



NATIONAL INSTITUTE FOR HEALTH AND WELFARE

Capacity building for HSR

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9 April 2010

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Policy question

What capacity building should be done
in health services research
and health policy making
to secure the use of **evidence**
in policy processes?

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Evidence is

the best available answer
to a well-formulated question
that experts are able to produce
with good methods
in the time given

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Evidence into policy decisions

Capacity problems

Policy makers asking unanswerable questions

Researchers providing untimely answers

PM and R culture and language differ

→ **Need to develop capacity on both sides**

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Capacity for researchers

Individuals

- Multidisciplinary training in methodology
- Understanding of policy processes from inside
- Acquaintance with health care everyday

- Lifelong training opportunities
- Ability to value each community & function in them

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Capacity for researchers - 2

Teams

- Multidisciplinary composition
- Networking nationally and internationally
- Balancing stability and renewal

Institutions

- Access to optimal tools (Databases, registers)
- Skills in communicating results
- Providing results with different speeds

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Products, customers, resources

Product	Speed	Domains (EUnetHTA)	N / year	Customers	Resource
Urgent reply	Days	2(+1)	2 - 8	MOH	½ - 2 pd
HTA summary	Weeks	3(+5)	250 - 300	Clin / Hosp / Pol	½ - 2 pwk
MUMM report	Months	4(+5)	10 - 15	Hosp	2 - 4 pm
Full report	Year(s)	9	1 - 4	MOH / Pol	3 - 6 py

MOH = Ministry of Health, **Clin** = Clinicians,
Pol = Policy makers, **Hosp** = Hospitals

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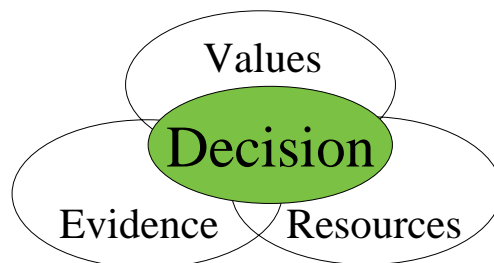
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Capacity for policy makers

Politicians

Learning to formulate answerable questions

Getting accustomed to proactive use of evidence



JA Muir Gray: Evidence Based Health Policy
 Churchill Livingstone, London 2002

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Capacity for policy makers - 2

Policy institutions

Creating structures for meetings between politicians and researchers

Allowing for research on non-urgent issues too

Policy brokers / Civil servants

Supporting policy makers in

- identifying need for evidence
- understanding evidence

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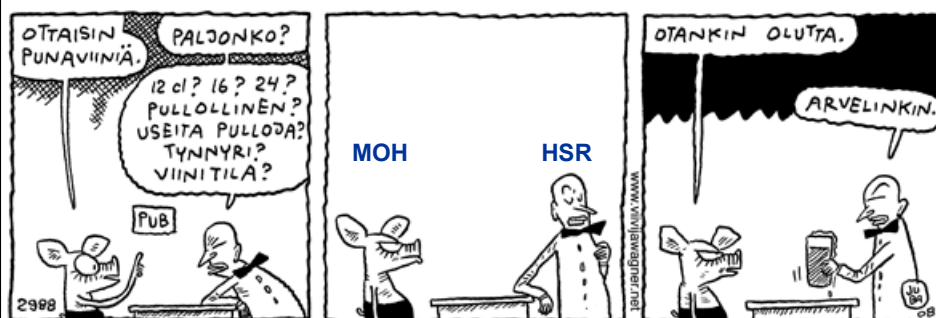
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The skill of guiding customers



RED WINE,
PLEASE.

HOW MUCH?
12 cl? 16? 24?
A BOTTLE?
REGION?
CHATEAU??

I TAKE A BEER INSTEAD.

I THOUGHT SO.

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Challenges for HSR into policy - and solutions

Badly scoped questions

→ Reformulate question with customer

Speed and need clash

→ Negotiate optimal product

Too many questions

→ Structured selection processes

We must use time as a tool, not as a crutch.

(John Fitzgerald Kennedy)



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**Evidence does not make decisions.
People do.**

(Brian Haynes 1996)

Let's build capacity!