

STRATEGY FOR THE  
NORWEGIAN INSTITUTE OF  
PUBLIC HEALTH 2014-2018

# BETTER HEALTH FOR ALL



Norwegian Institute of Public Health



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HEALTH  
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The Norwegian Institute of Public Health

The Norwegian Institute of Public Health is a governmental institution placed under the Ministry of Health and Care Services.

The Norwegian Institute of Public Health is an official national institution that serves as the technical reference source on public health matters for governmental authorities, the general public, health services, researchers, the judiciary, prosecuting authorities, political bodies and the media.

The Institute's work is based on five core values; *professionally sound, innovative, open, respectful and co-operative.*

## PUBLIC HEALTH GOALS IN NORWAY

- Norway shall be among the top three countries with the highest life expectancy in the world.
- The Norwegian population shall experience more years of good health and well-being, with reduced social inequalities in health.
- We shall create a society that promotes good health throughout the entire population.

(Public Health Report: Good health - joint responsibility, Government white paper 34, 2012-2013).

The Public Health Report (2013) and the Public Health Act (2012) are fundamental to the work of the Norwegian Institute of Public Health. The Public Health Act is based upon five principles of public health: 1) equity, 2) health in all policies, 3) sustainable development, 4) based on a precautionary approach and 5) participatory. These principles form the basis of the work of the Norwegian Institute of Public Health.

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- FRONT PAGE; ILLUSTRATION PHOTO\* • PG 2-3; THE NORWEGIAN INSTITUTE OF PUBLIC HEALTH'S MAIN BUILDING AT LINDERN\*\* • PG 4-5; SMALLPOX VACCINATION AT FOLKETS HUS 1907# • PG 9; GLASSWARE WASHING AT THE NORWEGIAN INSTITUTE OF PUBLIC HEALTH\*\* • PG 11; ON BOARD THE NATIONAL RADIOGRAPHY SERVICE'S BOAT • PG 13; FROM LEFT: THE LEPROSY MUSEUM IN BERGEN\*\*, HISTORICAL ARCHIVE IN BERGEN\*\*, BOARD OF HEALTH (MEDICINALSTYRELENS) LABORATORY AT RIKSHOSPITALET • PG 14-15; AUTOPSY ROOM AT GAUSTAD • PG 16; ILLUSTRATION PHOTO\* • PG 18-19; FROM LEFT: RADIOGRAPHY BUSES, PRODUCTION OF DIPHTHERIA SERUM, DEPARTMENT OF BIOBANK AND INFRASTRUCTURE\*\*, ILLUSTRATION PHOTO\*, ILLUSTRATION PHOTO\* • PG 21; DEPARTMENT OF FOODBORNE INFECTIONS\*\* • PG 22-23; ILLUSTRATION OF THE PLANS FOR THE NEW NORWEGIAN INSTITUTE OF PUBLIC HEALTH AT LINDERN#.
- ALL PHOTOS (©) THE NORWEGIAN INSTITUTE OF PUBLIC HEALTH, EXCEPT \*\*JIMMI LINUS, THE NORWEGIAN INSTITUTE OF PUBLIC HEALTH, \*© COLOURBOX, # NORWEGIAN LABOUR MOVEMENT ARCHIVE AND #RATIO ARCHITECTS AS, WITH PERMISSION







## STRATEGY

This strategy will describe our goals and social mission, and which areas we will strengthen in the years 2014 to 2018. The strategy will give the Institute's staff an understanding of which areas to develop and prioritise.

Every year, the Norwegian Institute of Public Health receives a set of formal instructions and measures from the Ministry of Health and Care Services. In addition, we are given assignments related to current affairs, crises, research grants and political priorities. These are to be evaluated every year and the strategy will be revised as necessary.

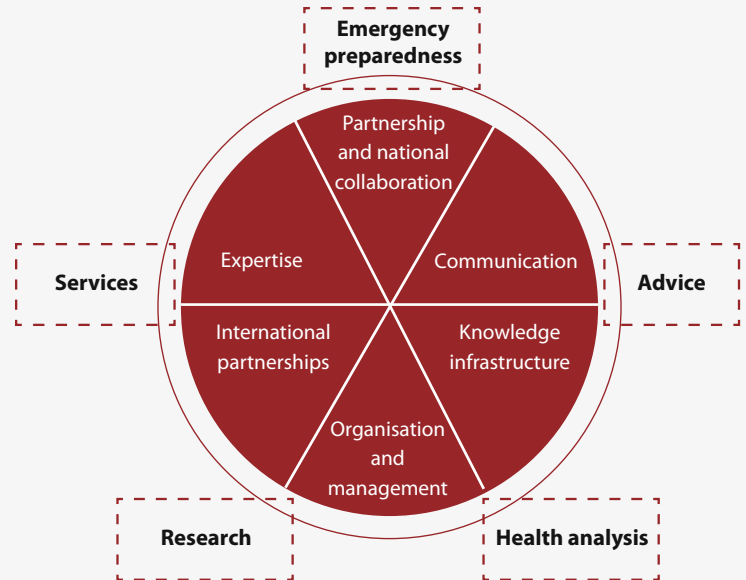
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The Norwegian Institute of Public Health contributes to the public health objectives in Norway by generating and sharing **knowledge for public health and legal protection.**

The Norwegian Institute of Public Health has five social missions:

- emergency preparedness
- advice
- health analysis
- research
- services

These roles are linked to communicable disease control, mental and physical health, environmental medicine, substance abuse and other risk factors, health promoting and preventive measures in the population, international public health and forensic medicine.



The Norwegian Institute of Public Health will carry out its social mission through sharing of information, partnership and national collaboration, international partnerships, organisation and leadership. We will develop resources for public health and forensic medicine through expertise and knowledge infrastructure.

We will maintain high awareness of data protection, privacy and self-determination. The principles of integrated data protection will form the basis for which solutions are chosen.

## EMERGENCY PREPAREDNESS

**OBJECTIVE: The Norwegian Institute of Public Health will quickly detect, notify and handle incidents in which we have an emergency preparedness role. We will have good routines and high awareness of respective roles among all employees when handling crises.**

The Institute provides assistance and advice regarding outbreaks of communicable diseases, possible adverse health effects caused by chemical accidents or pharmaceutical consumption, unexplained clusters of non-communicable diseases, urgent requests from the police or judiciary, and events that may cause harm to mental or physical health. The Norwegian Institute of Public Health has a key role in preparedness for communicable diseases nationally, and is also active in international preparedness networks. This is founded on the Communicable Diseases Act and the World Health Organization's International Health Regulations (2005).

The Public Health Act (2012) commissioned the Institute to establish emergency preparedness related to environmental incidents that could cause public harm. This has now been established and will be continuously developed. Forensic preparedness is well established for urgent requests from the police and judiciary as well as for major incidents, such as terrorist activity or natural disasters. This is founded on criminal law.

Emergency preparedness is carried out in close collaboration with other bodies, such as the Ministry of Health and Care Services, the Norwegian Directorate of Health, municipalities, police/prosecuting authorities/judiciary and international partners.

**The Norwegian Institute of Public Health will:**

- train and involve more of the Institute in emergency preparedness work.
- work to strengthen access to data and national communication systems to be better prepared for crises.
- strengthen efforts related to global health security.
- strengthen influenza surveillance, pandemic emergency preparedness and national and international preparedness against communicable diseases.
- further develop robust emergency preparedness for acute environmental incidents based on the Public Health Act.
- establish a 24 hour on-call service in forensic pathology.

**OBJECTIVE: The Norwegian Institute of Public Health will give clear, timely, evidence-based advice about forensic science, public health and factors that may affect the health status of the population. We will be transparent regarding the scientific basis, uncertainty and risk assessments.**

The Institute's role is to give advice concerning risk factors and disease, and the effect of interventions to promote health and prevent disease (public health measures). Sustainable public health efforts require a sound scientific foundation. Where relevant, the advice will build upon systematic reviews of knowledge.

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The Institute provides advice at the request of governmental authorities or through the initiative of its own leadership team. The type of advice given will depend on the time frame, access to relevant research, and the Institute's role in each case. Often the Institute will collaborate with others to provide advice, for example the Norwegian Directorate of Health, the Norwegian Scientific Committee for Food Safety, the European Centre for Disease Prevention and Control (ECDC), the European Medicines Agency (EMA) or the World Health Organization (WHO).

**The Norwegian Institute of Public Health will:**

- prepare and contribute to systematic reviews of knowledge as a basis for advice regarding public health and forensic sciences.
- improve competence and capacity to produce systematic reviews and risk analyses for public health.
- make the Institute's advice more accessible for relevant target groups.
- hold open discussions within and outside the Institute as a means to prepare and revise advice.





## HEALTH ANALYSIS

**OBJECTIVE: The Norwegian Institute of Public Health will monitor and analyse the health status of the population and the factors that affect it. The Institute's analysis of health status will be adapted to the users - that is, the population, municipalities, counties, health regions, the health services, health authorities and other stakeholders. This analysis will be of high quality, current, evidence-based, and national and internationally competitive.**

Health analysis includes surveillance and monitoring of risk factors and spread of disease. It also includes description and analysis of health status in the population and the distribution of risk factors, disease and death within different population groups.

Health analysis and research have similar requirements for quality and good methodology, but the knowledge is published and disseminated through different channels. The Institute has broad responsibility for the analysis of health status in the population, while research is usually more focused on individual topics and the study of causal relationships.

The Public Health Act (2012) requires municipalities and counties to have an overview over health status in their districts. The Norwegian Institute of Public Health is responsible for contributing to this. Public Health Profiles are one of several tools in this work, and health analysis provides a basis for prioritisation and choice of interventions.

**The Norwegian Institute of Public Health will:**

- further develop the Public Health Profiles for all Norwegian communities.
- prepare a public health report for Norway in 2014 and 2018.
- strengthen the underlying data and analysis of mental disorders and other non-communicable diseases, and the factors that affect them.
- strengthen analysis and research about substance abuse disorders and mental health, and monitor trends in substance abuse.
- carry out a burden of disease analysis for Norway.
- strengthen analysis and research regarding health among the elderly and people living with multiple diseases.
- strengthen analysis and research regarding health among immigrant populations.
- establish a "Human Environmental Biobank" to strengthen surveillance and analysis of the combined effect of diet and environmental factors/ contaminants.
- strengthen the surveillance of pharmaceutical consumption in Norway by investigating a new national medicine registry and contributing to good patient safety.
- strengthen surveillance of antimicrobial resistance nationally and internationally, and contribute to implementing and evaluating the effect of measures to combat it.
- strengthen vaccine programme implementation.
- gain a better knowledge about the extent and causes of infection spread via drinking water in Norway.
- monitor the incidence of suicide, accidents and violent deaths.





**OBJECTIVE: The Norwegian Institute of Public Health will conduct high quality research that is internationally competitive and has strategic significance for the Institute's social mission and objectives.**

Research and health analysis are closely connected and much of what we have written about health analysis also applies to research. The Institute's health analysis and research will give a basis for disease prevention and health promotion efforts by answering questions about:

- prevalence and distribution of risk factors, disease and causes of death in the population.
- causes of disease and premature death, and the consequences of disease.
- effects of public health interventions.

The Institute will be internationally competitive in all its fields of expertise and will achieve excellent marks in the evaluation of its research. In this way, we will ensure that our emergency preparedness, advice and services are robust and accountable, and that we will recruit good employees with high competence. Epidemiological methods are fundamental in the Institute's research. Combinations of epidemiological and experimental laboratory methods are a strong foundation for analysis and research on public health that will be further developed.

Research is funded to an increasing extent with the help of applications to the Research Council of Norway, Nordic sources, EU, the National Institutes of Health in the USA and other national and international organisations. Applications will be in accordance with the Institute's strategy, and the research will contribute to achieving the main goals of public health work.

**The Norwegian Institute of Public Health will:**

- be an advocate for research that provides the basis to achieve public health objectives nationally and internationally.
- contribute to strengthening quality, relevance, innovation, productivity, efficiency and competitiveness in health research and forensic research in Norway.
- establish a group for intervention research, i.e. evaluation of health promotion and disease prevention measures.
- ensure that the Institute's research and health analysis activities are highly interactive.
- carry out excellent research of strategic significance in all the Institute's fields by using a national knowledge infrastructure; e.g. combinations of registries, health studies, biobanks, laboratory-based methods and modern information technology.
- further strengthen the Institute's competitiveness through increased research competence and recruitment.
- professionalise applications and ensure further external funding and collaboration with good research groups nationally and internationally, especially with a view to leading more EU-funded projects.

## SERVICES

**OBJECTIVE: The Norwegian Institute of Public Health will deliver its services at the right time, with proper quality and at the right price.**

The Norwegian Institute of Public Health delivers a range of services, including among others: vaccine procurement and distribution, the online public service "My vaccines", forensic assignments, reports and analyses of results from chemical or biological samples, data extraction from the national health registries and health studies (the Norwegian Mother and Child Cohort Study, CONOR studies, Norwegian Twin Registry, etc), biobank services and data collection.

Our services are important for health and legal protection, and will always have high quality. To achieve this we continuously monitor the quality of our work, which is documented through certification/ accreditation, method validation and ring tests.

The Institute will continue to work with the professionalisation of its services. This means that we will continuously work to increase our delivery efficiency and user satisfaction, and exploit technological developments. We will be a preferred supplier and have a service attitude. The services will be delivered in active collaboration and partnership with our main clients.

**The Norwegian Institute of Public Health will:**

- professionalise its service provision even further, to ensure delivery at the right price and on time
- operate accreditable services, according to ISO and other relevant standards.
- further develop the Institute's reference laboratory functions.
- give better and quicker access to data from health registries, health studies and biobanks.
- discontinue the Institute's biopharmaceutical production within 2017, in a way that takes care of employees and clients

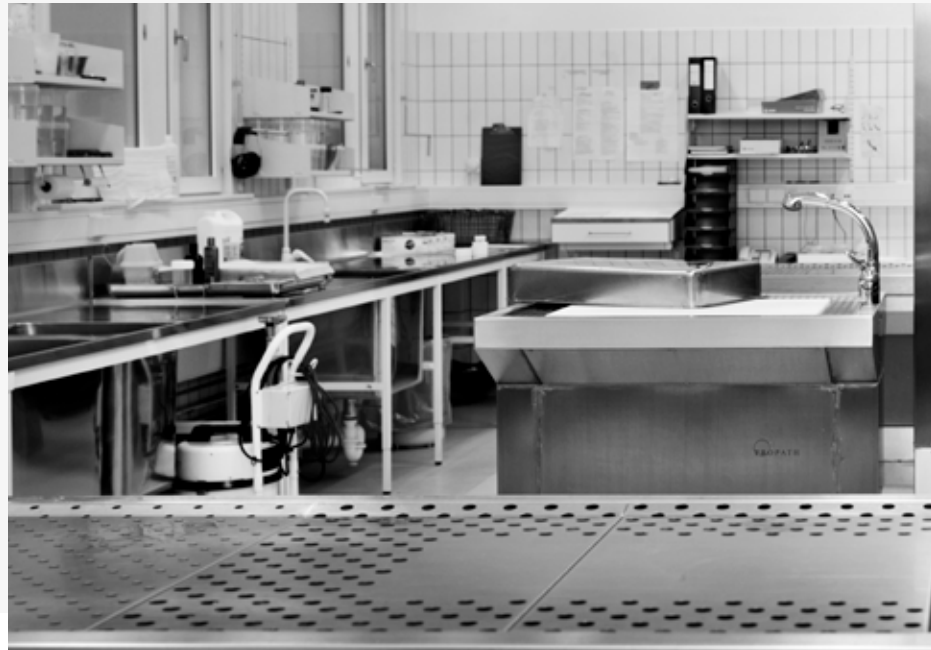


## COMMUNICATION

**OBJECTIVE: The Norwegian Institute of Public Health will modernise communications so that the population, decision makers, healthcare personnel, judiciary, police, media and researchers gain the greatest possible benefit from, and have confidence in, the Institute's knowledge, advice and services.**

**The Norwegian Institute of Public Health will:**

- develop new and innovative methods of communication for health analysis and health statistics.
- develop a clear profile for the Institute.
- develop channels and arenas for dialogue with target groups.
- develop [www.fhi.no](http://www.fhi.no) as the Institute's main channel to exchange knowledge, advice and services.
- provide prompt, relevant and unified communications internally and externally in preparedness situations.
- facilitate open discussions within and outside the Institute when preparing and revising advice.
- continue to develop services that give the public access to their health information that is stored in registries.





## PARTNERSHIP AND NATIONAL COLLABORATION

**OBJECTIVE: The Norwegian Institute of Public Health will be a good partner. We will contribute to better public health and legal protection, both through national and international networks and formal partnerships. The Norwegian Institute of Public Health will be a co-ordinated and effective organisation in which the public, partners and clients have high confidence..**

**The Norwegian Institute of Public Health will:**

- take the initiative to collaborate with the Norwegian Directorate of Health to further develop partnership with municipalities, counties, health regions, universities and colleges, user organisations and NGOs.
- strengthen research collaboration with universities and colleges, knowledge- and competence centres.
- continue to be a driving force and active contributor to e-health work and the national health registry project.
- strengthen our services by collaborating with the University of Tromsø to develop a Forensic Biology Centre.
- establish and further develop collaboration with research groups working with topics that fall within our social mission.
- actively contribute to education
- collaborate with the judiciary to simplify laws and regulations.



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## INTERNATIONALISATION

**OBJECTIVE: The Norwegian Institute of Public Health will contribute to new knowledge and be a competent and solid contributor in the development of systems and institutions that lead to better global health.**

Public health in Norway is affected by international trends and our collaboration with other countries. Emergency preparedness systems, regulations, research and funding are internationalised to a high degree, and the Norwegian Institute of Public Health cannot complete its social mission without broad collaboration with neighbouring countries, EU, WHO and other international stakeholders. Internationalisation is therefore both a prerequisite and a form of work that will be important in the coming years.

**The Norwegian Institute of Public Health will:**

- contribute to putting global public health challenges on the national and international agenda and be a good adviser to our authorities and partners
- work to strengthen global health security while contributing to the development of capacity and systems on a country level, through the establishment of sister institutes, development of health registries, laboratory collaboration and skills development.
- establish networks and produce analyses and research that generate new knowledge about global health challenges, initiatives and mechanisms.
- be active in health processes in the EU and WHO and participate in networks and international forums.



## ORGANISATION AND MANAGEMENT

**OBJECTIVE: The Norwegian Institute of Public Health will be an attractive and good workplace.**

We will be an open and collaborative learning organisation and make use of employees' creative abilities, recognise good performance, provide a good working environment and ensure that our social missions are carried out in an outstanding manner.

**The Norwegian Institute of Public Health will:**

- develop a comprehensive management team and ensure that all managers take responsibility for achieving the Institute's goals
- work in a co-ordinated and efficient manner, sharing knowledge and experiences.
- inspire all employees to achieve high quality and innovation.
- have a flexible organisation that allows a rapid response to new challenges and missions
- adopt new ways of working, particularly in connection with implementing the new strategy and new buildings in Oslo and Bergen.
- further develop internal professional interaction and facilitate creativity and innovation.



## COMPETENCE

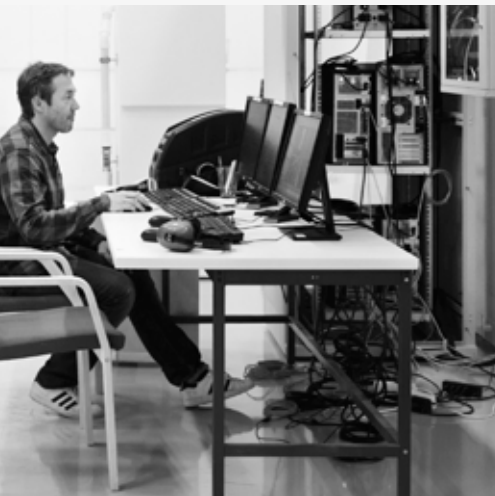
**OBJECTIVE: We will support and develop our employees, and recruit new employees with high competence.**

The Norwegian Institute of Public Health is a knowledge organisation where people are the most important resource to realising the strategy and delivering results. This requires that we manage and further develop our employees' competence. We will also ensure that the organisation facilitates good interaction, communication and effective working methods, thus taking optimal advantage of the overall competence to achieve the Institute's goals.

The Norwegian Institute of Public Health aims to be among the leading knowledge communities for public health and legal protection in the world. This requires highly competent employees, an organisation with a strong performance culture, a good working environment and good management. It is essential that the Institute can meet its needs for expertise and leadership through progressive HR and recruitment practices.

**The Norwegian Institute of Public Health will:**

- continually develop competence among our employees - recruiting new employees with high competence that is competitive nationally and internationally.
- develop and professionalise recruitment.
- ensure systematic management development
- create a culture that encourages performance, job satisfaction and community.
- be an international leader in important fields



**OBJECTIVE: The Norwegian Institute of Public Health will operate and develop a modern knowledge infrastructure.**

The national health registries, health studies, biobanks, laboratory services and digitalisation are the main components of such an infrastructure. This infrastructure will provide knowledge generation within and outside the Institute, ensuring further development of Norway's research leadership, and is operated in collaboration with other stakeholders in Norway, Scandinavia and the world. Such an infrastructure provides a significant advantage for Norwegian knowledge generation. It provides the basis for health analysis and research into public health, but also for basic research, clinical research, health services research and social research.

**The Norwegian Institute of Public Health will:**

- continue efforts to modernise the health registries.
- ensure efficient use of laboratories and expertise across the Institute.
- work towards simpler regulations for data access.
- strengthen and modernise digital solutions in the Institute and contribute to national trends for such systems, through e-health work and the national health registry project.
- strengthen the Norwegian Mother and Child Cohort Study (MoBa), other population-based health studies and the biobanks.
- collaborate with the Norwegian Directorate of Health to establish a municipal health and care registry.
- co-ordinate the Institute's data collection and improve collaboration with other stakeholders - in particular counties, municipalities and health services - regarding data collection in Norway.
- conduct health studies within the population to gain information concerning risk and protective factors such as physical activity, diet, substance use, smoking, social conditions and mental health.
- further develop national biobank services, including through Biobank Norway and regional biobank collaboration.
- further develop the Institute's laboratory infrastructure for services and research with a focus on high quality, co-ordination and effective operation.
- further develop good support functions for research.





## ABOUT THE NORWEGIAN INSTITUTE OF PUBLIC HEALTH

### **Key facts:**

- The NIPH is placed directly under the Ministry of Health and Care Services, alongside the Norwegian Directorate of Health and the Norwegian Board of Health Supervision.
- The Institute was established on January 1st, 2002.
- The Institute has approximately 1000 employees, based in Oslo and Bergen.
- The total annual budget is approximately 1.5 billion Norwegian kroner.
  - This includes the procurement, storage and distribution of vaccines in the Childhood Immunisation Programme and for preparedness situations.
  - This includes external research funds awarded through national and international competition.

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### **Organisational units in 2014:**

- Communicable Disease Control
- Mental Health
- Environmental Medicine
- Epidemiology (and non-communicable diseases)
- International Public Health
- Forensic Sciences
- Institute Resources
- Management and Communication





