



A Fairer Healthier Scotland: 2017 - 2022

A STRATEGIC FRAMEWORK FOR ACTION

CHAIR'S INTRODUCTION

The [Scottish Government's Health and Social Care Delivery Plan, launched](#) in December 2016, sets a clear intention to strengthen national leadership for the sustained protection and improvement of Scotland's health. It proposes to improve public health services and identify a set of national public health priorities, which will be developed in partnership with NHS Directors of Public Health, COSLA, SOLACE - and critically - the third sector. We particularly welcome the aim of developing local joint public health partnerships between the third sector, local authorities and NHSScotland over the next three years. This will set a strong and dynamic basis from which to achieve joined up national and local public health effort across the whole of Scotland.

We look forward to working with the Scottish Government, colleagues in NHS National Services Scotland and others to help create a new single national body for public health. This is the body that will drive the delivery of public health priorities and provide the evidence and practical support needed for action.

We know that the impact of inequalities on health holds Scotland back from becoming the successful, vibrant and inclusive society that the Scottish Government wants to achieve. As we prepare for our part in this new body, our goal is to ensure that the evidence we provide and the practical support we offer leads to everyone in Scotland achieving the highest possible standard of health. That can only be achieved by maintaining a sharp national focus on the right to health and on those currently experiencing the worst inequalities.

CHIEF EXECUTIVE'S FORWARD

As our current five year strategy reaches an end, we look back with pride at what has been achieved. We have made a significant contribution to placing health inequality at the heart of public policy discourse. We have promoted healthier workplaces through thousands of employers across Scotland. We have helped to reduce harm to health through our contribution to tobacco policy and to minimum unit pricing alcohol policy. Our work has highlighted the importance of preventing adverse childhood experiences and we have supported services to mitigate the impact of poverty on health in the early years. We have co-led the development and now the launch of the Place Standard and we have led the NHS in advocating for the right to health for all in Scotland.

We have also built an organisation that places great stock in how we engage with our workforce and how we reach decisions in true partnership. We have built an increasingly strong understanding of how quality, improvement and performance approaches can strengthen our work and we will end this five year strategic period having been Recognised for Excellence under the European Foundation for Quality Management. We deliver a number of national knowledge-based services, many of them digitally-based, which are recognised for their high quality and value.

As the national agency for public health improvement, our vision remains of a fairer healthier Scotland in which everyone has a fairer share of the opportunities, resources and confidence to live longer, healthier lives. Over the next two years we will drive the delivery programmes designed to achieve that and we will continue to improve and strengthen our functions and services so that they are fit for purpose and ready for transition to the new public health body. We will also work closely with key partners to affirm the validity of this vision as we move forward within a transforming landscape for public health in Scotland.

We therefore look to the new strategic period set out in this framework with confidence and optimism. The Scottish Government's Programme for Government, with its focus on equality, social justice, child poverty, inclusive economic growth and a new social security system, provides a strong framework from which to base our strategic ambitions for fairer health improvement. The Health and Social Care Delivery Plan signals significant change. By the end of the strategic period set out in this framework, NHS Health Scotland will have been absorbed into the new national public health body. We welcome this development and are committed to ensuring that our legacy of fairer health improvement is firmly embedded in the work of this new organisation. We will also play a full part in determining with our partners in the other seven national boards how these important national services can be provided once or best for Scotland and with maximum impact and efficiency for the future.

Maintaining the focus on the long term need for fairness and prevention to be at the heart of all policy and practice is what drives us. Working openly and collaboratively, with a focus on the common interest and not vested interest, is our chosen demeanour. Our focus as an organisation is to continue to produce knowledge about what harms and creates health and to enable the application of this knowledge at national and local level. We look forward to that being a key and central part of Scotland's future public health landscape.

EQUITABLE HEALTH IMPROVEMENT AND THE RIGHT TO HEALTH

The health of the people of Scotland is improving. However, this improvement has not been equal across the population and there are significant differences, or inequalities in life expectancy and healthy life expectancy between groups. Some differences can be explained by age, genetics and other pre-determined personal characteristics. However the biggest and most significant cause of inequalities in health between groups of people are social and economic factors. These factors do not occur by chance and are not inevitable. They can be reduced and they can be prevented.

Alcohol and tobacco consumption, physical inactivity, lack of a nourishing diet and poor mental wellbeing are the most pressing causes of ill health across all groups of the population, but particularly prevalent in poorer communities. Inequalities in power and in resources, including for some the inability to afford necessities such as fuel or the means to support healthier living, make health behaviour change difficult for some people. For better population health, individual people need to be supported to improve and protect their own health. However, it is equally important that action is taken to address the circumstances within which people are born, live, work, and age.

In the period 2012-2017 NHS Health Scotland worked to a number of core programmes designed to help address these issues at several levels. As we move into the next period of 2017-2022 we know that the organisational context in which these issues are addressed will change. However, we are equally clear that these issues will remain significant challenges to improving Scotland's health in a fair way. In the last five years we were particularly successful in making a significant contribution to the problem and causes of health inequalities being better understood. We know from all the engagement that we have done with our stakeholders and partners that in the next five years the focus must be firmly on helping people come up with the practical solutions that will work in the Scottish context.

We are also encouraged by how much momentum has been built over the last five years to recognise the value of a human rights based approach to health improvement. We are committed to ensuring that the right to the highest attainable standard of health for everyone underpins all the work laid out in this framework and drives transformation in the way that people's health and wellbeing in Scotland is improved. A Human Rights Based Approach is based on the principles of participation; accountability; non-discrimination and equality; empowerment and legality (PANEL).



Adopting these principles empowers people to exercise their responsibilities for protecting and improving their own health and wellbeing, whilst clarifying the duties and accountability of policy makers and public services to provide effective and integrated public service systems. This includes delivering services that create and protect health and wellbeing and are free of discriminatory or stigmatising attitudes and behaviours.

This document set outs what we believe are the key priorities to achieve fairer health improvement over the next five years. For the first two years of this framework it will be NHS Health Scotland's responsibility to take action towards achieving them. We hope that the new public health body, when formed, will provide a strong and credible platform from which to continue this work.

STRATEGIC PRIORITIES FOR DELIVERY

In order to achieve fairer health improvement, we have developed five strategic priorities that will be the focus for the ongoing collaborative planning and delivery of our work with partners. The priorities are based on evidence of what works. They also maintain our focus on enabling population health improvement that, by informing action across the social determinants of health, does not leave people behind.

Long term outcomes are identified under each strategic priority, along with how they will contribute to Scotland's National Performance Framework, and indicators of how we will know we have made a difference.

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Strategic Priority 1: Fairer and Healthier Policy

The knowledge and evidence we provide will be applied by policy and decision makers to implement strategies that are fairer and focused on prevention of harm to health and wellbeing across the social determinants of health and public health priorities.

National Performance Framework Outcomes:

We live longer, healthier lives

We have tackled the significant inequalities in Scottish society

Our public services are high quality, continually improving, efficient and responsive to local people's needs

We have led programmes of work helping to sustain an effective and efficient Public Health function in Scotland.

Our evidence has influenced national policy development, with a particular focus on areas where impact on reducing health inequalities would be greatest.

Our approach to getting evidence into practice has enabled policy and decision makers at a local level to use the best available, including economic evidence, in the development and delivery of policy.

National Performance Framework – National Indicators:

- Increase physical activity
- Improve self-assessed general health
- Improve mental wellbeing
- Reduce premature mortality
- Reduce the percentage of adults who smoke
- Reduce alcohol related hospital admissions
- Reduce the number of individuals with problem drug use
- Increase the proportion of journeys to work made by public or active transport

Strategic Priority 2: Children, Young People and Families

The knowledge and evidence we provide will be applied by policy and decision makers to implement strategies that are fairer and focused on prevention of harm to health and wellbeing of children, young people and families

National Performance Framework Outcomes:

Our young people are successful learners, confident individuals, effective contributors and responsible citizens

Our children have the best start in life and are ready to succeed

We live longer healthier lives

We have tackled the significant inequalities in Scottish society

We have improved the life chances for children, Young People and families at risk

National and local policies and strategies relevant to children and young people reflect our evidence on factors that protect and build resilience in children.

Services and programmes within the NHS and our partners are delivering appropriate, evidence-informed action on the key factors that impact on poverty and adverse childhood experiences.

The number of parents, families and young people accessing, relevant and accurate health and wellbeing information has increased.

Scotland has demonstrated progress towards implementing the 'WHO Investing in children: the European child and adolescent health strategy 2015-2020'.

National Performance Framework – National Indicators:

Increase the proportion of pre-school centres receiving positive inspection reports

Improve levels of educational attainment

Improve children's services

Improve children's dental health

Increase proportion of babies with a healthy weight

Increase children with healthy weight

Improve mental wellbeing

Reduce children's deprivation

Strategic Priority 3: A Fair and Inclusive Economy



The knowledge and evidence we provide will contribute to a reduction in health inequalities caused through exposure to socio-economic inequality by influencing the development and implementation of social and economic policy and policy reform measures.

National Performance Framework Outcomes:

We realise our full economic potential with more and better employment opportunities for our people.

We have tackled the significant inequalities in Scottish society

Our public services are high quality, continually improving, efficient and responsive to local people's needs

We live longer, healthier lives

The proportion of the working age population in good work has increased, and inequality across the working population has reduced.

Employment services are better integrated and more accessible in order to support individuals with ill-health or disabilities to remain in or return to work.

A better understanding of the relationship between power and health inequalities is contributing to reductions in social inequality.

Our evidence has informed policy and practice and contributed to a decline in economic inequality.

There is a decline in the inequalities in the availability, uptake and quality of work.

The NHS and public sector have contributed to a reduction in inequalities by distributing the economic impact of expenditure more equitably.

National Performance Framework – National Indicators:

Reduce underemployment

Reduce the proportion of employees earning less than the Living Wage

Reduce the pay gap

Improve self-assessed general health

Reduce premature mortality

Improve people's perceptions of the quality of public services

Improve the responsiveness of public services

Reduce the proportion of individuals living in poverty

Performance Measures:

National Performance Indicators and additional indicators to be confirmed by

commissioners

Strategic Priority 4: Healthy and Sustainable Places

The research and evidence we provide will be applied by policy and decision makers to improve the quality and sustainability of places and will be focused on prevention of harm to health and wellbeing across the social determinants of health.

National Performance Framework Outcomes:

We live longer, healthier lives.

We have tackled the significant inequalities in Scottish society.

We live in well-designed, sustainable places where we are able to access the amenities and services we need.

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

We value and enjoy our built and natural environment and protect it and enhance it for future generations.

We reduce the local and global environmental impact of our consumption and production.

Routine use of the Place Standard has contributed to an improvement in the quality of local places, particularly those suffering the highest disadvantage.

The link between regeneration and health is better understood and has influenced regeneration policy and practice to support sustainable communities.

We have contributed to more people in Scotland living in high quality, warm and sustainable homes that they can afford and that meet their needs.

A strong and resilient community-led health sector has effectively contributed to policy and practice to improve the health and wellbeing of those in greatest need.

The impact of environmental sustainability on the public's health is better understood and more influential in shaping public health policy and practice.

National Performance Framework – National Indicators:

Improve access to suitable housing options for those in housing need

Increase the number of new homes

Improve people's perceptions of their neighbourhood

Improve access to local greenspace

Increase the proportion of journeys to work made by public or active transport

Reduce Scotland's carbon footprint

Strategic Priority 5: Transforming Public Services



Evidence and support the transformation of public services to develop their leadership, planning and knowledge capability to deliver services that are truly transformational and have health improvement and protection of human rights at their core.

National Performance Framework Outcomes:

We live longer, healthier lives

We have tackled the significant inequalities in Scottish society

Our public services are high quality, continually improving, efficient and responsive to local people's needs

Public services are visibly transforming the way that they plan and deliver services in order to reduce inequalities and protect the right to health.

National Performance Framework – National Indicators:

Improve the quality of healthcare experience

Improve support for people with care needs

Improve people's perceptions of the quality of public services

Improve the responsiveness of public services

OUR CORE SERVICES AND STRATEGIC PRIORITIES FOR CHANGE

NHS Health Scotland provides a number of services designed to support public health work at a national interface level. For example, we deliver a significant publishing, digital and marketing service which creates a range of products and marketing campaigns, on behalf of NHS Scotland and a range of partners across the NHS. Our technical, design, content development, editorial, print and distribution expertise enables us to create targeted products designed to deliver knowledge, information and drive action. Our agreed future direction is to promote digital participation and adopt a digital first approach.

We have identified that over the next strategic period three things are important:

- That we remain effective in delivering on our priorities over the next two years
- That our services, functions and people are prepared for the transitions that we know lie ahead
- That the new public health body and the public health improvement agenda in Scotland benefits from the best legacy of Health Scotland's work

Therefore, to support our preparation for engaging with others on the establishment of a new public health body and also on the shared services agenda, we have identified three Strategic Change Priorities over the next strategic period. These are:

- Leading Public Health Improvement
- Making a Difference
- Fit for the Future

Strategic Change Priority 1: Leading Public Health Improvement



The 2015 Public Health Review identified the need for stronger and more collaborative leadership across public health. NHS Health Scotland and its legacy organisation will continue to lead collaboration across Scotland's public health workforce.

Our public health workforce is skilled and effective in creating influential stakeholder relationships in order to improve population health in a fair way.

The broad collaborations that are essential for fairer health improvement in Scotland are well-established.

Fairer health improvement has a high profile within the wider public policy landscape.

Performance Indicators

- We sustain engagement with 90% of our identified high impact/high influence stakeholders
- Increase stakeholder satisfaction score 'NHS Scotland is a reputable organisation'
- Increase stakeholder satisfaction score 'NHS Scotland is a credible organisation'
- Increase stakeholder satisfaction score 'NHS Scotland is Expert/Leader in Health Inequalities and Improving Health'
- Maintain and improve organisation Net Promoter Score on whether partners 'would recommend NHS Health Scotland'

Strategic Change Priority 2: Making a Difference



The investment in products and services to improve population health will be developed with our stakeholders and will be effective in demonstrating impact and value for money to inform the future development of the public sector landscape.

Products and services for public health improvement are developed collaboratively in order to deliver the impact required.

The contribution and impact of fairer health improvement programmes to improving population health is clearly demonstrated and is a core part of the future public health landscape.

Performance Measures

Increase number of customers we reach with our products and services
Sustain and Maintain net promoter score of 40% or above for our products and services

Increase customer satisfaction score 'Deliver products/services/resources you need'

Increase customer satisfaction score 'Offer products/services/resources you need'

NHS Health Scotland's Performance Framework can evidence improved performance across all key Performance Indicators annually

Strategic Change Priority 3: Fit for the Future



Our people and systems must be prepared to play a lead role in shaping the future of public health improvement. This means strong and supportive leadership through transition and change.

The values, approaches and competences required to achieve fairer health improvement are a core part of the national public health improvement workforce.

The resources invested in health improvement are sufficient and effectively aligned with wider public health priorities.

NHS Health Scotland has contributed to the establishment of a strong and sustained public health improvement function for Scotland.

Performance Measures

Increase in % of staff who respond positively to iMatter question on well informed

Increase in % of staff who respond positively to iMatter question on time and resource to support learning

Increase in % of staff who respond positively to iMatter question on involvement in decisions

Reduction in % of outputs per strategic priority which do not deliver due to not having appropriate resources

Reduction in % of deliverable commitments per strategic priority which do not deliver due to not having appropriate resources

HOW WILL WE KNOW WE HAVE MADE A DIFFERENCE?

Our Strategic Framework for Action sets out priorities for action and is designed to support the Scottish Government's purpose and National Outcomes. It describes how we will align our work to deliver our vision of a Fairer Healthier Scotland and contribute to sustainable economic growth. The table below describes the levels at which we will measure our performance and impact.

