

Creating Synergy in a Global Coalition for Health: Evidence-based Recommendations

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Global Programme for Health Promotion Effectiveness 2001-present

- **International Union for Health Promotion and Education (IUHPE)**
- **World Health Organization**
- **Canadian Public Health Agency**
- **Health Promotion Switzerland**
- **National Institute for Health and Clinical Excellence, England**
- **The Netherlands Institute for Health Promotion and Disease Prevention**
- **US Centers for Disease Control and Prevention**
- **African Medical and Research Foundation**
- **Pan-American Health Organization (PAHO)**
- **Victorian Health Promotion Foundation (VicHealth)**
- **Voluntary Health Association of India (VHAI)**
- **World Health Organisation African Region (WHO/NARO)**
- **Getting Evidence into Practice European Evidence Consortium**
- **IUHPE/EuroHealthNet Joint Special Interest Group on Health Promotion**

Aim

- ▶ raise the standards of health promotion policy making and practice world-wide
 - review and summarise evidence in terms of
 - ▶ Health impact
 - ▶ Social impact
 - ▶ Economic impact
 - ▶ Political impact
 - translate evidence to policy makers, teachers, practitioners, researchers
 - stimulate debate on effectiveness and evidence standards

Global Programme for Health Promotion Effectiveness

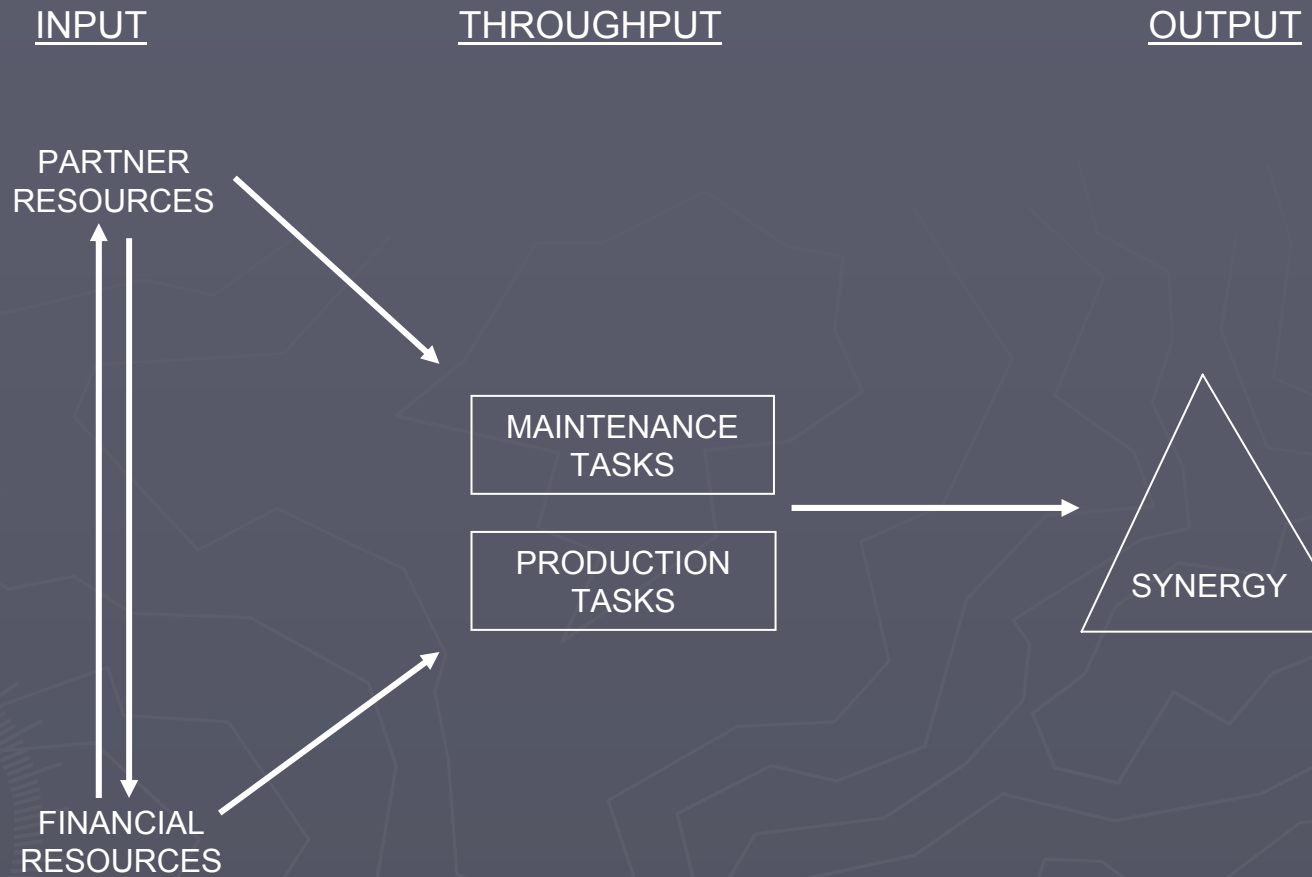
- ▶ Africa, Europe, Latin America, North American,
Northwest Asia, Southeast Asia and the Southwest Pacific
- ▶ Each region has a leader(s)
- ▶ At global level, leader and a co-ordinator
- ▶ GPHPE overseen by the Global Steering Group (GSG)
- ▶ Almost all participants work on a volunteer basis
- ▶ One part time person is the only paid staff
- ▶ Modest financial resources from several sources

Case study methodology 2001-2006

▶ Data Collection

- ▶ A combination of document and interview data were collected
- ▶ Documents spanning from the programme's inception through 2005
- ▶ 20 key informants were interviewed
 - Interviews lasted between 30 minutes and 3 hours
 - Semi-structured interview guide was used
 - Interviews conducted over the telephone, recorded, transcribed

Systems model was framework for analysis





INPUT

Problem urgency, solvability were motivations for partner commitments

PARTNER
RESOURCES

"Peace...."

**THE
PROBLEM**

Global Forum for Peace

Forum for Peace in the Middle East

FINANCIAL
RESOURCES

Coalition for Arms Exports Control

Campaign Against Land Mines

Critical point!

Global Programme for Health Promotion

versus

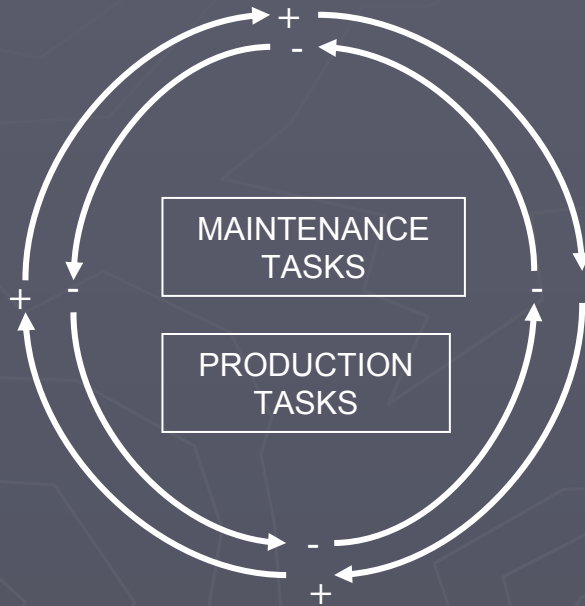
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.... **Same results...? We do not know.**



THROUGHPUT

(1) maintenance tasks are as important as production tasks:



eat & sleep



run & play

(2) positive & negative feedback loops

Loops of positive interaction -- inputs

- ▶ Inputs enable positive interaction by providing:
 - Partners
 - ▶ Energy
 - ▶ Expertise
 - Problem
 - ▶ Urgency, commitment
 - Financial
 - ▶ Material support

Loops of negative interaction -- inputs

- ▶ Inputs can interact negatively
 - ▶ Lack of partners can result in a loss of productivity
 - ▶ Lack of financial resources can reduce the capacity for face-to-face meetings
 - ▶ Over-reliance on volunteers can lead to a loss of accountability and may lead to partners feeling unable to meet demands

Loops of positive interaction – maintenance throughputs

▶ Leadership fosters positive interaction

- ▶ Respected leader inspires confidence even when things are shaky
- ▶ Skill to focus partners on tasks
- ▶ Promote and models openness, trust, autonomy, patience
- ▶ Skills for resolving conflict
- ▶ A degree of pragmatism
- ▶ Adapt leadership style according to inputs

Loops of negative interaction – maintenance throughputs

- ▶ Leadership can cause negative interaction by
 - ▶ Permitting conflict to go unresolved
 - ▶ Not recognising partner contributions
 - ▶ Tolerating domineering partners
 - ▶ Allowing distrust to fester
 - ▶ Distrust unchecked can:
 - Act as a dividing force
 - Foster suspicion among partners
 - Drain motivation
 - Breed conflict

Loops of positive interaction – maintenance throughputs

▶ Positive Communication

- ▶ Purposeful

- ▶ Frequent

- ▶ Recognisable

- Most important communication: face-to-face

- ▶ Allow for immediate, unfettered exchange that leads to synergy

- ▶ Facilitates joint decision-making and goal-setting

- ▶ Builds relationships and trust

Loops of negative interaction – maintenance throughputs

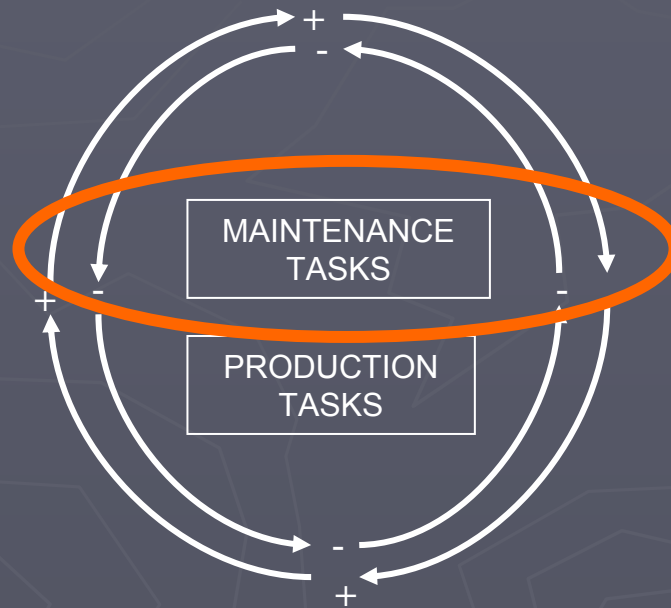
▶ Poor communication

- ▶ May leave partners feeling overwhelmed, left out or confused
- ▶ Can exacerbate problems of accountability
- ▶ Reduces capacity for exchange and synergy
- ▶ Communication that is not transparent can cause mistrust
- ▶ Without hearing of progress, partners can become discouraged

Loops of positive interaction –maintenance throughputs

- ▶ Defined roles and procedures
 - ▶ Give structure to the partnership
 - ▶ Formalise individual roles
 - ▶ Establish guidelines for internal and external accountability
 - ▶ Tailor roles and procedures to inputs
 - ▶ Be serious, business-like (but have fun, too!)

Critical point!





OUTPUT



SYNERGY



OUTPUT

$$2 + 2 = 5$$



SYNERGY

Measurable outcomes that could not be
produced by any one partner alone,
at the same or less cost

$$2 + 2 = 4$$

Measurable outcomes that partners
could/would have produced without
the partnership



OUTPUT

**ADDITIVE
RESULTS**



OUTPUT

(1) Positive, measurable outcomes costing more than the partners think the outcomes are worth, or



(2) Negative (usually unanticipated & unmeasured!) outcomes that outweigh positive outcomes

$$2 + 2 = 3$$



**ANTAGONISTIC
RESULTS**

OUTPUT

Partnership shut down before goals are reached due to system failure



$$2 + 2 = \cancel{3} 0$$



ANTAGONISTIC RESULTS

Critical point!

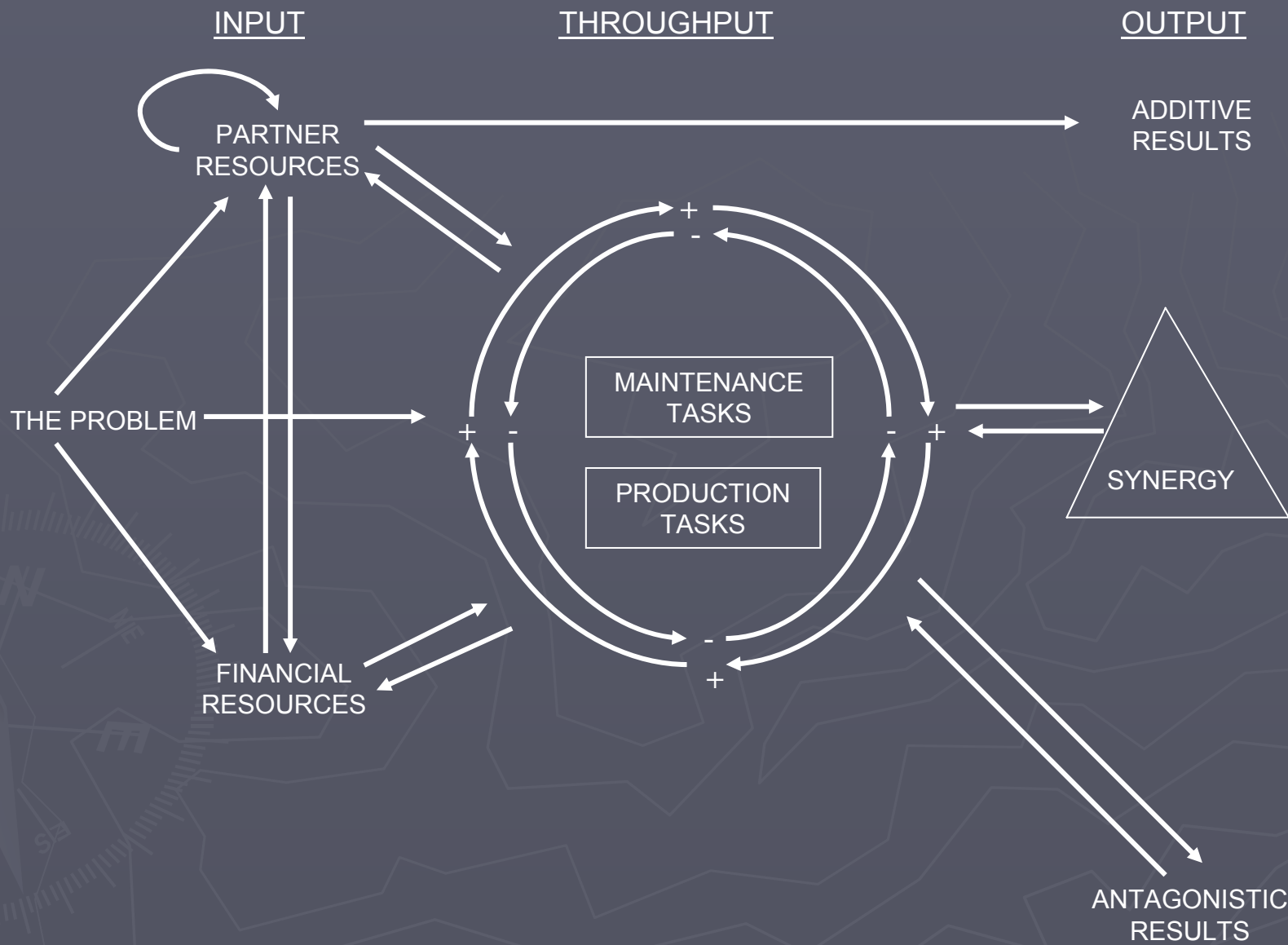
OUTPUT

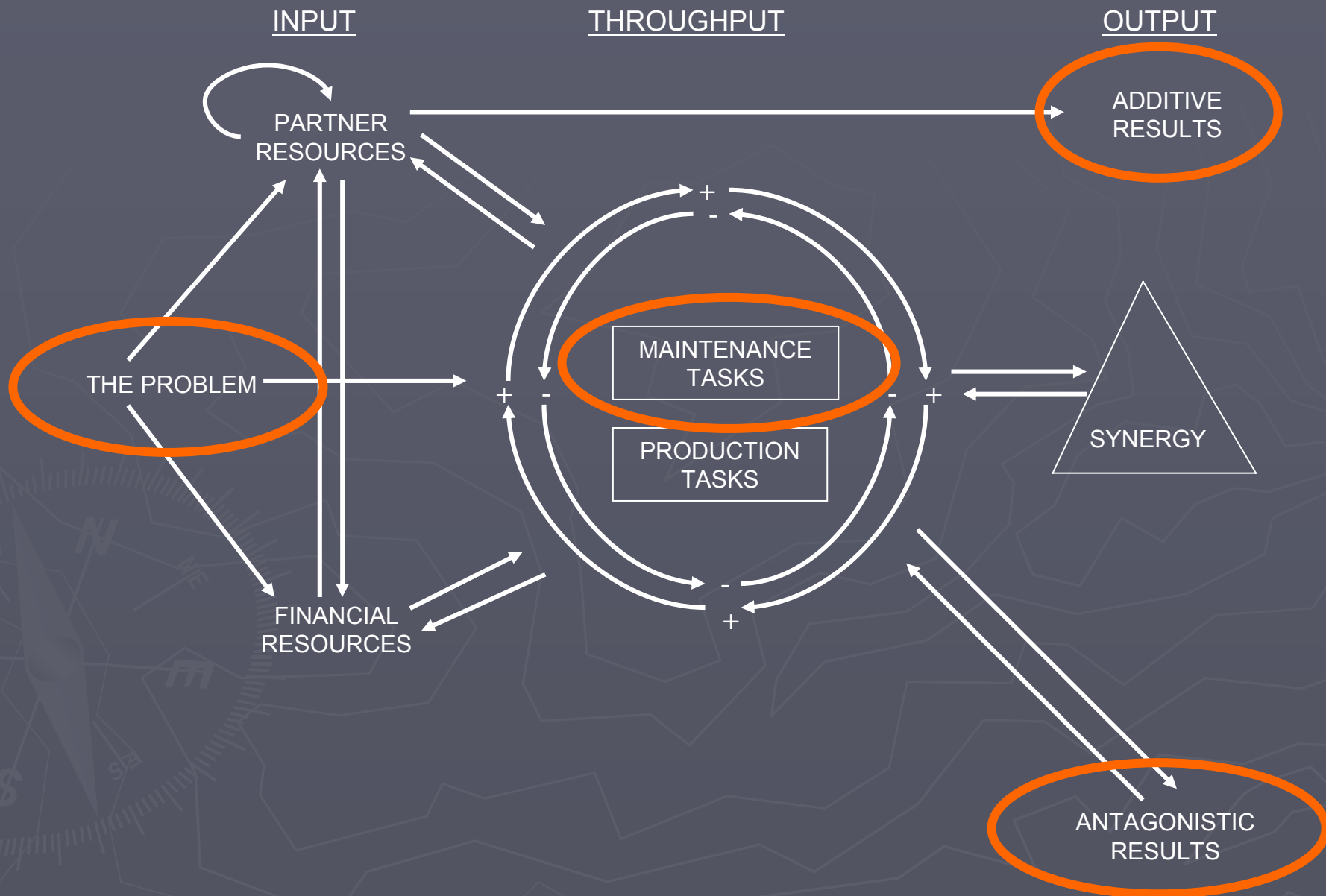
ADDITIVE
RESULTS



ANTAGONISTIC
RESULTS

- ✓ Accept a degree of additivity
- ✓ Plan and operate for synergy
- ✓ Expect, monitor and minimise antagony





Consistent with experience on how to manage effective volunteer programmes

- ❑ job description
- ❑ selection
- ❑ training
- ❑ supervision
- ❑ monitoring
- ❑ accountability
- ❑ professional treatment
- ❑ reward

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- World conference, Vancouver, June 10-15 2007
- Abstract deadline 24 November
- Posters, Oral sessions, Workshops, Symposia
- **NO TRACKS!**
- Put 'mental health' in title
- www.iuhpeconference.org