

Transforming Public Policy Outcomes:

**Harnessing Multisectoral Collaboration
Through a Health in All Policies Approach**

Fact Sheet

Achieving Good Public Policy Outcomes Through Multisectoral Collaboration and Health in All Policies Approaches

Executive Summary:

This fact sheet highlights the strategic value of adopting the Health in All Policies (HiAP) 4 pillars model, a proven framework for multisectoral collaboration, to address complex challenges amid changing global contexts. This fact sheet is intended as a guide for policy action and implementation to support senior government officials and key decision-makers globally. The primary audiences include Heads of Government, Prime Ministers'/Presidents' Offices, Ministers of Health, Finance, and Treasury, Heads of Central Government Departments/Cabinets, Mayors, and City Governors.

Why the HiAP Model is Useful:

- **Adaptability:** Can be tailored to any sector to address cross-cutting policy challenges, such as environmental sustainability, infrastructure, and education.
- **Tackling Complex Problems:** The HiAP approach aligns with evolving global challenges, which highlight the increased need for collaborative and cooperative solutions.
- **Proven Success:** Has demonstrated strong outcomes through multisectoral collaboration, utilising good governance practices in diverse contexts such as California, South Australia, Finland, and Thailand.
- **Low-Cost Implementation:** Requires minimal financial investment, relying on existing governance structures and reallocating resources more effectively.¹
- **Long-Term Savings:** Healthier populations reduce strain on healthcare systems and create a more productive and economically active population.

1. Baum F, Delany-Crowe T, MacDougall C, Eyk H van, Lawless A, Williams C, et al. To what extent can the activities of the South Australian Health in All Policies initiative be linked to population health outcomes using a program theory-based evaluation? BMC Public Health. 2019 Jan 18;19(1):13. Available from: <https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-019-6408-y#citeas>

Multisectoral Action and Collaboration within Government

What is it?

Multisectoral action and collaboration in government refers to the coordinated efforts of multiple sectors (such as health, education, environment, finance, and social services) to address complex governmental challenges. This approach involves promoting holistic solutions that integrate health and wellbeing into the policies and programs of different sectors, recognising that many societal challenges—like health inequities, climate change, and economic inequality—are interconnected and require collaborative strategies for effective resolution.

Benefits

By leveraging knowledge, resources, and capacity from various sectors, governments can create more effective and comprehensive policies that address the root causes of ill health and health inequalities over the long term. Multisectoral collaboration can also lead to the more efficient use of resources, by reducing duplication of efforts within ministries or departments working on similar societal challenges and maximising the impact of investments through joined up policy initiatives. Further, the involvement of diverse perspectives can foster creativity and innovation, leading to novel solutions and approaches that might not otherwise emerge from within a single sector. Collaboration across sectors also supports the establishment of mutual goals, for partners to work towards and achieve co-benefits. The Sustainable Development Goals (SDGs), for example, serve as broad goals and calls to action that require collaboration and cooperation to improve social equity and promote sustainable, equitable practices and policies in all sectors of society.

The HiAP model improves policy outcomes by leveraging diverse resources and expertise.

The Structure of the HiAP Approach:

In the face of complex global challenges, central governments are uniquely positioned to foster multisectoral collaboration that leads to innovative, sustainable solutions. The HiAP approach is not merely a framework; it is a pathway that jurisdictions can use to enhance their public policy outcomes through collaborative efforts. In collaboration with the World Health Organization, the HiAP 4 Pillar Model (Appendix A) has been developed as an outline of actionable steps towards sustainable multisectoral collaboration.

Pillar 1: Governance and Accountability

Empowering Effective Oversight for Good Public Policy and Equity

- **High-Level Mandate:** Signals commitment from the top, driving collaborative efforts across sectors.
- **Cross-Government Collaboration:** Facilitates unified approaches, leading to more coherent policies that directly impact public health and welfare through both vertical and horizontal governance structures.
- **Shared Vision:** A whole-of-government plan with shared objectives unifies policymakers and enhances incentives for collaboration
- **Accountability:** Multisectoral collaboration creates shared accountabilities across agencies, safeguarding consistent and effective outcomes. This collective responsibility amplifies commitment and drives action toward mutually beneficial, long-term results.

Pillar 2: Leadership at All Levels

Championing a Culture of Collaboration

- **Common Goals:** Shared objectives help to unify diverse stakeholders, enhancing collective impact on public policy, driving a strong co-design and co-benefits approach.
- **Value-Added Negotiating:** Leaders can mediate competing interests through understanding of overlapping positions and common goals to identify mutual benefits.

Pillar 3: Ways of Working and Work Methods

Building Trust Through Collaborative Practices

- **Partnerships and Networks:** The HiAP approach emphasizes collaborative partnerships that yield shared advantages. Both formal and informal methods of collaboration are key.
- **Co-Design of Policies:** Understanding individual and external interests and priorities is essential. Engaging diverse voices in policymaking results in initiatives that are well-rounded and widely accepted.

Pillar 4: Resources, Financing, and Capabilities

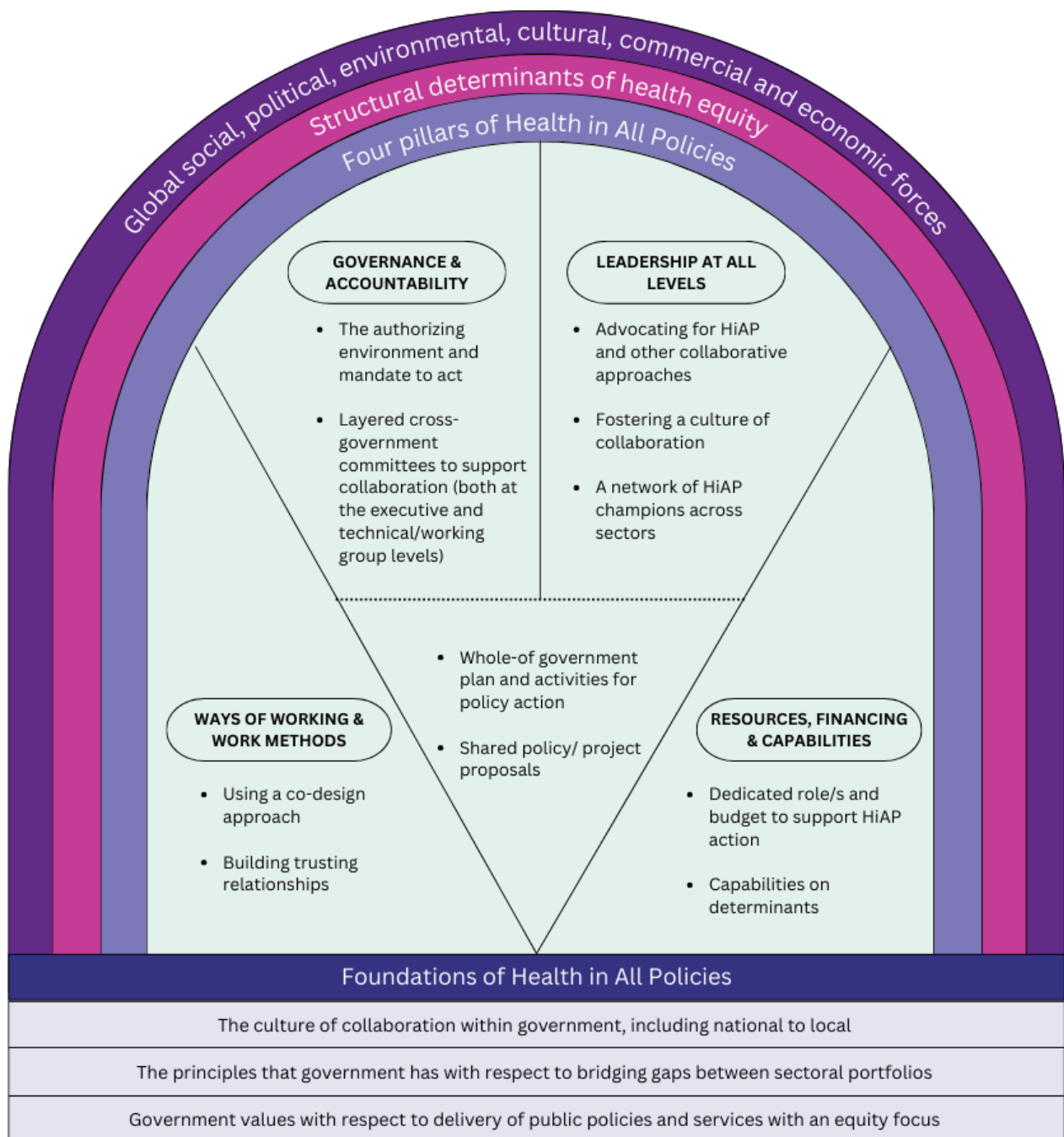
Ensuring Sustainability Through Strategic Investment

- **Dedicated Roles and Budgets:** Assigning specific personnel and financial resources enhances focus and facilitates ongoing collaboration.
- **Governance:** Structures, incentives, and key performance indicators should be set in place by leaders to encourage and track collaborative success.

Conclusions and Further Resources

The HiAP 4 Pillars Model can be used to implement and sustain multisectoral collaboration within government, simplifying the process of addressing whole-of-government goals and ensuring that all the necessary elements are in place. Utilising diverse perspectives improves policy outcomes through shared accountability. The HiAP approach is a cost-effective and proven methodology to effectively address the increasingly complex global challenges all governments face. Implementing multisectoral collaboration is an iterative process, which can be supported by the 4 Pillars Model and the accompanying checklist (found in Appendix A and B respectively). The more elements of the 4 Pillars Model that are put into effect, the stronger and more sustainable the approach will be for joint action across governments for good public policy outcomes.

Appendix A. The HiAP 4 Pillars Model



From the *Working Together for Equity and Healthier Populations: Sustainable Multisectoral Collaboration Based on Health in All Policies Approaches* (1st ed., 2023), written by the World Health Organization (WHO).

Appendix B. The HiAP 4 Pillars Model Implementation Checklist

The Health in All Policies (HiAP)

4 Pillars Model Checklist

1. GOVERNANCE AND ACCOUNTABILITY

- Is there a high-level mandate supporting HiAP?
- Are horizontal and vertical governance structures in place?
- Is there a whole-of-government plan with shared objectives?
- Are collaborative projects supported and updated regularly?
- Are HiAP activities being transparently reported?

2. LEADERSHIP AT ALL LEVELS

- Are there leaders advocating for HiAP?
- Is there a culture of collaboration being fostered?
- Is there a network of HiAP champions in place?
- Are leaders collaborating with stakeholders?
- Are leaders identifying common issues and shared policies?

3. WAYS OF WORKING AND WORK METHODS

- Are collaborative partnerships being developed and sustained?
- Is collaborative communication respectful, positive, trusting and open?
- Is accountability shared within partnerships?
- Is collaboration happening through both formal and informal channels?
- Are the policy priorities of partners understood and respected?
- Are mutual benefits identified and projects co-designed?

4. RESOURCES, FINANCING AND CAPABILITIES

- Are there dedicated HiAP roles in place?
- Is there a dedicated HiAP budget aligned to common goals?
- Is the HiAP strategy being effectively communicated and shared?
- Are opportunities to develop collaborative working skills being identified and employed?
- Are non-governmental and academic networks being fostered?

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This fact sheet was created by the Centre for Health in All Policies Research Translation on behalf of the Global Network for Health in All Policies in collaboration with the Public Health Agency of Canada.

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