

Health in All Policies: The South Australian Model and Methods

2017



Government
of South Australia

Introduction

The South Australian Health in All Policies (HiAP) initiative is an approach to working across government to better achieve public policy outcomes and simultaneously improve population health and wellbeing. Established in 2007, the successful implementation of Health in All Policies in South Australia has been supported by a high level mandate from central government, an overarching framework which is supportive of a diverse program of work, a commitment to work collaboratively and in partnership across agencies, and a strong evaluation process.

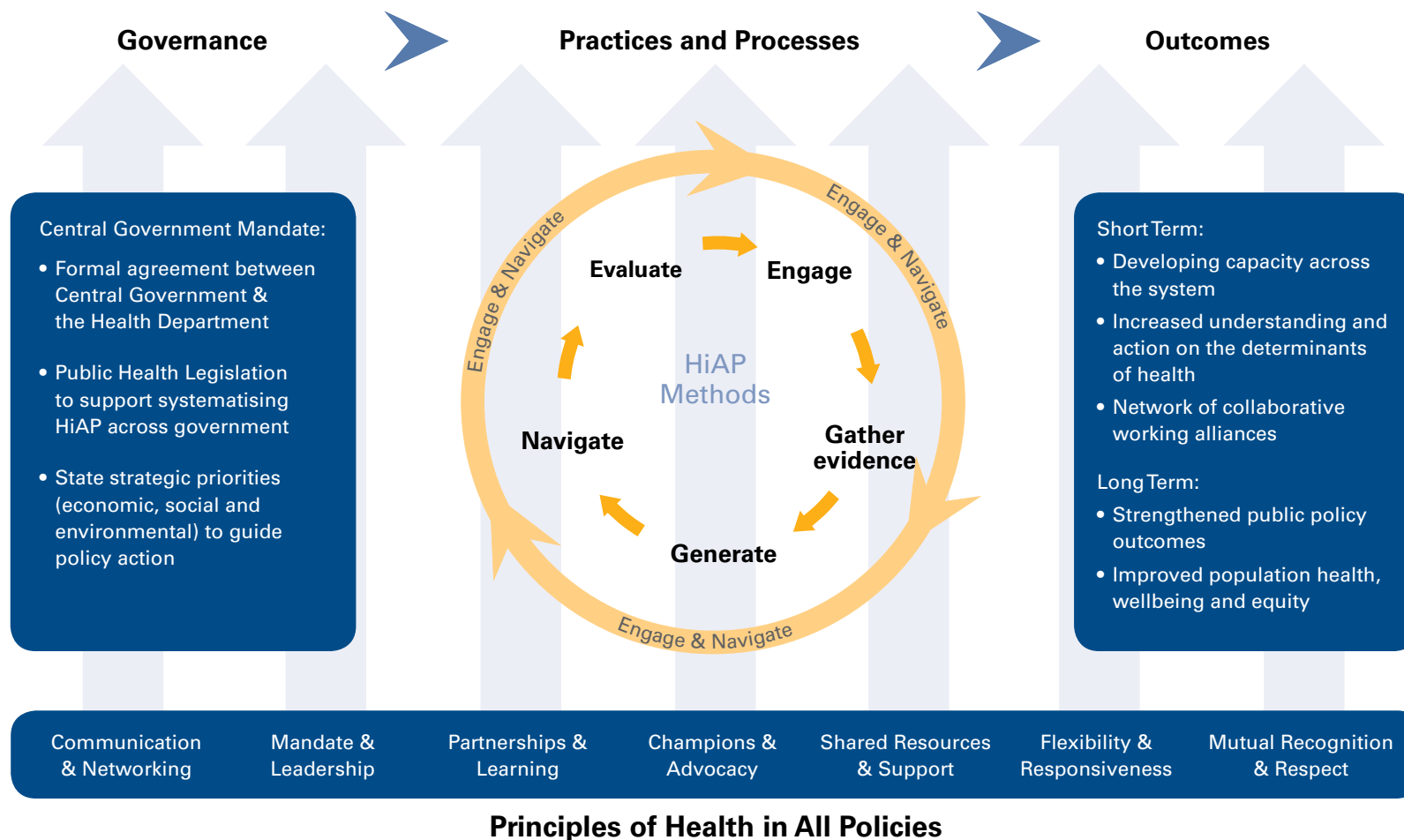
Over time the South Australian HiAP model has evolved in response to a variety of opportunities and challenges to remain relevant in changing contexts.





The South Australian HiAP Model

The South Australian HiAP model includes two key elements of central governance and accountability, and practices and processes which are applied to a range of HiAP methods. The methods provide the mechanisms to explore the policy issue of interest and strengthen collaborative effort for joined-up responses. The methodology used is matched to the needs required of the policy making process. They aim to provide a robust assessment and analysis to explore the links between the policy area and health and wellbeing of the population.





Governance and Reporting Structures

The South Australian Health in All Policies initiative is jointly overseen by the Department of the Premier and Cabinet (DPC) and the Department for Health and Ageing (DHA), with DPC providing the central government authority and mandate for the initiative across government. The partnership between DPC and DHA has been a key feature of the South Australian approach and while the relationship has remained strong, the mechanisms that underpin the partnership have changed and evolved over time. When Health in All Policies first started, the initiative reported to the formal governance structure established to oversee the implementation of South Australia's Strategic Plan. As government priorities changed so did the governance and reporting structures for HiAP. At the present time the central mandate and governance is provided through the implementation of the Memorandum of Understanding between DPC and DHA (a formalised agreement), with further legitimacy and accountability provided through the legislative framework of the *South Australian Public Health Act 2011*. These mechanisms provide the foundation to address the strategic policy imperatives of government and support policy action on the determinants of health. Importantly, each of these mechanisms are not time limited and so provide enduring overarching governance and reporting structures for HiAP.

Principles

Ethics and values shape the culture of organisations and their interaction with individuals and community. It was considered imperative that the approach used to introduce and drive HiAP across government was underpinned by sound principles. As with other aspects to South Australia's approach the principles have strengthened over time. They can be grouped into three broad areas; building a supportive culture; developing respectful relationships and adapting to change.



Practices and Processes

Partnerships and collaboration to address the determinants of health are the hallmarks of South Australia's Health in All Policies approach and so the practices and processes that underpin the approach not surprisingly have a strong focus on building and sustaining relationships, placing them at the centre of action. Practices and processes such as co-design and co-benefit direct effort towards establishing trust, a shared understanding and common purpose amongst partners. Engage, gather evidence, generate, navigate and evaluate continue to form the cornerstone of our practice. These five stages guide the co-design process and focus on delivering shared outcomes or co-benefits. Each stage includes particular features which are briefly summarised below.

The **Engage** stage begins the process and continues throughout the life of the partnership. This stage develops relationships, clarifies contextual issues, and establishes a shared work plan and processes.

Gather evidence is the next stage in South Australia's HiAP process and is an essential feature of the approach. It includes both quantitative and qualitative data and methods and an important aspect of this stage is ensuring the evidence is inclusive of all perspectives, while maintaining rigor.

Identifying solutions and developing shared recommendations for action forms the basis of the **Generate** stage. This stage includes documenting both the processes used to gather the evidence and the findings arising from the evidence. In most situations the co-design process used during the two previous stages results in the partners comfortably arriving at agreed solutions.

Guiding the recommended solutions through the decision making processes of partner agencies forms the **Navigate** stage. This stage needs to account for any strategic and/or political imperatives that may compromise or confirm the decision to endorse and action the solutions. The navigate stage influences the collaboration throughout the life of the partnership, in much the same manner as the engage stage.

Accountability and recognition are important drivers of long term initiatives and the **Evaluate** stage enables the South Australian HiAP approach to demonstrate its impact and ultimately value to the public sector and the wider South Australian community.



Methods

The practices, processes and underlying principles are applied to policy issues using a range of key methods. The methods have expanded in response to feedback, legislative and strategic opportunities and direct requests for evidence from partner agencies. The four primary methods are briefly summarised below.

Desktop analysis

The policy process does not always allow time for issues to be considered using a comprehensive and deliberative method. However, reviewing and analysing existing evidence and sharing that with partners can be done rapidly when required. As the HiAP approach gained a reputation for consistently using evidence to inform the policy process, requests began to arrive for the team to undertake rapid desktop analyses. This approach is only applied when time constraints do not permit more robust methods.

90 Day Projects

90 day projects are a part of the government's commitment to culture change across the public sector and its intention to deliver a public sector that is more responsive to the needs and desires of the South Australian community. The 90 day project methodology, led by the Office for the Public Sector, closely aligns with and has been influenced by the HiAP Health Lens Analysis methodology. It has strong governance and accountability structures and is supported by a dedicated team in central government to guide the change process. Each project has clear deliverables and benefits expected to be achieved during the 90 days, with other aspects of implementation continuing at the end of the 90 days. The 90 day project cross agency teams (partners) work through a co-design process and are expected to deliver co-benefits to the public sector and the community. Depending on the issue being addressed partners can include government agencies, the non-government sector, industry and community representation. The South Australian HiAP approach has been successfully applying the 90 day project methodology to a range of complex policy issues. The dedicated time frame helps partners focus resources and reduces the risk of changing policy imperatives hindering the outcome.

Public Health Partner Authorities

The establishment of Public Health Partner Authorities is a mechanism under the *South Australian Public Health Act 2011* (the Act) that provides for formalised partnerships between the Department for Health and Ageing and partnering agencies to enable joint action across sectors, levels of government and community. These partnerships are designed to achieve mutually beneficially outcomes, and protect and promote public health. Public Health Partner Authorities are formalised through an agreement between the Department for Health and Ageing and the Public Health Partner Authority, which outlines common goals to work together to achieve improved health and wellbeing outcomes. Public Health Partner Authorities are formally declared in the South Australian Government Gazette, as per Section 51(23)(b) of the Act.



Health Lens Analysis

Health Lens Analysis (HLA) has been the primary method of South Australia's HiAP approach and continues to be applied to issues requiring more intensive analysis. It is an iterative process and uses flexible methodologies to ensure that the approach fits with the policy issues in question, the resources available and the local populations affected. HLA aims to identify and map detailed interactions and synergies between government policies and strategies, and the health and wellbeing of the population. Importantly, HLA provides the opportunity to identify knowledge and evidence gaps for a particular issue and then work systematically with partners to resolve these gaps, creating new evidence where required. Significantly, the emphasis is placed on both achieving the goals and objectives of the partner agencies and on improving health and wellbeing outcomes and reducing inequities.

The intensive nature of HLA means the approach can take time and requires partners to commit to collaboration for a reasonable period of time. In addition, the long term nature of HLA can result in changing imperatives and bureaucratic structures, which in turn can complicate the approach. However, and despite these challenges, HLA provides the best opportunity to create long term sustainable change as it increases knowledge and strengthens capacity for change across the system.

For more information

Strategic Partnerships
Public Health Services
SA Health
PO Box 6
Rundle Mall
Adelaide SA 5000

Telephone: (08) 8226 7100
Fax: (08) 8226 7102
Email: HealthHiAP@sa.gov.au
<http://www.sahealth.sa.gov.au/healthinallpolicies>



www.ausgoal.gov.au/creative-commons

© Department for Health and Ageing, Government of South Australia.
All rights reserved. FIS: 16154.17 Printed March 2017.



Government
of South Australia

