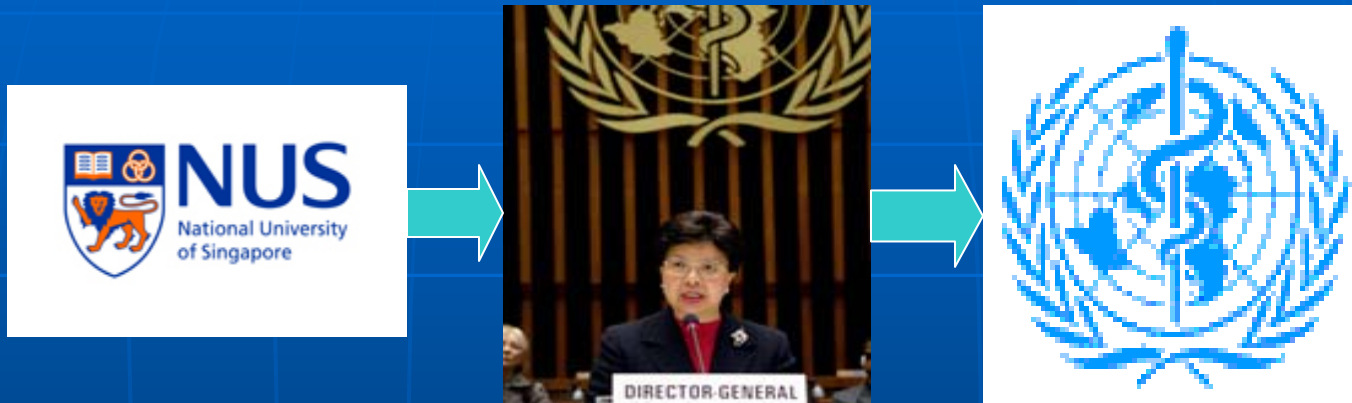


From Public Health Policy to Action: Engagement with Government, Business and NGO Stakeholders

PHUA Kai Hong, AB, SM(Harv), PhD(LSE)
Lee Kuan Yew School of Public Policy
National University of Singapore



Can Universities Contribute to Translation of Policy into Action?



- Planning and coordination of health work
- Prevention and control of specific diseases
- Development of comprehensive health services (advisory & technical assistance)

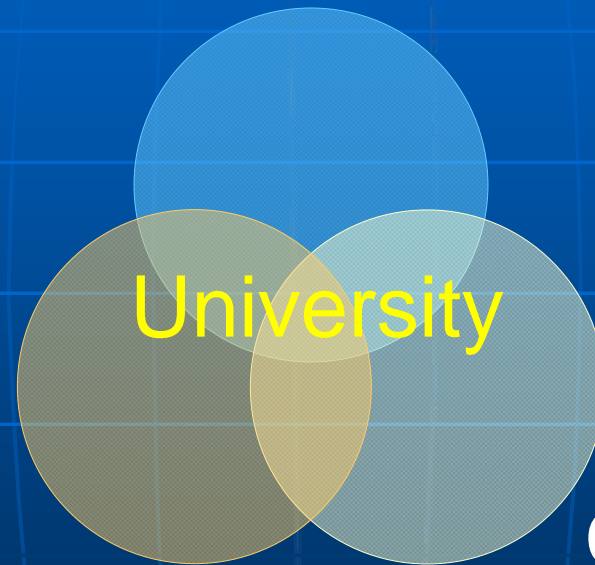
Key Players in Global Health

- UN organizations
 - World Health Organization
- Overseas development agencies
- International NGOs (INGO)
- Nation states/governments
- Private sector
- Civil society
- **Universities and research institutions**



The University's Engagement with Public Health Stakeholders

Government



Business

Civil Society

Public-Private-People Participation

Roles of Universities in Health Systems Development

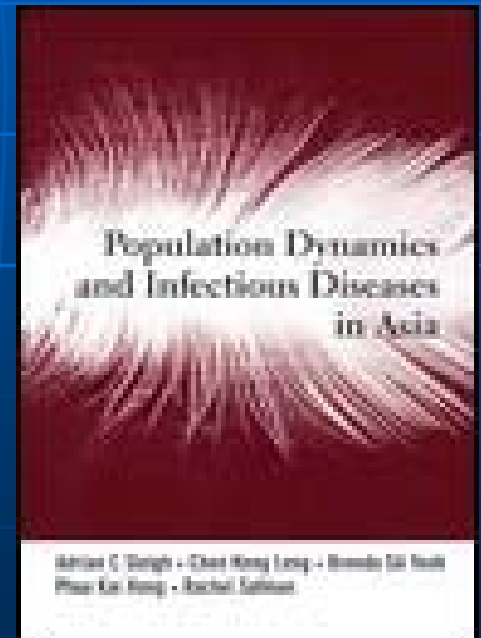
- **Teaching** – training and education of professionals, certification and credentials, pedagogical methods
- **Research** – public health and clinical services - methodology, experimental trials, evaluation
- **Service** – appointments (joint, adjunct, advisory), consultancy, knowledge broking, clearinghouse, reference centre, repository, libraries, data sources
- **Economic** – specialization of technology/expertise, human capital development, quality, innovation
- **Societal** – authority, legitimacy, cultural symbol, civic pride, intellectual leadership, power and status

Inter- and Trans-disciplinary Health Policy Training & Research

- Biomedical Sciences
 - Medical and Allied Health Sciences
- Public Health
 - Epidemiology, Environmental/Occupational Health, Nutrition, Maternal & Child Health, Health Education, Health Care Management, Health Economics, etc
- Public Policy
 - Public Administration, Political Science, Economics & Finance, Management Science, International Affairs, etc

Example of Trans-Disciplinary Health Policy Research & Training

- International collaborative research between ANU National Centre for Epidemiology & Population Health and NUS Asia Research Institute, Asian Metacentre for Population & Sustainable Development Analysis, Faculty of Arts & Social Sciences
- International Research Workshop Singapore, 2004
- Multi-authored/edited publication World Scientific, 2006
- Current reference textbook for regional trans-disciplinary training in emerging infectious disease control



Evidence in Health Policy-making: Role of Universities

- To provide training in evidence-based health policy and management
- To conduct useful research and evaluate evidence for policy-making
- To support policy-makers with relevant information that can help them to make better and rational choices

Policy-makers are from Mars and Researchers are from Venus!

- Different focus
- Different training
- Different time scales
- Different aims and objectives
- Different rewards and motivation
- Different values, processes and outcomes

Health policy research to provide the bridge
and travel between the two galaxies

Use of Evidence for Policy: Critical Success Factors

- Conducive environment for evidence – ideological values aligned with scientific
- Credibility and track record of academic and research institutions/researchers
- Commitment and mutual trust between policy-makers and researchers
- Timeliness/costs of research studies
- Political sensitivities and contexts

Examples of Collaborative Health Policy Research Studies in Singapore

- NUS Health Services Research Unit and Rand Corporation, 2007
Health Manpower Studies for Singapore
- Ministry of Health, 2005
Drug Stock-piling for Pandemic Influenza in Singapore
- National University of Singapore/Institute of Policy Studies, 1993
(Multi-disciplinary - health, economics, econometrics, demography)
Projection of the Impact of Population Ageing on National Health Expenditures in Singapore
Ministry for Health, Singapore
- Kai Hong Phua, 1990
Privatization and Restructuring of Health Services in Singapore,
Institute of Policy Studies, Singapore



How Much to Stock-Pile? Economic Cost-Benefit Analysis in Pandemic Preparedness Planning

Economics of Neuraminidase Inhibitor Stockpiling for Pandemic Influenza, Singapore

Vernon J. Lee,^{*} Kai Hong Phua,[†] Mark I. Chen,^{*} Angela Chow,[‡] Stefan Ma,[‡]
Kee Tai Goh,[‡] and Yee Sin Leo^{*}

Emerging Infectious Diseases • www.cdc.gov/eid • Vol. 12, No. 1, January 2006

Evidence for Policy versus Action

- “There is nothing a politician likes so little as to be well-informed, it makes decision-making so complex and difficult”
- *John Maynard Keynes*
- “There is nothing a manager likes so much as to be well-informed, it makes decision-making (and control) so simple and easy!”
- *Kai Hong Phua*

Academic Research Institutions: Possible Roles for Policy and Action

- Produce information – conduct research, collect, analyze and synthesize evidence
- Communicate evidence – dissemination or publication, media/PR, social marketing
- Build capacity – train policy researchers, broker knowledge transfer and partnerships
- Promote/advocate policy and action
 - engage with stakeholders/policy-makers
 - monitor take-up by policy-makers
 - evaluate policy implementation

Tools for Active Engagement of Academics in Policy Implementation?

- Decision-Making Models (as Actors)
 - Rational Action
 - Organizational Processes
 - Bureaucratic Politics
- Stakeholder Analysis (as Stakeholders)
 - Political Mapping
 - Power Strategies
 - Perception Strategies
- Change Teams (as Change Agents)
 - Policy Analysis
 - Policy Advice

Strengthening Public Health Policy: Comparative Health Systems Research

- To develop scientifically sound, socially relevant and ethically acceptable standards for more effective, efficient, equitable and sustainable health systems
- To share innovative and workable solutions in health systems development related to improving access, cost and quality

“Name & Shame” vs. “Care & Share” ?

Benchmarking - CQI for Public Health

Health Systems & Policy Research: Selected Collaborative Networks

World Health Organization

- Alliance for Health Systems and Policy Research
- WHO Observatory for Health Systems and Policy

Regional Networks

- Asia Pacific Academic Consortium for Public Health (APACPH)
- Asia-Pacific Health Economics Network (APHEN)
A-P National Health Accounts Network (APNHAN)
EQUITAP
- Asian Health Systems Reform Network(DRAGONET)
- EVIPNet Asia Steering Group

Asian Health Systems Reform Network (DRAGONET)

- Originally key leaders of health policy centres in Japan, Korea, Taiwan, Hong Kong, Singapore (1998)
- Extended to Malaysia, Thailand, China and others
- Opportunistic meetings to support reform processes
 - Japan - Comparative health systems
 - Taiwan - Health care financing and payment systems
 - Korea – Health regulation and quality assurance
 - Malaysia - Evidence-based health policy-making
 - Thailand - Comparative health reforms
 - Singapore - Comparative health systems & policies
 - Hong Kong – Health services management
- The Future?

Regional Health Policy Research Centres: Selected National Institutions

- China – MOH National Health Economics Institute
HK Institute of Health Policy & Systems Research
HK PolyU Public Policy Institute
- Japan – MOHLW Health Policy Bureau
National Institute of Health Services Management
Health Policy Institute
- Malaysia – MOH health policy & planning departments
Institute for Health Systems Research
UN University Centre for Health Services Research
- Singapore – MOH HQ policy and cluster HSR units
NUS Health Services Research Centre (RAND-MOH)
LKY School of Public Policy/Institute of Policy Studies
- Thailand – Health Systems Research Institute (HSRI)
Centre for Health Economics, Chulalongkorn

WHO Alliance for Health Policy and Systems Research Consultancy Study

Healy J, Maxwell J, Phua KH and Lin V, 2007
Responding to Requests for Information on Health Systems from Policy Makers in Asian Countries,
WHO: Geneva

- Comparative study of 7 ASEAN countries + China
 - health policy-makers (demand)
 - health policy & systems research centres (supply)
- Review models of health knowledge networks
- Propose options for an Asian Regional Observatory for Health Systems and Policy Research

Summary

- Academic engagement with government, business and NGOs will require greater public-private participation in policy-making
- In the fast-changing Asia-Pacific context, rapid transitions in public health are major driving forces for reforms in health systems
- Health systems studies can provide evidence of best practices or lessons for adoption
- Comparative health systems/policy research to inform stakeholders of possible options and to advocate for optimal public choices