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Implementing HiAP: Health In All Meets Horizontal Government¹

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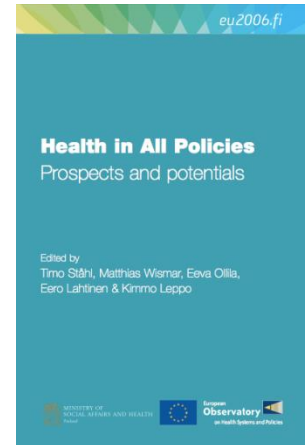
Lessons from public health (1)

More conceptual proliferation

- Health-in-all policies/programs
- Healthy public policy
- Intersectoral action for health
- Whole-of-government approaches
- In some cases, beyond government to networks

Where?

- Malaysia, Finland, Norway, South Australia, and British Columbia, etc.



Lessons from public health (2)

Success conditions/Does it work?

- Leadership; strategy; multi-stakeholder approach; skills; culture and values; tactics; public education & participation
- Some success but a certain pessimism
- Lots of description ... much less evaluation
- “*moderate to no effect* on the social determinants of health” (National Collaborating Centre for Determinants of Health 2012)²

Lessons from political science (1)

- HiAP requires **intersectoral governance**
 - Horizontal government (Can)
 - Integrated government (US)
 - Joined-up government (UK)
- **Intersectoral governance is HARD**



Lessons from political science (1)

- **Enablers:**

- Overarching commitment to performance measurement/ planning (e.g., South Australia)
- Human dimension: non-hierarchical management skills; leadership

- **Constraints:**

- Time/ resources
- Departmental/government “culture” (local vs. prov. vs. federal)

Lessons from political science (2)

“The several strands of whole-of-government have evolved over time, but their momentum has **waxed and waned** in different countries.”³

Lessons from political science (3)

- Thinking about HiAP ... and successfully implementing HiAP requires a good understanding of how government
 - if not a theory of the policy process
- Two challenges not sufficiently understood:
 - **Accountability**
 - The challenge of **money** – the role of the Department of Finance

Implications for nutrition and food policy

- Advantages of working at the local level
- Taxing “bad” food to discourage consumption
- Accountability
 - Minister of Health vs. Minister of Agriculture vs. Minister of Finance
- Money ... a health measure or a tax measure?

References

1. An extended version of the arguments presented here can be found in Patrick Fafard, “Health in All Meets Horizontal Government” paper presented to the First International Conference on Public Policy, Grenoble, France, June 2013. (available [here](#)).
2. National Collaborating Centre for Determinants of Health. 2012. *Assessing the Impact and Effectiveness of Intersectoral Action on the Social Determinants of Health And Health Equity: An Expedited Systematic Review*. Antigonis, Nova Scotia: National Collaborating Centre for Determinants of Health, St. Francis Xavier University.
3. Halligan, John, Fiona Buick, and Janine O’Flynn. 2011. “Experiments with Joined-up, Horizontal and Whole-of-government in Anglophone Countries.” In *International handbook on civil service systems*, 74–99 at p. 93.

Thank You!

Merci!



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