Governance for Health in the 21st Century

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Health: 21st century mindset

- the success of societies is no longer to be measured only in terms of a narrow economic indicator such as the growth of GDP, but also in terms of the sustainable use of resources particularly with regard to the environment and in terms of the increased well being of citizens and their quality of life
The challenge: Generate „Political will“ for health and wellbeing

- In the health arena the term “political will” is frequently used to describe the ability to affect change. It requires
- 1) a sufficient set of political actors; 2) with a common understanding of a particular problem on the public policy agenda 3) genuinely intends to support 4) a commonly perceived potentially effective policy solution (Post et al, 2010).

Mindset of the social entrepreneur for health and wellbeing

- Positioning human health and well being as one of the key features of what constitutes a successful and fair society in the 21st century
- A defining factor of good governance through
- Politics of public (and moral) engagement
Governance

- Governance is about **how** governments and other social organizations **interact**, how they relate to **citizens**, and how decisions are taken in a **complex and globalized world**. (Institute on Governance, Ottawa Policy Brief 15, 2003)

- New types of leadership
- New types of engagement

Governance for Health

- the attempts of governments or other actors to steer communities, whole countries, or even groups of countries in the **pursuit of health as integral to wellbeing** through both a Whole of Government (WoG) and a Whole of Society (WoS) approach.
  - health is a human right
  - health is essential to well being
  - health is a global public good
  - Health is social justice

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Governance for health

- It positions health and wellbeing as key features of what constitutes a successful society and vibrant economy in the 21st century and grounds its policies and approaches in values such as human rights and equity.
- Governance for Health promotes joint action of health and non-health sectors, of public and private actors and of citizens for a common interest.
- It requires a synergistic set of policies many of which reside in sectors other than health as well as outside of government and need to be supported by structures and mechanism which enable collaboration.
- It gives strong legitimacy to ministers and ministries of health and public health agencies to reach out and to perform new roles in shaping policies which promote health and wellbeing.

New roles of public policy

Public Policy in Its Many Roles

- Regulator
- Provider of Public Goods & Services
- Steward of Public Resources & Investments
- Partner in Multi-Sector Collaboration
- Enabler of Social & Business Innovation
- Enabler of Whole of Society Action

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Governance for health:

- Health as a societal goal – the contribution of other sectors (and actors) to this goal (WoG WoS)
- Health as a contribution to other societal goals – equity, economic development, environmental challenges, social challenges

Interdependence of societal goals requires joint action

FOOD  POVERTY  CHILD WELLBEING  CLIMATE CHANGE  FISCAL POLICIES

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Change agent/Strategist

- Change processes need to be led – within governments, organisations and at the level of civil society. Leadership can be shown at the top of an organization and it can emerge “bottom up” as agendas are set in civil society and through the media. It requires
- contextual intelligence: understands shi (the analysis of strategic trends and dynamics)
- transformational leadership: understands wei qi (the art of strategic encirclement, strategic flexibility and the move into empty spaces)

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Transformational leadership - Smart power – *wei qi*

- Transformational leadership mobilizes power for change based on goals which serve a higher purpose.

- Leaders today are enablers: they help a group create and achieve shared goals - one of the most highly regarded leadership skills is to enlarge the “sense of we” and create a common purpose - leadership increasingly becomes consultative and increasingly democratized.

- Transformational leaders make good use of “windows of opportunity” and they apply a mix of hard and soft power strategies to achieve change.

Leaders as policy entrepreneurs

- Leaders can also be seen as policy entrepreneurs – they help with the understanding of an issue, they frame it and act as facilitators. Leaders today are not always individuals, they can also be organizations and movements that exert pressure to act on politicians and policy makers – and they can be politicians.

- In the health arena we have many examples of such leadership through social movements such as the women’s health movement and the HIV aids movement. They are is developing new dimensions through technology and social networks and social business.
Contextual intelligence - *shi*

- describes the ability and to discern trends in the face of complexity and adaptability and to capitalize on such trends.

- It allows a leader to align tactics with objectives and then create smart strategies in an evolving environment. (Mayo and Nohria, 2005).

- In the health arena these skills have to be strengthened in view of the very political nature of health and the highly politicized context in which health decisions are taken. The lack of knowledge of the political process and the political culture is one of the weaknesses of many health organisations.

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**Strategic trends and dynamics:**

- Interdependence
- Complexity
- Co-production

- Diffusion
- Democratization
- „shared value“

WHO EURO Study 2011
**Diffusion of Governance in the 21st Century**

(Nye, 2002)

- **Supranational Level**
  - Transnational Corporations
  - Intergovernmental Organizations
  - Nongovernmental Organizations

- **National Level**
  - National Corporations
  - National Nonprofits

- **Subnational Level**
  - Local Business
  - State and Local Government
  - Local Groups

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**Complexity**

- Complex adaptive systems ...made up of many individual, self-organizing elements capable of responding to others and to their environment. The entire system can be seen as a network of relationships and interactions, in which the whole is very much more than the sum of the parts. A change in any part of the system, even in a single element, produces reactions and changes in associated elements and the environment. Therefore, the effects of any one intervention in the system cannot be predicted with complete accuracy, because the system is always responding and adapting to changes and to the actions of individuals. (Glouberman 2003)
Wicked problems:

- “Wicked” is used for an issue highly resistant to resolution.
- Successfully solving or at least managing these wicked policy problems requires a reassessment of some of the traditional ways of working and solving problems. They challenge our governance structures, our skills base and our organisational capacity.
- It is important, as a first step, that wicked problems be recognised as such. Successfully tackling wicked problems requires a broad recognition and understanding, including from governments and Ministers, that there are no quick fixes and simple solutions.

New collaborative approaches

- Governance for health and wellbeing requires both a whole of government (WoG) and a whole of society (WoS) approach. It challenges health system boundaries, it positions human health and well being as an over arching societal goal grounded in values such as human rights and equity and it integrates good population health as a key feature of what constitutes a successful and fair society in the 21st century.
- It requires a new role which ministers and ministries of health and health agencies at all levels must perform if societies are to continue to make gains in health and well being.
Whole of government

“Whole-of-government denotes public services agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues. Approaches can be formal or informal. They can focus on policy development, program management, and service delivery.” (Australian Management Advisory Committee, 2004)

South Australia – health lens – joint strategic assessments

Adelaide Statement on Health in All Policies

The Adelaide Statement on Health in All Policies (2011) is a major initiative of the World Health Organization (WHO) that promotes health in all policies across all sectors to achieve social and economic equity and health equity. This statement provides a framework for government, business, and civil society to work together to improve health outcomes, reduce health inequalities, and address the determinants of health.

The South Australian Health Lens Analysis Process

The South Australian Health Lens Analysis Process is a framework for identifying and assessing the health impact of policy and program decisions across different sectors. This process helps to ensure that health is considered in all decision-making processes and that policies and programs are developed to promote health and reduce health inequalities.

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Whole of society

Whole of Society

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Smart governance for health

- Governing through collaboration
- Governing through citizen engagement
- Governing through a mix of regulation and persuasion
- Governing through independent agencies and expert bodies
- Governing through adaptive policies, resilient structures and foresight
Example: OBESITY – *shi and wei qi*

- Both the problem *and* the solution are systemic.
- is a complex system of determinants and involves a plethora of actors who fulfil many different functions in society.
- Risk patterns are *local* (e.g. the absence of playgrounds or lack of bicycle lanes) as well as *national* (e.g. the lack of food labelling requirements) and *global*. *(Foresight Report)*
- *Equity is cross cutting*  

Understanding context: Global Food System
Health and climate change

CO₂-equivalent emissions from producing half a pound of this food... are the same as emissions from driving...

- 0.17 miles (0.27 pound of CO₂ equivalent)
- 0.20 miles (0.35 pound of CO₂ equivalent)
- 0.27 miles (0.49 pound of CO₂ equivalent)
- 0.73 miles (1.10 pound of CO₂ equivalent)
- 2.52 miles (1.80 pounds of CO₂ equivalent)
- 9.81 miles (7.40 pounds of CO₂ equivalent)

Graphic from the public health nonprofit, PCRM on Consumerist website

This is why you're fat: Kickbusch Gatineau 2011

Agricultural subsidies

Why Does a Salad Cost More Than a Big Mac?

Graphic from the public health nonprofit, PCRM on Consumerist website

This is why you're fat: Kickbusch Gatineau 2011
Agricultural subsidies

- "There are a lot of subsidies for the two things we should be limiting in our diet, which are sugar and fat, and there are not a lot of subsidies for broccoli and Brussels sprouts."
- "What would happen if we took away the subsidies on the sugar and fat? Probably not much. They might go up a little bit, but the cost of the food is not the actual cost of the final products. But if we're trying to look for something political that might make a difference, try subsidizing fruit and vegetable growers so the cost is comparatively lower for better foods."

Richard Atkinson, a professor of medicine and nutritional sciences at the University of Wisconsin-Madison and president of the nonprofit American Obesity Association

Obesity system map: understanding synergies and levers of change

https://kim.foreight.gov.uk/Obesity/Obesity.html
Finland, which has aggressively reduced salt in food over three decades, has seen a 40-per-cent decline in average sodium intake. That has helped produce a large reduction in average blood pressure levels and an 80-per-cent drop in deaths due to stroke.

Following research into salt consumption in Finland, the National Public Health Institute concluded that salt reduction would require long-lasting systematic work, including national legislation for lowering the salt content and compulsory nutrition labelling.

Following this advice, all heavily salted products will have to be labelled, including: cheese, meat and fish products, bread, soup, sauces and pre-prepared foods.
Obesity Policy system

Obesity Policy system

Epidemiology 21st century

Epidemiology 21st century

Obesity; car culture

Obesity: fast food outlets

Cholera: Broad Street Pump
Zoning laws for public health: obesity zoning

- Zoning is primarily a function of local government and typically is used as a device for planning. From a public health perspective, zoning can be instrumental to promote physical activity, increase safety and promote good nutrition. Examples of local jurisdictions using zoning to promote healthy nutrition include: reducing the density of fast food restaurants in a particular area, restricting fast food restaurants within a specified distance from schools, incentivizing farming in urban areas, and incentivizing development of large grocery stores in urban areas.

Healthy transport policy

The Healthy Transportation Compact is a key requirement of the landmark transportation reform legislation signed into law in June 2009. Co-chaired by the Secretary of Transportation and the Secretary of Health and Human Services and including the Secretary of Energy and Environmental Affairs, MassDOT Highway Administrator, MassDOT Transit Administrator, and Commissioner of Public Health, this inter-agency initiative is designed to facilitate transportation decisions that balance the needs of all transportation users, expand mobility, improve public health, support a cleaner environment and create stronger communities.
Collaboration is the new imperative

- A collective and collaborative public effort to examine an issue from different points of view prior to taking a decision, deliberative processes strengthen policy design by building recognition of common values, shared commitment and emerging issues, and by providing a comprehensive understanding of causal relationships.” (Swanson et al, 2009)

- Collaboration depends “on achieving a virtuous cycle between communication, trust, commitment, understanding, and outcomes”

The Chicago Food Policy Advisory Council

- is an all-volunteer organization composed of individuals, groups, and organizations committed to improving access to healthy foods in Chicagoland. It facilitates the development of responsible policies that improve access for Chicago residents to culturally appropriate, nutritionally sound, and affordable food that is grown through environmentally sustainable practices.

- The Chicago Food Policy Advisory Council is network of organizations and individuals sharing their experiences and concerns about food security in the Chicago region in order to influence policy makers to make informed decisions motivated by the goals of community food security.
Changing nature of policy making

- **Forward looking** — takes a long term view, based on statistical trends and informed predictions, of the likely impact of policy
- **Outward looking** — takes account of factors in the national, European and international situation and communicates policy effectively
- **Innovative and creative** — questions established ways of dealing with things and encourages new ideas; open to comments and suggestions of others
- **Using evidence** — uses best available evidence from a wide range of sources and involves key stakeholders at an early stage
- **Inclusive** — takes account of the impact on the needs of all those directly or indirectly affected by the policy
- **Joined up** — looks beyond institutional boundaries to the Government’s strategic objectives; establishes the ethical and legal base for policy
- **Evaluates** — builds systematic evaluation of early outcomes into the policy process
- **Reviews** — keeps established policy under review to ensure it continues to deal with the problems it was designed to tackle, taking account of associated effects elsewhere
- **Learns lessons** — learns from experience of what works and what doesn’t

*Government of Northern Ireland 1999*
Reorientations

- Put health first → Make health part of the synergy
- Health as the goal → Broaden to Wellbeing and fairness

Reorientations

- Health in the lead → Health an integral component of all policies
- Health impact assessment → Joint strategic needs assessments
Reorientations

- Hierarchical state → Smart governance
- Policy focus → Politically astute

GOVERNANCE FOR HEALTH IN THE 21ST CENTURY

Health and Well Being

Social Determinants of Health

21st Century Determinants of Health – TRANSNATIONAL

WHOLE OF SOCIETY

SMART GOVERNANCE

Whole of Government
Health in All Policies

Shared Value – Corporate Social Responsibility

Community and Consumer Engagement

Government Action

Business Action

Citizen Action

HEALTH is created in the context of everyday life – where people live, love, work, play, shop, google, travel...

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Final thoughts

- From the viewpoint of public health, the first question to be asked of new governance arrangements is whether they produce better and more equitable health outcomes, but...

- Governance for health is not only about "governing better for results" in terms of outcome but also in normative terms of values and process. This implies the foundation in a human rights-based approach including a commitment to health equity and the democratization of health and wellbeing,