



Public Health  
England

Protecting and improving the nation's health

# PHE News

The staff magazine for Public Health England

Summer 2016

## Mary Black on going digital p6

PHE launches  
science awards p3

Scheme helps young  
people into work p9

**PLUS**  
News and views  
from across PHE



# Contents

First word	2
News	3
Mary Black on going digital	6
Mosaic and PHE	8
Movement to Work	9
Information governance	10
Science Hub	11
Regional news	12
Knowledge	14
Health and wellbeing	16
National Infection Service	18
Health protection	20
Nursing	21
Our wellbeing	22
PHE people	23
Last word	24

## First word

Duncan Selbie  
Chief Executive



Welcome to this latest issue of PHE News, which provides a round-up of some of the activities that have taken place since the spring.

Recently, we put the finishing touches to our annual report for 2015/16, and it is energising to see in print just how much we managed to achieve in a short space of time.

Of course, our response to the West Africa Ebola outbreak made many global headlines, but it's perhaps less well-known that we protected the UK population by screening more than 14,000 people for the disease at our main ports of entry and played a key role in testing the first Ebola vaccine.

We published a world-leading evidence review on reducing the nation's sugar consumption and developed a sugar smart app that has been downloaded by more than two million people.

There was also the launch of the One You adult health behaviour change campaign which generated more than one million responses in the first two weeks alone.

We held the most successful Stoptober so far, with 16% of all smokers attempting to quit in that month.

We also produced guidance and resources to support mental health units going smokefree, and published an expert evidence review on e-cigarettes to influence the debate worldwide.

Our researchers completed research funded by more than £20m in external income, resulting in almost 1,000 peer-reviewed papers being published and contributing significantly to the evidence base for public health interventions.

This is just a small handful of examples. The report is available online, and I hope you will take a few minutes to look through it.

I also hope you get a chance to take some well-deserved time to relax and rest over the summer holiday period.

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## Awards launch celebrates talent

PHE is proud to launch its first awards scheme dedicated to celebrating scientific and other research activity across the organisation.

The aim of the PHE Science and Research Awards is to celebrate the invaluable contributions made by our scientific and other research staff to public health and highlight their continued commitment to fulfilling PHE's mission of protecting and improving the nation's health.

The six science and research award categories are:

- early career researcher award
- team award
- external partnership in action award



- applied research/enterprise award
- innovation award
- lifetime contribution award

To find out more about the entry criteria and judging panel, search 'science awards' on PHEnet.

## Staff set for an office move

The PHE management committee recently approved a relocation of staff from Skipton House to Wellington House in central London, in a move that will create significant annual savings for PHE and enable teams to explore new ways of working.

The vacation of the two floors at Wellington House offers PHE an opportunity to move national and HQ staff from Skipton House, creating a four-floor headquarters in Waterloo by autumn 2017.

The relocation will generate significant recurrent savings and should make it easier for us to do business together, with a single location for meetings and greater opportunities for short, informal meetings and networking.

Over the coming months colleagues in



organisational development and estates and facilities will be speaking with teams in Skipton House and Wellington House to ensure the working arrangements and workspaces meet the current and future needs of everyone.

London region staff who are currently on the third floor of Skipton House will not be included in the move to Wellington House.

## News in brief

### A first for Birmingham laboratory

Birmingham is the first laboratory within PHE to be awarded the United Kingdom Accreditation Service (UKAS) accreditation against the internationally recognised standard ISO 15189: 2012 for medical laboratories. Birmingham joins our five food, water and environment laboratories at Preston, York, Colindale, Birmingham and Porton that already have UKAS accreditation for their laboratory work against ISO 17025.

This accreditation for medical laboratories, which provides assurance of the technical competence and integrity of an organisation, is a significant achievement and has been a team effort overseen by Andrea Blowers, the quality manager at the Birmingham laboratory. It is a clear indicator to partners and laboratory users of the high quality and excellence of our service.

It will provide PHE with a competitive advantage when tendering for work as the UKAS accreditation is currently voluntary within the UK.

### You can now download payslips

You can now print a PDF version of your online payslip thanks to enhancements to the Employee Self Record (ESR) system. You can save a copy or print a more formal and user-friendly payslip.

Jimmy Enoch, PHE lead for ESR, said: "We received a fair number of queries from colleagues unable to use the previous version of online payslips for personal or financial use. This new version of online payslips mirrors the previous paper-style payslip with a more user-friendly layout and option to save a copy."

Payslip queries should be directed to [payroll@phe.gov.uk](mailto:payroll@phe.gov.uk).



## Business Skype being rolled out

The Skype for Business project, which involves the replacement of desk phones, began implementation from the start of May 2016. All the migrations so far have progressed without issue. The majority of PHE sites have been scheduled and dates for the next sites which are migrating from mid-June to early September are available on PHENet.

## Cancer campaign focuses on cough

PHE's Be Clear on Cancer campaign is focusing on two respiratory symptoms – a persistent cough and breathlessness – and is encouraging people with either of these symptoms to see their doctor. The campaign aims to improve earlier diagnosis of heart disease and lung disease. Finding these conditions earlier makes them more treatable. Earlier diagnosis can help improve the quality of life of people with long-term conditions such as chronic obstructive pulmonary disease.

# Directors on list of role models



Inspiring leadership among the young are Rashmi Shukla, left, and Kevin Fenton

Two PHE directors have been named in the New View 50 list of black and ethnic minority role models, which was compiled by youth employment charity Elevation Networks and published in newspaper The Voice.

Rashmi Shukla is regional director of the Midlands and East of England, and Kevin Fenton is national director of health and wellbeing. A survey by Business in the Community on Race at Work found there was a huge challenge for people from



BAME backgrounds to find workplace role models.

Rashmi said: "The list is important as we need to promote the visibility of BAME leaders. It's for young people – we can encourage employment opportunities so they can embark upon a career and know these positions are achievable."

Kevin Fenton said: "The list is an opportunity for us to demonstrate that there is strength in our diversity."

## Celebrating the unsung heroes of public health

The Excellence in Public Health and Wellbeing 2016 celebration, supported by PHE, honoured those from across England who led initiatives to improve the nation's health and wellbeing.

In all, 82 nominations were received nationwide and 33 were selected to receive special recognition at an event held at Portcullis House in London recently (pictured).

Kevin Fenton said: "One of the things we see in PHE is that real grassroots initiatives have the biggest impact in tackling health challenges and making a difference."



# Staff head for Beijing for disease collaboration

Staff from PHE were in Beijing for a joint two-day workshop with the China Center for Disease Control and Prevention (CDC).

The purpose of the workshop was to share experiences and identify opportunities for collaboration on a range of topics of mutual interest.

The event was attended by senior staff from both PHE and China CDC, including Duncan Selbie and Professor Wang Yu, CDC's director general. It was also supported by the British embassy in Beijing and by China's National Health and Family Planning Commission. This is the first main activity under a new memorandum of understanding between PHE and CDC.



## PHE advises Commons' health committee

Senior staff from PHE answered questions in June from the Health Committee at the House of Commons as the committee drew to a close its review of the impact of 2013 reforms to the public health system.

In the first session, Richard Gleave,

deputy chief executive and chief operating officer, Paul Cosford, director for health protection and medical director, and John Newton, chief knowledge officer, answered questions focusing on outcomes, data sharing, workforce and health protection issues at a local level.

Duncan Selbie then gave evidence alongside Simon Stevens, chief executive of NHS England and Jane Ellison, who was the Public Health Minister until the recent reshuffle.

You can watch a recording of the two sessions on Parliament TV.

## Advice provided to government on vitamin D

PHE has advised the government that to protect bone and muscle health, everyone needs vitamin D equivalent to an average daily intake of 10 micrograms.

This advice is based on the recommendations of the Scientific Advisory Committee on Nutrition (SACN) following its review of the evidence on vitamin D and health.

Vitamin D is made in the skin by the action of sunlight and this is the main source of vitamin D for most people. SACN could not say how much vitamin D is made in the skin through exposure to sunlight, so it is therefore recommending a daily dietary intake of 10 micrograms.

Louis Levy, PHE's head of nutrition science, said: "A healthy, balanced diet and short bursts of sunshine will

mean most people get all the vitamin D they need in spring and summer. However, everyone will need to consider taking a supplement in the autumn and winter if you don't eat enough foods that naturally contain vitamin D or are fortified with it.

"And those who don't get out in the sun or always cover their skin when they do, should take a vitamin D supplement throughout the year."



# Black to the future

PHE's head of digital strategy Mary Black talks to PHE News about her career and the digital plans for the organisation

**O**bstetrics and paediatric medicine, setting up a new medical school, founding two technology start-ups and being rescued from pirates – a refreshingly unconventional life pathway for Mary Black, who is now leading PHE's digital strategy.

Mary's public health experience and enthusiasm for PHE going digital challenges assumptions many of us may make about digital advocates. "I am first and foremost a public health specialist," Mary says, "keen to do all I can to help create a digitally sophisticated public health organisation. A must if we want to remain at the forefront of health protection and improvement."

Public health has been the focus of Mary's entire kaleidoscopic career. Her medical training in Dublin and Belfast was conventional, including a spell as a specialist registrar at the then Public Health Laboratory Service in Colindale, carrying out epidemiological investigations into infectious disease outbreaks.

By the mid-1990s Mary was working for the World Health Organization and the United Nations. She was chief medical officer for United Nations High Commissioner for Refugees at the time of evacuation of civilians during the siege of Sarajevo in the Bosnian war and spent a decade after the war helping rebuild public services in the region.

Mary now has responsibility for the development and implementation of PHE's first digital strategy. She works



alongside digital deputy director Diarmaid Crean to set out how PHE's digital services operate in the future. 'Going digital' means Mary and the digital team are embedding the 'digital by default' government service standard at PHE and this is going to be a big transformation for the organisation.

She says: "If PHE is going to function as a single, coherent organisation, there are some essential digital tools, building blocks and capabilities that need to be set up so that we can meet the current and future needs of our staff, our stakeholders and the public.

"Once we have these in place we can complete the transition to gov.uk of hundreds of legacy websites inherited in 2013, build the new intranet, build

a customer relationship management (CRM) system, develop mobile apps for behaviour change and develop databases underpinning the websites/intranet/CRM and their related outputs.

"It's about maximising the potential of new technology to share and apply our knowledge and ambitions for public health in the most effective way. It is also about learning how to apply the old wisdom of public health and all that we have learned over the years, to the use of these new digital tools.

"There's a greater understanding and an appetite for creation of digital solutions across the organisation," Mary believes, "but there are still large numbers of staff we need to reach to communicate the benefits going digital will bring to them as individuals and to the organisation in terms of our ability to do business better.

"During the 'transition' process, PHE staff have seen the benefits that come from talking to users of their services to find out from them what they want and need. User engagement and feedback improves the content and the technical and visual design, which in turn increases the frequency with which web pages are viewed.

"It sits alongside all the other population needs assessment tools we use in public health and it adds to them. This gives us strong evidence to demonstrate to teams a clear 'payback' for participating in the digital transformation process."

Mary claims there is "overwhelming" support from staff for the digital

programme. But, she cautions, there is a level of frustration, too. "The approvals process through government is slow and often cumbersome, but we are working to try to solve this.

"We are still living with the legacy of the over 100 organisations from which PHE was formed. However, there is a tipping point this year where shared solutions are emerging. ICT systems have led the way in helping us come together as a connected organisation."

**M**ary admits that the transition to gov.uk was not without discomfort for many public health specialists and the next challenge will be associated with implementation of PHE's digital content strategy whereby an 'HTML first' presumption – for example web pages – is to be applied to all new information products, replacing wherever it is practicable the traditional practice of generating large volumes of PDF-based documents.

"It's a journey we have to go on," she says. "Every single publishing organisation in the world has gone down this road – including the British Medical Journal and the Lancet – and I don't believe it will limit the dissemination of PHE information or publications. PDFs are not easily searchable, are not interactive, are difficult to view on mobile devices because they aren't responsive to different-sized screens and can require readers to scroll through numerous pages looking for the essential information."

Having held the post of director of public health, she reflects that at times local authority staff feel they are being deluged by information from different official sources, including PHE. "There are imperatives, and indeed statutory requirements, for the sharing of public

**"There's a greater understanding and an appetite for creation of digital solutions across the organisation"**

health information, but too often there is an assumption of need or justification that may not stand up to scrutiny or which could be done in a more effective way.

"Consolidating websites, publications and other outputs under the PHE digital umbrella provides an opportunity to review the choice of formats and channels used to share and store information and offer personalised and tailored information for users."

Mary cites the work under way to construct a new PHE intranet as an example of how state-of-the-art digital project development should proceed, applying the same principles of user need to internal digital channels as we do to public-facing digital activities.

"There have been significant new strands of content introduced since 2013, but the existing intranet platform needs to be replaced because we know it is not accessible by all staff, isn't mobile-friendly, is not easy to search, and does not integrate well with other information systems, or support key needs of PHE users, such as collaboration.

"We recognise the importance of being able to communicate effectively with the 5,500 staff who work in over 70 geographic locations in offices and laboratories, and provide them with an

intranet that makes it easier for them to do their jobs. We are currently in alpha phase and selecting the best technical product."

**T**he next few years are an exciting time for PHE with the planned move to new facilities at Harlow, and the digital strategy will sit at the heart of the Science Hub project.

"We have the opportunity with digital tools to implement the ambitious corporate plan but 'business as usual' is not going to make this happen. Harlow is not simply a geographical destination, it's also a timeframe and an opportunity to change our mindset about the way we work. It is an ambitious timeframe and there are plans for incremental change year-on-year.

"Hopefully, this will mean staff across the organisation will be more connected so they can collaborate and work more flexibly and are to be able to engage with stakeholders in new ways. This hybrid model of public health is bringing together the best of the old while exploiting the exciting and ever-changing opportunities provided by digital tools.

"With senior leadership support and engagement, we can continue to build a user-focussed, collaborative, connected and data-driven public health organisation that is leading the way for health and social care organisations in the UK and further afield."

And finally we have to ask about the pirates. What happened after Dr Ozren Tomic saved Mary's life from pirates in the Bay of Bengal during a fateful yacht delivery?

Reader, she married him.

# Making moves towards being more inclusive

When Gabriel Osuagwu was made redundant after 30 years in IT he felt he had lost his identity but PHE and the charity Mosaic Clubhouse helped him to start rebuilding his career

Gabriel Osuagwu has been working with PHE as an HR admin assistant since April this year. The 62 year old had enjoyed a career as an IT technical support worker for several major companies. However, around 10 years ago he was made redundant from his post and gradually Gabriel started to lose confidence in his abilities.

He said: "I got my redundancy payout and a few months later I started looking for work. It started to go wrong from there. I got a job as a minicab driver to tide me over, but I started to lose my self-esteem and confidence and ended up having a breakdown.

"I had thought about starting my own business, but then I saw friends had started and failed and that put me off. I started thinking it will be tough at my age [50 at the time] to get a job.

"When you're in the profession, you get to go on training courses and stay up to date in that way. But I was facing having to pay for that training and potentially not getting a job from it afterwards. I started to lose my aspirations and it got worse."

Last year, Gabriel was hospitalised after experiencing a psychotic episode. While in hospital he was introduced to the Mosaic Clubhouse, in Brixton, south London, an organisation that provides support and opportunities to people living with a mental health condition and helps people get back into employment.

Following a visit to the clubhouse, our chief executive Duncan Selbie requested that PHE's Diverse and



**Gabriel Osuagwu says working again has increased his confidence again**

Talented Workforce Team identify work placements, known as transitional employment placements (TEPs). To date, PHE has provided three such placements within finance, estates and HR – and Gabriel is one of these.

Gabriel said: "I feel like I'm doing something useful again. Everyone has been really positive and I feel like I'm doing really well. I'm enjoying interacting with different people and I can feel my confidence increasing."

Lauren Finnegan, head of the team, said: "The TEPs have allowed us to recruit three talented individuals with mental health issues into temporary paid roles across PHE.

"This positive action employment scheme has not only provided the teams with an invaluable resource but has led the way in raising awareness among staff around mental health issues and how we can recruit from a wider pool of talent if we think innovatively about how we diversely attract, bias-free select and inclusively develop staff.

"We are looking to secure TEPs for two more unemployed, talented people with mental health issues."

To find out more about the scheme or if you are a manager who may have a work placement, then email lauren.finnegan@phe.gov.uk.

# PHE joins scheme to help young move into work

## PROJECT SEARCH:

- through Project Search, PHE will be offering 11 young adults with intellectual disabilities, or who are on the autism spectrum, 800 hours of work experience. Students will undertake three rotational work placements across a multitude of disciplines, from front-of-house to the laboratories at our Colindale site
- on site there will be a full-time tutor, full-time and part-time job coaches who will deliver a structured, 90-minute classroom session in the morning and a 30-minute session in the afternoon
- the tutor and the coach will also help the individuals study for English and maths qualifications, assist them throughout their placements and support them in developing their employability and in finding paid work after the programme has finished

• the scheme is a partnership between Project Search, the Tottenham Hotspur Foundation, West London Alliance, Barnet Council, Barnet and Southgate College, with Barnet Mencap as an adviser

## APPRENTICESHIPS:

- the apprentice initiative continues to progress well. In total 19 existing staff have converted to apprenticeships, enrolling on frameworks ranging from business administration to leadership and management
- two apprentices are currently at conditional offer stage and two apprentices have been appointed



**Nileshe Pattani and Stuart McVicar, left, who joined last year and is now senior buyer**

PHE has signed up to the national Movement to Work campaign for a second year and managers are being asked to help young people gain work experience and learn valuable employment skills.

Nileshe Pattani, deputy head of scientific procurement, signed up to the programme and as a result Stuart McVicar joined the team in November 2015 as a trainee senior buyer.

Nileshe said: "Giving young people who have been unemployed for some time a chance is one way to tackle youth unemployment because unless you get experience in a working environment it is difficult to demonstrate what value you can bring to a potential employer."

Stuart, who is now working as a full-time senior buyer for PHE, said: "I finished university with a first-class honours degree in economics, finance and banking. Instead of getting a full-time job in line with my education, I worked in, and eventually ran, a kitchen for a year

in an effort to save money to travel to Asia and New Zealand.

"When I returned to England, I moved to London with my brother but was unable to find any work. After applying at the Jobcentre Plus an opportunity came up for a six-week unpaid placement requiring someone with an analytical mind and good Excel skills. I applied and here I am.

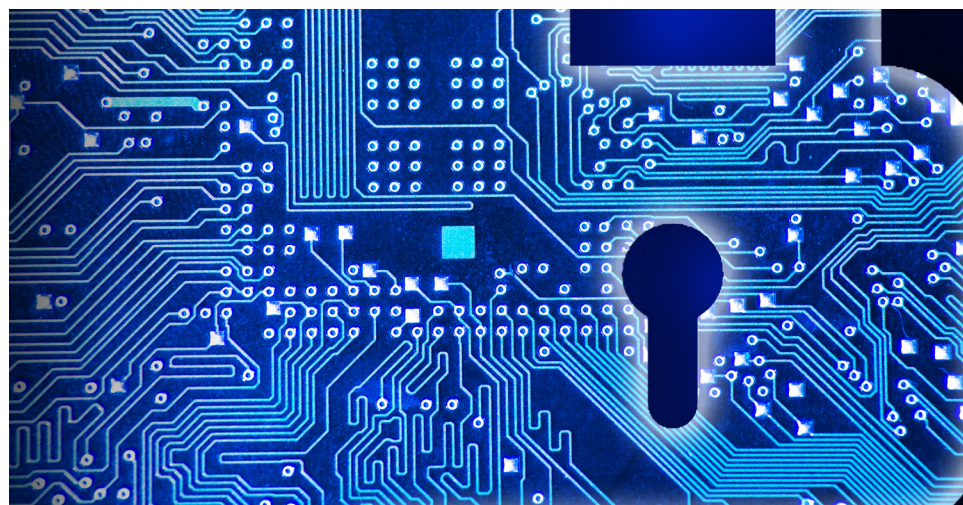
"The scheme is great for anyone who perhaps has left it too long to get on a graduate programme or scheme."

Movement to Work is run by the Department of Work and Pensions and offers short-term placements to multi-skilled and qualified 18 to 24 year olds who are looking to develop and learn new skills in the workplace.

Last year, PHE offered more than 50 placements and four people have since secured employment within the organisation. To sign up, please email: thembi.watt@phe.gov.uk



# Information governance toolkit makes the grade



In common with all health and care organisations in England, PHE uses the Information Governance Toolkit to show how it meets information governance best practice standards.

Having recently achieved the satisfactory level required for an organisation using personal data, the challenge now is for PHE to build on this foundation.

PHE collects, manages and analyses very large volumes of confidential and sensitive data. The nationally important health protection services, disease screening programmes, laboratory services, disease registers and disease surveillance programmes that form the core of PHE's remit are all based on data about patients and the public across England.

Robert Kyffin, head of PHE's information governance office, said: "PHE's access to personal confidential data is a privilege not a right.

"Good information governance is about ensuring that PHE repays the trust of patients and the public by showing that we take very seriously our duty to respect and protect confidentiality.

"Demonstrating that we are trustworthy means complying with best practice standards each and every time we use personal data and showing that we do all we can to protect that data.

"The importance of good information governance is clear for staff who need to use patient data to do their jobs.

"But it is also the responsibility of all staff, regardless of role or grade, to understand when and how to protect confidentiality. For instance, personal data about PHE staff needs to be handled just as confidentially and securely as data about patients and the public."

He added: "There is a lot of work still to be done but our satisfactory Information Governance Toolkit grade provides the foundation for PHE to demonstrate to patients and the public that we can be trusted not only to protect and improve the nation's health but also to honour and protect the confidentiality rights of all."

For further information, please contact [ig.office@phe.gov.uk](mailto:ig.office@phe.gov.uk) or alternatively call 020 7654 8052.

## The importance of IG training

It is important that everyone undertakes each year the information governance training course provided through Civil Service Learning. For many, this will be only the basic minimum – staff that use personal data to do their job will need to undertake higher training.

This might be by doing one of the NHS information governance training tool modules or by taking part in an internally provided course. Training is to ensure that staff are aware of the importance of reporting any information governance incidents.

For managers, it is their responsibility to ensure staff are trained and are encouraged and supported to report information incidents. And for senior managers, it is their responsibility to ensure that all the projects and programmes across PHE that collect, use and share data are recorded on the information asset register.

System owners – the managers who own PHE's information assets – have particular information governance responsibilities. They must be able to show that staff who use the asset they manage have been appropriately trained; they must be able to show that policies are in place to ensure that the data is held safely and access to it is appropriately managed; they must have processes to ensure the quality of the data and to manage the way in which data that is no longer needed is safely disposed of; and they must ensure that any sharing of data complies with the law.

# Staff invited to sessions on Harlow Science Hub

Staff have been invited to attend a series of sessions at various PHE locations for an update on our plans to move to Harlow. They were asked to offer ideas and suggestions to help us develop our future ways of working.

Thirteen sessions have been held in London, Colindale, Porton, Cambridge, Birmingham and Bristol.

The events have been highly interactive with extensive feedback provided ranging from personal concerns through to what would

make PHE Harlow a great place to work.

The comments received will be used to inform the review of how we work in the future, along with the workplace needs of staff.

The key themes so far include:

- travel to Harlow
- HR policies around relocation and redundancies
- timelines for the move

A question and answer document

covering these and other areas will be made available on the intranet at the end of July following the completion of the sessions.

These sessions provided a fantastic opportunity to have your say and share your thoughts and ideas on how we make the most of the move to Harlow.

The presentation from the sessions and the webcast recordings will be made available on our science hub page on the intranet with details publicised via PHEnet.

## Timeline for making the move to Harlow

PHE's aim is still to complete the relocation of staff and have the site fully operational by the end of 2024. However, the start date of the relocation has been subject to change.

The original aim was to start relocating staff to Harlow from late 2019. This was based on an 'only Porton' option as announced by the Chancellor last September.

The decision in the Spending Review to include Colindale and the national functions in the move, along with the phasing of the available funding, meant that the timelines needed review.

While the overall funding remains unchanged, the levels for the earlier years were reduced so the building schedule has needed to be changed. Therefore, we have amended the start date for relocation to 2021.

It is still early days for the programme and it is possible that with other milestones the timelines will change between now and 2024. The best timing

estimate is shown below. Staff will be kept updated on progress and changes to these milestones as the programme progresses.

Milestone	Year
Redesign work	2016
Tier One contractors appointed, further design	2017
Planning application submitted/approved	2017
Commence enabling works	2018
Complete technical design & pricing	2019
Full business case approval	2019
Commence construction	2019
Phased occupation	2021 to 2024



# Regional news

News and views from across PHE's regions

## Pressing weight issue

Almost one in four reception age children in London is overweight or obese. By year six, that figure rises to one in three.

These shocking statistics show childhood obesity is one of the most pressing public health challenges facing London today.

Now Londoners are being urged to debate action needed to combat the capital's childhood obesity crisis as part of the Great Weight Debate – a London Conversation on Obesity. PHE London is working with partners across the capital to call for views on how to tackle the epidemic.

The Healthy London Partnership launched the drive earlier this year by hosting an event at which more than 100 Londoners came together to kickstart the debate.

Those attending reviewed evidence on childhood obesity and discussed ideas that could make a difference across London and nationally. Yvonne Doyle, regional director for PHE London and chair of the Healthy London Partnership Prevention Board, said: "Levels of childhood obesity in London are unacceptably high and can have serious consequences in later life.

"Childhood obesity requires action at a national, local and family level.

"All London councils have new plans to tackle childhood obesity and are putting these into action. But we need to do more and faster. London has a higher rate of childhood obesity than anywhere else in the country and higher than comparable global cities.

"The debate is just part of the work we are doing to help our children live



Having a say on childhood obesity in London, which has the country's highest rates

healthier lives. Our ambition is to become one of the leading cities in the world in terms of reducing childhood obesity."

Ideas generated at the event are being used to shape the next phase of the Great Weight Debate where London councils will be talking to residents. All Londoners, individuals, communities and organisations will be invited to share their views.

Yvonne added: "We are working across London to support families to eat more healthily and be more physically active through campaigns such as Change4Life and by working with partners on new initiatives such as the Great Weight Debate.

"It is really important that we are all thinking together, not only for London today, but for tomorrow's London."

## Pandemic plans to be tested in exercise

UK pandemic influenza plans at local and national levels will be tried out in Cygnus (2016), a tier one exercise to be held from 18 to 20 October 2016.

The aim of the exercise is to assess preparedness and response to an influenza pandemic in the UK. The Department of Health has asked the Emergency Response Department Exercises and Training Team to prepare and deliver this pandemic flu exercise to replace the Cygnus exercise that

was postponed due to the Ebola response in October 2014.

PHE will participate at a national and local level in the exercise alongside other organisations and eight participating local resilience forums, which are: Essex, Kent, Leicestershire, London, Hertfordshire, Northamptonshire, Merseyside and South Yorkshire. Talk to your centre or regional EP lead for further information or email [cygnus@phe.gov.uk](mailto:cygnus@phe.gov.uk).

# Protection team pair win awards

Two members of the PHE West Midlands Health Protection Team, Huda Mohamed and Naveed Syed, have been given service awards for their dedication and excellent work for the Faculty of Public Health (FPH).

As West Midlands continuing professional development (CPD) co-ordinator for five years, Huda arranged regional events on behalf of the faculty, contributed to reflective notes for the CPD programme and supported trainees in her capacity as West Midlands deputy faculty adviser.

Originally from Sudan, Huda worked for the faculty's international office as a representative of the Sudanese Public Health Network and as a member of Public Health Africa. Huda said: "This award means a lot to me, especially as I am retiring in a few weeks. I'd like to thank the Faculty of Public Health and all who nominated me."

Naveed acted as the FPH regional CPD adviser for almost five years in the West Midlands. Part of this work involved supporting local CPD activities and marking the annual audit submissions



Award winners Naveen Syed (top) and Huda Mohamed



of faculty members. During his tenure, Naveed helped update the national CPD policy and for the last two years has been part of the FPH Conference Organisers Committee.

## Public health pilot scheme's flying start

The East Midlands UKPHR Public Health Practitioner Registration Scheme is the 11th such scheme to be established in the UK, and our pilot programme has got off to a flying start.

The launch was held several months ago, with representatives from the UKPHR, Health Education England East Midlands and PHE East Midlands out in force to fully introduce the region to the scheme and promote the benefits that registration brings to both practitioners and employers. Following the event, 14 practitioners have been recruited and they are now working to complete their first commentaries.

However, our East Midlands candidates have an added challenge as part of this pilot scheme – for them the course has been condensed from the normal 18 months to just seven.

They only have until January 2017 to complete their portfolios and be ready to apply for registration – a big challenge compared to many other schemes, but the team in the East Midlands are doing everything they can to help them and we wish them well in the coming months.

For more information visit the website [www.ukphr.org](http://www.ukphr.org).

## Blister sisters walk the line for cancer charity

Well done to 'blister sisters' Kerry Crooks, Kathryn Jones, Sue Perry-Wright, Carol Ann McElhone, Tricia Spedding and Shelagh Garnett – who recently completed a two-day, 50-mile walk from Lake Windermere to the Rosemere Cancer Centre in Preston.

The team raised an impressive £3,100 for the local cancer centre. A mix of PHE North West and NHS England staff, the team were cheered over the finishing line by friends, family and colleagues who had walked the last mile with them.



(from left to right): Sue Perry-Wright, Shelagh Garnett, Carol Ann McElhone, Tricia Spedding, Kerry Crooks and Kathryn Jones



# Knowledge

News and views from the Chief Knowledge Officer

## Board to oversee patient data info

It has been announced that the scheme to store all NHS patient data on a single database has been cancelled, to be replaced by other work overseen by the National Information Board. The decision follows the publication of a long-awaited review from Dame Fiona Caldicott, the National Data Guardian.

For PHE, the use of patient data is vital for ongoing work, such as surveillance of infectious diseases or evaluating the impact of a new vaccination, both in terms of effectiveness and safety.

John Newton, chief knowledge officer, said: "The use of confidential patient data is extremely important for public

health and underpins a lot of the work we do at PHE. We use data about the population every day for surveillance, to assess potential impact and monitor effectiveness. We should not take the availability of this data for granted – it's a privilege to use that data without explicit consent. We are pleased the report recognises that public health uses often require complete data and individual patient's wishes may sometimes have to take second place to the needs of the whole population.

"There will now be a public consultation and it's very important that stakeholders express support for the proposals to protect the public health uses of data."

## Team advises health committee

John Newton joined other members of the PHE leadership team recently to give evidence to the health select committee as part of its review of the impact of the 2013 reforms to the public health system.

John said: "I was asked to talk about the effectiveness of the public health function in local government, including whether outcomes had improved.

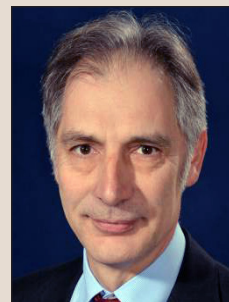
"The headline result is that, since 2013, of the 149 different indicators, 80% are either stable or improving and 20% are going in the wrong direction. There seem to be problems in three areas especially: some of the sexual health

indicators, breastfeeding at six weeks and uptake rates for two of the cancer screening programmes (breast and cervical) which are declining.

"I was asked about a topic of concern to us – the extent to which local public health teams have access to the data they need to do their job.

"I agreed that public health teams still do not get all the data they need on things like local vaccination rates or screening uptake.

"The committee expressed a strong view that the move of public health to local government had overall been a success."



**John Newton**

Chief Knowledge Officer

Change, and how we deal with both the opportunities and challenges that it presents, is especially important to us all at the moment, professionally and personally. Changes as part of the Department of Health's transformation programme – DH2020 – and wider changes have already impacted staff with Duncan Selbie's announcement of a move from Skipton House to Wellington House by next summer.

I believe this move is good news for a number of reasons, such as the savings allowing us to reinvest in our public health functions and having most London-based staff together in advance of Harlow. I am confident in our teams' ability to meet any changing political priorities, while remaining true to PHE's core role in supporting government decision-making with world-class data, research and evidence.

I am planning my visits to several CKO directorate offices from the autumn and into 2017. In my July video to staff I also spoke about how valuable I find the PHE People Charter. I see communicating appropriately, learning about what other PHE staff are doing, active listening and seeing all our work as part of one PHE as part of my core responsibilities, and I encourage all of you to do the same.

# Nursing

News and views from the Nursing directorate

## Pauline Watts recognised with OBE

A dedicated member of staff who describes her career as "one of the best" has been awarded an OBE in recognition of her contribution to nursing services and health visiting.

Pauline Watts (pictured), national lead nurse for quality, mental health, learning disability and dementia, was delighted to be recognised in the Queen's list.

She said: "I was shocked to receive the honour, but so proud. The work we do in nursing is all about changing lives and improving healthcare in its widest sense. I really do believe that changes are possible where there is courage and passion. I hope this honour will help inspire others and to further provide leadership within a profession that I feel so privileged to be part of."



## National nurse and midwifery forum continues to develop

A forum that brings together senior nurses and midwives from within PHE to share expertise and improve communication continues to grow in numbers.

The National Senior Nurse and Midwifery Forum meets twice a year to develop leadership, raise the profile of nurses in PHE and develop the nursing contribution to PHE's strategy and priorities.

The forum came about because some nurses and midwives felt they did not always have sight of what the national teams were doing and felt that they were not as able to make their influence felt.

Around 40 people were at the first forum meeting. However, it is anticipated this number will increase to around 100 at future meetings.

The forum is just for PHE senior nurses and the next one will be held in the autumn. Please contact [judy.walker@phe.gov.uk](mailto:judy.walker@phe.gov.uk) if you are interested in hearing more about the day.

## No need to staff to fear revalidation

Nurses and midwives at PHE concerned about completing revalidation have been told by one staff member who has been through the process not to fear it.

Revalidation is a compulsory process required by the Nursing and Midwifery Council that nurses and midwives must undertake to demonstrate that they practice safely and effectively.

It includes showing you have done a set amount of continuing professional development and a reflective discussion about your career. It has to be done every three years.

Samantha Taylor, a screening and immunisation co-ordinator based in Leeds, is one of around 400 nursing staff in PHE – and one of the first to complete revalidation.

She said: "I started in April and submitted it in May. I was initially daunted but it turned out fine. My advice to anyone who has yet to do it is that they shouldn't panic."

For details contact [nmrevalidation@phe.gov.uk](mailto:nmrevalidation@phe.gov.uk) or call 07880 054611.

## Nursing framework launch welcomed

PHE has welcomed the launch of a new national framework for nursing, midwifery and care staff, which we were involved in producing alongside NHS England.

'Leading Change, Adding Value: a framework for nursing, midwifery and care staff' helps staff lead on delivering better outcomes, better experiences for patients and staff, and better use of resources. You can find it at: [www.england.nhs.uk/leadingchange](http://www.england.nhs.uk/leadingchange).

## More topics published for All Our Health

More topics have been added to an online resource for all healthcare practitioners to use to help prevent illness and promote good health and wellbeing.

All Our Health is the successor to the previously published Framework for Personalised Care and Population Health. If you have any comments on the published chapters please contact [allourhealth@phe.gov.uk](mailto:allourhealth@phe.gov.uk).



# Health and wellbeing

News and views from the Health and Wellbeing directorate

## Taking the lead in health and justice collaboration

Duncan Selbie and Éamonn O'Moore, PHE's national lead for health and justice, attended the Five Nations Health and Justice Collaboration in July.

The collaboration looked at England's prison reforms programme and the contributions of the National Offender Management Service, NHS England and PHE.

PHE provided the leadership for this collaboration through the World Health Organization UK Collaborating Centre. Éamonn, who is also director of the WHO Health in Prisons Programme UK Collaborating Centre, chaired the meeting.

The collaboration has now met in all five capital cities of the UK and Ireland since it began in 2014.

Sunita Stürup-Toft, PHE's public health specialist on international health and justice, outlined the work of the collaborating centre, which includes increasing international engagement with the European region and beyond, including Italy, Central Asia, Brazil and Canada, as well as supporting the development of an international dataset for prisons with the WHO European Prison Health Research and Engagement Network in conjunction with Oxford University.

Other PHE Health and Justice Team members were able to update the Five Nations and WHO on the National Institute for Health and Care Excellence (NICE) guidelines for the physical health of people in prison (Jane Leaman), the NHS Physical Healthchecks Programme being launched in September (Jo Peden) and PHE's work on the new cross-government mental health strategy (Seamus Watson).

Duncan said he was impressed by the progress and potential of the collaboration and commended the cross-border partnership working on health and justice as a means of addressing health inequalities.



PHE led the way for the meeting of the Five Nations Health and Justice Collaboration



Kevin Fenton

Director of Health and Wellbeing

The July weather is finally warming up, but there is no sign of winding down at PHE just yet. Our summer marketing campaigns are now in full swing: Change4Life has again teamed up with Disney on the 10 Minute Shake Up campaign, inspired by this summer's Disney-Pixar release, Finding Dory.

And from July to October, our national Be Clear on Cancer campaign is encouraging people who are battling with a persistent cough or getting out of breath doing everyday activities to visit their GP.

We are also gearing up for the next PHE annual conference, taking place on 13 and 14 September at the University of Warwick. This year's theme is 'Evidence into action' and we will be promoting and showcasing the application and translation of science and research to support effective local and national action to improve public health.

Finally, the past few weeks have seen significant political change with a new prime minister and cabinet. Last month's referendum, which saw Britain vote to leave the EU, has also created uncertainty.

We greatly value our colleagues from outside of the UK who make such a crucial contribution to the organisation, and as we continue our work to improve health and wellbeing over the next few months I urge everyone to embed the values of the PHE People's Charter: communicate, achieve together, respect and excel.

## E-cig policy to help business

PHE has published new framework advice for businesses and employers to help them create their own policies on the use of e-cigarettes.

Publication coincided with a national stakeholder symposium on e-cigarettes and their role in tobacco harm reduction held jointly with Cancer Research UK in July. PHE created the framework advice, following extensive stakeholder engagement, to give organisations five principles that will help guide the creation of a vaping policy that is right for them. They are:

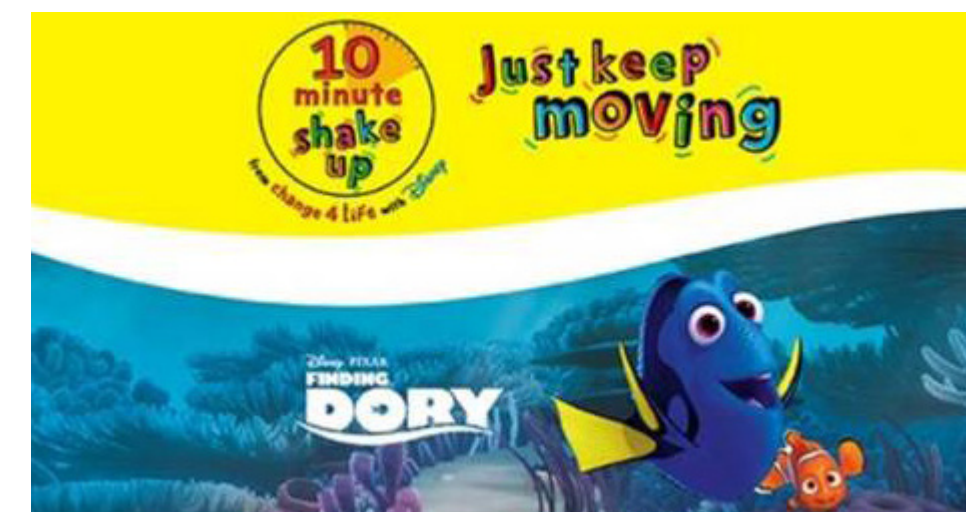
- making clear the distinction between vaping and smoking

- ensuring policies are informed by the evidence on health risks to bystanders
- identifying and managing risks of uptake by children and young people
- supporting smokers to stop smoking and stay smokefree
- supporting compliance with smokefree law and policies

Kevin Fenton said: "The evidence is clear that vaping is much less harmful than smoking and that e-cigarettes are helping many smokers to quit.

"This framework will encourage organisations to consider both the benefits and the risks when developing their own policies on e-cigarettes."

## Bursting to move with Change4Life



The Change4Life 10 Minute Shake Up with Disney campaign was launched in July, encouraging families to 'just keep moving' to kick off a summer of activity inspired by this year's Disney Pixar film, Finding Dory.

Families can once again take part in the shake-ups and there are also Finding Dory-inspired family swimming sessions

at pools across the UK, which have all been approved by the Advertising Standards Authority.

Just 21% of boys and 16% of girls currently meet the daily national recommended level of activity of one hour, so every 10-minute exercise burst can make a huge difference in helping children reach the 60 minutes they need.



# National Infection Service

News and views from the NIS

## Review to shape NIS in the future

The legacy of the National Infection Service (NIS) stretches back over 50 years, but in order to stay at the forefront of communicable disease control and management it has to evolve.

A programme of review and redesign is now under way, driven by a range of technological and strategic factors:

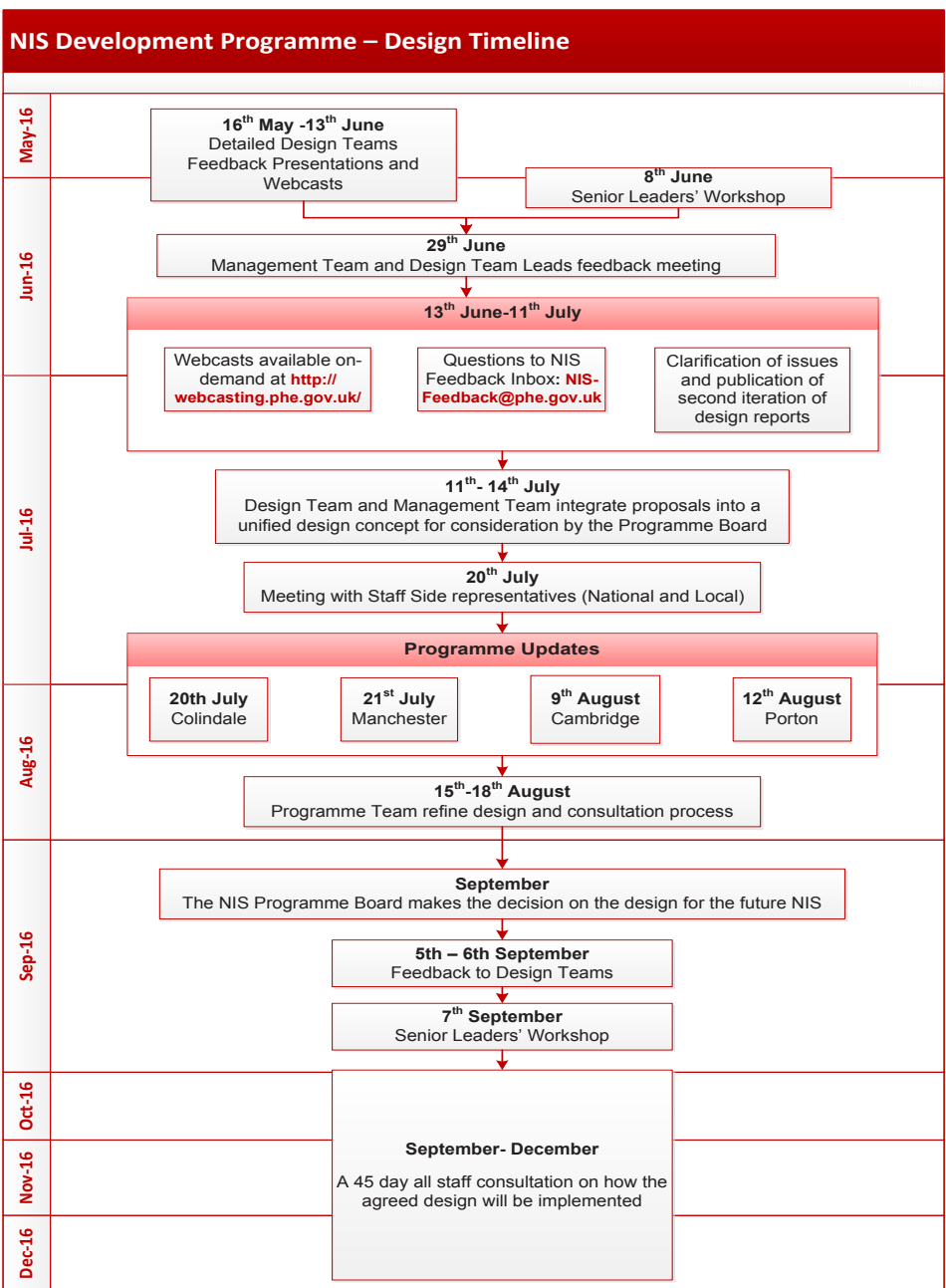
- demands and impact of digitalisation of diagnostics and reference work (whole genome sequencing and big data)
- develop internationally recognised scientific leadership at the forefront of public health science
- rise in anti-microbial resistance and the need for a scientifically led response
- optimise the response to major outbreaks and incidents
- ensure best value for the taxpayer through effectiveness and efficiency
- planned move by 2024 to the PHE scientific campus and HQ at Harlow

Over the past few months more than 200 colleagues, working in 17 design teams, have been reviewing current arrangements and coming up with new ideas to ensure the NIS is fit for the future.

During May and June, the proposals were shared with the senior management team and colleagues through reports, feedback sessions and webinars.

Next, the NIS design team will draw together the design proposals from each workstream to create a single proposal for the systems and service model.

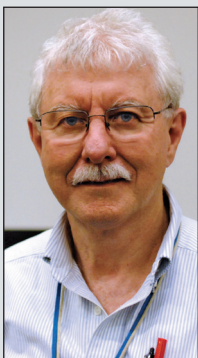
Staff will be updated on the proposed redesign during July and August through large meetings at Colindale and Porton,



webinars and team briefings where there will be opportunities to give feedback.

A 45-day consultation with staff on the

implementation of the new design will begin in the autumn with the intention of introducing the new structures from 1 April 2017.



**Derrick Crook**  
Director of the National Infection Service

The past three months have been a period of intense activity in NIS as we work to create an innovative service that is fit for the future and at the forefront internationally.

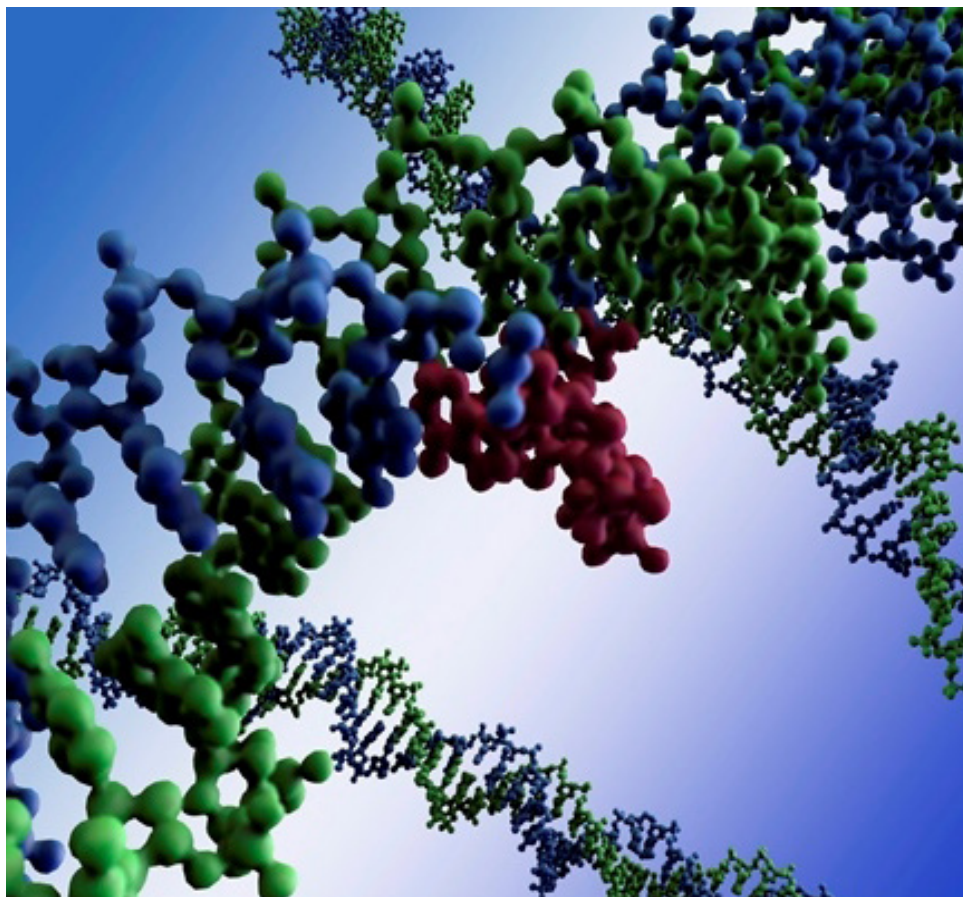
In parallel with the design work, we continue to deliver our usual high-quality routine services to customers and stakeholders.

More than 200 NIS staff have been involved in the design process, which means we are building a refreshed directorate from the bottom up.

Using the knowledge and experience of our own staff working in these services ensures that the final design is realistic and robust.

Reorganising the current structure into clearly defined services will allow us to maximise the potential of innovative and transformative digital solutions, strengthen our scientific leadership of communicable diseases, and flex to the ever-changing world around us.

It is an exciting time for NIS and now is your window of opportunity to influence the future of your organisation.



## New unit supports WGS research across PHE

PHE has been a leader in whole genome sequencing (WGS) research and development since 2011 and played a major part in pushing forward the boundaries of WGS science as alternatives to traditional microbiological methods for microbial identification and characterisation.

A recent internal audit identified 65 different WGS or linked activities, so to ensure that there is no duplication of effort and cost, the NIS has established a prioritised and funded programme of WGS activities.

An interim WGS delivery unit is now in place, led by Jonathan Green and Neil Bentley, which acts as a cross-organisational focus for WGS activities.

This delivery unit is working closely with finance colleagues to control budget at project level and separately to implement an effective system of gateway assurance and oversight.

By putting in place a strategy to address the financial risk associated with WGS work, NIS is demonstrating control and will be in a better position to pursue new financial support in the future.

The key objective is to provide NIS, now and in the years to come, with the capability to design, validate, implement and deliver high-quality, resilient, accredited WGS to support more efficient and effective delivery of public health and clinical microbiology services.



# Health protection

News and views from the Health Protection directorate

## Supporting Sierra Leone

In August 2014, the WHO declared Ebola a public health emergency of international concern. Two years on, PHE is still offering support in Sierra Leone led by Paul Johnstone, regional director for the north. Here he speaks of his experience

PHE was one of the first organisations to support the West African Ebola virus disease outbreak response when it began in 2014.

Nearly 300 Sierra Leone doctors and nurses died as a result of the Ebola outbreak. While the outbreak may be over, the long-term effects of this tragic loss and the devastating impact of the virus continue throughout West Africa and the region will need lots of help to recover. PHE played a vital role in supporting efforts to combat the outbreak, and the expertise and experience of our scientists means we are well placed to continue to support West Africa in the longer term.

Back in July last year, I took a proposal to the Board to outline how we could help in the longer term. It accepted our proposal and now PHE is working with the UK Department for International Development (DFID) on a funded programme to support Sierra Leone in rebuilding and strengthening capacity of public health and laboratory systems.

This includes setting up a country field office and accommodation in Freetown. The field office is co-ordinated by a head of mission (Autilia Newton), and will have longer-term placements of senior technical staff who will co-ordinate UK input to support training and education for public health in Sierra Leone.



At the moment there are two major areas of work. The first is to transfer equipment, skills and technology from our three previous Ebola labs to strengthen the existing regional hospital laboratories in three major centres – Freetown, Bo and Makeni. This continues the work that Tim Brooks and the PHE Porton team started. A new lab extension has already been completed in Makeni and this has been widely welcomed by the government and international partners.

The second area has been to develop our emergency planning training programme started last year, which

has been taken forward by PHE's own Emergency Planning Team led by Ian Rufus. PHE has trained more than 530 government and district staff in emergency management across the country – this was a major factor in Sierra Leone's successful response to Ebola resurgence in January 2016.

Any country would need help in managing an outbreak like Ebola, but for a small country with six million people, this was always going to be a huge challenge – and normalising after the crisis is equally as challenging.

PHE enjoys a close working relationship with the government's ministry of health and we have been asked to support other areas in reducing maternal and child mortality.

We look forward to further supporting the country not as a short-term donor but as a partner in the long term.



**Paul Cosford**

**Director of Health Protection and Medical Director**

This year continues to be busy and I recognise how hard colleagues are working across the directorate and PHE as a whole.

Some of our recent work includes focusing on antimicrobial resistance driving clinical leadership locally to deliver action plans that can be supported centrally.

Air quality continues to climb the political agenda and we are working to build relationships across government, as it is clear this is an issue that will take collaborative working to address fully.

Operation Cygnus is on the horizon in mid-October, and the Emergency Response Department is already playing a lead role in preparing us for this major exercise to test our pandemic flu preparedness alongside colleagues from across PHE.

It's also an opportunity to test the new emergency plan we have been refining across PHE.

Finally, it's very positive news that our expertise in international work is recognised by government as we are increasingly requested to act for them internationally.

It's vital to keep our focus on global health work while of course, balancing this ambition alongside our capacity and first responsibility to respond in the UK.

## HPZone has a new home

HPZone has moved to a new, safer location that offers improved protection and better stability for end users. HPZone can now be found at <https://hpzone.phe.gov.uk> – if you are an HPZone user please bookmark this address.

Cyber-attacks have become an everyday occurrence, and recent vulnerability audits, ICT security team, information governance and Cabinet Office system security recommendations confirmed the need for greater security for HP Zone. As part of the relocation the CIMS team has added some new features that will make it easier to use HPZone:

- it is easier to log on and there is no more password of the week. Users will be automatically authenticated by their Windows log-on credentials and matched with a user account in HPZone. Password of the week has been replaced with a four-digit PIN that will not need to change; you can choose this yourself and if you do forget it, you can request a new one

- HPZone's new home is fully protected behind the PHE security firewall so it is vital that every user has at the very least: an honorary contract with PHE that is

recognised by HR; a PHE email account issued by ICT (this is used as the first factor of authentication of a user and will be the point of contact for all users and will be used to send details of their PIN); and an appropriately authorised user account for HPZone and CoSurv interface

- if the first three points are in place and the user works without the use of a PHE encrypted computer they will need to apply for secure remote access to PHE systems. This is provided by ICT and users a Citrix connection with PINSafe as a method of authentication

- the new features that come with this release of HPZone include dynamic postcode and GP practice look-up. This is now a service provided by our GIS team at Porton and will be as up to date as possible and in sync with the look-up from SGSS.

A set of guidance note are available either from the HPZone pages on PHEnet or by contacting the CIMS team. HPZone users will be kept informed about this initial upgrade and further progress on other enhancements coming soon. Any enquiries can be made to [cims@phe.gov.uk](mailto:cims@phe.gov.uk).

## Replacement scheme on target

Work on PHE CIMS, which will replace HPZone, is gathering speed.

The programme is now overseen by PHE Resource and Prioritisation Group (RPG) and the Programme Board, and has been reformed with senior level representation to ensure the business is delivering what is required at all points of the programme.

It is hoped that required paperwork will

be submitted to Department of Health for the capital funds release in quarter three of this financial year.

Before then user engagement forums will be organised to ensure staff across PHE have further updates and opportunities to input on this important programme of work.

For further information contact Katharine Duncan or Cliff Lake.



# Our wellbeing

## Bending over to be flexible

Andrew Cooper says his shorter week enhanced his family life and career

When our twin boys were born in 2001 we already had a daughter under the age of three and we needed to balance work and child care while considering the best arrangements for our children.

Maternity leave was shorter then and my wife went back to work part time after 16 weeks. We took advantage of the 8am to 6pm nursery provision but felt we were missing out as our children developed and thoughts turned to me taking one day a week off work.

I was working as a private secretary for a director general in the Department of Health, and at first I didn't think it would be possible.

However, after discussion with the director general we agreed that I would take Mondays off but remain a full-time employee, so I worked longer days Tuesdays to Fridays.

It was great to be able to take a day off to look after the children, though I sometimes felt guilty that colleagues were working when I was enjoying a sunny morning playing with the children in Battersea Park. That feeling soon passed.

Back then very few men of my generation were out and about with young children. This has radically changed, which is surely a good thing, though clearly there is a long way to go.



Andrew Cooper and his young family, above, and below, earlier this year



In my experience, my managers in the Civil Service have been more open to my request to work flexibly. It has always been a matter of negotiation and discussion in every one of my 10 different roles since starting working flexibly.

I have gained two promotions and am now at deputy director level so it should not be a bar to progression, regardless of gender.

Working flexibly at a senior level has been a really positive experience for me. It can only be a good thing for our health and wellbeing and something we should be proud of in PHE. It is good for us as individuals and reflects well on us as an employer.

- last year legislation was introduced allowing parents to share maternity and adoption leave. Eligible staff can now share up to 50 weeks' untaken maternity or adoption leave during the first year following the birth or adoption

- parents have the choice to split the occupational maternity pay usually offered to mothers on maternity leave. For eligible staff on PHE or legacy terms, Shared Parental Pay (ShPP) will mirror PHE's contractual maternity provision which is payable at 14 weeks' full pay, nine weeks' half pay plus statutory pay, 16 weeks' statutory pay followed by 13 weeks unpaid

- unless expressly stated otherwise, any reference to ShPP assumes employees are on T&Cs which may be PHE terms or legacy terms except the clinical ringfence. For more details search 'shared parental leave' on PHENet.

# People

## Staff rewarded for diversity work



The House of Lords was host to PHE's inaugural Diversity and Staff Inclusion (DSI) Awards. Staff from across the organisation were recognised for their work in ensuring PHE is a diverse and inclusive place to work and that all colleagues are given the help and support they need to excel in their roles.

In the ceremony, which was opened by Professor Lord Patel of Bradford, the winners were announced and a special Board Award was presented to Justin Varney for his DSI efforts.

The winners were: Staff development award: Alisa Janmohamed, partnerships marketing manager; Communications award: Neil Waterman, PA to PHE chief nurse; Community award: Laura Jones, business support officer; Partnership award, Karen Saunders, health and wellbeing programme lead; Manager of the year, Nileshe Pattani, deputy head of procurement; Champion of the year: Luis Guerra, national HIV prevention programme manager.

## Civil servants show support for Pride



Civil servants, including staff from PHE, took part in London Pride to highlight solidarity and respect for the LGBT community. Brais Louro-Larino, head of strategic projects, was at the march for the fourth time, alongside Rebecca Jeffree, government equalities officer.

He said: "The Civil Service is taking action to achieving a diverse and inclusive workforce, and Pride gives us all a chance to show our support of such initiatives."

## In brief

### Two new director appointments

Adrian Masters has joined PHE from NHS Improvement as director of strategy. His prior roles include managing director of sector development, director of strategy at Monitor and director of the health team in the prime minister's delivery unit. Before coming in to government, Adrian had a range of roles in the private sector including McKinsey, IBM and PricewaterhouseCoopers.

Lee Bailey will be joining PHE as the director of communications in September this year. Lee is currently acting director of communications at the Department of Health, and has been head of news since May 2014.

### Staff recognised in honours list

The Queen's birthday honours list recognised the achievements of three PHE staff in protecting and improving the public's health, both nationally and internationally. Mark Rush, who recently joined PHE was awarded an MBE for his services to global health.

Pauline Watts, national lead nurse for quality, mental health, learning disability and dementia, was awarded an OBE in recognition of her significant contribution to nursing services and health visiting. Yvonne Doyle, regional director for London, was awarded a CB. She has ensured public health concerns and health inequalities have been prioritised.



### People pages

The People pages of PHE News will always carry news about PHE staff.

Please email: [news@phe.gov.uk](mailto:news@phe.gov.uk) if you would like to share news such as personal achievements, charity events, social events and retirements.



# Last word



**Name:** Andrew Lee

**Title:** Consultant

**Location:** Yorkshire and the Humber

**Time in current role:** 3½ years

**Describe yourself in three words?**  
Values-driven, encouraging, altruistic

**What is your biggest challenge?**  
Making a difference in challenging circumstances (and getting over Brexit!)

**What is your best achievement?**  
Helping set up a primary care and tuberculosis treatment clinic in a remote mountainous region in Afghanistan

**What was your first job?**  
I drove an ice-cream van and sold ice-cream in Kansas, US

**My superpower would be:**  
It has to be magic and wizardry – anything is possible then!

**What's your current favourite album?**  
Tapestry by Carole King

**Two most recent books read:**  
'The Open Road: The Global Journey of the 14th Dalai Lama' by Pico Iyer and 'War From the Ground Up' by Emile Simpson

**If I were a world leader, I would...**  
Push for sustainable development

**What can you simply not resist?**  
Murukku

**Best advice anyone has given you:**  
What would you do if you knew you could not fail...

**Life would be meaningless without:**  
My lovely wife and my four kids

**Favourite quote:**  
Two roads diverged in a wood, and I took the one less travelled by. And that has made all the difference



**Name:** Lucy Fordham

**Title:** London regional press officer

**Location:** Fleetbank House, London

**Time in current role:** Nearly two years

**Describe yourself in three words?**  
Happy, relaxed and outgoing

**What is your biggest challenge?**  
Sticking to running five miles every day

**What is your best achievement?**  
My degree

**What was your first job?**  
In Topshop as a sales assistant

**My superpower would be:**  
Infinite intelligence

**What's your current favourite album?**  
Communion by Years and Years

**Two most recent books read:**  
I recently read 'The Girl In The Spider's Web' which is the continuation of Stieg Larsson's Millennium series. I also read a thriller called 'The Kind Worth Killing' by Peter Swanson, which was great and very much reminded me of Gone Girl

**If I were a world leader, I would...**  
Eliminate poverty across the world

**What can you simply not resist?**  
Cadbury's Marvellous Creations chocolate bars

**Best advice anyone has given you:**  
Be yourself

**Life would be meaningless without:**  
My family and friends

**Favourite quote:**  
Imperfection is beauty, madness is genius and it's better to be absolutely ridiculous than absolutely boring – Marilyn Monroe



**Name:** Mat Jordan

**Title:** IT strategy and operations manager (cancer screening)

**Location:** Fulwood House, Sheffield

**Time in current role:** Two years, three months

**Describe yourself in three words?**  
Committed, professional, approachable

**What is your biggest challenge?**  
Financial approvals (at work and home!)

**What is your best achievement?**  
Managing the reconfiguration of national NHS IT systems safely during the last reorganisation

**What was your first job?**  
Delivering newspapers when I was 12

**My superpower would be:**  
The ability to smell dishonesty

**What's your current favourite album?**  
Modern Nature by Charlatans

**Two most recent books read:**  
'Percy Jackson – The Titan's Curse' by Rick Riordan and 'Peppa Goes On Holiday'

**If I were a world leader, I would...**  
Challenge neoliberal orthodoxy

**What can you simply not resist?**  
Original flavour Doritos

**Best advice anyone has given you:**  
Something will always go wrong with plan A

**Life would be meaningless without:**  
Sam (10), Katherine (7) and Helena (5)

**Favourite quote:**  
I will not be pushed, filed, stamped, indexed, briefed, debriefed or numbered. My life is my own! (from The Prisoner)