

CKO directorate transition bulletin

Issue 1: November 2012

Dear Colleagues

Contents

Spotlight on organisational design	2
Viewpoint: Chris Carrigan	4
K&I transformational projects	5
Supporting transition	6
Links with other PHE transition projects	6
Links to key PHE transition documents	6

It is a real pleasure to welcome you to the first CKO Directorate Bulletin. I would like to use this opportunity to explain how we have set up the knowledge and intelligence functions in preparation for the establishment of Public Health England (PHE) on 1 April. I would also like to share my enthusiasm for the potential of those functions to drive health improvement and health protection in the new system. There will be five issues of the bulletin, between now and the end of March. I hope you find the information useful. Please do share it with colleagues, partners and local stakeholders.



The CKO Directorate will be a source of knowledge and intelligence to PHE, partners and the local public health system. We will provide leadership and support to all those who wish to make use of evidence to improve the health of their local populations and to assist in PHE's goal of transforming health in England. We will work closely with other agencies to improve the availability, quality and relevance of public health knowledge and information.

The Directorate brings together organisations with specialist expertise and many years' experience in the collection and analysis of public health data and management of public health knowledge. Together with partners, we will not only drive efficiencies in our collective approach, but we will maximise the impact of shared knowledge, intelligence and skills. The overriding aim is to ensure that decisions we make about our health, and the health of the population, are based on the best information available and will deliver the best outcomes.

I am convinced that provision of information in the right form can be a public health intervention in itself. We should therefore avoid artificial distinctions between knowledge and delivery. To be effective, I believe we need to increasingly focus our efforts on interpretation, presentation and communication of messages to make sense of complex data for a wide range of audiences.

As ever, there are challenges now and ahead. With your input and the hugely valued support of colleagues, many of whom are leading their organisations through a period of significant change, I am confident that we will develop an excellent service for the public and our many stakeholders.

**John Newton, Chief Knowledge Officer Designate,
Public Health England**

Get in touch

If you have any questions, or would like to give feedback, please contact the Knowledge & Intelligence (K&I) Team at: KIT@dh.gsi.gov.uk

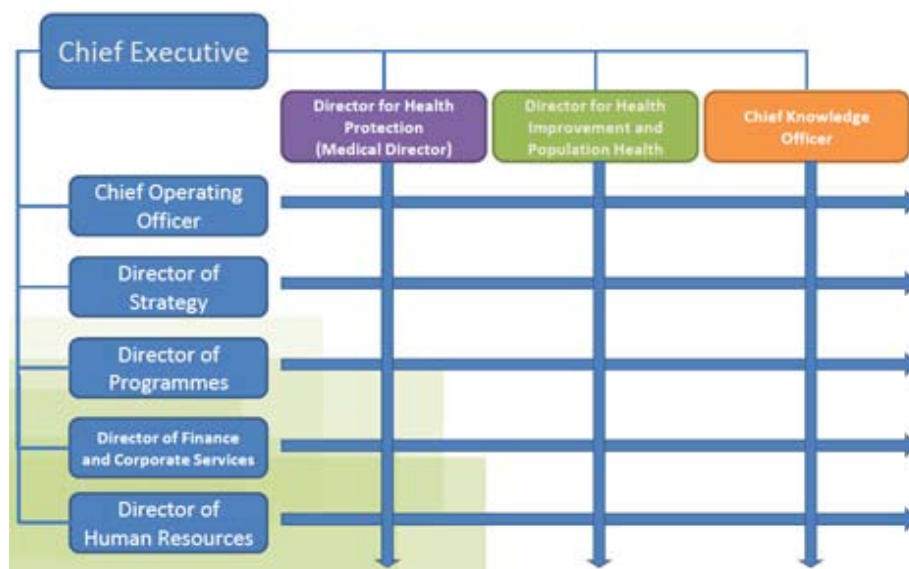
Spotlight on organisational design

Project lead: Lucy Holdstock
(lucy.holdstock@dh.gsi.gov.uk)
Project sponsor
(on CKO shadow SMT):
John Newton

PHE structure

The CKO Directorate is one of three health-specific directorates in PHE. The other two are 'Health Protection' and 'Health Improvement and Population Health'. Each will report, through their directors, to PHE Chief Executive, Duncan Selbie.

PHE Executive Team



In order to facilitate close and effective work with colleagues in the NHS Commissioning Board (NHS CB), there will be four **Regions** (building on SHA clusters) and 15 **Centres** (building on existing Health Protection Units and incorporating new resources to support local government's new health improvement responsibilities). The boundaries of Regions and Centres will be consistent with Local Authorities and, wherever possible, the 27 NHS CB Local Area Teams.

There will be a network of teams operating around the country to provide knowledge, intelligence and screening quality assurance functions. Wherever possible, these eight **Network Teams** will work alongside colleagues within Centres or Regions to promote cross-directorate working and a collaborative approach to delivery.

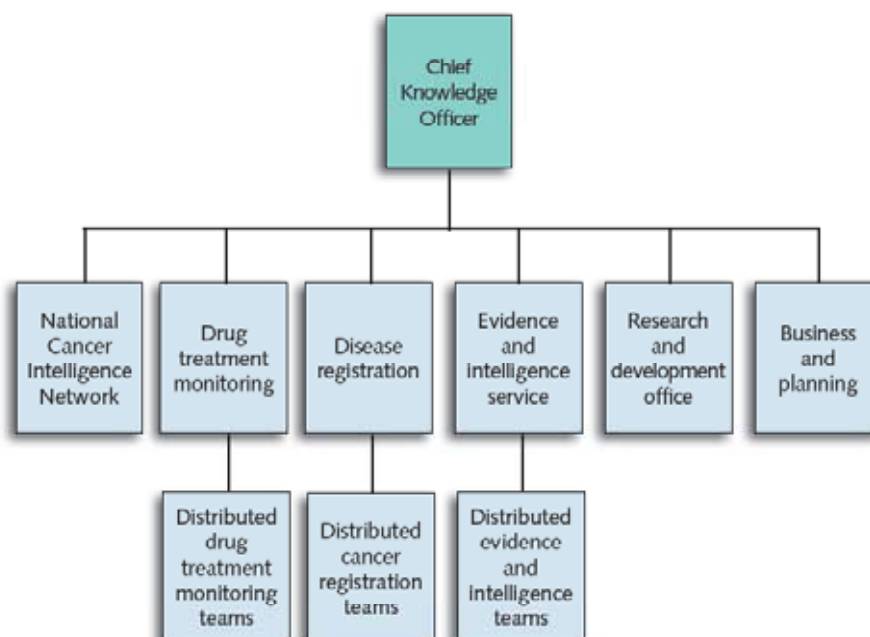
For a summary of PHE's organisational design, see www.apho.org.uk/resource/view.aspx?RID=119056

For more detailed information on PHE organisational design, see <https://www.wp.dh.gov.uk/healthandcare/files/2012/07/PHE-structure.pdf>

CKO Directorate structure

There are six divisions within the CKO Directorate, three of which will operate at the Network level: See 'Viewpoint' for more information about the National Cancer Intelligence Network (NCIN).

The Drug Treatment Monitoring division will be made up of existing National Drug Treatment Monitoring teams, who are responsible for the collection and quality assurance of drug and alcohol treatment data.



- Disease registration includes staff from cancer registries who are responsible for the collection and quality assurance of cancer data
- The distributed evidence (now 'knowledge') and intelligence teams include existing public health observatory, cancer registry and some HPA staff
- The Research and Development Office will incorporate the Health Protection Agency's (HPA's) current research and development team
- There is also a function for national end of life care, made up of team members based within the Knowledge and Intelligence division.

Who's who – CKO Directorate Shadow Senior Management Team (SMT)

PHE will run in shadow form from 1 January 2013 in preparation for launch on 1 April. Shadow structures for the running of the CKO Directorate have now been set up. This includes a Senior Management Team and Knowledge & Intelligence (K&I) Working Group to oversee key projects.

John Newton	Chief Knowledge Officer (CKO) Designate (currently Regional Director of Public Health for South Central).
Chris Carrigan	Deputy Director for the National Cancer Intelligence Network (currently Head of the NCIN Coordinating Team).
Malcolm Roxburgh	Head of the National Drug and Alcohol Treatment Monitoring System Programme (current role).
Jem Rashbass	Acting Deputy Director for Disease Registration (currently National Director for Cancer Registration Modernisation)
Anthony Kessel	Deputy Director for Research and Development (currently Director of Public Health Strategy at the HPA).
Karen Foster	Acting Deputy Director of Business Planning and Commercial Development (currently Executive Director Business Development and Operations, Solutions for Public Health).
Gill Lawrence, David Meechan, Julian Flowers and Alison Hill	Jointly acting as the Deputy CKO/Deputy Director for Knowledge and Intelligence Service role. Gill Lawrence is currently Director of the West Midlands PHO and Cancer Registry, David Meechan is the Director of East Midlands PHO and Trent Cancer Registry, Julian Flowers is the Director of the East of England PHO, and Alison Hill is Director of the South East PHO.

Supporting the senior management team are Lucy Holdstock (PHE Transition Team), Private Secretary to the CKO, Liz Steel (PHE Transition Team), leading on PHO and Cancer Registry transition, and Nicola Ridd (PHE Transition Team) providing the SMT secretariat.

For the latest information on senior appointments within PHE, see <http://healthandcare.dh.gov.uk/phe-directors/>

Viewpoint

In each issue, we will present a viewpoint on transition from one of the divisional shadow Deputy Directors. In this issue, the viewpoint is from **Chris Carrigan, Head of the NCIN Coordinating Team**.

“The NCIN is a network of organisations working across the UK providing intelligence to drive improvement in standards of cancer care and clinical outcomes. We do this by improving and using the information collected about cancer patients by cancer registries. In collaboration with cancer intelligence staff in cancer registries and our many partners, we produce a wide range of outputs from online data and analysis tools to reports, briefings and factsheets. We also manage the interface with researchers who develop new knowledge using the data. We value enormously the strong level of public and patient involvement in our programmes and our work.



As a Network, we receive funding from a range of sources, notably Macmillan Cancer Support and Cancer Research UK. Our success as a network, both now and after transition, will rightly be judged on the quality of our outputs – in particular on how network partners use them to improve treatment and outcomes for cancer patients.

We are looking forward to working with data provided by the new National Cancer Registration Service (NCRS) – a single national registration system drawing together the eight existing regional cancer registries – that will be the powerhouse for improved cancer intelligence. Having these two national bodies alongside each other within the CKO Directorate is hugely welcome.

The move into PHE gives us the opportunity to ‘compare and contrast’ with similar intelligence work across other disease and specialty areas. During transition, we will make sure we build on the best that all organisations moving into PHE have to offer. This will include building on existing expertise and partnerships so that we can deliver world-leading public health information and intelligence.”

To find out more about the NCIN, visit www.ncin.org.uk

CKO Directorate management and governance

The CKO Directorate shadow Senior Management Team (SMT) meets monthly. They report to PHE’s shadow Executive through the Chair (CKO). Their purpose is to:

- set up the PHE CKO Directorate
- identify and develop the immediate priorities and long-term goals for the directorate and take on the responsibility for identifying how these will be met
- oversee development of the directorate’s vision and culture, ensuring the CKO Directorate contributes to the delivery of the overarching PHE vision and business.

To see the CKO Directorate SMT (shadow) Terms of Reference, go to <http://www.apho.org.uk/resource/view.aspx?RID=120655>

The **Knowledge & Intelligence (K&I) Working Group** was set up to oversee the development and delivery of a number of transformational projects in relation to knowledge and intelligence. It brings together representatives from the CKO Directorate, other PHE Directorates and key groups or partners, for example the NHS Commissioning Board, Department of Health (DH) policy and analytical teams, the Health and Social Care Information Centre (HSCIC) and local government. The group is accountable to the CKO shadow SMT. To see the group’s Terms of Reference, go to <http://www.apho.org.uk/resource/view.aspx?RID=120656>

K&I transformational projects

There are four projects currently under way to provide a focus for key cross-cutting aspects of public health knowledge and intelligence. Each project will be featured in future issues of this bulletin. For now, here is a summary of project aims and latest news. You can also find out more about each of the projects at <http://www.apho.org.uk/resource/view.aspx?RID=120658>

Strengthening surveillance

Project lead: Sam Organ (sam.organ@dh.gsi.gov.uk)

Project sponsor (on CKO SMT): Jem Rashbass

Aim: to strengthen and deliver high quality surveillance systems to support and enable key policy and operational goals making the best use of modern technology and the synergies offered by PHE.

Latest news:

- Surveillance strategy for PHE developed
 - Strategy and implementation plan due to be published by December
 - Starting work on congenital anomalies registration
-

Active knowledge management

Project lead: Anne Brice (anne.brice@dh.gsi.gov.uk)

Project sponsor (on CKO SMT): Alison Hill

Aim: To develop a strategic approach to knowledge management in order to facilitate knowledge transfer throughout PHE, its communities, networks and partners.

Latest news:

- Library and knowledge resources audit under way
 - Contributing to development of PHE web portal – advising on content, taxonomy and resource types
 - Developing a specification for public health Library and Knowledge Services
-

Information management

Project lead: Robert Kyffin (Robert.kyffin@dh.gsi.gov.uk)

Project sponsor (on CKO SMT): Chris Carrigan

Aim: To develop an information management strategy, contribute to system-wide information standards and robust information governance.

Latest news:

- Developing Memoranda of Understanding with partners
 - Developing a PHE Information Management Strategy
 - Developing an information governance framework
-

PHE local contribution

Project lead: Jürgen Schmidt (jurgen.schmidt@dh.gsi.gov.uk)

Project sponsor (on CKO SMT): David Meechan

Aim: To contribute to the development of a business model for PHE by assessing customer need and developing an 'offer' to meet those needs.

Latest news:

- A [factsheet](#) on public health intelligence requirements for local authorities published
- Regional workshops on PHE contribution and local public health completed – feedback being reviewed
- Rapid assessment of 'Day 1' (i.e. 1 April 2013) public health knowledge requirements for local public health

Supporting transition

The **Knowledge & Intelligence (K&I) Team** supports the transformational projects and other aspects of transition. Here, **Nicola Ridd** (KIT@dh.gsi.gov.uk) updates on transition activities relating to **partnerships** and **estates**.



“We have been holding regular meetings with representatives from the National Institute for Health and Clinical Excellence (NICE), Health and Social Care Information Centre (HSCIC) and Office for National Statistics (ONS) in order to develop agreements on future ways of working between organisations. We are now working to develop the detail of these agreements to ensure that the practical elements of these relationships are in place for April 2013. We are also looking at how to improve our partnerships and ensure the benefits of multiple organisations moving into PHE are realised.

Following agreement of the boundaries of the eight K&I Network Teams, I have been liaising with the PHE Transition Estates team to provide input from the CKO Directorate into the Estates strategy. This includes working with them to ensure that they are fully aware of the estates issues affecting the Network Teams, and how geographically separate teams will be operating together in PHE.”

There will be more updates from members of the K&I team in future issues.

Links with other PHE transition projects

There are over 20 PHE-wide transition workstreams (‘infrastructure projects’) covering areas such as finance, HR, ICT, estates and facilities, legal services, policies and business development. They are led by four project groups and overseen by an Infrastructure and Support Services Establishment Group (ISSEG), all of which are staffed by members of organisations moving into PHE. There are representatives of all the CKO Directorate sender organisations on these groups and progress updates are shared with sender organisation Directors. If you have any questions relating to any of these workstreams, please contact your Director.

Links to key PHE transition documents and resources

Knowledge and Intelligence

Information relating to CKO Directorate transition and other useful links can be found on the [Public Health Observatories in England website](#). This includes:

[CKO Directorate Transition Bulletin \(monthly\)](#)
[Local Public Health Intelligence Factsheets](#)
[Public Health Library and Knowledge Services Audit report](#)

News and updates

[Transforming Public Health Bulletin \(monthly\)](#)
[Modernisation of health and care pages on the Department of Health website](#)
[Other useful links](#)

Produced by the Knowledge & Intelligence (K&I) Team, CKO Directorate, Public Health England Transition Team. Contact: KIT@dh.gsi.gov.uk

Next issue: December 2012