Public Health Action Support Team CIC
Community Interest Company — English Company Registered No: 064800440

Annual Review 2009
Contents

02 Introduction to PHAST
03 Chair’s Introduction
04 Chief Executive’s Introduction
05 Meet the PHAST Team
07 Projects to date
11 Training and Education
13 Quality Assurance
13 New Service Development
13 Research and Development
14 Information and Intelligence
14 Communication and Marketing
15 International Report
16 Chief Executive’s Closing Statement
PHAST is a professional public health consultancy that aims to improve the health of the population by providing innovative, expert services, which add value.

The Public Health Action Support Team (PHAST) is a group of experienced public health professionals who provide high quality, rapid results. PHAST provides evidence based value to organisations involved in improving health, and commissioning health and social care.

PHAST aims to improve the health of the population and promote equalities through programmes and projects that rely on evidence about the effectiveness, cost effectiveness, appropriateness, and ethics of interventions.

PHAST has worked in partnership with Government Departments, National Agencies, Strategic Health Authorities, Primary Care Trusts, Acute Trusts, Mental Health Trusts, Practice Based Commissioning Groups, Local Authorities, Higher Education Institutions, Voluntary and Charitable Organisations and the Prison Service. The PHAST approach allows a project team to be put together with the complementary skill set required for each individual project. This also enables PHAST to keep costs to a minimum by using a mix of junior and senior Associates for different elements of the project. PHAST assists clients in defining their objectives and matches a team of PHAST Associates to deliver them.

PHAST organises a variety of training programmes both for public health professionals and the wider community. Bespoke training can be delivered as requested.

PHAST operates on a managed consultancy model. There is a team of operational directors and project management staff. PHAST ensures consistency of output and methodology, both within and between projects. It applies robust project management and quality assurance to ensure projects are delivered to time, quality and budget. PHAST adopts appropriate transparent methodologies and will employ ethicists or seek legal opinion where appropriate.

PHAST has a key management team which organises and co-ordinates the training programmes and projects, from one of their administrative bases at Imperial College London.

PHAST is a Community Interest Company (CIC). This is a type of Social Enterprise organisation that is committed to using any surplus and assets for the public good. Social Enterprises trade in goods or services for a social purpose. Their need to deliver on financial, social and environmental performance targets is often referred to as having a ‘triple bottom line’.

'A Social Enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.' UK Government’s Office of the Third Sector definition of a Social Enterprise
It is a pleasure to present this first annual review of PHAST, covering the period since we set up in 2007 until March 2009.

From its inception, PHAST has worked to improve the health of the population and promote equalities and we committed ourselves to working from a robust evidence base in all our work.

PHAST was set up as an independent Community Interest Company – a form of Social Enterprise. It was established and is run by a team of experienced public health professionals and our thanks go especially to Catherine Brogan, the CEO and a small team of dedicated professionals around her who managed to get PHAST off the ground. We function with a small executive and administrative team acting as the hub for communications and with many Associates who undertake the various projects, programmes, training and public health consultancy. This model works well but we are always continuing to enhance some of the mechanics and systems, for example to improve quality assurance, and always to improve communications. Recent updating of the website will hopefully be beneficial in this respect, both to the community and to our Associates.

Horizon scanning is an important mechanism for considering future scenarios and how to respond to them. There are some key strategic issues for the board to consider as part of a discussion of future challenges. PHAST wishes to maintain its early successes. We clearly fill a niche in the delivery of public health analysis and recommendations. We aim to maintain the high quality work that has been undertaken, to help public health and other colleagues in the health service and beyond to use the work produced by PHAST to inform their organisations’ deliberations and decision making. We also wish to expand the range of work to support the third sector and potentially increase our work internationally, we are already starting to make further inroads in these directions.

Nobody can avoid considering the overall economic climate, and PHAST, like everyone else, will have to take this into account. Mainly for PHAST this means being as flexible as possible to adapt to whatever the economic climate brings for us and our clients.

We are also now further developing our various partnerships, some with other consultancies such as Mott MacDonald, others with public health organisations such as the Public Health Resource Unit (PHRU) and the London Health Observatory. We continue to develop our relationship with Imperial College. We thank them for their support from the outset and wish to work with them on more research aspects, not least as our strong fundamental of ‘evidence base’ means that we are performing and embodying translational research in all our work.

Lastly, I should like to thank all the team in the ‘T’ in PHAST, and all our clients, sponsors and supporters. PHAST only exists due to the cheerful hard work and dedication of all those involved and I thank you all for the commitment and enthusiasm to make improving the health of the public a reality in this very practical way.

Professor Sue Atkinson CBE BSc MB BChir MA FFPH Chair
As PHAST moves into its second year of business we find ourselves in exciting, yet uncertain times. The last year and a half has seen PHAST grow and develop rapidly. As a Community Interest Company we have crossed the 200 mark for new projects. We have over 100 Associates who we would like to thank for their invaluable contributions to our projects, including several high-profile, national projects. The growth of the organisation has seen PHAST forge new professional partnerships with UK based and multinational organisations.

This and future years may be very difficult for the NHS as the credit crunch affects the people of the UK and unemployment rises, causing distress and illness to many. Inequalities may rise and services will be stretched. NHS budgets will be reduced and cost-cutting initiatives will be implemented.

PHAST has the experience to support the NHS and local authority organisations through this difficult time. We can provide expert advice to PCT’s on commissioning and have excellent training packages for staff on topics such as ethical decision making.

PHAST is in financial balance and has made a small surplus in the first year. This will be used to develop services and training to help the NHS, and to support charities in the UK and internationally.

PHAST governance has been strengthened by the production of the PHAST business plan 2009-12, developed through a series of strategic away days. We have agreed a number of strategies to improve:

- Training and education
- Quality
- Communication and Marketing
- New products
- Research and development
- Information and intelligence

We have developed a programme of training courses which were detailed in our new Training Booklet, that launched in February. Currently, we are in the early stages of development for a national World Class Commissioning training programme as a response to the Government’s commissioning strategy.

We have undertaken a major development of our website www.phast.org.uk. This interactive website enables us to manage our training programmes, Associates database and administration, as well as being the major vehicle for advertising and sharing news with the public. We are also developing our research arm, building further links with Imperial College and will hopefully have a funded PhD post in place by the end of the year.

We believe that PHAST has a major role to play within the changes and challenges of today’s uncertain economic climate. Our aim is to add value by providing innovative, evidence based recommendations and training of the highest quality, to support the NHS and other organisations in improving the health of the population.

“PHAST has a major role to play within the changes and challenges of today’s uncertain economic climate. Our aim is to add value by providing innovative, evidence based recommendations and training of the highest quality, to support the NHS.”

Dr Catherine Brogan MBBS MSc FFPH
Chief Executive
Meet the PHAST Team

Prof. Sue Atkinson  CBE BSc MB BChir MA FFPH  
Chair

Sue is the Chair of PHAST. She was Regional Director of Public Health for London and developed the role as Health Advisor to the Mayor and GLA. She had responsibility for the health aspects of the Olympic and Paralympic 2012 bid and was the Department of Health lead for Sustainable Communities. Sue works both as an independent consultant and in partnership with other companies and has worked at local, regional, national and international levels. She is a Visiting Professor at UCL, a Non-executive Director of UCLH and a Board member of the Food Standards Agency.

Dr. Catherine Brogan  MBBS MSc FFPH  
Chief Executive

Catherine is a founding director and Chief Executive of PHAST. She specialises in innovative ideas which add value to services and projects, and coaching and mentoring. She was a Director of Public Health in London for over ten years and Faculty Advisor for London from 2001-2006. She is a Senior Clinical Advisor at Imperial College London. She is involved in several charities that improve health in Sri Lanka, India, Zimbabwe and the Seychelles. She was previously a flying doctor and director of Mother and Child Health Services in the Sultanate of Oman.

Dr. Deirdre Cunningham  MRCS LRCP MSc FFPH MFA  
Special Advisor

Deirdre is Special Advisor for PHAST. She held Director of Public Health posts in London starting in the North West and ending in South East London where she became SHA Medical and Public Health Director. She has experience as a Regional Director of Public Health, a London Health Commissioner and was seconded to the Department of Health on two occasions: the first to head the Public Health and Medical Liaison Division and more recently to head the Health Inequalities Unit. She works in consultancy and as a practising artist.

Mr. Ricky Banarsee  MBA BSc MSc RMN RGN  
Treasurer

Ricky is Treasurer for PHAST, leading on research and audit projects. Ricky is involved in a number of International projects involving the Department for International Development. He has expertise in Clinical Audit, Clinical Coding, and research management. He has worked for many years in clinical, educational and research environments. He is a Research Fellow at Imperial College, a Senior Fellow at Thames Valley University and Adjunct Professor at University of Mauritius. He is also a director of West London Primary Care Research Consortium (WeLReN).

Mr. Richard Willmer  BSc (Hons) FRSS  
Head of Information and Intelligence

Richard is the Head of the Information strategy for PHAST. He has over 25 years experience in health information, and was a former Head of Statistics at the Department of Health. He has a statistical and information background. He has led teams of analysts on the development of healthcare and public health policies and managed large data sets. He has advised on strategic information developments and been an invited speaker at the World Health Organisation and the European Union.

Mr. Mike Deacon  Company Secretary

Mike is Company Secretary for PHAST CIC, and specialises in commercial business development, governance, interim and project management, and has expertise in establishing Social Enterprises. He has 30 years experience in financial services including running leasing companies for Bibby Financial Services and Black Arrow Group plc, and several other listed and AAA rated financial service groups. He is also owner and director of Asset Based Finance and Leasing Ltd (ABFL).

Ms. Diane Pickard  RGN Hon MFPH  
Head of Communication and Marketing

Diane is the Head of Communication and Marketing for PHAST. She was the lead on the recent website development and is working to build stronger communications within PHAST. She has many years of experience working in the NHS and public health with a special interest in managing change and implementing new ways of working. Diane was Director of Service Development at Milton Keynes Hospital and prior to that, Head of Public Health and Chief Nurse for Buckinghamshire Health Authority.

Simone Ranson  BA (Hons)  
Programme and Business Manager

Simone is the Programme and Business Manager for PHAST, and is responsible for managing all PHAST projects. She is the first contact for all new bids and tender opportunities and also coordinates partnership working with other organisations. Simone previously worked as the Business Manager for the Public Health Department in North Central London Strategic Health Authority (NCLSHA) and as Executive Assistant to the Chief Executive at the Royal College of General Practitioners. Simone is a qualified Prince 2 practitioner.

Meet the PHAST Team

Mr. Ricky Banarsee  MBA BSc MSc RMN RGN  
Treasurer

Ricky is Treasurer for PHAST, leading on research and audit projects. Ricky is involved in a number of International projects involving the Department for International Development. He has expertise in Clinical Audit, Clinical Coding, and research management. He has worked for many years in clinical, educational and research environments. He is a Research Fellow at Imperial College, a Senior Fellow at Thames Valley University and Adjunct Professor at University of Mauritius. He is also a director of West London Primary Care Research Consortium (WeLReN).

Mr. Richard Willmer  BSc (Hons) FRSS  
Head of Information and Intelligence

Richard is the Head of the Information strategy for PHAST. He has over 25 years experience in health information, and was a former Head of Statistics at the Department of Health. He has a statistical and information background. He has led teams of analysts on the development of healthcare and public health policies and managed large data sets. He has advised on strategic information developments and been an invited speaker at the World Health Organisation and the European Union.

Mr. Mike Deacon  Company Secretary

Mike is Company Secretary for PHAST CIC, and specialises in commercial business development, governance, interim and project management, and has expertise in establishing Social Enterprises. He has 30 years experience in financial services including running leasing companies for Bibby Financial Services and Black Arrow Group plc, and several other listed and AAA rated financial service groups. He is also owner and director of Asset Based Finance and Leasing Ltd (ABFL).

Ms. Diane Pickard  RGN Hon MFPH  
Head of Communication and Marketing

Diane is the Head of Communication and Marketing for PHAST. She was the lead on the recent website development and is working to build stronger communications within PHAST. She has many years of experience working in the NHS and public health with a special interest in managing change and implementing new ways of working. Diane was Director of Service Development at Milton Keynes Hospital and prior to that, Head of Public Health and Chief Nurse for Buckinghamshire Health Authority.

Simone Ranson  BA (Hons)  
Programme and Business Manager

Simone is the Programme and Business Manager for PHAST, and is responsible for managing all PHAST projects. She is the first contact for all new bids and tender opportunities and also coordinates partnership working with other organisations. Simone previously worked as the Business Manager for the Public Health Department in North Central London Strategic Health Authority (NCLSHA) and as Executive Assistant to the Chief Executive at the Royal College of General Practitioners. Simone is a qualified Prince 2 practitioner.
**Prof. Azeem Majeed**  
MB Chd MD FRCGP FFPH  
Non-Executive Director

Azeem is a non executive director of PHAST. He is Professor of Primary Care and head of the Department of Primary Care & Social Medicine at Imperial College London. He is a part-time General Practitioner in Clapham. He has many research interests including chronic disease management, the organisation and delivery of health care and developing innovative methodologies for primary care and public health. He has held posts at St George’s Hospital Medical School and University College London.

**Mr. Jan Bergman**  
IHM  
Non-Executive Director

Jan is a non executive director of PHAST. He is a visiting lecturer at Imperial College, London. He was chief executive of Dorset County Hospital NHS Foundation Trust from March 2006 until September 2009 and previously CEO of Queen Victoria Hospital for six and half years. He was the first chief executive in the country to take two hospitals to Foundation Trust status. Jan has significant experience in healthcare with former roles including the Director of NHS International, and he has served on a number of public and private sector boards.

**Mrs. Katie Enock**  
MSc (Oxon) FFPH FRIPH FCIPD  
Operational Director  
Training and Education

Katie is an operational director for PHAST. She leads on developing public health training and development for public health specialists and the wider public health workforce. She is the lead for workforce capacity and capability for the Department of Health ‘Informing Healthier Choices’ strategy. She has over 20 years public health experience, working in Health Authorities and Primary Care Organisations, and has been a driving force behind the development of critical appraisal skills training in the UK.

**Mr. Peter Gluckman**  
BA MSc (Hon) MFPH  
Operational Director  
New Service Development

Peter is an operational director of PHAST leading on new services development. He specialises in working with groups and organisations to resolve conflict and promote effective collaboration to achieve the best outcome for service users, communities and populations. He has served on boards of NHS organisations for 20 years; he has worked with the Department of Health, the NHS, local government organisations and charitable associations. He is also a joint director of Change-fx Associates Limited, a consultancy company.

**Mr. David Murray**  
BSc (Hon) MSc FFPH  
Operational Director  
Quality Assurance

David is an operational director for PHAST. He specialises in public health intelligence/analysis, health economics, health technology appraisal, and evaluation of health services & programmes. He has 18 years public health experience working in NHS Health Authorities, PCGs, PCTs, at the National Institute for Clinical Excellence (NICE), and as an independent consultant. He is an honorary senior lecturer at Imperial College. He is head of Monitoring and Evaluation for Right to Sight, an eye care charity working in Africa.

**Marion Deacon**  
Public Health Training and Projects Manager

Marion is the Training and Projects Manager and is responsible for the coordination and development of the Training and Education programme for PHAST. She is qualified in Prince 2 and manages a variety of projects, including the Information and Intelligence Training Strategy for the national ‘Informing Healthier Choices’ programme. Marion previously worked as the Public Health Training Programme Manager for the North Central London Strategic Health Authority.

**Neel Vyas**  
BA (Hons)  
Associates Coordinator and Projects Officer

Neel is Associates Coordinator and Project Officer. He is the first point of contact for all new Associates that are interested in PHAST as well as linking Associates to projects. He is part of the PHAST Communication and Marketing team that is responsible for all PHAST materials and the website. Neel previously worked for Brent PCT and North Central London Strategic Health Authority (NCLSHA) administrating the Public Health Training programme. Neel has a particular interest in improving health through sport.

**PHAST Associates**

PHAST has over 100 experienced and expert public health professionals, NHS clinicians and managers as Associates who undertake the diverse range of public health projects that PHAST is commissioned to deliver. Many of the Associates have worked at a high level in the NHS, the Department of Health or in academia. PHAST also has Associates with economic, ethical, research, audit, teaching, management, and legal expertise. PHAST CIC is an Equal Opportunity Organisation and has a due diligence process in place to ensure all Associates are eligible to practice and are of a high standard.
PHAST Projects

PHAST has been involved in over 200 projects. These range from health needs assessments and service reviews for individual organisations through to the national ‘Informing Healthier Choices’ programme with the Department of Health. Through these projects PHAST has worked in partnership with Government Departments, National Agencies, Strategic Health Authorities, Primary Care Trusts, Acute Trusts, Mental Health Trusts, Practice Based Commissioning Groups, Local Authorities, Higher Education Institutions, Voluntary and Charitable Organisations and the Prison Service.

PHAST has been working collaboratively and is building partnership links with other organisations, including academic institutions and public and private public health providers, consultancies and commissioners.

PHAST offers its clients a unique blend of public health expertise by constructing tailor-made project teams to suit the needs of clients and their projects. PHAST adds value by applying the evidence from research into innovative, practical advice for organisations that either provide or commission health and health and social care services. PHAST:

- Gives independent support to the public health community
- Works to deliver government health policy
- Draws upon the latest and most relevant data sources, tools and techniques
- Provides high quality research in a variety of fields.

Please see below for some examples of projects undertaken by PHAST to date.

St Mungo’s Health Strategy

PHAST worked with St Mungo’s to develop their Health Strategies for Homeless People 2008 – 2011. St Mungo’s have an established reputation for engaging with, accommodating and treating some of the most vulnerable individuals in society. The current changes to the statutory health and local authority sectors in terms of structure, function and funding made it an ideal time to revisit their health strategy for their hostels.

PHAST worked with St Mungo’s to integrate their physical health strategy, the draft mental health strategy, the alcohol strategy and the drugs strategy into one coherent health strategy which included a service model for healthcare in hostels. The outcome was a strategy which reflects their long experience and track record of innovation, and is both practical and ambitious. For further information and a copy of the strategy please see www.mungos.org.

Project Leads: Mr. Peter Gluckman and Dr. Cecilia Pyper

“We commissioned PHAST to overhaul our various strategies for us, advising also where the pressure points for successful influencing might lie within the system. We are grateful to them, and to Dr. Cecilia Pyper, Peter Gluckman and Dr. Catherine Brogan in particular for guiding us with patience, insight and good humour to the point where we are now, ready to launch our strategy. They have worked closely with Peter Cockersell, our Director of Programmes, to produce a strategy which reflects our long experience and track record of innovation, and which we believe is both practical and ambitious.”

Charles Fraser
Chief Executive St Mungo’s
Between April 2008 and March 2009 PHAST worked with the North East London Cardiac & Stroke Network in order to undertake a needs assessment for stroke across 4/5’s of London. It is a priority for the NHS to improve services for people suffering stroke in England and Wales. The National Stroke Strategy has already set the agenda with a series of quality markers to be met. This is complemented in London by a process (led by Healthcare for London) designating eight hyperacute stroke care centres to which everyone suffering an acute stroke should be admitted. A larger number of stroke units will receive patients after stabilisation and provide services for those having transient ischaemic attack (TIA).

The needs assessments were performed over a long period, to enable networks, their constituent managers and hospital clinicians to understand the epidemiological picture of stroke prevalence and deaths within the populations in their sectors, the patterns of hospital admissions and the opportunities to prevent strokes and TIAs.

The assessments showed a consistent pattern across all four sectors of London studied. As expected the death rates from stroke are highest in inner city PCTs. Death rates from stroke in inner London PCTs are strikingly high in people under 75 yrs. By contrast, the largest numbers of deaths occur in PCTs in outer London; these are PCTs with longer life expectancy (so more older people) and less deprivation. A similar situation is seen within a borough. The highest death rates are in deprived wards, but the largest numbers of deaths occur elsewhere - in localities with longer life expectancy and less deprivation. This difference in pattern between death rates and death numbers had not previously been appreciated and the report also served to highlight a discrepancy in hospital admissions; the largest numbers of stroke admissions are of residents of outer London boroughs, most being admitted to their local hospital through A&E, regardless of range and quality of stroke service.

PHAST implemented the use of different stroke prevention scenarios throughout the report. These models highlighted the impact that hypertension and smoking have on the prevalence of stroke in all PCTs. The work also revealed a significant inequality in the cut-off age of the national Vascular Risk Assessment (implemented by all PCTs from April 2009) with the report emphasising the increase in the risk of stroke over the age of 75.

In conclusion to the report PHAST outlined the impact on the London areas involved, and made several principle recommendations most of which have been agreed by the clients.

The needs assessments have straightforward methodology and all information is from nationally available data. The modelling tool assesses the impact of interventions so that commissioners can prioritise interventions with the greatest impact. All network and PCT decisions will now be able to be reviewed in light of current trends and future data.

Project Lead: Dr. John Hayward

“PHAST has undertaken a comprehensive stroke needs assessment for NE London. It provided both data on the relative need of each PCT population and highlighted high risk groups, it also identified where there are issues around the rate of mortality, hospitalisation and service provision. It has been invaluable in assisting in the commissioning of stroke services in NE London and was used in the development of commissioning guidance for PCTs. NE London has invested considerably in the development of rehabilitation and acute services and this has been informed by the needs assessment.”

Janet Lailey, Director North East London Cardiac and Stroke Network
Effective interventions to reduce health inequalities

The Director of Public Health at Luton Teaching PCT asked PHAST to review the current health inequalities, and the gaps in the Luton health divide and what causes them, especially when considering gender and ethnic differences. The resulting review would aid the development of an action plan that, once externally validated, would provide a platform for the initial focus of efforts to direct resources, both specifically in the most deprived wards and populations, and more generally. From the plan would come specific proposals for future work, including policy interventions by the public health department, together with other directorates in the PCT and partner agencies.

The project was delivered as a rapid applied research exercise, taking account of documented methods and systematic approaches, agreed and executed in consultation with the client, and in recognition of their aims and needs for the project to maximise its impact.

A small project team of PHAST Associates, including two public health consultants and a PHAST Operational Director carried out the project, with contributions from the Director of public health, her public health team, and other Luton PCT staff. PHAST’s Project Manager and Executive Lead oversaw the governance and quality of the project’s conduct and products. Existing evidence and information were used as far as possible so as to minimise costs, but some original analyses were undertaken where information had not already been analysed, i.e. ward level analyses of mortality, low birth weight, and teenage conception.

Using original project specific work and existing documents the project produced a Literature Review, epidemiological estimates based on latest statistical information, an analysis of uptake of key services, two interim project reports and a final report outlining the findings of the project. Further analysis and interpretation was provided on the aforementioned in order to ensure that the projects aims and objectives were achieved. The report has gone on to inform the Strategic Plan for Luton TPCT and the Annual Public Health Report written by Gerry Taylor the Director of Public Health.

Project Leads: Mr. Peter Gluckman and Mr. David Lawrence

Maximum life expectancy in Luton was 81.5 years and minimum was 73.0 years. The darkest shading denotes the fifth of areas at the lowest end of this range and the lightest shading denotes the fifth at the highest end. The areas are middle super output areas (MSOAs). The light (yellow) boundaries indicate that the area belongs to the most deprived fifth of MSOAs.

Inequalities in life expectancy and deprivation in Luton 2004-6
Source Luton PCT/Luton Borough Council Health Inequalities profile 2007,
Figure 1 Eastern Region Public Health Observatory, 2007
Mental Health Needs Assessment

Effective commissioning decisions which deliver improved health outcomes for patients with mental illness require a foundation of authoritative evidence. PHAST provided a PCT in East England with evidence based commissioning policy recommendations following a mental health needs assessment of their population.

The project aimed to:
- Determine the mental health needs of the population based on epidemiological evidence
- Present existing evidence for best practice and cost effective prevention, treatment and care for mental illness
- Provide commissioning policy recommendations.

A rapid applied research exercise was conducted. Initially, this involved a focussed literature review which provided an overview of evidence regarding the epidemiology of mental health, the provision of mental health services and the effectiveness of mental health promotion interventions. Interviews with key stakeholders provided further information regarding the nature and perception of services.

An analysis of local data and information, alongside estimates of mental illness prevalence rates enabled modelling to be conducted. This demonstrated the potential impact of specific interventions on ‘prevalence modelling’. Data synthesis, analysis and interpretation produced commissioning recommendations based on authoritative evidence.

The project provided the following insights for the PCT:
- The need for mental health services is likely to increase in line with the projected population increase.
- Local mental health promotion could play a limited part in improving the mental health of the population.
- Demand for mental health services is expected to be mostly dependent on the future organisation and supply of the changing mental health services.

Based on these findings, PHAST recommended developing primary mental health care with increased staff training, enhanced involvement of community mental health teams and a review of specialist counselling services. The development of mental health promoting interventions for which there is a reasonable evidence base was also recommended.

PHAST highlighted the need to monitor the process of streamlining referral and care pathways. Further recommendations included the enhancement of community development work in mental health and the development of a mental health commissioning support model to support future changes in mental health services.

Project Leads: Dr. Deirdre Cunningham and Mr. David Lawrence

Serious Untoward Incident Report

In early 2009 PHAST was asked to conduct a Serious Untoward Incident report into the self-prescription of controlled drugs by a GP. The investigation team developed a chronology of events and collated and reviewed the evidence using a root cause analysis. They also identified and made recommendations to address the fundamental causes of this incident. PHAST produced both an Incident Report and an Action Plan for the PCT, outlining actions to take in order to ensure this does not happen again.

Project Lead: Dr. Ben Essex

“The PCT commissioned PHAST to undertake a serious untoward incident investigation (SUI) when it became apparent that an independent contractor (general medical practitioner) had fraudulently obtained controlled drugs and other medication for her own use. The investigation was important to discover whether there was any evidence of public harm and for individuals, teams and organisations to learn how they might reduce the likelihood of a recurrence of this behaviour in the future.

The investigation was undertaken within timescales and with the thoroughness one would expect of this type of incident. The findings of the investigation were discussed with the executive of the PCT and an action plan agreed. The lead investigator was able to give very helpful advice on how the SUI should be approached, the extent of the investigation and the actions that the PCT may wish to consider to reduce the risk of a recurrence.

The executive team at the PCT were extremely pleased with the outcomes of this commission and would recommend PHAST to other PCTs faced with similar incidents.”

Professional Executive Committee Chair
“PHAST provided us with a Board development session on ethical decision making. The session took us through a good overview of theory and principles in decision making and allowed strong group discussion. The session was interesting and enabled people of all backgrounds and knowledge to contribute.”

Angela McNab, Chief Executive NHS Luton
PHAST Training and Education

Training and education has been an integral part of PHAST since its inception. PHAST’s aim is to build public health capacity at all levels within the public, private and voluntary sectors. PHAST has a series of well-establish training programmes and participant feedback is always sought in order to maintain quality from our facilitators, venues and materials. ‘Health Everyone’s Business’ which was developed in collaboration with the London Borough of Greenwich has won a Department of Health Beacon award demonstrating the high class of training offered. There are several new programmes that have been introduced to meet new Government initiatives, particularly around World Class Commissioning.

The current financial climate has demonstrated the need for training focused on current NHS priorities. With this in mind, throughout this year PHAST will continue to deliver the training module of existing programmes, work with organisations in order to develop training programmes that target the specific needs of their staff, as well as developing and piloting several new training programmes that directly respond to World Class Commissioning and the Quality Improvement Agenda.

PHAST have provided a variety of training opportunities since April 2009, including:

- FPH Part A Revision Programme (June 2009 Exam) - 10 half day sessions which achieved a 63% pass rate compared to the national average of 36%
- Programme and Project Management - full day
- Report Writing - full day
- Health Impact Assessment - full day

PHAST has also been commissioned to provide a variety of training including Health: Everyone’s Business Programme, Ethical Decision Making, Health Economics and the National Public Health Leadership Programme. Recently PHAST has been asked to provide comprehensive Public Health Awareness training with subject matter including: epidemiology; statistical analysis; principles of screening and immunisation; Health Needs Assessment; Health Impact Assessment; evaluation of public health projects and interventions.

Future training opportunities to be offered include:

- FPH Part A Revision Programme (January 2010 Exam)
- Business Skills suite of training, including Strategy and Business Planning, Bid Writing, Programme and Project Management and Report Writing
- Health Impact Assessment
- Public Health Learning Sets

In addition new modules are being developed and piloted to develop the technical knowledge and skills to deliver World Class Commissioning.
**PHAST Quality Assurance**

PHAST places high value on quality and all projects include quality assurance processes undertaken by senior consultants. This ensures all projects are delivered to a high standard and meet the commissioner’s needs and quality expectations. PHAST has quickly established a strong reputation based on a track-record of delivering quality and efficiency to clients.

To maintain this already high standard of quality, and improve in areas where there is room to improve, PHAST is developing an explicit and comprehensive quality strategy.

Implementing the strategy includes work to gain and understand people’s view of PHAST as an enterprise especially from a client’s point of view. A Quality Committee, chaired by Professor Azeem Majeed meets quarterly to review performance and undertake quality audits.

**PHAST New Service Development**

PHAST’s clients continue to respond to the complex environment in which they operate. Changes in national policy, the financial crisis, predicted sharp restrictions in public funding, and the impact of public expectations interact in both immediate and subtle ways. PHAST plans to respond to these changes so that its services can meet the needs of clients.

As part of the Business Plan (February 2009), The Board established a group to develop new business, products and services, recognising that PHAST will continue to:

- Respond to requests from clients to undertake work that will include sharing models already tried and tested as well as developing new types of project suggested directly by the client
- Bid for work that is put out to tender
- Develop its strategic partnerships
- Consider developing other potential links with relevant and ethical consultancies

The group has identified there is likely to be a rising need in some particular areas such as in World Class Commissioning development and PCT provider services.

The group meets regularly to brainstorm areas that require new PHAST services.

**PHAST Research and Development**

A strong grounding in research is crucial to successful consultancy. We place a high value on maintaining an evidence based approach to our work and implementing translational research in this way. Clients will expect our recommendations to be based on the best of evidence and we see it as important to be at the leading edge in methodologies and innovation. Fortunately PHAST has excellent research skills, experience and expertise over a wide range, both at Board level and among its Associates. The Research and Development team has the advantage of being based within an academic department of a prestigious university. Being situated at the Department of Primary Care and Social Medicine at the Charing Cross Campus of Imperial allows the Research team to work within a cutting edge research milieu and to access many internationally renowned resources. PHAST has also built up a very strong working relationship with PhD students studying at Imperial and hopes to develop a permanent PhD research position within the near future.

We now need to strengthen collaboration and ensure that we maximise the research contribution to, and outputs from every aspect of our work, including the use of published research evidence, methodologies and models, development of our own research agenda and putting research into practice. We also wish to further strengthen collaboration with Imperial College.

Our formal research strategy is now being developed with clear aims and objectives for the next three years. As part of the development we are establishing the research skills and experience of PHAST Associates and identifying potential research partners to work with.
PHAST Information and Intelligence

During PHAST's first year of trading, the information strategy has been continually evolving and improving. The main goal of this was to increase internal cooperation and smooth exchange of information. Major advancements in the information strategy have included the website development. Our external relationships and collaborations are also providing useful assistance as PHAST seeks to expand its networks.

As the scale and scope of PHAST projects expand it becomes even more important to look critically at its own requirements for information and intelligence. A group of Associates has considered key developments that will allow PHAST to develop its expertise and improve further its services to clients.

PHAST Communication

PHAST is implementing different ways of improving our accessibility. Our external communication has been increased through building partnerships and collaborative working relationships with several complimentary organisations. Our presence at both the 2009 Faculty of Public Health and the NHS Confederation conferences included information stands, merchandise, presentations and workshops run by both Sue Atkinson and Katie Enock.

Over the next year our website, www.phast.org.uk, will be an important tool in widening our engagement with clients, public health professionals and the wider public. The Associates area will be an interactive social and learning network for our Associates enhancing our commitment to encourage and provide continuous professional development for all PHAST Associates. The website will also have the capability to allow potential training participants to research and apply for workshops and courses online. It will give the wider public the ability to engage with and learn more from PHAST and the concept of a community interest company. The website is now going through a transitional period as we welcome more and more users and continue to improve and update the existing information.

Please find out more about PHAST at www.phast.org.uk
International Report

As PHAST develops its profile within the UK by undertaking projects of national and local importance and working collaboratively with other organisations, including academic institutions and public and private public health providers and commissioners, we are beginning to think about our international work and all that we have to offer to the world market.

Over the first year of business we have already been involved in some key international projects, including supporting the Mauritian International Conference on primary care and public health entitled ‘Towards Developing a Primary Care Led Health Service for Mauritius’. PHAST Associates Ricky Banarsee, Catherine Brogan, and Cecilia Pyper delivered Keynote speeches, seminars and workshops. PHAST has also been involved in two key projects in Africa and Sri Lanka exploring the importance of sight and the use of education in developing a sustainable health care system.

Right to Sight

During 2008 David Murray (Operational Director) began working with Right to Sight (RTS), an international charity working to support achievement of the World Health Organisation, the International Agency for the Prevention of Blindness and Vision 2020’s objectives in Africa. Right to Sight’s goals and activities are driven by the aim of increasing sustainable eye care capacity in Africa. Key aspects of this sustainability strategy include equitable cost recovery and access, and the training and development of African eye care professionals, to reduce dependency on external financing and staffing. David’s involvement in the project to date includes:

- Participating in workshops with RTS project partners from Africa
- Developing a model, strategic plan, and reporting data-set for monitoring and evaluation
- Providing monitoring and evaluation training and support for RTS staff
- Monitoring and evaluation liaison with government donors
- Writing a successful bid to the Irish government for 250,000 Euros to support a RTS project in South Africa.

Further details on the work of RTS can be found at www.righttosight.com.

Sri Lanka

In February 2008 a team of PHAST representatives travelled to Sri Lanka to visit those affected by the Tsunami that hit the region on the 24th December 2004. As a part of this work the team were linked with Dr Pramilla Senanayake, Chair of Global Forum for Health Research, Centre for the Management of Intellectual Property in Health Research & Development and the Concept Foundation. Dr Senanayake works with the poorest victims of the Tsunami by sending those children back to school (at a cost of £25 per child for uniforms and books) and helping to rebuild lost homes.

The political situation in the country puts further strain and risk on the health of the civilians and the resources available. Contraceptives and family planning centres are at a shortage, with women’s health being put at risk and abortions on the rise. These issues are notably worse within the Tamil controlled areas.

Throughout the trip the PHAST team made several links with medical boards and various institutions within Sri Lanka, the possibilities of project links between Imperial College London and those institutions were discussed. The team also looked at projects that were already underway within the country and how they could be funded in the future to make them more sustainable and of use to the ‘at-need’ population. Education came out as being the strongest concern and the team heard about after school clubs that are held to engender community spirit and cohesion.

The PHAST team also visited several ‘health camps’ that travel the region in order to provide health care to the hard to reach communities. Some of the most obvious problems that came out of this exercise were the time periods in which there was not medical assistance, meaning medication was prescribed and then not regulated. There was also no time to educate the community about prevention methods in poor sanitation related disease. There was also perhaps an issue with over-prescribing of anti-viral medicine and therefore a risk of building resistance. PHAST discussed these problems with the head of the Shilpa Children’s Trust who was very interested in our assessment and discussed the possibility of collaboration with Family Planning Association in the North and establishing conferences for learning between Imperial College London and Galle University.
Public Health Action Support Team
3rd Floor, Reynolds Building
St Dunstan’s Road
London
W6 8RP
This Review is the first annual publication PHAST has produced, with this in mind and as we want to ensure we provide you with information that is relevant and interesting. We’d like to know what you think of our Annual Review.

1. **What is your relationship to PHAST?**
   □ Associate
   □ Client
   □ Partner Organisation
   □ Other (please specify)

2. **Did you find the 2009 Annual Review informative?**
   □ Very informative
   □ Quite informative
   □ Not informative at all

3. **Did the Review give you a clear understanding of PHAST’s work?**
   □ Yes
   □ No
   □ No Opinion

4. **Which section did you find of most interest?**

5. **Which section was of least value to you?**

6. **Do you have any other comments or suggestions on the Annual Review or any other PHAST publication?**

Thank you for your feedback, if you would like more information on PHAST and our working practice please visit our website at [www.phast.org.uk](http://www.phast.org.uk).
This is our first Annual Review and we hope it gives you further insight into PHAST, what we have achieved so far and our aims for the future.

Our vision of the year ahead is to see PHAST known as an excellent provider of public health expertise, supporting public sector organisations to achieve their targets and enhancing our collaborative working partnerships.

If you feel that you would like to discuss any of the content of this review or any other aspect of PHAST’s work, then please do contact our management team using the information below.

I would like to encourage you to complete and return the feedback form. We welcome your comments as readers, associates, partners and clients and look forward to working with you in the future.

Best wishes,

Dr Catherine Brogan MBBS MSc FFPH
Chief Executive

For information on new bids or commissioned work, programmes and contracts please contact Simone Ranson on 020 7594 0838 or email simone.ranson@phast.org.uk.

For details of workshops, projects and commissioned courses please contact Marion Deacon on 020 7594 5197 or email marion.deacon@phast.org.uk.

For information on Associates, or enquiries about the PHAST website please contact Neel Vyas on 020 7594 3356 or email neel.vyas@phast.org.uk.

If you have any other questions or would like more information about PHAST please email enquiries@phast.org.uk, alternatively you can visit our website at www.phast.org.uk.
Public Health Action Support Team CIC
A Social Enterprise Organisation and Community Interest Company

Professional Public Health Consultancy Services

Business Address:
PHAST
3rd Floor, Reynolds Building,
St Dunstan’s Road,
London, W6 8RP

Tel: 020 7594 0838 or 020 7594 5197
E-mail: enquiries@phast.org.uk
Website: www.phast.org.uk

Registered Office: Sterling House, 20 Station Road, Gerrards Cross, Bucks, SL9 8EL
Community Interest Company - English Company Registered No: 06480440 E & OE

Date: Autumn 2009