

# Making change happen: processes to embed evidence-informed decision-making into policy development

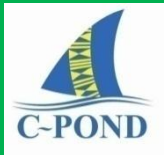
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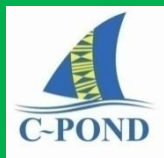
# Background

- **Evidence-informed policy development (EIPM) is more likely to be used if it is valued and supported by the organisational culture**



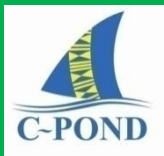
# Fiji

- **Polynesian island group**
- **Indigenous Fijians and IndoFijians**
- **High prevalence of obesity and diabetes**
- **NCDs leading cause of death in adults**



# Fiji

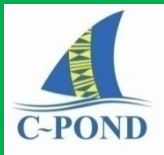
- **Military government:**
  - **Performance based**
  - **Pressure for democratic elections in 2014**
- **Need to move beyond a workshop culture of many LMICs that disrupts productivity**



# The TROPIC project

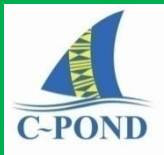
## TROPIC (Translational Research for Obesity Prevention in Communities)

- Follow-up from the 5-year Obesity Prevention in Communities (OPIC) project
- TROPIC: three-year project with six organisations
- 18 month active engagement
- AusAID (ADRA) funded



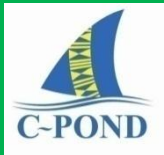
# Aims

- **To develop a knowledge exchange system between researchers and policy makers**
- **To determine whether a knowledge broking approach can influence the translation of obesity research into policy and practice**



# Aims

- **Embed evidence-informed policy-making into the cultures of participating organisations**



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# Method - Workshops

## Workshop One

- Evidence
- What's in it for us

## Workshop Two

- Policy & policy cycle
- Selecting policy options

## Workshop Three

- Acquiring evidence
- Analysing evidence

## Workshop Four

- Adapting Evidence
- Evidence to Action: Writing policy briefs

## Embedding EIDM

- Embedding EIDM
- All participating organisations

Develop 1-2 briefs per participant: reducing support for 14 months

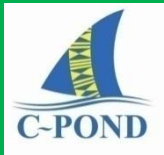
Work with high-level officers

**Individual support**  
acquire; analyse; adapt; act(ion)



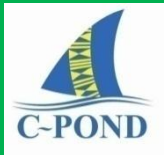
# TROPIC outcomes

- **49 participants completed workshops on evidence-informed policy making (EIPM)**
- **19 participants completed policy briefs/advocacy documents**
- **20 policy briefs**
  - **5 enacted at Ministry/NGO level**
  - **2 implemented in 2012 budget**



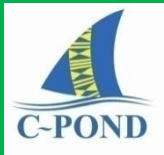
# Embedding Strategies

1. Participants
2. Organisations



# Strategies: Participants

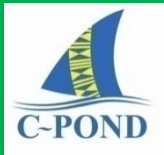
- **Critical mass of policy developers**
- **Build capacity EIPM**
- **Policies-on-policy**
- **Intra-org and inter-org networks**



# Critical mass

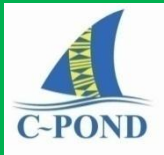
**Increases likelihood of sustainability:**

- **Limited resources**
- **Employees fill multiple roles**
- **4-13 (8) participants per organisation (n=49)**



# Policies on policy development

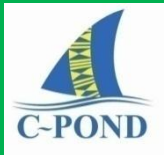
- Policies included basic requirements for a policy:
  - Evidence-based
  - Health impact assessment
  - Monitoring and evaluation
- **Stealth approach**
- **Endorsed in two organisations**
- ***Adopt Ontario model: document process during brief development***



# Intra-organisational networks

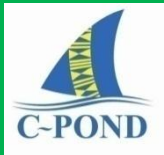
## Inter-department organisation:

- **Develop brief topics**
  - **Write briefs**
  - **Communication with high-level officers**
- 
- **Managers engaged participants more**
  - **Promotions**



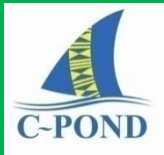
# Inter-organisational networks

- **Inter-organisational collaborative approach to policy endorsement:**
  - **Banning junk food advertising to and with children:**
    - **Advocacy document: CCOF-MOH**
    - **Policy brief: MOH-PS**
    - **Marketing campaign: CCOF - public**



# Embedding workshop

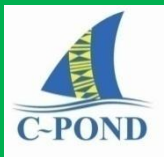
- End of active component of TROPIC
- 60 attendees:
  - High level officers
  - Participants
- Review of activities
- **Recommendations:**
  - **More accredited training**
  - *More resources to access evidence*





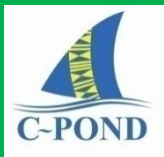
# Strategies: Organisations

- **Engagement and ownership**
- **Value attributed to EIPM**
- **Structures and resources**
- **Recognition**



# Engagement and ownership

- **Engage actively and early**
- **Create a win-win scenario**
- **Secure a champion**
- **Communicate regularly**

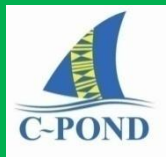


# Valuing EIPM: Participants

EIPM was more highly valued following TROPIC:

- Semi-structured interviews

*...opportunity for my staff and myself to actually sit and evaluate how we do research in a more systematic manner...it has given us the opportunity how we look at how we do it...'cause previously we did things in a more haphazard manner...After engaging with TROPIC we realized there are certain things that we need to tidy up.... It has been like you said, we are a knowledge organization now...we have been able to share the research internally and ask people (staff) to understand what the issues are.*

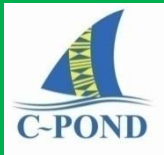


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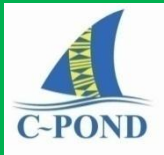
# Valuing EIPM: High-level officers

- **Successful capacity building for *individuals***
  - Junior staff more ‘careful’ and ‘confident’
  - Participants had ‘new insight’ into research, leading to improved healthcare delivery
- **Less impact on organisation**
  - Embedded the practice of using evidence in their advocacy work
  - Plans to roll out the evidence-based policy process to all divisional levels to ensure that continuation of capacity building



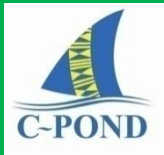
# Organisational recognition

- **Greater recognition of EIPM expertise:**
  - **Engagement of officers with new expertise**
  - **Promotions (4)**
- **Key performance indicators**
- ***Position descriptions***



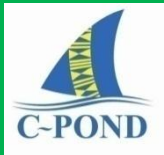
# Organisational structures, resources

- Policy units (2)
- Provide ready access to relevant evidence
  - Data bases (MOH: Hinari)
  - *Internet access*
  - *Download costs*
- Allow staff time to acquire, analyse and adapt evidence
  - *Longer lead-in periods for policy development*



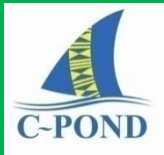
# Sustainability 12 months post-initiative

- **TROPIC 2 with MOH starting Nov 2012**
- **Includes policy brief**
- **In negotiation re accredited course on EIPM for policy developers**
- **Includes policy brief**



# Future strategies

- **Adopt Ontario model: document process during brief development**
- **More resources to access evidence**
  - **Internet access**
  - **Download costs**
- **Longer lead-in periods for policy development: allow time**
- **Position descriptions**
- **KPIs**
- **All new EIDM courses require organisational commitment to embedding strategies**

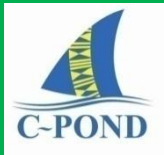




# Conclusions

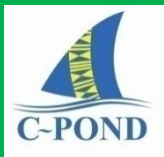
**EIPM can be sustained beyond KB initiatives if embedding processes are put in place:**

- **Engage partners early and regularly**
- **Create a win-win situation**
- **Engage high-level champions to make it happen**
- **Develop a critical mass of people with EIPM skills**
- **Organisational culture with structures and processes in place to support and value EIPM**



# Acknowledgements

- **Participating organisations**
- **The Government of Fiji**
- **TROPIC Advisors**
- **Funders: AusAID (ADRA grant)**
- **The TROPIC team: Radha Etheridge; Rigietia Nadakuitavuki; Astika Raj; Susan Prasad; Akinisi Tarabe**



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