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IUHPE Strategic Plan: 2021-2026

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IUHPE STRATEGIC PLAN: 2021-2026

This Strategic Plan (2021-2026), which was developed in consultation with the IUHPE Executive Board and members, builds on existing developments and outlines the strategic priorities of the organization over the next five years.

The central theme and overarching framework that informs this Strategic Plan is a systems approach to health promotion. The Strategic Plan places the strengthening of health promotion systems at the centre of our priority actions. This is informed by the key requirements and enablers for strengthening health promotion systems, as outlined in a Position Statement published by the International Union for Health Promotion and Education in 2018¹. These system requirements inform and underpin this Strategy, as they are critical to effective action.

The Strategic Priorities identified for 2021-2026 include:

- **Action on the determinants of health, including planetary health and the Sustainable Development Goals (SDGs)**
- **Addressing global challenges to health and health equity, including noncommunicable and communicable disease and promoting mental health and wellbeing**
- **The development of the health promotion field**

These strategic priorities are supported by Operational Measures, which align with the portfolios of IUHPE Vice Presidents. These include: advocacy, partnerships, leadership, capacity development, knowledge development and translation, communication, membership development and effective governance.

Figure 1 illustrates the central theme of the Strategy as well as the Strategic Priorities and supporting Operational Measures.

¹ International Union for Health Promotion and Education (IUHPE). Beating NCDs equitably: ten system requirements for health promotion and the primary prevention of NCDs. Paris: IUHPE; 2018. Available from: https://www.iuhpe.org/images/IUHPE/Advocacy/IUHPE_NCDs_positionstatement.pdf

Figure 1. Strategic Framework for IUHPE Strategic Plan 2021-2026



1. Central Theme: Strengthening Health Promotion Systems

Achieving sufficient progress in global health promotion requires political commitment, leadership and investment in health promotion, and in the system requirements for implementation success. The IUHPE has taken the lead in identifying and communicating these system requirements through a position paper and related editorial.

The Position Statement calls for leadership at the highest political level and intersectoral governance in adopting robust policies and action plans and ensuring that the necessary institutional capacity, funding and resources are made available for effective and sustained implementation of health promotion actions. Systems requirements are also outlined at the level of creating enabling implementation structures and delivery mechanisms. These include creating the necessary organizational capacity within the health system and beyond, partnership working across sectors, research and technical expertise and the training and recruitment of a competent and skilled health promotion workforce. These ‘system requirements for health promotion’ provide a framework to underpin our strategic directions.

There is also a specific body of work in further advancing system requirements for health promotion. To progress this work, the following strategic goals and priority objectives are outlined over the next five years:

Goal: To encourage wide-spread adoption of the IUHPE's Health Promotion Systems (HPS) approach at global, national and regional levels.

Objectives and supporting actions:

- i. To adapt current work to develop specifications of Health Promotion Systems Requirements.
 - a. Produce a 'System requirements for health promotion' position paper adapted from NCDs HPS paper by 30 September 2021.
- ii. To develop a Health Promotion Systems (HPS) Assessment Tool.
 - a. Finalize a self-assessment tool for piloting/testing by 31 December 2021.
 - b. Develop tools and methods to support adoption of a HPS approach: self-assessment tool; webinars; translation of position paper; presentation/seminar at World Conference in 2022; leadership training.
- iii. To develop and outline an integrated advocacy, dissemination, and communications plan.
 - a. Produce an advocacy plan for promoting a HPS approach, including at a regional level, by 31 March 2022.

2. IUHPE Strategic Priorities:

2.1: Determinants of Health, Planetary Health and the Sustainable Development Goals

Goal: To address the complex web of health determinants, by fostering equity through health-promoting living conditions and environments, including our natural environment, namely through progress toward the Sustainable Development Goals (SDGs).

Objectives and supporting actions:

- i. To advocate for actions and policies addressing the determinants of health and health equity including: social, economic, cultural, commercial, environmental, and political determinants.
 - a. Publish advocacy statements making explicit the link between the SDGs and health equity and demonstrating how the SDGs can collectively and systemically contribute to health and equity (e.g. through statements made in the context of UN and WHO events) across 2021-2026.
- ii. To mobilize professionals, institutions, communities and decision makers to advocate for and adopt action and policies that address the determinants of health and reduce inequity.
 - a. Translate and share knowledge and good practices in addressing health inequity. For example, through disseminating learning from what pandemics and other crises teach us about deeply rooted inequities; drawing on intervention projects in disadvantaged communities and LMICs; publishing scholarly articles in Global Health Promotion regarding the health promotion response to COVID-19 and other current and emerging issues; disseminating the work of the Global Working Groups; and promoting the policy-themed World Conference in May 2022.
- iii. To leverage partnerships to translate advocacy and mobilization into concrete actions targeting specific areas (e.g. build on planned NCD work with international partners such as the WHO, Voluntary Health Association of India and Vital Strategies, promote universal access to health promotion and prevention services and health-promoting settings).
 - a. Engage in projects that aim to understand and act on the determinants of health. For example, building on collaborative work in Africa, India and other countries to support capacity building in health promotion across 2021-2026.

- iv. To enhance a planetary consciousness in health promotion.
 - a. Ensure that the IUHPE 2019 Legacy Statements inform the thinking and action of IUHPE on an on-going basis, by contributing key concepts into strategic documents and the work programme of IUHPE, across 2021-2026.
 - b. Explore with IUHPE how planetary consciousness can be enhanced within health promotion by including key messages into the work programme and other activities of IUHPE, across 2021-2026.
 - c. Conduct a webinar on planetary health and health promotion as part of the webinar series for the 70th anniversary, by December 2021.

- v. To incorporate an eco-social understanding of planetary health and human wellbeing into health promotion, making it transformative and more effective.
 - a. Ensure that an eco-social understanding of planetary health and human wellbeing informs the thinking and action of IUHPE, valuing indigenous knowledge and perspectives on health and sustainable development, across 2021-2026.
 - b. Explore with the Global Accreditation Organisation (GAO) of IUHPE how an eco-social approach to planetary health and human wellbeing can be incorporated into the IUHPE competencies and standards by June 2022.
 - c. Draft a position paper on planetary health and human wellbeing with the Waiora Planetary Health GWG and IUHPE by September 2021.

2.2: Noncommunicable and Communicable Diseases

Goal: To advance IUHPE leadership on addressing communicable and noncommunicable diseases (NCDs) through the adoption of a comprehensive health promotion approach with a focus on promoting population health, wellbeing and equity.

Objectives and supporting actions:

- i. To advocate the central role of health promotion in advancing the WHO Global Action Plan on NCDs (GAP).
- ii. To articulate and advance health promotion solutions as a key element of WHO core priorities and related policy solutions for NCDs.

- a. Update the IUHPE position statement on NCDs (2018) and related ‘Key Messages on NCDs’ in alignment with current evidence, IUHPE Strategic Directions 2021-2026 and contemporary advocacy opportunities, across 2021-2026.
- iii. To articulate and advance health promotion solutions as a core component of managing and preventing pandemics and infectious diseases.
 - a. Develop IUHPE statements and key messages on communicable diseases in line with current evidence, IUHPE Strategic Directions 2021-2026 and contemporary advocacy opportunities, across 2021-2026.
- iv. To translate knowledge on community-based approaches developed with partners during the COVID-19 pandemic and support capacity building in health promotion approaches to infectious diseases.
 - a. Document and translate learning from the IUHPE COVID-19 Response in Africa project and the South-South Collaboration with the Voluntary Health Association in India, developing further collaborative projects in 2021-2026.
- v. To maintain current representation and strong official engagement with WHO (WHO CCWG on NCDs) and expand IUHPE representation and advocacy on global and regional decision-making bodies.
 - a. Maintain membership of the WHO Civil Society Working Group on NCDs, leadership of advocacy and communications workstream, and influence on NCD policy across 2021-2026 (including revision of the GAP).
 - b. Progress cross-over of IUHPE influence from the NCD area into related WHO and UN priorities, especially mental health, COVID-19, air pollution, Universal Health Coverage and the Sustainable Development Goals (SDGs) across 2021-2026.
 - c. Progress WHO CCWG adoption of systems approaches consistent with IUHPE positions and values across 2021-2026.
- vi. To update IUHPE positions and policy related to communicable diseases and NCDs.

2.3: Mental Health and Wellbeing

Goal: To advance the promotion of population mental health and wellbeing through policies, practices and research based on the principles of mental health promotion.

Objectives and supporting actions:

- i. To advocate the central role of mental health promotion within the global health promotion field and its essential contribution to population health and wellbeing.
 - a. Develop position statements and advocacy strategies through the Global Working Group (GWG) on Mental Health Promotion across 2021-2022.
- ii. To partner with international and national agencies in advancing the field of mental health promotion.
 - a. Engage with WHO, UNICEF and other global and regional agencies and partners in advancing mental health promotion policy, research and practice across 2021-2026.
- iii. To develop and exchange knowledge and good practices among mental health promoters globally.
 - a. Foster a community of practice globally through the GWG network, conferences and other platforms.
- iv. To identify core competencies for mental health promotion and develop a core curriculum for education and training in mental health promotion practice.
 - a. Develop core competencies for mental health promotion practice, across 2022-2026.
 - b. Develop accessible training materials that will advance knowledge and skills for mental health promotion and continuing professional development, across 2022-2026.

2.4: Developing the Health Promotion Field

Goals:

- **To strengthen the capacity and capability for health promotion at a global, regional and national level.**
- **To increase the visibility of health promotion as a dedicated field of practice with a distinct body of knowledge.**
- **To increase visibility of the IUHPE as a global leader in developing the health promotion field.**

Objectives and supporting actions:

- i. To advance the recognition of health promotion as a specialist area of practice.
 - a. To promote the IUHPE Accreditation System and expand the engagement of members in the accreditation process across 2021-2026.

- ii. To enhance workforce capacity through accredited professional education and training programmes.
 - a. To expand the number of Health Promotion education programmes registered with the IUHPE Accreditation System across 2021-2026.
- iii. To upskill the existing workforce through training for continuing professional development.
 - a. Deliver accessible continuing professional development training programmes for registered practitioners and IUHPE members across 2021-2026.
- iv. Establish alliances with professional organizations in public health and other related organizations.
 - a. Promote the IUHPE Accreditation System through public health and health education networks and partnerships across 2021-2026.

3. IUHPE Operational Measures:

To achieve the strategic objectives of the IUHPE and to ensure organizational sustainability and growth, reputation and influence, a range of Operational Measures are employed that enhance the organization's ways of working, ensure effective governance and advance organizational enablers such as communication, membership development and servicing, and financial sustainability. These measures will be implemented by the IUHPE Executive Board and the Secretariat in collaboration with the IUHPE Global Working Groups, members, networks and partners.

- **Advocacy** for health promotion policies, practices and research that will promote population health and wellbeing and create greater equity in health within and between countries.
- **Partnerships** and alliances that will strengthen the position of health promotion globally and create health-promoting policies and practices.
- **Leadership** in health promotion through the creation of a global network of health promoters globally based on exchanging knowledge, practices and ideas that will advance health promotion.
- **Knowledge Development and Translation** to promote evidence-based health promotion knowledge, policy and practice for the effective implementation of strategies and interventions that will promote population health and wellbeing.
- **Capacity Development** to support and strengthen high levels of capacity and skill development in individuals, organizations and countries to undertake effective health promotion action.
- **Communication** and dissemination of scientific publications and technical reports/documents, the outputs from the Global Working Groups, and conference organization at global and regional levels.
- **Membership Development** to deepen and widen our engagement with the membership at all levels through sharing knowledge (webinars, summer schools, conferences), practices and ideas (network/working groups) at regional and global levels.
- **Effective Governance** to ensure the effective and ethical administration of the organization through setting strategic priorities for action and ensuring sound financial planning, management and sustainability.



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