



# Health Policy Knowledge Management Systems

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# Health Policy Making

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- Stages in Health Policy Making
- The Health Policy Process
- Human development requirements
- Support systems requirements
- Policy making trends
- Knowledge Management Principles in Health



# Stages in Health Policy Making

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- Policy Initiation
  - Led by policy advisers stimulated by think tanks
- Green paper
  - Consultation research and evaluation
- White paper
  - Policy – subject to legislation and funding
- Implementation Planning
  - Often under prepared
- Action Learning
  - From pilots and “first wave” developments



# Stages 1-2

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- 1 Confidential policy initiation stage
  - Outline draft papers, meetings/comments,
  - Project management
  - Identify experts/ best practice
  - Meta research / international
  - Outline health impact and cost impacts
- 2 Open Consultation stage
  - Identify stakeholders
  - Commission research
  - Public consultation process
  - Shared papers/community of practice
  - Health impact and cost benefit analysis



# Stages 3-4

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- 3 Implementation Planning stage
  - Action plans, human resources, budgets
  - Leadership, training, change management
  - Public Service Agreements negotiation
  - Outcome targets and indicators
- 4 Action and Outcome Evaluation
  - Baseline studies
  - Monitoring and measurement regime
  - Action learning set /Community of practice
  - Evaluation studies



# Human Development requirements



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## **Policy maker thinking**

- Clarifying values and responses
- Understanding needs
- Using the evidence base
- Re-examining complex impacts

## **Knowledge development**

- Current strengths and problems
- Lessons from overseas
- Education and training
- Building a new knowledge base

## **Public understanding**

- Rethinking expectations
- Taking personal responsibility
- Engaging with the system

## **Leadership and management**

- New values and approaches
- New ways of working
- Learning from colleagues
- Leading change



# System support requirements

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## **Government Secure Intranet**

- Expertise database
- Groupware systems
- Meta analysis
- Review systems

## **Health Policy Library**

- Current policies
- Evaluation baseline
- Performance and cost data
- International experience

## **Public consultation**

- Web site
- Surveys
- Consultation exercises

## **Password Protected**

- Expert consultation – EZCollab?
- Leadership training - Elluminate
- Performance monitoring





# Policy Making Trends

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- More open but still confidential first stage
  - <http://www.dh.gov.uk/en/Policyandguidance/index.htm>
- More formal consultation and more research
  - <http://www.dh.gov.uk/en/Consultations/index.htm>
- Earlier consultation and innovations in methods
  - <http://www.dh.gov.uk/en/Policyandguidance/Organisationpolicy/Modernisation/Ourhealthourcareoursay/index.htm>
  - <http://www.newdealforcarers.org/>
- Outcome targets and indicators
  - [http://www.info.doh.gov.uk/consult/commismetrics.nsf/lookupKeywords/Supportinginformation/\\$FILE/Supporting\\_information1.3.ppt#940,1](http://www.info.doh.gov.uk/consult/commismetrics.nsf/lookupKeywords/Supportinginformation/$FILE/Supporting_information1.3.ppt#940,1)



# What knowledge do policy makers need ?

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- **Current performance and needs**
  - Key indicators
    - Linked to values or aims
  - Monitoring of implementation
    - Against a project plan
    - For key resources – people, services, costs
- **Expert opinion –who and where are they**
  - Meta analysis of evidence
  - Interpretation of indicators
  - Long term system impacts
  - Shared lessons –
    - Best practice, positive deviance, champions of change

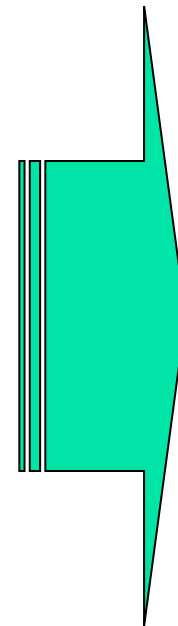
# Aims and Indicators for Health and Social Care

- 3 aims

- Better health and well being
- Better care
- Better value

- 5 outcome goals

- Promote health and well being
- Responsive accessible services
- Effective and efficient
- Safe and high quality
- Equitable



**40 Outcome indicators**

# Outcome Indicators and Accountability



Accountability through  
Public Service Agreement



# Communities of Practice

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- Identify a common agenda
- Develop trust by sharing experience
- Work together to define best practice
- Celebrate and build on success
- Innovate and learn
- Improve communications
- Implement better health policy



# Community of Practice Support Requirements

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- Training together
  - Meetings and on-line
  - Encouragement to innovate
- Shared knowledge
  - Research papers and reports
  - Performance indicators and expert reviews
  - The knowledge base for policy
- Shared experience
  - Shared discussion of experience



# Groupware for Policy Makers and Communities of Practice

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- Communications
  - Email, voicemail, chat rooms, skype
  - Websites, wikis - open or closed
  - E Conferencing, social networking
- Project working
  - Project management, Calendar,
  - Hard drive libraries
  - Working drafts
- Decision support systems
  - Dashboard indicators
  - Desktop homepage
  - Geographic information systems



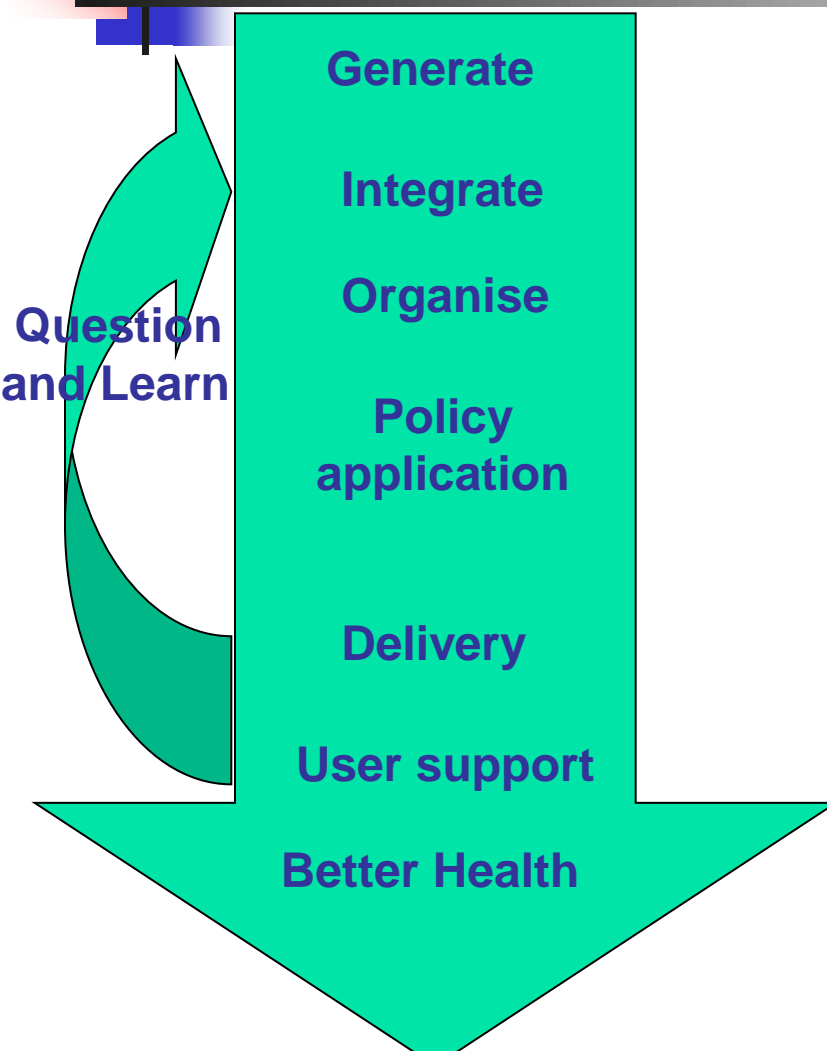
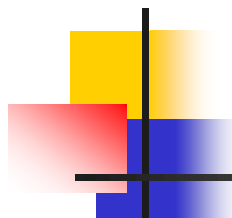
# KM Principles in Health

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- **ACCURATE – focus on user knowledge needs:**
  - Accessible, complete, comprehensible, unbiased, relevant, assessed, timely, expert
- **LEARN – a whole system approach to:**
  - Learning, education, action, research, networks
- **A national knowledge service to:**
  - Both support and deliver health policy reform



# A National Knowledge Service Delivering Better Health



Communities of practice,  
-research, experience, data

Assess and integrate knowledge  
Public Health Observatories  
National Library for Health

National Institute of Health and  
Clinical Excellence

NHS Direct - Map of Medicine  
Public Health Desktop

User education and development  
National Institute for Innovation and  
Improvement