

**AGENDA FOR CHANGE  
NHS JOB EVALUATION SCHEME**



**JOB DESCRIPTION TEMPLATE  
Revised July 2016**

**1. JOB IDENTIFICATION**

Job Title: Public Health Programme Manager - Strategic Green Health Development Manager

Reports to: Head of Health Improvement / Head of Heritage Horizons, Cairngorms National Park Authority (CNPA)

Department, Ward or Section: Public Health

Operational unit / Corporate Department: Public Health

Job Code: CSPUBHASSHPHDT45

No of Job Holders: 1

Date: Sept 2021

**2. JOB PURPOSE**

To lead the Public Health and the Outdoors development project of the People and Nature Thriving Together Programme, funded by the National Lottery Heritage Fund, NHS Highland and CNPA.

As part of the Heritage Horizons programme “Cairngorms 2030: People and Nature Thriving Together”, the Strategic Green Health Development Manager will co-ordinate and deliver a programme of work based within the NHS Highland Public Health Directorate and covering the geographical area of the Cairngorms National Park Authority. The post will ensure the development of a broad-reaching, locally relevant Green Health Strategy for the National Park, its residents and visitors, and the effective delivery of national and local policies, and deliver the public health functions around health gain through the outdoor environment. The post will provide support where required, to the public health elements of the £43 million Heritage Horizons Cairngorms 2030 programme of work.

A dedicated department within CNPA will coordinate the wider Heritage Horizons programme, including a number of new appointments. The specific role of this post will be to support this work and the drive for quality improvement across key CNPA strategic outcomes, ensuring they are inclusive, effective and person centred. The post will have a strong focus on health inequalities and health improvement.

The Public Health and Outdoors development theme of Cairngorms 2030: People and Nature Thriving Together aims to:

- Develop opportunities and build on existing resources to support individuals and communities to improve their health and wellbeing and build resilience through engaging with and appreciating the natural environment.
- Co-ordinate and test the delivery of a green health prescribing referral programme with Badenoch and Strathspey medical practices, associated public health professionals, community transport groups, care homes, businesses and community groups.
- Create two new delivery posts: Strategic Green Health Development Manager and a Green Health Ranger working across the Badenoch & Strathspey and developing partnerships with neighbouring

health boards.

- Coordinate activity across sectors to better connect the delivery of health outcomes with the health-improving potential of the natural environment.

The individual will manage across these major programmes of work, and will be responsible for the strategic and operational management of the associated portfolio of projects and activity and will plan, support, facilitate and monitor progress of the programmes within and across sites, ensuring delivery of the associated work plan. The green health programmes will be developed so that they can be delivered across Cairngorm National Park Authority area, including significant population conurbations within the boundaries of NHS Highland, NHS Grampian, and NHS Tayside, requiring coordination and planning with relevant services and staff in each Health Board region.

The postholder will be responsible for compiling business plans, developing strategy for this area of activity, leading on implementation and ensuring that performance targets and strategic objectives are met. They will lead on the development, implementation and evaluation of service and health improvement programmes across the programmes.

The postholder will contribute to corporate policies and strategy, and lead on a range of activities including the design and delivery of training programmes, designed to support the development of improved performance and service delivery.

A key function of the role is to maximise opportunities for cross-functional working and shared strategic approaches across CNPA, the Public Health Directorate and with wider networks of multi-disciplinary NHS staff teams and services, statutory agencies, and voluntary sector organisations.

The postholder will prioritise, allocate and manage budgets and staff to ensure successful completion of programme activities within available resources and timescales.

### **3. DIMENSIONS**

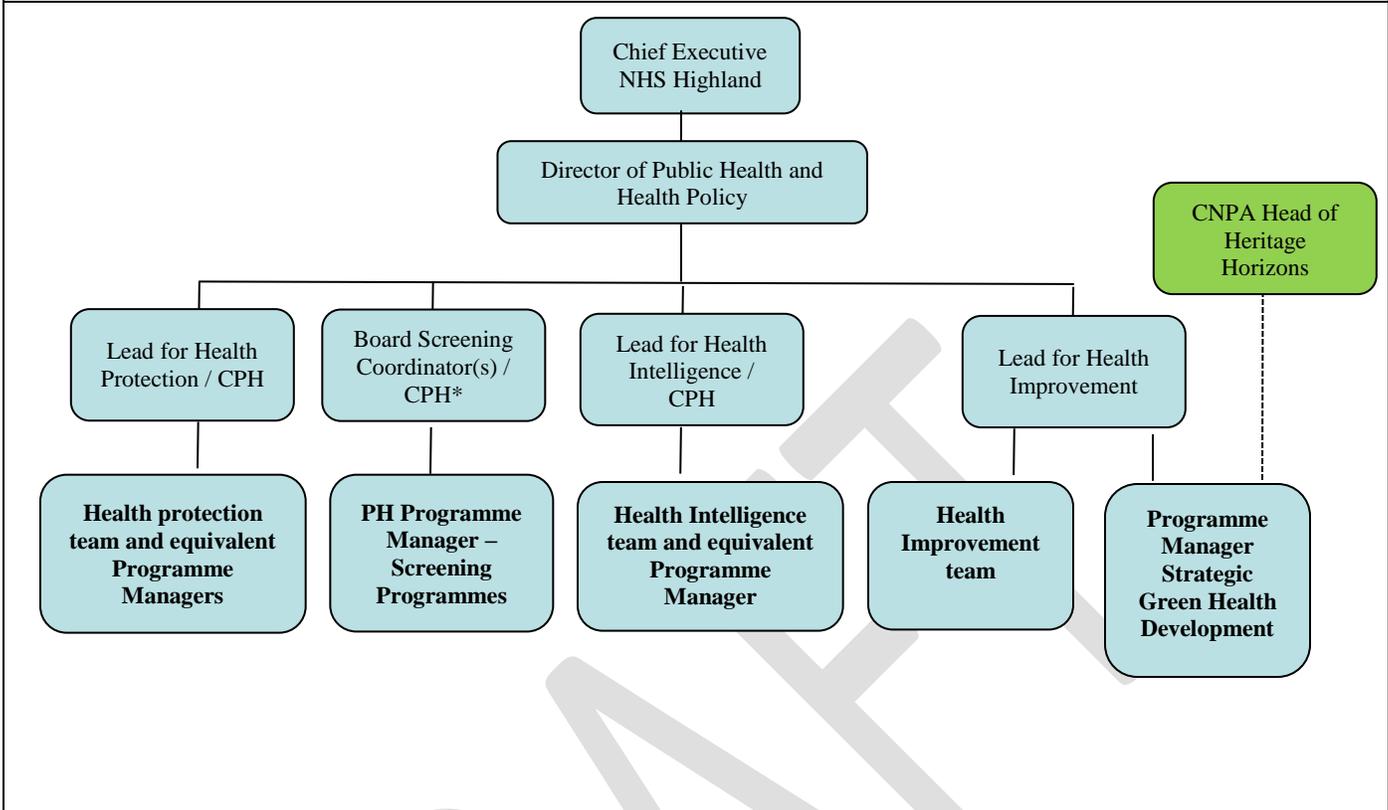
With the support of the National Lottery Heritage Fund and national lottery players, this post is part of a team that the Cairngorms National Park Authority is recruiting to lead innovative, collaborative, and transformative change as we tackle the climate emergency and nature crisis and deliver an economy that works for all. Our ambition is large scale, inclusive, transformational change that delivers our collective climate and biodiversity responsibilities. Acting comprehensively across the UK's largest National Park, you will give residents and visitors the agency and the tools to make a difference. With over 45 committed partners, our collective endeavour is for the Park to become a global exemplar with integrity and heart, where the future is placed in the hands of the people and communities that live, work and visit here.

- To liaise with all relevant community, clinical, administrative, information services, communications, and health improvement staff (local and national) associated with green health programmes to provide a public health perspective and co-ordinate delivery overall of the programme within CNPA boundaries
- To lead the development of a 5-year Green Health Strategic Development plan for CNPA, NHS Highland and partner health boards in a way that achieves equity of access and outcomes amongst the local population
- To ensure all aspects of the programmes are monitored against the appropriate quality standards and report to the Head of Health Improvement and Head of Heritage Horizons and deliver a report on

programme effectiveness to be presented to the CNPA Board, NHS Board (and appropriate, associated governance committees), People and Nature Thriving Together Programme Board, NLHF and external delivery partners.

- To coordinate the governance arrangements (organising meetings and reporting e.g. the development of required annual reports) for each of the programmes
- To take appropriate immediate action when there is a risk to safety and also to escalate appropriately, by providing information advice and guidance on any risk identified at a local level
- To lead on a range of activities including, where appropriate, the co-ordination of training programmes, designed to support the development of an improved performance and service delivery.
- To link the green health programme with all other appropriate services provided within the NHS Board and beyond
- To advise the Head of Heritage Horizons on how best to improve the effectiveness of the green health programmes, balancing the need to improve with the need to evaluate and measure the programme
- To represent NHS Highland and CNPA at relevant national committees
- To co-ordinate the delivery and monitoring of any recommended developments to the local green health programmes along with all relevant local stakeholders
- To lead the development of business cases and activities in the planning, implementation, and co-ordination of new green health programmes
  - The post holder will manage project staff and be accountable for the use of assigned budgets, including ensuring appropriate approvals are in place for expenditure in line with NHS Highland standing financial instructions and the CNPA scheme of delegation, taking appropriate procurement routes in commissioning work, and approving / certifying expenditure.
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#### 4. ORGANISATIONAL POSITION



#### 5. ROLE OF DEPARTMENT

The Public Health Directorate aims to:

- Build healthy public policy locally
- Focus on the major issues of health protection, health improvement, addressing inequalities in health, and provision of quality healthcare services
- Safeguard the health of the local population
- Inform planning to improve health and ensure high standards of clinical practice based on evidence

The Health Board is a public health organisation and the Public Health Directorate is central to the delivery of the Board's responsibilities.

##### **Functions**

- Health and healthcare needs assessment
- Health Impact Assessment
- Research and Evaluation
- Policy and Strategy development
- Planning and implementation of projects and programmes of work
- Emergency planning
- Public Information
- Ensuring the development and evaluation of services for improving and maintaining health

## 6. MAIN TASKS, DUTIES AND RESPONSIBILITIES

### Policy & Strategy Development and Implementation

- Maintain effective networks and partnerships with Scottish Forestry, Forestry and Land Scotland, NatureScot, Scottish Government, Public Health Scotland, National Services Scotland and other key national agencies, to influence thinking and policy development and implementation between national organisations and NHS Highland/CNPA planning and policy development.
- Influence policy and priority setting and performance by drawing valid inferences from relevant research, audit and local activity data.
- Influence and contribute to the development of policies, procedures, guidelines or protocols on the basis of critically appraised evidence, scan diverse and new environments for issues and evidence related to health data and intelligence and feed the information into planning of future intelligence gathering.
- Identify opportunities for policy development that will improve health and wellbeing and reduce inequalities, lead on the development and implementation of these policies and work with the relevant partners to identify issues and gaps in policies and strategies that are affecting health and wellbeing.
- Lead responsibility for green health work arising from Corporate and other strategic plans to ensure joint strategies for health improvement and inequalities in health across key partners and stakeholders. The post holder will deliver key objectives within the Public Health Directorate work plan.
- Interpret and communicate national policies and strategies to a range of staff across own organisation and to a range of people and agencies out with via prepared communications, presentations and seminars.
- Work with a range of people and agencies to implement policies and strategies in interventions, programmes and services.
- Responsible for ensuring through leadership behaviours and network development, the equality proofing of public health programmes relating to the green health portfolio of work and that programmes actively target health inequalities, focusing resources on reducing differences in health outcomes arising from the range of inequalities that individuals and communities experience.
- Develop and maintain effective relationships with key senior staff within the health system and its key partners and work to facilitate a cohesive whole systems approach to tackling inequalities and to ensure performance management systems are in place to respond to and enhance the quality and health impact of services delivered.
- Actively identify and influence the direction of funding & resources at a strategic level to impact on inequalities in health and health improvement.
- Responsible for significant public health input to the development of public health planning in relation to the green health portfolio of work.

### Planning & Programme Management

- Lead on the development of green health programme delivery plans, detailing roll-out schedule, identifying key milestones, stages, detailing tasks, resources, cost, and duration.
- Monitor and manage green health programme delivery according to the programme delivery plan, highlighting any deviation impacting on successful programme delivery.
- Lead on the structured and methodical identification and mitigation of green health programme risks, building in contingency to programme delivery planning where required.
- Manage green health programme issues as they arise, resolving or escalating these appropriately to

the Head of Heritage Horizons / Head of Health Improvement.

### **Assessing Effectiveness of Interventions, Programmes and Services**

- Lead on the development of local evaluation of interventions and improvement measures of green health programmes and services.
- Make local and influence national intervention and programme/service improvement decisions based on evidence of effectiveness.
- The postholder will ensure delivery of agreed national and local performance targets, standards and indicators.
- Lead on all aspects of performance management activities across the green health programmes, including the co-ordination, gathering, monitoring, analysis, and evaluation of performance including the NHS Highland Performance Framework.

### **Research & Evaluation**

- Determine priorities for research and development into population health and wellbeing as required by the needs of the green health programme or Directorate and develop and contribute to robust evaluation mechanisms for programme delivery and ensure that all evaluation and research is underpinned by quality.
- Develop systematic approaches to provide public health support to public health programmes, including appropriate methodological approaches to needs assessment, critical analysis of evidence based practice and clearly presented epidemiological information relevant to the programme.
- Initiate and oversee completion of projects and programme evaluation, including developing evaluation briefs, agreeing methodology and participation in relevant research programmes.
- Lead on the development of commissioning briefs for research and/or services, co-ordinate their effective delivery and ensure that commissioning processes comply with CNPA / NHS Highland Standing Financial Instructions and procurement procedures.
- Commission or lead on the development and delivery of education and training programmes related to the needs of the green health programme.
- Translate complex data and research reports into information and practice designed to improve local population health.

### **Service Delivery**

- Monitor performance and/or practices against quality standards, identify failures and risks and develop appropriate procedures to address them
- Appraise and/or develop business and financial proposals for new service developments from a provider or commissioner perspective
- Assess the economic arguments for and against health, clinical and other developments
- Prepare and present service specifications, frameworks, models of care and care pathways to relevant audiences to support local implementation
- Undertake / support complex audits / surveys in relation to the green health programmes including where required look back exercises
- Lead and report on the management of governance issues
- Draft responses to FOI's
- Maintain a risk register across the programme of work.

### **Management**

- Responsible for staff, project, and financial management as delegated by Head of Heritage Horizons / Head of Health Improvement in order to ensure an effective programme of work.
- Management, monitoring and review of programme budgets and expenditure within own programmes and services.
- Direct line-management responsibility for a member or members of staff (if appointed) providing

mentoring, professional development planning and support, as well as delegating tasks in support of the programme or section.

### **Learning and Development**

- Contribute to the learning and development curriculum for the Public Health / CNPA workforce.
- Contribute to development of the Directorate's multidisciplinary public health in line with the Skills for Health public health career framework.
- Contribute to the induction and orientation of new Public Health / CNPA staff, outlining the Directorate and green health programmes approach to Public Health / CNPA policy and practice.
- Contribute to local and national multi-disciplinary public health / green health networks to ensure that intelligence and activities are shared and disseminated, and to develop and sustain effective professional links across the health system
- Self-directed approach to personal and professional development and reflective practice.
- Provide public health leadership and influence by professional networking at Health Board, regional and national level.

### **Leadership and Collaborative Working**

- Lead on all aspects of the strategic and operational planning, management, coordination, and delivery of green health programmes and/or services within the stipulated constraints of time, budget, resource, and quality.
- Lead change and improvement in own area of work, handling uncertainty, the unexpected, and conflicts appropriately
- Engage and lead others within and across organisations to improve population health and wellbeing in own area of public health work.
- Work effectively with various media to communicate key issues relevant to health and wellbeing
- Build and sustain capacity and capability through individual and team development and programme/service delivery modelling.
- Undertake and support annual objective setting and review of work in discussion with the Head of Heritage Horizons / Head of Health Improvement.
- Take a proactive role in integrating a multidisciplinary approach to delivery of the Directorate work plan working with colleagues across the Directorate.

### **Health Improvement & Social Marketing**

- Lead on the development of a marketing/promotion strategy & plan including health promotion message, identification and understanding of audience, and identification of key marketing modes/approaches to improve the health and well-being of the population in own area of public health work.
- Engage with the Communications Team, press & media, and other agencies to promote population health and well-being in own area of work.

### **Training and Education**

- The post holder will work with colleagues to develop an Education & Training strategy for their area of work, and will develop and deliver seminars to NHS Highland / CNPA staff and others, specific to programme delivery within their area of public health.

### **Communication & Relationships**

- Contribute to the health systems communication strategy to ensure that Health Improvement and inequalities in health has a strong profile utilising media and marketing opportunities;
- Cultivate and sustain good working relationships with key partners and stakeholders across the system through open and constructive communications and demonstration of collaborative working

- Establish good communications at all levels to articulate public health priorities to engage support.
- Communicate effectively with the public and others about improving the health and wellbeing of the population
- Communicate complex issues that can affect health and wellbeing to a variety of audiences.

## 7. EQUIPMENT AND MACHINERY USED

The following equipment and machinery is used in this post, necessary to perform day-to-day role:

- Laptop (enabled with remote access allowing the postholder to hot desk across multiple buildings and at home as and when required)
- This post regularly utilises general equipment such as: phone, photocopier, computer, display Boards, keyboard, printer, projector
- Mobile Phone (to support remote working)
- Microsoft Office software applications: Word; PowerPoint; Excel; Access; Outlook etc.
- Use of remote access technologies e.g. Microsoft Teams / Videoconference / Teleconference etc.
- Able to upload content to NHS intranet and Public Health website
- Must be able to drive and have current driving licence.
- Use own or leased transport.

## 8. SYSTEMS

For the purpose of report writing, presentations, data analysis, communication and project management expertise is required in the following Microsoft Office Packages – Word, Excel, Access, PowerPoint, Teams and Outlook. Post holder will use specialist software such as SPSS as required.

Outlook and NHS E-mail – Sending, receiving and forwarding e-mail correspondence from / to NHS Highland staff, other NHS Board staff, CNPA staff, Scottish Government staff, MPs, MSPs, members of the public as necessary for information, note or action as appropriate.

Electronic Diary – Maintaining diary system for work purposes (e.g. scheduling and attending meetings, meeting deadlines, staff meetings and appraisals etc).

Monitoring and authorising budget activity in conjunction with the finance department.

Maintain and update appropriate databases

Familiarity and competence of Microsoft teams, Video Conference and Tele Conference technologies.

Compliance with NHS Highland and CNPA Standing Financial Instructions.

Post holder is responsible for meeting statutory obligations, such as the Data Protection and Freedom of Information Acts, and relevant professional codes of conduct.

Post holder will ensure that any research activities are developed and managed in line with agreed protocols and governance arrangements.

Responsibility for ensuring that programme activities are conducted in line with relevant local and

national standards, professional requirements, and governance arrangements.

## **9. ASSIGNMENT AND REVIEW OF WORK**

This post is critical to the efficient management and coordination of the Public Health aspects of the People and Nature Thriving Together Programme for CNPA and NHS Highland. Work is mainly self-managed but driven by the need to ensure effective and accurate financial, risk and business decision and monitoring. Work will also be assigned by the Head of Heritage Horizons and Head of Health Improvement, and also advised by Director of Public Health, Consultants in Public Health / Public Health Specialists. The postholder will delegate responsibilities as required.

Objectives will be set by the Head of Heritage Horizons and Head of Health Improvement in conjunction with the Director of Public Health and will be subject to the Board's formal performance management arrangements. The postholder is expected to work to own initiative, although supervision or support is on hand where required.

## **10. DECISIONS AND JUDGEMENTS**

The post requires day-to-day autonomous working and horizon scanning on complex strategic, planning, theoretical and conceptual issues.

Primarily the post holder will be expected to provide leadership for the strategic development of public health strategies for the green health programmes of work, taking full account of the need to reduce health inequalities and to promote integrated approaches to public health planning, policy, and practice. This requires a high level of skill and judgment as the post holder will be frequently working within a highly charged political environment where many high level priorities need to be managed. The post holder will be required to demonstrate a high level of skills in influencing, negotiation and persuasion and will actively influence the direction of funding and resources at a strategic level.

The post holder is expected to operate within a complex matrix of planning, service and academic worlds within a framework of annually agreed objectives and performance review in line with appraisal system. This will be completed through day to day project management, decision making, using initiative and problem solving skills to respond to queries and escalating issues when necessary relating to the strategic implementation of their portfolio. The post demands a high level of self-motivation, self-reliance and self-regulation.

The post holder will, in conjunction with the Head of Heritage Horizons and senior Public Health staff, identify priorities in line with NHS Highland Corporate Plan and the wider policy framework. They will set and manage their own programme of activities to meet agreed aims. The post holder will influence the work programmes of the Directorate and wider public health workforce.

The post holder makes judgments in relation to the delegated portfolio and work of associated team, joint plans, and approaches across the organization; this includes communicating and negotiating in the identified highly politically charged environment.

The post holder will assess theoretical and evidence-based approaches to public health planning and practice. The post holder will propose and implement service change and redesign to ensure optimal use of available resources and information.

The post holder will anticipate, plan for, and effectively manage risks, problems and issues associated with the programme of work.

Responsibility for ensuring that the delegated budget is managed in line with the Health Board / CNPA's Standing Financial Instructions. Responsibility for ensuring that commissioning activities are conducted in line with the Board / CNPA's Standing Financial Instructions and Procurement framework.

## 11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- To obtain the co-operation and participation of a multi-disciplinary and multi-agency workforce, along with the public, in the delivery of the green health programmes, influencing without direct authority
- To ensure a high level of communication, support and advice is available to others whilst managing a busy agenda and prioritising own workload efficiently
- To assimilate complex information and make prompt and accurate decisions
- To take cognisance of both local and national strategy directives
- To reassure, inform and educate the public, NHS and non-healthcare personnel on the importance, safety, and efficacy of green health programmes
- To work independently, provide leadership and be responsible for making major decisions and actions in green health.

## 12. COMMUNICATIONS AND RELATIONSHIPS

The post holder is expected to communicate at all levels within and across the health system, including Corporate Services and Clinical Teams, the wider NHS Highland workforce, CNPA and its various departments and external partner agencies. They will develop and sustain effective working relationships to support the implementation of agreed green health and Public Health priorities.

### Internal

Directors, Senior Managers, Heads of Service, Planning Managers, Contractors (G.Ps, Pharmacists), Senior Clinicians, staff groups from a range of levels and disciplines within both NHS Highland and CNPA.

### External

Community agencies, Voluntary sector providers, Local Authorities, national agencies, National Health Boards, Higher and Further Education Institutions, Patient Organisations.

### Communication

The post holder requires a high level of written and oral communication skills including public speaking, negotiation and influencing skills. The role involves advocacy and mediation between stakeholder groups and agencies, including some instances where differences in approaches or modes of practice may generate conflict.

The post holder is expected to communicate effectively with the media and members of the public to raise awareness on green health and inequalities in health this should be done in inclusive, simple jargon free and diplomatic language. The post holder will communicate complex information and concepts to a diverse range of staff and stakeholders in such a way that promotes understanding and ownership of key health messages.

The post holder is expected to represent Public Health and CNPA, as directed, on a range of groups

and committees with responsibility for explaining health improvement policy and strategy to a range of local officers from partner agencies to promote a shared vision for local health improvement.

### **13. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**

**Physical Effort** - the post holder is required to use IT equipment, primarily a personal computer and keyboard. The post-holder will be expected to travel to attend meetings across the CNPA area and at national level.

**Emotional Effort** – this post involves liaising with, and influencing, a wide variety of people, including those with different agendas and challenging perspective. The post holder will occasionally be exposed to emotional or stressful situations, for example imparting unwelcome news to stakeholders regarding service change or when performance targets have not been met. The job requires a high level of negotiation and influencing in order to drive forward on long term plans and policies.

**Mental Effort** – frequent requirement for concentration, interpretation of policy, statistics and research papers, reading and writing documents and reports. Preparing training materials, research briefs and funding bids. Directing and supporting staff to achieve results where there is no management responsibility.

Working under pressure to meet deadlines. Working with other partner organisations in a sensitive political climate and financial constraints. Retention and communication of specialist knowledge and information.

**Environment** – the post-holder needs to work flexibly in many contrasting external environments. The post holder will have to deal with frequent interruptions that will require responding to requests for specific information and focusing on a different task or activity.

### **14. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**

#### **Qualifications**

- Postgraduate (Masters), professional or managerial qualifications or equivalent experience
- First degree in a relevant discipline.

#### **Experience**

- Minimum of 5 years relevant experience
- Experience of working at a strategic level in service planning, redesign or programme/project management
- Experience of developing, implementing and leading on major programmes and initiatives
- Experience of planning and delivering programmes for service improvement and organisational change
- Experience of coordinating programmes of work and specialist project management
- Experience of translating research findings, audit and local activity data to inform practice and service improvement.
- Experience of multi-disciplinary working across departments and agencies at a strategic level

- Experience of managing project/programme resources, including staff & budgets
- Leading on the commissioning of research and services associated with the programme of work
- Experience of contract management.

**Knowledge**

- Understanding of Public Health, Health Improvement and/or Health Protection theory and practice.
- Understanding the political and policy agenda in relation to improving population health and well-being and reducing inequalities.
- Knowledge of Health Service organisation, the delivery of services and clinical terminology
- Knowledge of research design and methodologies
- Knowledge of procurement processes.

**Skills and Abilities**

- Strategic thinking and planning.
- Data interpretation and analysis
- Cultivating and maintaining strategic partnerships across organisational boundaries.
- Strong organisational and interpersonal skills, including self-management, organisational and time management
- Project/programme management and evaluation skills
- Risk and Issue Management
- Developing, interpreting and implementing local and national policy.
- Planning and delivering education / training programmes (in person and remotely)
- Excellent written, oral and visual communication and presentation skills.
- Ability to monitor and evaluate large programmes of work to inform service improvement.
- Ability to apply quantitative and qualitative research methodologies appropriately.
- Leadership capabilities that include interagency & partnership working, influencing skills, negotiating skills and political insight.
- Competent in the use of software packages commensurate with the requirements of the post.

**15. JOB DESCRIPTION AGREEMENT**

I agree that the above Job Description is an accurate reflection of my duties and responsibilities at the date of signing.

Job Holder's Signature:

Manager's Signature:

Date:

Date: