

5.00 COFFEE BREAK

5.30 BREAKOUTS 1 : URBAN PLANNING &amp; GOVERNANCE

**Breakout A**

Urban Planning for Equity and Cities' Resilience

Moderator: **HEIKE KÖCKLER**, Bochum University of Applied Sciences / ARL (Academy for Territorial Development in the Leibniz Association), Germany**SAINATH BANERJEE**, Urban Plus Solutions, India**SABINE BAUMGART**, formerly Technical University Dortmund, Germany**JULIA ESPINOZA**, "Luchadores de Lo Hermida" Santiago de Chile, Chile**LISA WAEGERLE**, University of Applied Sciences in Bochum, Germany**DENNIS SCHMIEGE**, Institute for Urban Public Health, Essen, Germany**Breakout B**

Addressing Implementation Gaps

Moderators: **CLAUDIA HORNBERG**, Medical Faculty University of Bielefeld, Germany and **SAMUEL GACHOHI NJUGUNA**, UN-Habitat, Nairobi, Kenya**THOMAS CLAßEN**, North Rhine-Westphalia Health Centre (LZG.NRW), Bochum, Germany**JULIUS FREYMÜLLER**, University Bielefeld, Germany**FRAZ GATZWEILER**, Bonn University, Germany**ANNE-LISA HEYE**, University Applied Sciences, Bochum, Germany**KOLJA LANGE**, Hanover Region, Germany**Breakout C**

Good Practices – small interventions and substantial returns

Moderator: **THOMAS WILLEMEIT**, GRAFT Architects, Berlin, Germany**ALAWI LUETZ**, Charité - University Hospital Berlin, Germany**Breakout D**

Good governance within the city as a complex system

Moderator: **THOMAS GÖTZ**, former Secretary of State for Health in the federal states of Berlin and Brandenburg, Germany**DOROTHEA BALTRUKS**, Center for Planetary Health Policy, Berlin, Germany**JANINE STERNER**, Academy for Social Medicine, Bremen, Germany**Nature Therapy**

Nature Therapy as an Evidence-Based Urban Health Practice

The breakout will take place outside in Herrenhausen Gardens.

The maximum number of participants is 12.

Moderator: **LENA GROß**, Yoga and Forest Therapist, Berlin, Germany

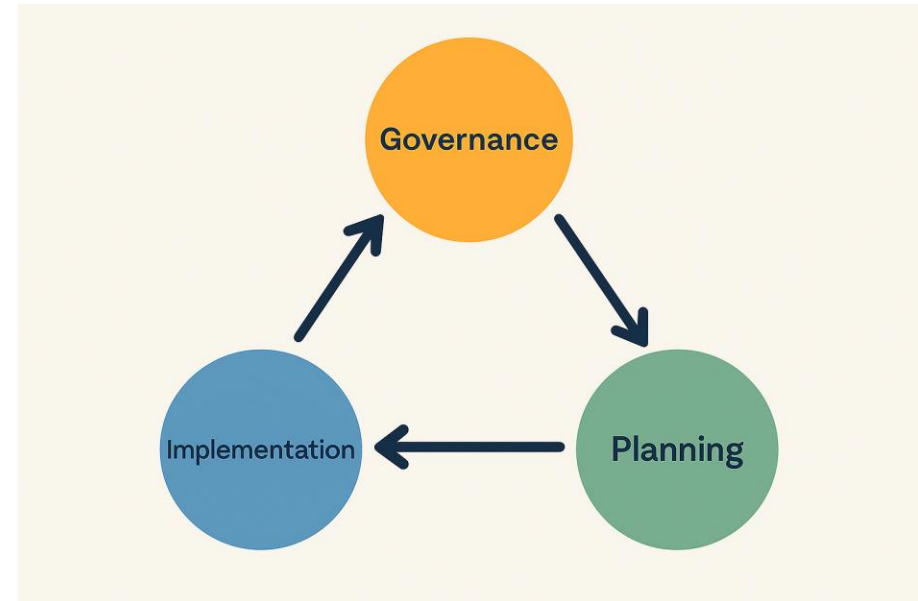
# Welcome to the Breakout Session D

## Good governance within the city as a complex system

IUHS, Hannover, April 9<sup>th</sup> 2025

# Why us?

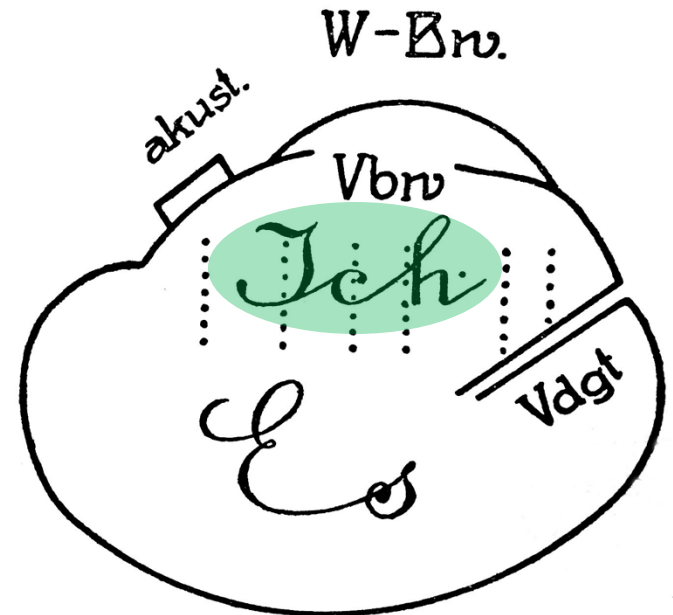
- Breakout A (Urban **Planning** for Equity and Cities' Resilience) and Breakout B (Addressing **Implementation** Gaps) address similar content
- Focus in this session is on Germany and the input by speakers with an academic background but whose place of work is not within academia
- Unfortunately, due to scheduling conflicts no political health policy representative of a major German city was available
- „Planning“, „Implementation“ and „Governance“ represent different and complementing perspectives



➡ Is ChatGPT right?

# About me...

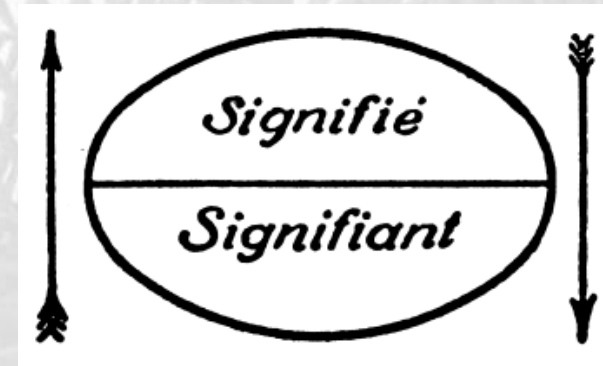
- MD, Psychiatrist and Public Health Specialist
- Over 10 years professional experience within public administrative contexts:
  - 2012-2016 Mental Health Commissioner of the City of Frankfurt/M., Germany
  - 2016-2021 Mental Health Commissioner of the City State of Berlin, Germany
  - 2021-23 State Secretary for Health and Long-Term Care, State Ministry of Science, Health, Long-Term Care and Gender Equality, Berlin
  - 2024 State Secretary for Social Affairs, Health and Integration, State Ministry for Social Affairs, Health, Integration and Consumer Protection, Brandenburg



S. Freud The Ego and the Id (1923),  
Q: Wiki Commons

# Be aware of the jungle of definitions/meanings

- „Health“, „Governance“, „Politics“ etc. are complex constructs, that are in need of definitions
- Helpful (and essential) for academic discourse and research
- And for Policies?
- „Health is the ability to adapt and to self manage in face of physical, emotional and social challenges.“ (Huber 2011)
- „Governance can refer abstractly to all processes of governing. It supplements a focus on the formal institutions of government with recognition of more diverse activities, that blur the boundary of state and society. It draws attention to the complex processes and interactions in governing...that are hybrid and multi-jurisdictional with plural stakeholders working together in networks.“ (Bevir, 2012)



F. d. Saussure (1916), Q: Wiki Commons



ChatGPT

# Definitions....Definitions....Definitions

**Table 5.** Examples of definitions for 'governance' in the included literature

Examples of definitions for 'governance'	<ol style="list-style-type: none"><li>1. 'In the context of infectious disease outbreaks of global significance, governance encompasses a range of integrated policy, information management, command, and control mechanisms for facilitating collective action to achieve the objectives of prevention, detection, and response. Of necessity, these mechanisms integrate actions across intergovernmental organizations, sovereign nations, communities, the corporate sector, humanitarian agencies, and civil society. They operate in not only the realm of health, but also to a variable extent in collateral spheres to include agriculture/food security, diplomacy, education, finance, migration/refugee care, security, and transportation.' (Mack <i>et al.</i>, 2016)</li><li>2. 'The way in which the global health systems are managed' (Mack <i>et al.</i>, 2016)</li><li>3. 'The organized social response to health conditions at the global level.' (Mack <i>et al.</i>, 2016)</li><li>4. Governance capacity as '[The] preparedness or analytical capacity, coordination, regulation and implementation or delivery capacity ... to provide effective crisis management', and governance legitimacy as 'citizens' trust in government and concerns such issues as accountability, support, expectations, and reputation' (Christensen and Læg Reid, 2020)</li><li>5. 'Governance refers to the steering of society with regard to societal problems. Risk governance can be defined as "both the institutional structure and the policy process that guide and restrain collective activities of a group, society or international community to regulate, reduce or control risk problems" (Roodenrijs <i>et al.</i>, 2014)</li><li>6. Global health governance is defined as 'the use of formal and informal institutions, rules, and processes by states, intergovernmental organizations, and nonstate actors to deal with challenges to health that require cross-border collective action to address effectively' (Zhou <i>et al.</i>, 2020; Collins <i>et al.</i>, 2021)</li><li>7. Adaptive governance is defined as flexible and learning-based multi-level modes of governance or institutional arrangements that can build resilience for the challenges posed by complex and urgent problems (Kim <i>et al.</i>, 2020a)</li><li>8. 'Global social governance [is] the mechanisms that enable the international community to address global social problems, through systems of global regulation across national borders and a globally agreed set of social rights' (Agartan <i>et al.</i>, 2020)</li><li>9. 'The assignment of authority and the specification of procedures' (Speakman <i>et al.</i>, 2017)</li><li>10. '[Multi-level governance] is defined as a governance system within which power is dispersed across government levels vertically and across sectors horizontally' (Yao <i>et al.</i>, 2021)</li><li>11. 'Multi-level governance refers to the institutional arrangements of policy making and implementation that involve continuous interaction and coordination among government and non-government actors across different levels and territories ... Type I referring to a system of power sharing among different levels of general-purpose jurisdictions and Type II being essentially a polycentric system of decentralized, overlapping, and competitive jurisdictions' (Liu <i>et al.</i>, 2021)</li><li>12. 'Corporate governance 'is concerned with the structures and systems of control by which managers are held accountable to those that have a legitimate stake in an organisation"' (Areal and Sheppy, 2021)</li></ol>
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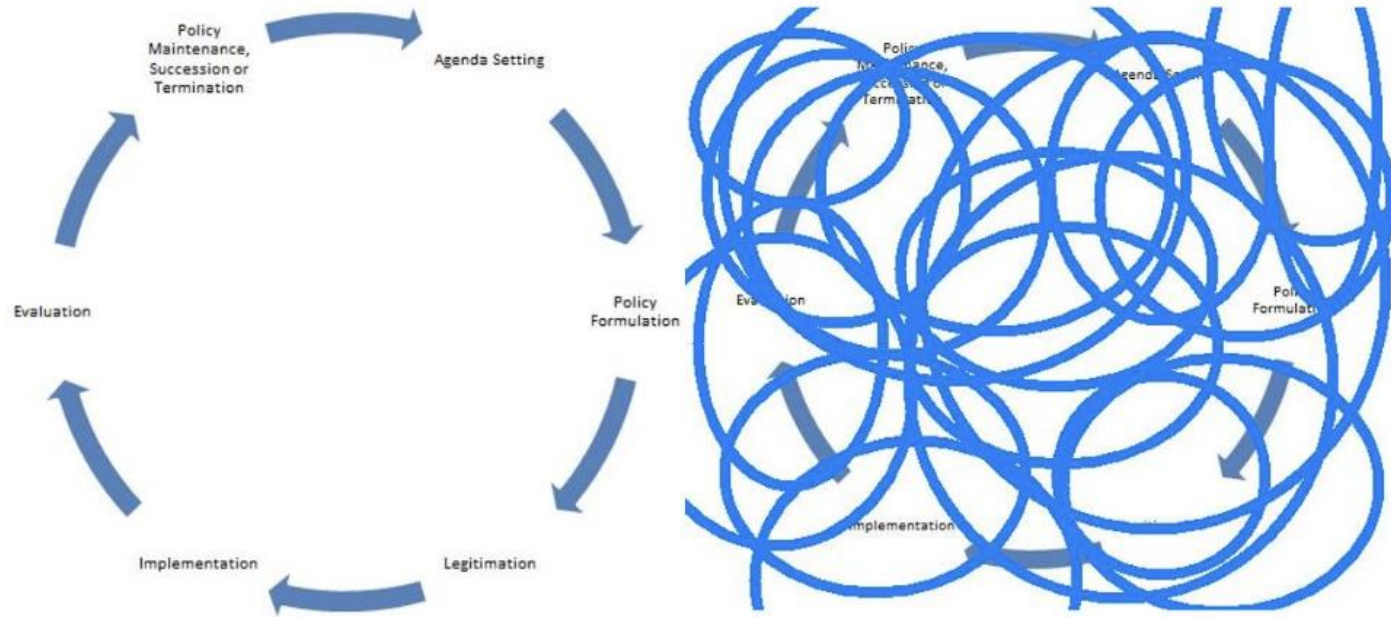
# Imag(in)ing Governance: From the Middle Ages to ChatGPT



A. Lorenzetti (1338/39) Q: Wiki Commons

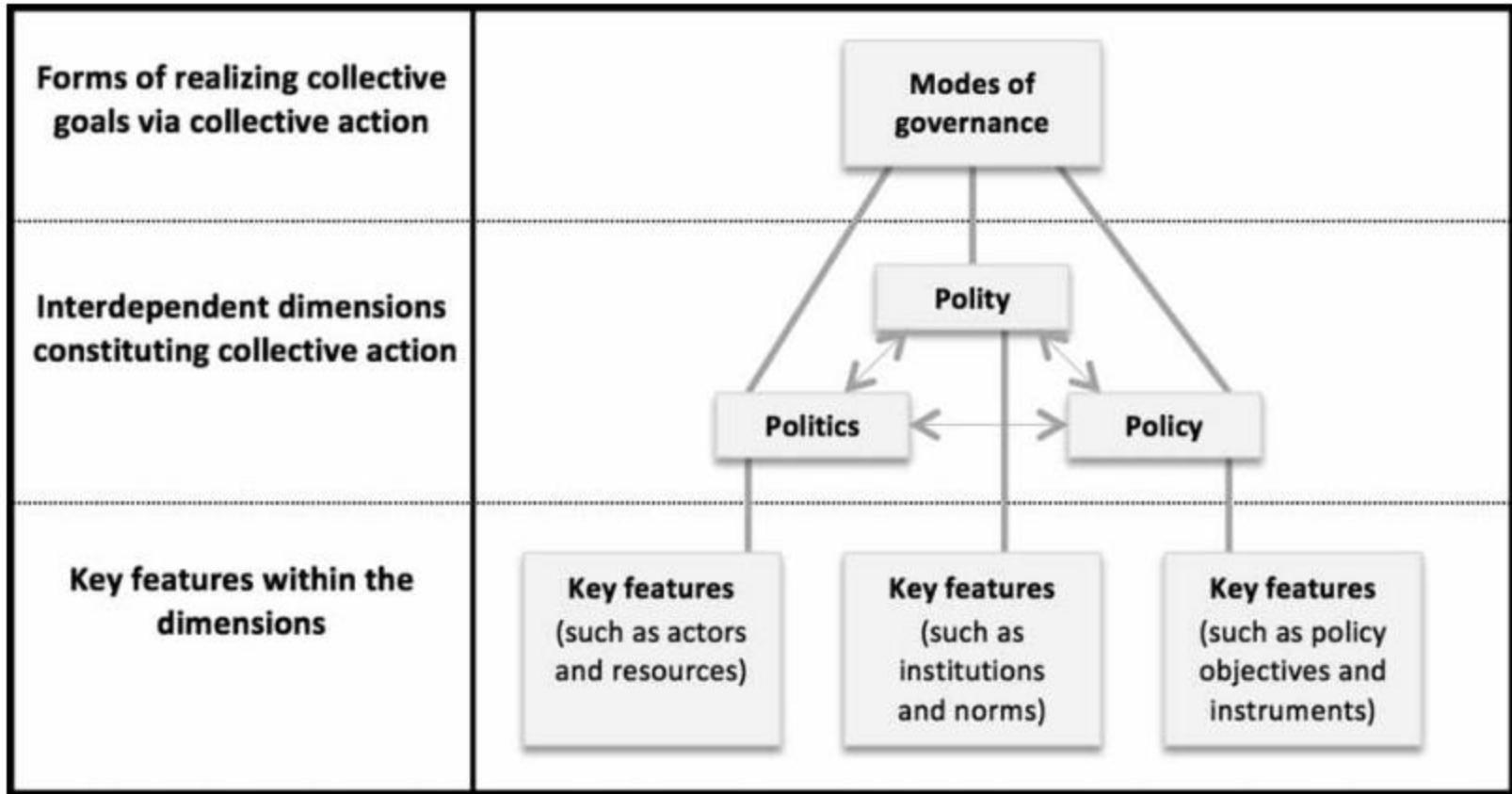


# The Policy Process – Theory and Lived Experience



<https://paulcairney.wordpress.com/2017/07/10/5-images-of-the-policy-process/>

# Abstracting governance








**Figure 1.** Meta-framework for conceptualizing governance modes.

Lange et al. 2013

# Abstracting governance

**Table 3.** Ideal-typical governance modes according to Driessen *et al.* (2012); S = central state; s = decentralized state; M = market; CS = civil society; -> = dominant role; < - > = equivalent role; - - - = background role

	Centralized governance 	Decentralized governance 	Public-private governance 	Interactive governance 	Self-governance 
<i>Actor features</i>					
Initiating actors	Central gov't agencies (or supra national bodies)	Gov't at its various levels of aggregation (subsidiarity)	Central gov't agencies; private sector is granted a preconditioned role also	Multiple actors: gov't, private sector and civil society	Private sector and/or civil society
Stakeholder position	Stakeholder autonomy determined by principal agency	High likelihood of stakeholder involvement	Autonomy of market stakeholders within predetermined boundaries	Equal roles for all network partners	Self-governing entities determine the involvement of other stakeholders
Policy level	(Supra) national level	Lower levels of gov't	Local to international level	Multiple levels	Local to international level
Power base	Coercion, authority and legitimacy (democratic representation at the national level)	Coercion, authority and legitimacy (democratic representation at lower levels)	Competitiveness (prices), contracts and legal recourse, legitimacy (agreement on relations and procedures)	Legitimacy (agreement on roles, positions, procedures and process), trust, knowledge	Autonomy, leadership, group size, social capital and legitimacy (agreement on relations and procedures)
<i>Institutional features</i>					
Model of representation	Pluralist (popular (supra) national election and lobbying)	Pluralist (popular local election and lobbying)	Corporatist (formalized public-private governing arrangements)	Partnership (Participatory public-private governing arrangements)	Partnership (Participatory private-private governing arrangements)
Rules of interaction	Formal rules (rule of law, fixed and clear procedures)	Formal rules (rule of law, fixed and clear procedures)	Formal and informal exchange rules	Institutions in its broadest form (Formal and informal rules)	Informal rules (norms, culture), Self-crafted (non-imposed) formal rules
Mechanisms of social interaction	Top-down, command-and-control	Sub-national governments decide autonomously about collaborations within top-down determined boundaries	Private actors decide autonomously about collaborations within top-down determined boundaries	Interactive: social learning, deliberations and negotiations	Bottom-up: social learning, deliberations and negotiations
<i>Features concerning content</i>					
Goals and targets	Uniform goals and targets	Uniform and level specific goals and targets	Uniform goals, targets actor specific	Tailor-made and integrated goals and targets	Tailor-made goals and targets
Instruments	Legislations, permits, norms and standards	Public covenants and performance contracts	Incentive based instruments like taxes and grants, performance contracts	Negotiated agreements, trading mechanisms, covenants and entitlements	Voluntary instruments, private contracts, entitlements, labelling and reporting
Policy Integration	Sectorial (policy sectors and levels separated)	Sectorial (policy sectors separated)	Sectorial (branches and industries separated)	Integrated (policy sectors and policy levels integrated)	Sectorial to integrated (depends on problem framing by communities of interest)
Policy-science interface	Primacy of generic, expert knowledge	Primacy of generic expert knowledge. Room for issue and time- and place-specific knowledge	Dominance of issue and time- and place-specific knowledge, expert and lay (procedures and consumers)	Transdisciplinarity: expert and lay knowledge in networks. Emphasis on integrated and time- and place-specific knowledge	Dominance of issue and time- and place-specific: expert and lay (citizens)

Lange et al. 2013

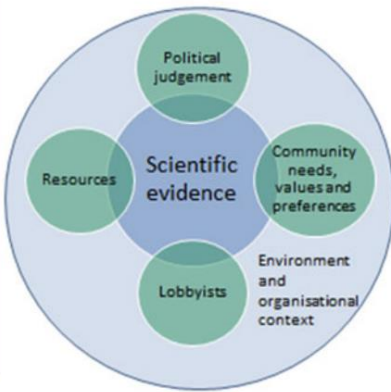
# Evidence-informed Policy and Values

## EBDM vs EIDM

Evidence-Based Decision making



Evidence-Informed Decision Making



Aryeetey et al. 2017

### APPLYING VALUES AND IDENTITIES TO POLICYMAKING

For any policy initiative, ask yourself 'How does it correspond to citizens' most important values in life?'  
This figure will help you think in a structured way about different values based on a model replicated in over 200 samples in 80 countries.

**What are the core values of citizens?**  
Citizens' values can be divided into four general directions ('higher order values': Self-transcendence, Openness to change, Conservation, Self-enhancement).  
**What to do:**  
Think about how the policy problem is seen through the lens of each value. For example, how is someone who values Self-enhancement thinking about the facts, what would they like to know? What is their top concern?

**Can we be more precise?**  
Going deeper will help you design policy that respects citizens' values. Each of the general value directions summarises several personal values.  
**What to do:**  
- Ask yourself 'What would a preferred solution to the problem look like through each of the values lenses?'  
- What solutions would be especially problematic?  
- Are there solutions for all values or is a trade-off needed?

**How to communicate policies?**  
Learning about how citizens and politicians describe policies in values terms will help make sense of the debate and communicate better.  
**What to do:**  
Listen to the debate about the policy issue and identify the values terms used. What values are expressed and how do they relate to each other? Where are values in tension? Apply this in your own communication.

**HOW VALUES WORK**

Opposition effect	Complementarity effect
<p>Openness to change</p> <p>Conservation</p> <p>If one value is very important for a person, he/she is less likely to attach importance to values further away on the circle.</p>	<p>Stimulation</p> <p>Self-transcendence</p> <p>If one value is very important for a person, he/she is more likely to attach importance to nearby values on the circle.</p>
Instantiation effect	Values to social identity
<p>Identify the values terms used during the debate</p> <p>Correcting policies to citizens' values can help make policies more effective and more understandable.</p>	<p>Some people are more prone to be interested in group perspectives than others. Values reflect this fact.</p>

**Keep social identities in mind!**  
Values are important, but citizens also care about what their social groups think and how they are affected. Social groups include family, local or religious communities, national identity as well as political parties.  
**What to do:**  
Think about which groups are important to a policy issue, which are likely to enter the debate or be affected.

**What's the big picture in politics?**  
For each value, studies have shown a correlation to major political attitudes. Knowing these allows you to navigate hotly debated issues.  
**What to do:**  
Understand the values behind each political attitude and learn how to address them when designing policies.

**Diagram Description:** A large circular diagram with 10 segments representing higher-order values: Universal/Individualism, Self-direction, Self-enhancement, Conservation, Tradition, Conformity, In-group focus, and Openness to change. Each segment contains numerous smaller icons representing specific values. The diagram is surrounded by various icons representing social and political concepts like 'Equality', 'Rights', 'Immigration', 'Peace', 'Justice', 'Friendship', 'Local', 'Forgiving', 'Helpful', 'Honouring others', 'Patient', 'Respect for tradition', 'Denial', 'Social justice', 'National security', 'Family security', 'Health', 'Clean', 'Social power', 'Social reputation', 'Promoting public image', 'Free enterprise', 'Individualism', 'Autonomy through group membership', 'Individualism', 'Autonomy through group membership', 'Individualism', 'Autonomy through group membership'.

See full report: Aryeetey, A., Smith, J., Niles, J., Gouveia, M., Arora, A., Pardo-De-Santana, R., Vignoles, A., Widdows, L., Schreiner, L., Kahan and Brennan - a collaboration's guide. DOI: 10.26907/2474-2699.2022.01.0001. See also: Aryeetey, A., Smith, J., Niles, J., Gouveia, M., Arora, A., Pardo-De-Santana, R., Vignoles, A., Widdows, L., Schreiner, L., Kahan and Brennan - a collaboration's guide. DOI: 10.26907/2474-2699.2022.01.0001. See also: Aryeetey, A., Smith, J., Niles, J., Gouveia, M., Arora, A., Pardo-De-Santana, R., Vignoles, A., Widdows, L., Schreiner, L., Kahan and Brennan - a collaboration's guide. DOI: 10.26907/2474-2699.2022.01.0001.

Q: [https://knowledge4policy.ec.europa.eu/blog/understanding-values-policy-making-challenges\\_en](https://knowledge4policy.ec.europa.eu/blog/understanding-values-policy-making-challenges_en) (2022)

# Trust

<https://ijhpm.com>  
Int J Health Policy Manag 2024;13:8410

doi 10.34172/ijhpm.2024.8410



**IJHPM**  
International Journal of Health Policy and Management

Editorial

## Placing Trust at the Heart of Health Policy and Systems

Martin McKee<sup>1\*</sup>, May CI van Schalkwyk<sup>1</sup>, Rachel Greenley<sup>1</sup>, Govin Permanand<sup>2</sup>



### Abstract

Trusted interactions are crucial in health systems. Trust facilitates effective healthcare by encouraging patients to seek and adhere to treatment, enabling teamwork among health professionals, reducing miscommunication and medical errors, and fostering innovation and resilience. The COVID-19 pandemic underscored the importance of trust, highlighting the challenges in establishing and maintaining it, especially during crises when trust in authorities and health systems is vital for compliance and safety. However, trust is complex, varying with context and experiences, and is dynamic, easily lost but hard to regain. Despite its importance, trust is often overlooked in health policy and difficult to measure. Health systems and policy-makers must recognize the importance of trust, measure it effectively, understand how it is built or eroded, and act to maintain and restore it. This involves acknowledging the past experiences of marginalized groups, involving communities in decision-making, and ensuring transparency and integrity in health practices and policies.

**Keywords:** Trust, Health Systems, Resilience, Patient-Centredness

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**Citation:** McKee M, van Schalkwyk MC, Greenley R, Permanand G. Placing trust at the heart of health policy and systems. *Int J Health Policy Manag.* 2024;13:8410. doi:10.34172/ijhpm.2024.8410

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### \*Correspondence to:

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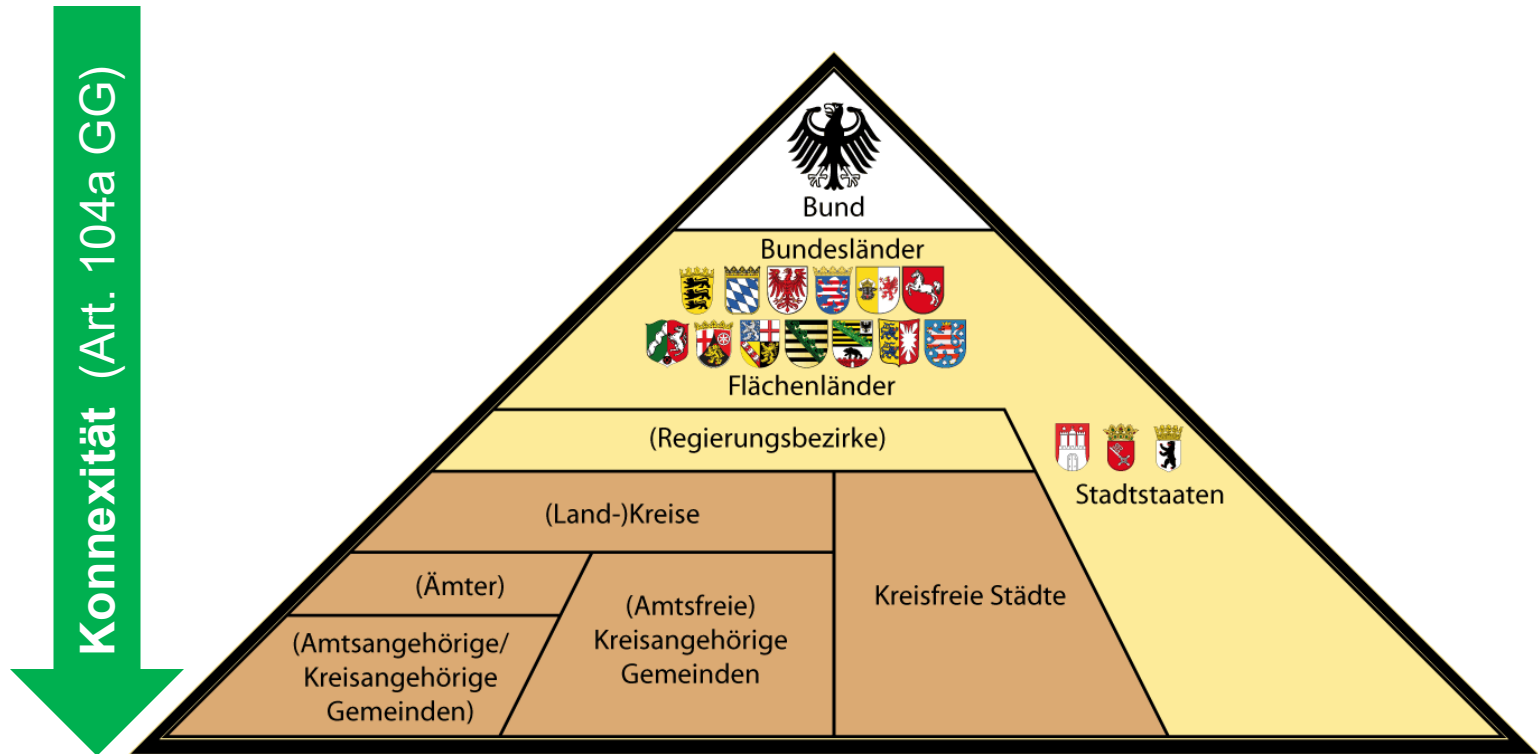
Email:

[martin.mckee@ishtm.ac.uk](mailto:martin.mckee@ishtm.ac.uk)



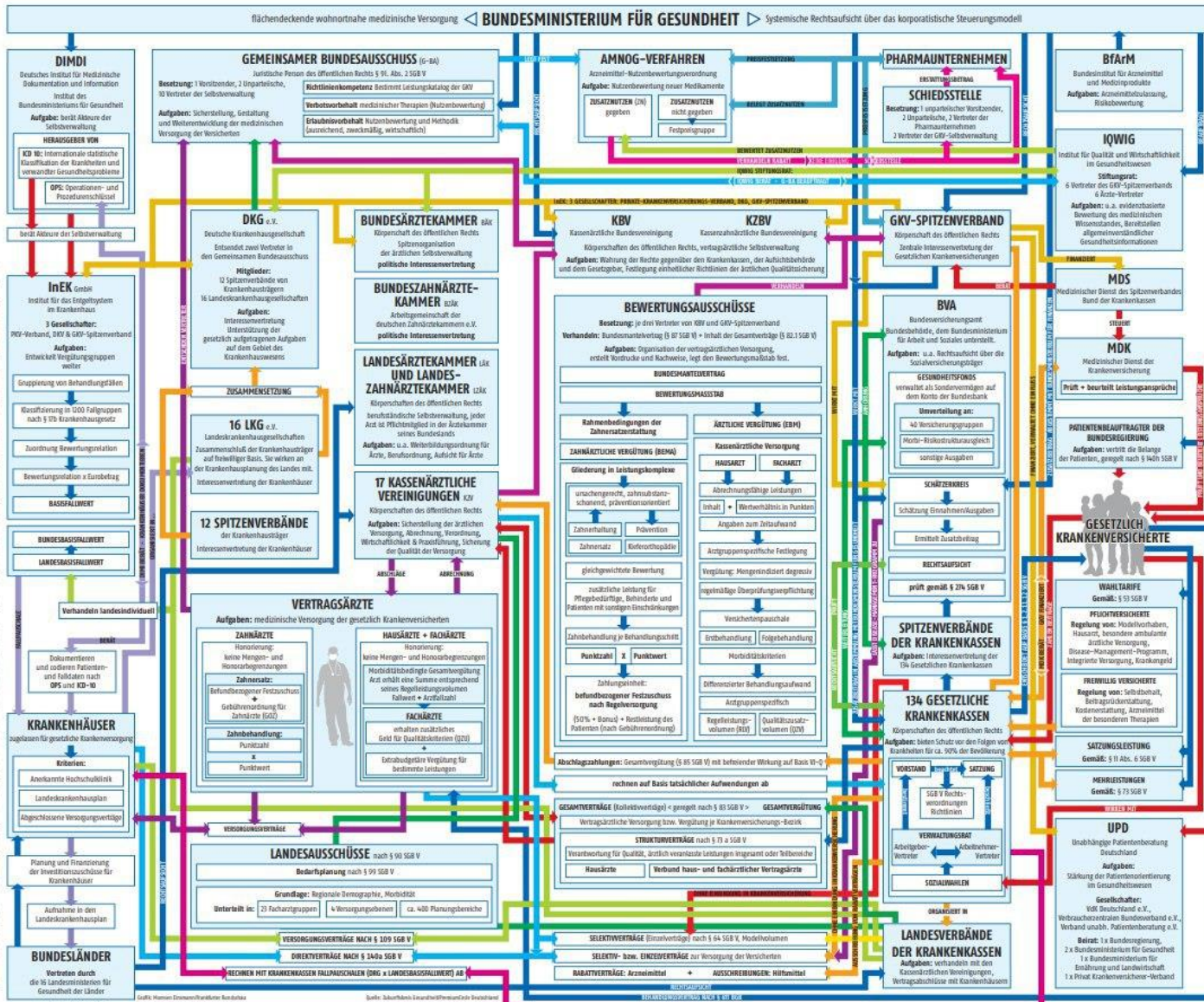
Iconologie 1801 Q: Google Books

# Polity in Germany

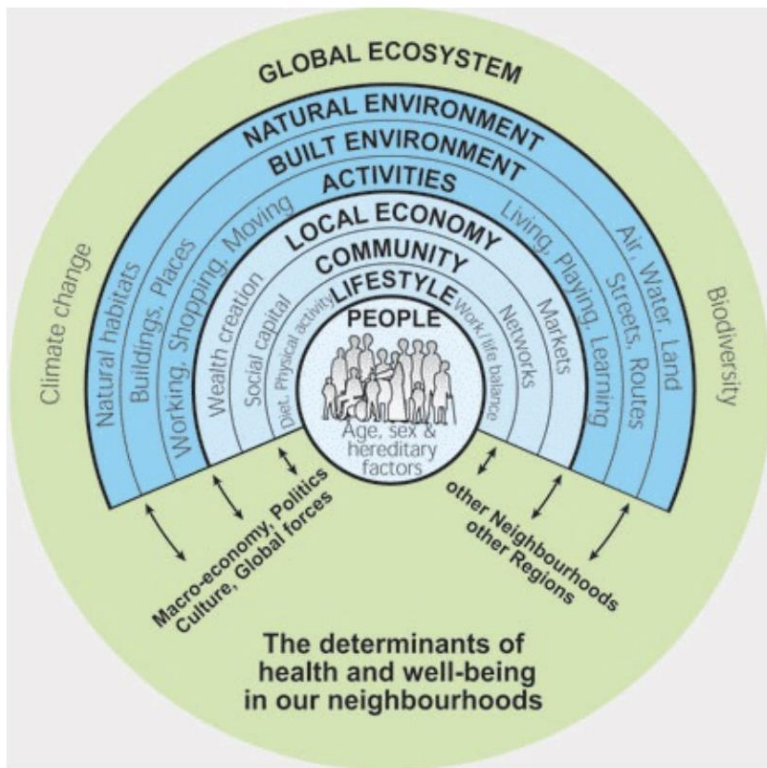


Q: Wikipedia

# The German Health System



# Health in/for all policies



Dahlgren & Whitehead (1991)

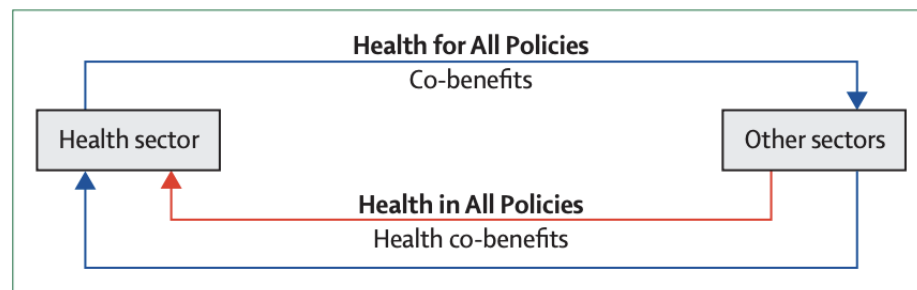


Figure 1: The association between health and other sectors

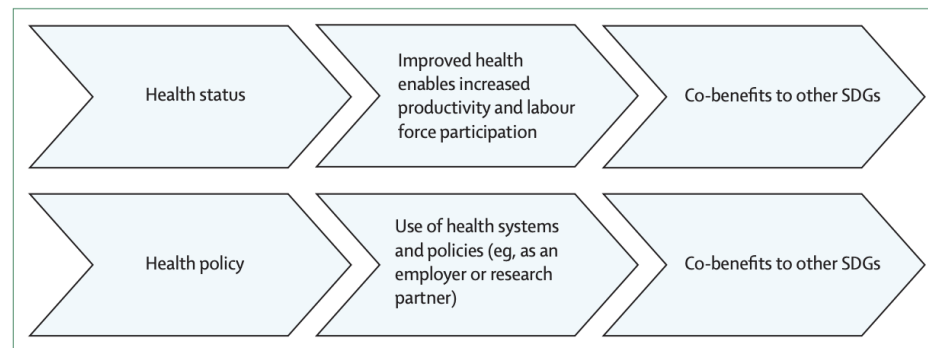
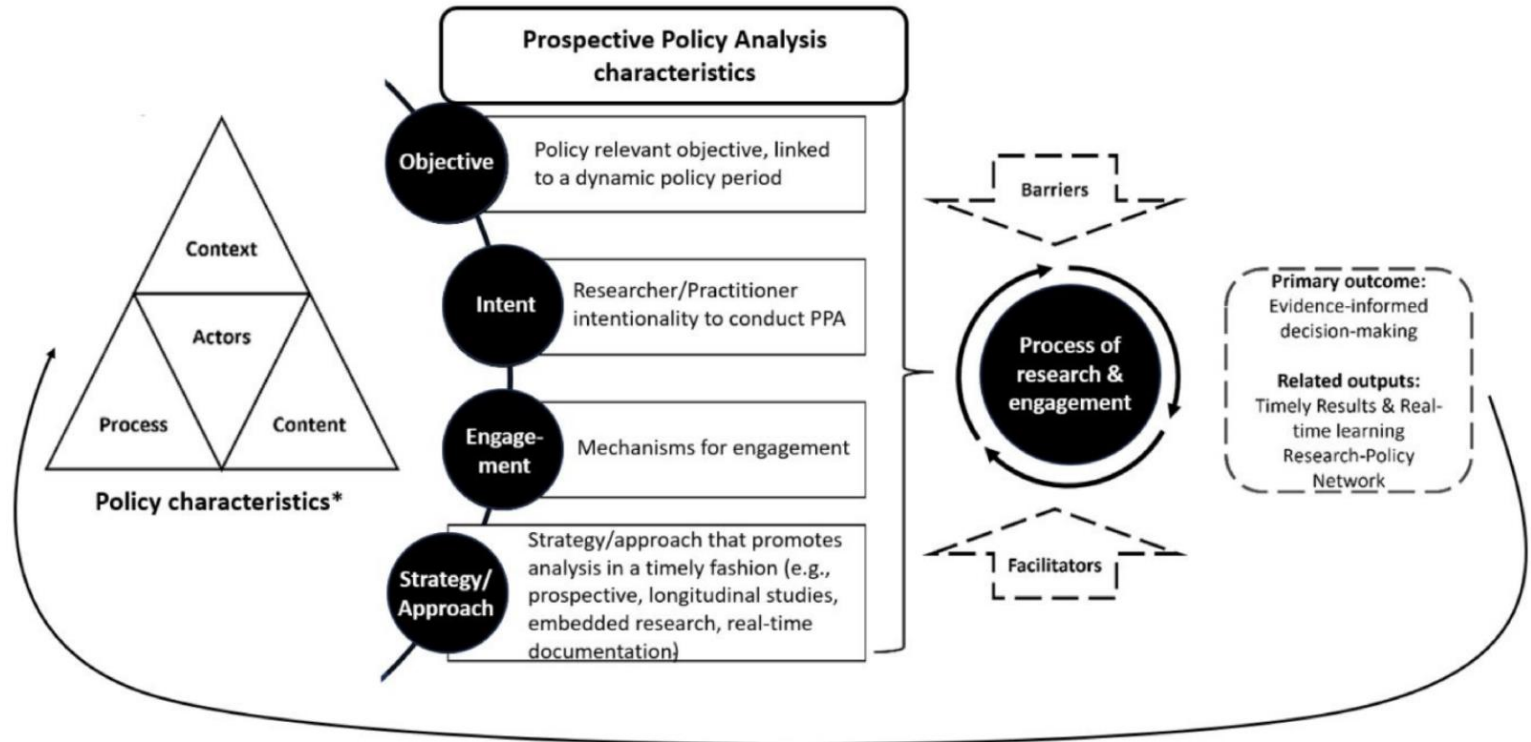


Figure 2: Causal pathways in Health for All Policies  
SDGs=Sustainable Development Goals.

Greer et al. (2022)

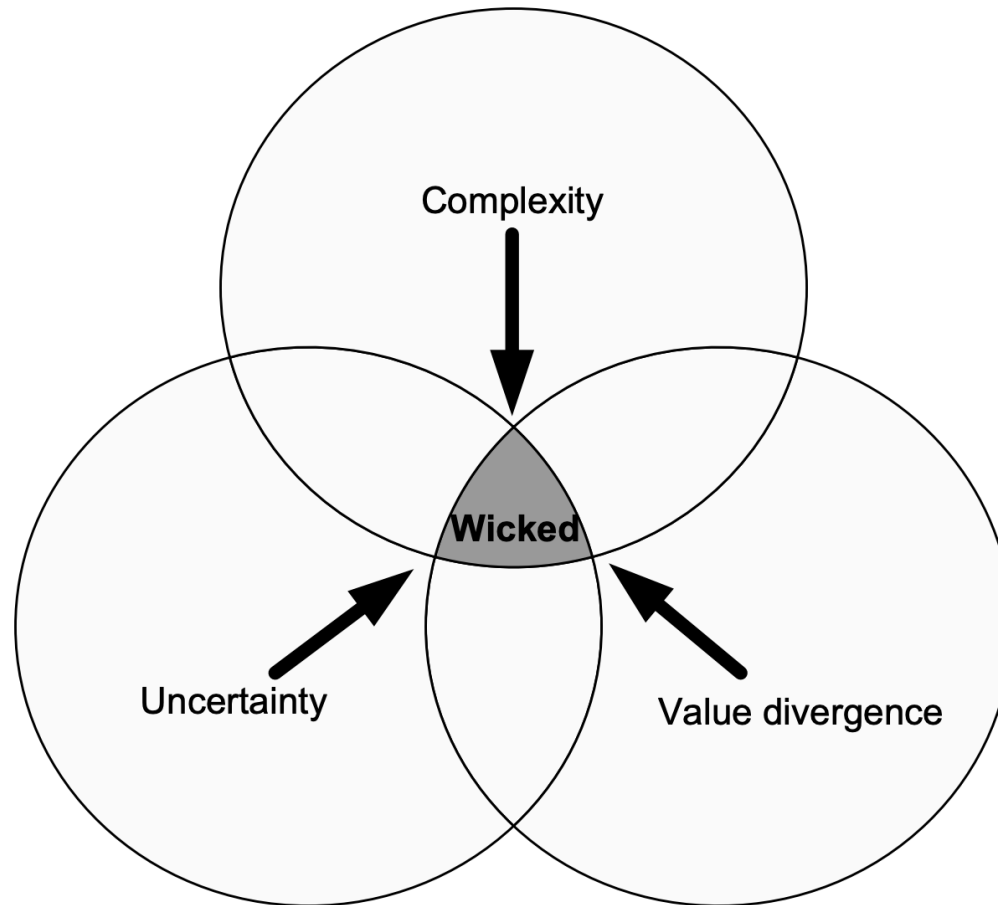
# The temporal dimension



**Figure 3.** Synthesis framework for PPA

\* Walt and Gilson Policy Triangle Framework (Walt and Gilson, 1994).

# Wicked problems – embracing complexity, uncertainty & values...



**Fig. 2.1** Complexity uncertainty and value divergence dimensions (*Source* Head, 2008, p. 104; 2010b, p. 22)

Head (2022)

# From Wicked Problems to Challenges (and vice versa)

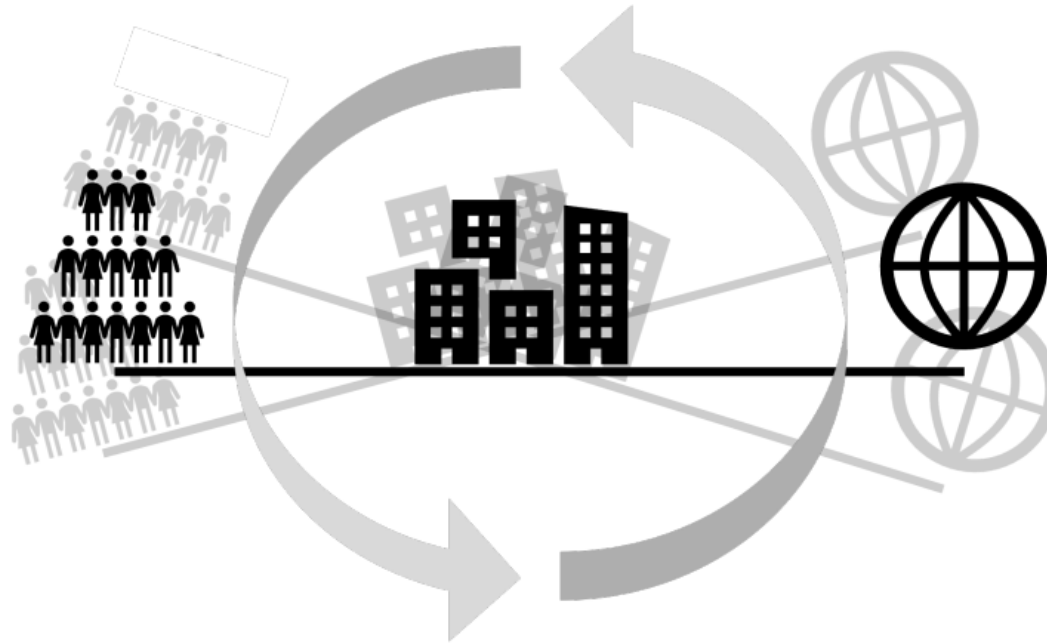


Figure 1: Urban health governance addresses human, urban and planetary health challenges.

Gatzweiler et al. (2024)

# Transdisciplinarity



CellPress  
OPEN ACCESS

Gold Standard  
for the Global Goals  
1 ton of  
CO<sub>2</sub> offset

Perspective

## Characteristics, potentials, and challenges of transdisciplinary research

Mark G. Lawrence<sup>1,2,5,\*</sup>, Stephen Williams<sup>1</sup>, Patrizia Nanz<sup>1,3</sup> and Ortwin Renn<sup>1,4</sup>

<sup>1</sup>Institute for Advanced Sustainability Studies (IASS), Potsdam, Germany

<sup>2</sup>Institute of Environmental Science and Geography, University of Potsdam, Potsdam, Germany

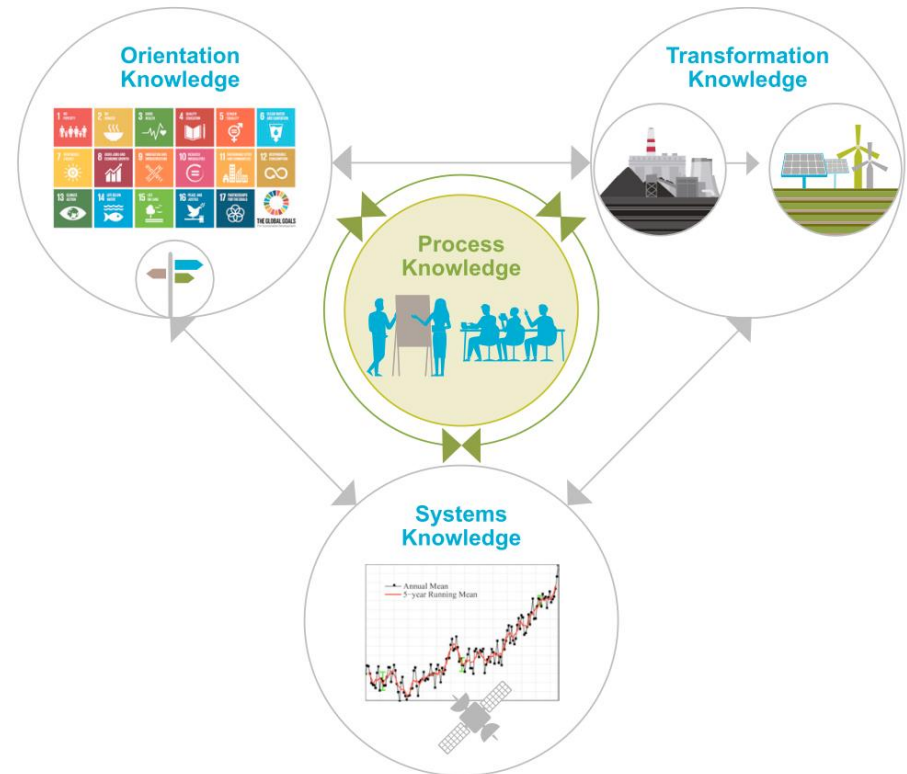
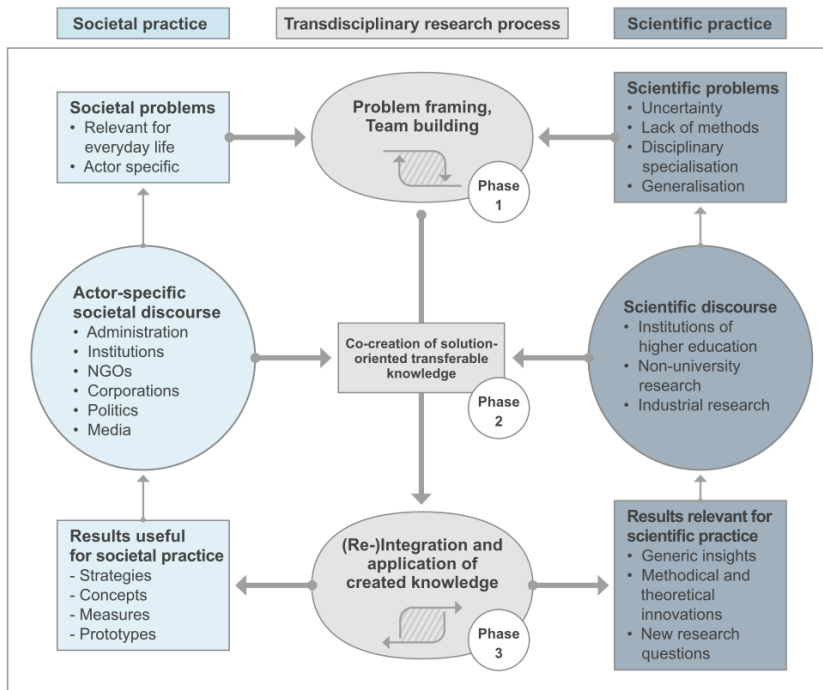
<sup>3</sup>Political and Administrative Sciences, University of Potsdam, Potsdam, Germany

<sup>4</sup>Institute of Social Sciences, University of Stuttgart, Stuttgart, Germany

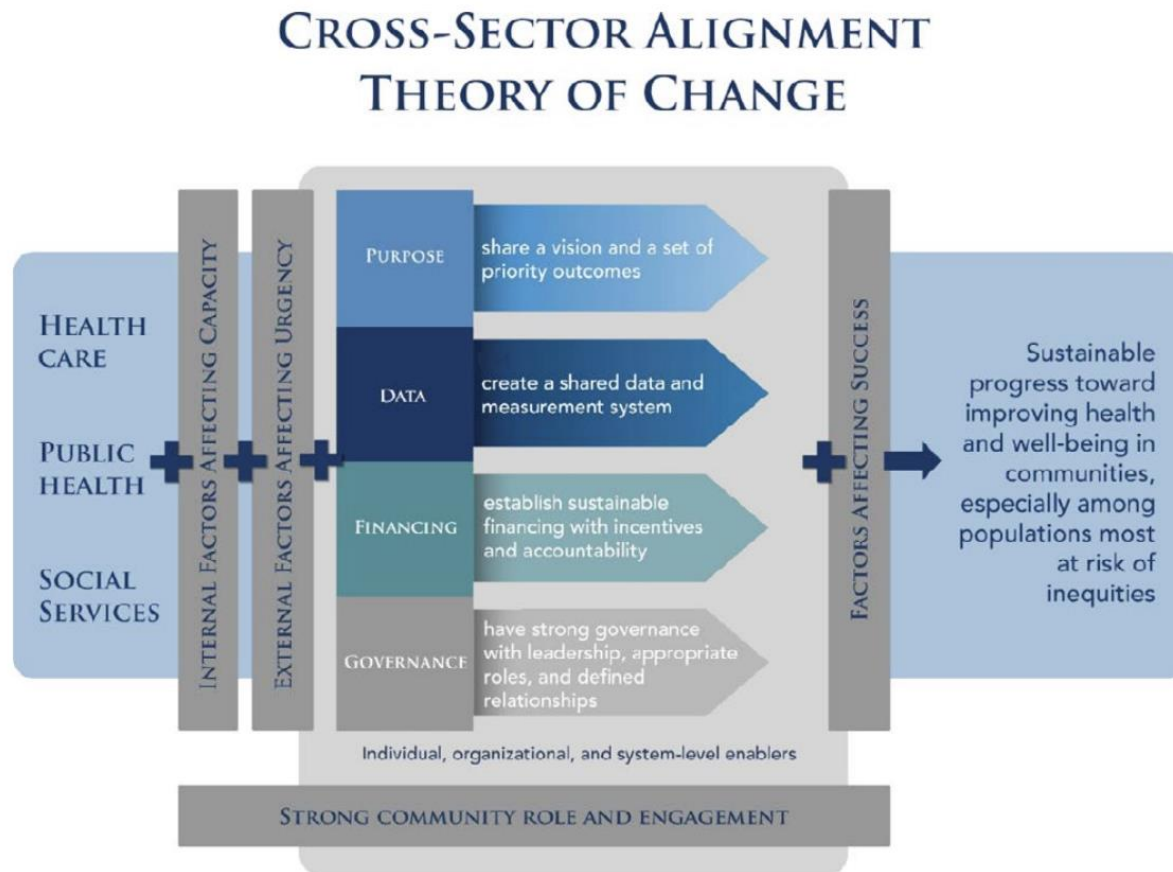
<sup>5</sup>Twitter: @mark\_g\_lawrence

\*Correspondence: mark.lawrence@iass-potsdam.de

<https://doi.org/10.1016/j.oneear.2021.12.010>



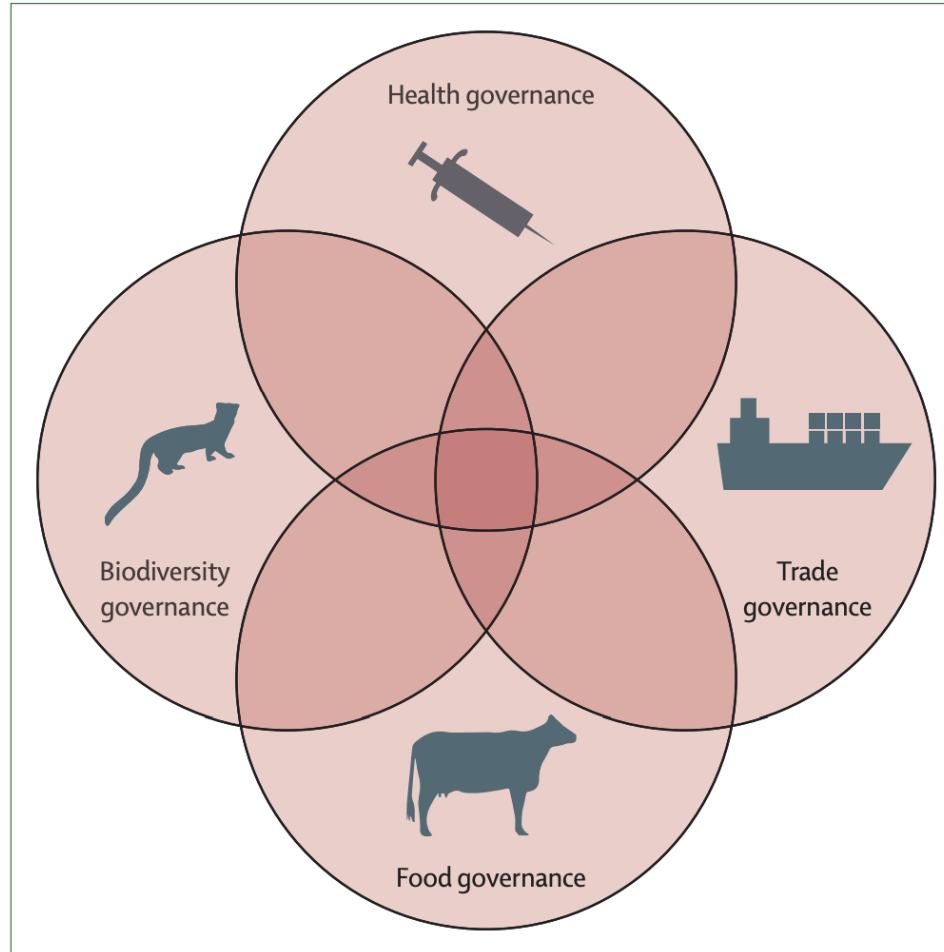
# Cross-/Inter-/Transsectoral Thinking and Action



**FIGURE 1** The cross-sector alignment theory of change. This image was reprinted with permission from Landers et al. (2020)

Head (2022)

# Intersecting Governance Systems



**Figure 2: The governance response to prevent pandemics caused by the wildlife trade lies at the intersection of four governance systems**

Head (2022)

# Legal Epidemiology – Legal (and Administrative) Determinants of Health

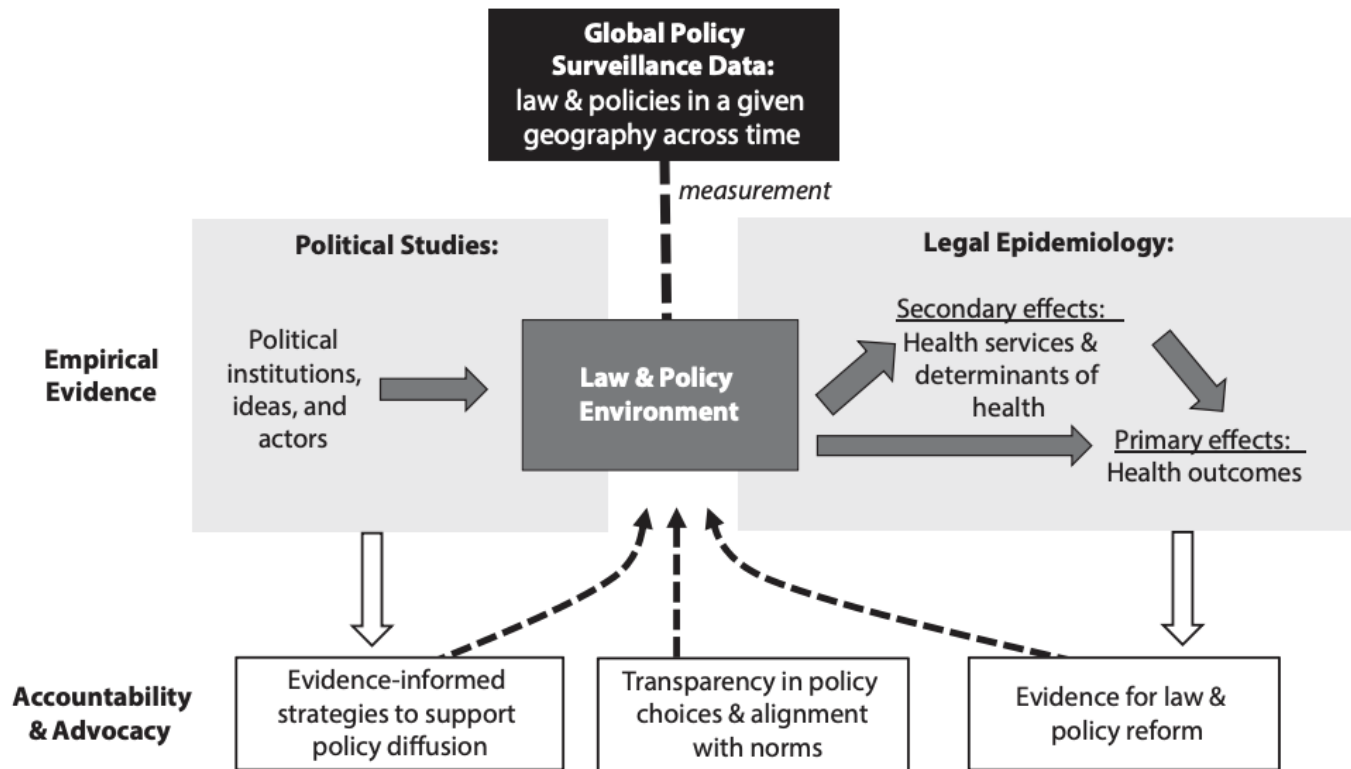


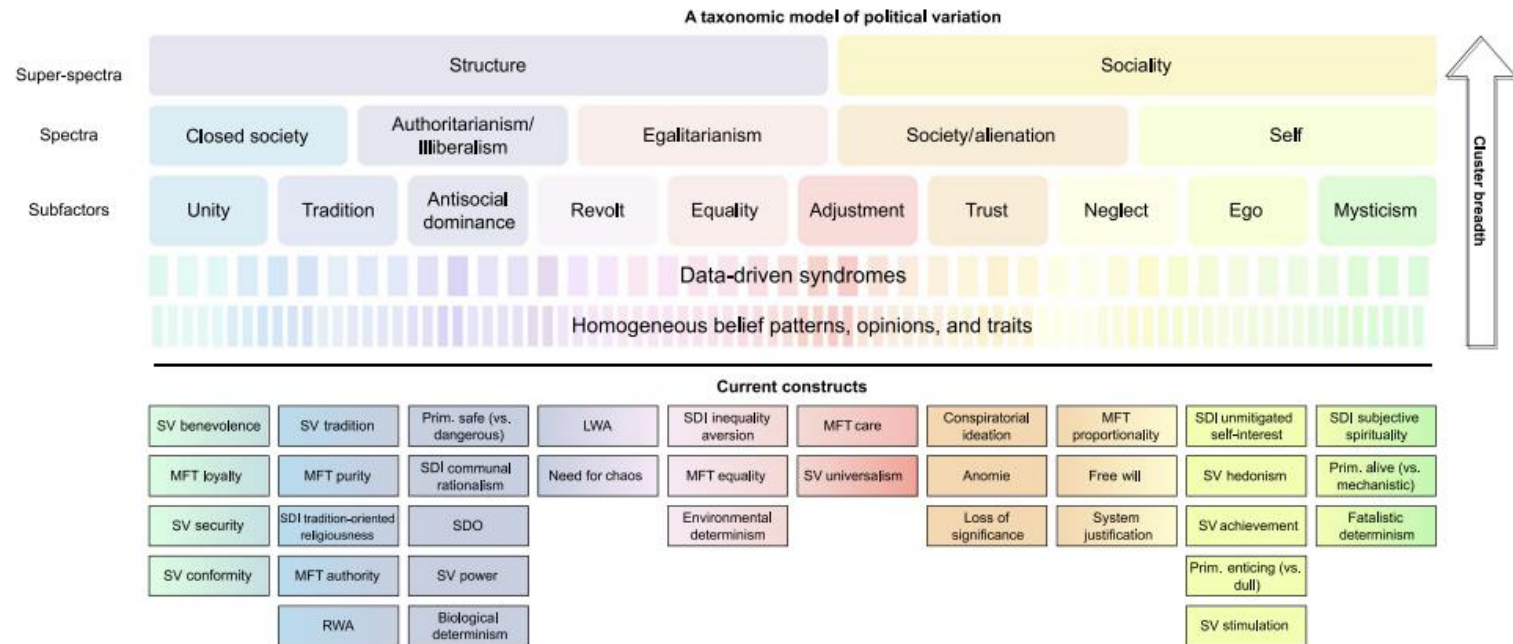
FIGURE 1—Policy Surveillance in the Health Policy Cycle

Kavanagh et al. (2020)

# There is no simple politics

## Key Figure

Illustrating a psychological taxonomy of political variation



**Trends in Cognitive Sciences**

**Thank you for listening!**



# Questions

- What is your idea of a (planetary) healthy city?
- How can this be achieved?
- What in your opinion is governance? Is it a state or a trait? Fixed or a process?
- What defines „good“ governance?
- What obstacles do you identify that impair the process of good governance?
- What resources are needed?
  - Mentally
  - Woman/manpower?
  - Funding?
  - Other?
- Is participation desirable? Why? How can a maximum amount of participation be achieved?
- Is our discussion generalizable? Global North/Global South, High/Low Income?
- Where and how can the highest impact be achieved?