

# Working Across Sectors to Address Wellness

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# Take Home Messages

- The complexity of chronic disease prevention means we need to work across sectors.
- Building authentic trust reduces complexity.
- Working across sector boundaries can help us act to increase wellness.

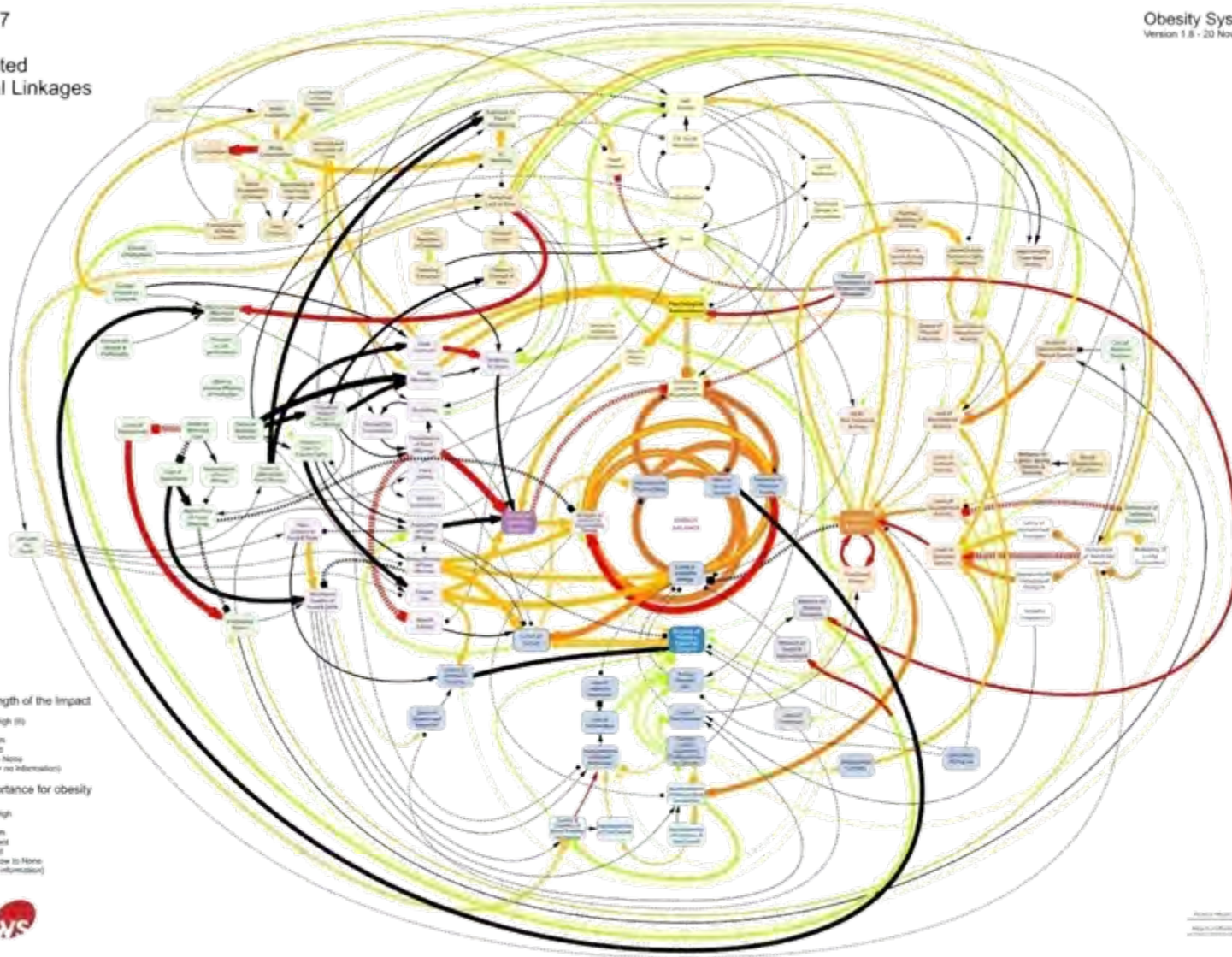


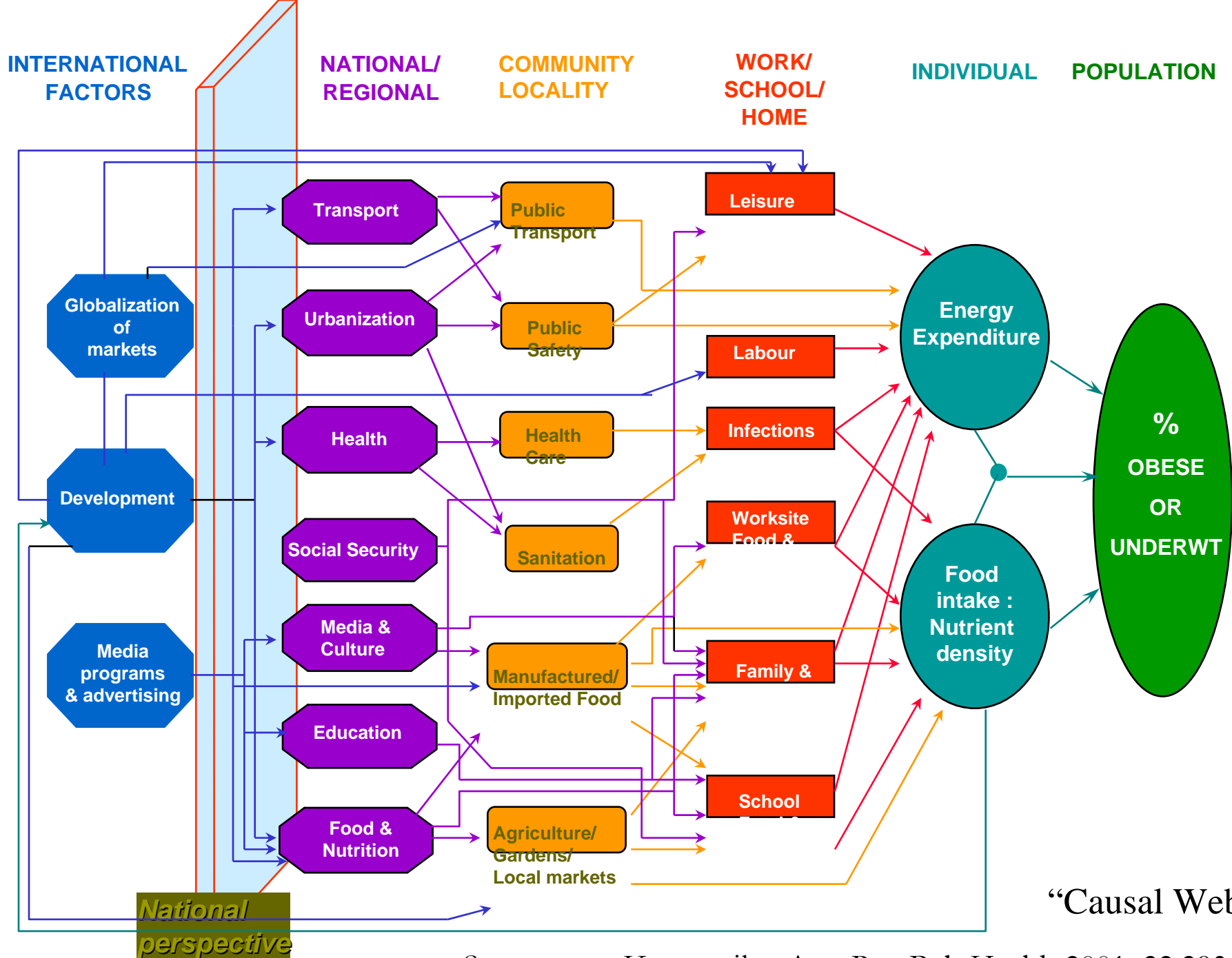
# Obesity System Map

Map 27

Weighted  
Causal Linkages

Obesity System Map  
Version 1.9 - 20 November 2006





Source: see Kumanyika Ann Rev Pub Health 2001; 22:293-308

# Characteristics of Systems

| <b>Simple / Complicated Systems</b>        |
|--|
| Homogeneous                                |
| Linear                                     |
| Deterministic                              |
| Static                                     |
| Independent                                |
| No feedback                                |
| Not adaptive or self-organizing            |
| No connection between levels or subsystems |

# Characteristics of Systems

| <b>Simple / Complicated Systems</b>        | <b>Complex Systems</b>       |
|--|------------------------------|
| Homogeneous                                | Heterogeneous                |
| Linear                                     | Nonlinear                    |
| Deterministic                              | Stochastic                   |
| Static                                     | Dynamic                      |
| Independent                                | Interdependent               |
| No feedback                                | Feedback                     |
| Not adaptive or self-organizing            | Adaptive and self-organizing |
| No connection between levels or subsystems | Emergent                     |

# Characteristics of Systems

| Simple / Complicated Systems               | Complex Systems              | Examples / Relevance              |
|--|------------------------------|-----------------------------------|
| Homogeneous                                | Heterogeneous                | Genes, environments, etc.         |
| Linear                                     | Nonlinear                    | Exposures, life course            |
| Deterministic                              | Stochastic                   | Triggers for behaviour change     |
| Static                                     | Dynamic                      | Weight loss / maintenance         |
| Independent                                | Interdependent               | Food production & consumption     |
| No feedback                                | Feedback                     | Mostly missing                    |
| Not adaptive or self-organizing            | Adaptive and self-organizing | Makes causality mostly irrelevant |
| No connection between levels or subsystems | Emergent                     | Current obesity trends            |

# Common Responses to Complex Problems

- Retreat
- Despair
- Believe the problem is beyond hope
- Assign blame, figure out who is responsible
- Simple solutions
- Galvanize our collective efforts and invest significant resources

# Solutions to Complex Problems

- A reductionist paradigm is not that helpful
- Support individuals / individuals matter
- Match capacity to capacity
- Set functional goals
- Assess effectiveness
- Distribute decision, action, & authority
- Establish networks and teams
- Utilize the relationship between cooperation and competition
- Influence emergence by acting locally, connecting regionally and learning globally

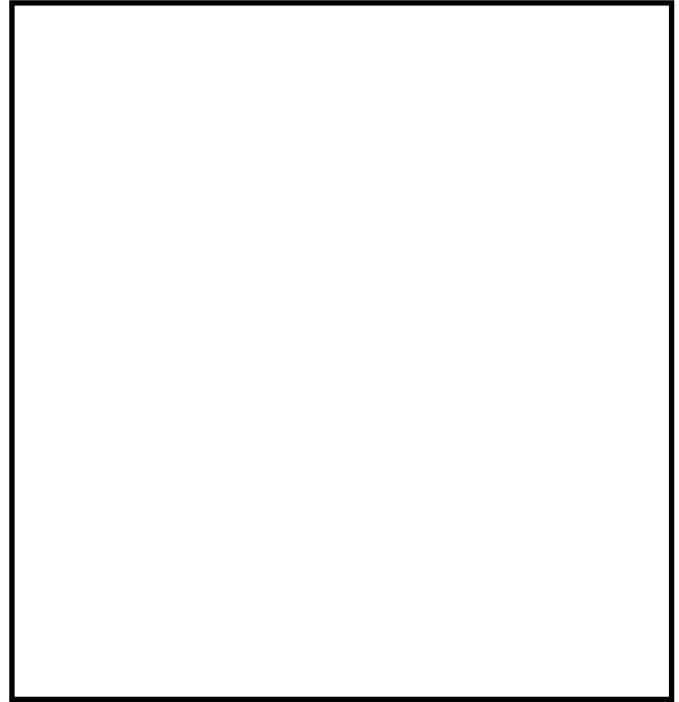
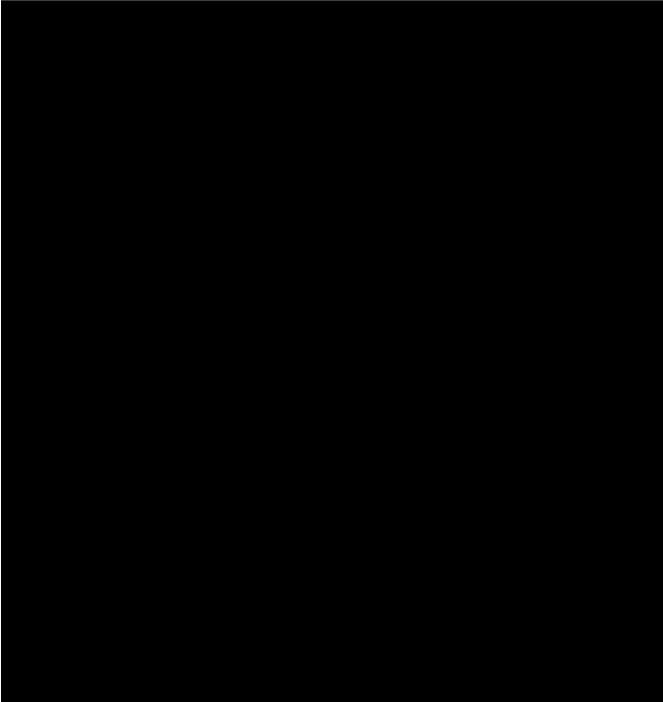
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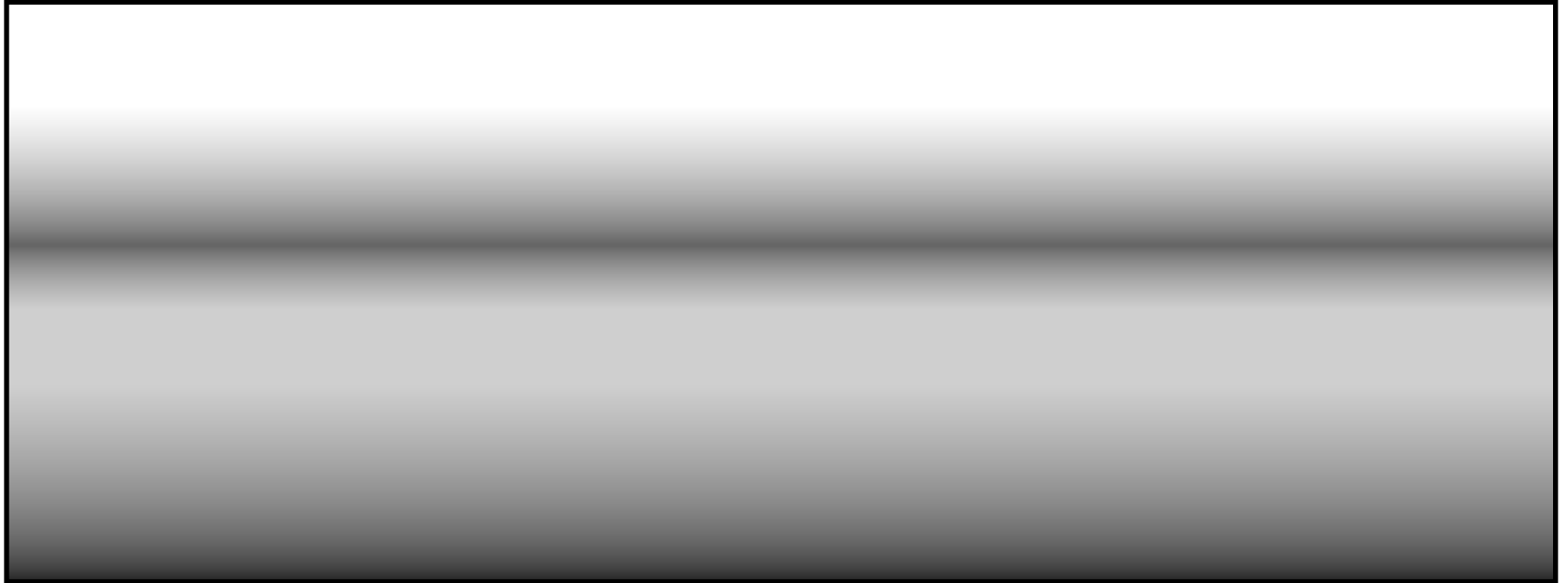
# Take Home Messages

- The complexity of chronic disease prevention means we need to work across sectors.
- **Building authentic trust reduces complexity.**
- Working across sector boundaries can help us act to increase wellness.

Trust is not.....



# Rather.....



Blind  
Trust

Simple  
Trust

Authentic  
Trust

Cordial  
Hypocrisy

# Types of Trust

- **Simple Trust**

- Trust taken for granted; devoid of suspicion
- Demands no reflection, no conscious choice, no scrutiny no justification
- Can't be recovered if it is lost

- **Blind Trust**

- Exposed to violation and betrayal
- Evidence for distrust rejected or denied
- Requires self-deception

# Types of Trust

- **Cordial Hypocrisy**

- Façade of goodwill and congeniality that hides distrust and cynicism
- Destructive to teamwork
- Makes honest communication impossible

- **Authentic Trust**

- Can't be taken for granted
- Mature, articulated, carefully considered
- Recognizes possibility of betrayal and disappointment
- Must be continuously cultivated

# Trust Reduces Complexity

- High trust societies are able to form wide-reaching and successful cooperative partnerships.
- Low trust societies tend to be economic disaster areas and terrible places to live.

# Building Trust to Address Obesity and Chronic Disease Prevention



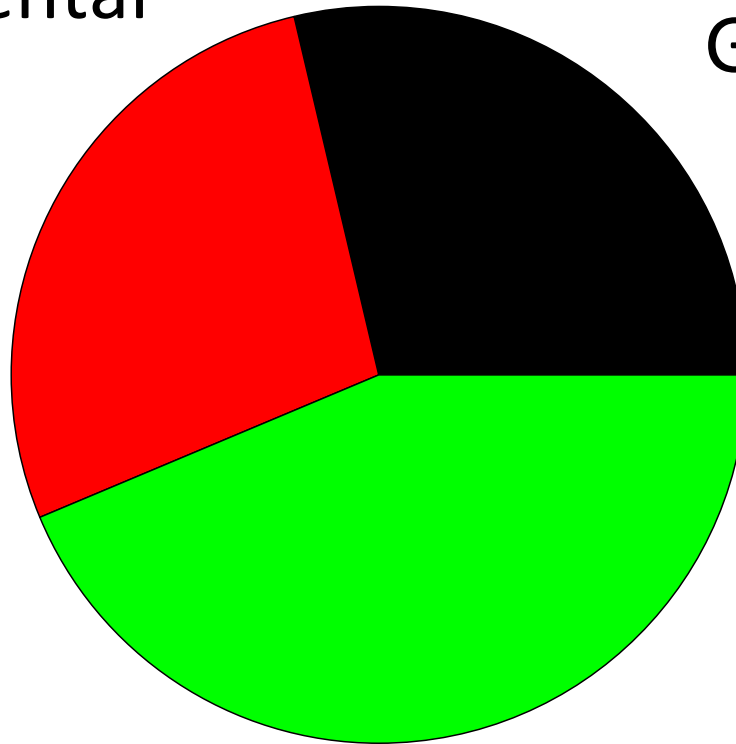
Health  
Canada Santé  
Canada



# Sector Contributions

Non-governmental  
Organizations

Government

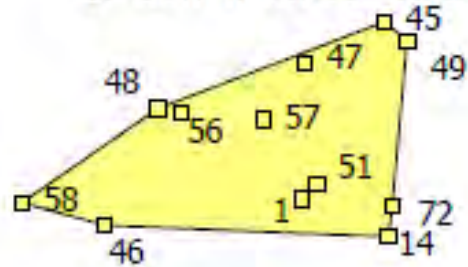


Private Sector

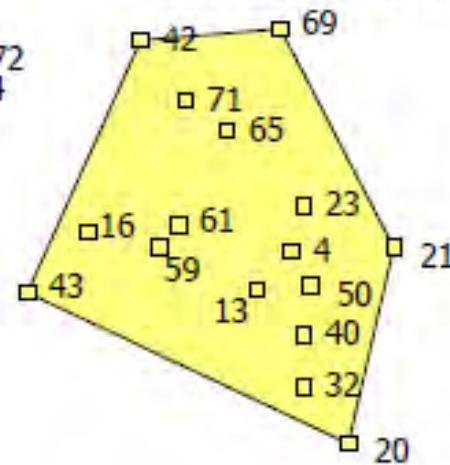
Total: Cash &  
In-kind \$350,000

# Building Authentic Trust – Barriers Cluster Map

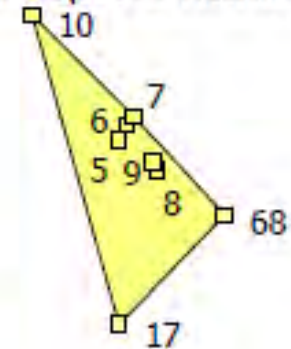
1. Self-interest and fear



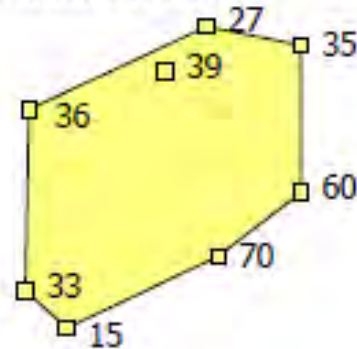
2. Non-constructive criticism & closed-mindedness



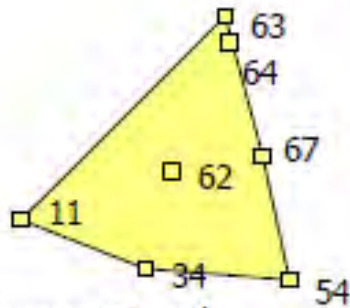
3. Stereotypes & Misrepresentations



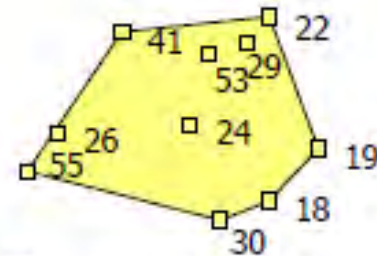
7. Cultural, organizational and individual rigidity



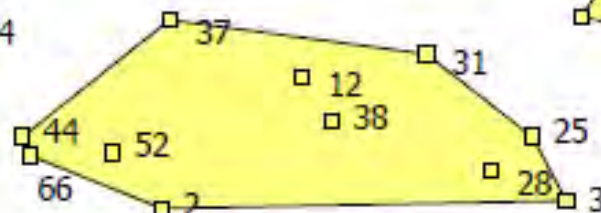
6. Competing/Conflicting world views



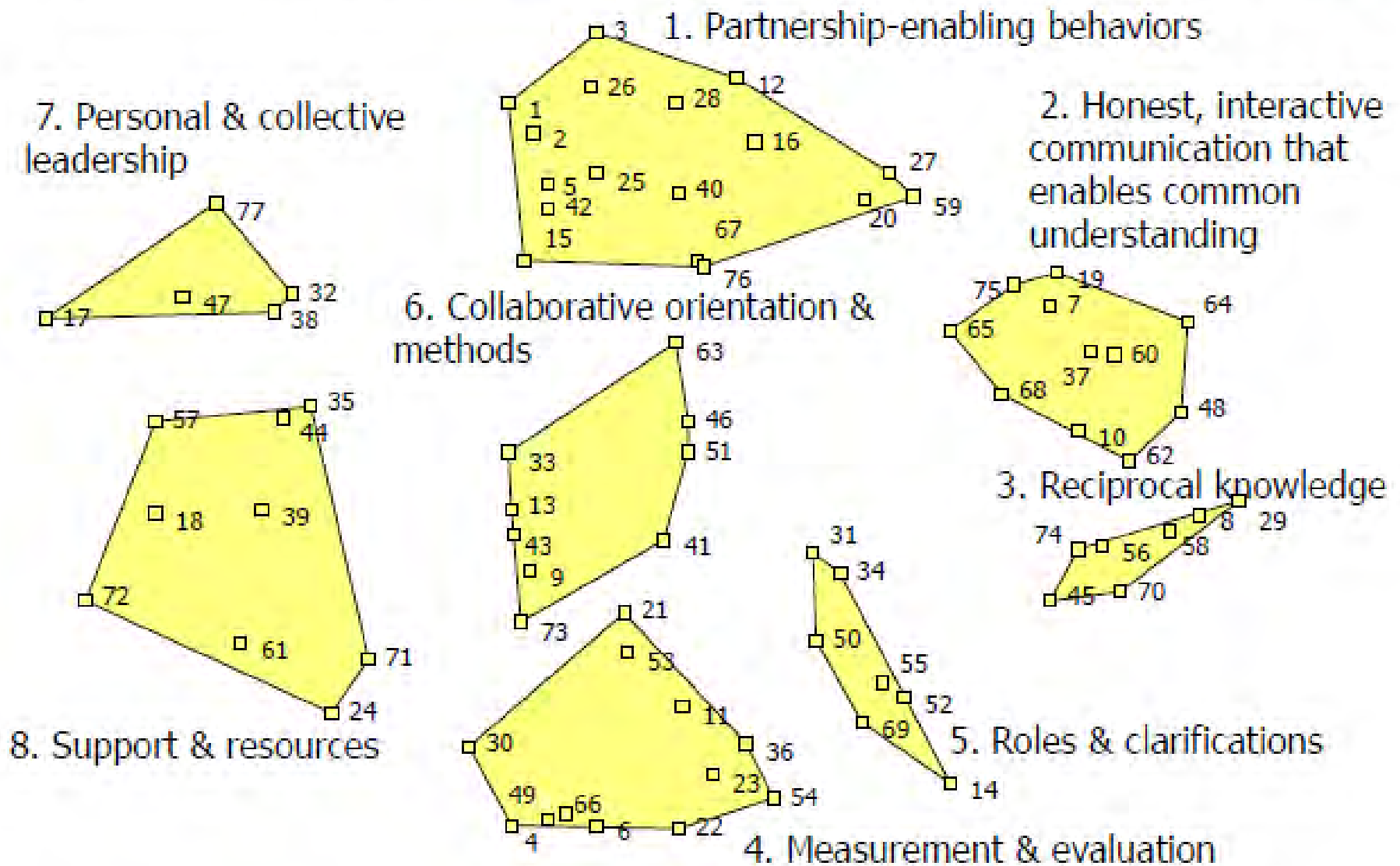
4. Awareness & manipulation of knowledge delivery



5. System Barriers



# Building Authentic Trust – Strategies Cluster Map



# Deepest held beliefs about food messaging

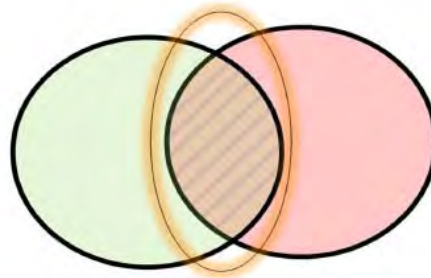
| Academics   | Health Care Professionals                 |
|---|---|
| Requires evidence; “science has the answer”         | You can demonstrate causality             |
| Knowledge = behaviour change                        | Need to provide healthy eating guidelines |
| Industry makes message confusing; consumers give up | Food messaging is an unwanted nuisance    |

# Deepest held beliefs about food messaging

| NGO  | Private Sector                                    |
|--|---|
| Educated consumers make healthier choices                            | Educated choice is a positive step                |
| Uneducated consumers need healthy defaults                           | Bans don't work                                   |
| Industry is part of the problem and potentially part of the solution | Industry knows best how to communicate to educate |

# Lessons Learned Through Building Trust Initiative

- Within sector (private sector, NGO, government, academia) is more difficult to build than between sector trust
- Regulation is needed when competition is undesirable; Regulation levels the playing field
- Trust building to address obesity needs a safe space



# Roles for Safe / Solution Space

- Catalyst for new collaborations
- Deepen understanding of other sectors
- Innovation/incubator/think tank
- Nurturing substrate
- Buffer zone/safe space
- Celebrate/communicate successes

# Risks to Safe Spaces for Discussion

- Changes in leadership
- Stereotypes and assumptions about the motivation of others
- Betrayal by others in organization or sector
- Media influences

# Draft Tool for Assessing Partnerships

## **Initiation: Shall I engage in this partnership?**

- Level of authentic trust
- Commonality of interests
- Brand complementarity
- Appropriate authority and mandate to negotiate
- Appropriate expertise, capacity and resources
- Feasibility of achieving common goals
- Legal accountability throughout
- Risk mitigation (for media attention, public scrutiny)

# Draft Tool for Assessing Partnerships

## **DEVELOPMENT: If yes, how do we maintain our relationship?**

- Leadership and champions identified
- Clarity of roles, responsibilities, accountabilities, jurisdiction and commitment to completion
- Opportunity for sharing assets (e.g. reach, resources, influence, etc.)
- Commitment to and capacity for internal and external communications throughout
- Capacity for project and issues management

## **COMPLETION: And now that we achieved our goals**

- Planning for project closure and celebration
- Evaluation of partnership is planned and resourced

# Take Home Messages

- The complexity of chronic disease prevention suggests we need to work across sectors.
- Building authentic trust reduces complexity.
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# Solutions that involved multi-sector participation / collaboration

- Pedometers in boxes of cereal
- Long Live Kids Program
- Nutrition Facts Panel Education Program
- ParticipAction
- ActNow BC

# A Short Story of Convergence

Food company plans to insert > 1M pedometers in cereal boxes.  
(Summer 2003)



Identified as a “natural expt” with potential to impact health knowledge, awareness, behaviour.....



Supplement to CJPH published  
(Spring 2006)

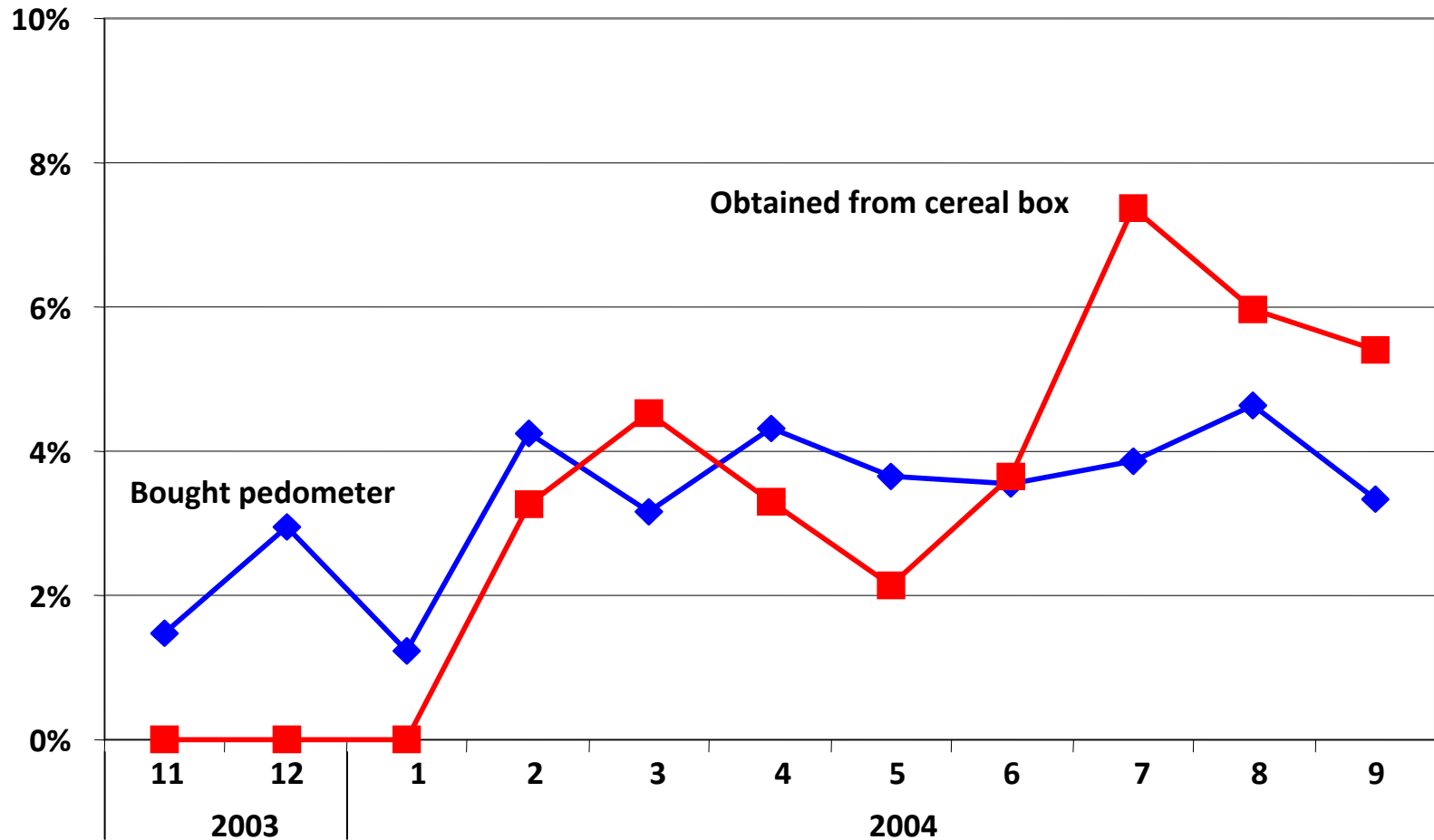


Canadians were invited to “donate their steps to health research” (January 2004)

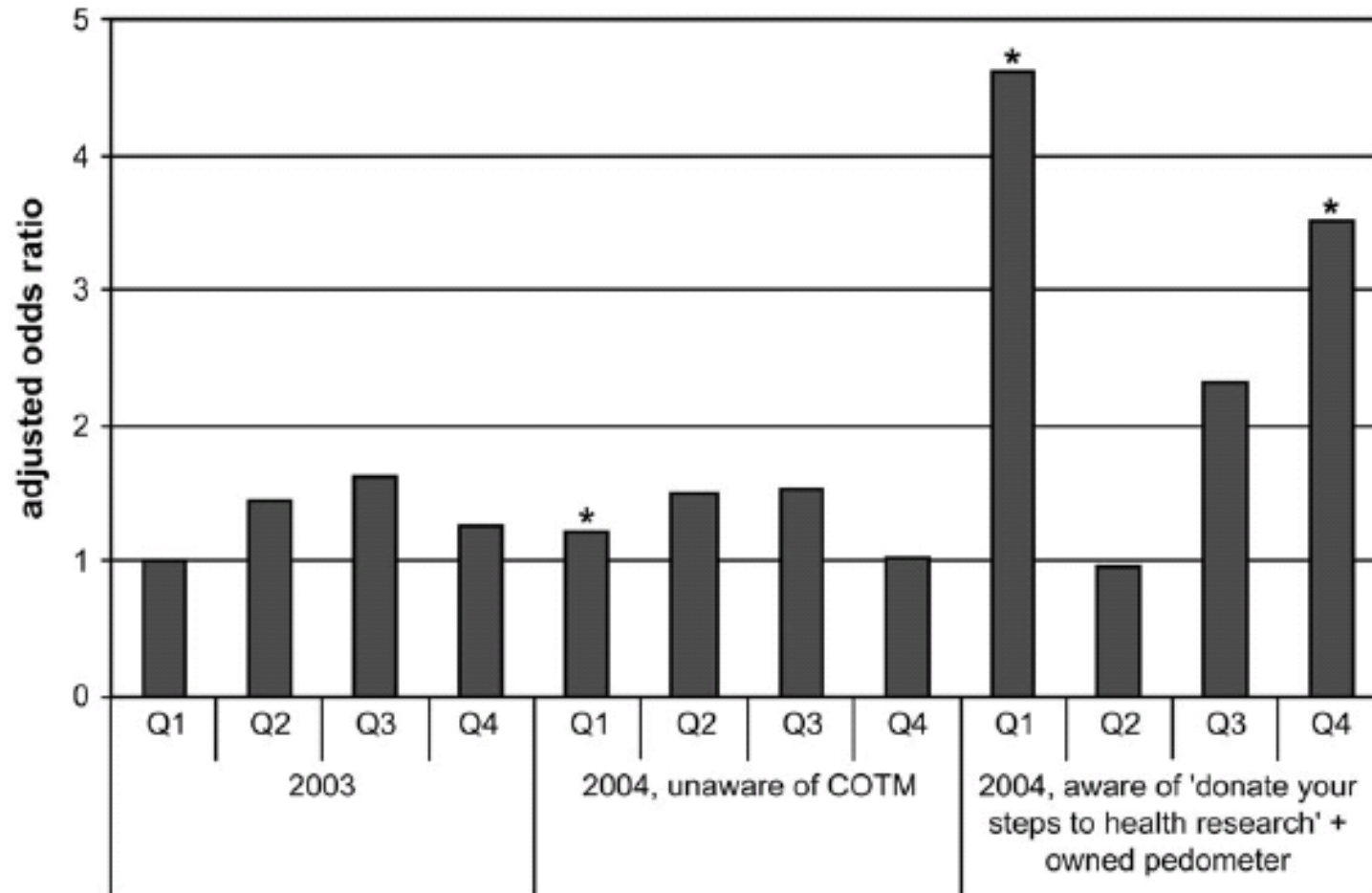




# Source of pedometer



# Odds ratios of walking an hour per day (2003–04) in relation to COTM.



Q1, January-March; Q2, April-June; Q3, July-September; Q4, October-December  
\*Significant difference compared to the corresponding quarter of 2003, p<.05


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## Share your ideas!

Posted on 2011/09/28 by **Building Trust Initiative**

We are already starting to think of the content for our next Building Trust Workshop. Although the time and place have yet to be set, we thought we should seize the opportunity of having this platform to obtain your feedback and ideas on the theme for the next meeting. Make yourself heard and share your ideas for the next workshop by clicking on the [Q&A widget](#) on the top right.

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SHARE YOUR IDEAS!



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Director, Health Strategy Innovation Cell, Massey College