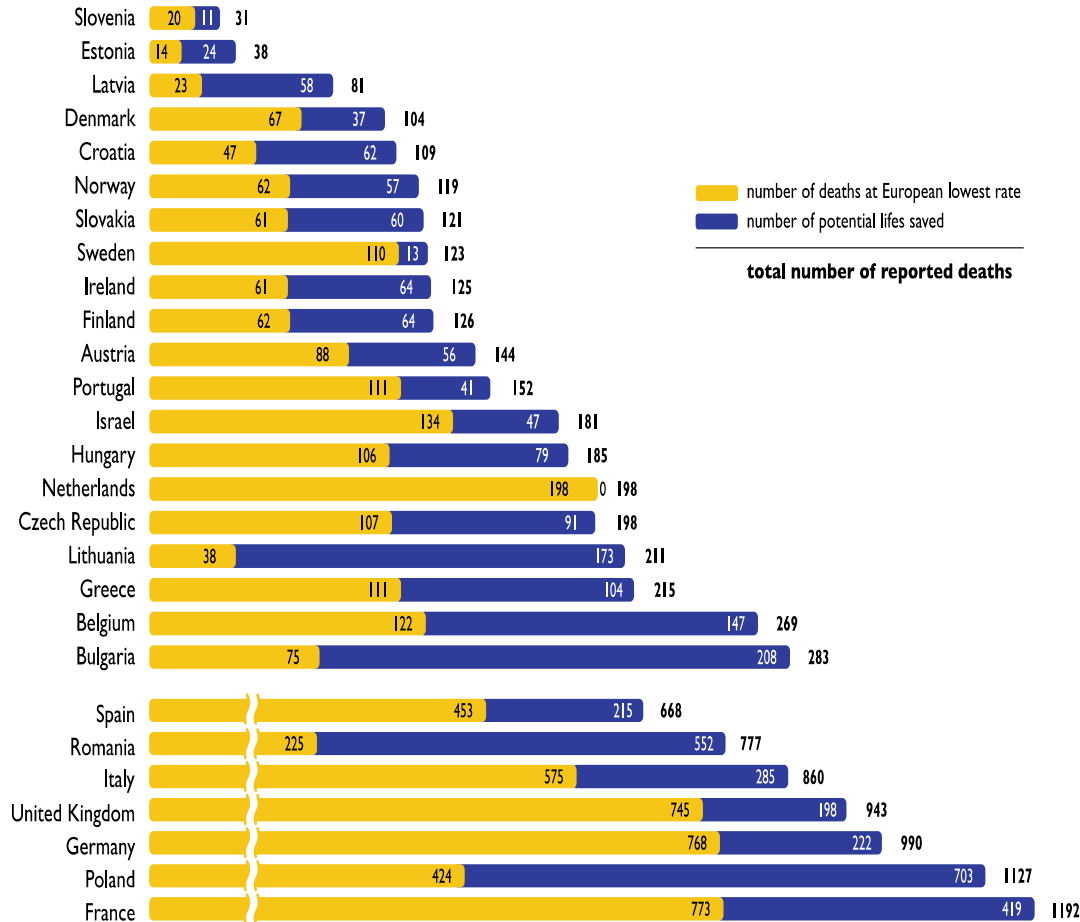# Secrets to successful partnerships and leadership

Morag MacKay, European Child Safety Alliance
Child Injury Prevention: a European challenge
European Seminar
Milan, Italy
Wednesday, 14 October 2015

EUROPEAN **chiLd** SAFETY ALLIANCE

RoSPA
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# Opportunity for improvement: potential for life saving in EU Member States

(estimated number of child injury deaths that could be saved if country had same rate as the the EU MS with the lowest rate)



| Country | number of deaths at European lowest rate | number of potential lifes saved | total number of reported deaths |
|---|---|---|---|
| Slovenia | 20 | 11 | 31 |
| Estonia | 14 | 24 | 38 |
| Latvia | 23 | 58 | 81 |
| Denmark | 67 | 37 | 104 |
| Croatia | 47 | 62 | 109 |
| Norway | 62 | 57 | 119 |
| Slovakia | 61 | 60 | 121 |
| Sweden | 110 | 13 | 123 |
| Ireland | 61 | 64 | 125 |
| Finland | 62 | 64 | 126 |
| Austria | 88 | 56 | 144 |
| Portugal | 111 | 41 | 152 |
| Israel | 134 | 47 | 181 |
| Hungary | 106 | 79 | 185 |
| Netherlands | 198 | 0 | 198 |
| Czech Republic | 107 | 91 | 198 |
| Lithuania | 38 | 173 | 211 |
| Greece | 111 | 104 | 215 |
| Belgium | 122 | 147 | 269 |
| Bulgaria | 75 | 208 | 283 |
| Spain | 453 | 215 | 668 |
| Romania | 225 | 552 | 777 |
| Italy | 575 | 285 | 860 |
| United Kingdom | 745 | 198 | 943 |
| Germany | 768 | 222 | 990 |
| Poland | 424 | 703 | 1127 |
| France | 773 | 419 | 1192 |

Source: WHO European Detailed Mortality Database (EDMD); 2010 or most recent year available; Cyprus, Iceland, Luxembourg and Malta excluded because of small numbers.

"What do we need to do to increase the likelihood of success?"

# Outline

- Methods
- Results - 8 keys to success
- Discussion
  - Why leadership and collaboration are so important
  - How to use the 8 keys
- Related resources

# Methods

- Case series
- Broad approach
  - Injury topic areas
  - Target age groups
  - Level of implementation
  - Country
- Systematic identification of barriers and facilitators at three stages: adoption, implementation and monitoring (AIM process)
- Structured analysis

# Results – 8 keys to success

- Leadership
- Management & collaboration
- Funding
- Capacity
- Data
- Prevention strategy
- Context & setting
- Visibility

# Leadership

- Select a competent stable leader who is in a position to make decisions

- Understand that leadership needs may change over the AIM process

- Attain senior level commitment from all partners

- Identify and engage champions to support leaders and overcome obstacles

- Build a shared vision of the intervention with all partners

# Management & collaboration

- Build an effective plan(s) over the AIM process

- Get the right people at the right place and time to do the right things to achieve the shared vision

- Provide clarity of roles and responsibilities and manage partner expectations

- Organise and achieve effective communication with leader(s), between collaborating partners and with the broader community

# Funding

- Attain adequate funding to achieve and evaluate planned objectives

- Make the best use of resources – including leveraging funding opportunities, private/public partnerships, in-kind donations, etc.
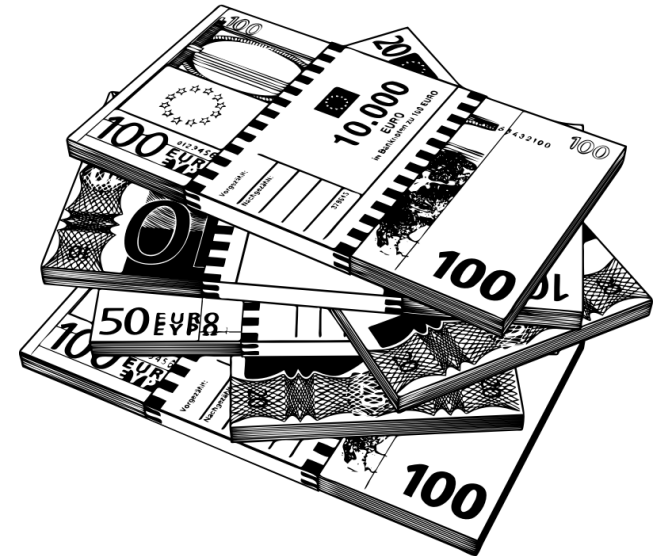
# Capacity

- Plan for a sufficient work force with necessary knowledge and skill sets

- Include capacity development activities for each stage of the AIM process

- Make the best use of available team

- Build an engaged and inspired team with trust for the leadership and management

# Data

- Seek out and use data of high enough quality to:
    - Raise visibility and prioritise action
    - Support planning and implementation
    - Allow monitoring and evaluation

- Take specific steps and allocate resources to ensure that data are collected and made available where they do not already exist
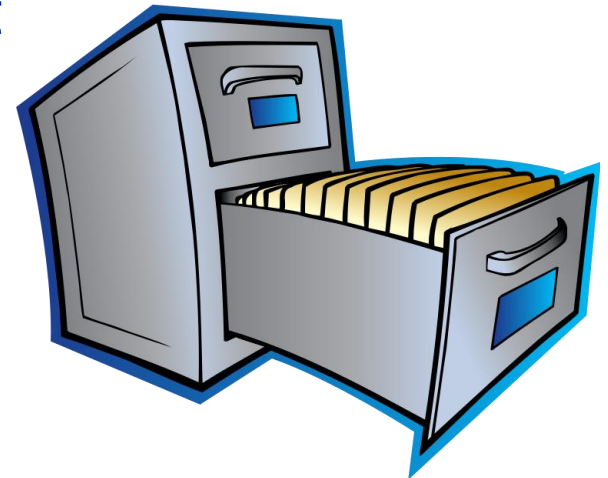
# Prevention strategy

- Adopt an evidence-based prevention strategy

- Select the strategy based on sound analysis of the community context and setting

- Ensure the strategy will be acceptable to the target audience and key stakeholders

- Put adequate thought into how to transfer each aspect of the intervention

- Seek out and apply lessons learnt from injury prevention case studies from other communities and countries

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# Context & setting

- Conduct a situational analysis before planning starts to understand the political, social and cultural environment and specific setting

- Identify your target audience and key stakeholder needs (including partners) and explore how to achieve the best fit

- Perform a risk analysis related to possible opposition

- Consider those at greatest risk of injury as you plan your intervention – ensure you are not increasing inequity.
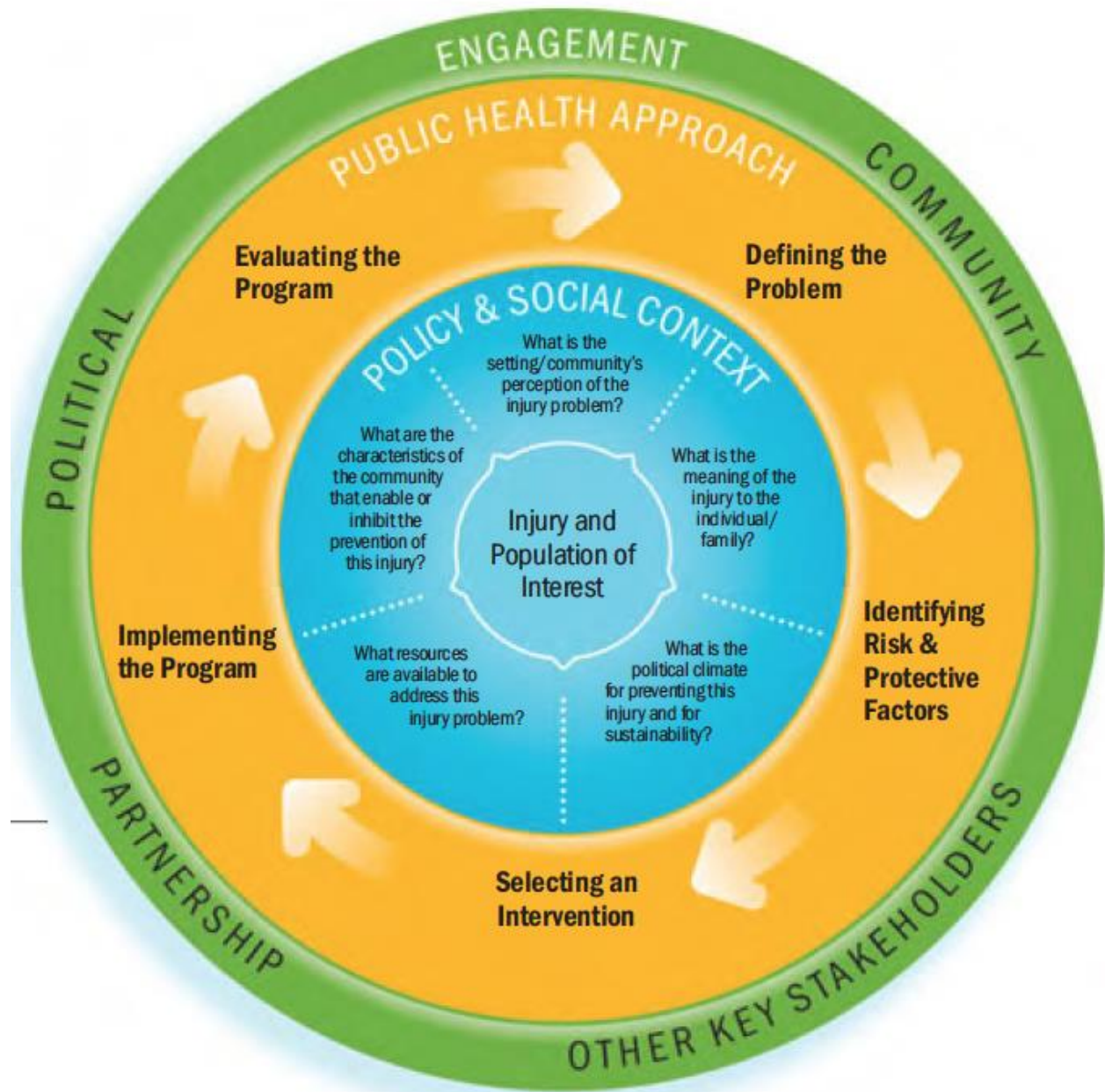
From MacKay et al. Child Safety Good Practice Guide: Good investments in unintentional child injury prevention and safety promotion - Canadian Edition, 2011.

# Visibility

- Get exposure of the issue amongst the target audience and key stakeholders

- Increase awareness and recognition of the issue and how the selected prevention strategy will address it

- Commit the necessary resources (human, time, funding) to awareness raising efforts to ensure visibility

# Why leadership and management/collaboration are so important?

- Key to all stages of AIM
- Key to ensuring adequate preparation – context/setting, visibility, prevention strategy
- Key to ensuring resources – people, funding, data
- Key to setting direction/vision, bringing together necessary pieces at right time
- Key to trouble shooting as AIM process unfolds, to managing expectations and to ensuring lessons learnt are noted and built upon

# Using the keys

- **Before you get started** to help identify important issues that should be considered as you begin planning
- **During the AIM process** to keep you focused on factors that will increase the likelihood of success
- **At the end of a project** as a reflective tool to help identify lessons learnt

# AIM* for child safety checklist

**When to use this checklist:**
- **Before you get started** to help identify important issues that should be considered as you begin planning
- **During the AIM process** to keep you focused on factors that will increase the likelihood of success
- **At the end of a project** as a reflective tool to help identify lessons learnt

**How to use this checklist:** Review each item and check it off if in place. Where you do not feel you can put a check in the box, consider whether further action is or was required. If you are just beginning planning or are somewhere in the middle of the AIM process, adjust your plan to include the needed action. If you are at the end of the project, consider what the impact of not being able to check off the box was on the project, what might have been done and apply that learning to your next project.

## LEADERSHIP
- Competent stable leader ☐
- Leadership 'needs' considered across the AIM process ☐
- Senior level commitment obtained from all partners ☐
- Champions identified and engaged ☐
- Shared vision of prevention strategy agreed upon by all partners ☐

## MANAGEMENT & COLLABORATION
- Project plan covers the AIM process including measurable prevention targets ☐
- Right people involved in planning (multi-sectoral) ☐
- Right people involved in implementation (level, timing, skills) ☐
- Partners clear on roles and responsibilities ☐
- Effective internal and external communication ☐

## FUNDING
- Adequate funding across the AIM process ☐
- Leveraging opportunities and funding partnerships explored ☐

## CAPACITY
- Plan includes a sufficient work force with the necessary knowledge and skill sets to achieve planned objectives across the AIM process ☐
- Capacity building activities included in the plan ☐
- Best use of available team members ☐
- Engaged and inspired team with trust for the leadership and management of the initiative ☐

## DATA
- Data needed to support planning and implementation available ☐
- Data needed to monitor and evaluate available ☐
- Data collection process put in place where data not available ☐

## PREVENTION STRATEGY
- Evidence-based prevention strategy selected ☐
- Prevention strategy feasible in community context & specific setting ☐
- Prevention strategy acceptable to target audience and key stakeholders ☐
- Transfer issues examined and addressed ☐
- Lessons learnt from other communities and countries considered and applied ☐

## CONTEXT & SETTING
- Situational analysis conducted before planning ☐
- Target audience and key stakeholder needs identified ☐
- Risk analysis regarding possible opposition to prevention strategy undertaken ☐
- Vulnerable groups considered ☐

## VISIBILITY
- Target audience and key stakeholders aware of issue ☐
- Target audience and key stakeholders aware of solution ☐
- Adequate resources for visibility raising activities ☐

*  The **AIM** process: **A**doption – an explicit or overt decision to take up a prevention strategy; **I**mplementation – action taken to put a prevention strategy into operation, including appropriate enforcement activities; **M**onitoring – collection and analysis of data for the specific purpose of examining how well a prevention strategy is being implemented and its impact against expected results.

This checklist arises from the project TACTICS (Project number 20101212), which has received funding from the European Union in the framework of the Health Programme.

# Resources

# Thank you!

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