**Job Description: Director of Public Health (Wales)**

|  |  |
| --- | --- |
| *This specimen generic job description is intended to assist employers in Wales in establishing Director of Public Health posts. These are Board level appointments with executive responsibilities. In Wales these posts will be NHS appointments as Executive Directors of the Health Board. Post Holders will also hold honorary contracts with Public Health Wales NHS Trust. These senior public health roles are for those who have completed higher specialist training in public health or equivalent and are on the GMC Specialist Register or GDC Specialist List in dental public health or UK Public Health (Specialist) Register. Posts are normally open to those from a variety of public health disciplines including medicine. The criteria in the specimen person specification are the recommended* ***minimum*** *requirements for all posts. This provides a framework, but locality and post specific details should be added as indicated.*  *The Faculty recommends that* ***an outline job plan*** *with indicated programmed activities should be attached to the job description and should include appropriate time for CPD and other activities such as appraisal etc.* | |
| Employing organisation: | XXX Local Health Board |
| Job title | Director of Public Health  (Full Time/Part Time/Job Share) |
| Division/Directorate | Executive Team |
| Pay grade/band | Medical and dental consultant or AFC |
| Salary | XXX |
| Accountable to | XXX Local Health Board Chief Executive and Board for the delivery of its Public Health objectives  Chief Medical Officer/ Director of Public Health NHS Wales for professional matters  Chief Executive of Public Health Wales for work undertaken on behalf of Public Health Wales NHS Trust (PHW) (via an honorary contract) |
| Managerial responsibility for: | Local Public Health Team |
| Key Relationships: | XXX Local Health Board executive team & independent members  Public Health Wales  XXX Local Health Board senior clinicians and managers  Other NHS organisations  Independent contractors  Local Authorities and WLGA  Voluntary organisations  Members of the Stakeholder Reference Group  Members of the Professional Forum  Staff representatives and trade unions  Professional and regulatory bodies  Patients / service users and their relatives/carers  The public  Community Health Councils  Local partnerships  Media  Educational institutions (higher and further)  Postgraduate Dean  Advisory Committees  AMs, MPs, Ministers and Welsh Government Officials |
| Remuneration and Terms and Conditions: | As determined by the XXX Local Health Board Remuneration and Terms of Service Committee within the Policy Framework set by the Welsh Government. |
| Appointment | This is a full time/part time/job share post for a DPH <specify whether the post is a new or a replacement post> to the <specify organisation(s)> based at <specify location and, if appropriate, name of host organisation if different from employing organisation(s)> |

1. **Job Summary**

The Director of Public Health will be responsible for public health advocacy, leadership and action, working as part of an integrated public health system with the Welsh Government and Public Health Wales to improve health and wellbeing, patient safety, and decrease health inequalities across the XXX Local Health Board population. The Director of Public Health will be an integral part of public health services in Wales and will be actively involved in the development of the specialty of public health and any wider developments in the field of public health.

As an Executive officer member of the Board, the Director will hold corporate responsibility jointly with other Board members for the strategic direction, corporate policy making and development and delivery of XXXX Health Board objectives.

The Director of Public Health is the most senior advocate for public health across the organisations and populations served by the post. Itis aBoard level appointment with executive responsibilities working at the heart of XXX Health Board*.*

The role requires the postholder to:

* be a transformational and visionary leader;
* fully understand and be committed to influencing the relationships and cultures of organisations that impact on the wider determinants of health;
* bring a high level of intellectual rigour and personal credibility to working collaboratively in effective partnerships;
* be highly visible to enable in-depth knowledge of the health needs of communities and better working between the public and local organisations;
* demonstrate high levels of political awareness, be able to work to different organisational cultures and to plan and implement programmes for short and long term health gain;
* be able to lead and coordinate high quality advocacy across all three domains of public health – health improvement, health protection and health service quality;
* have exceptional people management skills both in relation to developing the public health specialist and wider workforce and in helping to develop the public health leadership of organisations;
* have a proven record of previous accomplishments in improving the health of communities.

*While the detail of the job outline will differ between employers, it is helpful to provide a short overview of the post as described below. This should capture and detail the seniority and high level of responsibility of the post and demonstrate that the postholder has freedom to act, the breadth of knowledge, skills and expertise required, the complexity of any of the tasks and the level of mental effort needed. A description of the working relationships, networks and the general working environment should be provided and should indicate whether the postholder will be expected to instigate, develop or maintain these.*

It is expected that the postholder will:

* 1. have responsibility for the health of the local population for delivery of key public health goals
  2. lead on local needs assessment
  3. have responsibility for producing an independent annual report on the health of the local population
  4. be the chief source of public health leadership and expert advice to XXX Local Health Board on all aspects of public health
  5. work closely with other xxx Health Board Directors on the clinical governance and patient safety agenda
  6. develop effective working relationships with the leadership of local authorities within the local health board boundary
  7. be the local access point for specified specialist and national services provided by Public Health Wales
  8. have a key role in leading and driving programmes to improve health and wellbeing and reduce inequalities
  9. play a powerful role in forging partnerships with, and influencing all local agencies to ensure the widest possible participation in the health and wellbeing agenda
  10. be a member of key decision-making bodies within XXX Local Health Board and local statutory public sector partnerships
  11. work closely with Public Health Wales and other relevant organisations to ensure high levels of local resilience
  12. be a highly effective leader for the Directorate of Public Health, including ensuring it contributes appropriately to wider public health networks and to bringing public health practice, teaching and research together as appropriate.

1. **The employing organisation**

*General information about the employing organisation(s) should be inserted here or in an annex. Details should be given about local NHS organisations, local authorities and other relevant organisations.*

1. **Department/Directorate of Public Health**

3.1***Current staffing***

*Details of current staffing should be provided, and a copy of the current structure and organisational chart of the public health directorate attached. Line management details and/or team management and any training responsibilities should be included.*

* 1. ***IT, secretarial support and other internal resources***

*List facilities supporting research, equipment for which the postholder is responsible including that used by other people, administrative and secretarial posts, IT, library facilities etc.*

3.3***Training and CPD arrangements***

*Give details about whether the department is approved for the training of public health specialists (Foundation Programme, SHOs, public health trainees), the numbers taking part, and any other educational opportunities.*

*3.4* ***Public Health Wales resources***

*The Director of Public Health will be supported in fulfilling their role by accessing the specialist public health resources of Public Health Wales, with which they will also share their expertise to maximise resilience. The Director of Public Health will have an honorary contract with Public Health Wales to facilitate the discharge of these duties, and to enable them to direct, manage and appraise specified Public Health Wales employed staff based within the relevant Health Board area. They will be accountable to Public Health Wales for the discharge of this function.*

1. **Management arrangements**

The postholder will be professionally accountable to the employing authority and managerially accountable to the employing authority via the Chief Executive as his/her line manager.

Performance will be appraised and objectives agreed on an annual basis with the XXX Local Health Board Chief Executive and the Chief Medical Officer, WG, in their role as Director of Public Health for NHS Wales on the National Delivery Board, or Deputy Chief Medical Officer (Public Health), WG. A senior public health professional representing Public Health Wales will also participate. An initial job plan will be agreed with the successful candidate prior to taking up the post. This job plan will be reviewed as part of the annual job planning process. The job description will be subject to review in consultation with the post holder and in the light of the needs of the organisation and Public Health Wales.

The Director of Public Health will pursue a programme of CPD/CME, in accordance with Faculty of Public Health requirements, or other recognised body, and undertake revalidation, audit or other measures required to remain on the GMC Specialist Register/GDC specialist list in dental public health/UK Public Health Register or other specialist register as appropriate;

The postholder:

* will hold the budget for the Directorate of Public Health;
* will be an Executive Board member of xxx Local Health Board;
* will be expected to deputise for the Chief Executive as appropriate;
* will ensure that job planning and appraisal for all line managed staff is conducted. Where staff are employed by Public Health Wales and line-managed by the Director of Public Health, joint performance arrangements will operate.

1. **Professional obligations**

The postholder will be expected to:

* participate in the organisation’s staff appraisal scheme and departmental audit, and ensure appraisal and development of any staff for which s/he is responsible. Where staff are employed by Public Health Wales and line-managed by the Director of Public Health, joint performance arrangements will operate.
* contribute actively to the training programme for public health trainees as appropriate, and to the training of practitioners and primary care professionals within the locality (if the postholder designs and delivers core training, specify as applicable and give details of postholder’s involvement e.g. lead trainer, trainer on a module, develops training for others, etc);
* pursue a programme of CPD/CME, in accordance with Faculty of Public Health requirements, or other recognised body, and undertake revalidation, audit or other measures required to remain on the GMC Specialist Register/GDC specialist list in dental public health/UK Public Health Register or other specialist register as appropriate.

1. **Corporate responsibilities**

The postholder will be expected to:

* 1. contribute to the full range of NHS corporate responsibilities and use the opportunities of system reform, regulatory and performance management arrangements, to ensure that the public health goals are at the heart of the local NHS agenda;
  2. contribute to the wider NHS corporate agenda, team building, and organisational development using appropriate management skills and behaviours;
  3. work with other public health colleagues to strengthen public health capacity and delivery across the region/country.

1. **Key tasks**

*This section should normally be structured around the competency areas for specialist public health practice (www.fph.org.uk) as recognised by the Faculty of Public Health and the UK Voluntary Register Board. It is expected that posts generally will include the vast majority, if not all, the range of tasks as set out in both core and defined areas.*

The job description will be subject to review in consultation with the postholder and in the light of the needs of the employing organisation and the development of the specialty of public health and any wider developments in the field of public health.

**OTHER RESPONSIBILITIES**

The post holder may be required to undertake other relevant duties, including the operational lead for specific services and localities, as required by the Chief Executive.

Medically qualified members of the public health team are expected to play certain roles in medical leadership, in relationships with the medical profession and in bringing a medical perspective to public health advice. A medically qualified holder of this post would be expected to share these roles with other medically qualified members of the team.

**Appendix 1: Person Specification for Director of Public Health (Wales)**

|  |  |  |
| --- | --- | --- |
| **IMPORTANT: This person specification contains changes introduced in amendments made to the NHS (Appointment of Consultants) Regulations for England, Scotland, Northern Ireland and Wales which came into force during 2005. Further amended in June 2015, and September 2018.** | | |
|  | | |
| **Education/Qualifications** | ***Essential*** | ***Desirable*** |
| Inclusion in the GMC Full and Specialist Register with a license to practice/GDC Specialist List (or be eligible for registration within six months of interview)  **or**  Inclusion in the UK Public Health Register (UKPHR) for Public Health Specialists (or be eligible for registration within six months of interview) | X |  |
| If included in the GMC Specialist Register/GDC Specialist List in a specialty other than public health medicine/dental public health, candidates must have equivalent training and/or appropriate experience of public health practice | X |  |
| Public health specialty registrar applicants who are not yet on the GMC Specialist Register/GDC Specialist List in dental public health/UKPHR must provide verifiable signed documentary evidence that they are within 6 months of gaining entry at the date of interview; all other applicants must provide verifiable signed documentary evidence that they have applied for inclusion in the GMC/GDC/UKPHR specialist registers *[see shortlisting notes below for additional guidance]* | X |  |
| If an applicant is UK trained in Public Health, they must ALSO be a holder of a Certificate of Completion of Training (CCT), or be within six months of award of CCT by date of interview  If an applicant is non-UK trained, they will be required to show evidence of equivalence to the UK CCT *[see shortlisting notes below for additional guidance]* | X |  |
| Applicants must meet minimum CPD requirements (i.e. be up to date) in accordance with Faculty of Public Health requirements or other recognised body | X |  |
| MFPH by examination, by exemption or by assessment | X |  |
| Masters in Public Health or equivalent |  | X |
| **Personal qualities**  [Recruiters are welcome to refine these criteria to ensure good fit with post concerned] |  |  |
| Able to influence senior members including directors and CEOs | X |  |
| Able to both lead teams and to able to contribute effectively in teams led by junior colleagues | X |  |
| Commitment to work within a political system irrespective of personal political affiliations | X |  |
| **Experience**  [Recruiters are welcome to refine these criteria to ensure good fit with post concerned] |  |  |
| Delivery of successful change management programmes across organizational boundaries | X |  |
| Media experience demonstrating delivery of effective health behaviour or health promotion messages |  | X |
| Experience of using complex information to explain public health issues to a range of audiences | X |  |
| **Skills**  [Recruiters are welcome to refine these criteria to ensure good fit with post concerned] |  |  |
| Strategic thinker with proven leadership skills and operational nous | X |  |
| Able to demonstrate and motivate organisations to contribute to improving the public’s health and wellbeing through mainstream activities and within resources | X |  |
| Ability to lead and manage the response successfully in unplanned and unforeseen circumstances | X |  |
| Analytical skills able to utilize both qualitative (including health economics) and quantitative information | X |  |
| Ability to design, develop, interpret and implement strategies and policies | X |  |
| **Knowledge**  [Recruiters are welcome to refine these criteria to ensure good fit with post concerned] |  |  |
| In depth understanding of the health and care system and the relationships with both local and national government in Wales | X |  |
| In depth knowledge of methods of developing clinical quality assurance, quality improvement, evaluation and evidence based public health practice | X |  |
| Strong and demonstrable understanding of interfaces between health, social care and key partners (dealing with wider determinants of health) | X |  |
| Understanding of relevant legislation in Wales and its application to public health practice | X |  |
| **Equality and diversity** | | |
| An understanding of and commitment to equality of opportunity and good working relationships, both in terms of day-to-day working practices, but also in relation to management system | X | I |

**Appendix II: NHS Wales Director of Public Health– Behavioural Competence Structure**

Drawn from NHS Wales Leadership Qualities Framework, NHS Wales Executives Behavioural Competency Structure and other strategic documents.

|  |  |
| --- | --- |
| **Setting Direction** | |
| Seizing the future  Thinks and acts for the future. | * Acts now to articulate, shape and implement a compelling, shared vision that takes current service developments into a coherent future strategy. * Acts quickly and decisively in a crisis and builds new programmes and capabilities rapidly. * Introduces flexible, innovative approaches to achieve health improvements and promotes organisational ability to cope with change and shape the future. * Leads continuous health improvement, encouraging the use of new methods & technologies |
| Intellectual flexibility  Handles information and clarifies complexity. | * Synthesises, reframes and prioritises complex demands, consequences and critical points from a mass of disparate and conflicting data * Demonstrates ability to move between significant detail on the ground and the strategic big picture, modifying plans and actions to take account of new/diverse views, information and standpoints. * Interprets complex strategic agenda into action on the ground. |
| Broad scanning  Gathers information from a wide range of sources. | * Checks what is happening on the ground, asking the public, service users, their carers and staff, and key stakeholders about their local health needs and experiences; being visible and accessible at all levels – “walking the talk”. * Actively seeks out diverse viewpoints, promoting inclusivity. * Purposely uses wider networks to keep up with developments in medicine, public health, social care, housing, and education, building relationships with partners, clinical and academic colleagues. |
| Political Astuteness  Understands the politics / power bases. | * Builds consensus alliances through purposeful engagement with key networks of interest groups and influencers to shape and deliver change. * Demonstrates understanding of complex stakeholder networks and ensures actions take account of political sensitivities in building agreements. * Balances political, professional, technical, financial and cultural considerations to achieve change. |
| Drive for results  Sustains a focus on improving performance to meet challenging goals. | * Focuses and clarifies objectives and boundaries and is goal focused, resisting any pressure to be deflected from achieving quantifiable health and service improvements. * Takes calculated risks within integrated governance, to achieve longer-term improvements creating enduring benefits of improved health for patients / service users and carers. * Wants to make a real difference to people’s health and well-being by delivering a high quality service within a sustainable, health community. * Uses a range of strategies to shift the organisational emphasis from in-hospital care to health promotion, effective prevention, early intervention & long term community based care |
| Financial Leadership  Ensures sustainable financial viability and most effective use of resources to achieve strategic aims. | * Contributes to the management of financial flows in the LHB to deliver short & long term objectives. * Focuses use of resources on achieving the future vision of the organisation, advising on the impact of diverting resources from current programmes to invest in development and change. * Demonstrates financial literacy/quantitative problem-solving skills. * Contributes to the delivery of agreed recovery plan and contributes to resolving deficits * Ensures a high standard of financial management and control, with financial systems / procedures promoting the efficient and economical conduct of business, safeguarding financial proprietary, governance and regularity throughout within the organisation. |
| **Delivering the Service** | |
| Leading change through people  Makes change inclusive mobilising people’s energy and commitment | * Engages others as partners in developing a shared vision within the organisation and across the local health and social care and academic community to achieve buy-in and commitment. * Aligns efforts and shares leadership and power to achieve integrated health improvements, winning and retaining the respect of other partners. * Builds organisational frameworks for continuously improving quality and safeguarding high standards of care supporting others who lead implementation. * Builds effective clinical leaders and teams, removing obstacles to effective working. Holds team members to account through stretching performance and rewards systems. |
| Holding to account  Promotes a high performance culture. | * Accepts personal responsibility for the delivery of corporate public health objectives, holding others directly accountable for delivering what has been agreed, both within and outside of the organisation * Intervenes swiftly and consistently to address poor performance or inappropriate behaviour where this is impacting on patient safety and effective delivery. Challenges and confronts conflict affecting standards or safety, brokering agreement. * Provides high quality advice to the Board on all matters relating to public health. |
| Empowering others  Fosters independence. | * Delegates effectively, securing resources as required and providing space for others to be creative. * Takes risks with others, coaching their development using failure as an opportunity to learn. * Explains clearly and concisely the reasons for plans and actions to affect people, stakeholders and partners and listens and acts on responses. * Leads the investment in talent management, ensuring that appropriate development processes are in place for the public health workforce and training (including succession management). Coaches and mentors others to help them maximise their contribution. * Nurtures the ability to lead and encourages the development of public health leaders |
| Effective and strategic influencing  Uses range of influencing strategies. | * Uses a range of effective influencing strategies that will bring about desired outcomes and long term change in health and well-being, building and using extended networks of influence. * Gains commitment and credibility from the local community through responsive involvement of local people, staff and other agencies in shaping local health priorities and strategy. * Champions the organisation in external forums e.g. local authorities, Government bodies and national organisations and is capable of representing both the organisation and the public health profession at local, national and international level. |
| Collaborative working  Engages constructively with internal and external stakeholders. | * The ability to the Director of Public Health to facilitate collaborative working with Public Health Wales will be key to the development of support networks and integrated public health services across Wales. * Creates the conditions to promote sustainable partnerships and works closely with health, social care and academic partners on all important investment decisions to ensure joined up action which creates enduring benefits for stakeholders. * Leads the shared duty to engage the public and other bodies in planning and monitoring services and is informed on the current and changing priorities of partners, modifying own plans in order to seek “win-win” outcomes. * Demonstrates effective management of relationship with Chief Executive, Chair and Board members, jointly creating cohesive strategies for delivering world class health care. |

|  |  |
| --- | --- |
| **Personal Qualities** | |
| Self-belief  Inner confidence to succeed. | * Takes on stretching challenges that some peers may back away from. * Constructively challenges others, regardless of position or status. * Willing to take tough decisions and is openly optimistic about achievement of goals. * Stand up for what they believe in, speaking up and have a can do sense of confidence. * Makes the care of people their first concern, treating them as individuals & respecting their dignity. |
| Self-awareness  Understands own emotions, strengths and limitations. | * Understands the nature and cause of own emotional reactions to particular situations and takes account of the likely implications and impact of own behaviour. * Role models effective behaviours and shows understanding of own strengths and limitations in providing leadership that brings about health gain. |
| Self-management  Manages own emotions and demonstrates resilience. | * Manages responses and reactions consistently when under pressure remaining calm in a crisis and without transferring unnecessary stress on others. * Takes conscious steps to manage own emotions and absorbs and deals constructively with criticism and performance feedback. * Models a healthy approach to work / life balance, having a range of interests outside of work. |
| Personal integrity  Commitment to openness, honesty, inclusiveness and high standards. | * Stands up for that which is consistent with stated NHS values and delivers on own commitments even when this is difficult and there may be personal cost. * Acts as a consistent role model for engaging staff, patients / service users and other stakeholders at all times, taking a fair and inclusive approach to decision making within a framework of integrated NHS governance. * Open, and honest, acts with integrity and uphold the reputation of the public health profession. Requires and expects others to be open and honest in their communication. * Works with others to protect and promote the health and wellbeing of patients / service users, their families and carers, and the wider community. * Provides a high standard of practice and care at all times, respecting people’s confidentiality. |
| Professional Integrity  Commitment to the medical profession and to standards of conduct and ethics | * Models a professional approach to public health and maintains competency and credibility. * Accountable for actions and omissions in personal public health practice and is always able to justify own decisions. * Always acts lawfully, whether those laws relate to own professional practice or personal life. * Maintains clear professional boundaries with those in their care or anyone close to them. |

**References:**

* NHS Wales - Leadership Qualities Framework (“LQF”), NHS Wales Chief Executive Development Centre - Competence Framework
* Welsh Government – Our Healthy Future: A Public Health Strategic Framework (due for publication in October 2009)
* Welsh Government – Accountable Officer Memorandum for Chief Executives of NHS Trusts
* Welsh Government – Accountability, Performance and Development Handbook for NHS Wales Chief Executives
* Welsh Government – “One Wales”
* Welsh Government – Consultation Document on Reorganisation
* NHS Institute for Innovation and Improvement – Leadership Indicators
* NHS England - Competence and Experience Framework for Chief Executives
* NHS Wales & IHM - Leadership Framework; Audit Commission Report - Financial Failures in NHS Trusts
* Department of Health UK - Kennedy Bristol Inquiry Report on Care of Children
* Leadership Roles in Meeting the Challenge of Change - University of Leeds
* Review Of Leadership Theory And Competence Frameworks - Exeter University Centre for Leadership Studies
* Seven Leadership Leverage Points - Institute for Healthcare Improvement (MDcomp framework v2 0309)

**Appendix III: shortlisting notes**

The Faculty of Public Health advises that in order to be shortlisted for a consultant post applicants who are not yet on the GMC Specialist Register/GDC Specialist List in dental public health/UK Public Health (Specialist) Register (UKPHR) **must provide verifiable signed documentary evidence** that an application for inclusion on one of these specialist registers is **guaranteed within six months of the interview** and is simply the time taken to process application.

1. **Applicants in training grades**
   1. *Medical and dental applicants*

All medical/dental applicants must have Full and Specialist registration (with a license to practice) with the General Medical Council or General Dental Council (GMC/GDC), **or be eligible for registration within six months of interview.** Once a candidate is a holder of the Certificate of Completion of Training (CCT), registration with the relevant register is guaranteed.

Applicants that are UK trained, must ALSO be a holder of a Certificate of Completion of Training (CCT), **or be within six months of award of CCT** by date of interview demonstrated by a letter from the Training Programme Director (TPD).

* 1. *Non-Medical Applicants in training programme*

All nonmedical applicants must be registered with the UKPHR or be within six months of registration at the date of the interview. Applicants must provide proof (letter of confirmation from UKPHR or the CCT) at interview.

1. **Applicants in non-training grades**

Applicants that are non-UK trained, will be required to show evidence of equivalence to the UK CCT.

Applicants from a medical background will be expected to have gained full specialist registration with the GMC through the Certificate of Eligibility for Specialist Registration (CESR) route.

Applicants from a background other than medicine would normally be expected to have gained full specialist registration with the UKPHR. However, exceptionally, individuals who can demonstrate that they have submitted a portfolio application to the UKPHR may be considered for shortlisting. **Suitable evidence at interview will be a letter from the UKPHR setting out likelihood of acceptance of portfolio within the next six months.**

**Employers are advised that individuals should not take up consultant in public health posts (including DPH posts) until such point as they have gained entry to the GMC Specialist Register/GDC Specialist List in dental public health/UK Public Health (Specialist) Register. Although applicants will be able to provide documentary evidence that an application is in progress, no guarantee can be made as to the outcome of an application to the GMC/GDC/UKPHR specialist registers. The exception to this is when the candidate holds the CCT.**

**The above guidance applies to applications for both general and defined specialist registration with the UKPHR. Individuals with defined specialist registration are eligible for consideration for shortlisting for, and appointment to, consultant posts including those at DPH level. In all appointments, employers will wish to ensure that an applicant’s areas of competence meet those required in the person specification.**

**Appendix IV: competencies expected of all public health consultants / specialists**

All consultants irrespective of their background are expected to be proficient in the competencies set out below.

* 1. **Use of public health intelligence to survey and assess a population’s health and wellbeing**

To be able to synthesise data into information about the surveillance or assessment of a population’s health and wellbeing from multiple sources that can be communicated clearly and inform action planning to improve population health outcomes.

* 1. **Assessing the evidence of effectiveness of interventions, programmes and services intended to improve the health or wellbeing of individuals or populations**

To be able to use a range of resources to generate and communicate appropriately evidenced and informed recommendations for improving population health across operational and strategic health and care settings.

* 1. **Policy and strategy development and implementation**

To be able to influence and contribute to the development of policy and lead the development and implementation of a strategy.

* 1. **Strategic leadership and collaborative working for health**

To use a range of effective strategic leadership, organisational and management skills, in a variety of complex public health situations and contexts, dealing effectively with uncertainty and the unexpected to achieve public health goals.

* 1. **Health Improvement, Determinants of Health, and Health Communication**

To influence and act on the broad determinants and behaviours influencing health at a system, community and individual level.

* 1. **Health Protection**

To identify, assess and communicate risks associated with hazards relevant to health protection, and to lead and co-ordinate the appropriate public health response.

* 1. **Health and Care Public Health**

To be able to improve the efficiency, effectiveness, safety, reliability, responsiveness and equity of health and care services through applying insights from multiple sources including formal research, health surveillance, needs analysis, service monitoring and evaluation.

* 1. **Academic public health**

To add an academic perspective to all public health work undertaken. Specifically to be able to critically appraise evidence to inform policy and practice, identify evidence gaps with strategies to address these gaps, undertake research activities of a standard that is publishable in peer reviewed journals, and demonstrate competence in teaching and learning across all areas of public health practice.

* 1. **Professional, personal and ethical development**

To be able to shape, pursue actively and evaluate your own personal and professional development, using insight into your own behaviours and attitudes and their impact to modify behaviour and to practise within the framework of the GMC's Good Medical Practice (as used for appraisal and revalidation for consultants in public health) and the UKPHR’s Code of Conduct.

* 1. **Integration and application for consultant practice**

To be able to demonstrate the consistent use of sound judgment to select from a range of advanced public health expertise and skills, and to use them effectively, working at senior organisational levels, to deliver improved population health in complex and unpredictable environments.