



International Network of
Health Promoting Hospitals
& Health Services

GLOBAL HPH STRATEGY 2021-2025



The International Network of Health Promoting Hospitals and Health Services

The International HPH Secretariat is based out of the office of OptiMedis AG

Burchardstrasse 17
20095 Hamburg
Germany

Phone: +49 40 22621149-0

Fax: +49 40 22621149-14

Email: info@hphnet.org

© The International Network of Health Promoting Hospitals and Health Services 2020

The International Network of Health Promoting Hospitals and Health Services welcomes requests for permission to translate or reproduce this document in part or full. Please seek formal permission from the International HPH Secretariat.

Recommended citation: International Network of Health Promoting Hospitals and Health Services. Global HPH Strategy 2021-2025. Hamburg, Germany: International HPH Network; December, 2020.

This document was prepared through a consultative process for the Governance Board and General Assembly of the International HPH Network by Dr. Sally Fawkes (Australia) and Dr. Cristina Iniesta Blasco (Catalonia, Spain) with input from the Global HPH Strategy 2021-2025 Working Group members, Governance Board and General Assembly members.



Contents

Abbreviations	1
Definitions.....	1
Introduction to the Global HPH Strategy 2021-2025	2
Background: A strategy borne out of global challenges	3
Global policy context for health promoting hospitals and health services.....	4
Vision of the International HPH Network	8
Mission of the International HPH Network.....	8
Values and principles.....	8
Goals.....	9
Strategies to achieve goals.....	10
Acknowledgements.....	15
References.....	16

Abbreviations

GA	General Assembly of the International Network of Health Promoting Hospitals and Health Services
GB	Governance Board of the International Network of Health Promoting Hospitals and Health Services
HPH	Health Promoting Hospitals and Health Services
SDGs	United Nations Sustainable Development Goals
TF	Taskforce of the International Network of Health Promoting Hospitals and Health Services
UHC	Universal Health Coverage
WG	Working Group of the International Network of Health Promoting Hospitals and Health Services
WHO	World Health Organization

Definitions

Vision	The ideal future that the International HPH Network works towards.
Mission	A statement outlining why the International HPH Network exists.
Global Strategy	The high-level roadmap for how the International HPH Network will realize its five-year Goals.
Action Plan	A plan that outlines an annual program of activities to be undertaken by the International HPH Network in order to achieve its goals.

Introduction to the Global HPH Strategy 2021-2025

The Global HPH Strategy 2021-2025 is one of three key governance documents (refer to Figure 1) that guide the work of the International Health Promoting Hospitals and Health Services (HPH) Network. It is the high-level roadmap for how the International HPH Network will realize its five-year Goals. National and Regional (sub-national) networks may develop their own strategy and annual action plans that reflect factors relevant to their context: priorities, systems, capacities, services, professionals, and populations. This document does not seek to replace these National/Regional strategies.



Figure 1. Three key documents guiding the work of the International HPH Network.

Previous Global HPH Strategies had a 2-year timeframe. At the 2018 International HPH Network General Assembly, members recognized that processes involved in systems change and innovation can take time to be prioritized, be implemented, and have impacts. So, it was agreed that this Global HPH Strategy would have a 5-year timeframe. The GA also recognized the need to have a few select overall goals. The Global Strategy therefore has 3 Goals and several supporting Strategies. Each year, an Action Plan will be developed that sets out the major activities to be implemented so that the Goals can be achieved over time. These Plans will represent annual programs of work for the International HPH Network. Importantly, they will be amenable to change to allow for adaptation to emerging opportunities, challenges, and contextual factors.

Background: A strategy borne out of global challenges

The Global HPH Strategy 2021-2025 was prepared in the shadow of the COVID-19 pandemic, referred to as a syndemic by The Lancet¹. On all continents and for most of 2020, this momentous public health crisis dominated the lives of citizens, businesses, governments - and the work of hospitals and health services. We were reminded that the people who work in and are treated by our hospitals and health services are our family members, friends, neighbors, and colleagues.

The pandemic demonstrated how vital it is that every community and every individual can access properly equipped, capable and safe health services. It reinforced that we should all be able to experience kindness and compassionate care of our bodies, minds, and spirits, and to be connected into community health resources and groups that can help us thrive. It also highlighted the significance of spaces (public, private and virtual) for preventing health problems, for healing, and for living, working, and playing.

Many prevailing and persistent issues affecting health were brought into focus for policy makers, businesses, and citizens around the world in 2020. For example, attention was drawn to the central importance of “one health”²; the consequences of unplanned and rapid urbanization³; the ageing of populations⁴; the health implications of large numbers of people moving within and between territories^{5,6}; the widening health inequalities everywhere⁷; and the profound health impacts of racial, gender and income inequalities and all forms of discrimination and violence⁸. While the pandemic unfolded, the prevalence of many noncommunicable and other communicable diseases continued to increase in low, middle and high-income contexts⁹, creating stress on all aspects of health systems and services and health workforces.

The larger backdrop to all these issues is climate change. It has even more potential than the COVID-19 pandemic to test the capacity of our health systems, services and professionals over time. Indeed, the impacts of a changing climate became more tangible in 2020¹⁰. We witnessed social and environmental determinants of health - clean air, safe drinking water, sufficient nutritious food and protective, secure shelter - become even more out of reach for many communities around the globe. Health facilities and workers were exposed to events and disasters, from floods to bushfires¹¹, that wrought immediate impacts and sowed the seeds for ongoing psychological, social, material and environmental trauma.

The policy context for the next five years of the International HPH Network will be profoundly shaped by 2020 and a renewed global awareness of the centrality of health and wellbeing in our neighborhoods, communities and societies. As well, prevailing drivers of change will generate new risks plus new opportunities for systems, organizations, models of care and techniques to reorient to improving health and health equity and preventing disease.

Global policy context for health promoting hospitals and health services

This Global HPH Strategy recognizes the substantial body of work undertaken over more than 30 years to define and operationalize the concept of health promoting hospitals and health services (HPH)¹². In 2020, this concept and its value proposition became even more well defined.

The HPH concept was a translation of the Ottawa Charter for Health Promotion¹³ action area, ‘reorienting health services’. It represents a whole-of-system settings approach that is responsive to several health reform movements including patient (or consumer) rights; primary health care; quality improvement; environmentally sustainable (‘green’) health care; and health-literate organizations¹⁴. For most hospitals and health services, practical action involves at least three main forms of reorientation.

Firstly, reorientation of key organizational features - governance (including investment priorities and relationships), policy, workforce capability, structures, processes and culture. Secondly, reorientation to engaging with patients, their families, and caregivers for the purpose of promoting health and preventing disease. Thirdly, reorientation to the needs and aspirations of populations they serve and to the communities and environments in which they are located.

Economic, technological, social, and other drivers of health system reform are providing numerous prompts and opportunities for hospitals and health services to strengthen their role in health promotion. These include: the steady professionalization of health promotion as an

evidence-based field of practice; the interaction of globalization, digitization and the ‘internet of things’; rising consumer demand for easily accessible, affordable, relevant, sufficient, respectful, culturally safe and empathetic services; and the need for financing and management innovations to create efficiency while not sacrificing effectiveness and quality.

The policy context for the Global HPH Strategy 2021-2025 has also been shaped by several global initiatives. Some examples are identified below. These will provide opportunities and challenges for the International HPH Network to grow and have more impact over the next 5 years.



The **United Nations Sustainable Development Goals**¹⁵, adopted by all United Nations (UN) Member States in 2015, has a key *focus on health, wellbeing and Universal Health Coverage (UHC)* through SDG Goal 3 - Good Health and Wellbeing. However, given the diverse functions of hospitals and health services, all other 16 goals are relevant to HPH as well. These goals concern major determinants of health, wellbeing and social and environmental sustainability. They present opportunities for hospitals and health services to be proactive in forming partnerships inside and outside of the health sector, aligning organizational policies and investments and taking action in the interests of health over the

short and longer term. The goals are: no poverty (SDG Goal 1), zero hunger (2), quality education, especially for girls (4), gender equality (5), clean water and sanitation (6), affordable and clean energy (7), decent work and economic growth (8), industry, innovation and infrastructure (9), reduced inequality (10), sustainable cities and communities (11), responsible consumption and production (12), climate action (13), life below water (14), life on land (15), peace, justice and strong institutions (16) and finally, partnerships to achieve the SDGs.



The **Shanghai Declaration on Promoting Health in the 2030 Agenda for Sustainable Development**¹⁶ was launched at the 9th Global Conference on Health Promotion in November 2016. This conference built on ideas from the 1st International Conference in Ottawa, Canada in 1986¹⁷, at which the Ottawa Charter for Health Promotion and the concept of reorientation of health services were defined. The Shanghai conference was jointly organized by the Government of China and World Health Organization (WHO), under the auspices of a Scientific Advisory Group and Conference Organizing Committee. Three main platforms for change were defined in the Declaration reflecting societal and technological changes and new evidence since the Ottawa conference In 1986: implementing good governance at all levels; creating health through the settings in which

we live, work and play, for example, by reorienting health and social services to optimize fair access and put people and communities 'at the center'; and building health literacy in all populations, for example, by developing health literate health care organizations and investing to increase citizens' control of their own health and its determinants through harnessing the potential of digital technology.



The **Declaration of Astana**¹⁸, launched at the Global Conference on Primary Health Care in October 2018, calls for commitments to prioritize health promotion and disease prevention and to ensure that health promotion and services focused on prevention, cure, rehabilitation, and palliation are accessible to all across their lifecourse. The Declaration recognizes the increasing importance of non-communicable diseases such as cancers, cardiovascular diseases, chronic obstructive respiratory diseases and diabetes but also mental health issues, injuries and the health impacts of climate change. Further, it demanded that UHC be put at the center of SDG 3 - Good Health and Wellbeing.

As well as these high-level policy initiatives, several investigations into the issue of quality in health systems and health care are strengthening our understanding of critical policy levers for HPH. For example, reporting in 2018, **The Lancet Commission on high-quality health systems in the Sustainable Development Goals era**¹⁹ examined the question: *What should a high-quality health system look like in countries with resource constraints and competing health priorities that aspire to reach the SDGs?* Its recommendations included new ways to define, measure, and improve the performance of health systems. It proposed that:

“health systems be judged primarily on their impacts, including better health and its equitable distribution; on the confidence of people in their health system; and on their economic benefit, and processes of care, consisting of competent care and positive user experience. The foundations of high-quality health systems include the population and their health needs and expectations, governance of the health sector and partnerships across sectors, platforms for care delivery, workforce numbers and skills, and tools and resources, from medicines to data.”

In summary, and notwithstanding the impacts of the COVID-19 pandemic, it is apparent that several forces for change are working in favor of the development of health systems and populations that support the HPH value proposition and enable the changes needed to realize it. The International HPH Network is well placed to respond to the opportunities emerging from this dynamic context.



Vision of the International HPH Network

The vision of the International HPH Network is that hospitals and health services orient their governance models, structures, processes and culture to optimize health gains of patients, staff and populations served and to support sustainable societies.

Mission of the International HPH Network

The mission of the International HPH Network is to work as a global leader, advocate, innovator, researcher and trusted partner to accelerate the reorientation of health systems and services towards improving health, wellbeing and health equity outcomes for patients and those who care for them, staff, and populations served, and to support sustainable societies.

Values and principles

The values and principles on which the International HPH Network was founded remain relevant. They form the basis of this set of values and principles that now underpin the Network's priorities and actions.

- Oriented to health, wellbeing and health equity outcomes
- Committed to quality improvement
- People-centered
- Empowering
- Proactive and innovative
- Inclusive and collaborative
- Respectful of all individuals and population groups
- Honest, ethical and fair
- Evidence-based
- Transparent and accountable
- Responsive to changing population health needs and models for health care
- Responsive to psychological, social, behavioral, cultural, political, economic and environmental determinants of health.

Goals

Three Goals are defined that recognize the policy context for this Global HPH Strategy and will enable the International HPH Network to grow and make measurable impacts in the 2021-2025 period. These are:

1. To influence **governance, policy and partnerships** so that health systems and health services can reorient towards health, wellbeing and health equity outcomes.
2. To build the **capacity** of hospitals and health services to reorient by creating commitment, and adapting and sharing evidence, tools, methods and resources.
3. To cultivate the next generation of **HPH leadership**.



Strategies to achieve goals

Strategies to achieve the three Goals are outlined below, alongside Performance Indicators and Key External Stakeholders. Taken together, this information represents the high-level roadmap for how the International HPH Network will fulfil its mission over the next 5 years.

The format outlining the Global HPH Strategy 2021-2025 is as follows:

Goal	Strategies	Performance Indicators	Key external stakeholders
------	------------	------------------------	---------------------------

For information on annual activities, refer to the supporting document, Action Plan 2021. The format for the Plan is as follows:

Goal	Strategies	Priority for 2021	Activities	Lead/s	Expected outcomes	Resources
------	------------	-------------------	------------	--------	-------------------	-----------

Goal 1	Strategies	Performance Indicators	Key External Stakeholders
<p>To influence governance, policy and partnerships so that health systems and health services can reorient towards health, wellbeing and health equity outcomes.</p>	<ul style="list-style-type: none"> Grow the membership and presence of the HPH Network in each region 	<ul style="list-style-type: none"> Number of members % coverage of population by HPH members Number of new networks 	<ul style="list-style-type: none"> Points of influence relevant to each region e.g., national and regional politicians, health service peak bodies, academic institutions
	<ul style="list-style-type: none"> Gain Non-State Actor status under the WHO Framework of Engagement with Non-State Actors (FENSA) 	<ul style="list-style-type: none"> WHO approval of FENSA application 	<ul style="list-style-type: none"> World Health Organization
	<ul style="list-style-type: none"> Contribute to selected conferences, network events, forums and communities of practice on priority issues 	<ul style="list-style-type: none"> Number of contributions to conferences, network events, forums and communities of practice 	<ul style="list-style-type: none"> Convenors of conferences, network events, forums and communities of practice
	<ul style="list-style-type: none"> Produce policy briefs for use in advocacy and policy development 	<ul style="list-style-type: none"> Number of policy briefs produced Evidence of utilization of policy briefs 	<ul style="list-style-type: none"> Governments Global, international and national organizations
	<ul style="list-style-type: none"> Partner with international and national quality management institutions and programs to value and incorporate quality standards and indicators relevant to International HPH Network goals 	<ul style="list-style-type: none"> Number of partnerships 	<ul style="list-style-type: none"> International and national quality management institutions and programs including International Society for Quality in Health Care
	<ul style="list-style-type: none"> Provide input to the 10th Global Conference on Health Promotion program and outputs 	<ul style="list-style-type: none"> Evidence of input to the 10th Global Conference on Health Promotion program and outputs 	<ul style="list-style-type: none"> World Health Organization

	Strategies	Performance Indicators	Key External Stakeholders
	<ul style="list-style-type: none"> Form and activate partnerships with influential global and regional organizations and networks for advocacy in key areas of HPH activity 	<ul style="list-style-type: none"> MoU process and documentation revised Number of MoUs or other appropriate forms of agreement signed 	<p>Relevant organizations and networks including:</p> <ul style="list-style-type: none"> World Health Organization International Hospital Federation International Society for Quality in Health Care World Organization of Family Doctors Green and Healthy Hospitals Network World Federation of Public Health Association
	<ul style="list-style-type: none"> Facilitate the production and use of research in strategic areas of HPH interest 	<ul style="list-style-type: none"> Evidence of new strategic research areas of HPH interest being formulated at national levels Number of research products produced Evidence of research utilization 	<ul style="list-style-type: none"> Universities and research organizations Governments Global and international organizations
	<ul style="list-style-type: none"> Secure positions on key global and regional committees and panels in order to influence policy, investments and action 	<ul style="list-style-type: none"> Number of appointments of HPH Network representatives to committees or panels Evidence of influence on policy, investments or action 	<ul style="list-style-type: none"> Relevant global and regional committees and panels



Goal 2	Strategies	Performance Indicators	Key External Stakeholders
<p>To build capacity of hospitals and health services to reorient by creating commitment, and adapting and sharing evidence, tools, methods & resources</p>	<ul style="list-style-type: none"> Deliver online HPH masterclasses to build capacity for implementing: vision and mission statements; organizational governance arrangements, policies, objectives and structures; and quality management processes and tools 	<ul style="list-style-type: none"> Number of masterclasses delivered via webinars and other technology-mediated initiatives % of participants reporting organizational changes following participation in a masterclass 	<ul style="list-style-type: none"> International Society for Quality in Health Care Global and international organizations
	<ul style="list-style-type: none"> Amplify the role of HPH Task Forces and Working Groups in creating and sharing evidence, tools, methods & resources 	<ul style="list-style-type: none"> Number of evidence products, tools, methods & resources produced by Task Forces and Working Groups Evidence of impact of evidence, tools, methods & resources 	<ul style="list-style-type: none"> Global and international organizations Governments
	<ul style="list-style-type: none"> Optimize, and increase, use of HPH website and social media for dissemination of evidence, tools, methods & resources 	<ul style="list-style-type: none"> Number of website hits Number of social media impressions % of survey respondents reporting satisfaction with the HPH website 	<ul style="list-style-type: none"> Global and international organizations Governments
	<ul style="list-style-type: none"> Maximize the potential for the HPH Conferences and webinars to build capacity in strategic areas 	<ul style="list-style-type: none"> Evidence of capacity building in strategic areas 	<ul style="list-style-type: none"> Global and international organizations
	<ul style="list-style-type: none"> Create incentives and support for HPH members, HPH Taskforces and Working Groups to publish research and experience in relevant national and international journals and other communications platforms 	<ul style="list-style-type: none"> Number of publications Evidence of impact of publications 	<ul style="list-style-type: none"> Universities and research organizations Global and international organizations Governments

Goal 3	Strategies	Performance Indicators	Key External Stakeholders
To cultivate the next generation of HPH leadership	<ul style="list-style-type: none"> Initiate opportunities for mentoring next generation leaders through HPH Taskforces and Working Groups, the HPH Secretariat and Conference Secretariat 	<ul style="list-style-type: none"> Number of next generation leaders participating in new opportunities 	<ul style="list-style-type: none"> Universities Global and international organizations Governments
	<ul style="list-style-type: none"> Introduce a HPH global leadership mentoring program in every region that utilizes past, current and emerging leaders 	<ul style="list-style-type: none"> Number of HPH global leadership mentoring programs implemented % of participants reporting satisfaction with program 	<ul style="list-style-type: none"> World Health Organization Global and international organizations Governments
	<ul style="list-style-type: none"> Produce foresight products exploring the next era of HPH policy and practice 	<ul style="list-style-type: none"> Number of foresight products produced Evidence of impact of foresight products 	<ul style="list-style-type: none"> World Health Organization International and intergovernmental bodies including OECD, UNESCO, World Economic Forum Relevant research and foresight organizations
	<ul style="list-style-type: none"> Develop initiatives with universities and other institutions and organizations that train and educate professionals who have a strategic contribution to make to advancing HPH objectives 	<ul style="list-style-type: none"> Number of initiatives implemented with universities and other institutions and organizations Evidence of impact of initiatives 	<ul style="list-style-type: none"> Universities and other training professional development bodies Global and international organizations

Acknowledgements

The following individuals and teams from the International HPH Network are warmly acknowledged for their contributions.

Global HPH Strategy 2021-2025 Working Group

Sally Fawkes (Australia) and Cristina Iniesta Blasco (Catalonia, Spain) – Working Group Co-Chairs

Cristina Aguzzoli (Friuli-Venezia Giulia, Italy)

Deni Purnama (Indonesia)

Heli Hätönen (Finland)

Ilaria Simonelli (Trentino, Italy)

Ahn Ju-Hee (Republic of Korea)

Ming-Nan Lin (Taiwan)

Rainer Christ (Austria)

Zou Yanhui (Hunan, China)

Governance Board 2018-2020

Margareta Kristenson (Sweden) - Chair

Sally Fawkes (Australia) - Vice-Chair

Alan Siu (Hong Kong)

Antonio Chiarenza (Emilia-Romagna, Italy)

Cristina Iniesta Blasco (Catalonia, Spain)

Heli Hätönen (Finland)

Ming-Nan Lin (Taiwan)

General Assembly

All GA members – National and Regional Networks, Taskforces, Working Groups

Secretariats

HPH Secretariat: Dr. Oliver Groene (CEO) and Kerii Katsaros (Project Coordinator)

HPH Conference Secretariat: Prof. Juergen Pelikan, Birgit Metzler, Dr. Rainer Christ

References

1. Horton R. Offline: COVID-19 is not a pandemic. *Lancet* (London, England). 2020 Sep 26;396(10255):874.
2. El Zowalaty ME, Järhult JD. From SARS to COVID-19: A previously unknown SARS-CoV-2 virus of pandemic potential infecting humans–Call for a One Health approach. *One Health*. 2020 Feb 24:100124.
3. Vardoulakis S, Kinney P. Grand challenges in sustainable cities and health. *Frontiers in Sustainable Cities*. 2019 Dec 12; 1:7.
4. Jowell A, Carstensen LL, Barry M. A life-course model for healthier ageing: lessons learned during the COVID-19 pandemic. *The Lancet Healthy Longevity*. 2020 Oct 1;1(1): e9-10.
5. Findlater A, Bogoch II. Human mobility and the global spread of infectious diseases: a focus on air travel. *Trends in parasitology*. 2018 Sep 1;34(9):772-83.
6. Glaeser EL, Gorbach C, Redding SJ. JUE insight: How much does COVID-19 increase with mobility? Evidence from New York and four other US cities. *Journal of Urban Economics*. 2020 Oct 21:103292.
7. United Nations Department of Economic and Social Affairs (UNDESA). *World Social Report 2020: Inequality in a Rapidly Changing World*. [Internet] United Nations; 2020 [cited 2020 Dec 1]. Available from <https://www.un.org/development/desa/dspd/world-social-report/2020-2.html>.
8. Bibby J, Everest G, Abbs I. Will COVID-19 be a watershed moment for health inequalities? [Internet] UK: The Health Foundation; 2020 May 7 [cited 2020 Dec 1]. Available from <https://www.health.org.uk/publications/long-reads/will-covid-19-be-a-watershed-moment-for-health-inequalities>.
9. World Health Organization. *The impact of the COVID-19 pandemic on noncommunicable disease resources and services: results of a rapid assessment*. [Internet] Geneva: World Health Organization; 2020 May [cited 2020 Dec 1]. Available from <https://www.who.int/publications/i/item/ncds-covid-rapid-assessment>.
10. Phillips CA, Caldas A, Cleetus R, Dahl KA, Declet-Barreto J, Licker R, Merner LD, Ortiz-Partida JP, Phelan AL, Spanger-Siegfried E, Talati S. Compound climate risks in the COVID-19 pandemic. *Nature Climate Change*. 2020 May 15:1-3.
11. For example: Shakespeare-Finch J, Bowen-Salter H, Cashin M, Badawi A, Wells R, Rosenbaum S, Steel Z. COVID-19: An Australian Perspective. *Journal of Loss and Trauma*. 2020 Nov 16;25(8):662-72.
12. Dietscher C, Pelikan JM, Schmied H. *Health promoting hospitals*. Oxford University Press; 2014.
13. Potvin L, Jones CM. Twenty-five years after the Ottawa Charter: the critical role of health promotion for public health. *Canadian Journal of Public Health*. 2011 Jul 1;102(4):244-8.
14. Nutbeam D, Muscat D: *Health Promotion Glossary 2021*; Health Promotion International. In press 2021.

15. UN General Assembly. Resolution adopted by the General Assembly on 19 September 2016. A/RES/71/1, 3 October 2016 (The New York Declaration); 2015 Sep 10.
16. World Health Organization. Shanghai declaration on promoting health in the 2030 Agenda for Sustainable Development. Health promotion international. 2017 Feb 1;32(1):7.
17. World Health Organization. The Ottawa Charter for Health Promotion: 1st International Conference on Health Promotion. 1986 Ottawa.
18. World Health Organization (WHO), United Nations Children's Fund (UNICEF). Global conference on primary health care: from Alma-Ata towards universal health coverage and the Sustainable Development Goals, Astana, Kazakhstan, 25 and 26 October 2018.
19. Kruk ME, Gage AD, Arsenault C, Jordan K, Leslie HH, Roder-DeWan S, Adeyi O, Barker P, Daelmans B, Doubova SV, English M. High-quality health systems in the Sustainable Development Goals era: time for a revolution. The Lancet Global Health. 2018 Nov 1;6(11): e1196-252.