

SHE Communication Strategy

Version 3



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Schools for Health in Europe

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Introduction

Schools for Health in Europe Network Foundation (SHE) is a network of health-promoting school professionals and researchers from the WHO European Region. This network underpins the development and implementation of school health promotion and education and is supported by WHO Europe and the European Commission.

In 2016, WHO Europe signed the Paris Declaration titled, "Partnerships for the health and well-being of our young and future generations". The declaration states that every school setting in the European Region should promote health and well-being for all, including children and young people. The declaration stated that to achieve this goal, SHE should be expanded and strengthened. The SHE communication strategy is part of an overall strategy to reach this goal.

The SHE communication strategy is a dynamic document, that will be further developed as required.

Purpose of the strategy

The purpose of the strategy is to ensure coherence and structure and straightforward content in the communication and messages between partners. Coherent communication occurs when there is consistency between what is being said and done. Structured communication occurs when all communication channels are based on the same assumptions and work towards similar goals. A structured and coherent communication strategy is based on an equal relationship between partners and transparent intentions with communication to support and promote social cohesion within SHE.

Good communication plays a significant role in whether new initiatives are positively or negatively received. Communication is vital in tasks delivering a specific message to a targeted audience. A shared understanding of responsibilities for communication tasks is also critical.

Through good communication, SHE strives to ensure understanding, engagement and support at policy, research and practice levels as well as satisfaction and commitment among SHE members.

Objectives of the strategy

By introducing a communication strategy, SHE aims:

- To state the name of the organisation: Schools for Health in Europe Network Foundation (SHE/SHE Network Foundation).
- To make the SHE website, SHE social media networks and the SHE newsletter important sources for disseminating knowledge and inspiration about school health promotion.



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- To make SHE known as the preferred organisation when searching for partnerships and exchange of ideas regarding school health promotion.
- To ensure the SHE Research Group is known as the professional and competent organisation when searching for credible information and knowledge or seeking research partners or contractors
- To influence the political agenda regarding school health promotion.
- To inspire politicians and governmental/regional officials and organisations to implement the whole school approach and support their own schools to be health-promoting schools.
- To provide a platform for experience sharing among national/regional SHE coordinators and the SHE Research Group to improve implementation of school health promotion.
- To initiate knowledge about school health promotion among school staff to inspire the implementation of school health promotion.
- To increase the number of qualified, competent members of the SHE Research Group.

The basic narrative of SHE

SHE's vision is to ensure that the health-promoting school approach becomes an acknowledged and accepted concept in the WHO European Region, with increased implementation of activities at all levels, including national, regional, local and school levels.

SHE recommends the "SHE Approach" when working in the field of school health promotion. The SHE approach includes a set of values, a specific understanding of the concept of health and a sense for a type of school that implements a structured and systematic plan for the health and well-being of all pupils and teaching and non-teaching staff.

SHE Core Values

- ✓ Equity - Equal access for all to education and health.
- ✓ Sustainability - Health, education and development are linked. Activities and programmes are implemented in a systematic way over a prolonged period.
- ✓ Inclusion - Diversity is celebrated. Schools are communities of learning, where everyone feels trusted and respected.
- ✓ Empowerment - All members of the school community are actively involved.
- ✓ Democracy - Health-promoting schools are based on democratic values.



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SHE Pillars

- ✓ Whole school approach to health promotion - Combine health education in the classroom with development of school policies, school environment, life competencies and involve the entire school community
- ✓ Participation - A sense of ownership by students, staff and parents.
- ✓ School quality - Health-promoting schools create better teaching and learning processes and outcomes. Healthy students learn better, and healthy staff work better.
- ✓ Evidence - Development of new approaches and practices based on existing and emerging research.
- ✓ School and community - Schools are seen as active agents for community development.

The name of the organisation

This organisation is known as either

- Schools for Health in Europe Network Foundation
- SHE
- SHE Network Foundation

All other names, e.g. SHE network, are outdated and no longer valid.

Slogan

The current SHE slogan is: *We want to make every school a health-promoting school.*

The slogan was inspired by the Paris Declaration and indicates that SHE is committed to leaving no school behind in the effort to create health, well-being, connectedness to school and better learning for children and young people.

Visual identity

Consistent application of SHE's visual identity is essential in signalling coherence and unambiguity. A new SHE logo was designed in 2018, representing organic growth and health, using a tree as a symbol. SHE publications adhere to a strict set of guidelines including the logo, colours and typography.

Target groups

SHE's primary target group is its members including:

- SHE national and regional coordinators
- SHE Research Group members



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SHE's secondary target group includes

- All members from the school community (i.e., students, staff and parents) of every school in the European Union and the EU accession countries.
- Policymakers, programme developers, practitioners and other professionals (e.g. school psychologists, school social worker, school nurses) who are working for health-promoting schools within the EU.
- Other researchers and universities within the EU who are non-members

SHE's tertiary target group includes

- Policymakers, programme developers, practitioners and other professionals (e.g. school psychologists, school social worker, school nurses) working for health-promoting schools outside of SHE's geographical territory
- Health promotion organisations from outside the EU region

Target group motivation

Primary target group

SHE national and regional coordinators are motivated by access to knowledge on policy, practise and research. They are particularly interested in concrete tools, instruments and programmes that can be applied at a school level, preferably in their national language.

Research activities are the primary motivation of membership of the SHE Research Group. These members are looking for a robust research community with access to practice and partnerships.

Secondary target group:

Members from the school community (i.e. students, staff and parents) are primarily motivated by access to concrete tools for use in a health education setting or stories/cases of innovative and best practice in health-promoting schools, preferably in their national language.

Researchers and universities (non-members of SHE) are motivated by access to the SHE research network and to settings where health promotion is practised. They are also interested in research results and using the network as inspiration and sparring when publishing their research.

Tertiary target group

Health promotion organisations, policymakers, programme developers, practitioners and other professionals are motivated by access to information and key people from different countries who work daily with school health promotion policies and programmes. They are interested in access to research and concrete tools for use in health promotion in schools.



An overview: Motivational factors related to target groups

	National /regional coordinators	SHE Research group members	Members from the school community	Policymakers, programme developers and administrative professionals	Researchers and universities who are non-members of SHE Research group	Organisations who support health-promoting schools
Sharing cases from practice	x		x			x
Knowledge of practice from other countries	x	x		x	x	x
Concrete tools	x		x	x		x
National languages	x		x	x		x
Publishing, sharing and discussing research		x			x	
Access to practice	x	x	x		x	
Access to research	x		x	x	x	
Access to research communities		x			x	
Knowledge of policies, programmes from other countries	x			x		x



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Spokespersons

Primary spokesperson for SHE

The primary spokesperson for SHE is the manager Anette Schulz (ansc@schoolsforhealth.org)

Spokespeople with specific essential SHE tasks

- As the chairperson of the SHE Board, Anette Schulz, addresses all aspects on behalf of SHE. In case of the manager's long term absence, a formalised substitute from the SHE secretariat will be the spokesperson.
- As a member of the SHE Secretariat and an expert on physical activity, Jesper von Seelen addresses research on physical activity.
- As chair and co-chair of the SHE Research Group, Marjorita Sormunen and Kevin Dadaczynski address the work of the research group.
- As a member of the SHE Secretariat, Ulla Pedersen addresses general questions.
- An official SHE working group always elects a spokesperson to represent them.
- National and regional coordinators are the spokespeople for their respective country when discussing national health-promoting school programmes.
- As the SHE secretariat is organised within University College Syd in Denmark, Børge Koch and Jens Juulsgaard Larsen address any specific work requirements concerning the SHE secretariat.

Communication channels

Own channels

SHE's Newsletter

Six newsletters a year

Primary website

Schoolsforhealth.org

Secondary website

National/regional webpages about health-promoting schools

EU's webpage

Social media

SHE's platforms on Facebook, Twitter, LinkedIn and YouTube.

Schools for Health in Europe
Network Foundation
p/a UC South Denmark
Lembkesvej 7
6100 Haderslev – Denmark



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Conferences and meetings

- SHE Assembly Meeting (once a year)
- SHE Research group meeting (once a year)
- SHE Academy (once a year)
- SHE Board meetings
- Research Steering Group meetings
- SHE consultancy visits
- National and international conferences
- WHO meetings and WHO Collaborating Centre's meetings
- SHE Branch Moscow Office meetings
- Meetings with collaborating partners (e.g. UNESCO Chair Global Health and Education, IUHPE, HBSC)

Email

Emails are a crucial communication channel for an organisation with members all over Europe and Central Asia. Emails are, e.g. exchanged with members of the SHE board, research group members, the national and regional coordinators, people/organisations who have requests to the secretariat, with collaborating partners, as well as potential collaborating individuals and partner organisations.

Promoting material

- The SHE logo is displayed on all distributed material.
- The SHE secretariat has mobile roll-ups for conferences or meetings where SHE has a strategic wish to make the organisation known.
- SHE leaflets, SHE postcards and other SHE documents are brought to conferences, meetings and country visits to promote SHE among stakeholders.
- The SHE manager and the members of the SHE secretariat use business cards with logo and contact information.
- The EU logo and related text are placed on all published material.
- The SHE secretariat will name the support from EU, in context-appropriate written communication material.

Other canals

Other websites

SHE aims to be named on relevant social media platforms that have links to the SHE website; e.g. WHO, UNESCO Chair, European HP Forum, IUHPE, HBSC and non-governmental organisations addressing school health promotion.



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Publications

SHE aims to publish at least one scientific article a year

An overview: Main channels related to target groups

	National /regional coordinators	SHE Research group members	Members from the school community	Policymakers, programme developers and administrative professionals	Researchers and universities who are non-members of SHE Research group
SHE's newsletter	x	x	x	x	x
Schoolforhealth.org	x	x	x	x	x
EU's funding and tenders portal				x	
National/regional website	x		x	x	
Links to SHE on other webpages			x	x	x
Facebook	x		x		
Twitter	x	x		x	x
LinkedIn	x	x		x	x
YouTube	x		x		
SHE Assembly Meeting	x				
SHE Research group meeting		x			
SHE Academy	x	x	x	x	x
SHE consultancy visits	x		x	x	
National and international conferences	x	x	x	x	x
WHO meetings	x	x		x	
SHE Branch Moscow Office meetings	x	x		x	x
Email	x	x	x	x	x
Promoting material	x	x	x	x	x



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Use of SHE's communication strategy

The SHE secretariat must support and carry out good communication according to the SHE Communication Strategy - both internally and externally. Communication is included in all tasks as the SHE secretariat is responsible for daily contact with the different target groups. Therefore, the secretariat must have a high communicative level to be able to provide a service of high quality.

SHE's spokespeople (previously listed) have a strict obligation to comply with this communication strategy as they oversee external communication tasks.

The national and regional coordinators, as well as SHE Research Group members, must be aware of the correct use of SHE's name, logo, design. They must be able to convey the basic narrative of SHE.

Timeframe

The first version of SHE's communication strategy was published in March 2019. The latest update was in December 2020.