Collaborative Leadership for the Public’s Health

Oregon Public Health Association
October 13, 2014

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
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
• 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”

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” 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)

With appreciation for the collaboration and partnerships with:

- Dr. Carl Larson, Professor Emeritus of Communication, Denver University
- Dr. Kathy Kennedy, Director of the Regional Institute for Health and Environmental Leadership (RIHEL)
- Dr. Regina Davis Moss, Associate Executive Director, Public Health Policy and Practice, APHA