

# Countermeasures and suggestions for collaborative management of public health emergencies

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**Abstract.** With the accelerating process of globalization, the serious consequences of public health emergencies are no longer limited to one country. Once they occur, they will bring a heavy blow to the whole mankind. In the case of public health emergencies, it is not difficult to find that relying only on government departments to carry out epidemic prevention and control work is far from enough, and collaborative governance can better meet the needs of modernization of governance capacity. The governance of public health emergencies should be carried out from three dimensions: cooperative subject, cooperative information and cooperative material.

**Keywords:** Public Health Emergencies, Collaborative Governance, COVID-19, Grassroots Governance.

## 1. Introduction

On the one hand, the application of synergy theory in the management of public health emergencies is reflected in the coordination among governments. Both the vertical and horizontal levels of collaborative governance can be carried out within the government. At the vertical level, local governments at all levels have actively carried out prevention and control work under the unified leadership of the CPC Central Committee. The CPC Central Committee quickly established a leading group for epidemic prevention and sent a central working group to the hard-hit areas to strengthen guidance and supervision over the epidemic work. Horizontally, the National Health Commission has set up a joint prevention and control mechanism in collaboration with 32 departments in charge of health, foreign affairs, transportation, emergency management, finance, market regulation, social security and medical insurance. On the other hand, the application of collaborative governance theory is reflected in the collaboration between government and non-governmental organizations. In the management of public health emergencies, the government is no longer the only subject, but social organizations, enterprises, citizens and other social forces are all participants in the prevention and control of the epidemic. The cooperation among the collaborating bodies makes the epidemic prevention and control work more targeted. Meanwhile, in the management of public health emergencies, each body gives play to its own advantages according to its own characteristics. Demonstrates the important role of collaborative governance.

## 2. Improve the collaborative ability among cooperative subjects

### 2.1 Unified and collaborative goal consensus

The unified goal is the power source of cooperating subject public management of public health emergencies. The establishment of goal has the function of guiding, motivating and condensing. In order to improve the collaborative ability among cooperative subjects, efforts should be made to unify the collaborative goal consensus. Trust is the foundation of unified cooperative goal. Trust among cooperative subjects should be established fundamentally in order to unify the consensus of goals among cooperative subjects. "Trust has important synergistic value, which is of great significance to regulate the behavior of the subject. At the same time, it can reduce the uncertainty in communication, which not only saves the governance cost, but also improves the driving force

within the collaborative subject" [1]. Only by mutual trust and mutual understanding among various cooperative subjects, can they think from each other's standpoint and give full play to the synergistic value to the maximum extent.

On the basis of mutual trust, it is also necessary to establish the consciousness of the overall situation and train the cooperative subjects to take the public interest as the first priority to reach the consensus of cooperative goals. As the name implies, public interest is the common interest of most people. When there is a divergence between personal interest and public interest, rational choice should be made for public interest. We should realize that the survival and development of individuals cannot exist independently from the society, and individuals should not only pursue their own interests and ignore the public interests of the society. In addition, the society should also respect the subject status of individuals and protect their rights and interests to the maximum extent. In view of the cultivation of public interest values, we can carry out permeating education in daily life in a silent way through publicity and education and holding theme activities.

## **2.2 Establish a professional team of collaborative governance**

O'Reilly showed in his research on model cooperative partnership that communication, professional skills and conflict management are important factors that affect collaborative agents' cooperation [2]. Therefore, it is of great significance to establish a professional team for the management of public health emergencies with the aim of improving the professionalism and quality of collaborative subjects, and to take this team as the vanguard and main force in the governance process of collaborative subjects, so as to drive all collaborative subjects to carry out governance work in a more scientific and systematic way to improve the collaborative ability among subjects.

In order to improve the quality and ability of collaborative subjects, a collaborative governance team with professional skills and comprehensive management ability should be established. According to the COVID-19 control process in Acheng District, China has made structural adjustment for emergency management and added functional departments for COVID-19 control. However, most of the staff members are sent from various units for temporary assistance, and the staff generally lack professional management ability.

The management of public health emergencies involves both public governance and professional knowledge in the field of health. Therefore, the cultivation of talents should not only consider the single management ability, but should cultivate interdisciplinary talents with multidisciplinary knowledge in an all-round way. In the construction of collaborative management team, we should not only cultivate professional management theory, but also strengthen the knowledge training in the field of health. On this basis, in order to improve the ability of managers to govern according to law, we should strengthen the learning of laws and regulations. Local governments should set local standards in light of the actual situation, ensure that they have professional management skills in the governance process, and ensure that the governance process is law-based and scientific.

## **3. We will improve the mechanism of collaborative information governance**

In the management of public health emergencies, it can be seen that collaborative information is of great significance to the management of public health emergencies. At the same time, it also exposes many problems and deficiencies in information governance, so we should think about how to improve the collaborative information governance mechanism in the digital information age. When the government carries out a systematic project with data governance as the core, it should handle the relationship between various subjects well and build an open and fair data governance ecosystem [3]. Therefore, we should make some suggestions on information sharing, improving information communication and improving information efficiency.

### **3.1 Establish a collaborative information sharing mechanism**

Information sharing means that the right to know and use information is owned by all. The government plays a leading role in the cooperative subject, and should give full play to its leading role. Information disclosure and reporting should be strengthened for information governance in public health emergencies. The important matters concerned by citizens and relevant information should be actively disclosed, and timely responses and feedback should be given to matters concerned by citizens.

First, we should make full use of the big data platform to integrate the relevant information of various collaborative governance departments. Analyze and upload information through big data to improve the fluency of governance. For example, in public health emergencies, the public security system, hospitals at all levels, disease control departments, communities and other collaborative subjects should be integrated into information resources. Through effective communication between various departments from monitoring and early warning to carrying out management work, the timeliness of information sharing among various cooperative subjects should be fully guaranteed. To maximize the use of information collection technology and information automatic identification, as far as possible to avoid the error caused by manual operation.

Second, we should improve the information sharing mechanism within the government. It is necessary to make full use of the existing information systems, such as the direct report system of the public security department, the entry personnel system, the network supervision system and other platforms. Information identification should be carried out promptly when the information is obtained from each platform, and accurate information should be timely fed back to the CDC and the emergency management department, so as to realize information exchange and information sharing within the government. In order to promote the cooperation within the government, improve the efficiency and ability of government governance.

Third, improve the ability of collaborative information management, establish collaborative information management center. The source of collaborative information is complex, so it is necessary to set up a special management organization and build a unified information management platform for the management of collaborative information. Establish their own ports for each department, screen and integrate the information reported by each department, so that the information can be used by other departments more efficiently, break the phenomenon of non-communication and non-speaking among departments, and improve the ability of collaborative information governance.

### **3.2 Build an effective channel for collaborative information communication**

Effective information communication can reduce misunderstandings caused by lack of communication among collaborative subjects, help them understand and tolerate each other, and promote collaborative subjects to better manage public health emergencies. However, some cumbersome procedural structures may transcend the hierarchy and cause communication barriers to collaborative agents [4]. To this end, we should construct collaborative information communication channels from two aspects:

First, establish an informal hierarchy of communication channels. Relevant heads of government departments can adopt grassroots work methods to strengthen information exchange with grassroots staff and citizens. Visit the front line of the work regularly, avoid only through the form of reports to understand the progress of the work, increase the communication opportunities with the grassroots staff on the implementation of specific work. Avoid miscommunication caused by rigid hierarchies, and promote direct communication between policy makers and specific implementors. In addition, managers can consult with experts and scholars. Reporters and investigators were asked about obstacles encountered in their work. Meanwhile, statistical analysis experts and emergency management experts were hired to summarize and analyze the current stage of the governance work.

Second, the establishment of innovative hierarchical communication channels. Most of the traditional hierarchical information reporting forms adopt complex information management systems to report information layer by layer, and most of the information communication is delivered in the form of written reports, which seriously hinders the timeliness of information and easily causes the distortion of information in the process of layer by layer transmission. Therefore, we should establish the communication channel of innovative hierarchical system, rearrange the organizational structure, and make the organizational hierarchy tend to be flat. The level of information transmission should be formulated scientifically to reduce the number of levels through which information passes and make communication between levels easier. At the same time, for multi-department communication, the ability of information transmission should be improved, unified terminology should be developed and effective communication equipment should be adopted. In addition, in the management of public health emergencies, a unique communication plan should be formulated to standardize the communication process among various departments, so as to effectively ensure the rapid sharing of collaborative information in public health emergencies [5].

#### 4. Summary

In order to optimize the management of public health emergencies, we fully realize the importance of collaborative governance theory in the process of public health emergencies management. However, the application of synergetic theory cannot be copied. The concept of synergetic governance is not applicable to the governance of any public affairs. The application of synergetic governance should not only be based on advanced foreign theories, but also be rooted in the actual situation. To make collaborative governance more localized and innovative, so as to provide experience for optimizing the governance of public health emergencies.

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