



Strategy 2016-2020

Better health for all

STRATEGY FOR NORWEGIAN INSTITUTE OF PUBLIC HEALTH 2016-2020

Vision and national goals

The Norwegian Institute of Public Health's vision is:

Better health for all

Several national White Papers and national health strategies define this vision:

- Norway will be among the top three countries with the highest life expectancy in the world
- The Norwegian population will experience more years of good health and well-being
- We will create a society that promotes good health throughout the entire population and that reduces social inequalities in health
- Norway will contribute to better health globally

To achieve these goals, we need

- comprehensive, knowledge-based public health measures
- equal access to innovative and knowledge-based health and care services that are safe, efficient and of high quality

Challenges

The Norwegian Institute of Public Health will make the most of the new operational structure for the central health authorities introduced in January 2016, with our expanded role as knowledge producer for the health system. The institute will operate in an efficient manner during the restructuring, budget cuts and downsizing implemented in the strategy period. This will require inspiring leadership, motivated employees, creative solutions and innovative modes of collaboration.

Social mission

The Norwegian Institute of Public Health's social mission is to produce, summarise and communicate knowledge in order to contribute to successful public health interventions and good quality health and care services. In this way, the Norwegian Institute of Public Health will contribute to better health in Norway and better health globally.

The Norwegian Institute of Public Health's role

The Norwegian Institute of Public Health is a knowledge producer and provider in the health system.

The institute is organised as one of three entities directly under the Ministry of Health and Care Services, alongside the Norwegian Directorate of Health and the Norwegian Board of Health Supervision. A new operational structure under the Ministry of Health and Care Services was implemented in 2016. This change carries forward and clarifies the division of responsibility between governance, knowledge production and supervision introduced in 2002 reflected in the three entities. The Norwegian Institute of Public Health's role is to support the Ministry of Health and Care Services and the Norwegian Directorate of Health with relevant knowledge.

Inputs that contribute to health:

- Work carried out by other sectors relevant to public health
- The health service's population-focused work
- Prevention and health promotion on an individual level
- Diagnostics, treatment and care on an individual level

The health system consists of many stakeholders that contribute to the nation's health in combination.

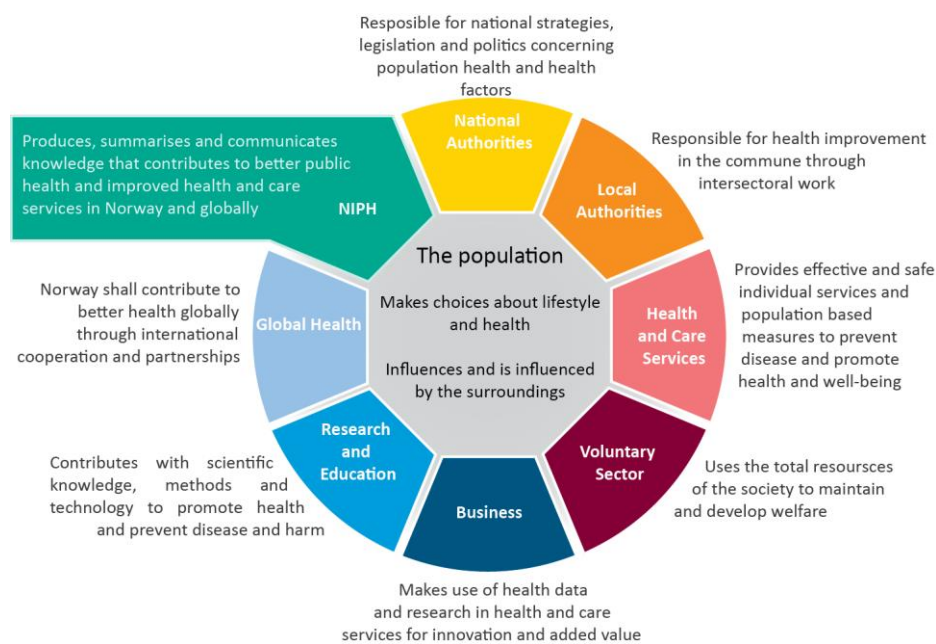


Figure 1. The Norwegian Institute of Public Health's role in the health system

The Norwegian Institute of Public Health will contribute with research, analyses, assessments of methods and systematic reviews that:

- support health and care services and public health work in the population
- describe the health status of the population and influencing factors
- identify influencing factors, causes and consequences of disease and premature death
- study the effect of interventions that are health-promoting or preventive
- influence sound decision-making and good prioritisation on all levels
- contribute to continual quality improvements to ensure effective, safe and cost-efficient health and care services
- show the combined effects of work in public health and the efforts of the services in addition to projections for national health planning
- create the basis for surveillance and preparedness for national and global health threats
- describe the need, use, quality and consequence of health and care services
- describe and explain social inequalities in health

Core activities

The institute's social mission is divided into the following core activities:

- Preparedness
- Research and health analysis
- Evaluations and advice
- Services and infrastructure
- Communication

The Norwegian Institute of Public Health has expertise in several areas to handle these core activities.



Figure 2. The Norwegian Institute of Public Health's core activities and expertise

PREPAREDNESS

The aim of health preparedness is to protect life and health and to ensure the population is offered the necessary medical treatment, nursing and care in emergencies and disasters in peacetime and war. Experience from recent major incidents have shown that national and international preparedness efforts are closely knit and require extensive networking and professional collaboration across national boundaries.

The Norwegian Institute of Public Health has a central role in national and global health preparedness. Contingency planning happens in close collaboration with national and international authorities and academic environments. The institute collaborates directly with the Norwegian Directorate of Health based on a clear division of roles. In defined crises, the Directorate leads contingency planning, while the Norwegian Institute of Public Health provides knowledge support to the Directorate and other decision makers.

The institute will support the authorities and operative units with knowledge about risks and health consequences of incidents. We shall quickly detect, alert and deal with situations where we have a relevant preparedness role. This includes laboratory capacity and vaccine supply in emergency situations, mainly in the areas of infectious diseases and environmental incidents that can cause harm to human beings.

The institute's preparedness role builds upon our combined scientific competence and is pursuant to the Act relating to control of communicable diseases and the International Health Regulations.

Goals:

- We shall be quick to detect, alert and respond to incidents in which we have a preparedness role
- We shall quickly produce, summarise and communicate knowledge for decision making in preparedness situations
- We shall operate continuous surveillance to discover outbreaks and clusters of diseases
- We shall evaluate experiences after major incidents in order to continually improve our preparedness capacity.

Priorities:

The Norwegian Institute of Public Health will:

- increase access to updated data as well as to national and international warning and communication systems to be better prepared for emergencies
- strengthen the capacity to handle environmental incidents
- strengthen emergency preparedness collaboration within the health sector and between sectors
- strengthen efforts within international health preparedness and global health security

RESEARCH AND HEALTH ANALYSIS

To achieve the national goals for better health, there is a need for continually updated knowledge about the health status in the population and about the health, care and welfare services.

The Norwegian Institute of Public Health provides research and health analyses for the health system. This knowledge production has an individual, group or population perspective and forms the basis for prevention and health promotion efforts, sound prioritisation, evidence-based practice and good health and care services.

Incidence and distribution, influencing factors, causes, consequences and sequential factors linked to good health and well-being, disease and death in the population, effects of interventions and health care quality are all part of the research and health analyses at the institute. Knowledge production includes burden of disease analyses, summaries of evidence-based knowledge, systematic reviews, health technology assessments, health economic analyses, epidemiological and social science analyses, laboratory-based and experimental research, modelling and predictive analyses, quality measurement, statistics, and scientific method development.

The data sources can be registries, health studies, user experience questionnaires, social science data, biobank and laboratory-based data, as well as existing research results identified through systematic reviews and summaries.

Goals:

- We shall undertake research and health analysis of high quality that is internationally competitive and has strategic significance for the institute's social mission and goals
- We shall produce and summarise useful research-based knowledge

Priorities:

The Norwegian Institute of Public Health will:

- strengthen research and health analysis as a knowledge base for local, national and global public health measures
- strengthen research and health analysis for and with the municipalities
- strengthen analysis for the health and care services, with emphasis on needs assessments, effects of treatments, patient safety and user interaction
- develop work with comprehensive analyses of the health system
- strengthen research and health analysis related to mental illness, substance abuse and non-communicable diseases
- strengthen global burden of disease analyses and research for evaluation of health promotion and disease prevention interventions
- strengthen research and health analysis of social and societal causal relationships that result in health inequalities in the population
- strengthen research and health analysis related to vaccination and screening programmes
- strengthen technological and analytical capacity for surveillance of harmful environmental exposure, infectious diseases antimicrobial resistance
- improve the capacity and competency to carry out systematic reviews, particularly in public health and welfare
- strengthen research and health analysis within migrant health
- exploit to a larger degree the national infrastructure in the form of health registries, health surveys and biobanks for research and health analysis

ASSESSMENTS AND ADVICE

The Norwegian Institute of Public Health gives knowledge-based, scientific advice about infectious disease control and prevention and environmental health protection to support local and national authorities, the health and care services and other stakeholders' work and decision-making processes. The institute issues scientific guidelines, such as the infectious disease prevention and control handbook, vaccine handbook and the subject library for poisoning. The advice includes assessments of risk and disease in addition to the effect of interventions that are potentially health promoting or preventive. The institute also gives advice in several of these areas related to global health issues.

We produce hazard and risk assessments related to the health effects of infectious agents and physical and chemical factors in the environment. These assessments summarise the current state of knowledge and take into account the overall hazard and risk scenario.

Our assessments and advice will be produced through open processes and be communicated promptly and efficiently.

The Norwegian Institute of Public Health delivers assessments of methods to health authorities and health and care services as a knowledge base to evaluate the effect and safety of new or established methods. Health economic consequences often form part of the assessments. We also contribute with health impact evaluations of interventions planned in other sectors.

Goals:

- We shall provide assistance, advice, guidance and information to authorities at the municipal, county and state authority level, to healthcare workers and the population. This must be in accordance with the social mission of the institute and in compliance with the Communicable Disease Control Act and the Public Health Act.
- We shall provide a knowledge base for health authorities and the health and care services about the effect and safety of interventions, as well as health economic and other consequences related to new or established methodologies
- We shall have standardised and transparent procedures for risk assessments and advice

Priorities:

The Norwegian Institute of Public Health shall:

- produce assessments and advice commissioned by the Ministry of Health and Care Services, the Norwegian Directorate of Health and other public authorities
- produce assessments and advice about important questions within the institute's scientific areas of responsibility based on identified needs
- strengthen work in giving scientific advice to the municipalities within environmental health protection
- establish a new system for vaccine evaluation

SERVICES AND INFRASTRUCTURE

Public services should be perceived as coherent and comprehensive and be designed in collaboration with their users. Society should exploit the opportunities given by digitization and digital services should be easy to understand and use for all.

The Norwegian Institute of Public Health delivers a range of services, including vaccine procurement and distribution, poison information, chemical and biological laboratory analyses, data delivery from national health registries and health studies, library for health authorities, substance abuse library, biobank services and data collection, plus online services such as the Norwegian Electronic Health Library and «My Vaccines».

National health registries, health studies, data from the health service, biobanks, laboratory services and digitization are key components in the national infrastructure for generation of knowledge and understanding. The Norwegian Institute of Public Health will participate in national processes such as e-Health and Health&Care21 (HO21) in order to contribute to a better knowledge system for health. It is also important to have access to data from other sectors. The infrastructure is a good data source for knowledge-based preventive interventions and health and care services, as well as for innovation and value creation.

The Norwegian Institute of Public Health operates and develops a modern infrastructure for knowledge. Biobanks, health data and digitization form the basis of this infrastructure. Privacy and information security will be an integral part of health data management and the development and operation of the institute's IT solutions. Information security will be maintained through risk assessments based on threat and vulnerability information and will be followed up through good internal control.

Highly qualified personnel are key to knowledge production. Therefore, the Norwegian Institute of Public Health contributes to basic and continuing education within the institute's scientific areas. The institute supervises master and doctoral candidates, is an approved institution for medical specialist education, contributes with teaching in the university and college sectors and in international collaboration for capacity building. We also conduct comprehensive knowledge dissemination, including education.

Goals:

- We shall develop and deliver services and infrastructure that meet the requirements of the users
- We shall deliver services and infrastructure on time, to the best quality and cost
- We shall operate an efficient collection, management and delivery of health data and biological material through health registries, health studies and biobanks in collaboration with other national stakeholders
- We shall secure the vaccine supply to every municipality

Priorities:

The Norwegian Institute of Public Health shall:

- professionalise data availability from health registries, laboratories, health studies and biobanks
- modernise and digitise infrastructure and services in the institute as part of national processes
- exploit the national advantage from the infrastructure to promote innovation and value creation
- gather together the operation and management of health registries and co-ordinate with national processes

COMMUNICATION

The national communication policy assumes that the public sector knows its target groups and communicates with them purposefully and efficiently. It is important to use plain and clear language, and exploit new technology and channels.

The Norwegian Institute of Public Health will disseminate knowledge and insights in health-related topics and contribute to a research-based public debate.

It is important for the Norwegian Institute of Public Health to have a high level of trust in the population. Trust is established through open communication that invites dialogue. User involvement, collaboration and partnerships are necessary to succeed with all parts of the social mission.

The Norwegian Institute of Public Health will detect and respond to the needs of the population and collaborating partners. We shall have extensive contacts and contribute to better public health and good health and care services. This effort will be strengthened through national and international networks and formalised partnerships.

Goals:

- We shall have a high level of trust in the population and among users, contracting authorities and collaborating partners. We shall be transparent, visible and available to decision makers, the population and health services
- Our voice will be heard and our knowledge will be used by decision makers, the population and collaborating partners

Priorities:

The Norwegian Institute of Public Health shall:

- be a driving force and active participant in knowledge-based public debate
- build partnerships with relevant national and international stakeholders
- develop our website as the institute's main communication channel for knowledge, advice and services
- quickly adopt new technological solutions and channels for communication and dissemination
- develop further the collaboration with www.helsenorge.no (health information website for the public)
- strengthen the Norwegian Electronic Health Library as a source of knowledge for healthcare professionals

ORGANISATION, LEADERSHIP AND COMPETENCE

Conditions and surroundings change rapidly due to political and economic settings, technological developments and internationalisation. It is expected that the central health administration is efficient and user-focused, ensuring the best possible use of society's resources.

The Norwegian Institute of Public Health has undergone major restructuring in recent years to increase the capacity and competency within our areas of expertise and to become an even more efficient and results-oriented organisation with a high level of implementation capacity. We will continue with these development and restructuring efforts, professionalise leadership and management, exploit digitization and technology and help our employees to contribute with their competence through an active employer-worker-colleague relationship. It is important to ensure that our resources are used optimally and that we are good at prioritising the tasks that provide the greatest benefit to the population, the health system and society in general.

In order to complete its social mission, the Norwegian Institute of Public Health must be able to adapt quickly, have expertise in many areas and exploit the resources throughout the organisation. This requires a clear and comprehensive strategic leadership, ambitious recruitment and a flexible organisation.

The Norwegian Institute of Public Health has an ambition to be among the world's leading knowledge environments for public health and health and care services. This requires highly competent employees, an organisation with a strong performance culture, a good working environment and effective leadership. It is crucial that the institute can meet the requirements for competency and leadership through forward-looking HR and recruitment policies.

Goals

- We shall develop competent managers who can set goals, motivate and create enthusiasm, ensure innovation and scientific development, and achieve results
- We shall have managers who take responsibility for the whole, facilitate optimal use of resources and ensure high quality and innovation across organisational structures
- We shall have a thoroughly sound working environment
- We shall promote participation, shared responsibility for the entire organisation and good working relationships among our employees

Priorities:

The Norwegian Institute of Public Health shall:

- develop the organisation to meet the future needs of society
- develop and professionalise recruitment processes
- develop comprehensive operational management
- develop the institute's procurement competency, particularly related to the centralised operating model for health administration services
- develop internal professional interactions and facilitate creativity and innovation
- develop systematic Health, Safety and Environment work with input from all employees

Key documents

Key documents for the period 2016-2020:

- Folkehelsemeldingen: God helse – felles ansvar (*Public Health Report, Good health – a common responsibility*, Parliamentary White Paper 34, 2012-2013)
- Folkehelsemeldingen: Mestring og muligheter (Parliamentary White Paper 19, 2014-2015)
- Fremtidens primærhelsetjeneste: Nærhet og helhet (*The primary health and care services of tomorrow - localised and integrated*, Parliamentary White Paper 26, 2014-2015)
- Legemiddelmeldingen: Riktig bruk – bedre helse (Parliamentary White Paper 28, 2014-2015)
- Nasjonal helse- og sykehusplan 2016-2019 (Parliamentary White Paper 11, 2015-2016)
- Kvalitet og pasientsikkerhet (annual Parliamentary White Paper)
- HelseOmsorg 21 – Et kunnskapssystem for bedre folkehelse (2014)
- Regjeringens handlingsplan for oppfølging av HelseOmsorg21-strategien, 2015
- Global helse i utenriks- and utviklingspolitikken, Meld. St. 11 (2011–2012) (*Global health in foreign and development policy*, Parliamentary White Paper 11, 2011-2012)
- United Nations Sustainable Development Goals 2016-2030
- WHO Mental Health Action Plan 2013-2020
- WHO Global Action Plan for the Prevention and Control of NCDs 2013-2020
- Lov om helsetjeneste i kommunene
- Pasient- og brukerrettighetsloven
- Spesialisthelsetjenesteloven
- Meld. St. 10 (2012-13): God kvalitet – trygge tjenester, (*High Quality - Safe Services – Quality and Patient safety in the Health and Care Services*, Parliamentary White Paper 10, 2012-2013)
- Meld. St. 30 (2015-16): Fra mottak til arbeidsliv – en effektiv integreringspolitikk, (*From reception centre to the labour market – an effective integration policy*, Parliamentary White Paper 30, 2015-2016)
- Statens kommunikasjonspolitikk (*Central Government Information Policy*, 2009)

Principles

The Norwegian Public Health Act has five fundamental principles forming the base of the institute's activities:

- health in all policies
- participation
- health equity
- sustainable development
- precautionary

Values

The Norwegian Institute of Public Health is scientifically independent and builds upon these values; *professionally sound, innovative, open, respectful and collaborative.*

Privacy and information security

We strive for high awareness about data protection, privacy and autonomy. The principles for embedded privacy and data protection will always be considered in all development phases of a system or a solution.