

INTERSECTORAL GOVERNANCE FOR HEALTH; ISSUES AND CHALLENGES

THE CASE OF THE QUÉBEC GOVERNMENT POLICY OF PREVENTION IN HEALTH

PAN-CANADIAN MEETING ON HEALTH IN ALL POLICIES
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The Government Policy of Prevention at a glance

- **Adopted in 2016**
- **Commits 15 government departments and agencies to working collaboratively**
- **With funding of \$20M/year**
- **Targets the social determinants of health linked to the missions of the sectors involved**



Examples of departmental involvement

4 orientations

- 1. Develop peoples' capacities from an early age**
E.g.: Improve the quality of educational child care
→ **Ministère de la Famille (department of family services)**
- 2. Develop healthy and safe communities and regions**
E.g.: Increase the supply of affordable housing
→ **Ministère des Affaires municipales et de l'Habitation (department of municipal affairs and housing)**
- 3. Improve living conditions conducive to health**
E.g.: Support the production of nutritional processed foods
→ **Ministère de l'Agriculture, des Pêcheries et de l'Alimentation (department of agriculture, fisheries and food)**
- 4. Strengthen prevention in the health system**
 - E.g.: Strategy for combating smoking
→ **Ministère de la Santé et des Services sociaux (department of health and social services)**

Population targets

↑ Children starting school without risk of developmental delay

↑ **Municipalities** of 1000 or more persons adopting measures to foster safe and healthy **environments**

↓ Population of **smokers**

↑ Population experiencing emotional and psychosocial **well-being**

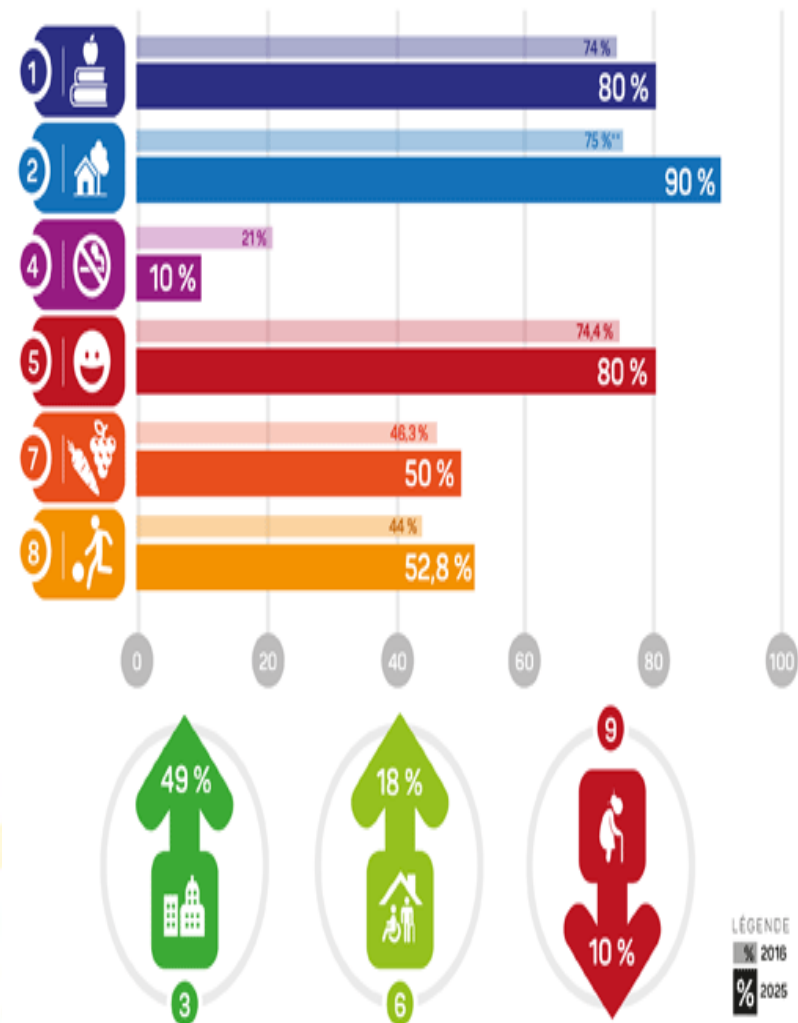
↑ Population consuming at least 5 **fruits** and **vegetables**/day

↑ Young people from 12 to 17 years old who are **active** during their leisure time

↑ Increase the supply of **affordable housing**

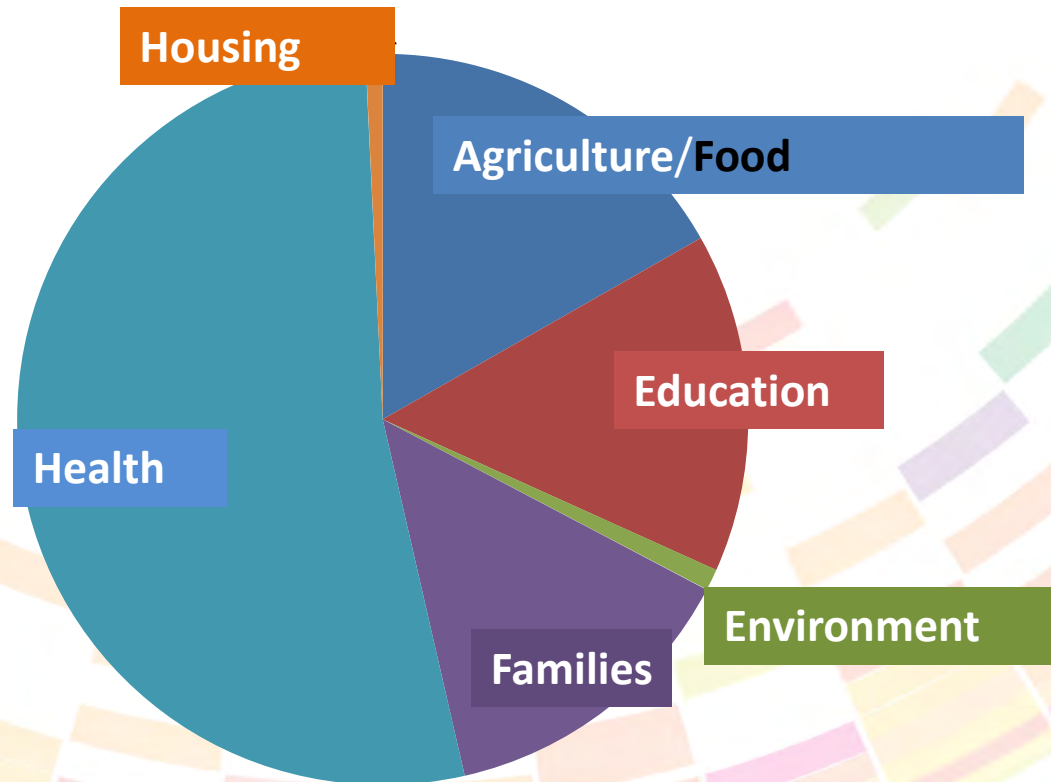
↑ Increase the number of seniors receiving **homecare services**

↓ Reduce the mortality **gap** between groups



Example of funding distribution

Budget 2019-2020



Conditions for success of intersectoral governance

Strong leadership at the central level of government

- Political
- Administrative

Established mechanisms for intersectoral collaboration

- Structures
- Incentives

Adapted accountability

- Flexible
- Shared responsibility

Cultural changes

- Organizational learning



What we have planned

| | |
|--|--|
| Leadership | <ul style="list-style-type: none">• Interdepartmental steering committee (ministers)• Dedicated and ongoing funding |
| Collaborative mechanisms | <ul style="list-style-type: none">• Council of intersectoral partners (assistant deputy ministers and civil society)• Interdepartmental committee (managers)• 35 tandems (small working groups of professionals)• Coordination and support team (3 FTE) |
| Accountability | <ul style="list-style-type: none">• Report issued every 4 years to the Treasury Board• Context-appropriate monitoring and evaluation framework |
| Cultural changes/ organizational learning | <ul style="list-style-type: none">• Study on governance by the École nationale de l'administration publique (school of public administration)• Win-win approach• Mobilization strategy |

What remains to be done

| | |
|--|--|
| Leadership | <ul style="list-style-type: none">• Interdepartmental steering committee (ministers)• Dedicated and ongoing funding |
| Collaborative mechanisms | <ul style="list-style-type: none">• Council of intersectoral partners (assistant deputy ministers and civil society)• Interdepartmental committee (managers)• 35 tandems (small working groups of professionals)• Coordination and support team (3 ETC) |
| Adapted accountability | <ul style="list-style-type: none">• Report issued every 4 years to the Treasury Board• Information briefs provided to the interdepartmental steering committee• Adapted monitoring and evaluation framework |
| Organizational changes/ organizational learning | <ul style="list-style-type: none">• ENAP study on intersectoral governance• Win-win approach• Mobilization strategy |

Issues/challenges

- Demanding, requires working on two fronts at once:
 - Coordination of complexity + development of propitious organizational and cultural conditions
- Political logic is sectoral and geared toward rapid results
- Complying with administrative rules, at times rigid, while preserving the innovative character of the approach

Lessons/perspectives

- The leadership of the health sector is essential, but the task is almost impossible without external allies
- Sustainability depends on the ability of the team in charge to seize opportunities and to demonstrate agility
- The win-win approach has led to cross-sectoral collaborations that hold promise for the future

Thank you

For more information

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Government Policy of Prevention in Health

Inclusive Objectives

4 orientations

- 1. Develop peoples' capacities from an early age**
E.g. : Support improvements in the quality of educational child care
→ **Department of family services**
- 2. Develop healthy and safe communities and regions**
E.g.: Increase the supply of healthy and affordable housing
→ **Department of municipal affairs, regions and land occupancy**
- 3. Promote healthy living conditions**
E.g. : Support availability of nutritional food in Québec
→ **Department of agriculture, fisheries and food**
- 4. Strengthen the role of prevention in the health and social services system**
 - E.g. : Implement a strategy aimed at reducing tobacco use
→ **Department of health and social services**