

Collaborative Leadership for the Public's Health

Oregon Public Health Association
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Joyce R. Gaufin, President
American Public Health Association

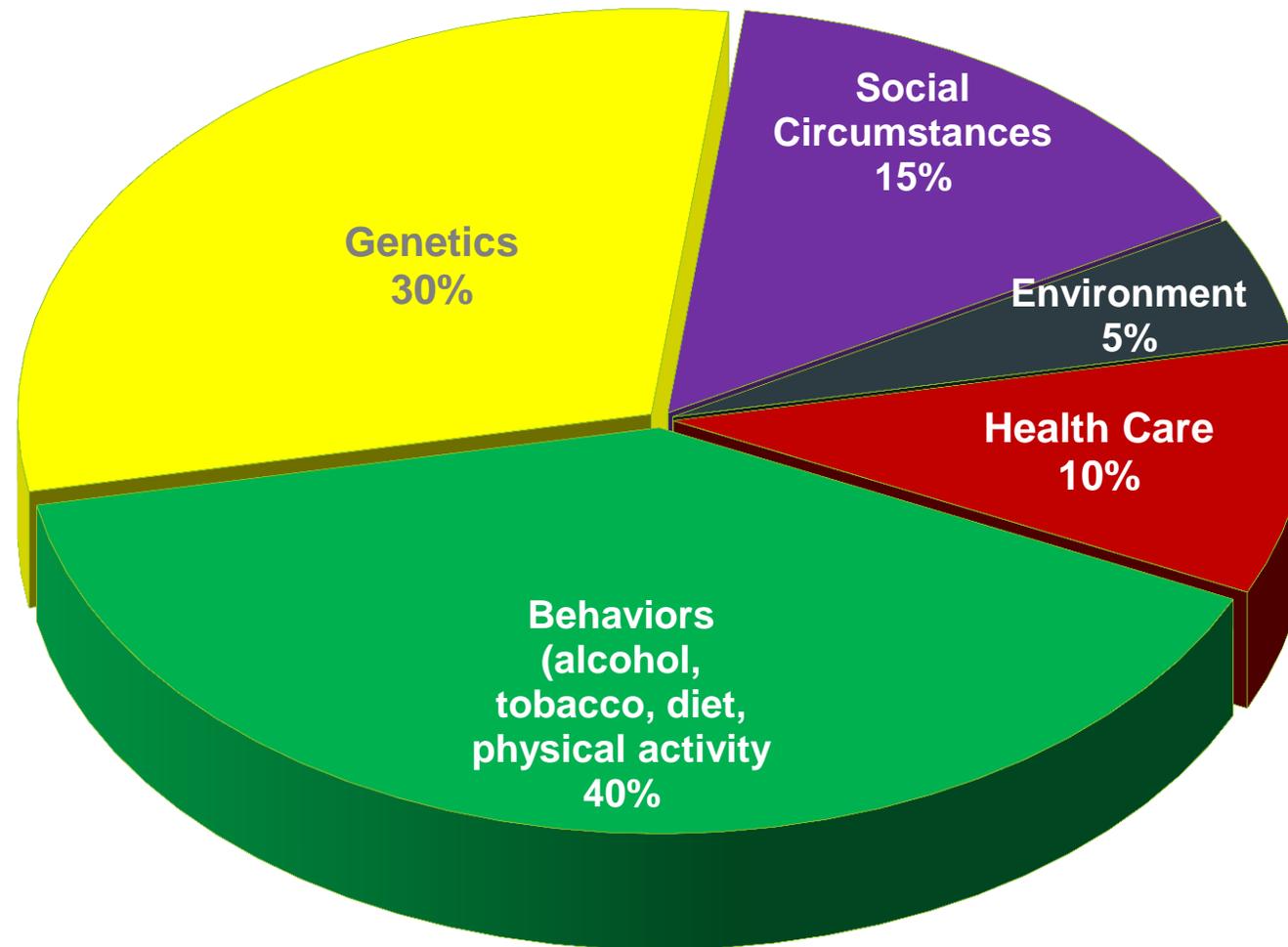
Learning Objectives

- ▶ Describe two characteristics necessary for collaborative leadership
- ▶ Understand the characteristics of effective and dysfunctional collaboratives

Creating the Healthiest Nation in One Generation—APHA Public Health Values

- ▶ Community
- ▶ Science and evidence-based decision-making
- ▶ Health equity
- ▶ Prevention and wellness
- ▶ Real progress in improving health

How Long and How Well We Live

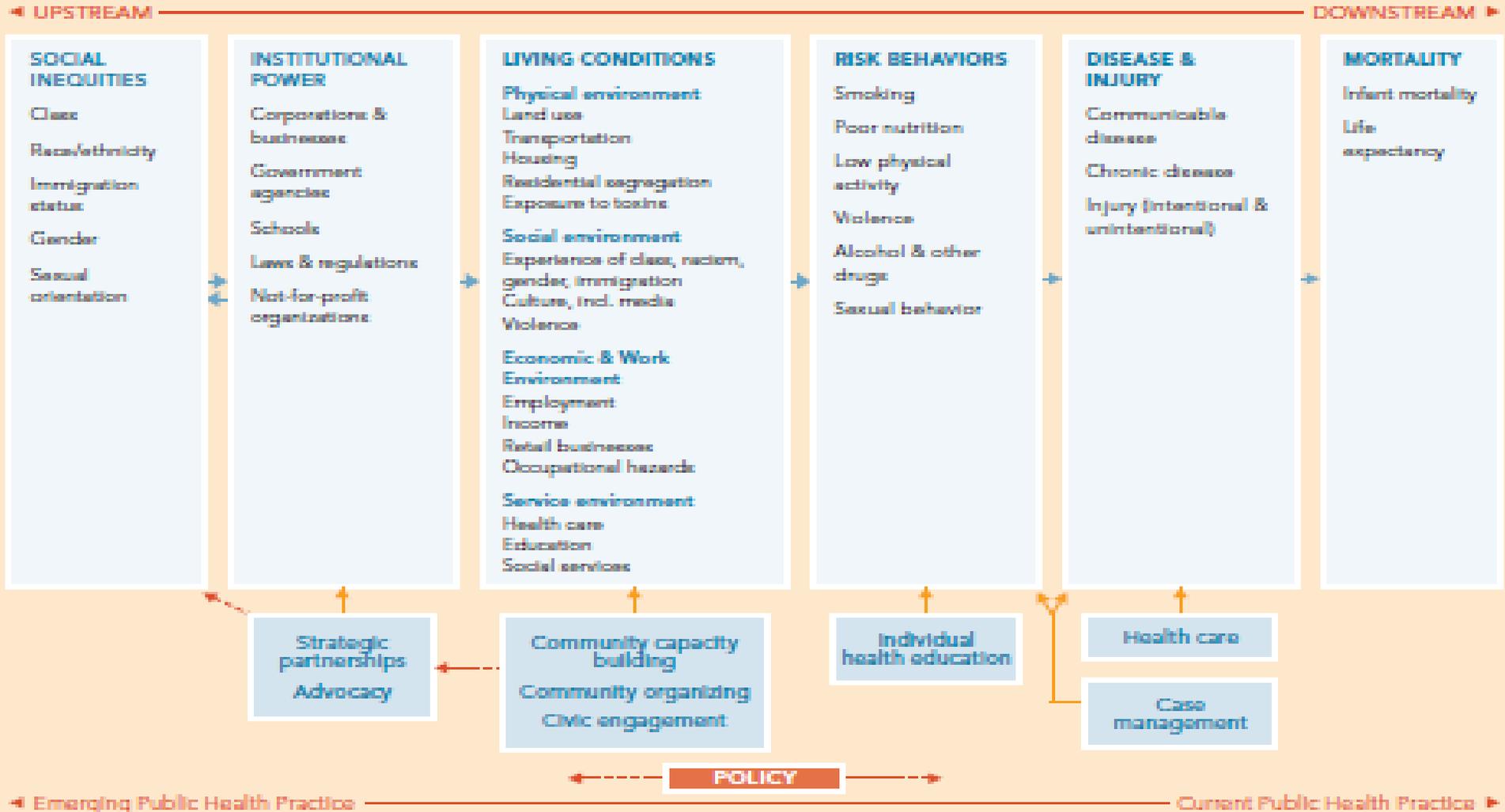


Source: Adapted from McGinnis JM & Foege WH. Actual causes of death in the United States. JAMA 1993; 270(18):2207-12; McGinnis JM, Williams-Russo P, & Knickman JR. The case for more active policy attention to population health promotion. Health Affairs 2002; 21(2):78-93

Looking Upstream to Address Root Causes



A PUBLIC HEALTH FRAMEWORK FOR REDUCING HEALTH INEQUITIES

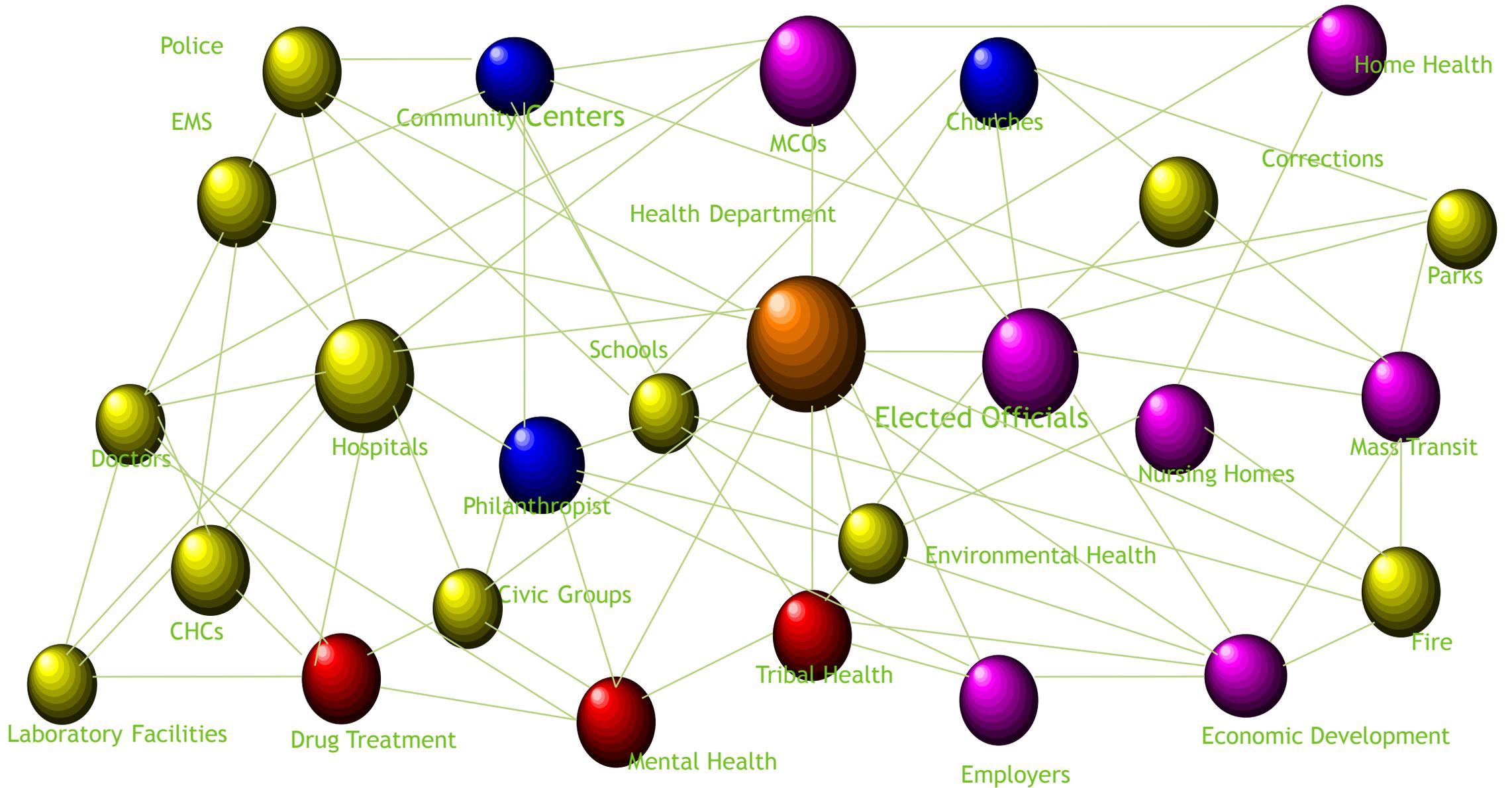


Intersectoral Collaboration

Bring together **partners from the many sectors** that play a major role in shaping the economic, physical, and social environments in which people live:

- Health and Human Services
- Parks and Recreation
- Hospitals
- City Planning
- Human Resources
- Food
- Housing
- Transportation
- Education
- Environmental Protection

The Public Health System



- Interagency collaboration requires strong relationships that are built on a foundation of trust, mutuality, and reciprocity.
- Focus on deep and ongoing collaboration.

Addressing Complexity and Systems Thinking

- ▶ ***Wicked problems/social messes (adaptive challenges)***
- ▶ ***Current difficult toxic environment***
- ▶ ***Developing capacity (collaborative leadership)***
- ▶ ***Establish structure, resources (backbone)***
- ▶ ***Framework for discussions***
- ▶ ***Serve as catalyst/partner***

Across the Continuum

- ▶ *Beginning conversations across all sectors*
- ▶ *Defining a “healthy community”*
- ▶ *Establishing shared goals and shared values*
- ▶ *Prioritize areas to begin work*
- ▶ *Use of evidence based data*
- ▶ *Institutionalization*
- ▶ *Measuring progress across years/decade*

This will require leadership

- ▶ **“Today the need for leadership is too great to leave its emergence to chance”**

--IOM Report: The Future of Public Health 1988



- ▶ Your assignment:
 - ▶ Read the handout
 - ▶ Read the description of an individual
 - ▶ Underline the traits which are most in accordance with the picture of the individual described in the previous list
 - ▶ Do not talk with other participants until instructed
 - ▶ Discussion

What does an open and credible process look like?

- ▶ **When you create an open and warm environment, the result is:**
- ▶ Improved quality of the group products
- ▶ Increased commitment to implementation
- ▶ Decreased implementation failures
- ▶ Decreased cost of implementation

Leaders create the environment for success

- ▶ Build and maintain a credible, open process, with strong process leadership
- ▶ Keep the group focused on the goal
- ▶ Emphasize the values of inclusiveness and trust

Mutual Accountability

- ▶ “Mutual Accountability” means that each team member is equally responsible for motivating the team, for monitoring the work of the team, and for the ultimate productivity of the team. Anyone can lead; everyone does lead.

Predictors of Successful Collaborations

- ▶ Collaborative environment (i.e., an open (inclusive, safe) and credible process in which people have confidence, facilitated by a collaborative leader)
- ▶ Clear and elevating/ennobling goal
- ▶ Results-driven structure
- ▶ Competent team members
- ▶ Unified commitment
- ▶ Standards of excellence
- ▶ External support and recognition
- ▶ Principled leadership

Leaders keep the group focused on the goal

- ▶ What are “energy drains”?
- ▶ Five common team dysfunctions:
 - ▶ Competing Goals
 - ▶ Relationship Issues
 - ▶ Control Issues
 - ▶ Differing Values
 - ▶ Helplessness

What teams/collaborations need

- ▶ Common Cause
- ▶ Sense of Urgency
- ▶ Specific Goals
- ▶ Shared Values
- ▶ Mutual Respect....Trust
- ▶ Diverse Skills & Knowledge
- ▶ Clear Rules of Conduct
- ▶ Performance Standards
- ▶ Common Language
- ▶ Mutual Accountability
- ▶ Shared Responsibility

Exercise

▶ Public Health Values

- ▶ Community
- ▶ Science and evidence-based decision-making
- ▶ Health equity
- ▶ Prevention and wellness
- ▶ Real progress in improving health

For additional information:

Joyce R Gaufin, President
American Public Health Association

Gaufin646@gmail.com

435-574-2015 (home office)

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- ▶ Dr. Carl Larson, Professor Emeritus of Communication, Denver University
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