



International Network of
Health Promoting Hospitals
& Health Services

Global HPH Strategy 2026-2030



The International Network of Health Promoting Hospitals and Health Services

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Abbreviations

GA	General Assembly of the International Network of Health Promoting Hospitals and Health Services
GB	Governance Board of the International Network of Health Promoting Hospitals and Health Services
GNTH	Global Network for Tobacco-Free Healthcare Services
HPH	Health Promoting Hospitals and Health Services
IHF	International Hospital Federation
M-POHL	WHO Action Network on M easuring P opulation and O rganizational H ealth L iteracy
SDGs	United Nations Sustainable Development Goals
TF	Taskforce of the International Network of Health Promoting Hospitals and Health Services
WHO	World Health Organization

Definitions

Action Plan	A plan that outlines an annual program of activities to be undertaken by the International HPH Network to achieve its goals.
Disease Prevention	Disease prevention describes measures to reduce the occurrence of risk factors, prevent the occurrence of disease, to arrest its progress and reduce its consequences once established
Global Strategy	The high-level roadmap for how the International HPH Network will realize its five-year goals
Health Promotion	Health promotion is the process of enabling people to increase control over, and to improve their health.
Mission	A statement outlining the purpose of the International HPH Network.
Vision	The ideal future that the International HPH Network works towards

Introduction to the Global HPH Strategy 2026-2030

Introduction

The Global HPH Strategy 2026-2030 is one of the three key governance documents (Figure 1) that guide the work of the International Health Promoting Hospitals and Health Services (HPH) Network. It is the high-level roadmap for how the International HPH Network will realize its five-year goals.



Figure 1. Three key documents guiding the work of the International HPH Network.

History

Before 2021, Global HPH Strategies had a two-year timeframe. At the 2018 International HPH Network General Assembly, members recognized that processes involved in systems change and innovation can take time to be prioritized, implemented, and have impacts. It was therefore agreed that future Global HPH Strategies would have a five-year timeframe.

Consequently, the recent Global HPH Strategy covered the period from 2021 to 2025 and pursued three main goals guiding all the actions implemented during the period. These were:

1. To influence governance, policy and partnerships so that health systems and health services can reorient towards health, wellbeing and health equity outcomes.
2. To build the capacity of hospitals and health services to reorient by creating commitment, and adapting and sharing evidence, tools, methods and resources.
3. To cultivate the next generation of HPH leadership.

Current strategy context

As the previous Strategy term was coming to its end, the HPH Network General Assembly decided to draft a new Strategy for a renewed period with updated outlooks. Thus, this present Strategy was devised with consideration for:

- › The main conclusions drawn from a review of the five-year period of implementation of the previous Strategy,
- › The current situation and requirements for its further development, and
- › The global context in which the HPH Network is evolving, characterized by diverse uncertainties, transitions, opportunities, and crises related to health systems, drivers of health and health equity, and other factors.

This strategy for the 2026–2030 period was elaborated by the HPH Network Governance Board during a series of dedicated meetings throughout 2025. Inputs from members of the HPH Network General Assembly and the HPH Network Future Leaders Board contributed to shaping the final version of this document.

Main ambitions

As in the previous Strategy, there is a focus on a few selected overall goals. This Strategy pursues three main goals through realistic actions, with progress tracked using relevant indicators. Through these goals, actions, and indicators, the HPH Network pursues its ambition of working toward its primary mission of disseminating the health promotion concept, knowledge base, policies, and practices to health systems, hospitals, and health services globally.

To ensure the progressive realization of the HPH Network's goals, an Action Plan will be developed annually. These Plans will represent annual programs of work for the International HPH Network. Importantly, they will be amenable to change to allow for adaptation to emerging opportunities, challenges, and contextual factors.

Complementarity

National and Regional (sub-national) HPH Networks may develop their own strategy and annual action plans that reflect factors relevant to their context: priorities, systems, capacities, services, professionals, and populations. This document does not seek to replace these National/Regional Strategies.



Positioning the update of the HPH Global Strategy

The previous Global HPH Strategy was devised in the context of the COVID-19 pandemic, the effects of which continue to impact health systems. The context for the Global HPH Strategy 2026–2030 features several ongoing, new, and emerging challenges and opportunities, which reinforce the importance and of reorienting health systems, organisations and services toward proactive health promotion and preventive approaches.

Worldwide, healthcare systems continue to focus on performance and innovation but remain primarily care- and cure-oriented with a predominantly pharmacological/surgical approach. Such an approach is effective where people require it in acute cases but struggle to integrate the self-care strategies necessary in chronic cases to prevent illness, and to promote health and well-being.

However, we cannot ignore that the prevalence of non-communicable diseases remains a major concern worldwide, with rising numbers in all settings and significant impacts on global health. Driven by health determinants and health-compromising behaviour, these conditions compel us to strengthen our primary, secondary and tertiary prevention efforts, encourage and support people in adopting healthy behaviour, improve the social and environmental conditions that enable healthy choices, and advance health promotion to empower individuals to take charge of their own health in environments that are as healthy as possible.

This situation is closely connected to the “One Health” concept, which calls on us to rethink global health in a rapidly changing world with close interdependencies of human, animal, and

planet health shaped by urbanization, climate change, migration, ageing populations, and persistent health and social inequalities. These dynamics present important opportunities to reinforce and expand health promotion.

At the forefront of this necessary reorientation of healthcare systems is the health workforce. Health promotion must also address their needs because these skilled workers are experiencing difficult times, characterized by heavy workloads, lack of time (for recovery and holistic care of patients), increasing pressure, expanding responsibilities, and a rising prevalence of mental health issues, strongly linked with psychological and physical distress of this era of uncertainty. A healthy workforce is essential and forms the foundation of robust, high-performing healthcare systems; therefore, supporting them must remain one of our priorities.

Finally, these observations must be linked to an overarching issue of global and systemic importance: climate change. It urges us to consider population needs for today and tomorrow, to reduce inequalities, and to ensure access to nutritious food, clean air, safe water, secure shelter, healthcare services, essential medicines, and education. The climate crisis clearly defines the direction and urgency of the changes we must make—swiftly, effectively, and equitably.

In the face of this global context, the HPH Network upholds its core values: empowering people, ensuring equity across all population groups, and committing to science-based action. These values shape the Global Strategy for 2026–2030.

Achievements of the International HPH Network, 2021–2025

The period 2021–2025 was a phase of consolidation, innovation, and growth for the International Network of Health Promoting Hospitals and Health Services (HPH Network). Guided by the Global HPH Strategy 2021–2025, the network strengthened its organizational capacity, expanded membership, modernized its standards, broadened its thematic work through new task forces, and enhanced leadership development and advocacy. These achievements advanced the global shift toward health promotion, equity, sustainability, and wellbeing, and laid the foundation for the forthcoming Global HPH Strategy 2026–2030.

Membership grew steadily across all continents. By mid-2025, the HPH network included 568 members in 33 countries. National and regional networks—especially in France, Japan, Hong Kong, and Taiwan—expanded significantly. New networks in Campania (Italy) and Kosovo increased geographic reach, while new members also joined from less-represented countries (such as Nepal, Ireland, Belgium, and Iran) and regions like Värmland in Sweden rejoined after periods of absence. All this reflects the growing global recognition of health-promoting healthcare systems.

A major accomplishment was the **continued rollout of the 2020 HPH Standards**, one of the movement’s most important developments. The standards integrate

modern evidence and address areas such as health literacy, age-friendly care, children’s rights, well-being for those who care and those who are cared for, environmental sustainability, and community engagement. They were translated into multiple languages, including Catalan, Finnish, French, Italian, Spanish, Mandarin, and Swedish (see complete list of translations at <https://www.hphnet.org/standards/>). The new Self-Assessment Tool to support implementation of the standards enabled hospitals to measure progress, and several national networks integrated the standards into accreditation, quality improvement, and training.

The HPH Network further expanded its thematic scope through **new and revitalized task forces**. The Task Force on HPH & Environment played a prominent role in promoting climate-friendly healthcare. The Task Force on Migration, Equity, and Diversity was renewed with new leadership in 2023 and developed strategies to address inequities affecting migrants and minority groups. The existing Task Forces on Age-Friendly Healthcare and Children and Adolescents continued to produce important policy documents and strengthen collaboration with academics and practitioners of health promotion. New task forces were also established: The Task Force on Culture and Health strengthens cultural responsiveness, the Task Force on Health Promoting Built Environment advances research on health-

supportive architecture and the Task Force on the Well-Being of Healthcare Workers was created in the aftermath of the COVID-19 crisis. Together, these groups broaden the scientific and practical capacity for health promotion and foster international collaboration.

In 2024, the HPH Network launched the **Future Leaders Advisory Board**, aligned with Goal 3 of the Global HPH Strategy. Comprising eight emerging professionals from various continents and disciplines, the board contributes to network priorities, supports task force activities, and brings youth perspectives into governance. This initiative ensures leadership continuity and strengthens the Network's long-term sustainability.

The introduction of the first **HPH Policy Briefs** marked a further step in advocacy, helping leaders and policymakers integrate health promotion into health system reforms. Additional briefs, including one on HPH and artificial intelligence (AI) and on HPH in low- and middle-income countries, are scheduled for production. These resources enhance visibility and link research to practice.

The organization of the **annual International HPH Conferences** (<https://www.hphconferences.org/>) has further strengthened the network's global visibility and influence. These conferences are organised by the International Conference Secretariat and supported by the Scientific Committee, which is co-chaired with a representative of the respective local host. Over the past five years, these gatherings have provided a unique platform for leaders, practitioners, and researchers to exchange cutting-edge evidence, showcase successful implementation approaches, and deepen collaboration across regions. The sustained international dialogue has not only enriched

the evidence base but has also reinforced the HPH movement as a catalyst for innovation in health promotion worldwide.

New partnerships were formed with the Global Network for Tobacco-Free Healthcare Services, Health Care Without Harm Europe, the World Health Organization (WHO) Action Network on Measuring Population and Organizational Health Literacy (M-POHL), and the International Hospital Federation to expand the network's global reach and collaborative potential.

The Hamburg-based **International HPH Secretariat strongly supported the achievements of the network**. Throughout the five-year strategic period, the Secretariat played a central role in facilitating Governance Board meetings, supporting task force operations, and generating knowledge assets. The Secretariat's professionalism and responsiveness were widely acknowledged in annual reports as key contributors to good governance, organizational reputation and the successful implementation of the 2021–2025 strategy.

Financial stability also improved. Reports from 2021 to 2024 show stable membership revenues and balanced budgets. The honorary role of the Treasurer was introduced in 2021 to strengthen financial oversight, and a membership fee adjustment approved for 2024 onward aimed to secure long-term network's sustainability, increasing transparency, and support the network's growing agenda.



Developing the 2026–2030 HPH strategy

The next five year strategy was developed by building on the foundations of the 2020–2025 plan, beginning with a structured assessment of progress against agreed key performance indicators, milestones, and lessons learned. Informed by that review, the Working Group reflected on and updated the HPH Network’s vision, mission, and values and principles to ensure alignment with the evolving context and stakeholder expectations and used them as explicit decision criteria throughout. These updates shaped repeated discussions with the Governance Board to test strategic choices and prioritize initiatives for impact and feasibility.

In parallel, a comprehensive Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis validated core strengths, highlighted capability gaps, and surfaced external opportunities and threats shaping the operating context.

Together, these inputs produced a focused strategic direction and an integrated roadmap with clear outcomes, accountabilities, and a cadence for ongoing review.

Vision of the International HPH Network

The vision of the International HPH Network is that patients, health workforce, and community members can achieve their highest health potential through health-promoting and sustainable health systems.

Mission of the International HPH Network

The mission of the International HPH Network is to advance the transformation of health systems and services towards health promotion, disease prevention, health equity, and sustainability for the benefit of patients and those close to them, the health workforce, and communities worldwide.

Values and principles

The International HPH Network bases its priorities and actions on the values and principles that founded it.

- › Oriented towards health, well-being, and health equity outcomes
- › Person-centred and empowering
- › Respectful of all individuals and population groups
- › Evidence-based
- › Sustainability (environmental, social, economic)
- › Working in a collaborative partnership



SWOT Analysis

Based on our vision that patients, healthcare workforce, and community members can achieve their highest health potential, we can identify strengths, weaknesses, opportunities and threats. Strengths describe what the network is doing well, and the weaknesses describe what we need to improve. Opportunities are conditions in the outside world that are potentially positive for the network. An opportunity enhances our ability to achieve our vision without requiring improvements in our performance. Threats are conditions in the outside world that are potentially negative for the network. A threat reduces our ability to reach our vision, and we must improve our performance to maintain our current position.

Strengths

- › Robust international presence and membership base.
- › Dedicated and active Governance Board and secretariat.
- › Strong governance structure and a salutogenic (health-creating) foundation.
- › History of collaboration with WHO including the WHO collaboration centre
- › Availability of standards, evaluation tools, and policy briefs.
- › Knowledge exchange platforms and international conferences.
- › Future leaders advisory board and topic-specific Task Forces.

Opportunities

- › Growing burden of disease and aging population drives the need for prevention and health promotion
- › Membership growth
- › Partnership with M-POHL, Health Care without Harm, GNTH and IHF
- › WHO collaboration Centre has a workplan that relates to HPH

Threats

- › The current global economy
- › Polycrisis
- › Double burden of an aging population results in higher disease burden and lack of healthcare workforce
- › The medical educational system focuses on disease more than on health
- › Growing inequality in assuming personal responsibility for your individual health
- › Too many standards on different topics
- › Members overwhelmed with other tasks lead to low level engagement and burn-out
- › Visibility and recognition on national and regional level

Weaknesses

- › Lack of influence on policymakers and media
- › Difficulty explaining the HPH concept to all members
- › Lack of tools for implementation of the HPH concept
- › Limited financial and human resources in the network

Table 1: SWOT Analysis

Overarching goals for the period 2026-2030



The HPH Strategy 2026–2030 sets out the Network’s ability to strengthen the role of hospitals and health services as key drivers of health, equity, and sustainability. Building on the foundational principles of health promotion and the evidence established across the HPH Network over the last decades, the Strategy ultimately aims to enable hospitals and health services to further embed health promotion into governance, care pathways, organizational culture, and community engagement. In doing so, it prioritises the empowerment of patients and staff, the advancement of people-centred, equitable and health-literate health care organisations, and the integration of environmental sustainability as core components of high-quality health systems.

In line with this strategic orientation, we suggest three overarching goals that reflect different levels of the HPH Network: international, national/regional, and local.

1. Increase global visibility and recognition

At the international level, we will further strengthen the HPH Network’s position as the leading international organization for advancing health promotion within healthcare services delivery. We will continue to consolidate the HPH Network’s development and work towards membership of 1,000 organisations over the next five years.

2. Strengthen national and regional networks

At national and regional levels, we will enhance the capacity of member networks to share experiences, support one another’s initiatives, and integrate health promotion into relevant policies, regulations, and practices. We will also use a dedicated knowledge management tool to facilitate information exchange, track progress, and serve as institutional memory.

3. Accelerate HPH Implementation capacity

At local/health service level, we will enhance the capacity of member organizations to operationalize health promotion and support its implementation across diverse organizational contexts. To achieve this, we will train 3,000 individuals within member organizations in the principles, practices, and implementation of health promotion in health service delivery.

Realizing the Vision: Our Strategic Priorities

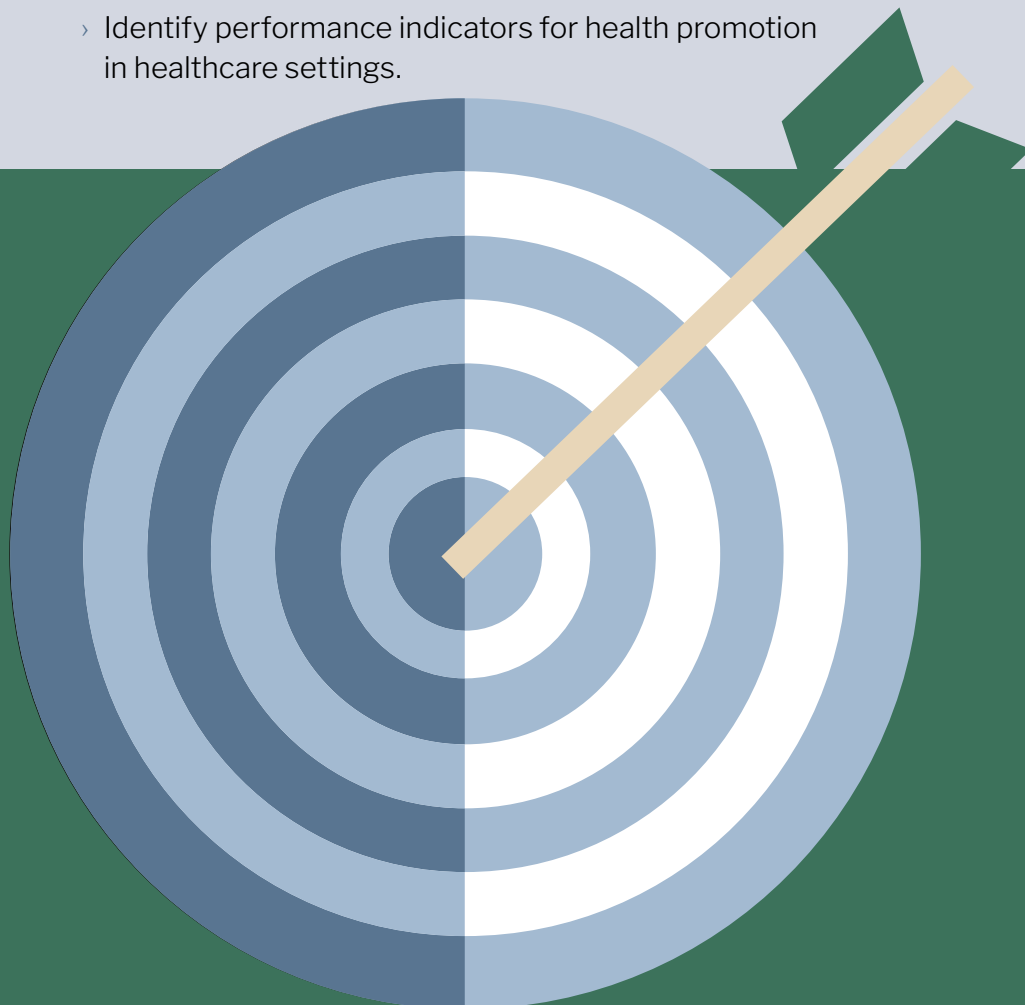
Goals	Activities
1. Increase Global Visibility and Reputation	<ul style="list-style-type: none"> › Publish high-quality position papers, policy briefs, and guidance documents on health promotion and disease prevention in healthcare settings. › Increase HPH presence in global health forums (WHO, international conferences, academic congresses). › Promote success stories and evidence of impact through international communication channels, journals, and strategic media, while considering the global diversity of the HPH Network (in terms of represented countries or type of health services). › Expand digital presence through website improvements, multilingual content, newsletters, webinars, and social media. › Develop targeted outreach campaigns focused on attracting new member organizations. › Offer exclusive international webinars, masterclasses, and thematic working groups. › Develop and provide access to evidence-based tools, capacity-building resources, and best-practice repositories.
2. Strengthen National and Regional Networks	<ul style="list-style-type: none"> › Develop and provide guidance and tools to help networks integrate health promotion and disease prevention into national/regional health policies. › Develop frameworks for effective national and regional network management, strategic planning, and sustainability. › Encourage national and regional networks to co-create annual action plans aligned with the Global Strategy. › Encourage joint regional initiatives, cross-country projects, and shared advocacy efforts. › Offer targeted support to emerging or smaller networks to strengthen their structure and impact. › Share success stories and case studies from national and regional networks to highlight innovation and inspire uptake. › Promote local achievements at international HPH Network events to increase recognition and engagement.

Goals

Activities

3. Accelerate HPH Implementation Capacity

- › Create standardized training curricula on principles of health promotion and disease prevention, evidence-based interventions, implementation strategy, and models for monitoring and evaluation.
- › Train local champions, trainers, and facilitators within member organizations to sustain learning over time.
- › Establish mentorship programs connecting experienced HPH practitioners with new or developing organizations.
- › Revision and update of the 2020 HPH Standards, and Self-Assessment Tool.
- › Develop toolkits, templates, and guides to translate HPH standards into operational practices.
- › Share case studies, good practices, and lessons learned through workshops, newsletters, and the HPH knowledge platform.
- › Track the number of individuals trained and assess their learning outcomes.
- › Collect data on organizational improvements, implementation progress, and impact on service delivery.
- › Identify performance indicators for health promotion in healthcare settings.



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Governance Board

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