

policy

Why Does How Policy is Implemented Matter for Health Outcomes?

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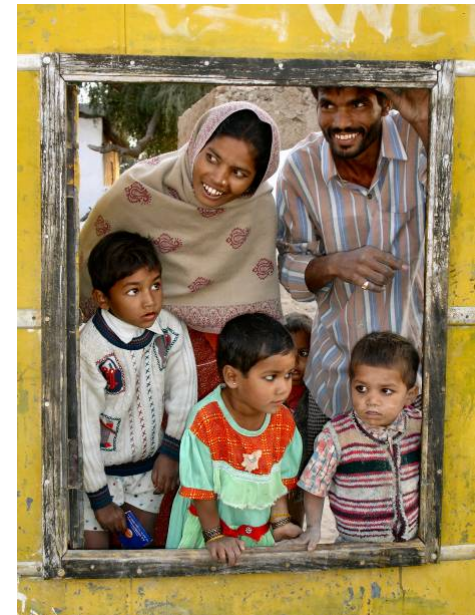


Policy is important...but how?

- When it comes to understanding how health policies affect health outcomes, our knowledge base is scant

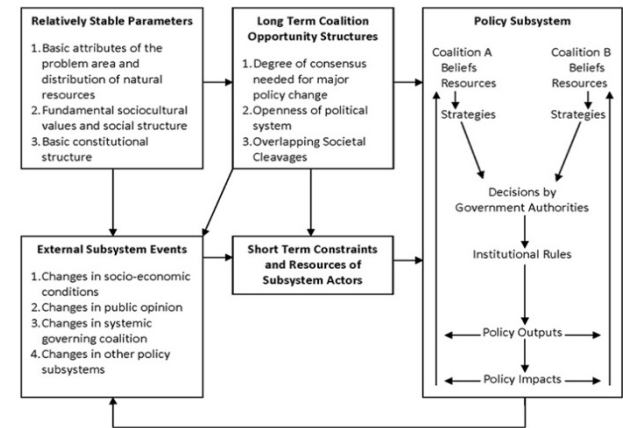
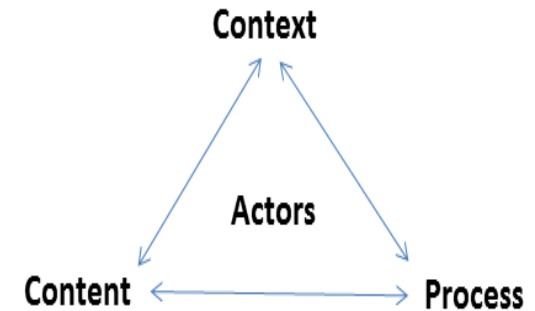


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Large Literature on Policy Development, e.g.

- Kingdon (1984)—**Policy Streams**
- Walt and Gilson (1994)—**Policy Analysis** (context, content, process, actors)
- Sabatier (2007)—**Advocacy Coalition Framework** (policy networks)



Policy Stages

- Lasswell's stages (1951)

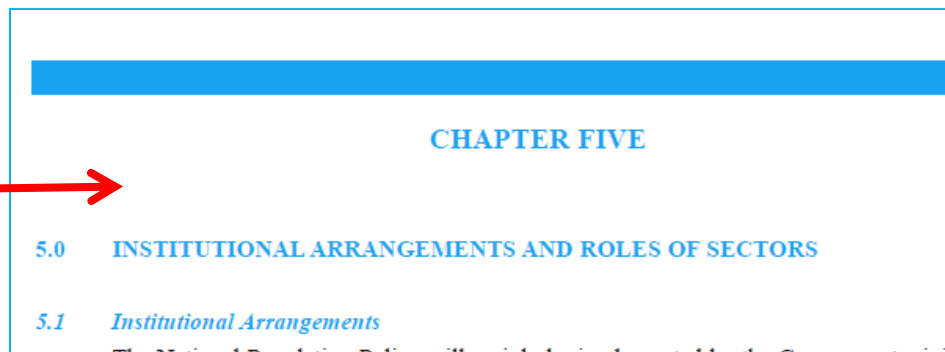
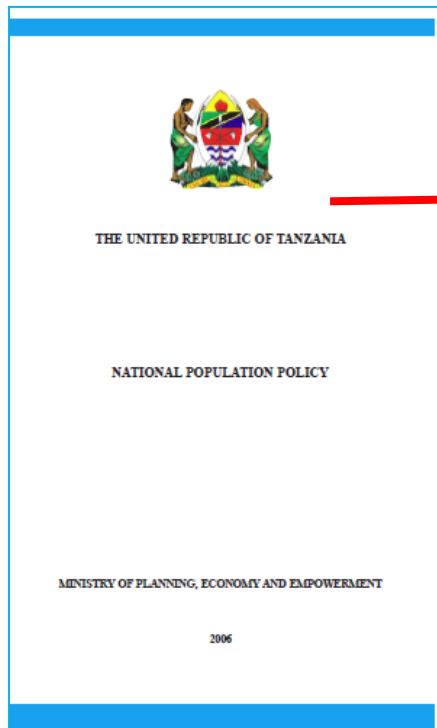
- Problem identification
- Policy development
- Policy implementation
- Policy evaluation

- The stages are not linear and have a cycle (Bridgman and Davis, 2003)

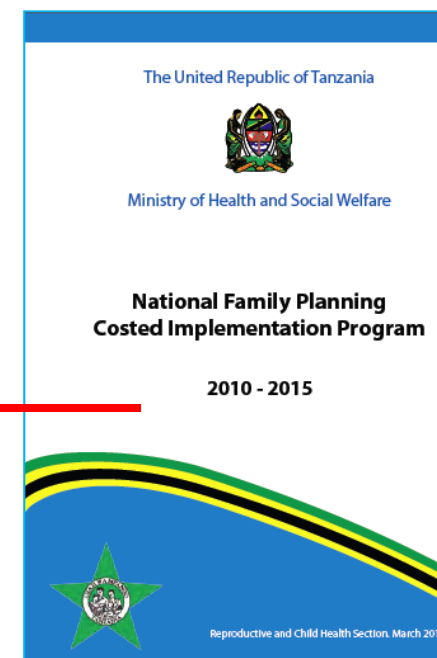
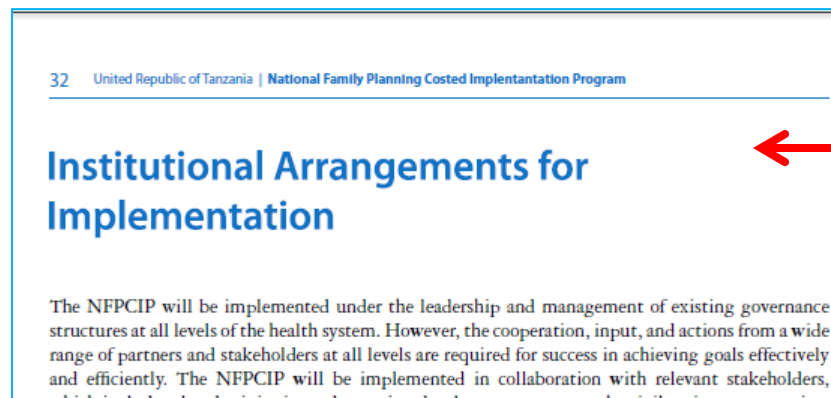


Policy Implementation

“Implementation is the carrying out of a basic policy decision.... Ideally, that decision identifies the problem(s) to be addressed, stipulates the objective(s) to be pursued, and in a variety of ways, ‘structures’ the implementation process.”



Chapters on institutional arrangements

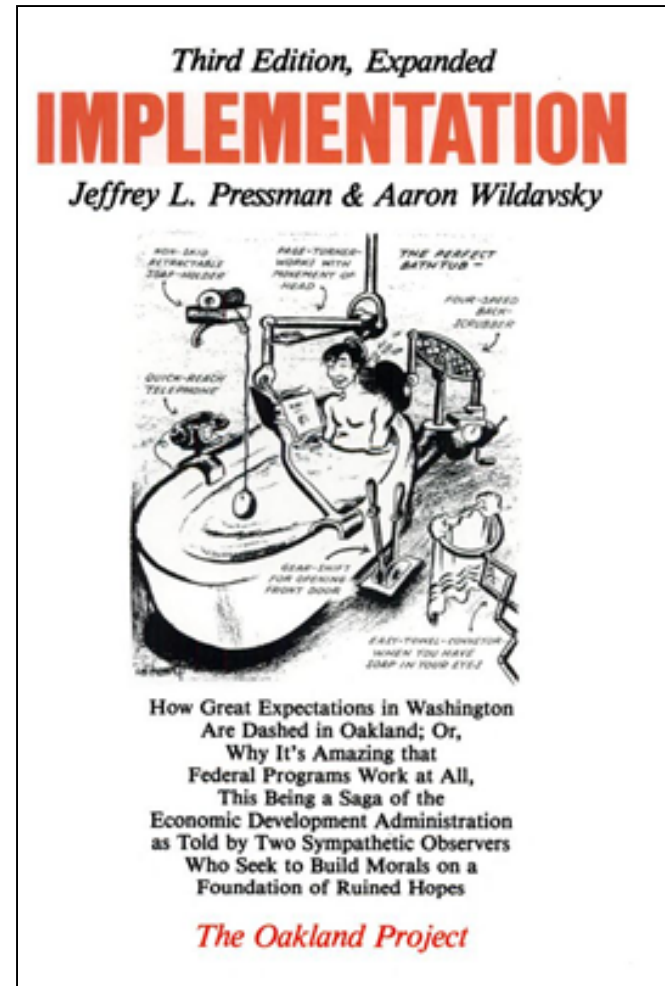


Implementation

“To understand how evidence gets taken up and integrated into policy, and how policy, in turn, translates into practice, we need to find ways to move beyond the assumption...that implementation is straightforward and a simple matter of scaling up a policy decision.”

Debates About Policy Implementation

- **Top down**—is implemented as directed from a central, authoritative level (early view of policy)
- **Bottom up**—policy gets interpreted at each level for implementation. Providers become street-level bureaucrats (Lipsky, 1980)
- **Combination**—levels of authority/interpretation (Pressman and Wildvasky, 1984)



Implementation Study Review



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INTERNATIONAL JOURNAL OF HEALTH PLANNING AND MANAGEMENT
Int J Health Plann Mgmt 2008; **23**: 259–285.
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Discursive gaps in the implementation of public health policy guidelines in India:
The case of HIV testing

Kabir Sheikh^{a,*}, John Porter^b

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of health sector reform in Ghana

Dr E. Kojo Sakvi^{1,2,*†}

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Joanna Crichton^{*}

THE LANCET

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time for a new focus on implementation**

Lynn P Freedman, Wendy J Graham, Ellen Brazier, Jeffrey M Smith, Tim Ensor, Vincent Fauveau, Ellen Themmen, Sheena Currie, Koki Agarwal

Policy Issues Highlighted in Implementation Studies

Need to:

- Link policy development with policy implementation
- Address relational and technical aspects of policy implementation
- Understand institutional arrangements and inter-institutional relationships
- Involve stakeholders in planning implementation
- Link policy implementation with governance

Need to Link Policy Development with Policy Implementation

- How contentious the policy was to develop will have implications for how easy it will be to implement

Policy Problems Classified According to the Impact of Levels of Certainty and Agreement (Hoppe, 1989)

Agreement	Certainty	
	Large	Little
Large	Technical problems Malaria—bednets	Untamed technical problems HIV—concurrency
Little	Political problems FP—120 million new users	Highly Complex (Wicked) Problems Vertical to integrated/HSS policies and programs

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Good health at low cost: from slogan to wicked problem

[Lincoln C Chen](#) 

Good Health at Low Cost 25 Years On: What Makes a Successful health System?

Dina Balabanova, Martin McKee, Anne Mills

The London School of Hygiene and Tropical Medicine, 2011

Pp 369. Download a free copy from <http://ghlc.lshtm.ac.uk> ISBN-9780902657847

In 1985, the Rockefeller Foundation organised a Bellagio conference that produced the book, *Good Health at Low Cost*. The book captured the imagination of the global health community. On the basis of four cases—China, Sri Lanka, Costa Rica, and Kerala—the book examined how countries with fairly low income could achieve health indicators similar to comparable high-income countries. The book concluded that good health can be accelerated by political commitment, broad-based education, especially of women, and well-performing basic health systems.

Wicked problem

- Difficult rather than evil
- No right/wrong solution
- Multiple inter-dependencies
- Any solution could cause other problems

Technical and Relational Aspects of Policy Implementation

- “the interplay between ‘intellectual cognition [*technical*] and ‘social interaction’ [*relational*]...can to a certain degree explain the often ambiguous character of policy that has to be implemented” (Hill and Hupe, 2009: 8)
- Study from Australia—two government agencies that needed to work together were like “tectonic plates colliding or pulling apart” (Howard, 2005: 5)

Need to Link Policy Development with Policy Implementation: Global to National

■ Writing about TB Dots, Ogden, Walt and Lush (2003: 179) note:

“Simplifying policy approaches to ‘one-size-fits-all’ carries inherent risks, and can be perceived to harm locally appropriate programmes....top-down internationally driven policy changes may lead to apparent policy transfer, but not necessarily to successfully implemented programmes.”

Lack of Understanding of Institutional Arrangements

- Gaps in implementation of national guidelines for HIV testing in Indian hospitals (Sheikh and Porter, 2010)

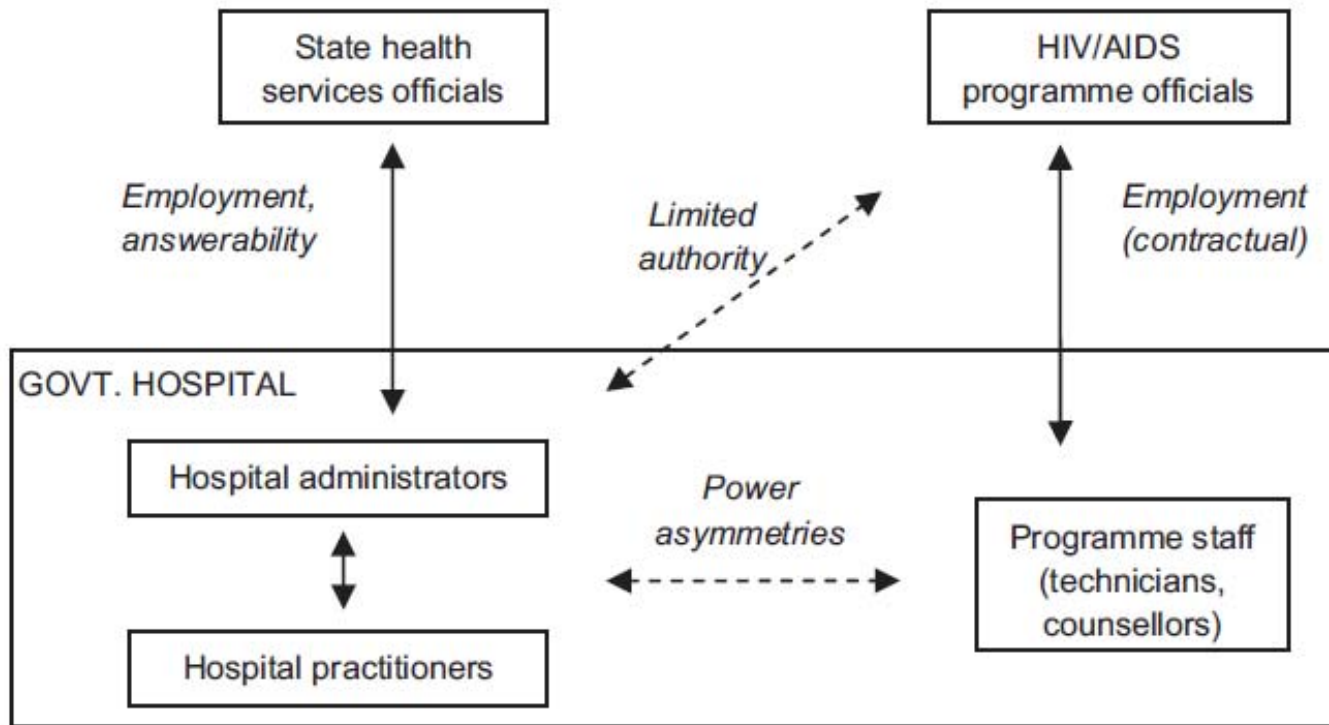


Fig. 3. Health services and HIV/AIDS programme – parallel authority structures.

Involvement of Stakeholders in Planning Implementation

■ Removal of Fees in South Africa—the view from front-line nurses (Walker and Gilson, 2004)

- Nurses views and values inform their implementation of health policy
- Nurses feel excluded from the process of policy change
- Social, financial, and human resources are insufficiently incorporated into the policy implementation process

Barriers to free care implementation

Barrier	% responding very important
Lack of consultation with nursing staff	83
Lack of community education	76
Lack of adequate planning	74
Lack of extra staff	74
Daily planning to deal with free PHC inadequate (in clinic)	70
Lack of staff education	67
No one in clinic to deal with problems	54

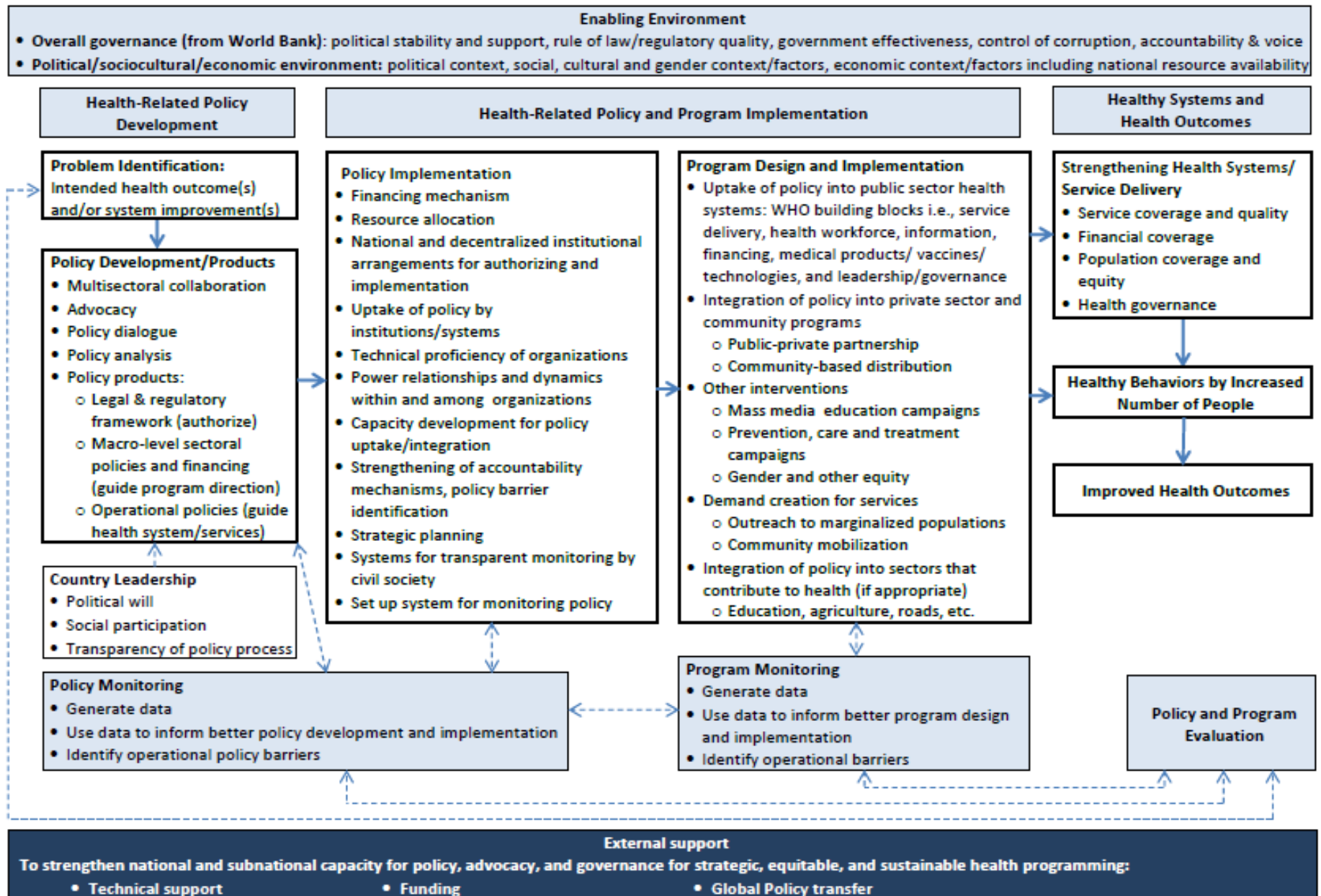
Survey responses to the question: what was the impact of free primary health care on you personally

Response	Very important (%)	Important (%)	Not important (%)
Felt I was exploited	58	22	20
Was burnt out	56	21	23
Became frustrated	55	17	28
Considered giving up my job	48	19	33

Linking Policy Implementation with Governance

- 2000s: Policy implementation as governance
 - Attention to action—from government to governance (system, organization, and individual levels)
 - Greater awareness of context
 - A values orientation—security, justice, equity, equal treatment for equal cases
 - Attention to accountability
 - Importance of policy networks

Conceptual Framework: Linking Health-Related Policy to Health Systems and Health Outcomes



Thank You!

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