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Decision-making tool for selecting a partner
for a project or activity related to nutrition or
physical activity: case study

Yves G. Jalbert and Chantal Blouin

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Case Study

You are the director of a non-profit that helps people with diabetes, and you are looking to fund an innovative physical activity program for these people.

You are solicited by a foundation affiliated with a soft drink company.

Should you work with this foundation to obtain sponsorship to develop and produce material and disseminate it to your members or not?

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2

Case Study

In Quebec, there are nearly 760,000 people with diabetes; 90% of them have Type 2 diabetes. The majority are adults over 40.

There are many risk factors for Type 2 diabetes, including obesity, sedentary lifestyle, age, family history, gestational diabetes, metabolic syndrome, and belonging to a population at risk.

Excessive consumption of saturated fats and added sugars and a lack of physical activity are also associated with a risk of diabetes, as is tobacco consumption.

Diagnosis

Desired Collaboration

Is the proposed or desired collaboration with the partner financial or non financial?

What are the common and divergent interests in terms of public health and well-being?



Financial collaboration

Diagnosis

Organization's Profile

What is the organization's mission?

What are the health and well-being objectives of the organization and the project or activity?

What are the internal policy statements on conflicts of interest?

Diabetes Québec — non-profit organization serving people with diabetes

Mission: inform, raise awareness and prevent

No internal policy on conflicts of interest

<http://www.diabete.qc.ca/>

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Diagnosis

Coca-Cola Foundation — philanthropic arm of the Coca-Cola Company

Mission: support community sustainable development initiatives, including water conservation, recycling, healthy and active lifestyles and education

www.thecocacola.com/citizenship/foundation_coke.html

Partner Profile

Who is the partner?

What is the partner's mission?

What are the partner's policy statements on health and well-being or social responsibility?

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Diagnosis

Diagnosis: Is there real, potential or perceived conflict of interest?

A conflict of interest is a set of circumstances in which professional judgment or actions regarding a primary interest (e.g. the organization's public health objectives) may be unduly influenced by a secondary interest (e.g. a partner's commercial interest). This secondary interest may affect or may reasonably be seen to affect the independence and objectivity of the organization's work. A conflict of interest can be individual or institutional and can be based on a commercial or financial or any other interest. http://apps.who.int/gb/ebwha/pdf_files/WHA67/A67_6-en.pdf



YES?



NO?

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Diagnosis

NO



If there is no conflict of interest – Draw up a formal agreement clarifying the conditions of the parties' commitment

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Evaluation

YES



If there is a conflict of interest: Evaluate the scope of the conflict of interest

Evaluation

Questions to help evaluate the conflict of interest

- Is the conflict of interest **real, potential or perceived**?
- Which **interests or responsibilities** are in conflict?
- Which party **stakeholders** are directly involved in the conflict of interest?
- Are the **interests or responsibilities important** to the parties involved?
- Is there a threat or danger to any **reputations or credibility**?
- Is the organization's **independence** compromised?
- How might the conflict of interest be **perceived by people outside** the organization?
- What are the **risks and potential harm** to the organization's health and well-being objectives?
- Which **other stakeholders** could be affected by these risks and harm?

Management

Management: Can the conflict of interest with the partner be managed?



YES?



NO?

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Management

NO

=

**Undesirable
partner
Back to the
start**

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Management



Conflict Management Strategy

- What type of commitment between the parties would be the most effective for attaining the organization's health and well-being goals?
- Propose a conflict management plan for the real, potential or perceived conflict with the partner

Management



**Refuse to work
with the partner**
**Back to the
start**

Management

YES



Accept collaboration with the partner –
Draw up a formal agreement clarifying the conditions of the parties' commitment

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Discussion and Questions

Do you have any questions?

Do you have any comments?

Do you have any suggestions?



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16