

## 8.G. Workshop: Public health systems leadership and capacity building in changing Times (Abstract only)

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Abstract reference	W202000090
Abstract	Workshop
Conference topic(s)	Health workforce and leadership - Other public health issues
Workshop type	Regular workshop
Duration	60 minutes
Workshop title title	Public Health Systems Leadership and Capacity Building in Changing Times
Organiser	UK Faculty of public health
Abstract	Objectives

There is clear need for a diverse public health work force with the training, skills and expertise to provide leadership across health systems. The purpose of the proposed workshop is to share experience and learning on system leadership and capacity building in public health, using the work of the UK Faculty of Public Health as a case study.

The workshop will cover

- the nature, key role and the distinguishing features of system leadership in public health.
- capacity building through competency-based training, adaptive public health curriculum, systematic educational and training activities; and development of multidisciplinary workforce.
- generation and transfer of knowledge; and
- the case for value-driven workforce, systems and leadership.

The Faculty of Public Health is the UK's professional standards body for public health specialists and practitioners, with over 4000 members working around the world. As the professional membership body for public health it has played a leading role in education, training, and assuring an internationally respected public health workforce and development of robust public health systems; promoted public health knowledge; and been powerful advocate for the reduction of inequalities and the very best conditions for health and wellbeing to flourish.

The roundtable workshop will include experienced senior public health practitioners, academics, and leaders who will briefly present from their different perspectives. This will include consideration of the historical perspective and conceptual frameworks around system leadership; the journey towards development of multidisciplinary workforce and recognition of the diversity of the wider workforce; evolution of public health curriculum and education and training activities; knowledge transfer in leadership, advocacy and analysis; and why ethics matters and what can be done about them.

There will be opportunity for reflection and discussion with participants and the panel on system leadership and capacity building, including on the merits and risks of different approaches and implications for policy research and practice.

**Key message 1**                      System leadership and capacity building need to be adaptive and shaped by the needs of the times and based on moral mandate of public health

**Key message 2**                      Development of multidisciplinary workforce; effective generation and transfer of knowledge; and value-driven workforce, systems and leadership are key to improving and protecting the public's health.

Chairperson 1                      Prof Maggie Rae

Abstract                              Introduction - A leader of leaders: History of the Faculty of Public Health, its work in developing a mature established public health system and systems leaders in changing times.

## Presentation 2

Title Lessons in Public Health Leadership

Presenting author Dr Samia Latif

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Abstract Background

The UK Faculty of Public Health (FPH) is a world leader in developing a dynamic competency-based curriculum and delivering high quality training and professional development of a multidisciplinary public health specialist workforce in the UK. This includes capacity building and shaping tomorrow's public health leaders.

### Objectives

Strong Leadership is increasingly the need of the day to deal with the complex public health challenges in a rapidly evolving and shifting global landscape.

Can a public health curriculum and training (like that of the FPH) provide the framework for the knowledge, skills, attitudes and behaviours required for producing world class public health systems leaders?

### Body of the session

Key principles of developing systems leadership include providing an enabling environment, developing the right skill mix, acquiring relevant knowledge, framing placements with experienced supervision and appropriate coaching and mentoring are some of the elements built into the training opportunities for public health registrars, their supervisors and new consultants.

This presentation will give an overview of some lessons in public health leadership, the skills and knowledge base required to perform effectively as a public health systems leader and explore some of the challenges faced by the world of public health. The panel will encourage interactive discussion to share the learning from other countries and systems required to develop the next generation of public health leaders.

### Conclusion

Public health, of all specialties, lends itself best to lead across and beyond organisational boundaries, lead without authority and create change whilst not being in charge. It is imperative that systems are put in place to train, develop and build public health leaders for tomorrow.

### Presentation 3

Title Knowledge transfer in Leadership, advocacy and analysis

Presenting author Prof John Newton

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Abstract Background

The UK Faculty recognises the importance of the effective use of evidence and data in the past, present and future practice of public health. In setting standards for education and training and in its advocacy and leadership roles the Faculty emphasises use of three types of knowledge quantitative information from statistics and surveillance, research evidence and evidence from experience. To equip the public health workforce of the future it is important to understand likely knowledge requirements across these areas.

#### Objectives

To describe areas of work in current public health advocacy and leadership where knowledge transfer is being used to improve health and reduce health inequalities.

To illustrate how the Faculty works with partner organisation to influence policy based on the best knowledge and evidence.

#### Body of the session

The session will briefly consider the current policy context for public health in the UK and propose a set of areas in which the Faculty sees a role for the use of data and evidence to improve health. The talk will give examples of how the Faculty works with partners such as the Academy of Royal Colleges, Government agencies, and other professional groups representing public health professionals to support individual professionals, to develop its own advocacy positions and to influence policy.

A recent example of the English Government's Green Paper on prevention will be used to illustrate the approach.

#### Conclusion

Effective public health practice can greatly improve the quality and value of public health policy. However, to be effective public health leaders need to be trained and equipped to deliver the best advice effectively and have good access to the relevant evidence. They also need to be supported by strong leadership organisations such as the Faculty that have earned the respect of policy makers

## Presentation 4

Title Value-driven workforce, systems and leadership

Presenting author Dr Farhang Tahzib

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Abstract Background

Our norms and values are key to decision making, policy and practice. Some commentators have highlighted need for greater courage and purpose in public health leaders and systems. There is need for greater appreciation of moral mandate of public health and implications for public health system leadership and capacity building activities and practice

### Objectives

Demonstrate the case for value-driven workforce, systems and leadership Share key findings and learning from research by the Faculty of public health around the public health values, and activities to build capacity and competency around the issue.

### Body of the session

Surveys of the public health workforce and schools of public health have consistently highlighted need for education and training in public health ethics and law for some time and their key role for effective public health policy and practice. In this presentation there will be demonstration of the key findings of the surveys and their consequences, including moral distress for the workforce and potential failings of public health systems Some key activities and initiatives in building competency and capacity in public health ethics and law will be described. This will include activities to develop organisational values and professional values and the important distinctions between them, and development of public health code of ethics and professional conduct as part of efforts for professionalisation of the public health workforce.

### Conclusion

Value-driven workforce, systems and leadership are key in meeting complex public health challenges. Building competency and capacity of the workforce and public health institutions are important part of the agenda.

## Presentation 5

Title The case for rethinking system leadership and its development in public health

Presenting author Dr Tony Smith

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Abstract Background

There is growing recognition of the importance of leadership in Public Health (PH) practice, and the need to embed it into the education and training of PH professionals. However, the theoretical discourse within leadership research has changed significantly and there is recognition that previous conceptualisations of leadership, and our ways of developing it may be flawed, and need to be changed in practice.

### Objectives

This presentation will discuss development of leadership theory, and system leadership. In particular, it will highlight how System Leadership differs from previous understandings of leadership and the implications of this for ph practitioners and those charged with developing system leadership capacity within public health.

### Body of the session

Leadership in organisations is mostly focused on current/anticipated internal challenges (strategy, performance management, staff engagement, etc.). Leaders are generally developed via individual leader development rather than a focus developing Leadership capacity across organisations/systems. Within PH it is increasingly realised that single organisations can no longer respond effectively to the “wicked” issues they face. They do not possess sufficient know-how to address the complex and multi-dimensional problems faced, so leadership models based on a single hierarchical organisation are not sustainable. There is a need to work collectively in an ecosystem based approach (not an ego-based system). System Leadership development requires that participants are actively engaged in real attempts to improve PH System. Development requires that underlying values are made explicit, explored and diversity embraced. The emphasis will be on supporting learners in the doing rather than critiquing or talking about it.

### Conclusion

There is need to appreciate fully the nature of systems leadership, together with implications for ph practice and the development of system leadership capacity throughout the PH workforce.