



**USAID**  
FROM THE AMERICAN PEOPLE

**OneHealth**  
WORKFORCE

# Factors that Enable Effective One Health Collaborations

A Scoping Review of the Literature

---

Katey Pelican

*USAID One Health Workforce Project*



UNIVERSITY OF MINNESOTA

**Tufts**  
UNIVERSITY

**OHCEA**  
Championing One Health



One Health Workforce

## Understanding One Health Collaborations

- Ongoing and emerging health challenges require a coordinated response from a highly diverse, collaborative, and technically excellent health workforce: a One Health Workforce.



One Health Workforce

## Understanding One Health Collaborations

- The global health community continues to grapple with the fundamental questions of what characterizes a successful One Health approach.
- Past publications and work on this subject have looked at interdisciplinary competency training for collaboration, but few have identified the factors and conditions that enable operational One Health.



One Health Workforce  
**Our Approach**

- Scoping Review of the Literature
- Guiding Question: **What key factors enabled two or more disciplines or sectors to collaborate effectively in a health event?**



One Health Workforce

Initial search: 2,630 articles found

MeSH Terms Searched	Key Terms (All Fields) Searched
Communicable Disease Control Population Surveillance Zoonoses/epidemiology Zoonoses/organization & administration Zoonoses/prevention and control Disease Outbreaks/epidemiology Disease Outbreaks/legislation & jurisprudence Disease Outbreaks/organization & administration Disease Outbreaks/prevention and control Interprofessional Relations Cooperative Behavior Community Networks/organization & administration Community Networks/legislation & jurisprudence International Cooperation/legislation & jurisprudence International Cooperation/manpower International Cooperation/organization & administration Efficiency, Organizational/organization & administration Organizational Innovation/legislation & jurisprudence Organizational Innovation/methods Organizational Innovation/organization & administration Organizational Culture	Multidisciplinary/Multi-disciplinary/Multi disciplinary Trans-disciplinary/Trans disciplinary Cross-sectoral/Cross sectoral

One Health Workforce  
Our Approach

<p style="text-align: center;"><b>Initial Screening Criteria</b> (yielded 179 results)</p>	<p style="text-align: center;"><b>Modified Screening Criteria</b> (yielded 50 results)</p>
<p><u>Inclusion Criteria:</u></p> <ol style="list-style-type: none"> <li>1. Full articles written in English, Spanish, French, Portuguese, or Italian.</li> <li>2. Article discussed an actual health event;</li> <li>3. The health event discussed involved an infectious disease challenge; and</li> <li>4. The case or event involved at least two sectors or disciplines.</li> </ol>	<p><u>Inclusion Criteria:</u></p> <ol style="list-style-type: none"> <li>1. Articles met initial screening criteria and were included if they met the following targeted requirements:</li> <li>2. The article provides a <i>retrospective analysis</i> of an actual health event;</li> <li>3. The case or health event involved a <i>noteworthy</i> (describing successes or challenges encountered during health event) interaction among at least two sectors or disciplines.</li> </ol> <p><u>Exclusion Criteria:</u></p> <p>Articles were excluded if they failed to discuss any specific aspects of collaboration, even if they generally acknowledged the importance of multisectoral collaboration.</p>

One Health Workforce

## Analysis: Thematic coding

### Organizing codes:

Collaborative analysis  
Actually happened  
Success  
Challenge

### Deductive codes:

Starting condition  
Process-based condition





# Our Results

Part Three

---



One Health Workforce

## Our Results: 12 key factors associated with successful collaboration in actual events

### **INDIVIDUAL FACTORS**

- Education & Training
- Prior Experience & Relationships

### **ORGANIZATIONAL FACTORS**

- Organizational Structures
- Culture
- Human Resources
- Communication

### **MULTISECTORAL NETWORK FACTORS\***

- Multisectoral Network Structures
- Relationships
- Leadership
- Management
- Available & Accessible Resources
- Political Environment

One Health Workforce

## Individual Factors

**Education & Training (starting condition)**

**Prior Experience & Existing Relationships  
(starting condition)**

**Ad Hoc or *Just in Time* Trainings (process  
based)**

One Health Workforce

## Organizational Factors

### **Organizational Structures**

- Policies and Protocols
- Systems

### **Organizational Culture**

- Leadership
- Accountability & Ownership
- Transparency of processes
- Systems based thinking
- Cultural awareness and engagement

### **Human Resources**

- Prior experience and relationships
- Staffing/Role and responsibilities
- Reflexive workforce

One Health Workforce

# Multisectoral Network Factors (Starting Conditions)

## **Network Structures**

- Structures and coordinating mechanisms
- Established roles and responsibilities

## **Network Relationships**

- Preemptive planning
- Relationships and partnerships
- Diverse/Inclusive Stakeholder Engagement

## **Existing Resources**

- Human resources/skilled professionals
- Financial resources/funding

## **Political Environment**

One Health Workforce

## Network Factors (Process Based Factors)

### **Network Leadership**

### **Network Management**

- Task Management
- Communication
- Awareness
- Ongoing Stakeholder Engagement

### **Monitoring & Evaluation**

### **Resource Mobilization & Allocation**



# Discussion on Effective One Health Collaboration

Part Four

---



## The Challenge:

The majority of publications on One Health do not uniformly analyze and report on the successes or challenges of collaboration and rarely identify outputs or outcomes of the collaborative process.

## The Opportunity:

As a result, using the 12 factors identified, we **propose a reporting framework** that may help practitioners consider their activities in light of important collaborative **starting conditions** and **process-based factors**, and enable more uniform reporting, implementation, and evaluation of future One Health collaboration.



One Health Workforce

# Proposed Framework for Evaluating One Health Collaborations

Multisectoral Event/ Activity: \_\_\_\_\_

Organizations that participated:

Disciplines represented:

\*Discipline is defined as a branch of knowledge (e.g. economics, virology, epidemiology, law, clinical medicine, vector biology).

Objectives of the collaboration (if available):

1.

Starting Conditions:

Describe the following factors as they existed **prior** to the health event/activity:

- Human resources available**  
Disciplines and levels of technical or collaborative training in place
- Structures in place**  
network and/or organizational structures (ie. MCMs, MOUs, Policies, Protocols, technical systems, etc.)
- Existing relationships**  
formal and informal as they exist across individuals, organizations or networks
- Resources available**  
resources readily available and accessible
- Political Environment**  
how this influenced the One Health system at work
- Other: \_\_\_\_\_

Successes

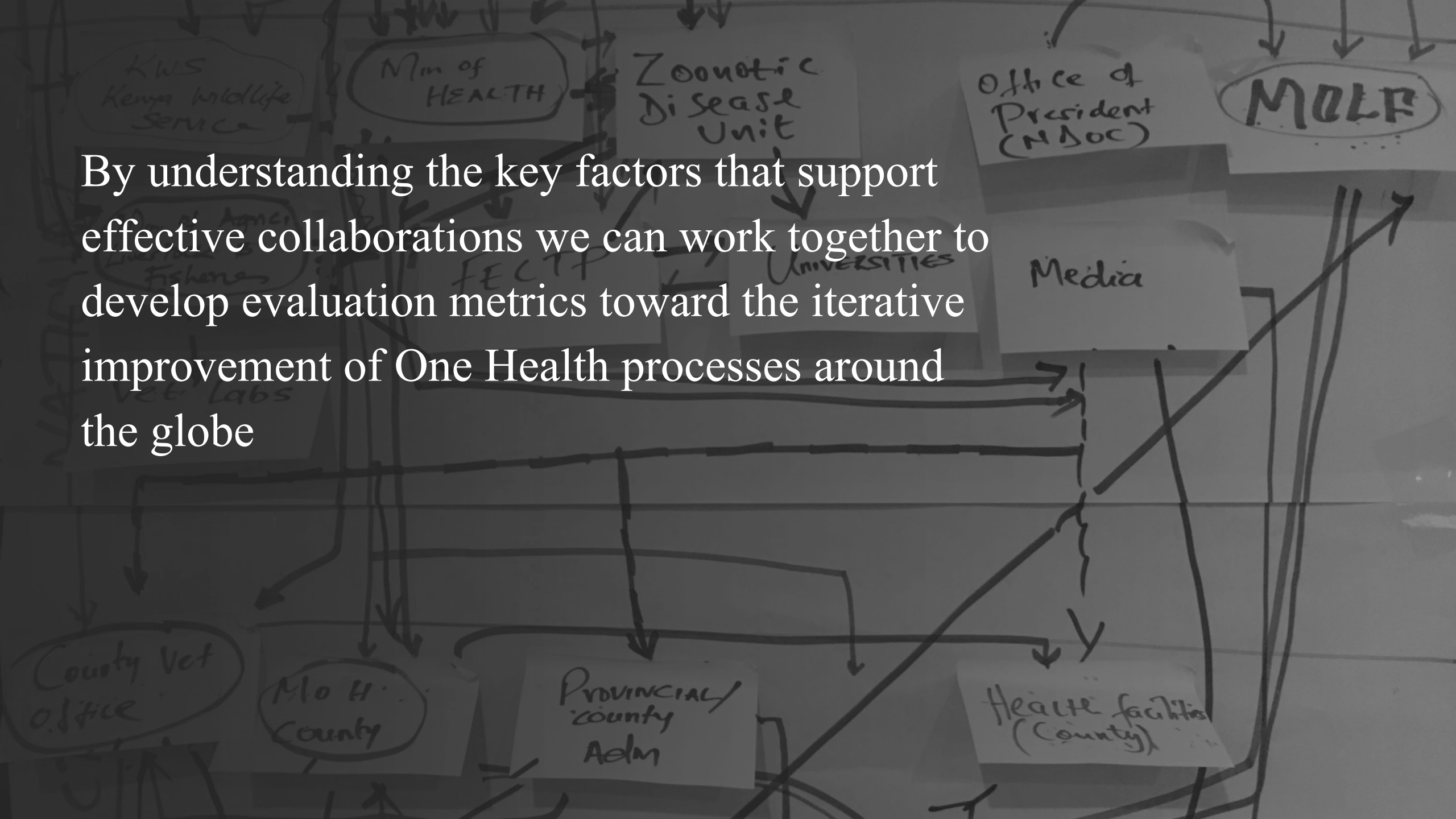
Challenges

Process-based factors:

Describe the following factors as they existed **during** the health event/activity:

- Training available**  
training available and utilized to support the process
- Leadership processes**  
leadership at the organizational and network level. How did the leaders support effective One

By understanding the key factors that support effective collaborations we can work together to develop evaluation metrics toward the iterative improvement of One Health processes around the globe



Thank you for  
your attention

