



CHRODIS+

IMPLEMENTING GOOD PRACTICES FOR CHRONIC DISEASES

**Andalusian Local Implementation
Working Group (WP 5.2.3.B)
Pre-Implementation Phase Report
SCOPE & SWOT ANALYSIS**

**Regional Ministry of Health of
Andalusia**

General Secretariat of Public Health

Dpt. of Health Promotion and Local Action in Health

(30/ 07 /2018 Sevilla, Spain)



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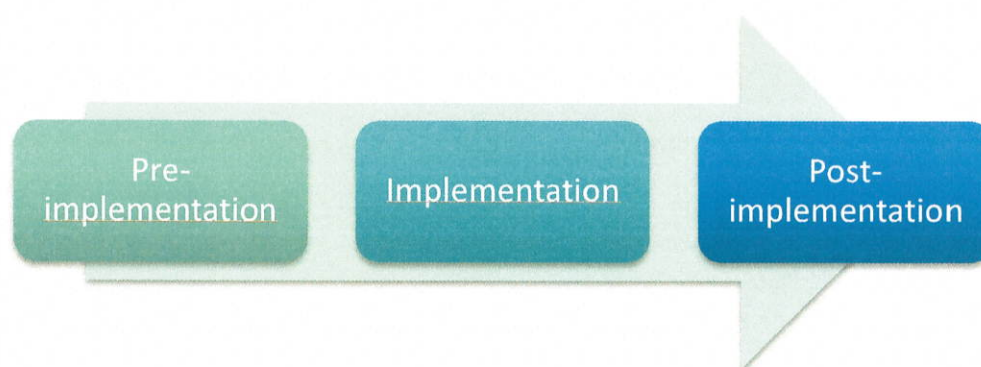
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Introduction

CHRODIS PLUS has defined a three-step implementation strategy to be followed by all implementation sites, one of which is the Andalusian Region. A common implementation strategy is sought in order to promote the systematic uptake of evidence-based interventions into practice, in settings that are different to the original ones. Reports on how the whole process evolves will serve as a helpful baseline for a more efficient cross-national learning as well. In fact, one of the objectives of the working group (Work Package, WP) of **Health Promotion and Disease Prevention (HPDP)** is *“to generate learning and improve the effectiveness of HPDP through supporting small scale pilots, the scaling-up and/or transfer of good practices through strengthening their adaptation and implementation”*.

Figure 1: Implementation strategy phases



The present document focuses on the initial Pre-Implementation phase carried out to pilot the incorporation of elements from the JA-CHRODIS Good Practice “Lombardy Workplace Health Promotion Network¹” to the “Andalusian Programme of Health Promotion at Workplaces”. It would be the only adaptation and implementation of HPDP intersectoral good practices, within CHRODIS PLUS, focusing on adults and, more specifically, in workplace settings.

The **Lombardy Workplace Health Promotion Network (WHPN)** targets adult population at their workplaces, aiming to promote and enhance their healthy lifestyle (by means of different actions focusing on healthy eating, smoking cessation, physical activity...). It is a public-private network building on partnerships and collaboration with all workplace main stakeholders: associations of enterprises, trade unions and the regional health system.

The **Andalusian Programme of Health Promotion at Workplaces (PSLT²)** by its acronym in Spanish) is a HPDP intervention in workplace settings that is being carried in Andalusia since 2012, under the auspices of the Regional Ministry of Health of Andalusia. It shares commonalities with the Lombardy intervention, and it is thought to be improved by means of implementing certain elements from the Lombardy intervention.

1 <http://chrodis.eu/wp-content/uploads/2018/01/the-lombardy-workplace-health-promotion-network.pdf>

2 <http://juntadeandalucia.es/organismos/salud/areas/salud-vida/adulta/paginas/salud-trabajo.html>

Study visit (Milan)

On May 22-23, 2018 two representatives from the Andalusian Regional Ministry of Health visited the Regional Headquarters of the Lombardy Health Department, the owner of the Lombardy practice. The meeting was fruitful to get to know the Good Practice better, directly from the experts and implementers involved and to strengthen the cooperation with them. Coordinators, implementers, participants and other stakeholders of the Italian practice offered a thorough explanation of the central features of the Lombardy WHP intervention. The exchange of information also revealed potential barriers/difficulties, as well as key facilitators, to be taken into account when planning the pilot action plan.

Furthermore, the agenda included two visits to real sites that are carrying out the Good Practice. This was very useful to refine and complement the information with the practicalities described by real-life staff and users.

Figure 2: Study-visit final agenda


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IMPLEMENTING AND PROMOTING GOOD PRACTICES

Adaptation and implementation of intersectoral good practices: the Lombardy Program
"Workplace Health Promotion: the WHP Lombardy Network" (WP5 – Task 5.2)
Study Visit 22nd – 23rd May 2018

22nd May 2018
Milano, Piazza Città di Lombardia 1
Lombardy Region Building (Orange Room n°10, 8th floor, Nucleus 4)

10.00 – 10.15	Welcome note	Liliana Coppola, DG Welfare, Lombardy Region Roberto D'Elia, Ministry of Health, Italy Marlene Leonardi, Fondazione IRCCS Neurological Institute Carlo Besta, Chrodis Plus, WP8 Coordinator
10.15 – 10.30	CHRODIS+: transfer and translation of good practices in health promotion and disease prevention	Claudia Marinetti, EuroHealthNet, Chrodis Plus, WP5 Coordinator
10.30 – 11.00	The Andalusian "Health Promotion at Workplaces" Programme Promoción de la salud en los lugares de trabajo	Francisco Javier Dolz López, Distrito Sanitario Granada Metropolitana Francisco Ruiz Domínguez, Andalusian Regional Ministry of Health
11.00 – 11.30	The Workplace Health Promotion network: detailed presentation of the programme	Liliana Coppola, DG Welfare - Lombardy Region
11.30 – 12.00	The role of trade associations and Corporate Social Responsibility	Fulvia Richiardi, Confindustria Varese
12.00 – 13.00	Questions and answers	Open discussion
13.00 – 14.00	Lunch	
14.00 – 17.00	Working session on implementation	Lombardy Region and Andalusian Regional Ministry of Health
19.30 – 22.00	Dinner with partners (at each participant's costs)	Stelvio Restaurant Via Sebenico, 14, Milano

23rd May 2018
(Site Visits)

9.00	Meeting point (Central Station, Milan, in front of Hotel Galia)	
10.00 – 12.00	Visit to productive site "Alfa Laval" in the territory of the Brianza - Health Protection Agency (ATS)	
13.00 – 14.00	Brunch	
14.00 – 16.00	Visit to productive site "Novartis Farma Spa" in the territory of the Insubria - Health Protection Agency (ATS)	
16.00	Close of the works and travel to airport/Central Station	


 Fondazione IRCCS
Istituto Neurologico Carlo Besta


 Sistema Socio Sanitario
Regione Lombardia


 Regione della Sicilia


 Regione Lazio


 Tutti per la salute
Regione Toscana


 Regione Umbria

www.regione.lombardia.it

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Images from the study visit to the Lombardy WHPN (Milan)



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Pre-implementation Phase

The objective of this phase is first to identify and specify determinants that could influence implementation outcomes, and then to elaborate the Pilot Action Plans to follow during the implementation phase. The Pre-Implementation phase is scheduled to run from May 2018 to September 2018 (see Fig.3). It essentially consists of the following actions:

1. Definition of the scope of the intervention and selection of topics to implement;
2. Situation analysis using the Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis;
3. Elaboration of the Pilot Action Plans.

Even though a report on the whole process is not required until the end, the Andalusian Team has decided to offer this intermediate drafted report to inform about the evolvement of the actions. At the end of the implementation process, an adapted version of the SQUIRE (Standards for Quality Improvement Reporting Excellence) guidelines will be used to report the whole process in each region. This is to enhance the evidence base and transferability potential of these experiences.

Figure 3: Pre-implementation phase timeline



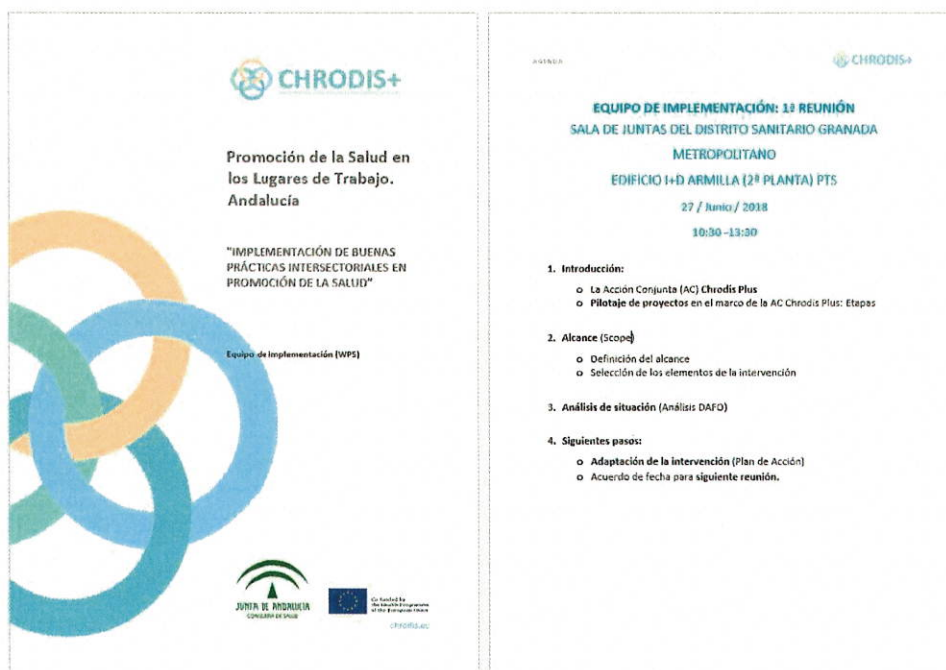
SCOPE definition meetings (Sevilla)

A series of two preparatory meetings took place on May 30 and June 22, 2018, in Seville, in the Central Offices of the Regional Ministry of Health of Andalusia. The core working group participated, composed by the Chief of the Department of Health Promotion in the Regional Ministry, the CHRODIS PLUS Project Managers and the PSLT Andalusian Coordinator. Given the specifics of this WP5.2.3.B task, it was necessary to define the central features or elements of the donor good practice, so that the following meeting with all the Local Implementation Working Group could run with more ease. In concrete, the evidence, the information learnt on-site during the study-visit, and the most feasible features were all analyzed and discussed. A battery of features and elements was finally identified so that the LIWG could choose according to their local needs, interests and capabilities. This was to be completed during the first LIWG meeting and SWOT session.

LIWG Meeting & SWOT Session (Granada)

The WP5 Andalusian Local Implementation Working Group (LIWG) met on June 27, 2018, in the Granada Metropolitan Health District Main Headquarters. The group consisted of 16 participants who represented a wide variety of profiles, sectors and experience levels counting with the organizers, front-line stakeholders, implementers, trade unions and companies' representatives, decision makers and experts. A detailed description of the meeting, with the list of all participants (and their positions) and the raw results of the SWOT analysis is presented in a Report (so far only in Spanish) that was produced and distributed to all participants and also to the Italian Task Leaders.

Fig 4: Call for the Granada meeting



Essentially, the parts or steps of the meeting were the following:

- At the beginning of the meeting, Mrs. M. Aguilera, the Director of the Health District welcomed the attendees and encouraged those to face the stimulating task that involves so many different levels (from the most local, to the regional, and even European!) and wished a fruitful work session to all.
- Organizers presented the background and current context of the Joint Action CHRODIS PLUS, as well as the details concerning the Andalusian and the Lombardy "sister programmes".
- One of the likely companies to be part of the Pilot Action Plan (EMASAGRA) described its experience carrying out the Andalusian PSLT Programme.
- SCOPE discussion and SWOT analysis.
- Plenary session.



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Fig 5: Main elements of the Topic identification and Scope definition

ITEM	DESCRIPTION
Problem / Challenge	<ul style="list-style-type: none"> • Workplaces are strategic places to carry out health promoting actions so as to avoid/delay the onset of chronic diseases. • There is a need to recruit and maintain companies involved in a regional programme to promote health at the workplace.
General purpose of the intervention	<ul style="list-style-type: none"> • Gaining experience and obtaining evidence from implementing, into the Andalusian PSLT Programme, new elements adopted from the Lombardy WHP Good Practice.
Target population	<ul style="list-style-type: none"> • Employees of all sorts and levels- (At the moment, EMASAGRA, a public-private joint venture for water management, based in Granada, is being considered to participate in the pilot action plan).
Topic identification: Central features/elements	<ul style="list-style-type: none"> • One-stop registration system (single window), • Basic requirements for companies who want to run the practice, • Setting cycles for carrying-out the practice, • WHP Label and recognition system, • Openness to proposals of good practices from companies.

Organizers explained the technique and aims of the SWOT analysis to be performed. In general, the purpose of the SWOT analysis was to reveal any possible potential problems that would need to be recognized and possibly addressed, as well as the positive forces and strengths that would contribute to work the plan out as desired. In concrete, the SWOT analysis also enables participants to share their vision in a structured way, and enrich their perception.

The SWOT analysis was carried out in three small groups (4-5 people). These groups came up with a rich list of variables, attributes and conditions to take into account which were presented and clarified in the plenary session. All these factors are shown in the following table. A report (in Spanish) was circulated to all the participants after the meeting, for their review and approval. An Excel grid was also circulated for participants to weight all factors (prioritizing them from very low to very high; 1-10). The most important strengths, weaknesses, opportunities and threats for the LIWG members were classified in a matrix presented in Fig 7. All of this will allow us to have a reasonable overview of the major issues and priorities for the strategic actions to be planned.



Fig 6: SWOT analysis raw results (Granada June 27 2018)

STRENGTHS (Internal factors that affect positively)
<ul style="list-style-type: none"> Existing Health Promotion Services. Official certification. Existing previous experience (no start from scratch!). Communication systems that can reach all employees. Social responsibility /recognition / public image. Career capacity and organizational development. Involvement of high managerial levels. Human resources. Existing evidence. Previous relevant experiences. Dissemination systems that can be useful to companies. Registration system, which can facilitate gathering evidence about the program. Availability of supportive resources. Continuous training. Motivation can be emphasized. Counting with ICTs. Counting with structures such as the Labour Safety Committees. Participation in the JA CHRODIS PLUS. Andalusian Public Health Law, Andalusian Promotion of Healthy Lifestyles Act... The Andalusian weather and cuisine.
WEAKNESSES (Internal factors that affect negatively)
<ul style="list-style-type: none"> Lack of personnel stability. Aging of the workforce. Low participation of professionals in the company-run activities. Low organizational commitment with health promotion actions and policies. Lack of knowledge or wrong beliefs about the impact of these policies (on the health of employees or on the productivity of the company). Expected cost of the implementation. Scarce training in health promotion. Motivation of the workers. Difficult interpersonal relationships. Communication difficulties (especially internal, with other branches or offices). Communication strategy in general (with the population / with the staff). Scarce support staff (from the Administration). The common size of Andalusian SMEs (less resources...). Low number of managers involved who acknowledge the positive opportunities of these interventions. Pending implementations on Labour Laws. Scarce funding for Health Promotion actions and little entrepreneurial culture about it.

OPPORTUNITIES (External factors that affect positively)
<ul style="list-style-type: none"> Existing strategies with health results evidence. Political opportunity. Institutional recognition. Use of ICTs. Access to a repository of outstanding ideas and practices. External projection, recognition, image. Commitment and support to Health Promotion interventions (to reduce risk factors). Aging population / aging of the workforce. European funds and resources, European WHP Network...
THREATS (External factors that affect negatively)
<ul style="list-style-type: none"> Undervaluation of healthy lifestyles. Political instability. Non-co-responsibility culture. Consideration of Health Promotion as a low level intervention. Economic crisis. Political and legislative changes. Healthcare approach vs Health Promotion. Inter-sectoral coordination difficulties (eg between the Ministry of Employment and Health)

Fig 7: SWOT Matrix with the most important categories of factors selected

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> Previous experience (in WHP). Managerial involvement. On-going training. Communication systems for employees. Availability of support and resources. 	<ul style="list-style-type: none"> Low participation of professionals in the company-run activities. Scarce support staff (from the Administration).
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> Existing strategies with health results evidence Commitment and support to Health Promotion interventions Institutional recognition 	<ul style="list-style-type: none"> Consideration of Health Promotion as a low level intervention Healthcare approach vs Health Promotion.



Samples of social media about the Granada SWOT meeting (screenshots and links)



EMASAGRA SELECCIONADA PARA IMPLEMENTAR UNA BUENA PRÁCTICA EN PROMOCIÓN DE LA SALUD EN LOS LUGARES DE TRABAJO (PSLT).

jueves, julio 5, 2018 @ 12:07 PM
publicado por admin

La Consejería de Salud de la Junta de Andalucía está participando en una Acción Conjunta Europea (Chrodis+) que tiene como objetivo compartir buenas prácticas en promoción de la salud y prevención de las enfermedades crónicas. Dentro de esta iniciativa, en la que participan numerosas instituciones europeas, existe una línea de trabajo dirigida al ámbito laboral, que consiste en implementar total o parcialmente una buena práctica ya reconocida en Europa, en este caso Lombardía (Italia), en la Estrategia de PSLT de la Consejería de Salud de la Junta de Andalucía.



La fase de implementación comenzará en octubre de 2018 y la empresa seleccionada para pilotarla ha sido La Empresa Municipal de Aguas de Granada (EMASAGRA).

En la fase previa, de pre-implementación, que tuvo lugar en el Distrito Sanitario Granada-Metropolitano, se constituyó un Grupo Motor, en el que estaban invitados el centro seleccionado así como representantes de los principales Agentes Sociales (Patronal, Sindicatos, Administración...) para hacer una puesta en común sobre las posibilidades que ofrece esta transferencia en el tejido empresarial andaluz.

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<http://www.centrosdetrabajosaludables.es/2018/07/emasagra-seleccionada-para-implementar-una-buena-practica-en-promocion-de-la-salud-en-los-lugares-de-trabajo-pslt/>



<https://twitter.com/andaluciasalud/status/1014460821181779968>



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Images from the LIWG Meeting & SWOT Session (Granada)



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