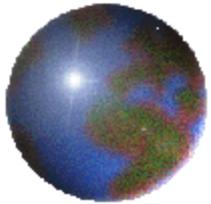


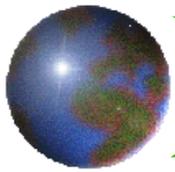


# *Building Leadership for Health*



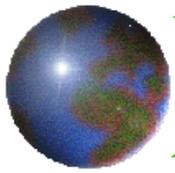
*Leading responses to globalisation*

Graham Lister  
Judge Business School



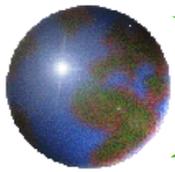
# *Notes for Course Leaders*

- ✦ This is a toolkit for your own course, it is relevant to nurse health leaders at regional and local levels.
- ✦ As a background you may wish to provide a module on globalisation and health [here](#)
- ✦ For those involved in international negotiations refer to the module on international health diplomacy [here](#)
- ✦ These slides are points for discussion not lectures
- ✦ Please introduce your own case studies
- ✦ Also refer to glossaries on global health
  - ✦ [WHO Glossary on Trade and Health](#)
  - ✦ [Swiss Development Agency Guide \(in 5 languages\)](#)
  - ✦ [www.globalhealthurope.org](http://www.globalhealthurope.org)



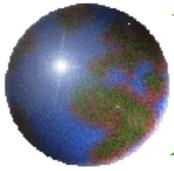
# *Leading Responses to Globalisation: Agenda*

- ⊕ Introduction and Learning Objectives 20 mins
- ⊕ Globalisation and how it affects health discussion 40 mins
- ⊕ Coffee 15 mins
- ⊕ National Case Study 50 mins
- ⊕ Feedback "the Ministerial Meeting" 30 mins
- ⊕ Leadership challenges of globalisation discussion 25 mins
- ⊕ Lunch 45 mins
- ⊕ Local response to globalisation case study 45 mins
- ⊕ Feedback "meeting with investors" 25 minutes
- ⊕ Coffee 15 mins
- ⊕ Local community and globalisation case study 45 mins
- ⊕ Feedback "community action plan" 20 mins
- ⊕ Reflections on the day 20 mins



# *Introductions and Learning Objectives*

- ✚ Has your life been affected by globalisation?
  - ✚ Opportunities to travel and work abroad?
  - ✚ The influence of multi-national companies and products?
  - ✚ The internet and its impact on knowledge sharing?
  - ✚ Global culture and lifestyles?
- ✚ Describe some of the ways this affects your health
- ✚ The group learning objective is
  - "To develop a common understanding of the impacts of globalisation on health and how to lead health responses"*
- ✚ What are your personal objectives?



# *What is globalisation?*



## Definition:

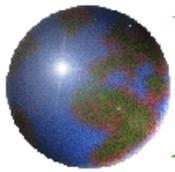
- ❑ 1. The processes that are intensifying human interaction across boundaries of nations, time and ideas in economic, health and environment, society and culture, knowledge and technology and political and institutional spheres.

– Kelley Lee



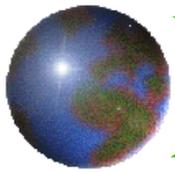
## List and discuss some of these processes

- ❑ Trade and investment
- ❑ Travel, migration and refugees
- ❑ Internet communication
- ❑ .....



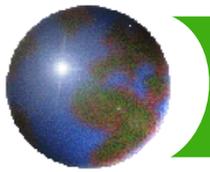
# *What is global health*

- ❖ Health conditions that affect populations across boundaries of countries, culture and generations.
  - ❖ Infectious diseases: HIV/AIDS, TB, SARS, **name others...**
  - ❖ Lifestyle diseases and conditions: obesity, lung cancer, heart disease, STDs, Type 2 Diabetes **name others....**
  - ❖ Threats to the health of the globe: global warming, environmental pollution, loss of biodiversity **and.....**
  - ❖ Threats to global stability and economy: HIV/AIDS, SARS **and .....**
  - ❖ The vectors of these diseases may be travel, multi national companies **and.....**



# *Global health as a global public good*

- ✦ A global public good is one all can share and from which none can be excluded
- ✦ Global Public health goods include:
  - ▣ Health knowledge that is shared
  - ▣ Drugs and treatments that are available to all
  - ▣ Health systems that protect global health
- ✦ Globalisation may increase public goods
  - ▣ By supporting global health solutions, sharing knowledge and enabling common action but
- ✦ It also leads to a reduction in public goods
  - ▣ By taking health resources from where they are needed
  - ▣ By privatising health knowledge and resources



# *A second industrial revolution?*

## ✚ Industrialisation

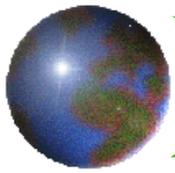
- ✚ Expansion of capitalism
- ✚ New markets
- ✚ Clubs and coffee houses
- ✚ Unregulated workplace
- ✚ Urbanisation

## ✚ Globalisation

- ✚ Foreign direct investment
- ✚ Global markets
- ✚ Internet communications
- ✚ Lack of international health regulation
- ✚ Urban megacities

✚ Changing the balance of capital, labour and society has profound impacts on health.

✚ Discuss how industrialisation affected health and its parallels with globalisation?



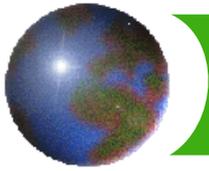
# *Positive and negative impacts of globalisation*

## ✚ Globalisation brings

- ✚ Jobs, prosperity and information exchange etc but also
- ✚ Unfair trade, poor working conditions environmental pollution, cultural change etc

## ✚ Discuss and list

- ✚ Advantages and disadvantages of globalisation?
- ✚ How these affect health?
- ✚ What health leaders need to do to maximise advantages and reduce disadvantages.



# Health and Trade

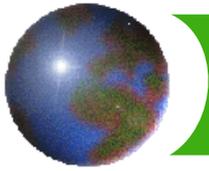
## ✦ **Main health impacts of trade by 500 Multi National Companies**

which account for 50% of international trade and 90% of foreign direct investment

- ✦ **Financial instability** a major problem and cause of depression
- ✦ **Agriculture subsidies:** more than trade and aid reduce farm income
- ✦ **Patent laws:** due to joining WTO affecting drugs supply
- ✦ **Pharmaceutical research** 90% is spent on 10% of people
- ✦ **Trade:** brings health risks e.g. Hepatitis B and BSE/ nvCJD\*
- ✦ **Investment:** can produce “sweat shops” and poor health as countries reduce environmental protection measures to attract investment

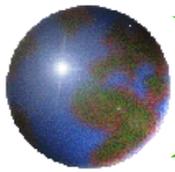
## ✦ **Discuss the role of health leaders in these areas**

\* New variant Creutzfeldt-Jakob Disease



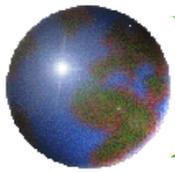
# *Global Markets*

- ⊕ Bring more choice but can result in
  - ⊞ Unhealthy lifestyles – lack of activity, risky sexual behaviour, breakdown in traditional values
  - ⊞ Promotion of tobacco, alcohol and processed food with high salt sugar and fat content
  - ⊞ Unrealised expectations – resulting in depression
  - ⊞ Increased tourism brings risks to health of tourists and communities
- ⊕ Discuss the role of health leaders in relation to public choice
  - ⊞ To regulate products and choices?
  - ⊞ To provide information about health risks?
  - ⊞ To encourage healthy choices?
  - ⊞ To change people's attitudes and behaviour?



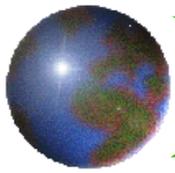
# *Health Systems Impacts*

- ✿ Main impacts include:
  - ✿ Movement of health staff to rich countries
  - ✿ Movement of patients “health tourism”
  - ✿ Privatisation of elements of health systems
  - ✿ Global exchange of health knowledge
- ✿ Discuss how these factors affect your health system
  - ✿ Is your health market open to international competition?
  - ✿ Are your doctors/ nurses being attracted overseas?
- ✿ What can be done by health leaders?



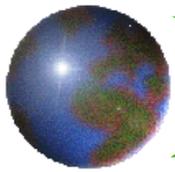
# *Global Health and Global Politics*

- ✦ Major determinants of health include:
  - ✦ Poverty, poor nutrition and living conditions
  - ✦ Conflict and violence
  - ✦ Poor working conditions and environment
  - ✦ Lack of education and health knowledge
  - ✦ Lack of access to health services
- ✦ Local and global political action is needed;
  - ✦ What should health leaders do?
    - Stay out this is not a health issue?
    - Just provide the analysis?
    - Get involved in local policy making?
    - Get involved with global policy making?



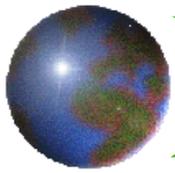
# *Global Governance for Health*

- ✦ Discuss the Framework Convention on Tobacco Control
  - ✦ A new model of international politics in health?
  - ✦ Is it different from prior international agreements?
  - ✦ How does this affect your country?
  - ✦ In what other areas are international politics and health linked?
    - Doha agreement
    - WHO diet and physical activity strategy
    - TRIPS (trade related aspects of intellectual property)
  
- ✦ Explore issues at



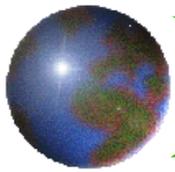
# *National case study globalisation*

- ⊕ The government of your country has asked you to form a team to consider what actions it should take to address the impact of globalisation on health.
- ⊕ **Form a team and allocate roles to members**
  - ⊞ E.g. you may wish to include the Minister of Health, Minister of Trade, representatives of industry.....
- ⊕ **Prepare a list of proposals**
  - ⊞ E.g. areas for action, areas for research, international actions etc
- ⊕ **Consider the political aspects of your proposals**
  - ⊞ How does this relate to domestic and international politics
- ⊕ **Present your proposals to a ministerial (cabinet) meeting**
  - ⊞ And produce and deliver a brief press statement



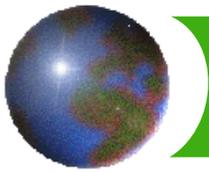
# *Leadership challenges*

- ✦ To address global issues health leaders need to be able to operate in a political arena
- ✦ But this does not make them into politicians
- ✦ Discuss the approach and skills required to work with politicians on such issues
  - ✦ Listening skills
  - ✦ Ability to define the issue in terms of values
  - ✦ Ability to present the evidence base
  - ✦ Ability to balance health with other priorities
  - ✦ Political understanding of what is possible



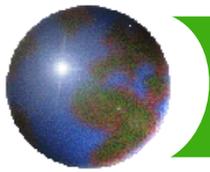
# *Local response case study*

- ⊕ Your region includes a zone which has been polluted by industries that closed leaving high levels of unemployment.
- ⊕ Zirfo Industries is a multinational proposing to invest in the area to develop clothing manufacturing
- ⊕ Zirfo has been accused of operating “sweat shops” but due to consumer pressure it is keen to show it applies high standards of environmental and health protection as part of its new global corporate social responsibility policy.
- ⊕ You are asked to work with Zirfo and local community groups to demonstrate that Zirfo will improve local health.
- ⊕ **Form a group to prepare your strategy**
  - ⊕ What information will you collect?
  - ⊕ What questions will you have for Zirfo?
  - ⊕ What will you ask Zirfo to do?
  - ⊕ Who will you engage in the meeting with Zirfo?



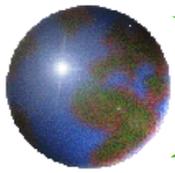
# *Meeting with Zirfo*

- ✦ Zirfo have sent a team from their international head office in Germany which includes corporate executives, shareholders, consumer representatives, environmentalists, and an international women's group leader.
- ✦ Role play a meeting with this group to discuss how the local investment will demonstrate health improvements.
  - ✦ Will it be affordable to investors?
  - ✦ Will it meet environmental concerns?
  - ✦ Will it meet women's group demands?
  - ✦ Will it meet consumer expectations?



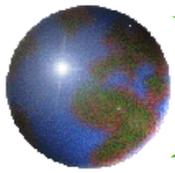
# *Local community case study*

- ⊕ It is three years since Zirfo invested after a good start conditions have got worse
  - ⊠ Working conditions are now very bad
  - ⊠ Trade union representation is not recognised
  - ⊠ Pollution from the dye plant is affecting rivers
  - ⊠ Child and family health problems are increasing
- ⊕ A community action group has formed
- ⊕ They are asking for public health leadership support for their organisation and action.
- ⊕ Meet as a group to discuss whether you should intervene and help the group or approach the issue in a different way?



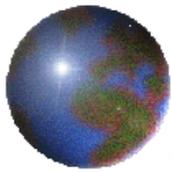
# *Meeting with community group*

- ✚ You decide that you will work with the group
- ✚ Role play a meeting with the group
  - ✚ What actions will you take in relation to public health issues?
  - ✚ What actions can the group take with or without public health support?
- ✚ You then hold a meeting with the community group and the Zirfo local management and their headquarters corporate social responsibility group
  - ✚ Did your original agreement with Zirfo help resolve the problem or was it all too vague?



# *Reflections and Feedback*

- ✦ What are the key lessons from the sessions?
- ✦ Is this relevant to you now or in the future?
- ✦ What will you do differently as health leader?
- ✦ When you lead this session for others
  - ✦ What worked best that you will use?
  - ✦ What needs to be changed to make it relevant?
  - ✦ What examples of best practice will you use?



# Module provided by Graham Lister

- ✦ Graham is an expert in health leadership and management
- ✦ He is senior Associate of the Judge Business School Cambridge
- ✦ And Associate of Global Health Europe
  - ✦ [www.globalhealtheurope.org](http://www.globalhealtheurope.org)
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Graham Lister speaking on globalisation and health at the European Health Forum Gastein