

***Promoting Health and Succeeding
in Health Promotion***

**Making Use of the Policy
Environment**

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Structure

- **New dimensions for health promotion**
- **Managing the policy process**
- **How to create momentum**
- **Vital signs of health promotion**
- **Key elements of strategic management**

20 Years of Health Promotion

- the gospel according to John

- **Editor of *Health Promotion International***
- **First Professor of Health Promotion in Europe**
- **Executive Director, Hearbeat Wales and Health Promotion Authority for Wales**
- **Co-author and editor, Ottawa Charter for Health Promotion**
- **Director, WHO Collaborating Centre for HP&E**
- **WHO (EURO) Health Policy Adviser**
- **Chief Health Officer/Executive Director of Public Health, DHS Victoria**

Exponential use of the term 'health promotion' in the last 20 years

- **Strategies and Plans**
- **Programmes and Projects**
- **Foundations and Agencies**
- **Practitioners and Associations**
- **Research Bodies and Institutes**
- **Chairs and Degrees**
- **Journals and Books**

Key Milestones in HP

- the paper trail

- **1978 Declaration of Alma Ata**
- **1981 Health for All by the Year 2000**
- **1984 Concepts and Principles of HP**
- **1985 Health Promotion in Action**
- **1986 Health Promotion International**
- **1986 Ottawa Conference and Charter**
- **1988 Adelaide Recommendations**

Key Milestones in HP - the paper trail

- **1991 Sundsvaal Statement**
- **1994 IUHPE formed**
- **1997 Jakarta Declaration**
- **1998 Resolution on Health Promotion adopted by the World Health Assembly**
- **2000 Mexico Ministerial Statement**
- **2005 Bangkok Conference**

Broadening Dimensions of Health Promotion

- 1. 1970's: information and education
(eg heart disease, cancer, tobacco)**
- 2. 1980's: complementary approaches
(eg supportive environments)**
- 3. 1990's: settings and sectors
(eg schools, cities, hospitals)**
- 4. 2000's: social determinants and
socio-economic trends**

The Fourth Dimension of Health Promotion

- **Habitats - unrelenting increases in urbanisation and rural deprivation**
- **Families - massive shifts in structures, responsibilities, roles**
- **Work - major new patterns, pitfalls and potentials**

- **Ageing - progressive lengthening of life span and dependency**
- **Violence - rising aggression, conflicts, victims and refugees**
- **Markets - sharp movements towards consumerism, privatisation of services**
- **Communication - revolutionary changes in information transfer and learning**

Managing the Policy Process

means undertaking

Political Analysis and Strategy

Practical lessons

- **Perspectives from within the Victorian State Government as Chief Health Officer and Executive Director Public Health 1998-2002**
- **Examples of successful initiatives in Tobacco, Obesity, Legionella Control, Food Regulation, Gene Technology, HIV and Drugs Services**

Key components of political analysis and strategy

- Issue
- Source
- Benefits
- Timing
- Methods

Issue

- **Respond to a perceived problem**
(eg HIV Strategy)
- **Demonstrate strong constituency of support in and outside government**
(eg Obesity Prevention)
- **Articulate clearly what is needed**
(eg Drugs Services)
- **Present a simplified construct and manageable actions** (eg Legionella)

Source

- **Demonstrate credibility and status with community, politicians and government** *(eg Tobacco Legislation)*
- **Forge alliances with a range of groups - health and other** *(eg Obesity Prevention)*
- **Provide unanimity of advice** *(eg HIV Strategy)*

Benefits

- **Focus on solutions not adding more problems** *(eg Legionella Control)*
- **Demonstrate short term as well as long term 'pay offs'**
(eg Tobacco Legislation)
- **Create multiple 'wins' for different stakeholders** *(eg Food Regulation)*
- **Emphasise that consequences and risks are worse from not acting**
(eg Gene Technology)

Timing

- **Place pre election so action can be included in forward commitments**
(eg Drugs Services)
- **Avoid mid term unless significant resources are not required**
(eg Gene Technology)
- **Build on existing policy or entry points**
(eg Tobacco Legislation)

Methods

- **Develop supportive and constructive relationships**
(eg Drugs Services)
- **Demonstrate enthusiasm and commitment**
(eg HIV Strategy)
- **Use media creatively**
(eg Obesity Prevention)
- **Reinforce message from different angles**
(eg Food Regulation)

How do you build links with government departments?

- **Solutions focused**
- **Empathy and realism**
- **Trust with 'no surprises'**
- **Mutual respect and help**
- **Credibility, constituencies**
- **Quality and performance**

How does government bureaucracy manage interest groups and lobbyists?

- Investigation
- Correspondence
- Meetings
- Briefings
- Working groups
- Commissioned research

How does government bureaucracy brief Ministers and/or advisers?

- **Formal Ministerial briefings**
- **Discussions with Advisers**
- **Discussions with Ministers**
- **Eliciting support from other senior colleagues eg Secretary**

Political analysis and strategy – the four P's

- **Position** eg clear actions and optimal timing
- **Perception** eg benefits, reframe issue to fit context
- **Players** eg new groups, alliances, community
- **Power** eg through media, lobbying, protests

How to create momentum

- **Knowing the community**
- **Identifying entry points**
- **Providing leadership**
- **Building a team, infrastructure**
- **Developing a constituency**
- **Using the power of information**
- **Harnessing the media**

How to create momentum

- **Building on the experience of others**
- **Adopting a comprehensive approach**
- **Working with the 'grain'**
- **Anticipating problems, conflicts**
- **Achieving short term goals**

How to create momentum

- Legitimising, rewarding action
- Publicising, praising efforts
- Winning resources
- Including everyone
- Providing mutual support
- Assimilating action into society

Vital signs of health promotion

- 1. Understanding and responding to people's needs**
- 2. Building on sound theoretical principles**
- 3. Demonstrating a sense of direction and coherence**
- 4. Collecting, analysing and using information**
- 5. Reorienting key decision-makers**

Vital signs of health promotion

- 6. Connecting with all sectors and settings**
- 7. Using complementary approaches at individual and environmental levels**
- 8. Encouraging participation, ownership**
- 9. Providing technical and managerial training and support**
- 10. Undertaking specific actions and programmes**

Key elements of strategic management

- **Purpose** - **Vision, Direction**
- **Participation** - **Joint Ownership**
- **Priorities** - **Achieving Results**
- **Performance** - **Measures, Targets**
- **Partnerships** - **Intersectoral Action**

Further information

- Health promotion's record card - how principled are we twenty years on?
Health Promotion Internat. 19.1, 2004
- Health Promotion – origins, obstacles and opportunities. in *Understanding Health*, Ed.s Helen Keleher and Berni Murphy, Oxford University Press, 2004
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