

Healthy Boost



Model for Cross-Sectoral Cooperation

Healthy Boost - Urban Labs for Better Health for All in the
Baltic Sea Region, 2021

Imprint

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Project note

The EU co-funded project **Healthy Boost – Urban Labs for Better Health for All in the Baltic Sea Region - boosting cross-sectoral cooperation for health and wellbeing in the cities (2019–2021)** addresses the health burden of city residents due to unhealthy lifestyles. Cities such as Poznan, Klaipeda, Jelgava, Tartu, and Turku experiment with different methods of community participation, health learning or cross-sectoral cooperation. The main objective of the project is to make urban policies for health and well-being more innovative, more effective, and more integrated. This includes work on cross-sectoral cooperation with potential to be used in other fields as well.

Cross-sectoral cooperation can boost health and wellbeing in the Baltic cities. The Healthy Boost project brings together fourteen partners representing different levels of governance within various sectors. Their aim is to improve the capacities of local authorities to enhance health and well-being of citizens through cross-sectoral cooperation.

Table of Contents

General information.....	4
Glossary	5
1. Risk identification	6
1.1. Mapping (risk identification).....	6
1.2. Planning (risk identification)	7
1.3. Implementation (risk identification)	8
1.4. Assessment (risk identification)	9
2. Leadership	10
2.1. Mapping (leadership)	10
2.2. Planning (leadership)	11
2.3. Implementation (leadership)	12
2.4. Assessment (leadership)	13
3. Communication	14
3.1. Mapping (communication).....	14
3.2. Planning (communication)	15
3.3. Implementation (communication).....	16
3.4. Assessment (communication).....	17
4. Coordination.....	18
4.1. Mapping (coordination)	18
4.2. Planning (coordination).....	19
4.3. Implementation (coordination)	20
4.4. Assessment (coordination)	21
5. Motivation.....	22
5.1. Mapping (motivation)	22
5.2. Planning (motivation).....	23
5.3. Implementation (motivation)	24
5.4. Assessment (motivation)	25
6. List of references	26

General information

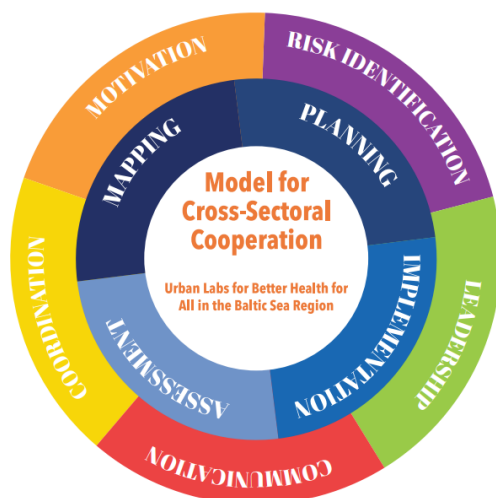
INTERREG Baltic Sea Region project “Urban Labs for Better Health for All in the Baltic Sea Region” (Healthy Boost) aims to boost the cross-sectoral cooperation for health and wellbeing in cities by developing and testing the Model for cross-sectoral cooperation.

Cross-sectoral cooperation is a collaborative effort in which partners from different sectors (public, private, and non-profit) pool their resources to provide joint solutions for the common benefit, and address problems and complex challenges.

The Model provides a general framework of cross-sectoral cooperation, which guides partners through best practices of cooperation by using a systematic approach.

The Model is developed based on systematic literature search and analyses, as well as the results of the self-assessment of cross-sectoral cooperation for health promotion by professionals and experts in Healthy Boost partner cities.

- The process of cooperation is the focus of the Model, not the project implementation itself.
- The Model can be used by different types of partners – governmental organisations, non-governmental organisations, small-medium enterprises, etc.
- The Model can be used by every partner involved on different levels – leaders, project managers, assistants, employees, etc.



Five domains of cross-sectoral cooperation are described in the Model: (1) risk identification, (2) leadership, (3) communication, (4) coordination, and (5) motivation. All the domains are important for best practices of cross-sectoral cooperation. The used order of domains does not mean that certain domains are more important than others.

Each domain is described through the lens of four stages of cross-sectoral collaboration: (1) mapping, (2) planning, (3) implementation, and (4) assessment.

The Model can be used in both everyday practice and unexpected situations:

- by looking through all domains and all stages;
- by selecting one or several domains relevant to your situation;
- by selecting one or several stages relevant to your situation.

The Model provides main guiding questions for boosting the cross-sectoral cooperation, in particular the domain/stage.

Please, consider that there are no right or wrong answers! The Model is not aimed at grading your cooperation.

Glossary

Risk identification is the process of determination, assessment and management of risks that could potentially prevent effective cooperation and the achievement of cross-sectoral cooperation goals.

Leadership is the ability of an individual or group to motivate and guide others to act towards achieving common goal. Managing is about organising and coordinating, but leading is about enabling and co-creating. Collaborative leadership is about leading the process of collaborative problem solving and decision-making, rather than the partners.

Communication is a two-way process of reaching mutual understanding, in which participants not only exchange information, but also create and share meaning. It includes the sharing of ideas, concepts, imaginations, behaviours, and written content.

Coordination is the synchronization and integration of activities, responsibilities as well as command and control structures to ensure that partners cooperate in the most effective way to reach the specified objectives.

Motivation is the force that initiates, guides, and maintains partners' goal-orientated behaviour in cross-sectoral cooperation. A common goal and values among partners are crucial elements for motivation to cooperate.

Mapping is the preparation stage for cross-sectoral cooperation. At this stage, previous experience and the current situation in cross-sectoral cooperation is identified and described.

Planning is the strategy stage for cross-sectoral cooperation. At this stage, strategic goals and activities for cross-sectoral cooperation are decided and set.

Implementation is the working stage for cross-sectoral cooperation. At this stage cross-sectoral cooperation takes place according to the previously set plan.

Assessment is the evaluation stage for cross-sectoral cooperation. At this stage cross-sectoral cooperation is assessed.

1. Risk identification

1.1. Mapping (risk identification)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What is successful cross-sectoral cooperation?

- ✓ Cooperation between partners is collaborative.
- ✓ Partners understand and agree on mutual goals, tasks and responsibilities.
- ✓ Partners contribute to their assigned tasks and responsibilities.
- ✓ There is no conflict of interest.

When should we consider cross-sectoral cooperation?

- ✓ There is a demand and/or urgency for cooperation in the project.
- ✓ Additional resources for cooperation are available.
- ✓ Potential partners work towards the same goal or outcome separately.
- ✓ Government or local policies for cooperation are in place.

What factors should be considered among partners in cross-sectoral cooperation?

- ✓ Goals and objectives.
- ✓ Ethical and/or moral compatibility.
- ✓ Resources.
- ✓ Motivation.
- ✓ Initiative.

What characteristics and abilities should potential partners possess?

- ✓ Products and services provided are not in conflict with project goals.
- ✓ Motivation.
- ✓ Positive public image.
- ✓ Financial performance.
- ✓ Reviews from other/previous partners.
- ✓ Emotional appeal.
- ✓ Able to fulfil and understand the goals and details of tasks to be achieved.
- ✓ Able to bring additional knowledge, information, resources to the partnerships.

1.2. Planning (risk identification)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What can be considered realistic objectives of individual partners?

- ✓ Objectives are in line with the overall aims of the project.
- ✓ Objectives correspond to other partners' interests and goals.
- ✓ The project's objectives are attainable through collaboration.

What are the signs of commitment among partners?

- ✓ Partners provide resources available to them for cooperation if and when needed.
- ✓ Partners are involved in different processes within the cooperation.
- ✓ Partners take initiative.
- ✓ Partners are ready to make compromises.

Do partners provide honest and trustworthy information about their capabilities to contribute to the collaboration?

- ✓ Partners' motivation.
- ✓ Partners' competencies.
- ✓ Partners' resources.
- ✓ Partners' experience.
- ✓ Partners' goals.

Have partners considered potential external risks for cooperation?

- ✓ Force majeure.
- ✓ Institutional reorganisations.
- ✓ Political changes.
- ✓ Changes in legislation.

1.3. Implementation (risk identification)

Read and consider these issues regarding your context of cross-sectoral cooperation.

Is responsibility for project implementation distributed fairly?

- ✓ Responsibilities of the partners are in accordance with their expertise and resources.
- ✓ No single partner has been assigned to all major tasks.

Is cooperation proceeding as planned?

- ✓ Leader and all the partners are still actively involved.
- ✓ Personnel continuity is ensured.
- ✓ Partners respect their assigned responsibilities.
- ✓ Partners respect each other's responsibilities.
- ✓ There are no gaps between planned resources and capabilities and actual performance.
- ✓ There is no deviation from the schedule.
- ✓ There is no deviation from the planned budget and resources provided by partners.

What are the signs that information and sensitive data during cooperation are at risk?

- ✓ There has been already an incident regarding breach of data and information.
- ✓ There is no established secure data transfer and communication network.
- ✓ Sensitive information and data are not protected by any technical or physical solutions.
- ✓ Partners do not follow the agreed upon data protection and security measures.

1.4. Assessment (risk identification)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What are the risks of not performing the assessment of cooperation?

- ✓ Absence of feedback.
- ✓ Lack of information to build future cooperation.
- ✓ Lack of evaluation on efficiency.
- ✓ Minimal chances to improve future cooperation.

What are the signs of unsuccessful assessment of cooperation?

- ✓ The aim for the assessment is not clear.
- ✓ Assessment strategy and methodology, incl. indicators of cooperation, are not developed
- ✓ Motivation to assess cooperation among partners is not achieved.

Which contextual factors may affect the assessment of cooperation?

- ✓ Partners' diversity.
- ✓ Project-specific factors.
- ✓ Previous experience.
- ✓ Personnel changes.
- ✓ Political climate.
- ✓ Traditions and values.
- ✓ Community size.

Is it determined which aspects of cooperation will be measured?

- ✓ Measurement of achievements and outcomes of each task.
- ✓ Cost-efficiency.
- ✓ Further possible usefulness of the cooperation.
- ✓ Satisfaction rates.
- ✓ Quality of cooperation.
- ✓ Activity of each partner.

Is it determined which assessment tools will be used?

- ✓ Observation.
- ✓ Reporting/report analysis.
- ✓ Evaluations of tasks and assignments.
- ✓ Leader ratings/evaluation and vice-versa.
- ✓ Discussions.
- ✓ Document analysis.
- ✓ Audit.
- ✓ Focus groups.

2. Leadership

2.1. Mapping (leadership)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What characteristics should a potential leader possess?

- ✓ Knowledge and expertise.
- ✓ Reputation.
- ✓ Charisma.
- ✓ Empathy.
- ✓ Communication skills.
- ✓ Management skills.
- ✓ Team-building skills.
- ✓ Self-leadership.

What are the key responsibilities for a potential leader?

- ✓ Distributing power and responsibility across the group.
- ✓ Developing trust.
- ✓ Harmonising motivations and values.
- ✓ Sharing information and knowledge.
- ✓ Facilitating collaborative problem-solving and decision-making.
- ✓ Stimulating effective action.

What leadership governance and management structures are established for the cooperation?

- ✓ Cross-sectoral policies.
- ✓ Strategic plans.
- ✓ Legal regulations.
- ✓ Contracts for cooperation among partners.
- ✓ Written ethical principles for cooperation.

2.2. Planning (leadership)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What are the major factors affecting the context and strategy of leadership?

- ✓ Values and culture.
- ✓ Previous experience of cooperation among partners.
- ✓ Motivation and capacity for change and partnership of each partner.
- ✓ Existing relationships and power among the partners and stakeholders.
- ✓ The nature of the subject for cooperation.

What are the major focus areas for cross-sector cooperation leadership?

- ✓ Understanding the subject and achieving impact.
- ✓ Building teams and distributing power and responsibility.
- ✓ Taking a systematic approach and defining the results of a cross-sector effort.
- ✓ Aligning motivations and values.

How could the partners support the leader?

- ✓ Demonstrating loyalty.
- ✓ Being reliable.
- ✓ Being honest.
- ✓ Taking initiative.
- ✓ Sharing information.
- ✓ Treating with respect.
- ✓ Communicating.

2.3. Implementation (leadership)

Read and consider these issues regarding your context of cross-sectoral cooperation.

How to ensure that goals and objectives of cooperation are achieved?

- ✓ Taking a systematic approach for problem solving.
- ✓ Taking responsibility in crises.
- ✓ Leading the process, not the partners.
- ✓ Managing and sharing assigned work.
- ✓ Sharing information, different opinions, and knowledge.
- ✓ Monitoring of indicators for a cross-sector effort.
- ✓ Ensuring transparency and access to information.
- ✓ Motivating partners to create the greatest possible impact.

How to ensure successful teamwork?

- ✓ Developing and maintaining trust, participation and respect.
- ✓ Managing group diversity, power dynamics and conflicts.
- ✓ Facilitating collaborative problem-solving and decision-making.

2.4. Assessment (leadership)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What can be measured in order to assess leadership effectiveness?

- ✓ Leadership performance - achievement of goals and tasks
- ✓ Leadership behaviours - ensuring good teamwork

What are the leadership performance criteria that can be assessed?

- ✓ Job knowledge/competence.
- ✓ Quality of work.
- ✓ Teamwork.
- ✓ Productivity.
- ✓ Ownership and compliance.

What are the key leadership behaviours that can be assessed?

- ✓ Management style.
- ✓ Communication style and listening.
- ✓ Decision making style.
- ✓ Interpersonal skills.
- ✓ Providing support.
- ✓ Creativity and flexibility.

What approaches can be used for leadership assessment?

- ✓ Observations.
- ✓ Leader rating scales.
- ✓ Discussions.
- ✓ Document analysis.
- ✓ Focus groups.
- ✓ Interviews.

3. Communication

3.1. Mapping (communication)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What should be considered when considering communication among potential partners?

- ✓ Partners have their own internal communication system.
- ✓ Plans and procedures for communication between partners already exist.
- ✓ Multiple spokespersons can communicate on behalf of the partnership.

What tools are available for communicating with partners?

- ✓ Face-to-face meetings.
- ✓ Online/video meetings.
- ✓ Phone calls.
- ✓ E-mails.
- ✓ Social media.
- ✓ Public meetings.
- ✓ Social events.
- ✓ Official letters.

3.2. Planning (communication)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What expertise, resources and networks are available for communication for each partner?

- ✓ Expertise, resources, and networks from both internal and external communication are available.
- ✓ Partners have relevant experience in communication.
- ✓ Outsource expertise, resources, and networks are considered for communication.

What should be considered when planning internal communication?

- ✓ Developing information sharing process among partners.
- ✓ Agreeing on corporate and private data sharing.
- ✓ All partners have the opportunity for direct communication with each other.
- ✓ Ethical guidelines for communication among partners.

What should be considered when planning external communication?

- ✓ Rules for external communication.
- ✓ Agreement among partners on what to communicate, how, and to whom.
- ✓ Messages, target audiences and the communication channels.

What are the best practices in communication?

- ✓ Transparency.
- ✓ Trust.
- ✓ Openness.
- ✓ Mutual understanding and respect.
- ✓ Accountability.

3.3. Implementation (communication)

Read and consider these issues regarding your context of cross-sectoral cooperation.

How is the communication among partners managed?

- ✓ Face-to-face communication.
- ✓ E-mails.
- ✓ Phone calls.
- ✓ Letters.
- ✓ Online/video meetings.
- ✓ Social media and applications.
- ✓ Newsletters.
- ✓ Public meetings.
- ✓ Social events.

What elements should be considered for effective communication?

- ✓ The context of current situation.
- ✓ The content of the message.
- ✓ Timing.
- ✓ Target audience, methods, and channels.

What should the key communication issues be among partners?

- ✓ Management and implementation.
- ✓ Achievements and failures.
- ✓ Fulfilment of tasks.
- ✓ Identified risks.
- ✓ Conflict management.
- ✓ Ethics.
- ✓ Monitoring and evaluation.

3.4. Assessment (communication)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What aspects could be assessed in internal communication?

- ✓ Frequency of meeting and events.
- ✓ Frequency of information exchange.
- ✓ Transparency of communication.
- ✓ Respecting communication ethics.
- ✓ Partners' satisfaction with communication

What aspects could be assessed in external communication?

- ✓ Frequency of public events.
- ✓ Frequency of information sharing.
- ✓ Reached target audience.
- ✓ Transparency and openness of communication.
- ✓ Crisis communication.

4. Coordination

4.1. Mapping (coordination)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What is successful coordination?

- ✓ Resources are shared among partners to achieve the common goal.
- ✓ Roles and responsibilities are understood and respected.
- ✓ Communication is regular and transparent.
- ✓ Teamwork among all levels is ensured.

What is the already established cooperation that can be used?

- ✓ Formal agreements.
- ✓ Informal networks.
- ✓ Previous partnerships.

Who are the potential partners for cross-sectoral cooperation?

- ✓ Municipalities and their departments.
- ✓ Different governmental and municipality institutions.
- ✓ Civil society (e.g., NGOs, interest groups, unions, parties).
- ✓ Local community.
- ✓ Small-medium enterprises.

What are the partner's selection criteria?

- ✓ Legal importance: degree to which participation is needed as a legal requirement.
- ✓ Political importance: degree to which partners can influence political decisions.
- ✓ Strategic importance: degree to which the involvement of partners facilitates achieving objectives.
- ✓ Relation with the topic: degree to which partners are affected by and responsible for the issue.
- ✓ Representation: degree to which the involvement of partners guarantees equity and representation.
- ✓ Trust: previous experience in cooperation.

4.2. Planning (coordination)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What resources are available for cooperation?

- ✓ Human resources.
- ✓ Expertise.
- ✓ Financial resources.
- ✓ Time resources.
- ✓ Tools and materials.
- ✓ Equipment and technical resources.
- ✓ Facilities and infrastructure.

How to synchronise coordination among partners?

- ✓ Acknowledge different approaches to coordination.
- ✓ Achieve common agreement on cooperation.
- ✓ Involve all partners in coordination.

How to assign the roles and responsibilities between partners?

- ✓ By the decision of the leading partner.
- ✓ By negotiation among partners.
- ✓ By volunteering.

What are the principles for assigning roles and responsibilities to each partner?

- ✓ Legal requirements.
- ✓ Expertise and resources of the partners.
- ✓ Power relations among the partners.
- ✓ Political interests.
- ✓ Cooperation timeframe.

4.3. Implementation (coordination)

Read and consider these issues regarding your context of cross-sectoral cooperation.

How to monitor cross-sectoral cooperation?

- ✓ Progress monitoring.
- ✓ Meetings with all involved partners.
- ✓ Supervision.

What can be monitored in cross-sectoral cooperation?

- ✓ Activities in accordance with the schedule.
- ✓ Partners' performance.
- ✓ Use of resources.
- ✓ Results and effects.
- ✓ Long-term impact on local community.
- ✓ Publicity.

How to ensure transparency in coordination?

- ✓ Share planned activities and outcomes with partners.
- ✓ Notify partners about problems.
- ✓ Avoid blaming.
- ✓ Ensure an environment for trustful cooperation.
- ✓ Encourage sharing ideas.
- ✓ Avoid double standards.
- ✓ Ensure flexibility and open mindedness.

4.4. Assessment (coordination)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What are the main areas for the assessment of cross-sectoral cooperation?

- ✓ Contribution of each partner.
- ✓ Performance of each partner.
- ✓ Resources.
- ✓ Teamwork.
- ✓ Leadership.
- ✓ Communication.
- ✓ Ethics.
- ✓ Transparency.
- ✓ Community involvement.

What approaches can be used for coordination assessment?

- ✓ Progress monitoring analysis.
- ✓ Observations.
- ✓ Discussions.
- ✓ Document analysis.
- ✓ Focus groups.
- ✓ Interviews.

5. Motivation

5.1. Mapping (motivation)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What factors could motivate partners for potential cross-sectoral cooperation?

- ✓ Common vision.
- ✓ Fulfilment of interests.
- ✓ Financial gain.
- ✓ Innovation promotion.
- ✓ Legislative and project requirements.
- ✓ Political environment.
- ✓ Advocacy and lobbying.
- ✓ Sharing resources.
- ✓ Sharing knowledge and gaining new skills.
- ✓ Easy and acceptable communication.
- ✓ Friendship and networking.
- ✓ Sense of ownership and belonging.
- ✓ Enjoyable outcome.

5.2. Planning (motivation)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What ensures motivation for cross-sectoral cooperation among partners?

- ✓ Boosting of reputation.
- ✓ Building images and branding.
- ✓ Combining of diverse competences and expertise.
- ✓ Gaining or sharing of financial, human, technological or other resources.
- ✓ Increasing public awareness and providing public goods.

What common goals motivate partners for cross-sectoral cooperation?

- ✓ Corresponding with individual goals.
- ✓ Providing additional benefits for each partner.
- ✓ (e.g., financial, knowledge, innovation, professional networking, publicity).
- ✓ Providing emotional and intellectual satisfaction.
- ✓ (e.g., enjoyment, friendship, socialisation, altruism).

How to reward the performance of partners in cooperation?

- ✓ Financial benefits.
- ✓ Training and education.
- ✓ Incentives (e.g., excursions, dinner, entertainment).
- ✓ Possibilities for promotion.
- ✓ Social recognition among partners and community.
- ✓ Achievement recognition.

5.3. Implementation (motivation)

Read and consider these issues regarding your context of cross-sectoral cooperation.

What approaches may motivate partners in cross-sectoral cooperation?

- ✓ Regular communication.
- ✓ Consistent and ongoing surveillance of tasks.
- ✓ Progress measurement.
- ✓ Monitoring of successes and challenges.
- ✓ Support from management and partners.
- ✓ Consistent feedback.
- ✓ Awareness of each partner's added value for cooperation.
- ✓ Conflict solving.

How to keep partners motivated in cross-sectoral cooperation?

- ✓ Teambuilding and teamwork.
- ✓ Individual consultations.
- ✓ Communication review.
- ✓ Responsibilities review.
- ✓ Possibilities for promotion.
- ✓ Social recognition among partners and community.
- ✓ Achievement recognition.
- ✓ Financial benefits.
- ✓ Training and education.
- ✓ Sanctions or incentives.

5.4. Assessment (motivation)

Read and consider these issues regarding your context of cross-sectoral cooperation.

Which aspects of motivation in cooperation can be assessed?

- ✓ Common and individual goal achievement.
- ✓ Fulfilment of roles and responsibilities.
- ✓ Teamwork.
- ✓ Leadership and management.
- ✓ Contributing resources.
- ✓ Communication.

What can be assessed regarding motivation in cross-sectoral cooperation?

- ✓ Active participation.
- ✓ Result orientation.
- ✓ Individual commitment.
- ✓ Commitment to teamwork.
- ✓ Proactivity and initiative.
- ✓ Sharing of resources.
- ✓ Sharing of ideas.
- ✓ Sharing of information.

How to assess partner motivation in cross-sectoral cooperation?

- ✓ Personal face-to-face interviews.
- ✓ Questionnaires and self-assessment.
- ✓ Focus group discussions.

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(collected by researchers of Riga Stradins University)

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