

## An overview of institutional strategies relevant for the administrative unit and research group

For simplicity, we only make reference to the latest strategy (NIPH Strategy 2023-2024) in the self-assessment. Other strategies since 2014 are included for reference.

- [NIPH Strategy 2023-2024](#)
- [NIPH Strategy 2019-2024](#)
- [NIPH Strategy 2016-2020](#)
- [NIPH Strategy 2014-2018](#)

# Strategy 2023-2024

The Norwegian Institute of Public Health (NIPH) is an organization in rapid development and restructuring.

In 2023 and 2024, we will be faced with a demanding financial situation. Strict prioritisation will be necessary, while adhering to our social mission.

The organization's long-term development goals are well-established. Throughout the COVID-19 pandemic we have made large and rapid steps to achieve many of these goals. In the time ahead, however, we will need to adjust our level of ambition and can not expect the same rate of development in all areas.

We have 10 priorities within our core tasks of Knowledge, Preparedness, and Infrastructure.





The UN Sustainable Development Goals

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## Public Health Goals in Norway

Live Longer  
Live Better  
More Equitable Conditions

# Three core tasks

# Knowledge

Research and Analysis

Management Information

Decision Support

NIPH conducts research, summarizes and communicates knowledge on matters of importance to public health, such as infectious and non-infectious diseases, mental and physical health, prevention, risk factors and health promotion, and health and care services.

A key responsibility is to provide advice to the authorities, the population and the health and care services.

The Institute is responsible for monitoring public health, and develops management information for the government, health trusts, counties, and municipalities.

The NIPH provides decision support for prioritizing methods in the specialist health services and municipal health and care services. Vaccine knowledge is an important area of development for the Institute in the strategic period.

# Infrastructure

Health registries

Health surveys

Biobanks

Laboratory activities

Vaccine distribution

Library services

Norway has a unique infrastructure for knowledge where NIPH has been and will continue to be a driving force. NIPH operates and develops national infrastructure and services that Norway needs and that are a crucial resource for much of our work, also in the future.

Our tasks are parts of an interplay of infrastructure and services among various stakeholders in and outside the health administration, where the goal is to find a balanced and efficient task distribution.

The work on knowledge and preparedness in the health sector, and societal and economic development, depends on the infrastructure evolving in line with new opportunities and challenges. This requires investments and development, to which we must find sustainable solutions.

NIPH will carry out a thorough assessment of the necessary infrastructure for Norway and for a future public health institute, and how it can be operated, developed and financed.

# Preparedness

Health Preparedness

Infection Control

Surveillance

Advice and communication

Crisis management

NIPH has tasks relating to biological, chemical and nuclear incidents, and disease clusters without a known cause occurring in the population.

As the national institute for infection control, we have responsibilities ranging from surveillance of viruses and bacteria, to advice on vaccination and measures to the authorities, the population, microbiological laboratories and the health and care services, both prior to, during, and after crises.

The NIPH operates several emergency services 24/7. An active and scientifically strong role in national and international networks is essential for good preparedness.

Preparedness and crisis management are based on infrastructure for health and laboratory data that is used for knowledge production, surveillance, and analysis in daily work and during major incidents. Evidence syntheses, capacity for analysis and modelling, as well as communication with the population also play an important part of our emergency response functions.



# 10 Priorities

# 1

## Adjusting to new demands

We will ensure our ability to respond to prioritized requirements from our users

NIPH carries out its social mission in line with national priorities and our allocated budget. Changed framework conditions require demands substantial readjustment of the organization.

We shall safeguard and involve our employees and pay close attention to the working environment. The Institute aims to be an attractive workplace.

Through this readjustment, we shall ensure the necessary competence and capacity to respond to prioritised needs of national and local decision-makers, other agencies, the health and the care services, and the population. We will carry out thorough processes to set our priorities for the future.

Organizational development will be important part of adapting to new frameworks. Important measures include seeking increased external funding where possible, performing tasks in collaboration and with new work-sharing arrangements with other actors, and emphasizing the usefulness for users when prioritizing between various activities.

# 2

## Crisis management

Our goal is to be a reliable advisor during crisis and become experts in crisis management.

Some health crises occur suddenly and require extraordinary efforts. The NIPH shall be at the forefront of knowledge internationally and provide information, advice and high quality infrastructure at the right time. Our ability to handle crises is based on expertise and capacity in our regular work outside of crises.

To be strong professional advisors we must be well organised. We shall scale responses effectively and contribute to good cooperation inside and outside of the administration and across sectors during crises.

The COVID-19 pandemic has shown that there are significant opportunities to strengthen emergency preparedness work in Norway. We shall be drivers for developing a knowledge system for use during and between crises. We will improve plans for preparedness and crisis management and clarify our role in working with chemical and radionuclear preparedness.

# 3

## Real-time health data

We will shorten the path from health data to analyses that benefit society

NIPH is committed to making health data available for analysis and research as quickly as possible, in order to shorten the distance between idea and innovation and to benefit society. We will be drivers of easier access to data from registries and laboratories.

During the COVID-19 pandemic, we developed new systems for faster data collection and data sharing in real time. We will keep improving these systems to make them more robust and integrated into our other activities. Privacy and information security are essential parts of this work.

We will publish key figures, statistics and reports which will serve as the basis for decision-making in cross-sectoral public health work and for health and care services.

# 4

## The open institute

Our communication will be open,  
inclusive and accessible

Communication is one of the most important tools to fulfill our societal mission and is an integral part of everything we do.

Our communication of knowledge and advice should meet users on their own terms and reach the whole population. To achieve this, we must have good dialogue with our target groups, through the use of clear language and relevant channels.

The NIPH will participate in the public debate on our own fields of expertise and be open about uncertainty and different views on scientific issues. We shall be transparent about our work processes, methods, scientific discussions, and funding, and ensure transparency and reliability in our research.

# 5

## Interventions that work

We will produce evidence on which interventions are most cost-effective and in reducing inequalities.

In order to improve public health, we must have science-based knowledge about proposed measures. We need to know whether they work, what the risks are, and what they cost. This requires outstanding research, a high degree of competence and advanced methods.

We will collaborate with the public administration and the various health services on evaluating interventions, with special focus on measures that are relevant in the municipalities. Many of the current public health challenges require measures across societal sectors.

New knowledge about the effect of infection control measures, and monitoring of the effects of and adverse events from vaccination, are central tasks in following-up the various consequences of the COVID-19 pandemic.

# 6

## The future of health and care services

We will contribute to the knowledge base for the future health and care services

The health and care services are constantly faced with increasing expectations, while resources are increasingly strained. An aging population, increased antimicrobial resistance and expensive medical technology will require health services to become increasingly efficient in the years to come.

There is an ever-increasing need for new knowledge as a basis for decision-making at all levels in the health and care services.

The Institute will contribute with research and knowledge-support that is useful for the municipal health and care services, along with assessments of new methods in the specialist health service.

# 7

## **Grand societal challenges**

We will strengthen society's ability to solve new, complex health-related challenges

Our society is rapidly evolving, and the pace of change seems to be ever-increasing. This creates new trends and challenges for public health in all countries.

NIPH is devoted to identifying and drawing attention to major societal challenges related to health in a long-term perspective.

In order to do so, we will develop new fields of research that describe problems, find causes and possible solutions to large and complex challenges in society. This requires the development of data sources that cover unanswered needs. In addition, it requires the ability to collaborate, high-level expertise and ample capacity.



# 8

## Advanced analysis

We will make use of big data, machine learning and data modelling that is useful in public health

Increasingly, knowledge about health, health and care services comes from advanced analysis and large data sources. This gives us new opportunities and requires us to develop the competence needed to critically assess new sources of knowledge.

NIPH describes scenarios for health threats and the health status of the population, for example using models describing the development of the burden of disease in Norway. During the COVID-19 pandemic, we have gained new experiences with modelling of infections and analysis of genetic data from microbiological laboratories that we can build on.

The transformation of the Institute has consequences for our capacity to develop new expertise in advanced analysis. We will participate in relevant networks and look for opportunities, including those related to external funding.

# 9

## Climate change and health

We aim to develop new knowledge about the links between health, climate, and the environment

NIPH has an ambition to develop new knowledge about the links between climate change and health. A key goal of this work is to prevent negative health-consequences.

Climate change can affect the mental and physical health of the population in many different ways. The Institute's broad expertise is a good starting point for developing new knowledge about causes, risks, health effects and measures, across sectors.

During the transition period, the main activities will be to participate in networks, and work to promote good externally funded projects.

# 10

## Norway in Europe and the world

We will contribute to better international health preparedness and stronger institutions for public health in other countries.

The COVID-19 pandemic demonstrated how dependent we are on international cooperation when it comes to health preparedness. It also displayed the importance of strong and scientifically independent public health institutions in all countries.

NIPH will contribute to the work on improving global health preparedness, in accordance with the United Nations' third sustainable development goal and our national obligation under the International Health Regulations (IHR).

We will work toward strengthening public health institutions and systems through Nordic cooperation, together with our international partners such as the EU, WHO, and IANPHI, and through bilateral cooperation with sister-institutions in low- and middle-income countries.

# Norwegian Institute of Public Health

Our vision is *better health for all*.

We seek new solutions to protect lives and to improve the health and well-being of the whole population.

This is our strategic plan for 2019-2024.





# UN Sustainable Development Goals

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## Public health goals in Norway

Longer lives

Better lives

More equitable living conditions

# Norwegian Institute of Public Health

1

Knowledge

2

Preparedness

3

Infrastructure



10 strategic initiatives

Growing health inequalities



Ageing population

Tough prioritisation in health and care services

Health information overload

1

## Knowledge

Faster and better knowledge production  
for health and sustainable health and care services

People care about their health

More and better health data available

High degree of trust in public institutions



Increasing life expectancy

Migration and  
globalisation



Climate and  
environmental  
changes

Drug-resistant  
microbes

Disease outbreaks of  
international concern

2

## Preparedness

New solutions to protect  
lives and health

Novel diagnostic tools

Political awareness

New international  
initiatives



Stable health system



Infrastructure rapidly outdated

New stakeholders collect health-related data

Protection of privacy



Need for new types of skills and qualifications

3

## Infrastructure

Health data, laboratories and services for the future

Cheaper technology

New analytic methods

Political focus on e-health

New digital solutions for data handling





# 10 strategic initiatives



Interventions  
to improve health



Sustainable health  
and care services



Modelling  
health threats



Big data and  
advanced analysis



Dialogue and  
user involvement



Real-time  
surveillance



Working across  
sectors



Simplified  
navigation



Unlocking the  
potential of data



Global health



## **Interventions to improve health**

We will show which health interventions are most cost effective and equitable.





## **Sustainable health and care services**

We will contribute knowledge  
to shape the health and care  
services for future generations.

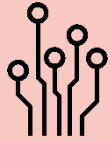




## **Modelling health threats**

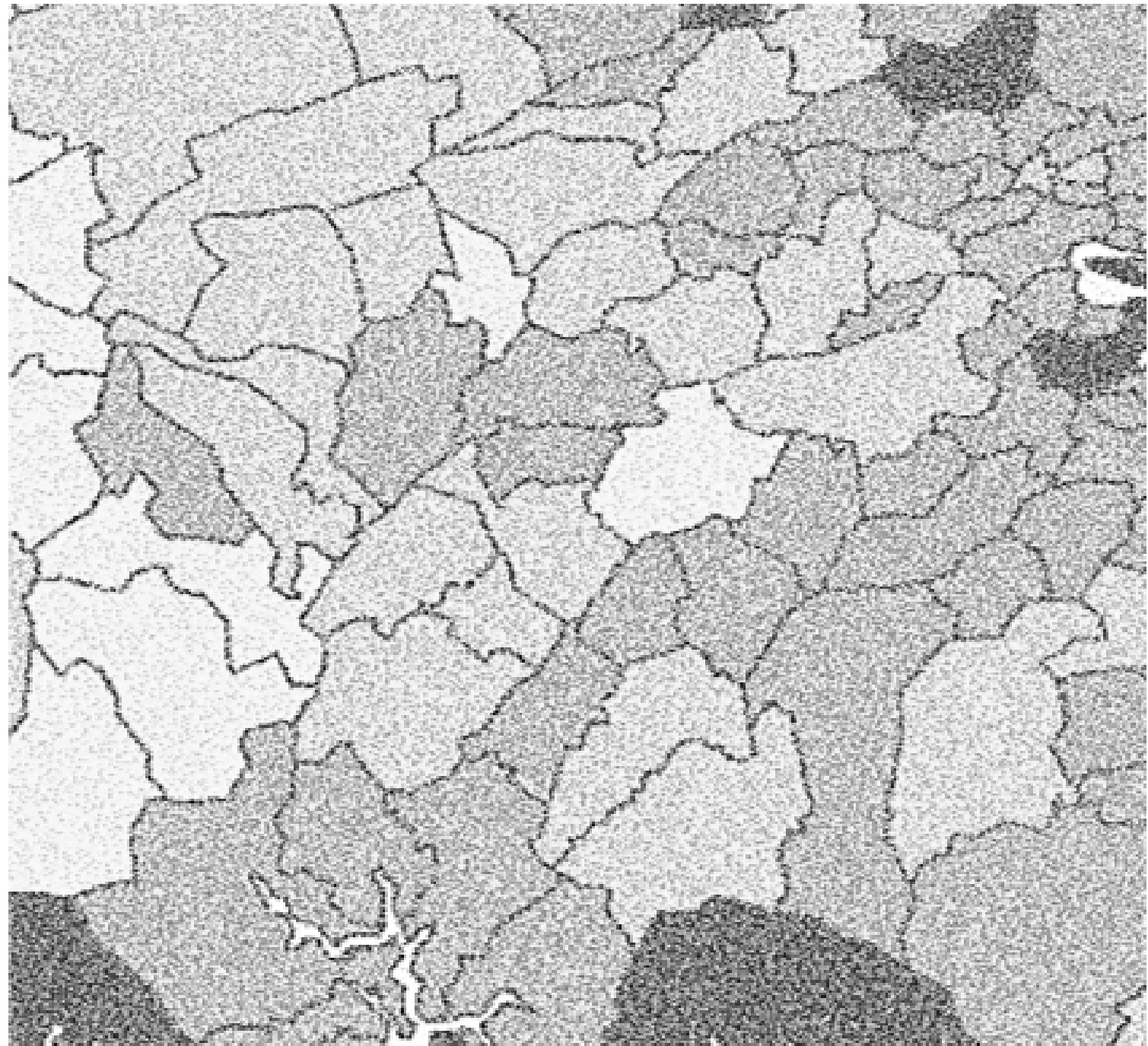
We will describe future scenarios for infectious diseases and environmental health threats.





## **Big data and advanced analysis**

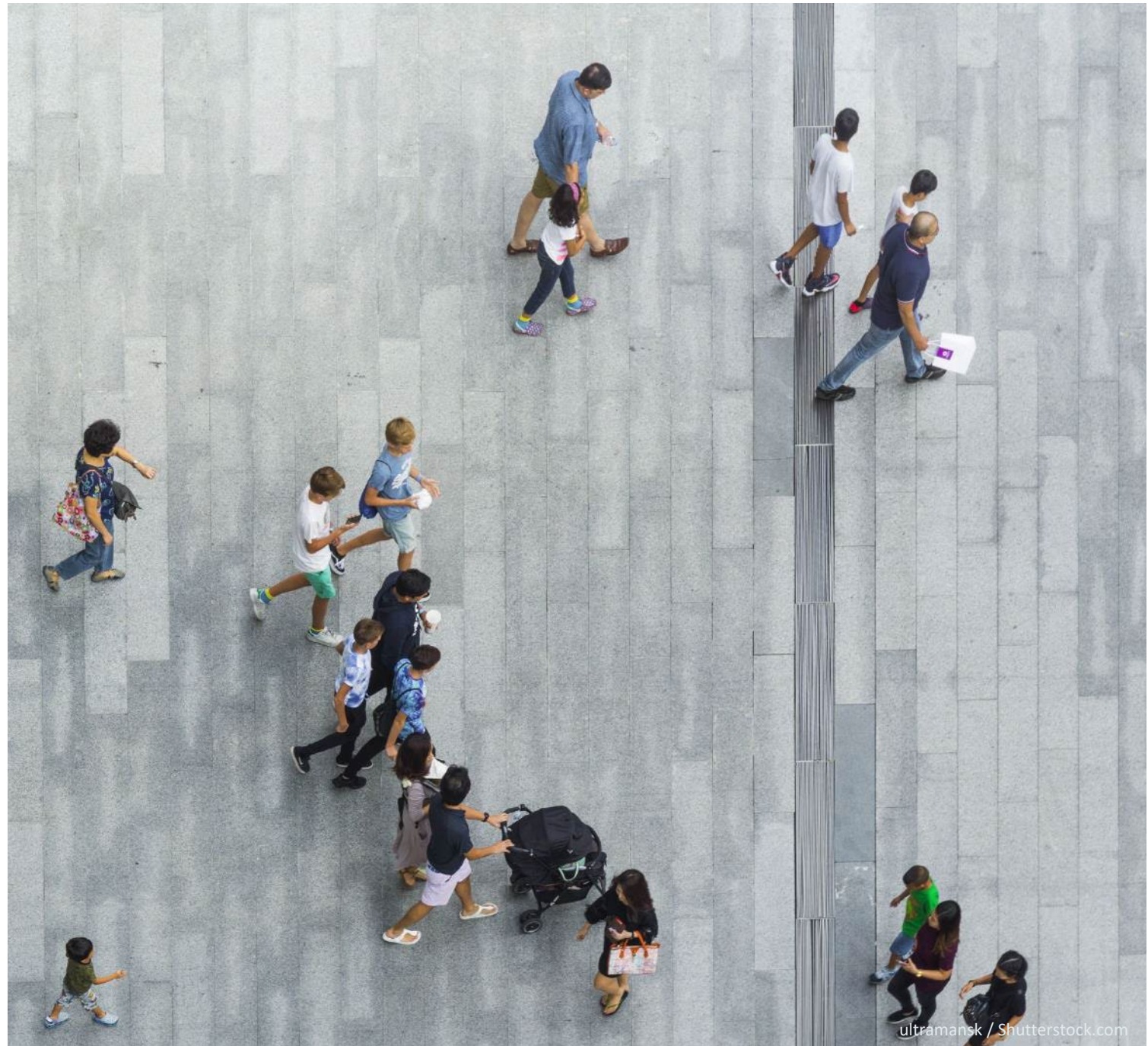
We will promote use of big data and machine learning in analyses of health and health and care services.





## Dialogue and user involvement

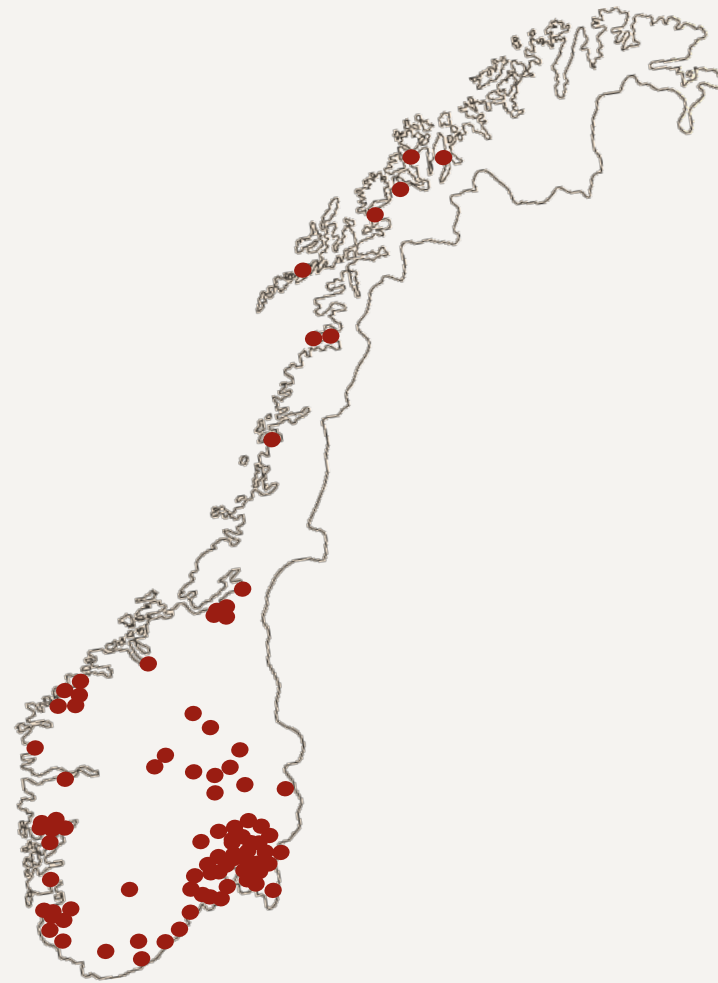
We will promote dialogue and user involvement in our research and communication.



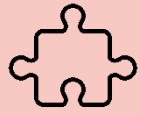


## Real-time surveillance

We will monitor disease outbreaks in real time to enable rapid responses to health threats.







## Working across sectors

We will employ new combinations of data and new collaborations across sectors.





## Simplified navigation

We will lead the way  
in the increasingly complex web  
of information about health.





## **Unlocking the potential of data**

We will shorten the time from data  
collection to new knowledge and  
innovation.

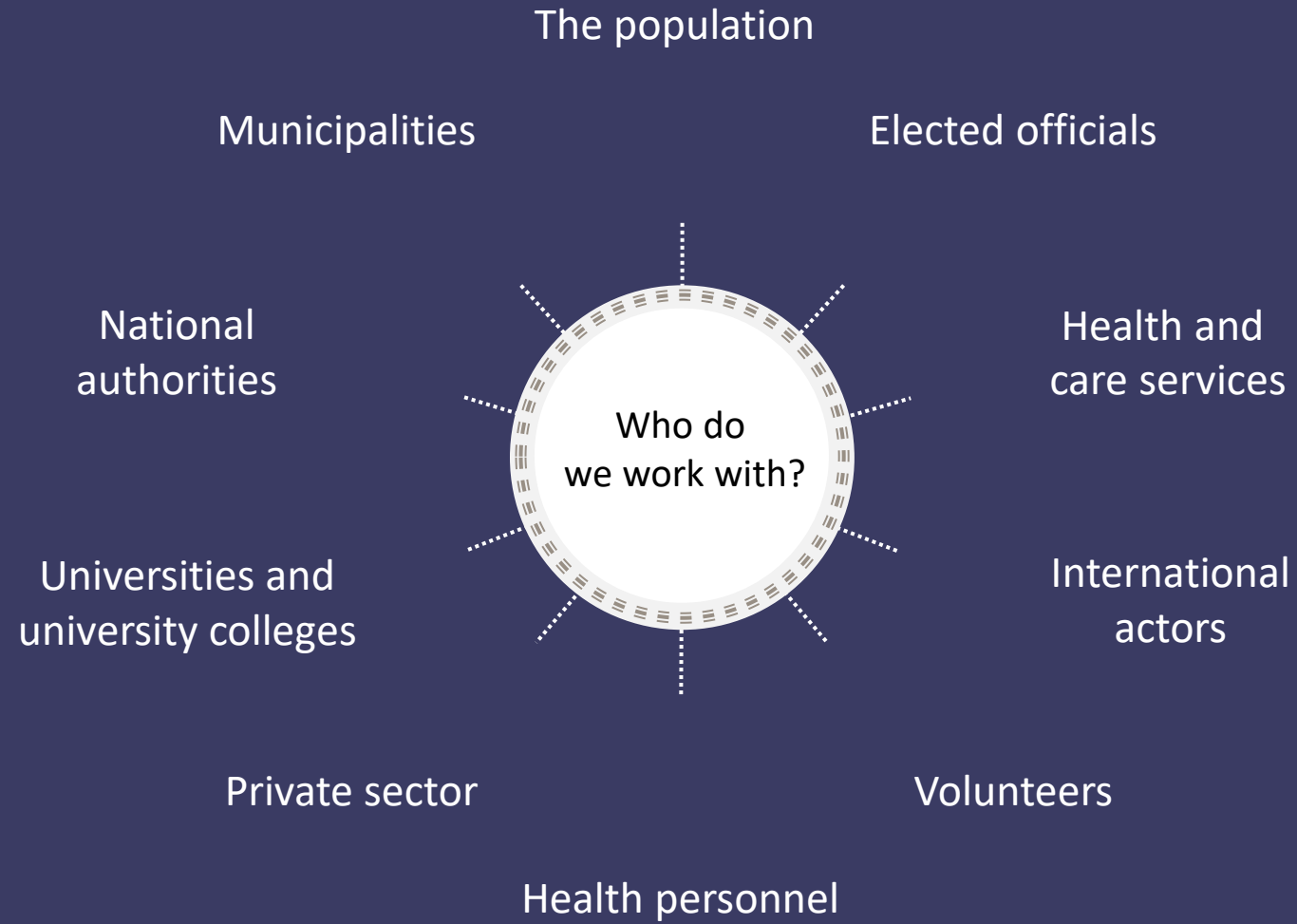




## Global health

We will contribute to global health  
and analyse how international  
trends will impact health in Norway.







Norwegian Institute of Public Health

*Photos*

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# Strategy 2016-2020

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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.

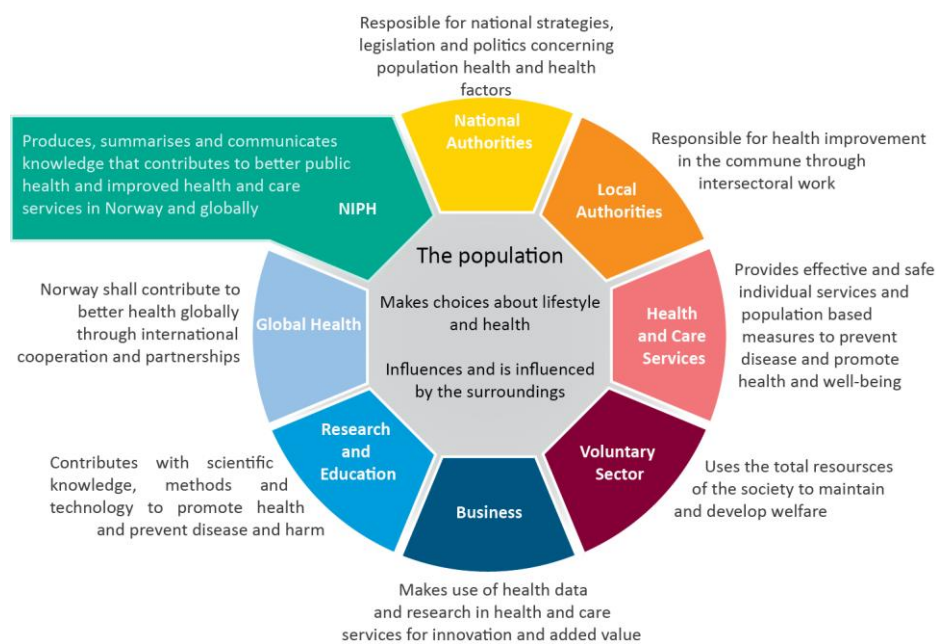


Figure 1. The Norwegian Institute of Public Health's role in the health system

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](http://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.

STRATEGY FOR THE  
NORWEGIAN INSTITUTE OF  
PUBLIC HEALTH 2014-2018

# BETTER HEALTH FOR ALL



Norwegian Institute of Public Health



STRATEGY FOR THE  
NORWEGIAN INSTITUTE OF  
PUBLIC HEALTH 2014-2018

**BETTER  
HEALTH  
FOR ALL**



**2014**

**Published by:**

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.

04

- 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.

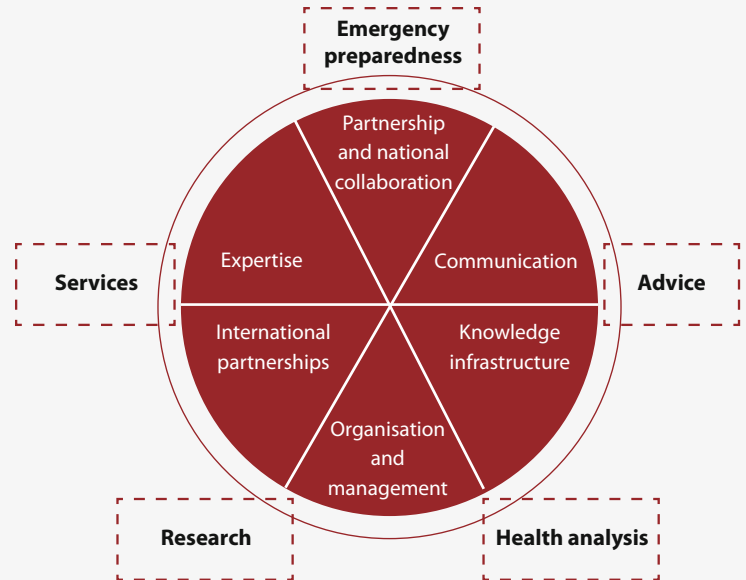
06

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.

08

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.



**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

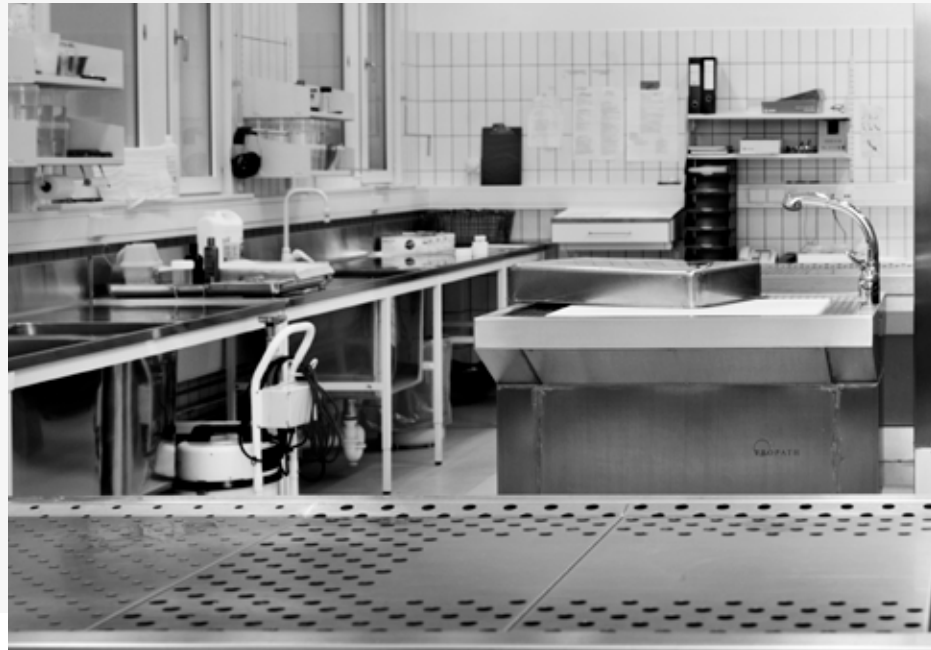


## COMMUNICATION

**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.





16



## 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

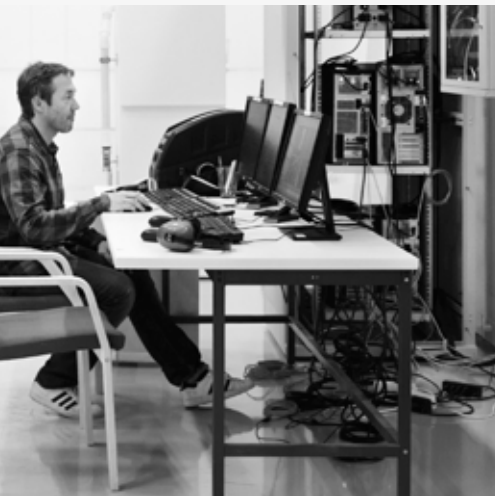
**OBJECTIVE: We will support and develop our employees, and recruit new employees with high competence.**

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.

22

### 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







