Exploring multi-sector approaches to TB elimination

Towards TB Elimination in Northern Indigenous Communities
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Territorial acknowledgement

The NCCDH is in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This territory is covered by the "Treaties of Peace and Friendship" which Mi'kmaq and Wolastoqiyik (Maliseet) peoples first signed with the British Crown in 1725. The treaties did not deal with surrender of lands and resources but in fact recognized Mi'kmaq and Wolastoqiyik (Maliseet) title and established the rules for what was to be an ongoing relationship between nations.

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National Collaborating Centre for Determinants of Health

Our focus: Social determinants of health & health equity

Our audience: Public health practitioners, decision makers, & researchers

Our work: Translate & share evidence to influence work on the social determinants & health equity

BOOSTING MOMENTUM
Applying Knowledge
to Advance Health Equity

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National Collaborating Centre for Healthy Public Policy (NCCHPP)

Our mandate

- Support public health actors in their efforts to promote healthy public policies

How can we make healthy public policies?

- Learn about public policies and their effects on health
- Generate and use knowledge about healthy public policies
- Identify models for intersectoral collaboration as well as potential collaborators
- Influence the development of public policies

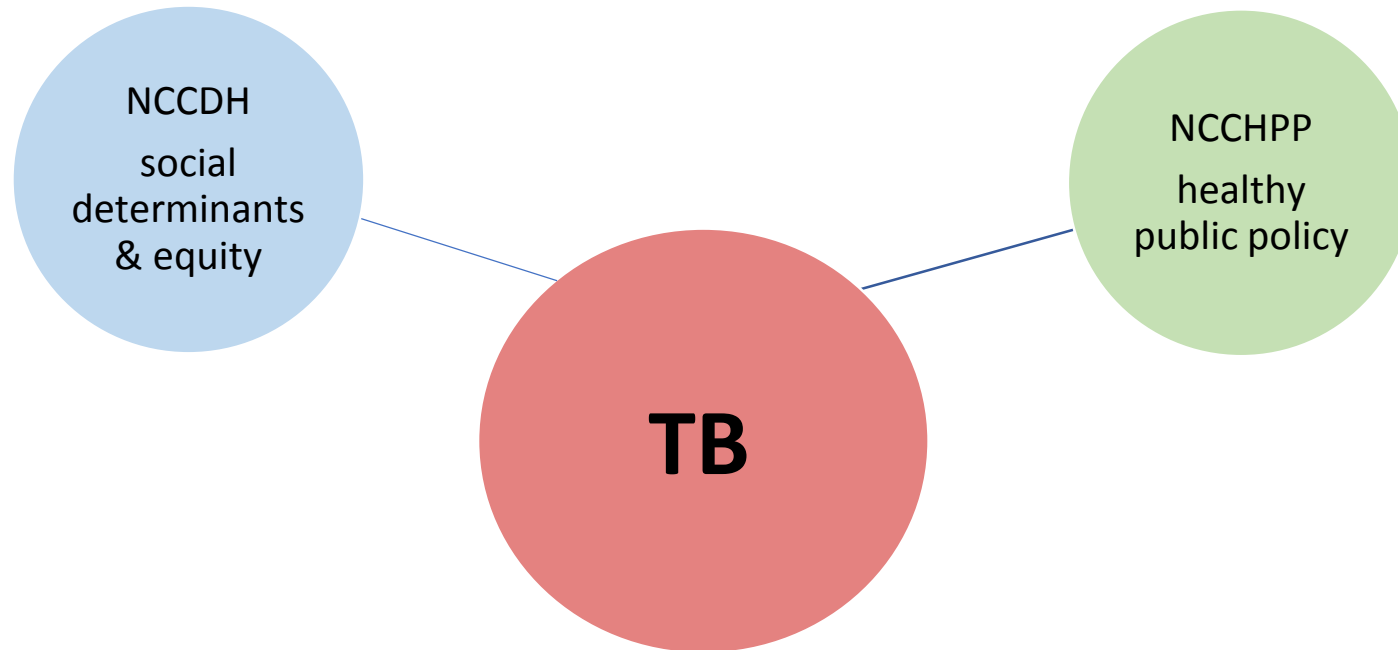**Photo Credits:**
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Multi-sector approaches

NCCDH
social determinants & equity

NCCHPP
healthy public policy

TB

Objectives

- To consider the potential of multi-sectoral approaches to addressing TB determinants and moving towards TB elimination

- To explore possible types of multi-sectoral collaboration and their potential in context.

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3 pillars

1. Integrated, patient-centred care & prevention
2. Bold policies & supportive systems
3. Intensified research & innovation

Key actions – social protection, poverty alleviation, & action on other determinants of TB

➢ Address poverty & related risk factors
➢ Pursue "health in all policies" approaches

Accountability is multi-sectoral & multi-disciplinary

- Health
- Finance
- Labour   ++ Others
- Social welfare
- Housing
- Environment
- Agriculture

http://www.who.int/tb/post2015_strategy/en/

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Equity-focused approach to TB

Focus on social protection interventions impact multiple conditions simultaneously (Global plan to end TB)

Changes in population health indicators have greater impact on TB rates than TB treatment success rate (Oxlade et al, 2009)

Increased social protection spending associated with decreased TB incidence (Reeves et al, 2014)

Multi-sectoral collaboration towards TB elimination

Benefits (Colgan et al, 2014)

- Outcomes focused
- Boundary spanning
- Enabling
- Strengthen prevention

Depends on (Colgan et al, 2014)

- Clear objectives
- Political commitment
- Viable organization structures
- Culture of collaboration
- Incentive to work in partnership
- Aligned structure & purpose
- Management of networks & gaps

Essential elements of multi-sector collaboration

Shared view among stakeholders about underlying causes of the problem

- Define scope, goals, outcomes, timeframe
- Sector responsibilities – roles (advisory, implement, service provision, report, representation, evaluate…)
- Communications – how, who, where, frequency, scope, technology
- Indicators – performance, process, define, collection, milestones to track progress
- Funding, accounting, reporting
- Joint policy making at the centre in support of implementation
- Reporting

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Range of relationships between sectors (adapted from Kickbush & Behrendt, 2013)

Coexistence	Communication	Cooperation	Coordination	Collaboration
Informal				Formal
n/a	No surprises	Not in the way help if possible	Actively align services	Actively ensure goal achievement
Self-reliance	**Shared information**	**Shared resources**	**Shared work**	**Shared responsibility**
• No formal communication • Policies & services developed in isolation • Autonomy emphasized • May have common concerns	• Informal meetings e.g. web exchange • Irregular exchange of practices • Autonomy retained • Get together on common interests	• Formal meetings • Regular exchange of staff, information, practices • Autonomy lessened • Get together on common projects	• Share on a regular formal basis • Regular exchanges & specific projects • Autonomy further lessened • Work together on shared projects	• Formal partnership • Share policies and/or practices • Autonomy further lessened • Work together to common goals

Background and context

WHO End TB Strategy

http://www.who.int/tb/post2015_strategy/en/

United Nations Declaration on the
Rights of Indigenous Peoples

http://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf

Truth and Reconciliation Commission of Canada:
Calls to Action

http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf

Multi-Sectoral Collaboration

http://www.effectiveservices.org/downloads/CES_Whole_of_Government_Approaches.pdf

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Common threads

Equity

Reconciliation and public health

Collaboration at all levels and across all sectors

Borrowing from approaches to 'wicked problems'

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Strategies for coping with wicked problems

Key ingredients

- Collaboration
- Dialogue
- Shared Understanding

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Dialogic communication

Key elements

- Engaging contact
- Active listening
- Mirroring
- Exploratory questions

What is Dialogue?

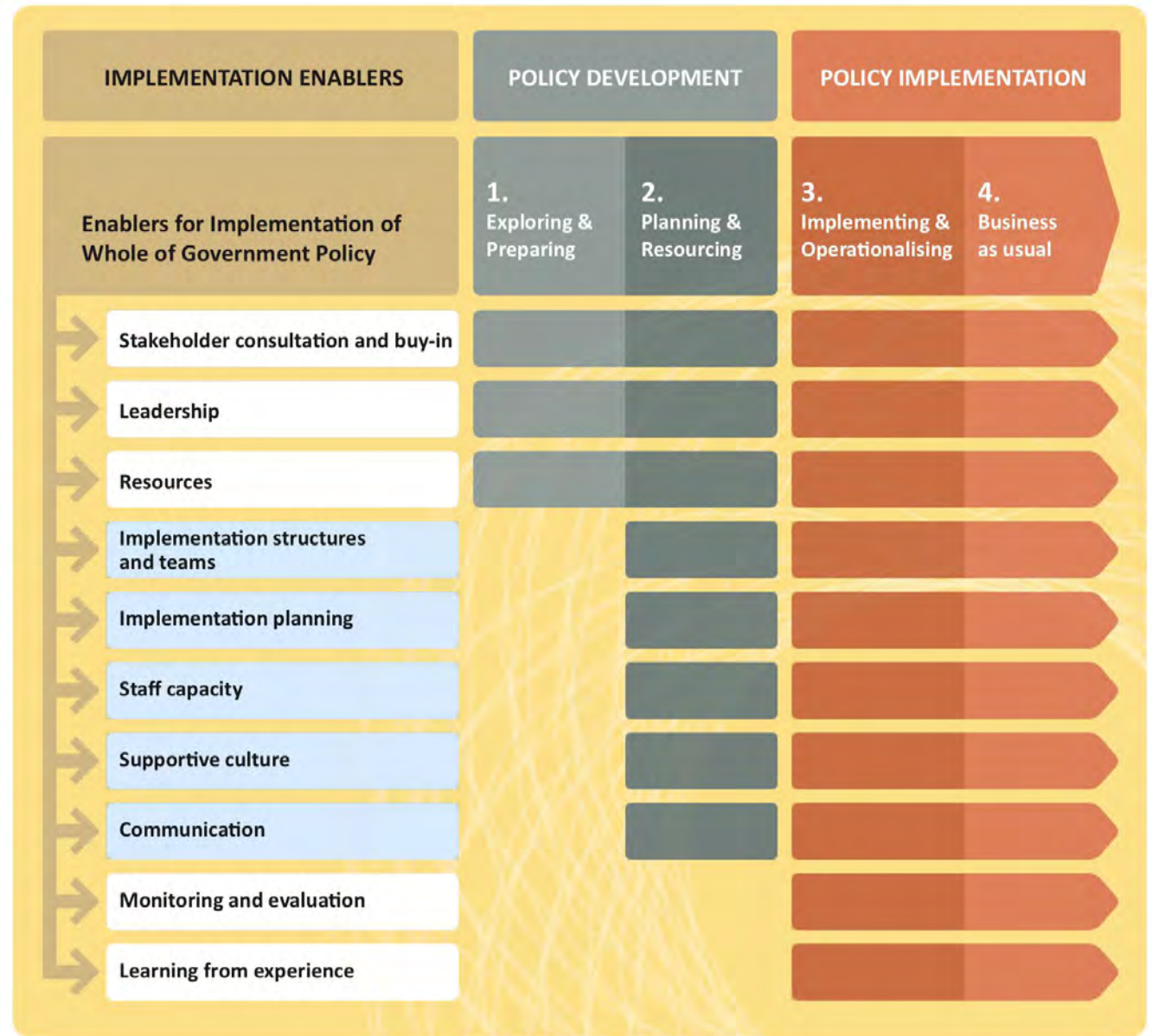| Discussion	Debate	Dialogue
Present ideas	Succeed or win	Broaden perspectives
Seek answers/solutions	Look for weakness	Look for shared meaning
Persuade others	Stress disagreement	Find spaces of agreement
Share information	Focus on 'right' and 'wrong'	Bring out ambivalences
Solve our problems	Advocate one perspective	Invite/allow differences of opinion and expertise
Give answers	Search for logic flaws	Discover collective meaning
Achieve preset goals	Judge other perspectives as inferior or distorted	Challenge our preconceived notions
Listen for disagreement	Listen in order to counter	Listen in order to understand
Avoid areas of conflict and difference	Focus on conflict and difference as advantage	Articulate areas of conflict and difference
Retain relationships	Disregard relationships	Build relationships

(**Adapted** from Kachwaha, 2002)

Mapping exercise

- Wicked problems and dialogue mapping
  - Shared understanding

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Enablers for implementation of multi-sector policies

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Enablers for implementation of multisectoral approach

Mapping Question # 1

Who are the stakeholders whose work, involvement, or cooperation will impact the success of an End TB policy?

- Identify stakeholders that implementation depends on

- Involve front-line delivery staff in policy development & planning cycle

- Build shared vision of nature/causes, outcomes, path forward

- Joined-up thinking about process for change

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STAKEHOLDERS

Enablers for implementation of multisectoral approach

Mapping Question #2

Who (individuals or collectives) should be included as policy leaders to have the greatest chance of implementing a successful End TB policy?

- Political and administrative leadership for project lifetime

- Visible endorsement & constant communication

- Identify operational leader or leadership group reflecting the initiative

- Implementation networks

- Identify & determine budget, staff, non-monetary resources

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Enablers for implementation of multisectoral approach

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Report Back

Food for thought?

Structures typically used for inter-sectoral work

- Interdepartmental committees
- Taskforces
- Interdepartmental partnerships: Joint teams
- Cross-departmental partnerships: Agency arrangements
- Special-purpose agencies: Frontier agencies

http://www.effectiveservices.org/downloads/CES_Whole_of_Government_Approaches.pdf

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