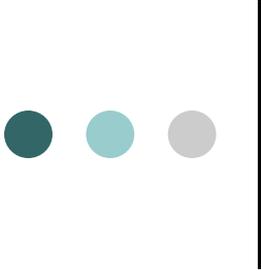# Governance for Health in the 21st Century society

Ilona Kickbusch
Global Health Programme
Graduate Institute, Geneva
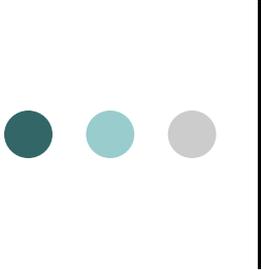Health Promotion Forum
November 18th 2011

21st century

- The most exciting breakthroughs in the 21st century will not occur because of technology but because of an expanding concept of what it means to be human.

  John Naisbitt

- Health – Wellbeing – Happiness – Sustainability – Social Connectivity

Kickbusch 2011

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

- Positioning human health and well being as an over arching societal goal related to human rights and equity and as a key feature of what constitutes a successful society in the 21st century - social justice
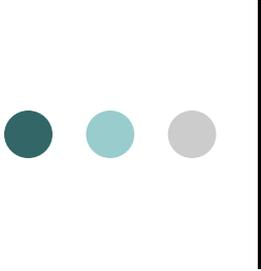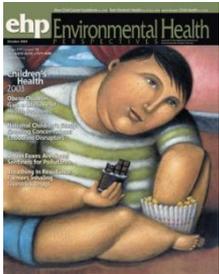
Complexity – systems thinking

- 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. (Gloubermann 2003)

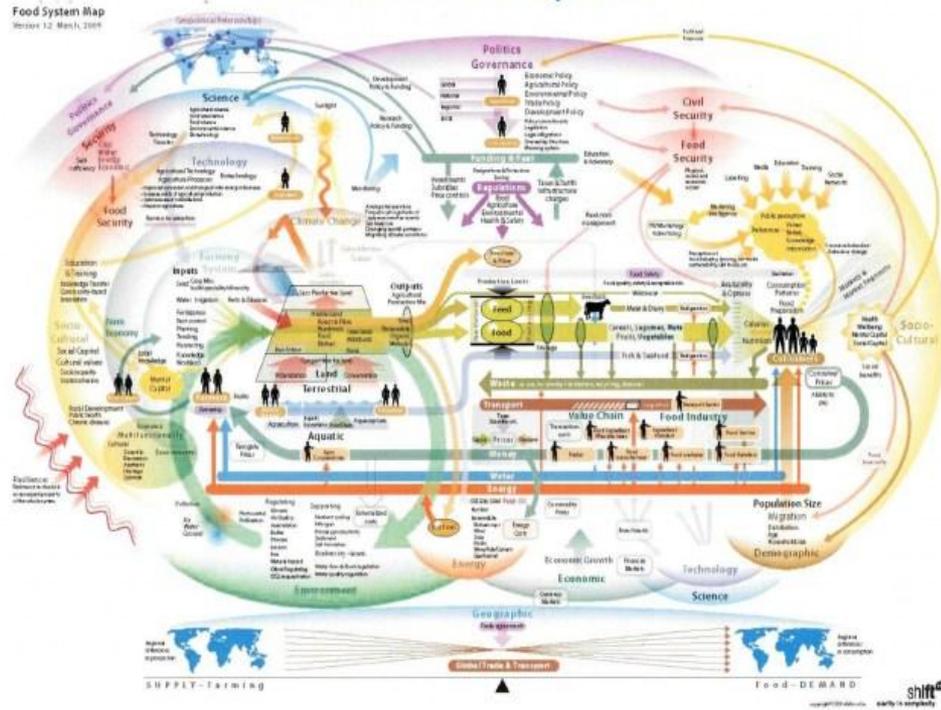Kickbusch 2011

Example: OBESITY a „wicked problem"

○ **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)*
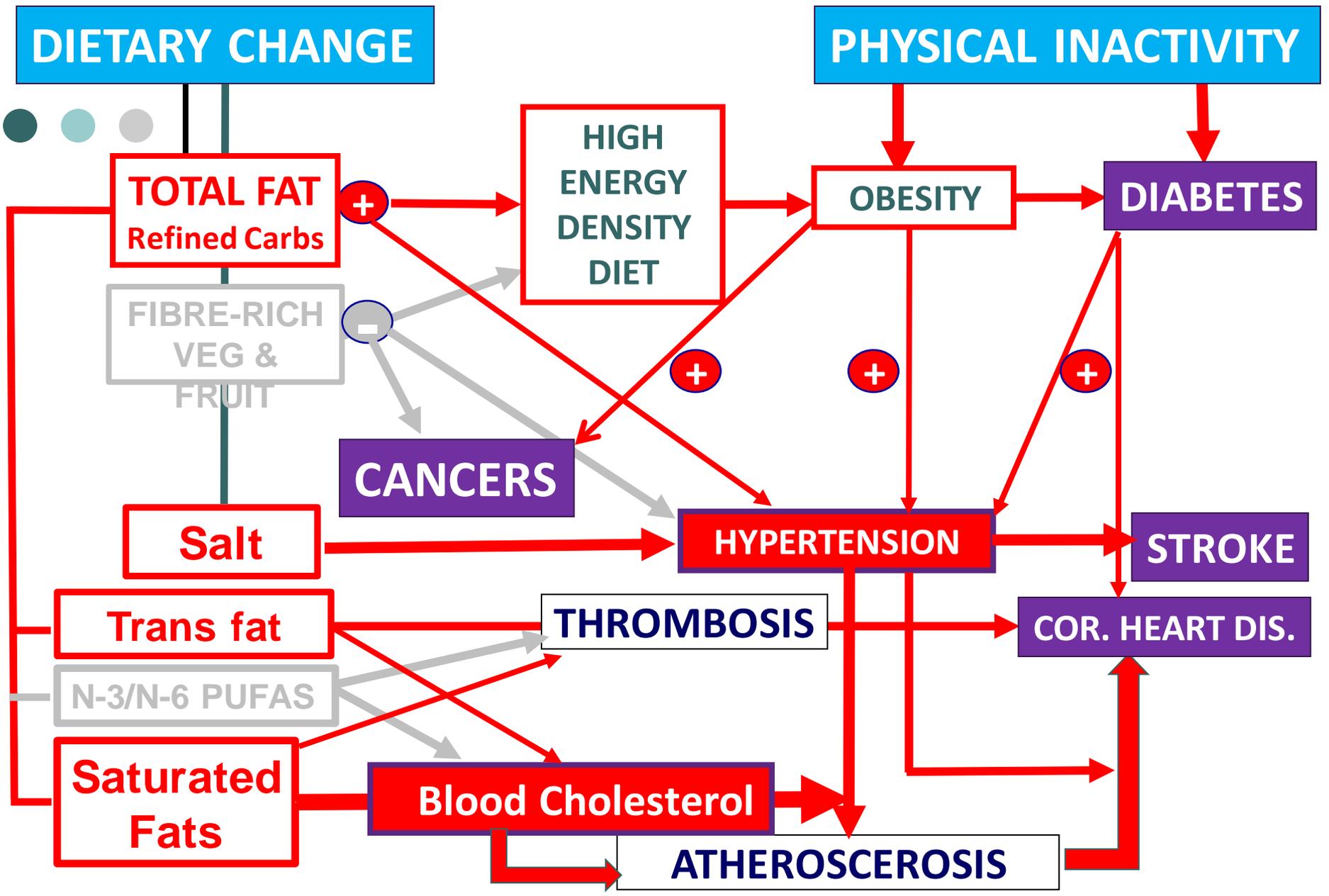
○ *Equity is cross cutting*

Kickbusch 2011

Local – global

Open.salon.com

Kickbusch 2011

DIETARY CHANGE

PHYSICAL INACTIVITY

TOTAL FAT
Refined Carbs

HIGH ENERGY DENSITY DIET

OBESITY

DIABETES

FIBRE-RICH VEG & FRUIT

CANCERS

Salt

HYPERTENSION

STROKE

Trans fat

THROMBOSIS

COR. HEART DIS.

N-3/N-6 PUFAS

Saturated Fats

Blood Cholesterol

ATHEROSCEROSIS

Kickbusch 2011

Philip James 2011

Policies: addressing systemic risks
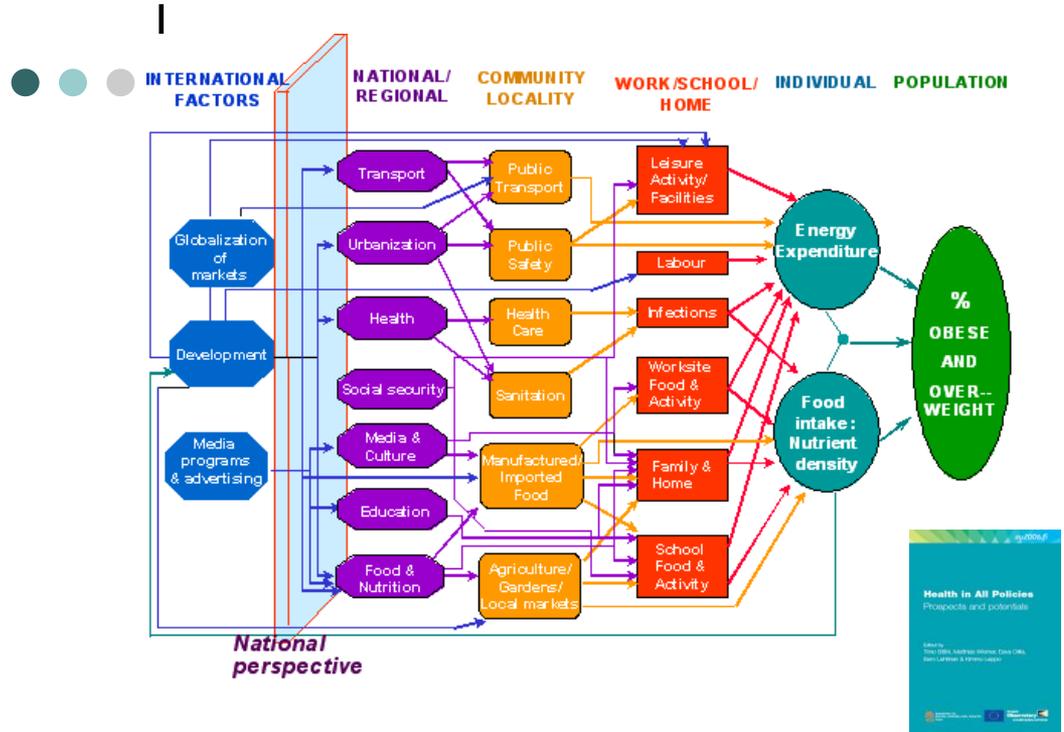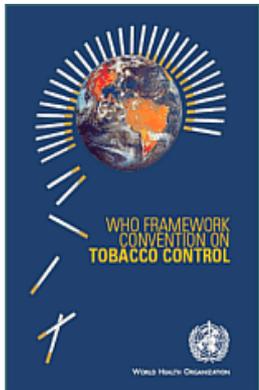
Kickbusch NEK CNE Bern 2009

Kickbusch 2011

Outbreaks

HEALTH

DEFENSE

WATER

LAW & ORDER

READINESS

RESPONSE

SUB-NATIONAL
LOCAL GOVERMENT
COMMUNITY

SUB-NATIONAL
LOCAL GOVERMENT
COMMUNITY

FOOD

CIVIL SOCIETY

SUB-NATIONAL
LOCAL GOVERMENT
COMMUNITY

BUSINESSES

FINANCE

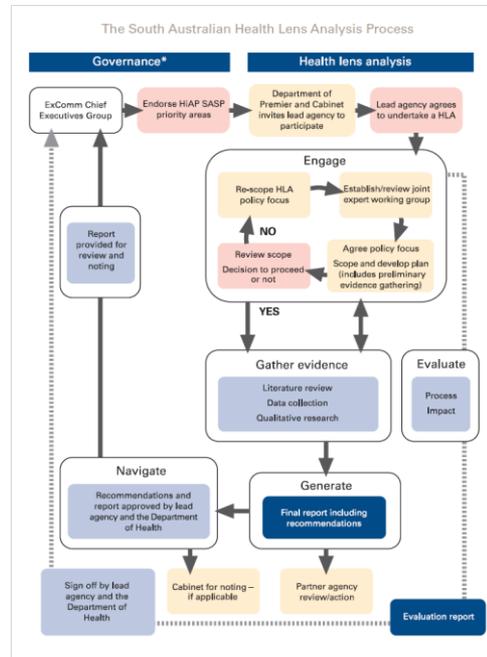RECOVERY

GOVERMENT

ENERGY

TRANSPORT

TELECOM
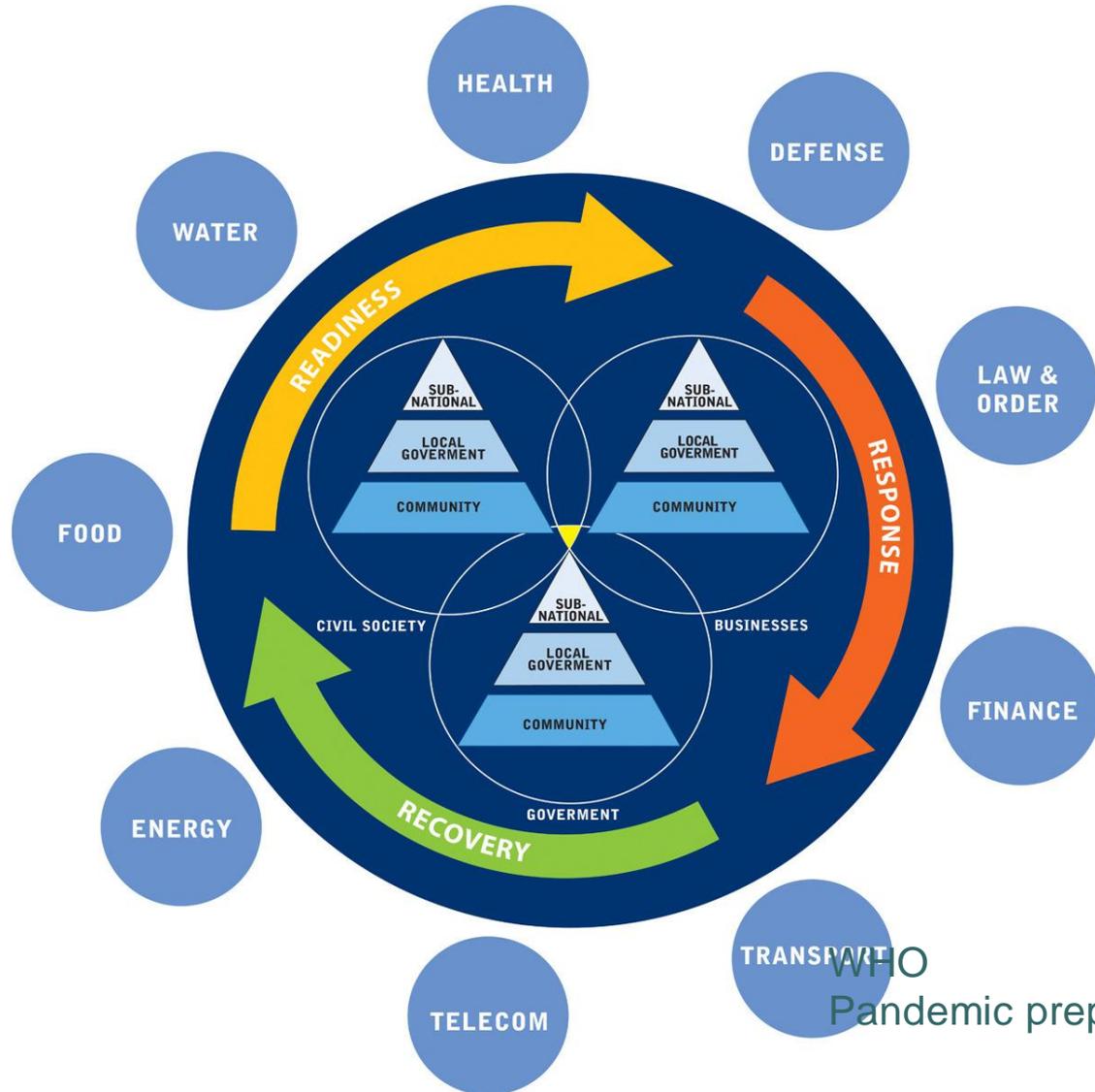
WHO
Pandemic preparedness
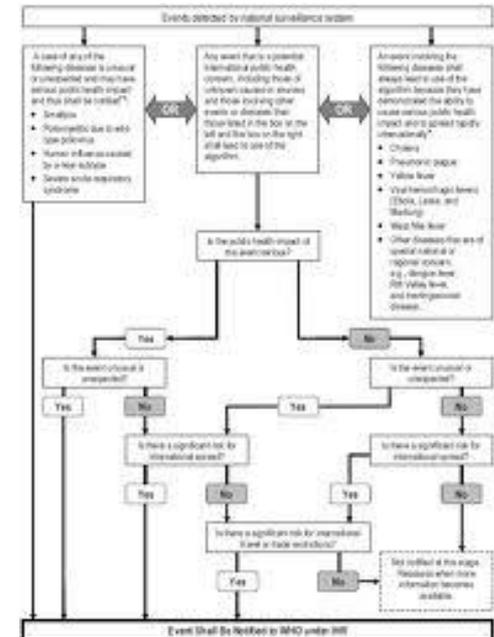
Kickbusch 2011

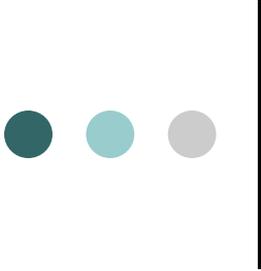# Systemic risks – systemic solutions
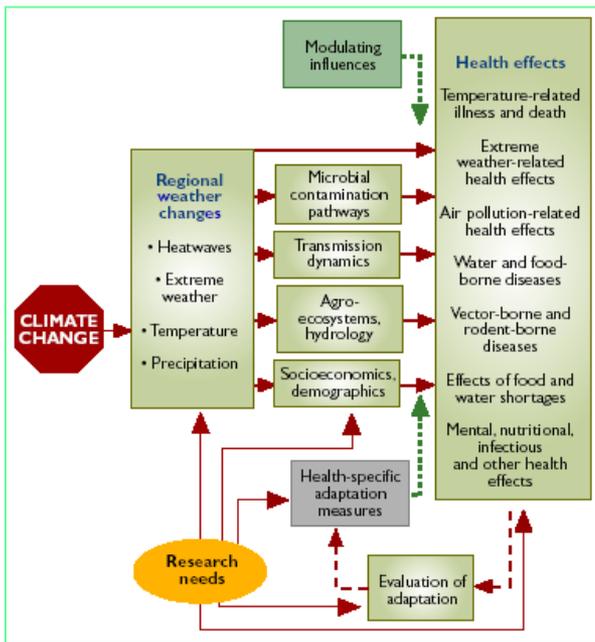
Environment and health

SA health lens

IHR

Kickbusch 2011
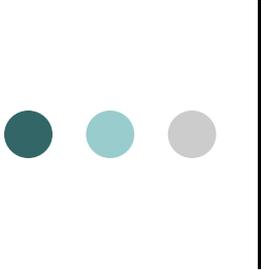
Governance

- 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
- New types of democratization
- Steering - diffusion

Kickbusch 2011

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 and wellbeing as a collective goal." (based on Bell/Hindmoor 2009)

- health is a human right
- health is essential to well being
- health is a global public good
- Health is social justice

WHO EURO RC 61 INF DOC 6

Political determinants: indicators of commitment of government and in many sectors of society

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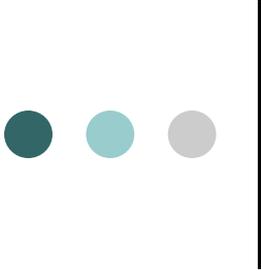
Four expansions - 1

- *First:* the old way of governing health—sectoral, hierarchical, focused on cure, based on a medical paradigm—is no longer sufficient to address the new challenges, and has also reached its limits with regard to the organisation of the health care sector itself.

- ***Expansion of governance for health through Health in All Policies:*** governments increase action and regulation in many sectors with regard to areas such as the environment, speeding, obesity, drug abuse, smoking and alcohol increases………*hierarchical governance but in new areas of every day life*

Kickbusch 2011
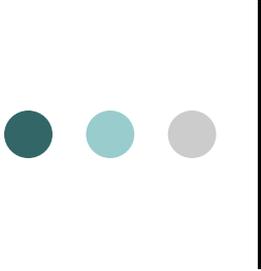
Four expansions - 2

- *Second:* the expansion of the territory of health which is closely linked to a new epistemology of health and disease— **determinants based rather than disease focused** —requires a much wider range of players in other sectors of government and in wider society and a global perspective.

- *Expansion of governance capacities for health through partnership and persuasion:* governments increasingly experiment with **new forms of government-society relationships** through a wide array of dialogues, partnerships, platforms and other exchanges including educational strategies and voluntary agreements.

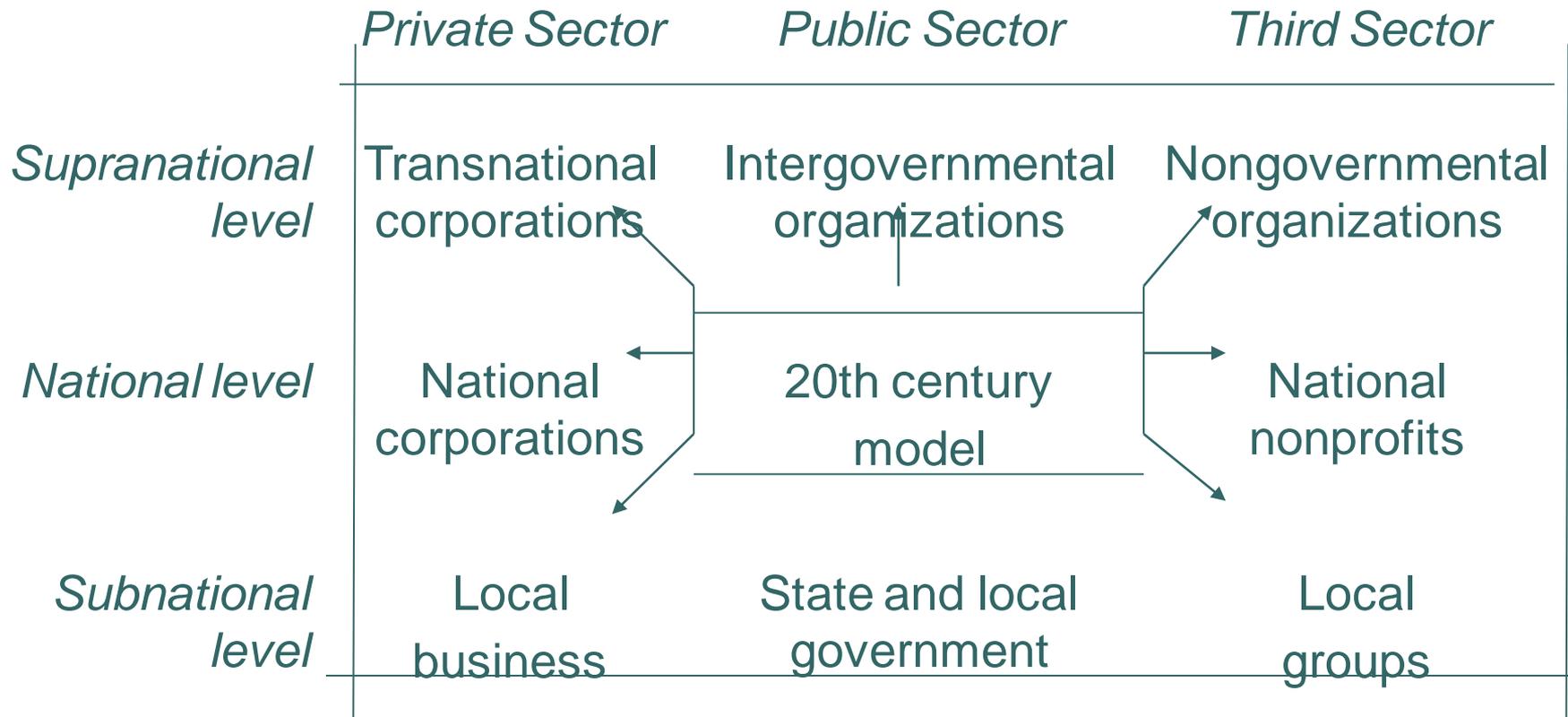Kickbusch 2011
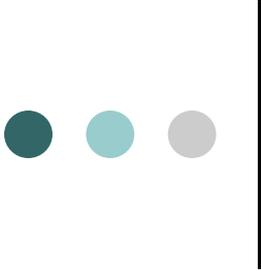
Four Expansions - 3

- *Third:* **power sharing** with people and patients is reshaping authority and legitimacy—including a dialogue on the end and means of governance for health, with a particular focus on equity and the right to health.

- ***Expansion of governance for health through civil society action:***The roles played by civil society organizations in modern democracies and health - issue awareness and advocacy for policy change, as well as public service delivery as partners of government or in spaces where government has failed. Includes delegation of tasks where there is no trust in government – ie HIV AIDS. New forms: participatory health councils etc.
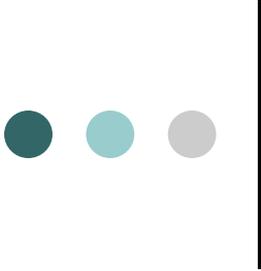
Kickbusch 2011
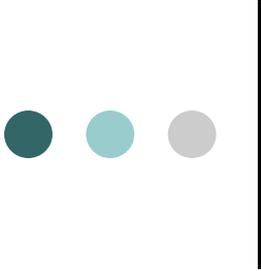
Four expansions: 4

- *Fourth*: every decision is (also) a health decision as health expands into everyday life – increasing individualization, personalization, choice, autonomy

- *expansion of self governance for health* – **relevance of health literacy, empowerment, self management and monitoring, self reliance –** increasingly made possible and easier through the development of IT technology – development of ehealth and mhealth

	Private Sector	Public Sector	Third Sector
Supranational level	Transnational corporations	Intergovernmental organizations	Nongovernmental organizations
National level	National corporations	20th century model	National nonprofits
Subnational level	Local business	State and local government	Local groups

Governance.com: democracy in the information age, E.C. Kamarck&J.S. Nye Jr. (ed.) 2002

Kickbusch 2011
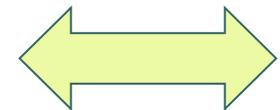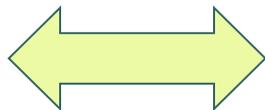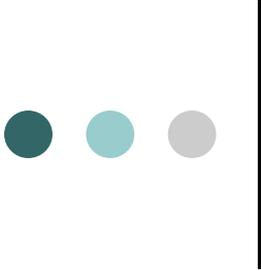
Governance for health: *we are not alone*

- Health as a societal goal – the contribution of other sectors (and actors) to this goal

- Health as a contribution to other societal goals – equity, economic development, environmental challenges, social challenges

Interdependence of societal goals
requires joint action

New public governance

○ Good, effective public governance helps to strengthen democracy and human rights, promote economic prosperity and social cohesion, reduce poverty, enhance environmental protection and the sustainable use of natural resources, and deepen confidence in government and public administration.
OECD web page on public governance:
http://www.oecd.org/countrieslist/0,3351,en_2649_37405_1_1_1_1_37405,00.html
Accessed 09 May 2011

○ **RETURN OF THE STATE**

Good governance

- **Governance for health and wellbeing is one of the defining factors of good governance.**
- This requires commitment of the highest level of government to the health and wellbeing of the population based on a new understanding of health.


Kickbusch 2011
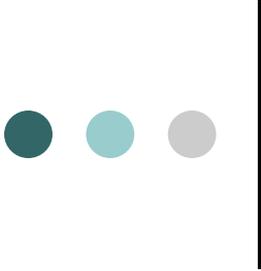
New collaborative approaches

- 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 society in the 21st century**. I.E. NCD DECLARATION**

- **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.**

Kickbusch 2011
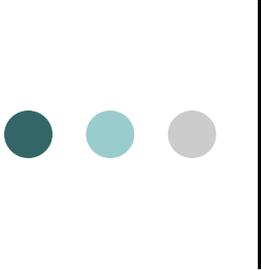
Whole of government

- "**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)
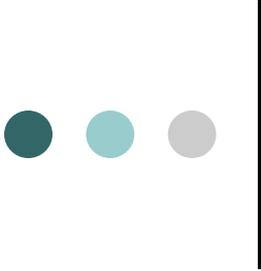
Multi-stakeholder deliberation:"

○ 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)

Enable Mediate Advocate

○ **Collaboration depends "on achieving a virtuous cycle between communication, trust, commitment, understanding, and outcomes"** Kickbusch 2011

New roles

Public Policy in Its Many Roles

Kickbusch 2011
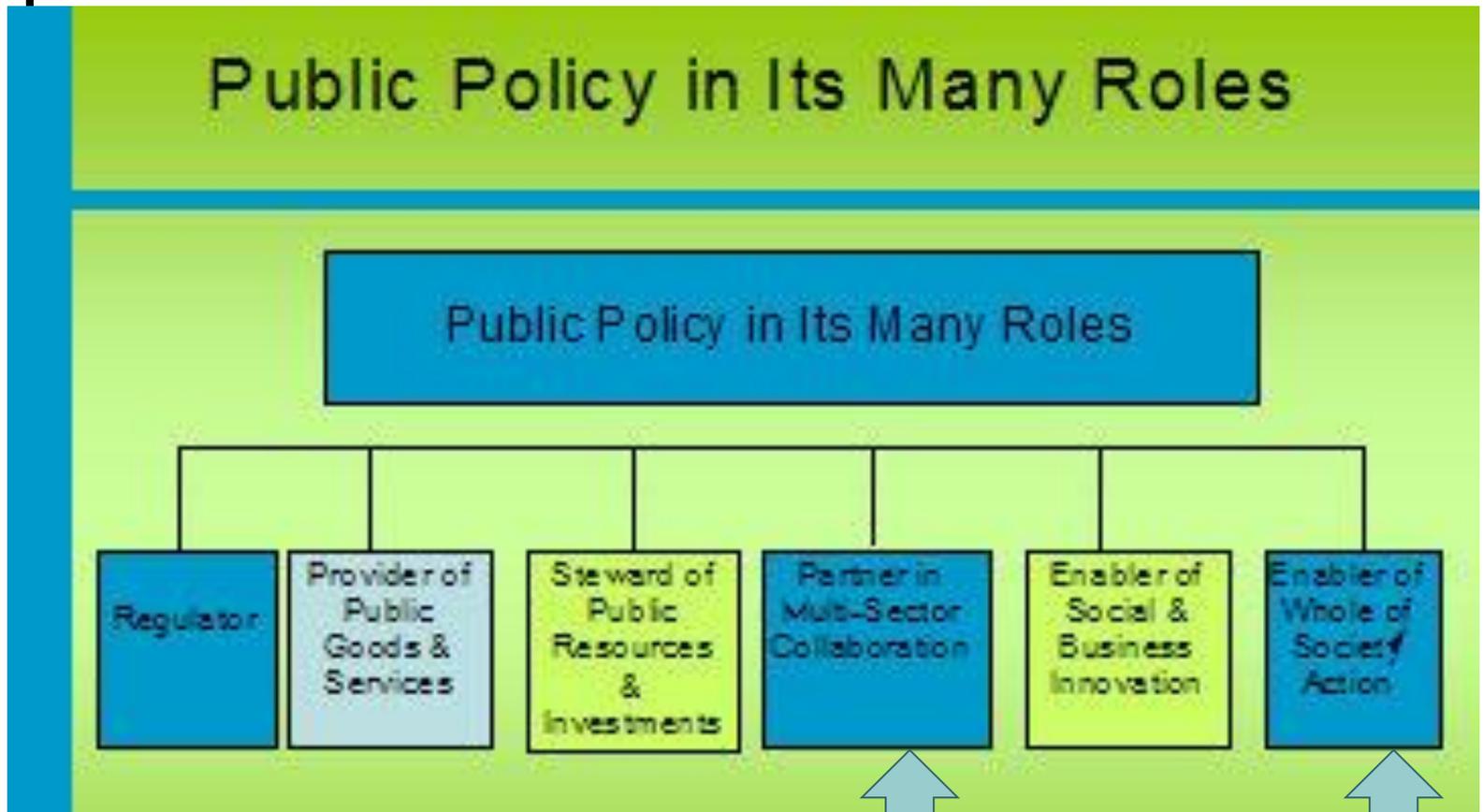
GOVERNANCE FOR HEALTH IN THE 21ST CENTURY

Health and Well Being

Social Determinants of Health

21st Century Determinants of Health – TRANSNATIONAL

WHOLE OF SOCIETY

SMART GOVERNANCE

Whole of Government
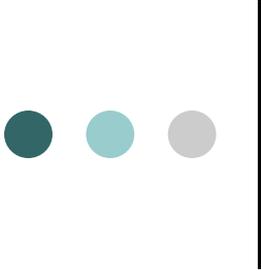Health in All Policies

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…

Kickbusch 2011

Kickbusch 2011

Final thoughts

- **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.

Kickbusch 2011