

Governance structures and processes for HiAP; Analytical framework for inter sectoral governance

Louise St-Pierre,
National Collaborating Center for Healthy Public
Policy (INSPQ)

Adelaide 2010 Health in All Policies International Meeting
April 14th



Centre de collaboration nationale
sur les politiques publiques et la santé
National Collaborating Centre
for Healthy Public Policy

Institut national
de santé publique
Québec 

Conceptual basis

Governance

A broader concept than government and implies better aligning the actions of all actors –from public and private sectors — to public ends through a control system built on many links

(Atkinson, 2003; Flinders, 2002)

➔ Main features

- Government is not central but part of a network where it has to exercise a strong **leadership** for public goals
- A new way of governing that uses a **process** of decision making (Lemieux , 2005; Van Gramberg et al, 2005)
- **Accountability** and civil society participation



Conceptual basis

Inter sectoral governance approaches

Whole-of-government /Joined-up government/ Horizontal management /
Integrated governance/ Network government/ etc.

⇒ Main features

- **Collaboration, coordination and integration for policy coherence** (Durose & Rummery, 2006).
- **Structures and processes - Culture and capability - Information management – Accountability mechanisms** (Connecting Government, Australia)



Conceptual basis

Type	Examples of inter sectoral governance “instruments”
Structures	Inter departmental committee; Cabinet committee; Steering committee; Networks; Organizations/units...
Processes	Planning and priorities setting process, Joined-up evaluation...
Incentive tools	Grants or financial support mechanisms for partnership activities; Joint agreements on funding; Subsidies; Guidance ...
Coercive tools	Regulation; Agreement protocols; Accountability frameworks; Administrative directives...

Inspired from Howlett and Ramesh (1995) and *Hood and Margetts (2007)*

Conceptual basis

Stewardship

- Providing vision and direction for health system (leadership)
- Exerting influence on the whole government
- Collecting and using intelligence on health
(Travis et al, 2002)



Analytical framework

Inter sectoral governance for HiAP

Key functions	Leadership Vision	Collaboration Coordination	Knowledge and culture development	Accountability
Structures Processes Tools	Comprehensive national strategy for health	Intersectoral structures	Knowledge development and transfer	Formal control mechanisms and procedures
	Clear commitment from the authority and political will	Funding to support intersectoral work	Capacities and skills development	Public reports
	Collective processes (Stakeholder involvement)	Regulations Directives Mandates	Dissemination of Information	Evaluation (Processes and outcomes)

Key Functions	England	Finland	New-Zealand	Norway	Sweden
Leadership Vision	<p><i>Tackling Health Inequalities</i> (2003). .Ratified by 12 dept. .High level support (Cabinet and Treasure) .Minister of P.H</p>	<p><i>Health 2015 Public Health Program</i> (2001) .Involvement of 8 ministries in the implementation .HiAP initiative</p>	<p><i>.Acheiving Health for All</i> (2003). . As a guide for other sectors for integrating health in their planning</p>	<p><i>National Strategy to reduce social inequalities in Health</i> (2007). .As a guide for other sectors</p>	<p><i>. National Public Health Policy</i> (2003) based on a vast consultation, equity, and linked to the mission of the other gov. dept. .Minister of P.H</p>
Coordination Collaboration	<p>. Cabinet subcommittee on Health and Well-being .Health Inequality Unit within Health department .HIA mandatory into the govt. IA processes</p>	<p>. Intersectoral Advisory Board of Public Health appointed by Gov. .Intersectoral Policy Programs under Premier’s Office. .HIA, non mandatory</p>	<p>.Statements of Intent on health produced by 36 Agencies .HIA non mandatory but asked by the Prime Minister .HIA Support Unit .HIA Reference Group (intersectoral)</p>	<p>. HIA integrated in official processes of impact assessment (economic and administrative). .Directorate of Health with intersectoral responsibilities</p>	<p>.National steering group under the Minister of public Health). .Administrative directive to agencies for integrating health objectives. .Responsibility for coordination to the National Public Health Institute</p>
Knowledge development	<p>.PHOs .Scientific groups .Funding for HIA training .HIA guides and tools</p>	<p>.Gvt entrusted research institutes .Web sites</p>	<p>.PHAC provides HIA guides and tools .HIA Unit provides training</p>	<p>.HIA tools developed by Ministry of Health to support other sectors</p>	<p>National Public Health Institute works with 40 agencies for developing common indicators</p>
Accountability	<p>.Cross-department spending review .Public Services Agreements. .Independent outcomes evaluation</p>	<p>.Follow up to the Gov. q. 4 years .All ministries required to provide information for the Public Health Program report</p>	<p>.Annual Progress report .Monitoring of the program by the Public Health Directorate</p>	<p>.Annual Policy review as a lever to foster intersectoral collaboration</p>	<p>.Follow up to the parliament q. 4 years. .Public report</p>

Summary findings

- Collaborative processes that enhance the establishment of common goals
 - In policy development (Eng, Fin, Sw)
 - In policy evaluation (No, Fin, Sw)
- Formal structures dedicated to the support of inter sectoral governance
 - Supra-departmental committee (Eng, Fin)
 - Unit within the Ministry of Health (Eng, N-Z)
 - Unit outside the Ministry of Health (Sw, NZ)
- A mix of tools to foster intersectoral governance,
 - Incentive (funding for intersectoral at local level, agreement protocols, joined evaluation, annual policy reviews)
 - Coercive (administrative directives, HIA mandatory, statement of intents, legal support through amendments to public health law)
- Capacity building mainly related to the practice of HIA



Thank you

<http://www.ncchpp.ca>

References

- . Atkinson, R.D. (2003). *Network Government for the Digital Age*. Washington, D.C.: Progressive Policy Institute
- . Durose, C. & Rummery, K. (2006). Governance and Collaboration: Review article. *Social Policy & Society*, 5, 315-321.
- . Flinders, M. (2002). Governance in Whitehall. *Public Administration*, 80, 51-75.
- . IPAA (2002). *Working Together - Integrated Governance*. Institute of Public Administration. Australia
- . Howlett, Michael & Ramesh, M. (1995) *Studying Public Policy: Policy Cycles and Policy Subsystems*, Oxford University Press, Toronto.
- . Hood, Christopher C. and Helen Margetts (2007) *The Tools of Government in the Digital Age*. Basingstoke: Palgrave Publisher: Palgrave Macmillan
- . Lemieux (2000) Le rôle du gouvernement dans la gouvernance. dans *La modernisation de la gouvernance : Une première exploration* Textes préparés par Jane Jenson/Martin Papillon, Paul G. Thomas, Vincent Lemieux, Peter Aucoin. Centre canadien de gestion. 125-154
- Travis, P., Egger, D. et al. (2002). *Towards better stewardship: concepts and critical issues*. WHO/EIP/DP/02.48. Geneva: World Health Organization.
- . Van Gramberg, B. Teicher, J., Rusailh, & J., Victoria (2005). *Reinventing Government in Australia : Whole of Government in a Federation*. Working Paper Series: University of Technology - School of Management
- WHO (2004) http://www.euro.who.int/healthsystems/stewardship/20061004_1



Centre de collaboration nationale
sur les politiques publiques et la santé
National Collaborating Centre
for Healthy Public Policy