NHS Lothian
Health Promotion Service
Strategic Framework
2015 – 2018

Working together to promote health
and reduce inequalities so people in
Lothian can reach their full health potential
The Health Promotion Strategic Framework sets out the strategic context for promoting health and preventing and mitigating health inequalities over the next three years. The Core Functions set out our main approaches to delivering the Service. The priorities for the Service are detailed in the strategic plan (below) which is aligned to the work of the Public Health & Health Policy Directorate.

In updating the Health Promotion Strategy we have taken account of national, local priorities, NHS Lothian’s Health Inequalities Strategy, NHS Lothian Corporate and Public Health and Health Policy Directorate objectives.

NHS Lothian Corporate Objectives:

1. To ensure a greater focus on interventions that take account of the social determinants of health and of inequalities in health and experience and are designed to mitigate their adverse effects in priority areas such as welfare reform, procurement, employment, housing and homelessness, environment, education, participation, engagement and violence reduction.

2. To develop a prioritised programme of work with partners to address the commercial and behavioural determinants of health that supports Scottish Government priorities in reducing the level and inequitable distribution of harm from tobacco, alcohol, food consumption and limited physical activity.

3. To mitigate the impact of the socio-economic gradient in health status and quality of life through an expert contribution to interventions addressing multimorbidity, clinical pathways, vulnerable populations and oral health.

4. To advise and support the Health Board, Integrated Joint Boards and Community planning partnerships, in particular to ensure their resources and efforts support public health priorities.

5. Public Health Governance: to ensure provision of effective & responsive Health Promotion and professional functions including education and training and research and development in health promotion.

Public Health Objectives:

The overarching aims of the Public Health & Health Policy Directorate, working in partnership with internal and external colleagues, are:

1. To reduce inequalities and improve the health of people in Lothian.

2. To protect public health and prevent the spread of communicable diseases and environmental hazards on a 24 hour basis.

3. To contribute to service improvement within NHS Lothian and partner organisations.

The following diagram illustrates our Health Promotion Service strategic framework.
People in Lothian reach their full health potential

Lead health promotion approaches which maintain and improve health and well-being and mitigate, prevent or undo health inequalities

Promote health in policies, prioritise early intervention and drive prevention through four core functions:

- Programme and project management develop, lead and evaluate
- Organisational and partnership development establish, engage and support
- Capacity building with organisations, communities and workforces
- Information and knowledge management generate, share and disseminate

Our Vision

Our Purpose

How we do it

Our Priority Areas

Giving children the best start in life

Supporting healthy choices and reducing harm

Strengthening and enabling sustainable communities to improve health
# Health Promotion Service: Core Functions

**CORE FUNCTIONS:** The core functions of our Service reflect the internationally agreed functions of health promotion as defined by *The Ottawa Charter for Health Promotion* (World Health Organisation, 1986). This section briefly explains what we do and how we do it.

<table>
<thead>
<tr>
<th>Core Function</th>
<th>What we do</th>
<th>How we do this</th>
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<tbody>
<tr>
<td><strong>1- Programme and Project Management</strong></td>
<td>Design, develop, implement, monitor, evaluate and support health promotion programmes and projects to improve health and reduce health inequalities across Lothian.</td>
<td>Relate and align health promotion projects and programmes to the local and national strategic and policy context. Through leadership, consultancy, financial governance and performance management implement, support and influence resource allocation/prioritisation of existing resources for health promotion projects and programmes. Use a project management approach to develop outcomes and objectives that aim to improve health, reduce health inequalities, build sustainability and respond to identified need. Work collaboratively to maximize information/knowledge impact. Work in partnership with stakeholders and partner organisations. Work in line with corporate policies and legislation e.g. equality and diversity.</td>
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<td><strong>2 - Organisational and Partnership Development</strong></td>
<td>Lead and facilitate the development of new and existing organisations and partnerships to maximise the health promotion contribution to reducing health inequalities and improving health in Lothian.</td>
<td>Work collaboratively across and within partnerships and organisational structures; disciplines and sectors to develop and contribute to shared outcomes and objectives to promote health and reduce health inequalities. Advocate for an ethos and culture which promotes health and wellbeing and reduces health inequalities. Provide leadership and advocate for the development of healthy public policy, legislation and practice. Provide consultancy and support on the development of needs assessment, plans, policies and strategies, impact assessments which maximise and maintain health and address health inequalities. Advocate for adoption of best-practice approaches to promoting health.</td>
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<td>3 - Capacity Building</td>
<td>Develop skills, knowledge, confidence and influence attitudes of individuals and communities at both operational and strategic levels in order to progress health promoting principles and approaches.</td>
<td>Provide a structured programme of targeted training courses based on identified need, HPS priorities and in the context of other relevant training provision for the health improvement workforce. Provide tailored training; seminars; awareness raising sessions as appropriate to support the progression of health promotion activity. Provide leadership, expertise and consultancy to support the implementation of best-practice (based on the above). Act as facilitators, enablers and advocates with and for communities to promote health, reduce health inequalities and build sustainability. Promote and facilitate the development of networks to enhance shared learning and peer support. Empower individuals and communities to improve their health through promotion and implementation of community development approaches.</td>
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<td>4 – Information and Knowledge Management</td>
<td>Generate, share and disseminate knowledge and information in ways that are appropriate and accessible to a wide range of audiences in a variety of settings and circumstances.</td>
<td>Provide/manage appropriate information and knowledge resources/sources. Provide services to meet information/knowledge needs. Facilitate access to information/knowledge. Exploit information/knowledge to increase effectiveness. Contribute to policy development and implementation locally and nationally to strengthen health promotion activity. Provide consultancy, training, resources and advice on a wide range of health promotion theory, subjects and approaches. Contribute to the health promotion evidence-base by for example, carrying out needs assessment, literature reviews and monitoring and evaluating projects and interventions.</td>
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Priority Areas

Our Priority: Giving children the best start in life

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<td>1, 2, 5</td>
<td>To continue to improve the development, implementation and evaluation of health improvement programmes across agencies, partnerships and communities to improve population health and wellbeing and reduce inequalities. To implement interventions designed to improve health among Children &amp; Young People through a focus on early years and on identifying and mitigating the impact of inequalities on the health and development of children and young people. Provide Public Health input into Integrated Children’s Services Planning, leading on key programmes.</td>
<td>• Co-ordinate and support improvement work in line with Early Years Collaborative methodology and aims. • Lead, implement and monitor the Maternal and Infant Nutrition Framework across Lothian. • Develop and deliver comprehensive training on Early Years Nutrition. • Lead the health promotion programme for gender-based violence with a particular focus on children. • Develop a Primary School Relationship, Sexual Health and Parenthood curriculum resource for Lothian. • Lead the direction and implementation of tobacco prevention for young people. • Provide a support, monitoring and governance capacity to funded projects that positively impact on early years, children and young people.</td>
<td>Increased knowledge of evidence based practice amongst professionals. Increased confidence, knowledge and / or skills in target populations. Reduced barriers to healthy living. Increased health promoting environments.</td>
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## Our Priority: Supporting healthy choices and reducing harm

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| 1, 2, 3, 5                  | To develop and implement interventions designed to increase knowledge translation so that opportunities for engagement in and adoption of evidence based public health policy and practice are increased in the following areas: tobacco, alcohol, diet and physical activity. | Alcohol  
- Plan and deliver alcohol brief intervention programme across Lothian - in Primary Care, ante-natal and A&E settings.  
- Provide skills and knowledge to the development and implementation of harm reduction initiatives.  
- Support Lothian’s three alcohol and drug partnerships to take forward strategic alcohol priorities.  
- Support Licensing Forums to advise Alcohol Licensing Boards on achieving and maintaining licensing policy objectives.  
- Support the development of new licensing policies in the four areas of Lothian.  
Physical Activity  
- Development of patient pathways to include physical activity.  
- Provide support to each local authority across Lothian to develop and implement physical activity plans.  
- Support the strategic development of physical activity through local and national forums i.e. Physical Activity Specialist Interest Group, Active Travel Action Plan, Public Social Partnerships.  
Food and Nutrition  
- Develop a review of food banks and best practice guidance to improve current food bank practice.  
- Support a sustainable food plan for Edinburgh.  
- Lead local food and health groups and networks across Lothian. | Reduced barriers to healthy living.  
- Increased health promoting environments.  
- Increased opportunities for communities to influence provision.  
- Enhance capacity for health improvement among professionals, agencies, organisations and partnerships. |

To continue to improve the development, implementation and evaluation of health improvement programmes across agencies, partnerships and communities to improve population health and wellbeing and reduce inequalities.

To mainstream alcohol brief interventions (ABIs) in NHS settings and other settings in Lothian and ensure appropriate information sharing to support this to take place.
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| Tobacco                     | Pilot Decipher Assist programme in West Lothian through West Lothian Drug and Alcohol Programme.  
|                             | Support the pilot of air quality monitors in West Lothian.  
|                             | Deliver a public awareness campaign to restrict supply and availability of tobacco and ENDS (electronic nicotine delivery systems).  |
| Substances                  | Deliver a comprehensive education and training programme in statutory and voluntary organisations.  
|                             | Improve health and well-being of drug using population and prevent further harm.  |
| Sexual Health               | Work in partnership to support a programme of work across Lothian to reduce harm from sexual ill health and HIV and to support people make confident and competent decisions about sex.  |
Our Priority: Strengthening and enabling sustainable communities to improve health

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<td>1, 2, 3, 4, 5</td>
<td>To continue to improve the development, implementation and evaluation of health improvement programmes across agencies, partnerships and communities to improve population health and wellbeing and reduce inequalities.</td>
<td><strong>Developing Capacity</strong>&lt;br&gt;- Provide expertise around health promotion and health inequalities to existing and developing partnerships and structures in the four areas of Lothian, to recognise and address health inequalities.&lt;br&gt;- Engagement with Higher Education institutes in Lothian to influence both under and post graduate education curriculum e.g. Health Promotion Approaches, Health Behaviour Change.&lt;br&gt;- Work with higher learning institutes to develop and offer Health Promotion Service placements for under graduate and post graduate students.&lt;br&gt;- Develop and manage a Resource Centre that supports the development and delivery of health promotion activity within Lothian.&lt;br&gt;- Delivery of quality training that is topical, evidenced based and meets the needs of the health improvement workforce within Lothian to tackle health inequalities.&lt;br&gt;- Engage in wider capacity building developments to integrate health inequalities practice to all learning and development activity.</td>
<td>Increased opportunities for communities to influence provision.&lt;br&gt;Increased evidence based policies, strategies and action plans.&lt;br&gt;Increased opportunities for engagement in lifelong learning, education, training or volunteering.&lt;br&gt;Enhance capacity for health improvement among professionals, agencies, organisations and partnerships.</td>
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<td>To reduce levels of avoidable harm and improve health and care for patients, visitors and staff by implementing the Health Promoting Health Service (CEL 01 2012) and Health System agenda.</td>
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<td>To plan and implement training programmes to build health literacy, including public health literacy, among stakeholders and public.</td>
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| To establish programmes designed to improve the health of people of working age, increase socially responsive recruitment, develop employability programmes and promote living wage accreditation. | Community settings  
- Work in partnership with key clinical settings to plan and integrate healthcare services across Lothian reaching populations who are most in need.  
- Influence implementation of community empowerment bill in the four areas of Lothian.  
- Support the work of the community justice agenda across the Lothians.  
- Support the development of health promotion action groups and implement health promotion action plans in HMP Addiewell and HMP Edinburgh.  
- Support developments that address health inequalities for those experiencing learning disabilities.  
- Coordinate and drive NHS Lothian’s commitment to the Health Promoting Health Service which aims to reduce the levels of avoidable harm and improve health and care for patients, visitors and staff.  
- Scope NHS Lothian work with homelessness and identify gaps.  
- Support workplaces across sectors and industries to reduce inequalities by creating healthier workplace environments for their employees.  
- Support companies to achieve and sustain Health Working Lives awards across Lothian.  
- Provide health and safety support and advice to workplaces.  
- Review and maintain current provision of welfare advice in primary care and develop and expand welfare advice in acute settings. | To reduce the detrimental impact of welfare reform on poverty levels by working with partners to ensure widespread access to welfare rights advice and support within the NHS and community venues. |
In addition to the core functions and priorities, the following areas are identified as areas for Health Promotion Service development, taking into account an approach that is sustainable economically, socially and environmentally;

1. Build and strengthen relationships and work in co-production. This will support the integration agenda with Health and Social Care Partnerships and Community Planning structures. The aim is to ensure equitable access to service provision, modify universal provision and support targeted interventions to improve health or resilience in those most vulnerable to poor health.

2. Continue to develop a competent and credible workforce in line with the UK Public Health Registration body.

3. Modernise the Health Promotion Resource Centre to become a knowledge management hub, providing expertise in Health Promotion information handling, research, practise materials, tools and resources.

4. Annually review and realign our strategic plan, considering emerging landscape of political, social, economic and technological influences.

Health Promotion Service Strategic Framework.  
Final January 2016
Glossary

Health inequalities. Health Inequalities are the unfair and avoidable differences in people’s health across social groups and between different population groups. i

Health promotion. Health Promotion is the process of enabling people to increase control over, and to improve, their health. It moves beyond a focus on individual behaviour towards a wide range of social and environmental interventions. ii

Communities. Groups of people living in the same place or having a particular characteristic or interest in common.

Social determinants of health. The social determinants of health are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems. iii

Mitigate, Prevent, Undo. Tackling health inequalities requires a blend of action to undo the fundamental causes, prevent the harmful wider environmental influences and mitigate (make less harmful) the negative impact on individuals. iv

Resource Centre. The Health Promotion Resource Centre has an extensive collection of resources covering all aspects of health promotion together with healthcare management and related subjects, for loan to anyone living, working or studying in Lothian. v

Socio-economic gradient in health. Within countries around the world, the evidence shows that in general the lower an individual’s socio-economic position the worse their health. There is a social gradient in health that runs from top to bottom of the socio-economic spectrum. vi

Determinants of health. The range of personal, social, economic and environmental factors which determine the health status of individuals or populations. vii

Community Planning Partnerships. A partnership of different organisations, including Local Authorities, NHS, voluntary sector, police etc, coming together to plan and develop appropriate services for their community. viii

Integrated Joint Boards. One of two options open to Health Boards and Local Authorities to facilitate the management of the integration of health and social care. Health Boards and Local Authorities, working with health and social care professionals, the third sector, users, carers and other key stakeholders establish an Integration Joint Board, to which the Health Board and Local Authority delegate the responsibility and resources for adult health and social care. ix

Early Years Collaborative. The Early Years Collaborative, launched in October 2012, is a multi-agency, bottom up quality improvement programme to support the transformation of early years. It’s focus is on strengthening and building on services using improvement methodology to improve outcomes for children and families. x
Health Promoting Health Service. The Health Promoting Health Service is a settings-based health promotion approach which aims to support the development of a health promoting culture and embed effective health improvement practice within NHS Scotland. xi