



HEALTH IN ALL POLICIES

Collaboration

At the state level, Health in All Policies (HiAP) depends on interagency or cross-sectoral collaboration. Because collaboration is essential for integrating HiAP, strategies for successful collaboration, as well as a sample agenda for a partnering meeting, are included below. Partnering meetings have successfully been used to build relationships between sectors in the absence of a specific project or policy.

Elements of Successful Cross-Sectoral Collaboration

Build internal health agency leadership:

- Be opportunistic and act on opportunities as they arise.
- Empower action-oriented frontline staff to take initiative.
- Raise awareness with senior leadership, middle management and staff simultaneously.

Build relationships with other sectors:

- Identify a champion on the ground, such as a local coalition that might have an interest in the issue.
- Build on past successes and define small wins that can be accomplished early, are politically and practically feasible, and have implications for health.
- Use active listening.
- Use a definition of health that addresses root causes.
- Highlight what partners have to gain from participation and what you have to offer partners.
- Create a shared understanding of a mutual goal that cannot be achieved alone.

A New Concept for Public Health?

Recently, HiAP initiatives have been encouraging cross-sectoral collaboration. However, it has also been happening for decades in fields where it is necessary to accomplish goals. Here are some examples of common partnerships around urgent issues:

- » *Child welfare:* Involves departments of health, social services, justice and education.
- » *Food Safety:* Involves departments of health, agriculture and commerce.
- » *Natural disasters:* Involves departments of environment, natural resources, emergency management, health and housing.

Turn for more »

- Become familiar with the other sector's policy making processes, regulations, and any constraints that may impact the ability to act on health recommendations.
- Identify shared goals and activities in statewide action plans.
- Build trust through transparency, frequent meetings, and responsiveness to questions, concerns and limitations raised by non-health partners.
- Be realistic about short, intermediate, and long-term implementation plans.
- Identify an immediate collaboration goal around an urgent, visible and important issue.
- Build public support for collaboration through outreach and messaging.
- Practice effective communication with sectors that may use different terminology.
- Ensure meaningful participation from all key stakeholders represented in the process.
- Share the credit for successes.
- Monitor and evaluate success.

Partnering Meetings: A First Step towards HiAP

A Partnering Meeting is an excellent first step for building relationships across sectors, especially in the absence of a specific project in which to partner. When planning a meeting, it is important to ensure representation from both leadership and frontline staff from each sector. Similar meetings were held to initiate or enhance cross-sectoral collaboration by the California HiAP Task Force. For more information, please visit California's Strategic Growth Council at: <http://www.sgc.ca.gov/hiap/>

Sample Agenda Items:

- Establish ground rules.
- Define a common goal.
- Discuss the need for collaboration.
- Discuss resources that each partner brings to the table.
- Get to know one another through:
 - » Trust-building tasks.
 - » Discussion of personal, leadership and communication styles.
- Learn about others' work through:
 - » Building consensus on a holistic definition of health (e.g., WHO, socioecological model).
 - » Helping other sectors understand the connection between their work and health.
 - » Learning about how the other sector perceives health.
- Learn about intervention points for including health indicators or themes.
- Highlight successful collaborations from other places.
- Explore actionable strategies that accomplish the goals of both sectors.
- Explore conflicts and discuss mediation strategies.
- Prioritize recommendations.
- Secure commitments from attendees to a HiAP approach.

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Health in All Policies is a collaborative approach that integrates and articulates health considerations into policy making and programming across sectors, and at all levels, to improve the health of all communities and people.

FIND OUT MORE: www.astho.org/hiap