supporting delivery at local level.

We deliver leadership roles in relation to:* public health research;
* innovation to improve population health and wellbeing;
* supporting the broad public health workforce across Scotland.

**PHS is a values driven organisation and we expect all our staff to role model our values in everything they do.** **Diagram  Description automatically generated***Delete as appropriate* *The role of the* ***Strategy, Governance and Performance (SGP) Directorate*** *is to provide critical internal and external functions for Public Health Scotland with responsibility for strategic planning, performance, marketing, communications and resources (people, finance and infrastructure) and drives the organisation to deliver, with impact, an ambitious transformation.**The role of the* ***Digital & Data Innovation (DDI) Directorate*** *is to harness the power of innovation and data science to transform, expand and release the potential of our data and information assets in order to lead a data driven approach to improving public health outcomes nationally and locally.**The role of the* ***Population Health & Wellbeing (PWB) Directorate*** *is to provide world class evidence, data and public health expertise to drive improvements in the health of the Scottish population. This includes areas such as the economy and poverty, mental wellbeing, and healthy and sustainable places.* *The role of the* ***Clinical and Protecting Health (CPH) Directorate*** *is to protect the people of Scotland from infectious and environmental hazards; enable high-quality clinical and public health knowledge, research and innovation; and change clinical and public health practice by using audits at a national and local level.*  |  |
| The role of the team is develop, implement and review programme specific business planning outputs as part of the broader PHS Strategy and annual business plan.  |  |

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| 1. **KEY RESULT AREAS**
* Lead the overall development and quality assurance of the workplan ensuring that all team members have an effective work plan that is aligned to organisational outcomes and actively manage and monitor the delivery of the team’s work plan, ensuring resources are effectively allocated and projects and service planned and prioritised.
* Lead on the development of the assigned portfolio(s) through high quality, professional, innovative, creative and continuously improving approaches to engagement and involvement with external stakeholders in order to support the delivery of long term strategy to reduce inequality in health, identifying opportunities to strategically influence policy and practice at national and local levels.
* Lead the team in effectively supporting the delivery of transformational change across PHS and externally to adopt the principles of knowledge into action, improving how we relate to our stakeholders, continuously improving systems and approaches and adopting effective strategies to build the capacity of staff across the directorate to utilise these approaches effectively.
* Support corporate leaders and develop own capacity in establishing and maintaining effective relationships with a broad range of internal partners, using influencing and relationship skills to maintain partnerships and support exemplary engagement and partnership building practice across the team, directorate and the organisation. In particular, identify opportunities for engagement to support the development and delivery of the team and portfolio areas.
* Develop effective systems to collect, monitor and evaluate key performance indicators relating to the work of the team in particular and in general to support planning, performance management and reporting across the directorate. Directly input to a range of corporate documents and reports and contribute as required to the ongoing development and support of PHS’s Corporate Strategy.
* Source and provide highly specialist advice on specific work streams across the organisation that have an impact on how broader public sector strategy or policy should be delivered in order to progress action on a public health approach to reduce health inequalities. Support and coordinate the briefings and processes required to ensure the PHS senior cohort engage effectively with a range of external stakeholders and organisations.
* Critically review and analyse complex data from a variety of sources to inform and support the development and implementation of areas of portfolio work. Using Knowledge into Action principles, ensure that data is accessible for a range of audiences with a view to influencing policy and practice
* Lead, line manage, and motivate staff in the team to ensure that they are enabled to make an effective contribution to directorate and corporate objectives and that a strong ethos of continuous improvement and customer focus within the team is built and maintained. Support all staff to understand and enact the PHS values and understand their role in promoting those values and achieving strategic aims.
* Follow all required financial, project planning and reporting organisational processes, ensuring the effective management of resources by self and of the team within defined limits, and taking action or alerting manager as required, where corrective action is required.
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| 1. **ASSIGNMENT AND REVIEW OF WORK**
* Within the context of agreed objectives and functional goals, the postholder is expected to act with autonomy and initiative.
* There are monthly one to one review meetings with the Organisational Lead and more frequent informal contact as required.
* Annual objectives are agreed with the Organisational Lead as part of appraisal and ongoing development review.
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| 1. **DECISIONS AND JUDGEMENTS**
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| * Expected to make operational and autonomous decisions in all aspects of the role e.g. if projects are slipping, will make independent judgements about actions required to bring back on track.
* Operational judgements to manage conflicting views and reconcile differences of opinions, across both internal and external stakeholders, to ensure successful delivery of events and other stakeholder engagement activity.
* Assess budget and staff implications of team’s work, with appropriate remedial action, including the reallocation of resources across programmes of work within the team.
* Responsible for the performance of line managed staff and for their effective management of their line managed staff.
* Deliver support and advice to staff across the organisation from a range of disciplines and at all levels of seniority in order to influence planning and practice and evaluation across the work of teams. This is likely to require the need to challenge practice and assumptions about long-standing approaches and expectations.
* The postholder is expected to anticipate problems and risks (e.g. failure to meet legislative requirements, potential for poor external relations) and identify and act on broader and longer-term issues to ensure effective and appropriate resolution and ongoing improvement in service delivery.
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| 1. **MOST CHALLENGING PART OF YOUR JOB**
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| * Developing and maintaining constructive and effective working relationships with a range of internal and external partners who may have conflicting priorities and approaches and with non-negotiable timescales.
* Balance the requirements of a range of portfolio activities whilst undertaking specific initiatives relating to national priorities and achieving visible influence and impact beyond PHS where we do not have direct authority.
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| 1. **COMMUNICATIONS AND WORKING RELATIONSHIPS**
* Daily contact with the Organisational Lead to ensure join up of approaches and work plan.
* Regular contact with staff across the Place & Wellbeing Directorate via one to one and team meetings.
* Regular contact with staff at all levels across PHS to ensure effective engagement of staff in implementing strategic aims.
* Working autonomously, the post holder is required to develop strong working relationships and high credibility with staff, managers and directors. This will involve highly developed interpersonal, written, presentation and consultancy skills.
* Work will involve highly developed communication skills to probe issues with individuals and groups, and will involve facing and overcoming barriers to the implementation and development of organisational strategy.
* Networking with relevant senior officers in strategic planning and performance arenas both within and out with the health sector to learn from others and identify best practice.
* Significant and regular collaborative work with a wide range of staff from across the organisation to help implement change.
* The postholder will be required to communicate on a range of highly complex topics and in sensitive situations, implementing appropriate approaches to deal with conflict and resistance to change.
* Expected to forge own working relationships proactively across the organisation and beyond in order to negotiate directly with senior staff for action or joint working that will lead to the delivery of agreed project outcomes.
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| 1. **QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST**
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| * This post requires a Masters level qualification or equivalent level of experience in a related field.
* Experience in a relevant environment to tackle health inequalities and improve outcomes for the most marginalised and excluded people in our communities including minority ethnic people, with experience of working closely with and/or in the third sector as desirable.
* Project management experience, with the ability to apply project management techniques proportionately to a set of projects involving multiple stakeholders and to support others in effective project management techniques.
* Well-developed skills in relationships and engagement with communities, preferably within a national and/or political context.
* A sound understanding of structural and systemic health inequalities, the drivers and intent of equality and diversity, human rights and legislation and policy and its application in practice to the Public Sector in Scotland.
* A sound understanding of the public health system in Scotland, how it is structured and organised, and the current national policy context and drivers would be an advantage.
* Experience of implementing tools and methodologies of research, evaluation and/or service improvement.
* Outstanding interpersonal and written communication skills including presentation, group facilitation, communication skills (written and oral), influencing and negotiation, chairing and facilitating meetings, including the ability to assimilate complex information, summarise key issues and present in an effective format to a range of different audiences to improve practice.
* Excellent organisational skills including effective work planning for self and others and effective compliance with all organisational processes such as finance and audit.
* Proven ability to work and contribute effectively within and across teams, focusing at all times on the delivery of high quality services to the team’s customers be they internal or external.
* Proven skills in managing and motivating a team of staff to achieve results and provide a customer-focused service.
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| 1. **EQUIPMENT AND MACHINERY**
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| Telephone, mobile phone, PC, laptop (including remote working software), photocopier, printers, projectors, conference room equipment, video-conferencing, teleconferencing, PDAs. |
| 1. **SYSTEMS**
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| * Computer software packages:

MS Teams – collaborative meetings, communications and file sharingMS Word – documents, reports etc.MS Excel – statistics and spreadsheetsMS PowerPoint – presentationsMS Access – databasesReference Manager – publications, databasesMS Outlook and NHS net – email communication* Web-based search engines – information search
* Internal administrative systems e.g. timesheets, travel requests, training requests for self and in line manager role
* Internal HR systems e.g. annual leave, personal development plans, TURAS – line management and personal development
* Internal business planning tool- programme planning, performance management and reporting
* Finance systems – budget management
* Risk management systems - risk recording
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| 1. **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**

**Physical*** Inputting at keyboard (repetitive movements) in order to respond to e-mails, write reports, prepare presentations and enter data (can be for extended periods of time, and on a daily basis).

**Mental effort** * Frequent concentration for varying periods of time will be required.
* managing the impact of resistance to change, responding to unpredictable demands; dealing with frequent interruptions; meeting tight deadlines; being alert for long periods; frequently changing from one activity to another; managing complex workloads; dealing with rapidly emerging priorities, problem solving on behalf of self and others.
* Liaise indirectly with national leaders and Ministers and support teams by contributing to policy advice and briefings on programme-related matters, frequency of requests and contacts is unpredictable.
* effort in keeping up to date with and interpreting complex and quickly changing policy, strategy and legislation.
* Chair or present at meetings with external organisations, contractors and partners, and sit on internal and external working groups (meetings frequently include complex information and ideas and often last for a whole or half day).
* developing and delivering presentations where required, being aware of the level of knowledge of the audience, tailoring the contents according to their needs and being able to react to feedback received.

**Emotional effort*** Motivating people within the organisation and within external organisations to embrace and respond to a challenging agenda and to deal on a regular basis with a wide range of responses to the issues, ranging from positive acceptance, through to apathy through to explicit rejection of the validity of the work.
* Imparting news to stakeholders, for example when managing and promoting transformational change processes.
* Responsible for recruitment and performance management of staff, following staff governance guidelines and policies.

**Working Conditions** * Occasional continuous use of VDU when preparing written reports or responding to a series of detailed e-mails.
* Office sites tend to be open plan, which can require the postholder to concentrate at times of noise or interruption.
* Frequent movement between the organisation’s sites and to locations of external meetings with partners, necessitating use of road, rail and occasionally air transportation (depending on location of meeting).
* Work can involve delivering unpredictable and complex outputs whilst on the move or out of the office for extended periods with limited remote access.
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| **15. JOB DESCRIPTION AGREEMENT** |
| **A separate job description will need to be signed off by each postholder to whom the job description applies.** |
| Postholder Signature: |  | Date: |  |  |
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| Postholder Print: |  |  |  |  |
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| Manager Signature: |  | Date: |  |  |
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| Manager Print: |  |  |
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| Manager Title: |  |  |
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