

Health Promotion Agency

# ***Statement of Intent***

*2017–2021*



PO Box 2142  
Wellington 6140  
New Zealand  
**hpa.org.nz**

June 2017



This work is licensed  
under a Creative  
Commons Attribution 4.0  
International licence.

# Contents

Foreword.....	2
Health Promotion Agency.....	3
The New Zealand Health Strategy.....	4
Who We Work With.....	5
Our Strategic Direction .....	6
Our Strategic Intentions .....	7
Looking Forward to 2021.....	10
Our Focus 2017-2021.....	11
Measuring Our Success.....	14
Organisational Health and Capability .....	15

# Foreword

We are pleased to present the Health Promotion Agency's (HPA's) Statement of Intent. It outlines HPA's strategic intentions and focus for 2017-2021.

Improving the health of New Zealanders is a shared responsibility and HPA occupies a central role as the government's expert on health promotion. In 2016 HPA participated in the development of the New Zealand Health Strategy, and we will play an important role in its implementation, helping to ensure that all New Zealanders live well, stay well and get well. We will continue to help deliver Government health priorities, taking our lead from the annual letter of expectations from the Minister of Health. HPA will continue to be flexible and responsive to the need to add programmes of work as priorities change. We are conscious of the need to maximise value for money and remain mindful of the financial constraints under which we operate.

Since being established in 2012, HPA has become a trusted and experienced partner, delivering health promoting interventions, including tools and resources, and advice as required by legislation. We continue to grow our influence and expertise. We have made significant contributions to the health sector across a range of topics, including our core areas: alcohol, mental health, tobacco control, nutrition and physical activity, minimising gambling harm, immunisation, and skin cancer prevention.

HPA is a productive, agile organisation. Each financial year we have provided marketing, communications and advice for important Government health initiatives and priorities in addition to our baseline-funded activities. We expect this will continue as the health sector works together to implement the New Zealand Health Strategy.

Over the next four years, HPA will continue to build partnerships with others in the health sector, and beyond. As we look forward to 2021, we will continue to identify where we can make the biggest difference, and which communities and populations we can help achieve behaviour change. We will continue to work in the places New Zealanders live, learn, work and play, to help communities find their own ways of delivering health promoting messages. We will help enable people to be more aware, motivated and able to improve and protect their own and their family's health and wellbeing, and direct our efforts to ensure environments and services support people to lead healthier lives.



**Dr Lee Mathias**  
**Chairman**  
Health Promotion Agency

June 2017

**Dr Monique Faleafa**  
**Deputy Chairman**  
Health Promotion Agency

June 2017

# Health Promotion Agency

## Our vision

New Zealanders realise their potential for good health and improved quality of life and New Zealand's economic and social development is enhanced by people leading healthier lives.

## Our mission

Inspire all New Zealanders to lead healthier lives.

HPA is a Crown agent established by the New Zealand Public Health and Disability Act 2000.

As a Crown agent HPA is required to give effect to government policy when directed by the responsible Minister.

In delivering our alcohol-specific functions, HPA must have regard to government policy if so directed by the Minister.

### Our overall function is to lead and support activities to:

- promote health and wellbeing and encourage healthy lifestyles
- prevent disease, illness and injury
- enable environments that support health, wellbeing and healthy lifestyles
- reduce personal, social and economic harm.

### We have alcohol-specific functions to:

- give advice and make recommendations to government, government agencies, industry, non-government bodies, communities, health professionals and others on the sale, supply, consumption, misuse and harm of alcohol as those matters relate to HPA's general functions
- undertake, or work with others, to research alcohol use and public attitudes to alcohol in New Zealand, and problems associated with, or consequent on, alcohol misuse.

HPA publishes a Statement of Performance Expectations (SPE) for each financial year, setting out what will be delivered, how performance will be assessed, with specific measures, and forecasting financial information including expenditure in each class of outputs.

We report quarterly to the Minister of Health, and publish an annual report for each financial year.

HPA is funded from Vote Health and from the levy on alcohol produced or imported for sale in New Zealand.

## HPA Board

HPA is governed by a Board appointed by the Minister of Health.

Board members are:

- Dr Lee Mathias (Chairman)
- Dr Monique Faleafa (Deputy Chairman)
- Professor Grant Schofield
- Jamie Simpson
- Tony O'Brien
- Catherine Abel-Pattinson
- Dr Mataroria Lyndon

The Chief Executive is Clive Nelson.

# The New Zealand Health Strategy

HPA is proud to be part of the New Zealand Health sector team that will activate the New Zealand Health Strategy.

The New Zealand Health Strategy: Future direction outlines the high-level direction for New Zealand's health system over the 10 years from 2016 to 2026.<sup>1</sup> It lays out some of the challenges and opportunities the system faces; describes the future New Zealand wants, including the culture and values that will underpin this future; and identifies five strategic themes for the changes that will take New Zealand toward this future.

## The guiding principles of the strategy are:

1. Acknowledging the special relationship between Māori and the Crown under the Treaty of Waitangi
2. The best health and wellbeing possible for all New Zealanders throughout their lives
3. An improvement in health status of those currently disadvantaged
4. Collaborative health promotion, rehabilitation and disease and injury prevention by all sectors
5. Timely and equitable access for all New Zealanders to a comprehensive range of health and disability services, regardless of ability to pay
6. A high-performing system in which people have confidence
7. Active partnership with people and communities at all levels
8. Thinking beyond narrow definitions of health and collaborating with others to achieve wellbeing.



Source: New Zealand Health Strategy. Available at: <http://www.health.govt.nz>

<sup>1</sup> <http://www.health.govt.nz/publication/new-zealand-health-strategy-2016>

# Who We Work With

HPA is well connected, with excellent working relationships with a large number of organisations, across sectors and communities, and in a range of environments and settings. We support partners, and lead and work with stakeholders to achieve our shared objectives to ensure consistent messages, and to enable communities to develop solutions that work for them.

## Health Promotion Agency

We work across the depth and breadth of the New Zealand health sector. As well as working closely with the Ministry of Health, our strong relationships include:

- other health Crown entities
- the national telehealth service (Homecare Medical)
- 20 district health boards
- public health organisations
- general practitioners, midwives, nurses, and professional associations
- primary care providers
- iwi and Māori health providers
- Pacific health providers
- health non-governmental organisations eg, Mental Health Foundation, Heart Foundation, New Zealand Drug Foundation.

We work closely with central government agencies including the:

- Ministry of Health
- Ministry of Business, Innovation and Employment
- Department of Internal Affairs
- Ministry of Justice
- New Zealand Police
- Ministry of Education
- Ministry of Social Development
- Ministry for Vulnerable Children, Oranga Tamariki
- Accident Compensation Corporation.

Organisations outside government structures often have direct connection with our audiences.

We work with many organisations to develop initiatives to meet their particular needs. These organisations include:

- local government
- regulators
- community licensing trusts
- industry (eg, alcohol, gambling)
- sports organisations
- employers
- the media.

# Our Strategic Direction



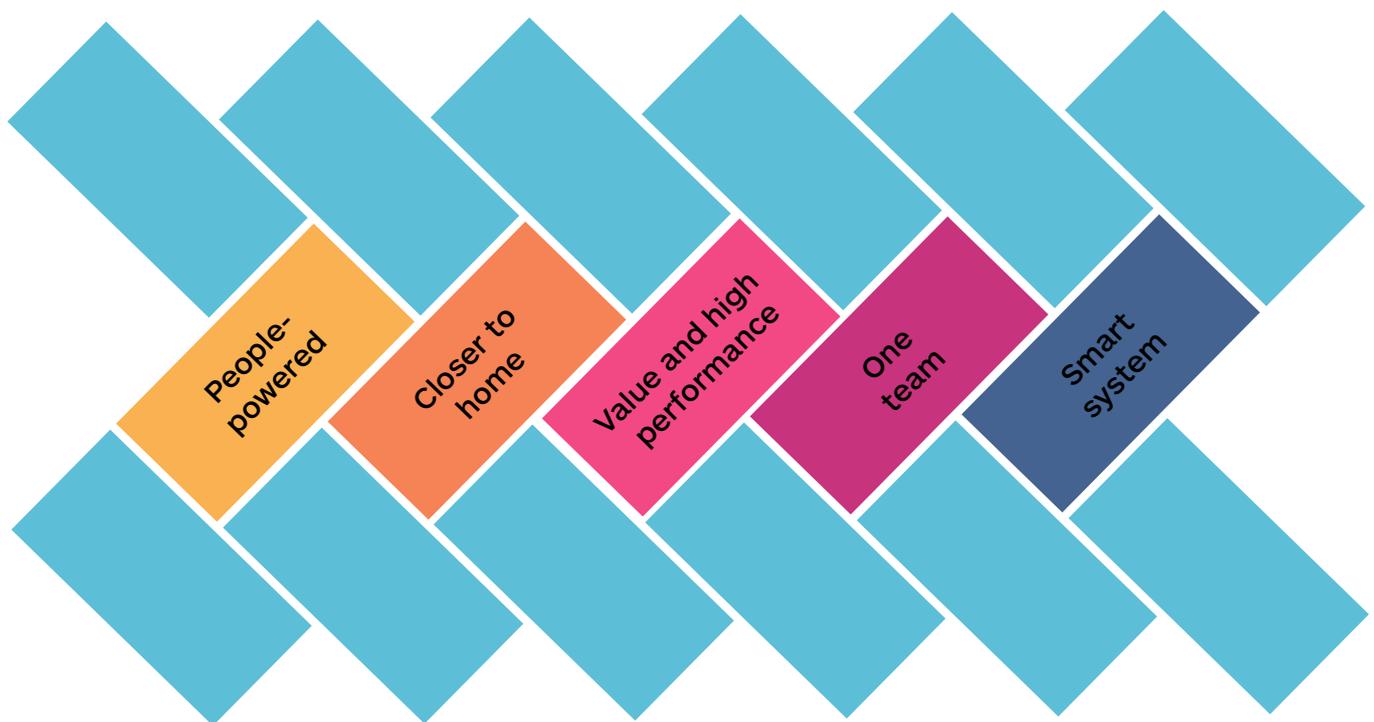
Our strategic framework diagram shows how HPA contributes to wider health system outcomes.

# Our Strategic Intentions

HPA has two strategic intentions and three output classes. The strategic intentions guide our activities, and each output class is a group of similar activities or outputs. Our strategic intentions overlap and strengthen each other, and both contribute to the New Zealand Health Strategy. The five strategic themes of the strategy provide a focus for change in the health sector, and our strategic intentions weave around the five themes.

## Strategic Intention One

People are more aware, motivated and able to improve and protect their own and their family's health and wellbeing



## Strategic Intention Two

Physical, social and policy environments and services better promote and protect health and wellbeing

## Strategic Intention One

### People are more aware, motivated and able to improve and protect their own and their family's health and wellbeing

HPA aims to motivate people to lead healthier lives.

We will help advance the people-powered theme of the New Zealand Health Strategy, making New Zealanders health smart by working to raise awareness of health issues, improve people's understanding of healthy behaviour, and motivate people to take action and make positive changes and healthy choices.

The closer to home theme of the New Zealand Health Strategy recognises the importance of promoting wellness and preventing long-term conditions through both population-based and targeted initiatives, as well as investing in health and wellbeing early in life and focusing on children, young people, families and whānau. HPA will support this theme with many targeted activities.

The ongoing challenge is to make sure our messages get through to the right people, efficiently and effectively. We will continue to seek innovative ways of reaching New Zealanders, in line with the smart systems theme of the strategy.

We will also develop resources that inform and educate people, both to be distributed by HPA and for use by our partners and stakeholders. This contributes to the smart system theme, which looks to take advantage of opportunities offered by new and emerging technologies, and discovering, developing and sharing effective innovations across the system.

We will work to make sure people know when and how to get the help they need, so HPA contributes to helping people navigate the health system.

Our work is evidence based, user tested and evaluated, in line with the value and high performance theme.



## Strategic Intention Two

### Physical, social and policy environments and services better promote and protect health and wellbeing

HPA influences and supports many organisations to help them promote and protect health and wellbeing in a wide range of communities. We work to help ensure the environments where New Zealanders live, learn, work and play support and promote health and wellbeing.

To achieve this HPA will make a significant contribution to the one team strategic theme of the New Zealand Health Strategy. We will support many partners and stakeholders and strive for consistent, effective communications and messages, to help ensure the health sector and others are working together and maximising all of our efforts to achieve the same outcomes. We will work with industry and with regulators to influence environments and activities that contribute to harm reduction. HPA will influence the development and implementation of policies and laws by contributing to interagency policy processes and making submissions to central and local government concerning alcohol-related harm reduction.

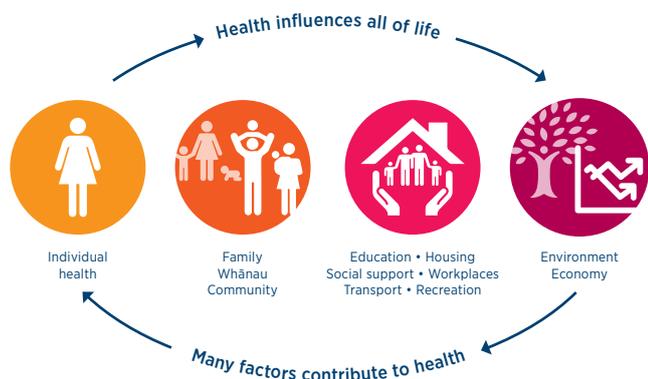
Local solutions for local issues will become increasingly important to HPA as we support the closer to home strategic theme, and we endeavour to help communities and services inspire better health and wellbeing. We will offer specialist knowledge and make efforts to incorporate health promotion into workplace, sport and education settings.

Our commitment to a strong evidence base and research both conducted and supported by HPA will continue, contributing to the smart system theme and supporting improved decision making and reporting across the sector.



# Looking Forward to 2021

It is HPA’s mission to inspire all New Zealanders to lead healthier lives. We will contribute to the implementation of the New Zealand Health Strategy, working with others to help New Zealanders live well, stay well and get well.



Source: New Zealand Health Strategy. Available at: <http://www.health.govt.nz/>

There are many factors that influence health<sup>2</sup> and therefore the work of HPA. We will continue to identify where we can make the biggest difference and which communities and populations we can help achieve behaviour change. We will maintain a team approach, working together with other agencies to deliver results.

New Zealand’s population is changing. HPA will continue to grow, develop and refine the ways in which we engage with diverse population groups. We will take care to ensure our messages work across New Zealand’s populations, or are targeted where there is particular opportunity to support a positive behaviour change. We will continue to work with iwi and Māori communities and be responsive to the diversity of Pacific populations, and other emerging population groups where there is need for health promotion. We will partner with them to develop and deliver health promotion projects.

HPA will work towards a broader view of good health and wellbeing, taking into account that New Zealanders and communities do not deal with health issues or the need for change in isolation from other influences. We will look for opportunities to demonstrate a broader wellbeing approach, for example targeting population groups, such as pregnant women, with evidenced-based resources and advice across a range of health topics, and working closely with primary care organisations to help them promote health and wellbeing.

Communicating health and wellbeing messages needs to continue to change in line with the changing needs of New Zealanders. The way in which we reach audiences, and help others spread important health messages, must make the most of digital opportunities to inspire our audiences and the many groups we work with. HPA will use innovative methods as the tools our audiences use (such as social media) continue to evolve.

We will also use digital solutions for gathering and using information to continue to enhance and improve our effectiveness, and that of others in line with the smart systems theme of the New Zealand Health Strategy. This includes constantly looking at ways to improve what we do and the value we deliver for taxpayers’ investment. We will make sure that our work continues to be underpinned by robust evidence, reviewing the way we undertake research, evaluate our work and demonstrate the difference that we make. HPA will use an investment approach to plan and evaluate our work.

<sup>2</sup> <http://www.health.govt.nz/publication/new-zealand-health-strategy-2016>

# Our Focus 2017–2021

HPA will influence and motivate healthy behaviour in line with Government priorities by:

- delivering carefully targeted marketing and other communications
- providing tools and resources, including digital innovations, to help others promote key messages
- partnering with others across the health sector and beyond.

HPA will:

- seek opportunities to support wellbeing for particular priority populations
- contribute specialist knowledge and help to improve how wellbeing is incorporated into workplace, sport and education settings
- work with communities to help them develop local initiatives for wellbeing
- undertake and support research and provide advice to inform our own work and the work of others
- influence the development and implementation of policy by contributing to interagency policy processes
- manage the Ministry of Health's education resources, which cover a wide range of health topic areas.

Below we outline our strategic intentions and the outcomes we seek to 2021 in the following areas:

- alcohol
- gambling harm
- immunisation
- nutrition and physical activity
- mental health
- skin cancer prevention
- tobacco control.

Our annual Statement of Performance Expectations provides more detail about planned activities for each financial year. We highlight planned activities for each area, and measures of our success, grouped in each of our output classes - promote, enable and inform.

HPA's two overarching strategic intentions are interpreted for each of our major areas of work. Activities undertaken each year to contribute to the achievement of these high-level strategic intentions are outlined in our annual Statement of Performance Expectations, grouped by output class. We report on all activities each financial year in our annual report.

	<b>STRATEGIC INTENTIONS 2017-2021</b>	<b>OUTCOMES 2021</b>
<b>Alcohol</b>	<p>People are more aware, motivated and able to drink at low-risk levels or choose not to drink.</p> <p>Physical, social and policy environments and services support New Zealanders to drink at low-risk levels or not drink.</p>	<p>Build social permission for people to drink at low-risk levels or not drink.</p> <p>Make it easier to seek and find help early.</p> <p>Influence policies, practices and the management of drinking environments to support people to drink at low-risk levels or not drink.</p> <p>Contribute to strengthening protective factors that support low-risk drinking or not drinking.</p>
<b>Tobacco</b>	<p>People are more aware, motivated and able to change their smoking behaviours.</p> <p>Environments and services better promote and protect New Zealanders from tobacco-related harm.</p>	<p>Contribute to strengthening protective factors that influence 17 to 24-year-olds to be smokefree.</p> <p>Support stop smoking services and other stakeholders with quality advice, evidence and resources to support New Zealanders to be smokefree.</p>
<b>Minimising Gambling Harm</b>	<p>People are more likely to check whether their gambling is okay.</p> <p>People are more aware and motivated to use self-help approaches and seek professional help.</p> <p>Gambling environments increase the implementation of appropriate harm minimisation practices.</p>	<p>Make it easier for gamblers and people affected by someone else's gambling to seek and find help early.</p> <p>Support the minimising gambling harm sector and gambling industry with quality advice, evidence and resources to minimise harm.</p>
<b>Nutrition and Physical Activity</b>	<p>Support New Zealanders to eat healthy foods.</p> <p>Increase opportunities for New Zealanders to be active.</p>	<p>Motivate and support communities to eat well, move more, and sit less.</p> <p>Support the nutrition and physical activity sector with quality advice, evidence and resources to support New Zealanders to eat healthy foods and be active.</p>

	<b>STRATEGIC INTENTIONS 2017-2021</b>	<b>OUTCOMES 2021</b>
Mental Health National Depression Initiative	<p>People recognise anxiety and depression and know where and how to get help, including self-help.</p> <p>Communities and social environments are supportive of people who experience depression and anxiety.</p>	<p>Provide quality advice, information and resources that promote self-help and early intervention for depression and anxiety.</p> <p>Provide reliable information to influence communities to support people who experience depression and anxiety.</p>
Mental Health Like Minds, Like Mine	<p>New Zealanders demonstrate respectful attitudes and inclusive behaviours towards people with mental distress.</p>	<p>Support stakeholders with tools and resources to make policies, structures and cultures that are inclusive and supportive of people with mental distress.</p> <p>Support communities with resources and tools to take action to increase social inclusion.</p>
Skin Cancer Prevention	<p>People are more aware, motivated and able to increase behaviours that protect from excessive ultraviolet radiation (UVR) exposure.</p> <p>Environments and services better protect New Zealanders from UVR exposure that causes harm.</p>	<p>Increase knowledge of risk (and benefits) of UVR among the public, health professionals and policy makers in order to increase individual behaviours that protect them from UVR that causes harm.</p>

# Measuring Our Success

HPA publishes a Statement of Performance Expectations (SPE) each financial year, which provides specific measures for planned activities. We also produce an annual report each year, which includes a summary of all our activities (including unplanned extra activities) and reports on their success. We endeavour to ensure quantity, timeliness and quality factors are included in our reporting, stretching ourselves to reach challenging targets. HPA reports quarterly to the Minister of Health.

HPA undertakes a range of research that is used by HPA and by others to inform policy, practice and future research.

We have a number of ongoing surveys and monitors. Some of them cover specific subjects, including the Attitudes and Behaviour towards Alcohol Survey and the New Zealand Smoking Monitor, and others collect information relating to a range of topics, such as the Health and Lifestyles Survey, which monitors health behaviour and attitudes about many health topics. Some of our ongoing monitors and surveys target specific age groups including the New Zealand Youth Tobacco Monitor.

There are a number of other sources of information we use to evaluate our activities.

- HPA has a specific statutory function to provide research on alcohol-related issues. Other alcohol-related research includes trend measurement, expansion of the evidence base for alcohol-related harm (eg, the alcohol investment programme via open tender), support for legislation change requirements, and operational and programme support.
- Marketing and communications campaigns are monitored and evaluated to ensure they reach the intended audiences and are effective.
- Users of HPA resources are asked to evaluate them, and other projects are formally reviewed and evaluated.
- HPA websites and our use of social media are monitored and evaluated.
- We work with our partners to monitor and evaluate our joint activities.
- We monitor media coverage HPA receives.
- External sources, such as research undertaken by the Ministry of Health, Statistics New Zealand, and the Department of Internal Affairs, are also used by HPA to understand the impact of our activities.

# Organisational Health and Capability

HPA continually seeks opportunities to improve its organisational health and capability, and implement good employer strategies.

## Leadership, accountability and culture

HPA promotes open communication internally. There are regular formal and informal team meetings, the executive team meets weekly and there are six-weekly meetings of the management team and quarterly meetings of all staff. HPA's intranet is well used, and its functionality is continually improved.

## Recruitment, selection and induction

HPA is committed to being a good employer to ensure staff have the opportunity to achieve and contribute to the organisation's goals. HPA aims to have a workforce that is innovative, can respond quickly to a fast-moving environment and is capable of delivering value-for-money approaches and results.

HPA advertises vacancies widely (internally and externally) to ensure it employs a workforce that is high calibre and increasingly diverse. All new staff undergo a formal induction process.

## Employee development, promotion and exit

HPA supports professional development and, each year, identifies effective and pragmatic training and development opportunities to meet individual development needs that also increase organisational capability.

The performance management system developed in consultation with staff helps to ensure all employees have their performance recognised.

Exit interviews are offered to all departing staff and are analysed to ensure we continue to improve our operating environment.

## Flexibility and work design

Flexible working hours and conditions, where practicable, help staff meet work and family commitments. Up-to-date technology is available to assist remote working.

Work areas are continuously reviewed to take into account changes in workloads. Structural realignments continue to be made to ensure the organisation operates effectively, with the right resources.

## Remuneration, recognition and conditions

Remuneration is reviewed annually in conjunction with performance reviews.

During the year work continued on updating HPA's human resources policies and procedures, incorporating feedback from staff. HPA ensures Equal Employment Opportunities are incorporated into all policies and practices to promote equity and fairness. These are regularly reviewed and refreshed.

## Harassment and bullying prevention

HPA continues to have a zero tolerance for these behaviours and, if required, acts quickly to address complaints. HPA expects staff to comply with the State Services Standards of Integrity and Conduct.

## Safe and healthy environment

The HPA Board and senior management are familiar with the Health and Safety Guide: Good Governance for Directors. There continues to be a strong focus on employee health, safety and wellbeing. The Health, Safety and Wellness Committee meets regularly and the health, safety and wellness policy acknowledges that a well and healthy staff makes the organisation stronger and more successful. Free influenza vaccinations are offered and HPA has introduced the opportunity for staff to work standing up, to support staff to sit less. All staff have confidential access to an external company that offers confidential counselling.

## Risk

Risk is actively managed through Board responsibility, and Board engagement with the management team. HPA follows the Government Rules of Sourcing for procurement. We have business continuity planning in place.



PO Box 2142  
Wellington  
New Zealand 6140

[hpa.org.nz](http://hpa.org.nz)



JUNE 2017  
HPA 091