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CPRN is a national not-for-profit research institute whose mission is to create knowledge and lead public debate on social and economic issues important to the well-being of Canadians, in order to help build a more just, prosperous and caring society.

Legal Routes to Accountability in Health Care

Recent years have seen an increasing use of legal means to define rights and obligations regarding health care.

The competing goals of maintaining a sustainable public health care system, funding other public programs and services adequately, and fiscal balance, provide a context for dispute.

But does this growing appeal to the courts advance the cause of greater accountability in health care?



The third report in the Health Care Accountability Papers from CPRN's Health Network, explores this terrain. ***Accountability in Health Care and Legal Approaches***, by Nola M. Ries and Timothy Caulfield of the Health Law Institute at the University of Alberta, examines five key legal mechanisms and their effectiveness in improving accountability in health care.

The five legal mechanisms are:

- 1) **Legal challenges** based on the *Canadian Charter of Rights and Freedoms* or human rights laws seeking access to services through the publicly funded health care system;
- 2) **Legal challenges** based on the *Charter* in which individuals dispute restrictions on the ability to exercise choice regarding health care;
- 3) **Legal challenges** or complaints directed to bodies created by statute (health service review boards, ombudsmen), in which individuals dispute the reasonableness or fairness of government health care policies;
- 4) **Legal principles** establishing an entitlement to a specific level, or standard, of care; and

(Continued on page 2)

- 5) **Legislative or policy mechanisms**, such as patient bills of rights, or care guarantees, that set out rights and responsibilities regarding health care.

The authors review the use of these mechanisms here and abroad and assess their utility for health care accountability. Their conclusions in this regard are mixed.

Charter and human rights cases, for instance, can enhance accountability by ensuring that overlooked groups have an avenue of recourse. They also require governments, as health care funders, publicly to explain their resource allocation choices.

At the same time, these cases could have an adverse effect on accountability, by interfering with legislative responsibility for resource allocation with perverse effect.

“If courts grant remedies that tell governments how to allocate their health care dollars, the effect could be paradoxical,” says Ries. “A court-approved claim for access to particular services, not previously funded, could have the effect of diluting resources and the quality of services across the board.”

Similarly, the authors find that *Charter* cases that seek to widen the range of individual options force governments to justify their policy choices and strengthen accountability. But they, too, raise the potential of court decisions that interfere with legislated policies supported by many, if not a majority of Canadians.

As for administrative bodies with the power to review decisions about the scope of health coverage, the authors see potential for investigating unfairness, but uncertain remedies. Medical malpractice cases, on the other hand, may enhance accountability by providing a means of enforcing compliance with acceptable standards of care. The cases also help clarify patient rights and provider obligations.

The paper concludes with an examination of legislated patient bills of rights and care guarantees, drawing on experience abroad.

The authors see a symbolic value in laws establishing patients’ rights, and they find that commitments to monitor and report on quality, safety and other issues may improve accountability. However, they see enforcement of the principles embodied in the legislation as problematic. They regard care guarantees as potentially useful to efforts to manage waiting lists and timely access to primary and specialist care, but they find evidence of their impact hard to come by.

“In summary, the mechanisms we examine here may have both beneficial and unfavourable effects on accountability,” says Ries. “It is difficult to reach a conclusion that, in general, use of legal mechanisms is good or bad. We can say, however, that lawsuits are not likely to offer the best approach to health system reform.”

Papers in the CPRN Health Care Accountability Series

Rhetoric, Fallacy or Dream? Examining the Accountability of Canadian Health Care to Citizens, by Cathy Fooks and Lisa Maslove (published).

Mapping Legal Accountabilities, by Susan Zimmerman (forthcoming).

Engaging Citizens: One Route to Health Care Accountability, by Julia Abelson and François-Pierre Gauvin (published).

The Effectiveness of Performance Reporting as a Citizen Accountability Mechanism, by Kathleen Morris and Jennifer Zelmer (forthcoming).

Accountability in Health Care and Legal Approaches, by Nola Ries and Tim Caulfield (published).

The Effectiveness of Governance Approaches as a Citizen Accountability Mechanism, by Steven Lewis (forthcoming).

Policy Synthesis and Action Plan

Once the six papers are completed, CPRN will host a national solutions symposium to bring together researchers, policy makers, stakeholders and citizen representatives to review and comment on early findings. As well, the round table will test specific proposals to strengthen accountability mechanisms. From there, CPRN will develop a final report summarizing the information gathered throughout the project and make specific recommendations about next steps for Canada’s health care system.



A New Social Model for Canada: Revamping Policies for Aboriginal Peoples

Aboriginal peoples face a predicament. Dated assumptions and ingrained relationships hinder appropriate responses to changing social realities.

Aboriginal peoples, like other Canadians, have experienced changes in labour markets, widening income inequality, new education demands and changing demography. And, like elsewhere, policies have failed to keep up.

Redesigning social policies for Aboriginal peoples is the focus of two new reports in CPRN's Social Architecture Papers. *Urgent Need, Serious Opportunity: Towards a New Social Model for Canada's Aboriginal Peoples*, by Frances Abele, documents the changes in Canada's Aboriginal communities in recent decades and their implications for a new social model. *Lessons from Abroad: Towards a New Social Model for Canada's Aboriginal Peoples*, by Martin Papillon and Gina Cosentino, reviews experience in the United States, New Zealand and Australia for lessons relevant to developing a new social model for Aboriginal peoples in Canada.

"The prospect of a new social architecture for Canada provides a chance to catch up to dramatic legal, political and demographic developments among Aboriginal peoples over the past three decades," says Abele.

Addressing the persistent poverty among Aboriginal peoples and its effects is the immediate challenge, – but there is cause for optimism – new developments that can contribute to the effectiveness of future initiatives."

Some facts:

- Canada's Aboriginal population is growing almost three times as fast as that of the rest of the country, is much younger than the general population, and is increasingly urbanized.
- The poverty rate among Aboriginal peoples in the country's 12 largest cities is between twice and four times the rate for non-Aboriginal people. More than 50 per cent of Aboriginal children live in poverty. Suicide rates are five to seven times the rate for other Canadians.
- Aboriginal peoples live in poorer, more crowded housing and have less access to adequate water and sewer infrastructure than non-Aboriginal Canadians.
- While Aboriginal workers earn less than the Canadian average wage, the gap is narrowing. Similarly, levels of education, while still below average, are rising.

As examples, Abele describes attempts to overcome the legalistic barriers between those who claim Aboriginal

identity, the growing role played by Aboriginal organizations in the development and delivery of services, and the experimentation, greater flexibility and diversity this new sensitivity to local conditions permits.

"What we see is an enormous amount of 'policy learning' taking place at all levels of government," says Abele. "This bodes well for the future."

Papillon and Cosentino find Aboriginal peoples in the United States, New Zealand, Australia and Canada face common socio-economic challenges. They also share a history of paternalistic and disempowering policies that fostered a high level of dependency on the state, and a high level of mistrust.

Today, these countries are moving away from such policies towards integrating Aboriginal programming into mainstream departments and decentralized program management. These attempts have had what the authors call a "paradoxical" effect.

"Such policies appear to contradict Aboriginal peoples' demand for distinct status," says Papillon. "But the significant administrative decentralization that accompanies them has led to an unexpected outcome – growing autonomy at the community level."

This strengthening of community institutions, identified by Abele and Papillon and Cosentino, gives the authors reason for optimism.

"There might, in fact, be a timely intersection between restructuring post-war social models, with policies designed to enable citizens, rather than protect them from market failures, and transformation in Aboriginal-state relations," Papillon suggests.

The authors of both papers warn, however, that decentralization will contribute to self-reliance only if it is accompanied by the resources to do the job, and a commitment

by senior governments to capacity building within Aboriginal communities.



Fresh Ideas Campaign – Inspiration

Excellent public policy, if implemented properly, can have a tremendous impact on thousands, if not millions, of Canadian lives. **This has inspired CPRN's friends to contribute more than \$1.2 million to the *Fresh Ideas Campaign* to date.**

Policy makers in all levels of government, leaders in Canada's non-profit community, academics, students and corporate leaders who are grappling with the dramatic changes expected in the Canadian labour market acknowledge time and again that they turn to CPRN to obtain high quality evidence-based policy research. Our exposure in the media has increased significantly over the last six months, a demonstration that CPRN's research continues to be relevant and timely.

CPRN receives inspiring endorsements often, including this note from a recent donor, **Dr. John McArthur, former Dean of the Harvard University Graduate School of Business Administration** and now a director of several major North American companies:

We (my wife and I) support things that help define the highest standards in whatever field it is and I feel that CPRN meets this ambition by a wide margin. You clearly attempt to do careful, objectively based work that reports/comments on issues as you find them. So our gift was to support this important work you do for Canada. I've learned a lot from your publications. Bravo to you all.

Contributions to the Campaign are providing CPRN with the flexibility to get ahead of pressing policy issues - those that are affecting our lives as students, family members, voters, employees, volunteers, patients, caregivers of children, the vulnerable and elderly parents.

As I make way for my successor, **Neil Leslie**, who will be joining CPRN in June, I am inspired by the corporations, individuals, foundations and community organizations who are donating to CPRN; by the CPRN Board and staff members who stand by CPRN's vision; and by the Campaign leaders, especially **Courtney Pratt, President and CEO of Stelco Inc. and the Chair of the *Fresh Ideas Campaign***, who are opening doors across the country to share CPRN's mission.

It was said recently that it is a 'miracle' that we have raised over \$1 million for social policy. It is not a 'miracle' if you believe, as we do at CPRN, in the power of solid policy research. Together we are making a difference.



Colleagues say thank you to Pam Miles, Vice-President, Development and express best wishes and every success in her new role as Director, Gift Planning at the Ottawa Hospital Foundation.

*Pamela J. Miles
Vice-President, Development*



Steering, Not Rowing: Governance for a New Social Model

Just as much of Canada’s current social policy regime is out of step with social reality, so too, is the way we design and deliver policy and programs – our governance practice.

For a variety of reasons, the search is on for new approaches to governance. Those reasons range from the growing complexity of our diverse society, to the need for multi-level collaboration, to the conviction that effective policies and programs cannot be developed and delivered without significant local involvement.

“For senior governments, the shift required is like that from rowing a boat to simply steering it, from calling the shots to providing guidance,” says Denis Saint-Martin. “Collaboration and coordination are the new watchwords. No player, today, can go at it alone.”

Saint-Martin, a Research Associate with CPRN’s Family Network and professor of political science at the Université de Montréal, is the author of *Coordinating Interdependence: Governance and Social*

Policy Redesign in Britain, the European Union and Canada, the seventh of CPRN’s Social Architecture Papers. His paper compares recent changes in the institutions and practices of social policy governance in the European Union, Canada and Britain.

Despite their differences, Canada and Europe face similar problems arising from changes in productive organization, employment patterns and household/family structures over the past three decades. Adjustment to these changes is underway on both sides of the Atlantic. And both seek new ways to administer their response to a changing environment.

The author reviews governance developments in all three entities – the Open Method of Coordination (OMC) in the

European Union, New Labour’s “integrated government” in Britain, and Canada’s Social Union Framework Agreement. He classifies these approaches in terms of how tightly “coupled”, and how coercive, their management systems are. On this basis, he describes the European Union as a case of *communicative governance*, Canada as an example of *collaborative governance*, and Britain as characterized by *holistic governance*.

“Despite their different contexts, the new forms of governance share a number of characteristics,” says Saint-Martin. “They foster coordination across interdependent policy domains, they require collaboration among different jurisdictions and levels of governance, they encourage local experimentation, they seek to share best practices, and they treat social policy as a productive factor in the economy.”

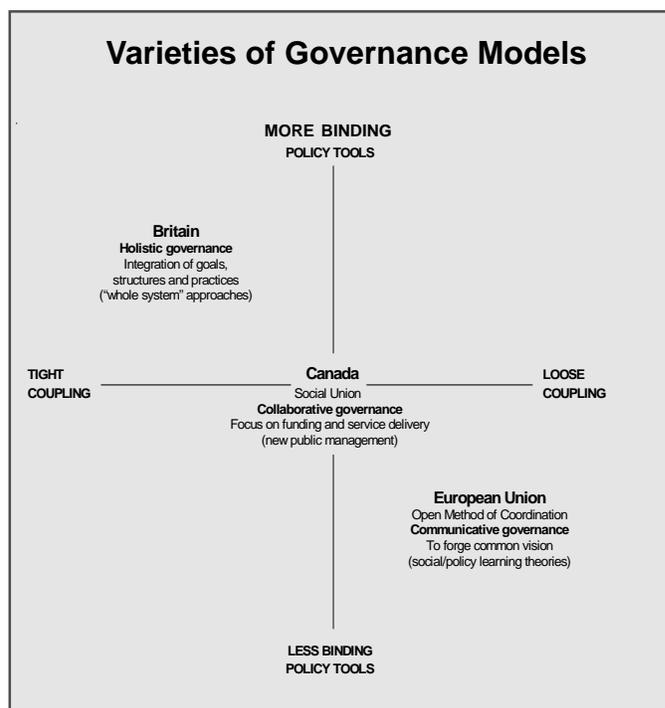
While all three cases share a commitment to social learning and public participation, Saint-Martin finds a significant gap between these objectives and day-to-day working reality.

In summary, Saint-Martin finds the impact of the OMC’s “soft” approach to policy coordination is yet to be fully assessed, while its

policy learning remains concentrated among political elites, more than the general population. As for Labour’s approach in Britain, he questions whether the growth of decentralized forms of governance has not been undermined by intensification of “command and control” at the centre.

Canada’s Social Union, in Saint-Martin’s analysis, falls somewhere between these two. Its main impact so far has been in the area of accountability.

“The shift to public reporting of social policy outcomes in Canada constitutes an important change,” Saint-Martin says. “But outcomes measurement cannot guarantee better accountability or citizen participation, and there is work to be done to make those goals a reality.”



Policies for Children and Families Across Canada Compared

A veritable "one-stop shop"!



CPRN's Family Network has launched a special Web page that provides a handy inventory of policies and programs for children and families across the country.

Policy makers, researchers, advocates, journalists, students, and other

interested Canadians will visit **Kids Canada Policy Digest** for information about federal, provincial and territorial initiatives, compared in tabular format.

The first sets of inventory tables, cover the following policy fields:

Field 1: Administration of Child and Family Policies and Programs in Canada

Field 2: Initiatives for Children and Families, Government of Canada

Field 3: Income Supports, Provincial and Territorial

Field 4: Leaves from Work, Provincial and Territorial

Additional fields, focusing on issues such as early childhood education, children with disabilities, child well-being and healthy development, Aboriginal children, and school-aged children, will be added over the course of the coming year. The tables will be revised on a regular basis to include the latest developments.

Also down the road – an overview of the state of child and family policy by Jane Jenson, outgoing Director of the Family Network.

The end result will be Canada's single most comprehensive, accessible source on the subject.

Kids Canada is made possible through the financial support of the Social Development Partnership Program of Social Development Canada, and the Governments of Manitoba and Saskatchewan.



Jobquality.ca Update

One of the best single sources for data on the state of the Canadian workplace just got better.



Jobquality.ca now features new indicators on *gender and job quality*. The data sheds light on how men and women differ in terms of what they want in a job and in their workplace experience.

You will also find the results of two visitors' surveys:

- How you rate your working conditions on a number of key indicators, with comparisons to other findings here and abroad.
- Is the drive to work driving you crazy? Your experience with commuting.

And we have a new survey we hope you will take part in – *What do you value in a job?* The results will allow us to compare your responses with those of the general Canadian population.

Our pioneering comparison of Canadian workplaces with those in 16 other industrialized countries is now also available in French.

All this adds up to plenty of new reasons to visit www.jobquality.ca

Citizens Willing to Work With Queen's Park to Meet Budget Challenge

Ontario citizens taking part in an unprecedented pre-budget deliberative dialogue exhibit a striking consensus on key values they feel should guide Queen's Park's choices. They also express a keen interest in a new relationship with a government they can trust.

More than 250 Ontario citizens took part in day-long dialogue sessions organized by Canadian Policy Research Networks (CPRN) in six cities across the province between January and March 2004. An additional 52 persons attended a pilot session. All participants were randomly selected by a professional polling firm to reflect an unaffiliated cross-section of voting aged adults.

The purpose of the dialogues was to provide advice to the government on:

- the values and principles that should guide budgetary decisions,
- how it can achieve the best outcomes from the money it collects and spends, and
- how and when the government should eliminate the deficit.

"Trust and Balance" – Citizens' Dialogue on the Ontario Budget Strategy 2004-2008, by

Judith Nolté, Judith Maxwell, Mary Pat MacKinnon, CPRN, is an analysis of the dialogue results. It also includes a full description of the dialogue methodology.

As participants discussed approaches to developing a budget, a consensus emerged around six core guiding values:

- o *Accountability* – government should be accountable, ethical and transparent.
- o *Efficiency* – government should manage public funds wisely.
- o *Shared Responsibility* – if government is efficient, Ontarians are prepared to pay their share.
- o *Fairness* – all changes must protect vulnerable people.
- o *Conservation* – government should promote conservation of natural resources by charging full cost of services and providing penalties or incentives to conserve.
- o *Balance* – budgets should be driven not simply by fiscal logic, but take a long-term holistic approach.

"I think if I have two words for government those would be trust and balance.. Trust goes back to the idea of accountability,I don't think we trust them to listen to what we're telling them, to actually manage the stuff that they're trying to manage now or to do the next step properly.

The second part is balance. You are not going to be able to fix these problems all with one approach... You can't just raise revenues, you can't just find expenses and just cut for the heck of it. You are going to have to find a balanced way, to find new ways of doing things, more efficient ways of doing things, innovative ways of doing things, and then balancing them all out.

When you can do all that and make people believe you, I'll trust you and you can raise my taxes." (Ottawa)

Those values are implicit in the citizens' advice regarding the budget strategy:

- 1) Increase discretionary taxes, fees, user fees and fines, but do so fairly.
- 2) Eliminate waste, find efficiencies, but don't sell the LCBO or TVO.
- 3) Price natural resources to reflect true cost of provision. Use penalties and incentives to foster conservation. Develop alternative energy sources.
- 4) Reform service delivery – health care, labour force training, education.
- 5) Balance the budget over the course of the mandate, but protect the vulnerable.



Parents, Starting From Zero, Could Use a Public Boost

In early April, Jane Jenson, Director of CPRN's Family Network, and Canada Research Chair in Citizenship and Governance at the Université de Montréal, made the case (yet again) for accessible early childhood education centres (ECEC).

Her commentary, *Parents, Starting From Zero, Could Use a Public Boost*, reiterates the findings of CPRN's 1999 study, *The Best Policy Mix for Canada's Young Children*, that for children to thrive, three conditions must be met: adequate family income, good parenting, and supportive communities. Each is necessary, but none is sufficient on its own.

Jenson builds the case for support to parents in the form of accessible quality ECEC. She points to OECD studies that show Canada is lagging far behind other members who are investing in ECEC for both social and economic reasons. The trend, the OECD says, is to provide at least two years of free, publicly funded ECE before the start of compulsory schooling. Canada has resisted this trend in spite of the evidence of its crucial value. Jenson asks why.

Hear! Hear! For Citizen Input

At the end of April, a furor erupted in the Ontario Legislature over the provincial government's efforts to involve citizens in its pre-budget deliberations. Those efforts included commissioning CPRN's Public Involvement Network to undertake a citizens' dialogue in accordance with its well established practice.

The partisan exchange in the Legislature threatened to overshadow what was an important experiment in citizen engagement. In response, Judith Maxwell, CPRN's President, prepared an op-ed commentary for the *Globe and Mail*, highlighting the growing role of citizen engagement in modern democracies around the world.



Her argument, *Hear! Hear! For Citizen Input*, stresses the appropriateness of government efforts

to engage citizens in difficult policy choices. Maxwell describes the methodology and process of a typical citizens' dialogue as practiced by CPRN, and describes the potential outcomes. These include, the provision of a framework of values and principles to guide public decision-making, the conditions citizens attach to their approval of various policy choices, and a renewed commitment to take part in the political process – an important outcome for our tired democracy.

Policies for Women's Equality

For sometime now, CPRN's Family Network has been making the case for bringing our social policies into line with new social realities.

Social and labour market policies based on assumptions about the way in which Canadians lived their lives in the post-war period from 1945 to 1975 have become increasingly inappropriate for today's challenges. Canada's families and work force are very different from what they were 30 or 40 years ago.

A few facts help illustrate why:

- The proportion of women in the labour force has tripled since 1941, while a gender gap in wages remains.
- The proportion of all families that are lone-parent families (mainly headed by women) is two and a half times what it was in 1941.
- The proportion of the population over age 65 has doubled, and will continue to grow, with implications for care giving.

New social risks are implicit in this changing reality, risks that current public policies are ill equipped to protect against. The burden of those risks has fallen inordinately on families, and particularly on women.

Jane Jenson, Director of the Family Network, addresses this phenomenon in a recent presentation to the Women's Economic Summit, organized by the federal New Democratic Caucus in Ottawa in February. In *A Decade of Challenges; A Decade of Choices: Consequences for Canadian Women*, Jenson examines the impact on women – in the family, the community, or the labour market – of the misfit between social policy prescriptions and current social realities. She goes on to outline some of the implications for public policy.

On the Net and In the Media – June 2004

The number of annual discrete visitors to www.cprn.org is running at well over half a million, up about 20% over a year ago. Downloads of CPRN publications hit new highs, with more than 640,000 in the twelve months ending May 31, 2004. We now have almost 60 publications recording more than 5,000 downloads apiece. Apart from such perennials as *Work-Life Balance in the New Millennium: Where Are We? Where Do We Need to Go?* (Duxbury and Higgins), *Quality of Life in Canada: A Citizens' Report Card – Background Report* (Michalski), *Why Cities Matter:*

Policy Research Perspectives for Canada (Bradford), and *Health Human Resource Planning in Canada: Physician and Nursing Work Force – Summary Report* (Fooks et al.), other recent favourites include a number from the Family Network's Social Architecture Papers, like Denis Saint-Martin's *Coordinating Interdependence: Governing and Social Policy Redesign in Britain, the European Union and Canada* and Frances Abele's *Urgent Need, Serious Opportunity: Towards a New Social Model for Canada's Aboriginal Peoples*. Also popular are the Health Network's Health Care Accountability papers.

Our special Web site on workplace indicators, www.jobquality.ca remains very popular with more than 100,000 annual visits.

CPRN has set new records for news coverage so far this year in all media – print, electronic and on the Web – with more than 500 appearances and mentions. There was particular interest in the Public Involvement Network's report on its citizens' dialogues on Ontario's budget priorities, and in the Family Network's series of papers on a new social architecture in Canada. CPRN's publications are getting attention on an increasing number of list serves and Web sites.

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People



We said goodbye to Jane Jenson, Director, Family Network after a five year term at CPRN. She will be sorely missed. Jane's intellectual leadership, broad interests, and prolific writing have been a terrific asset to our network of partners and collaborators and to the many who have studied her work.

Jane transformed the Family Network and extended its scope with a modest expansion of staff. She also collected many honours in which we rejoice.

We also said goodbye to Cathy Fooks, Director, Health Network. We are sad to lose such a talented colleague but we are very proud to see her talents recognized in her appointment as the first Executive Director of the Health Council of Canada. We will miss her energy, leadership, good humour and valuable contributions to the CPRN oeuvre. Best of luck, Cathy!



"All work and no play...." Staff at CPRN kick off the summer with a celebratory luncheon.



People



We say hello to Emily Hines, a summer intern. Emily is working on the Origins section of the Diversity Gateway Project for the Family Network. Emily is studying for a Masters in Public History at Carleton University, a two year program that includes an internship placement.

We also say hello to Mystique Lacelle, who joined the Communications team for the summer to help out with the CPRN Web site and other tasks. She studies at the University of Ottawa where she is pursuing a degree in Linguistics.



(Continued from page 7)

While citizens are prepared, under certain conditions, to pay more for public goods and services, there is no green light to raise income or retail taxes at this time. Ontarians first need to see proof of good management – increased accountability, efficiency and transparency.

“These citizens took the task of advising the government seriously,” says CPRN President, Judith Maxwell. “What they provide here is the value structure, or the architecture for the Ontario budget strategy. They are now looking for proof that the government has heard what they have to say.”

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Europe's Way With "Wicked" Problems

Many of the most intractable challenges facing Canadians today can be classified as "wicked" problems.

"Wicked," in this case, does not mean "evil." It means "complex." Examples would be persistent poverty, excessive cost pressures in health care, or the smog that envelopes major cities. They have no single cause and no simple solution. Such problems have:

- Coordination failures across different programs and policy actors, especially governments;
- Large scale resource needs – both money and talent;
- A need to set priorities in the midst of conflicting claims for action; and
- Information gaps about what should be done.

A previous issue of this newsletter highlighted the insights from Neil Bradford's study of cities and communities that work (*NetworkNews*, Number 23, Fall 2003). He noted the need for a broad coalition of local actors – governments, business, education, social agencies, neighbourhood groups etc., and the need for active support from all levels of government.

A few weeks ago, Denis Saint-Martin added a new dimension to the discussion. In *Coordinating Interdependence: Governance and Social Policy Redesign in Britain, the European Union and Canada*, he describes

how the 15 European governments (now rising to 27) have found ways to work together on their complex social agenda.

Bear in mind that the European Union (EU) has no power to intervene on social issues. Yet, the 15 governments have voluntarily developed an "open method of coordination" to achieve jointly set goals. The member countries recognized two facts of life



from the beginning in 2000: first, each country would be starting from a different place, so progress is measured against their own starting points. And second, each country would achieve its goals in its own fashion, based on local institutions and traditions.

The model is simple. Governments have a shared meeting place, with a rotating leader. They meet regularly

and talk to each other about progress in meeting shared goals. Saint-Martin calls this "communicative governance." The way they stay on the agenda is that they have agreed how to measure results on employment, poverty, etc., and they report to each other (and their own citizens) on progress.

These are sovereign governments and are accountable to their voters, not the EU. But the EU serves as a secretariat and a neutral meeting place, giving members a chance to learn from each other and begin to converge on commonly shared objectives. Not bad for a group of countries which are historical enemies! They are able to deal directly with their interdependence while respecting their independence.

The contrast with Canada could not be greater. We too have "wicked" problems, but governments are making unilateral decisions, blaming each other for failing to make progress, and refusing to report results in the common framework needed to make comparisons possible.

Canadians have made it clear that they are fed up with inter-governmental battles. The Europeans, a mix of conservative, liberal and social democratic governments, have shown that there is a better way.

Judith Maxwell
President

