



# **A Fairer Healthier Scotland**

**2017- 22**

**OUR STRATEGY**

## FOREWORD FROM CHAIR AND CEO- to be completed at a later date

### Key points to be developed:

We continue on our journey of helping Scotland be a fairer healthier country.

This document sets out our strategy for the next five years, including an overview of our strategic priorities and the outcomes we intend to achieve.

- Our vision and mission remains the same
- Celebrating our successes
- Leading for a fairer distribution of the resources needed for health including the 'value' from public services
- Meeting the challenges and opportunities ahead through transformative approaches
- Underpinning our work with a human rights based approach to health

This document is one of a suite of three documents that will include:

1. Our five year strategic plan- detailing our annual milestones, measures and indicators, our workforce and financial plans- in aligned with the Programme for Government and other key strategic plans specific to the NHS
2. Our annual Delivery plans- aligned with our strategic plan and reflecting annual planning guidance

Full length professional  
photo of Chair and CEO

## OUR ROLE

We are a national Health Board; the national agency for health improvement. Our aim is to improve Scotland's health record by focusing on the persistent inequalities that prevent health being improved for everyone. In our national role we want to work with all of our partners to make the case for change and, together, to build a fairer, healthier Scotland. As an NHS Board we are accountable to the Cabinet Secretary for Health, Wellbeing and Sport, Ministers, the Scottish Parliament and, ultimately, the Scottish people. We are specifically responsible for providing specialist health improvement support to NHSScotland - discharging at national scale those priorities identified in NHS planning guidance and by the Minister for Public Health through our annual review process.

We have a focus on tackling health inequalities because we know that for as long as they persist, there are people in our society whose health is not being improved at the same rate as others. People who do not enjoy the standard of health or the longevity of life that they should be able to achieve. Health inequalities hold Scotland back from becoming the successful, vibrant and inclusive society that the Scottish Government wants to achieve. There are a range of determinants of health and wellbeing- from where and how we grow up, to our experience of work, our access to and experience of services, and our experience of the environment we live in, that all impact on health outcomes and on societal outcomes overall. The evidence is compelling that these determinants of health must all be addressed if everyone in Scotland is to achieve the highest attainable standard of health. Health inequalities are not inevitable - system wide action can and will make a difference.

## OUR VISION

Our vision is of a Scotland in which all people and communities have a fairer share of the opportunities, resources and confidence to live longer, healthier lives. A Scotland where the resources that create, improve and protect health are fairly shared across the population. In other words, a vision of health equity.

## OUR MISSION

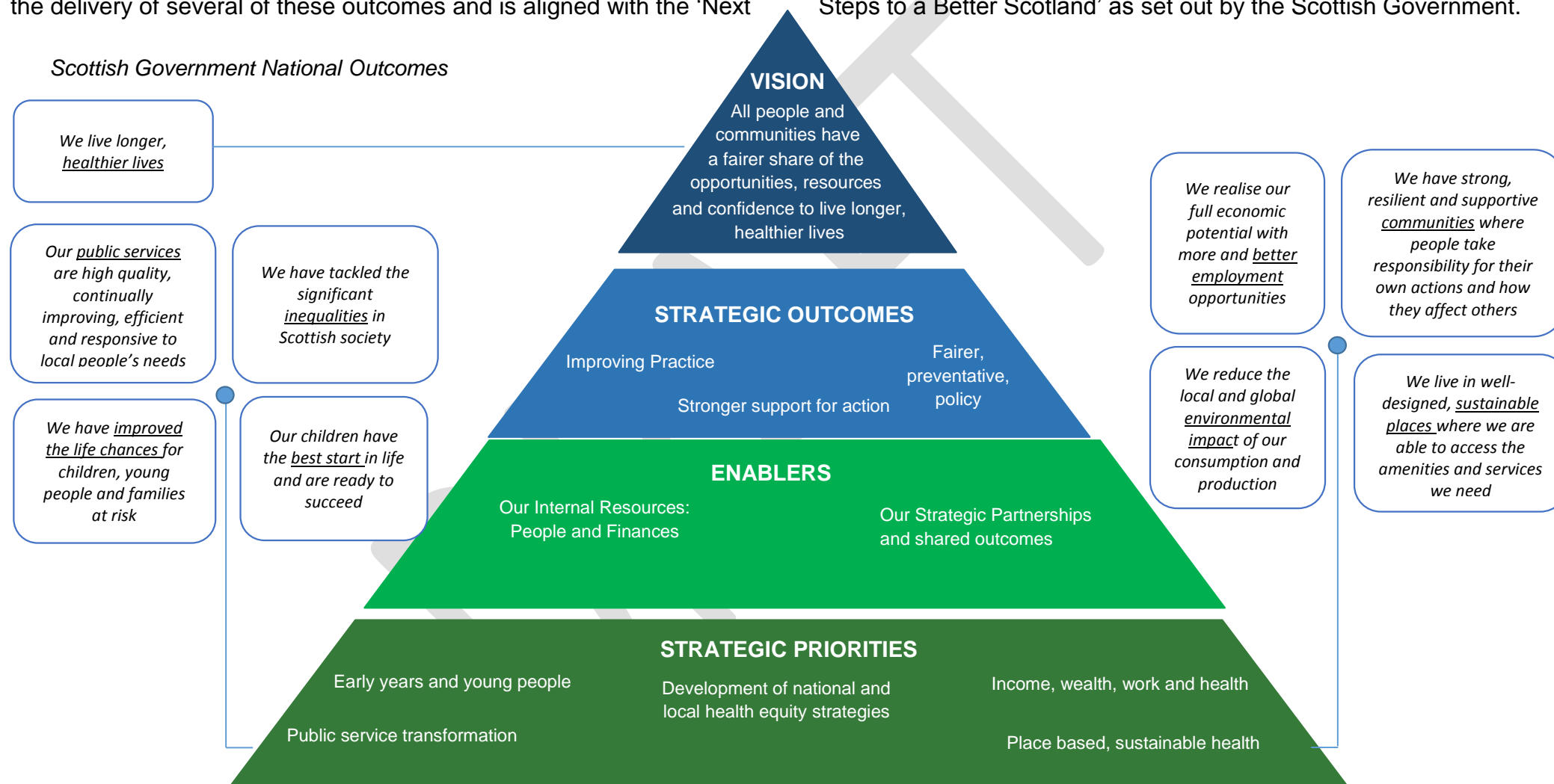
To achieve the vision of a fairer healthier Scotland, our mission is to produce knowledge about what harms and creates health enabling system wide application of this and provide strong national leadership that strengthens capacity for coherent, coordinated action. We will build on our successes whilst strengthening the practical support we provide to embed preventative approaches at the heart of all policy and practice, by demonstrating that these approaches not only save money but will bring long-term benefits to health and wellbeing in Scotland.

We will ensure that we demonstrate the impact of each of our programmes of work and how they contribute to achieving the outcomes set by the Scottish Government in the National Outcomes Framework.

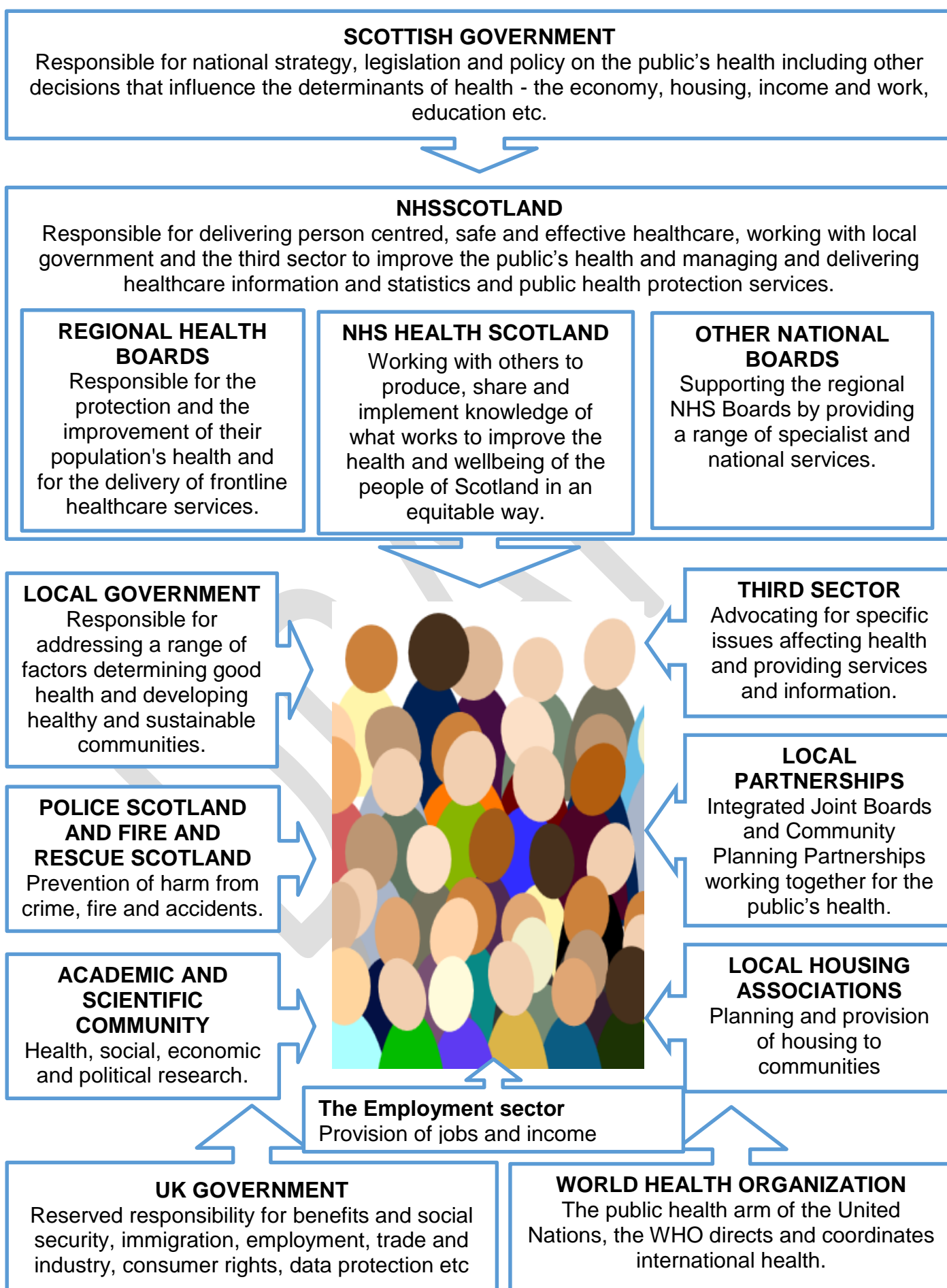
## OUR STRATEGY

The National Outcomes Framework describes the outcomes the Scottish Government wants to achieve. Our strategic plan is designed to support the delivery of several of these outcomes and is aligned with the 'Next Steps to a Better Scotland' as set out by the Scottish Government.

### Scottish Government National Outcomes



## OUR PLACE IN THE WIDER SYSTEM



## OUR APPROACH

The Scottish Government has set out its intention to further embed the European Convention on Human Rights in Scotland across all policy areas where they have the powers to do so. We are proud to underpin our work with a human rights based approach and the principle that everyone in Scotland has the right to the highest attainable standard of health.

Adopting a human rights based approach with its underlying principles of participation; accountability; non-discrimination and equality; empowerment and legality (PANEL), provides a clear framework in which to describe the responsibilities and accountabilities for health and wellbeing improvement across individuals, communities, service providers and policy and decision makers.

It is a person centered approach that 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. Systems that create and protect health and wellbeing and are free of discriminatory or stigmatising attitudes and behaviours.

Our vision for Scotland in 2022 shows how applying the PANEL principles could drive transformation in the way that people's health and wellbeing is improved in Scotland.

### OUR VISION FOR SCOTLAND IN 2022:

Local systems meaningfully involve communities and people in the planning and delivery of the care and other resources they need for health and wellbeing

#### PARTICIPATION

Policy and Decision makers are held to account for the impact public policy and public services make on reducing health inequalities and improving people's health and wellbeing

#### ACCOUNTABILITY



There is a significant reduction in stigma and discrimination in public discourse, policy and practice

#### NON-DISCRIMINATION AND EQUALITY

People are empowered by knowing what they can do about their own health and wellbeing and what the responsibilities of policy makers and public services are

#### EMPOWERMENT

The legislative framework for equality and the right to health is integrated into policymaking and the day to day running of the NHS and other public services

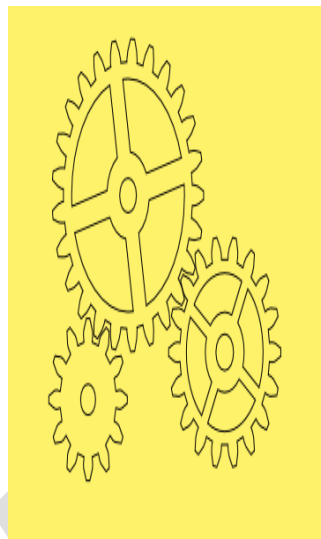
#### LEGALITY

## OUR CONTRIBUTION TO THE VISION FOR 2022

Our work has made a significant contribution to reducing avoidable premature death and illness in Scotland

We have worked effectively with and through the third sector for community empowerment and community led action for health and wellbeing

We have a systematic approach to gathering, analysing and sharing learning from local level action for the purposes of national dissemination and policy development

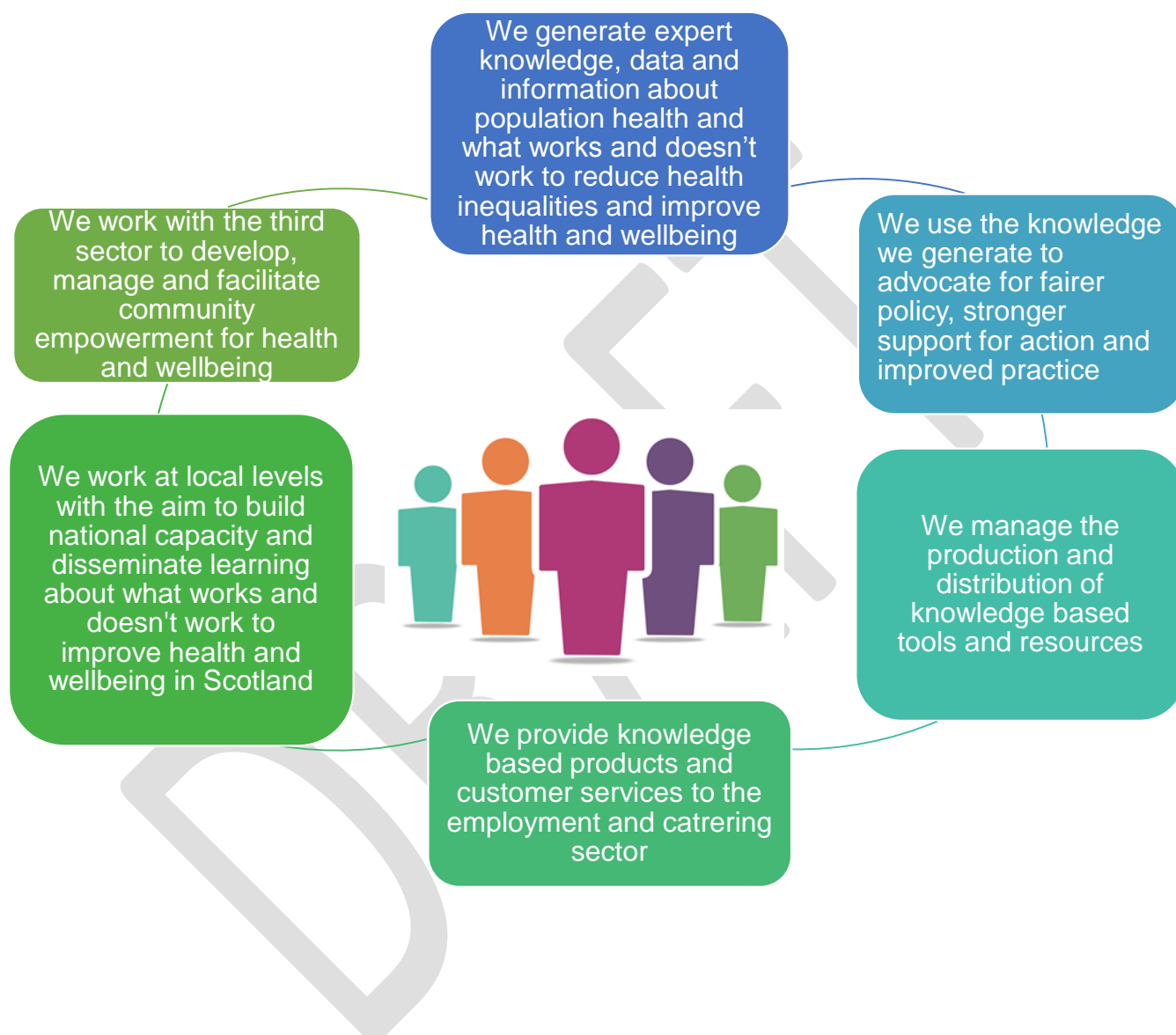


We are known for being public and customer focused

We have provided the Scottish Government, the public; the NHS and other public services with the knowledge, information and practical support they need to reduce health inequalities and improve health and wellbeing

Our staff, working with partners across the country and the world, are providing authoritative and practical, expert advice to national government, local government, the NHS and the public based on the knowledge we generate and on our expertise and experience

## WHAT WE DO





## OUR ACHIEVEMENTS OVER THE LAST FIVE YEARS

Our vision and mission is ambitious and requires effective and efficient management of our resources.

Over the next five years we will focus on economies of scale and what's best for Scotland and use our 0.17% of the NHS workforce and 0.16% of the NHS budget to lead to stronger support for action across policy and practice in Scotland



Our review of health inequalities policy and our theory of the causation of health inequalities has transformed how we talk about health inequalities in Scotland

Health Promoting Health Service

Mental health and suicide reduction

Health and work examples: e.g. Fit for Work Scotland etc.

MESAS

Triple I

Tobacco

Justice and health

Early years

Place Standard and Place Standard tool

Our Healthy Living Award and Community Food and Health functions have....

We have made a significant contribution to delivery of the Scottish Human Rights SNAP action plan

We are the only NHS Board in Scotland to have received the 'Recognised for Excellence' Award

Our success has been achieved against a challenging financial context that has seen our budget reduced by £5.5million over the last five years.

## THE CONTEXT FOR OUR WORK OVER THE NEXT FIVE YEARS

This section will be completed when the Programme for Government is published and we have more detail re public health and NHS reform.

We have carried out an analysis of the political and policy context which is unlikely to change in substance over the next five years.

We will continue to work across the whole system in Scotland emphasising the potential of prevention across health and social policy to deliver improvements in the population's health and wellbeing.

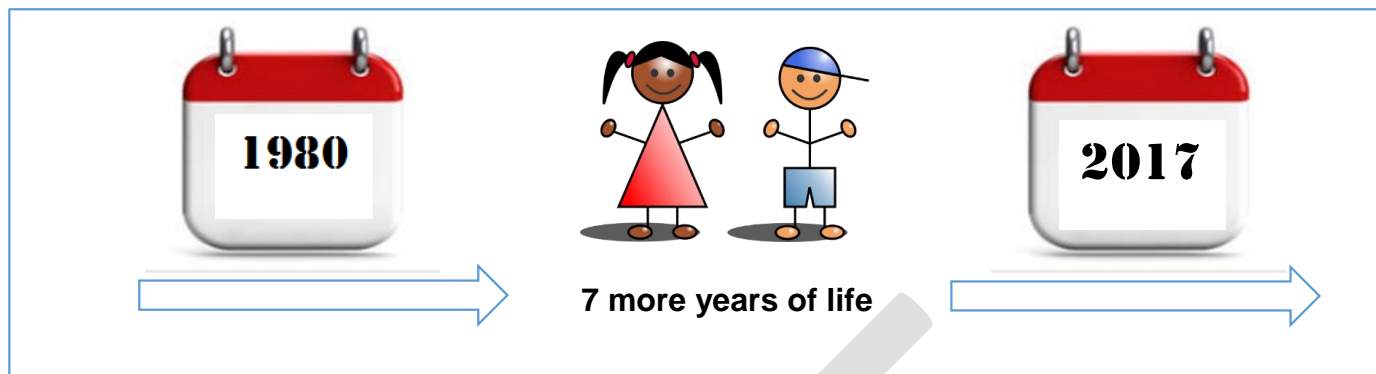
We will continue to support the system assess the impact on health and wellbeing of economic and welfare reforms in order to mitigate austerity or other adverse economic conditions.

Key themes for our work and our operating context are:

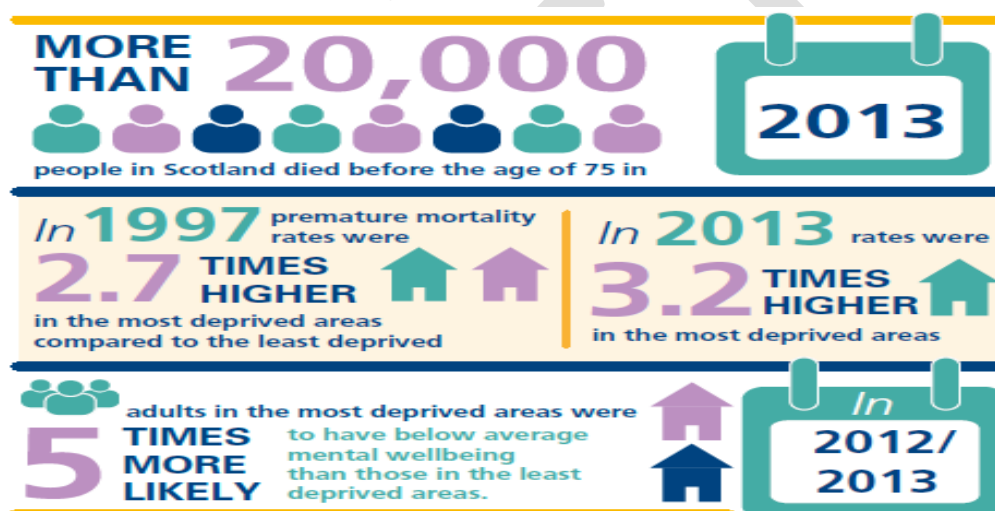
- Reform of public health and public service structures
- The importance of integrating equality and human right based approaches to policy and practice
- A new vision for social support in Scotland
- Transformation of public services
- Integration of health and social care
- Community empowerment
- Child poverty
- Educational attainment
- Primary Care and Mental Health and Cancer prevention
- Place based approaches

## SCOTLAND'S HEALTH TODAY

The health of the people of Scotland is improving. Overall our lives are longer. Children born now can expect to live seven years longer than those born in 1980.



However, improved health is not shared equally across the population. There are significant inequalities in life expectancy between groups and too many people die too soon in Scotland.



International comparisons show that health inequalities in Scotland are worse than all other countries in western and central Europe. Relative inequalities in mortality have increased steadily since 1981. This is because the health of more affluent groups has improved at a faster rate than the health of more deprived groups.

This means that the right of everyone to the resources they need for health and wellbeing is not being enjoyed equally.

To ensure everyone is able to achieve their **right to health** we will deliver programmes across the social determinants of health – the conditions in which we are born, we grow and age, and in which we live and work-focusing on those actions likely to have the biggest impact



Our Strategic Priorities	What we will achieve over the next 5 years	National policy, regulation and legislation (proposals)
1. Ensure health and wellbeing improvement strategies are equitable and focused on prevention of harm to health and wellbeing	We will demonstrate and model the financial benefits of fiscal, legislative and regulative measures to reduce health inequalities and improve health.	Establish social and economic rights and embed Scotland's National Action Plan on Human Rights and the UN Sustainable Development Goals in the National Performance Framework.
	Our products and services will enable policy and decision makers at national and local level to utilise the best available evidence, including economic evidence, in the development of policy.	
	We will increase the skills and knowledge of the public health workforce and planners of public services in utilising preventative approaches, leading to a shift in resources towards prevention.	
	We will ensure that the development and provision of information for the public is accessible and clear about their right to health and what harms and creates health and wellbeing.	
	We will lead for an integrated, coherent approach between national and local strategies to improve population health and wellbeing	
2. Reduce health inequalities and improve the health and wellbeing of children and young people	Our profiling, surveys, comparative analyses and practical support will enable NHS and other policymakers and practitioners to understand the prevalence and impact of adversity in childhood on health and wellbeing outcomes.	<b>Child Poverty Act</b>  <b>New specific offence to help tackle domestic abuse.</b>  <b>New Framework for Families with Disabled Children</b>  <b>Better mental health services for children and young people</b>
	We will provide NHS policymakers, planners and practitioners with practical support to apply the evidence and data to delivering preventative actions and measuring progress in addressing poverty and other adversity in childhood.	
	We will work with key partners to provide training for NHS staff and stimulate action on the high impact factors for family adversity including poverty, mental health, gender based violence, addictions and crime.	
	We will enable our partners to creatively deliver up-to-date, accessible, relevant and accurate information to parents, families and young people.	
3. Maximise the impact of income, and work on health and wellbeing	We will play a significant role in focussing employers on prevention and mitigation of poor work practices, developing sustainable workplaces and employees and shaping access to fair work throughout the working life cycle.	<b>New Labour Market Strategy</b>  <b>Fairer Scotland Action Plan</b>  <b>Commence socio-economic duty for Public bodies</b>  <b>Scottish Social Security Bill and Agency.</b>  <b>New Scottish Social Security Agency</b>
	We will work with the Fair Work Convention, employers and government to promote the health, economic and social benefits of good work and influence recommendations on labour market policies.	
	Our work around the buying power of the NHS and public finances will lead to improved sustainability and increased incomes for those in the lowest income brackets.	
	We will provide knowledge to improve understanding of the impact of income and wealth distribution on health and wellbeing, and inform the actions to promote fairness and equality.	
	We will work with policy and decision makers across sectors to generate knowledge about the impact of austerity and social security changes on health and wellbeing, and support the Scottish Government establish its vision for a new social security system in Scotland.	

Our Strategic Priorities	What we will achieve over the next 5 years	National policy, regulation and legislation (proposals)
4. Improve the quality and sustainability of physical and social environments for health and wellbeing	Through our contribution to the Planning Reform Bill and our collaborative work, the Place Standard will be used by planners in local authorities and the community, voluntary and private sectors to drive up the quality of local places - particularly those suffering the highest disadvantage.	
	We will provide practical support for actions to achieve the Scottish Government's ambition that all people in Scotland live in high quality, warm and sustainable homes that they can afford and that meet their needs.	
	We will provide practical support for actions that both protect and improve the health of a range of groups living in vulnerable circumstances and/or experiencing stigma and discrimination, including the homeless, refugees, asylum seekers and those in the justice system.	
	We will support public and third sector partners to implement the Community Empowerment (Scotland) Act 2015 in ways which will shift the balance of power from services to people, leading to improved health and wellbeing and reduced avoidable premature illness and death.	
	We will successfully raise the importance of sustainability for equitable health improvement and embed the prevention and mitigation of climate change into practice through the SMaSH network.	
	Our Healthy Living Award and Healthy Working Lives Awards will have a demonstrable impact on improving catering and workplace health across the NHS and the wider public and private sector.	
5. Transform how public services improve health and wellbeing	Our partnership with the Health and Social Care Alliance will lead to demonstrable impact of human rights based approaches in the planning and delivery of health and social care services.	
	Our knowledge and practical tools will support IJBs and CPPs plan for prevention, equity of access and quality of care - putting in place a systematic mechanism to gather and share local learning and evaluation at national level.	
	We will work with partners to enable more people with multiple and complex health and social care needs, including those in the community justice system, and at risk of homelessness, get the help they need from the NHS and other public services to stay in their own home.	
	We will make a significant contribution to enabling more people in the justice system to access the help and support they need to improve their health and wellbeing.	
	Our support for the HPHS will strengthen the role of the NHS in reducing health inequalities and improving the health creating potential of NHS environments.	
	We will contribute to the primary care transformation programme so that the role of primary care in providing equitable access and care is strengthened	
	Our collaboration and partnership work with public services and the third sector will have an impact on attitudes to stigma and discrimination within health & social care services.	
		<p><b>National policy, regulation and legislation (proposals)</b></p> <p><b>Planning Reform Bill</b></p> <p><b>Warm Homes Bill to tackle fuel poverty</b></p> <p><b>National standard for private rented homes</b></p> <p><b>Establish Community Justice Scotland</b></p> <p><b>Legislate to decentralise local authority functions, budgets and democratic oversight to local communities</b></p> <p><b>Transform mental health and improve mental health services.</b></p> <p><b>Improve the prevention, early diagnosis and treatment of cancer.</b></p> <p><b>Transform Primary Care New GP contract/more community Link workers</b></p> <p><b>Review and reform the role of Community Planning Partnerships</b></p>

## OUR IMPROVEMENT APPROACH

We use the European Foundation for Quality Management model and were delighted to be the first NHS board in Scotland to be awarded the Recognised for Excellence award in 2016. This award highlights and rewards our dedication to continuously improve how we work with others and to understand from the outset what they need from us and how best to work together to achieve mutual goals. It has also helped us to be clear about the next steps we need to take in our own internal development in order to improve the quality of what we do.

### Our improvement priorities are:

- Planning our work in closer alignment with the Scottish Government's priorities for NHSScotland including cancer, mental health and primary care transformation
- Strengthening our focus on supporting NHSScotland prevent and reduce avoidable premature death and illness through equity of access and quality of care and treatment
- Strengthening our national leadership role by focusing on an integrated approach between national and local health and wellbeing strategies
- Becoming more effective at enabling policy and decision makers to engage with and contribute to the whole cycle of knowledge into action
- Improving how we manage and share the knowledge we generate with stakeholders in order that it is translated into policy and practical action
- Improving how we systematically gather and use at national level what is learned from applying knowledge or theory into practice at local or regional level
- Improving how we plan and manage our resources in order to have economies of scale and maximum impact

### We will monitor our progress towards these by:

- Scrutiny of our performance management and impact reports
- Reflecting each year on case studies of our work, measuring the extent of the influence we have had and whether the work has had the impact we envisaged.
- Regularly asking our stakeholders to tell us what they think of us, including through formal feedback surveys.
- Equipping and encouraging our staff to continuously apply what we learn from our stakeholder engagement and feedback

## HOW WE WILL MEASURE THE IMPACT OF WHAT WE DO

We have developed a performance framework with an associated suite of key performance indicators (KPIs) which we can track our progress and impact against annually. The framework is based on four domains consistent with the model used in the European Foundation for Quality Management (EFQM); 1) society results, 2) shared results, 3) our results and enablers. **We will update this framework to reflect the revisions that are planned to the national performance framework.** Our Strategic Plan will have a detailed performance framework for each strategic priority. An overview of our performance framework for 2017-22 is shown below.



## Performance Framework

THE GOVERNMENT'S PURPOSE				
To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth				
Strategic Objectives				
Wealthier and Fairer	Smarter	Healthier	Safe and Stronger	Greener
Our Vision				
Our vision is of a Scotland in which all people and communities have a fairer share of the opportunities, resources and confidence to live longer, healthier lives. A Scotland where the resources that create, improve and protect health are fairly shared across the population.				
Strategic Priority	National Outcome	Collaborative Performance	Performance Domain 1: Society Results	
Supporting the development of strategies for health improvement and the prevention of harm to health and wellbeing	We live longer, healthier lives		Reduced Inequalities in Health Reduced Inequalities in Society	
Working collaboratively to reduce health inequalities and improve the health and wellbeing of children and young people	We have tackled the significant inequalities in Scottish society			
	We have improved the life chances for children, young people and families at risk			
	Our children have the best start in life and are ready to succeed		Performance Domain 2: Shared Results	
Maximising the impact of income and work on health and wellbeing	We realise our full economic potential with more and better employment opportunities for our people		Fairer, preventative policy Stronger support for action Public service transformation	
Improving the quality and sustainability of physical and social environments for health	We live our lives safe from crime, disorder and danger			
	We live in well-designed, sustainable places where we are able to access the amenities and services we need	NHS Health Scotland Performance	Performance Domain 3: Our Results	
	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others		Organisation Reputation and Credibility Customer Results, Engagement and Satisfaction Programme Results	
	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		Performance Domain 4: Our Enablers	
Transforming how public services improve health	Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it		People and Workforce Finance and Resources	
	Our public services are high quality, continually improving, efficient and responsive to local people's needs			