



**Scotland's  
health**

# A **Fairer Healthier** Scotland

A strategic framework  
for action  
2017–2022

# Contents page

Chair's introduction	1
Chief Executive's foreword	2
Our strategic priorities for fairer health improvement	3
 Strategic priority 1: <b>Fairer and healthier policy</b>	<b>4</b>
 Strategic priority 2: <b>Children, young people and families</b>	<b>5</b>
 Strategic priority 3: <b>A fair and inclusive economy</b>	<b>6</b>
 Strategic priority 4: <b>Healthy and sustainable places</b>	<b>7</b>
 Strategic priority 5: <b>Transforming public services</b>	<b>8</b>
Our core services and strategic priorities for change	9
Strategic change priority 1: Leading public health improvement	10
Strategic change priority 2: Making a difference	11
Strategic change priority 3: Fit for the future	12
How will we know we have made a difference?	13

# 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 protection and improvement of Scotland's health. It proposes to make improvements to public health services and identify a set of national public health priorities which will be developed in partnership with

NHS Directors of public health, the Convention of Scottish Local Authorities (COSLA), the Society of Local Authority Chief Executives (SOLACE) and the third sector. The aim of developing local joint public health partnerships between the third sector, local authorities and NHSScotland over the next three years is particularly welcome. This will help achieve better integration between national and local public health efforts.

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 the public health priorities and provide the evidence and practical support needed for action.

The impact of inequality on health holds Scotland back from becoming the successful, vibrant and inclusive society that we, the Scottish Government and our stakeholders want 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 attainable standard of health. That can only be achieved by maintaining a sharp national focus on the right to health and on those experiencing the worst inequalities.

**David Crichton**  
Chair

## Chief Executive's foreword



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 alcohol pricing 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 implementation, 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 partnership. We have built an increasingly strong understanding of how quality, improvement and performance approaches can strengthen our work and we end this year 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 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 review and improve our functions and services. 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 important national services can be provided 'once for Scotland' and with maximum impact and efficiency for the future. We are driven by the need to maintain the focus on fairness and prevention in policy and in practice. We are committed to working openly, collaboratively and in the common interest. Our focus as an organisation is always to produce the highest quality knowledge about what harms and what creates health, and to enable this knowledge to be applied at national and local level. We look forward to that being a key and central part of Scotland's future public health landscape.

This document sets out what we believe to be 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. After that, we hope that this framework will provide the new public health body with a strong platform from which to continue this work.

**Gerry McLaughlin**  
Chief Executive

# Our strategic priorities for fairer health improvement

The health of the people of Scotland is improving. However, this improvement has not been equal across the population and there are significant 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 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 are particularly seen in poorer communities. Inequalities in power and in resources, including some being unable to afford necessities such as fuel, make it difficult for some people to live healthily or make healthy lifestyle choices. For better population health, individuals need to be given direct support, but it is equally important that we improve the circumstances within which people are born, live, work and age.

In the period 2012–2017, NHS Health Scotland delivered programmes designed to address these issues at several levels. As we move into 2017–2022, we know that the organisational context in which we work will change with the establishment of the new national public health agency. But the challenges to improving Scotland's health in a fair way will remain. In the last five years we were particularly successful in providing a better understanding of the causes and consequences of health inequalities. We know from our consultations with stakeholders and partners that in the next five years the emphasis must be on delivering practical solutions that will work across Scotland.

We are also encouraged by the growing acceptance of health improvement as a human rights obligation. The right to the highest

attainable standard of health for everyone – applying the principles of participation, accountability, non-discrimination, empowerment and legality (PANEL) – underpins this framework.

These principles empower people to be responsible for their own health and wellbeing, while clarifying the equality and human rights duties of policymakers and public service providers. This includes delivering services that create and protect health and wellbeing and are free of attitudes and actions which discriminate against or stigmatise people. It is within this context and through engagement with our stakeholders that we have developed five strategic priorities for the period ahead.

These are as follows:

1. fairer and healthier policy
2. children, young people and families
3. a fair and inclusive economy
4. healthy and sustainable places
5. transforming public services.

Our five strategic priorities emphasise the need to address the social determinants of health so that national health improvement does not leave people behind. They are also based on evidence of what works.

Over the next five pages, we further explain each of our strategic priorities and list the long-term outcomes that we will deliver during the lifetime of this framework (2017–22). We show how each priority links to the Scottish Government's National Performance Framework<sup>1</sup> and how we will measure our progress using the Scottish Government's National Indicators.<sup>2</sup>

<sup>1</sup>Scottish Government. National Performance Framework. Edinburgh: Scottish Government; 2016.

[www.gov.scot/About/Performance/purposestratobjs](http://www.gov.scot/About/Performance/purposestratobjs)

<sup>2</sup>Scottish Government. National Indicators. Edinburgh: Scottish Government; 2017.

[www.gov.scot/About/Performance/scotPerforms/indicator](http://www.gov.scot/About/Performance/scotPerforms/indicator)



## Strategic priority 1

# Fairer and healthier policy

The knowledge and evidence we provide will be used by policymakers to implement strategies that are fairer and influence the social determinants of population health and wellbeing

### 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.

### NHS Health Scotland's long-term outcomes

- 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 knowledge into practice has given policymakers and decision-makers at a local level the best available evidence, including economic evidence, to develop and deliver their policies.

### National Performance Framework – National Indicators

The National Indicators we will use to measure the impact of the strategic priority on the National Performance Outcomes and Scottish Government purpose are:

**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**



## Strategic priority 2

# Children, young people and families

The knowledge and evidence we provide will be used by policymakers and decision-makers to implement strategies that improve the 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.

### NHS Health Scotland's long-term outcomes

- National and local policies and strategies relevant to children and young people are based on our evidence on factors that protect and build resilience in children.
- NHS and partners' services and programmes are delivering evidence-based actions to reduce poverty and adverse childhood experiences.
- The number of parents, families and young people using relevant information and advice on their health and wellbeing 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

The National Indicators we will use to measure the impact of the strategic priority on the National Performance Outcomes and Scottish Government purpose are:

- 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 birth weight**
- Increase the proportion of children of healthy weight**
- Improve mental wellbeing**
- Reduce children's deprivation**



## Strategic priority 3

# A fair and inclusive economy

The knowledge and evidence we provide will help reduce health inequalities caused by socioeconomic factors by informing social and economic policy reforms

### 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.

### NHS Health Scotland's long-term outcomes

- 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 disabled people and people with long-term conditions remain or return to work.
- A better understanding of the relationship between inequalities in power, health and society.
- Our evidence has informed policy and practice and contributed to a decline in economic inequality.
- There is a decline in inequality 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 their expenditure more equitably.

### National Performance Framework – National Indicators

The National Indicators we will use to measure the impact of the strategic priority on the National Performance Outcomes and Scottish Government purpose are:

**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**



## Strategic priority 4

# Healthy and sustainable places

### 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.

### NHS Health Scotland's long-term outcomes

- 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 is more influential in shaping public health policy and practice.

The research and evidence we provide will be applied by policymakers and decision-makers to improve the quality and sustainability of places and increase their contribution to health and wellbeing

### National Performance Framework – National Indicators

The National Indicators we will use to measure the impact of the strategic priority on the National Performance Outcomes and Scottish Government purpose are:

**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

We will support public sector partners to design and deliver services that 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.

### NHS Health Scotland's long-term outcomes

- Public services that impact on health transform how they plan and deliver services in order to protect the right to health.

### National Performance Framework – National Indicators

The National Indicators we will use to measure the impact of the strategic priority on the National Performance Outcomes and Scottish Government purpose are:

**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

Over and above our strategic priorities, we provide a number of services designed to support public health at a national level. For example, we deliver a significant publishing, digital and marketing service which creates a range of products and marketing campaigns for NHSScotland and other partners. Our products deliver knowledge and inform action. We promote digital participation and adopt a 'digital first' approach.

Over the next strategic period and changes ahead we have identified three areas that are important:

- 1. we are effective in delivering our priorities over the next two years**
- 2. our services, functions and people are prepared for the transitions that lie ahead**
- 3. the new public health body and the public health agenda in Scotland benefit from the legacy of NHS Health Scotland's best work.**

Therefore, to support the establishment of the new public health body and to contribute to NHS-wide services, we have identified three strategic change priorities to support us in the delivery of our strategic priorities. These are:

- 1. leading public health improvement**
- 2. making a difference**
- 3. fit for the future.**

Over the next three pages we further explain our strategic change priorities, including what our long-term outcomes are and how we will use performance indicators to measure our progress.

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 will continue to lead collaboration across Scotland's public health workforce.

## NHS Health Scotland's long-term outcomes

- Our public health workforce is effective in creating the partnerships required to improve population health in a fair way.
- The 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

Sustain engagement with 90% of our identified high-impact/high-influence stakeholders

Increase stakeholder satisfaction score for 'NHS Health Scotland is a reputable organisation'

Increase stakeholder satisfaction score for 'NHS Health Scotland is a credible organisation'

Increase stakeholder satisfaction score for 'NHS Health Scotland is expert/leader in health inequalities and improving health'

Maintain and increase the number of stakeholders who would recommend NHS Health Scotland as a partner

## Strategic change priority

# Making a difference

2

Our products and services will be developed in consultation with our stakeholders and will be effective in informing the future development of public services.

### NHS Health Scotland's long-term outcomes

- Products and services for fairer health improvement are developed collaboratively in order to deliver the impact required.
- The contribution and impact of fairer health improvement programmes is clearly demonstrated and is a core part of the future public health landscape.

### Performance indicators

Increase the number of customers we reach with our products and services

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

Maintain and increase the number of customers who would recommend NHS Health Scotland products and services

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

Improved performance across all annual Key Performance Indicators in NHS Health Scotland's Performance Framework

Strategic change priority

3

## Fit for the future

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

### NHS Health Scotland's long-term outcomes

- The values, approaches and competences required to achieve fairer health improvement are core parts of the national 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 health improvement service.

### Performance indicators

Maintain and increase the percentage of staff who respond positively to iMatter questions on 'well informed, involved in decisions and appropriately trained and developed'

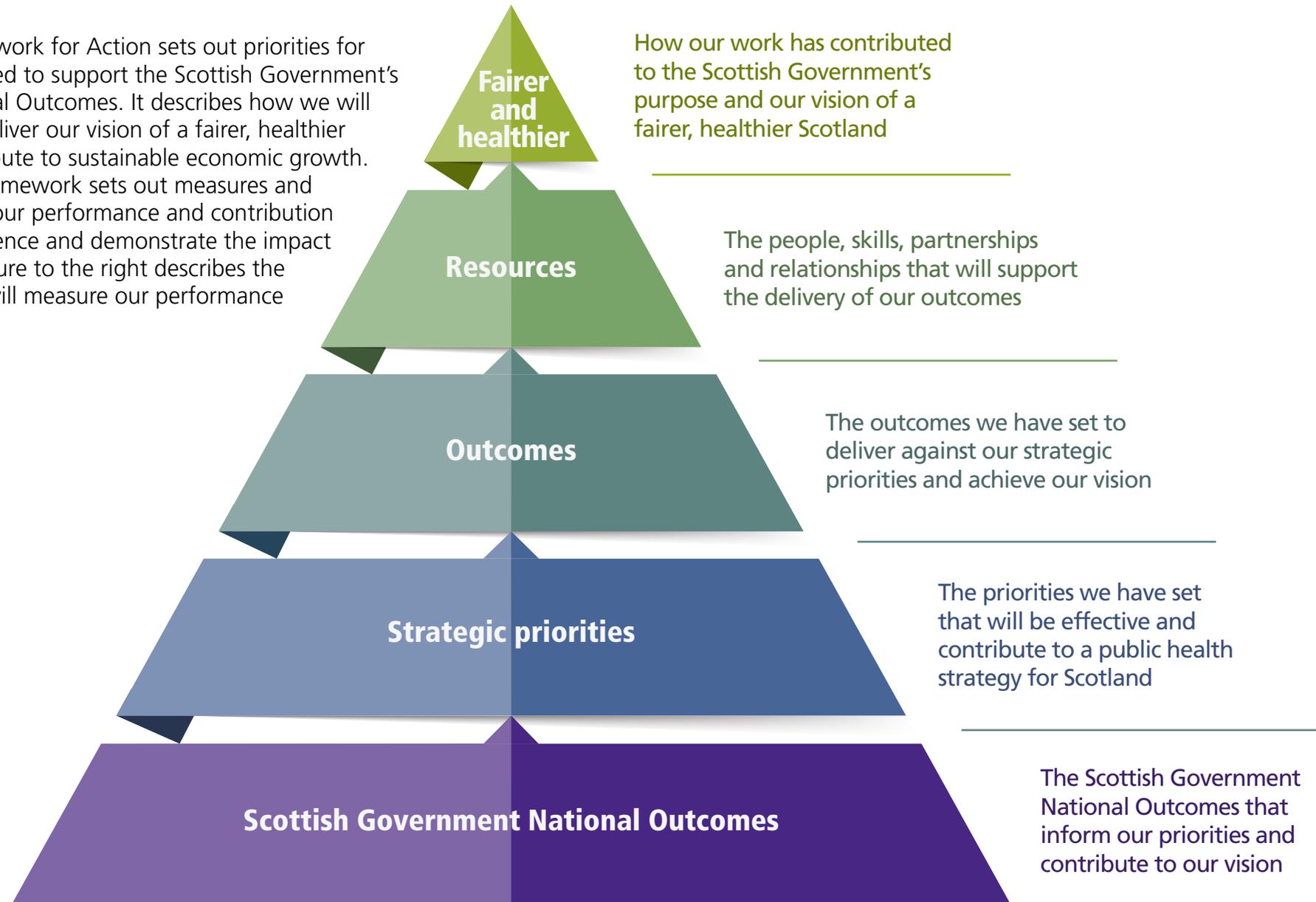
Maintain the percentage of staff with completed Personal Development Plans on the Knowledge and Skills Framework (eKSF)

Increase the completion rate for training and development activity identified in Personal Development Plans

Reduce the percentage of outputs and delivery commitments per strategic priority not delivering because of lack of appropriate resource

# 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. Our performance framework sets out measures and indicators to assess our performance and contribution at each level to evidence and demonstrate the impact of our work. The figure to the right describes the levels at which we will measure our performance and impact.



This publication describes NHS Health Scotland's Strategic Framework for Action 2017–22 and the strategic priorities the organisation will focus on with our partners to improve the health and healthy life expectancy of the people of Scotland fairly.

This resource may also be made available on request in the following formats:



 0131 314 5300

 [nhs.healthscotland-alternativeformats@nhs.net](mailto:nhs.healthscotland-alternativeformats@nhs.net)

Published by NHS Health Scotland

1 South Gyle Crescent  
Edinburgh EH12 9EB

© NHS Health Scotland 2017

All rights reserved. Material contained in this publication may not be reproduced in whole or part without prior permission of NHS Health Scotland (or other copyright owners). While every effort is made to ensure that the information given here is accurate, no legal responsibility is accepted for any errors, omissions or misleading statements.

NHS Health Scotland is a WHO Collaborating Centre for Health Promotion and Public Health Development.

[www.healthscotland.scot](http://www.healthscotland.scot)

 @NHS\_HS

 [nhshealthscotland](https://www.instagram.com/nhshealthscotland)