



Introduction

I am pleased to be able to present the Strategic Plan 2004-2007 for the Prairie Region Health Promotion Research Centre. This plan is the result of one on one consultation with Centres throughout the province of Saskatchewan, a two-day strategic planning event with stakeholders from a diverse range of communities and a further workshop with the Centre's Advisory Committee to refine goals and action areas.

Since its establishment in 1993, the Centre and its partners have achieved much in the way of shifting health promotion discourse and practice throughout the province from a previous emphasis on health behaviors and lifestyles to a greater focus on health determinants and risk conditions.

Today we are faced with many challenges. At a global level, a number of issues such as trade, urbanization, marginalization, environmental threats and new epidemics (e.g. SARS and AIDS) transcend regional and local boundaries with influences on contemporary practice conditions. At a local level, there is a need to think more critically about a variety of issues. This includes the "why" and "how" we engage with communities, our role in the re-assertion of indigenous and other knowledge paradigms and ensuring that health promotion more generally remains a practice of critical inquiry and action while engaging with a range of initiatives such as primary health care, evidence-based health promotion and social transformation-based approaches. Accordingly this plan is intended to build on the achievements of the past whilst gearing itself to the needs of the future. In particular we are aiming to:

- Increase the breadth of 'what' we consider to be health promotion to more actively draw on areas such as the arts and ecology in terms of health promotion.
- Widen the lens in terms of 'who' we consider to be health promoters, for example, community activists and community-identified leaders.
- Adopt a greater social transformation focus regarding research and practice that in particular supports the self-determination of economically, culturally and politically disenfranchised communities.
- Link local and international initiatives and related knowledge through research and learning opportunities.
- Walk the talk - to develop a learning organization at all levels that models health promotion approaches.

***Dr. Lewis Williams,
Director, Prairie Region Health Promotion Research Centre***

Our Approach to Health Promotion

Population health promotion may be broadly defined as activities that enable individuals, groups and communities to take greater control over health and well-being. In particular, it incorporates:

- The idea that people's health is powerfully linked to the dynamic interrelationship between personal characteristics and social and environmental determinants.
- The notion that identity and culture are central to health. This recognizes the importance of health promotion activities that enable individuals and communities to articulate and realize their evolving aspirations, cultural identities and systems through access to capacities (health determinants) such as land, language, housing, economic resources and decision-making institutions.
- An ecological approach to health promotion that enables human development within a broader set of relationships with the natural world. People are inherently connected or embedded in the natural world and as such are co-participants within the evolution of the larger biosphere.
- That integral to health promotion activities are the concepts of *self-determination*, *capacity building* and *community development* activities aimed at transforming status quo power relations towards health equity between groups.
- The intent of creating institutional (university) - community relations that model power sharing, partnership and relations that are conducive to increased community self-determination and expression. In particular, we aim to address tensions between Euro-Western biomedical knowledge frameworks (and externally imposed health promotion strategies), and culturally specific, local understandings of health and illness through health promotion research and related activities that bridge these knowledge paradigms

Mission Statement

To be a centre of excellence in health promotion research, evaluation and practice.

Goals

- To provide learning opportunities throughout Saskatchewan, Canada and internationally in health promotion practice, research and evaluation.
- To increase Indigenous / Aboriginal¹ health promotion capacity (research, evaluation and practice) in ways identified by these communities.
- To work with urban, rural and Northern communities, particularly those experiencing economic, cultural, political and health disparities (e.g. low-income, migrant, indigenous, youth, women, gay, lesbian and transgender and people with disabilities) to increase the health promotion and self-development capacities of these communities through research, evaluation, education and action.
- To establish a global approach to health promotion based on the principles of respect, mutuality, reciprocity and social transformation.
- To contribute to evidence based health promotion through the development of multi-paradigm based approaches, drawing together existing evidence and working with communities, practitioners, organizations and funders to establish and profile credible methods.
- To develop and disseminate robust health promotion theory through knowledge generation and translation strategies in collaboration with communities and other research centres locally, nationally and internationally. These strategies will be designed to address the tensions between dominant Euro - Western biomedical frameworks and culturally specific, localized systems of knowledge.
- To engage in research that informs public policy (and shifts policy discourse) at all levels.
- To link communities, practitioners, researchers and policy makers through creating spaces and opportunities for shared dialogue and to act as a health promotion advocate at all levels of governance and other key sectors of society such as the private sector.
- To establish an ecological approach to health promotion that appreciates the interdependencies between well-being, environment and economy and views people as co-participants in the wider biosphere. Inherent in this approach is spirituality, which refers to appreciation of sacredness of all beings and the actualization of health promotion in ways that are mutually beneficial to all members of the earth community.
- To build the necessary center infrastructure and secure necessary resources to carry out the above strategic objectives in the next 3 to 5 years.

¹ In this context “Indigenous / Aboriginal” refers to First Nations, Metis, Non Status and Inuit people.

Action Areas Identified to Date² *(note, activities already underway are italicized)*

Indigenous Health

- To support and participate in a number of health-related research initiatives as identified by these communities. *For example: 1) the Evaluation of the Northern Health Strategy, 2) the submission of a major research proposal "Traditional healing in a contemporary community: Sturgeon Lake" in collaboration with Sturgeon Lake First Nation and the Indigenous Peoples Health Research Centre (IPHRC), 3) the development of a community capacity-building and policy advocacy project with La Loche Village, and 4) an applied international research project in the area of culturally effective health promotion practice.*
- To develop Indigenous research protocol in collaboration with IPHRC, PRHPRC's Research Committee and relevant communities.

Urban, Rural and Northern Health

- To work with these communities, particularly those experiencing health-related disparities on health-promotion related research and evaluation initiatives as identified by these communities.
- In particular this work is likely to include, initiatives aimed at the implementation and integration of population health promotion, primary health care and Northern Health Strategies, mental health promotion and capacity building for health promotion more generally.

A Global Approach to Health Promotion

- To establish health promotion research and practice within a global context by for example, summer schools streams or hosting specific global-health learning and collaborative action forums.
- To foster a social transformation approach to health promotion initiatives undertaken in relation to less economically developed countries.
- *To promote the cross-fertilization and exchange of knowledge between countries with respect to research and training. For example, Training for Health Renewal Project, indigenous health promotion practice and research with communities across similarly developed and colonized countries.*

Evidence-based Practice and Health Promotion Evaluation

- To establish and profile multi-paradigm and transdisciplinary approaches to evidence-based health promotion.
- To work with policy makers, funding organizations, relevant health-systems managers and practitioners, the media, community-based organizations and the public to ensure such approaches become 'mainstreamed', particularly in areas such as Primary Health Care and preventative medicine.

² The prioritization of action areas will be determined by the evolving match between community-defined priorities, funding opportunities and other available resources.

Health Promotion Training and Support

- *To support the concurrent implementation of provincial health strategies such as the Population Health Promotion, Primary Health Care and Northern Health Strategies through learning events in ways relevant to community leaders and organizational representatives.*
- To develop and implement a regional wide training strategy in collaboration with provincial partners and Health Canada.
- To provide learning opportunities for students via thesis supervision, summer studentships or attendance at workshops.
- To develop distributed and distance learning opportunities.
- To foster Participatory action research (or components of it) as a health promotion practice through the development of a specialist PAR program.
- *To continue the HP-Link list serve and health promotion discussion forums via the Centre's website for those engaged in population health promotion, research, evaluation and practice.*

Knowledge Translation

- To develop and implement knowledge generation and translation strategies that ensure the best fit between knowledge and generation, translation, and transfer contexts.
- In particular this includes research that explicitly links broader cultural processes of knowledge generation, dissemination and utilization as this relates to health knowledge translation practice.
- To develop and implement training in knowledge translation as this relates to health promotion research and practice. This specifically includes facilitating understanding of different knowledge-generation and (translation paradigms) in ways that are mutually respectful and avoid prioritizing one knowledge system over others.

Centre Infrastructure and Resourcing³

The longer-term vision for the Centre is to establish a structurally sound and fiscally sustainable basis to promote longer-term growth through:

- Securing core funding for an Administrative Coordinator and to cover general administration overheads.
- Securing term, tenure track and tenured positions
 - *Long term:* Two additional tenure track positions that have coordinating functions in the areas of (1) Health promotion research, and (2) Health promotion evaluation.
 - *Short term:* One term position to assist in securing research funds, supervise evaluation projects and coordinate evidence based health promotion initiatives.
 - *Short term:* One term Educator / trainer position (2-3 years) via a contract with Federal and Provincial funders.
 - N.B it is envisaged that contract staff funded through grants will be coordinated through the more permanent positions above.
- Developing Research Associate-ships and multi-disciplinary linkage within and across universities

³ Note, further details pertaining to this section are provided in the Centre's Business Plan.

Governance and Relationships

The Centre is accountable through its Director to the Deans of the College of Medicine and Extension Division

The Centre also has an Advisory Committee made up of community, government and university representatives. Its main function is to ensure the social accountability of the centre to the communities it serves, through guiding centre directions and approaches to population health promotion activities.

Advisory Committee Members

- Adele Crocker, Provincial Manager, Population and Public Health Branch, Health Canada, Saskatchewan Region, Regina, Saskatchewan
- Dr Bruce Reeder, Head of Dept, Community Health & Epidemiology, U of S, Saskatoon, Saskatchewan
- Don Kossick, Training for Health Renewal Project, Community Health and Epidemiology, U of S, Saskatoon, Saskatchewan
- Elaine Malbeuf, Director of Community Health Services, Keewatin Yaththe Regional Health Authority, Beauval, Saskatchewan
- Georgina Jolibois, Mayor, La Loche, Saskatchewan
- Jackie Hubick, Consultant, Population Health Unit, Saskatchewan Health, Regina, Saskatchewan
- Dr James Irvine, Medical Health Officer, Northern Regional Health Authorities, Population Health Unit, La Ronge, Saskatchewan
- Dr Jim Thornhill, Associate Dean of Research and Basic Sciences, College of Medicine, U of S, Saskatoon, Saskatchewan
- Dr Karen Chad, Associate Vice President of Research, Vice President Research Office, U of S, Saskatoon, Saskatchewan
- Larry Flynn, Regional Manager, Population Health Promotion, Health Canada, Winnipeg, Manitoba
- Dr Lewis Williams, Director, Prairie Region Health Promotion Research Centre, Dept of Community Health and Epidemiology, U of S, Saskatoon, Saskatchewan
- Lori Hanson, Chair International Advisory Committee, College of Medicine, U of S, Saskatoon, Saskatchewan
- Peter Jonker, Program Director, Environment, Science and Technology, Extension Division, U of S, Saskatoon, Saskatchewan
- Suzanne Mahaffey, General Manager, Public Health Services, Saskatoon Health Region, Saskatoon, Saskatchewan
- Dr Saqib Shahab, Medical Health Officer, Sunrise Health Region, Yorkton, Saskatchewan
- Willie Ermine, Sturgeon Lake First Nation and Indigenous People's Health Research Centre, First Nations University Canada, Prince Albert, Saskatchewan

Summary of Roles and Values of Community Advisory Committee

Identified by the Community Advisory Committee at July 19th 2004 Workshop

(note, some of these pertain to wider functioning of the centre)

| <i>Roles</i> | <i>Values</i> |
|--|---|
| To guide PRHPRC strategic directions and activities and act as a resource, as needed, regarding Centre functioning | Strength-based approach |
| To Assist the Centre in creating new institutional (university) - community relations that model power sharing, partnership and relations that are conducive to increased community self-determination and expression. | Diversity valued |
| To assist the development of an ethical space between the PRHPRC and communities. | Institution - community ethical relationship |
| To act as a conduit for community-PRHPRC information exchange. | Responsive to needs (fluid) |
| To maintain a balance between continuity and fluidity of Advisory Committee membership in order to meet current community requirements, provide linkage for current community-PRHPRC projects and assist with Centre needs | Service to communities |
| To act as a space for reflection and critical enquiry | Learning organization |
| | Sustainability (continuity) |
| | Respecting mutual strengths of Communities and Institutions (University). |
| | Working on Commonalities |
| | Appropriate leadership role |
| | Participatory |
| | Engagement |